



Sakku Investments Corporation
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Kivalliq Labour Market Needs Foundational Assessment (Phase 1): Terms of Reference

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Prepared by NVision Insight Group Inc.

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Executive Summary

This Terms of Reference (TOR) document represents the first of three phases of the Kivalliq Labour Market Foundational Needs Assessment (KLMNFA) project. Phase 2 will involve a Comprehensive Labour Market Study, followed by Phase 3: the Kivalliq Economic Development Strategy.

The goal of the KLMNFA is to develop a comprehensive strategy to take advantage of economic opportunities in the Kivalliq Region and address labour market needs and challenges in relation to those opportunities.

Phase 1 involved conducting community consultations in order to provide initial community and regional context and develop a framework for a more detailed analysis of the status and needs of the region. Consultations in all Kivalliq communities (Arviat, Baker Lake, Chesterfield Inlet, Coral Harbour, Naujaat, Rankin Inlet, and Whale Cove), as well as Iqaluit, occurred between November 12, 2019 and January 31, 2020. This was accomplished with support from NVision Insight Group Inc. (NVision), a consulting firm with extensive experience conducting community engagements across Nunavut.

This TOR document contains common themes, key findings, potential opportunities, and other information related to the labour market which will be further examined during Phase 2. These include:

- The shortage of housing across all Kivalliq communities, and its effects on the labour market
- The need for improved communication between stakeholders in the Kivalliq region with respect to labour market information.
- Expanding and improving relations and communication between Sakku and other Inuit-owned businesses in the Kivalliq
- Upcoming high impact construction projects, including (but not limited to):
 - The Kivalliq Hydro-Fibre Link project (electricity and internet from Gillam, Manitoba)
 - A new mine training facility in Rankin Inlet
 - An expanded airport in Rankin Inlet, and other planned airport renovations and expansions
 - A new long-term care facility for Elders in Rankin Inlet
- The importance of, and need for, job fairs and career promotion at the community level
- The dire need for mechanics in all Kivalliq communities
- The need for heavy equipment operators and heavy equipment training
- The potential for expansion of the fisheries sector
- The need for additional support for entrepreneurs in the areas of bookkeeping, accounting, office administration, and business planning
- The continued importance of mining and mine related training initiatives
- The need to maximize the use of Inuit skilled labour across the public and private sectors, and ensure that pre-trades training, trades training, and apprenticeships are delivered effectively.
- The opportunity to increase the availability of building lots in all Kivalliq communities
- Opportunities in relation to the tourism sector

Other factors beyond the scope of this project are also noted.

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The document then summarizes information and contact gaps experienced in Phase 1, and outlines next steps to be taken in Phase 2, the Comprehensive Labour Market Study. Summaries of the consultations in each community are provided in the appendices.

Without exception, community members and stakeholders who were contacted in the course of this work were thoughtful, welcoming, and generous with their time. Sakku would like to extend our heartfelt thanks to all who participated in this initial phase of the KLMNA, and we look forward to working with you to address the issues identified in this document.

List of Acronyms

The following acronyms appear in this document:

Acronym	Definition/Description
ABE	Adult Basic Education (NAC)
CDO	Career Development Officers
CED	Community Economic Development
CGS	Department of Community and Government Services (GN)
CLARC	Community Land and Resource Committee
ECE	Early Childhood Education (NAC)
ED&T	Department of Economic Development and Transportation (GN)
ESDC	Employment and Social Development Canada
ETP	Environmental Technology Program (NAC)
FANS	Financial Assistance for Nunavut Students (GN)
GN	Government of Nunavut
GREAT	Getting Ready for Employment and Training (NAC)
HEO	Heavy Equipment Operator
HMS	Housing Maintenance Services
HTO	Hunters and Trappers Organization
IIBA	Inuit Impact and Benefit Agreement
IQ	Inuit Qaujimagatuqangit
IT	Information Technology
KIA	Kivalliq Inuit Association
KLMNFA	Kivalliq Labour Market Needs Foundational Assessment
KPID	Kivalliq Partners in Development (former organization, now within KIA)
MTO	Nunavut Municipal Training Organization
NAC	Nunavut Arctic College
NFMTC	Nunavut Fisheries and Marine Training Consortium
NHC	Nunavut Housing Corporation
NILFA	Nunavut Inuit Labour Force Analysis
NNI	Nunavummi Nangminiqagtunik Ikajuuti
NTEP	Nunavut Teacher Education Program (NAC)
NTI	Nunavut Tunngavik Incorporated
PAL	Possession and Acquisition Licence (formerly Fire Arms Certificate, or FAC)
PASS	Pathway to Adult Secondary School (GN)
QC	Qikiqtaaluk Corporation

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RFP	Request for Proposals
TASK	Trades Awareness Skills and Knowledge
TOR	Terms of Reference

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- Interviews with individual community members, to gather personal perspectives and labour market experience, were not conducted.



Common Themes and Labour Market Implications for the Kivalliq Region

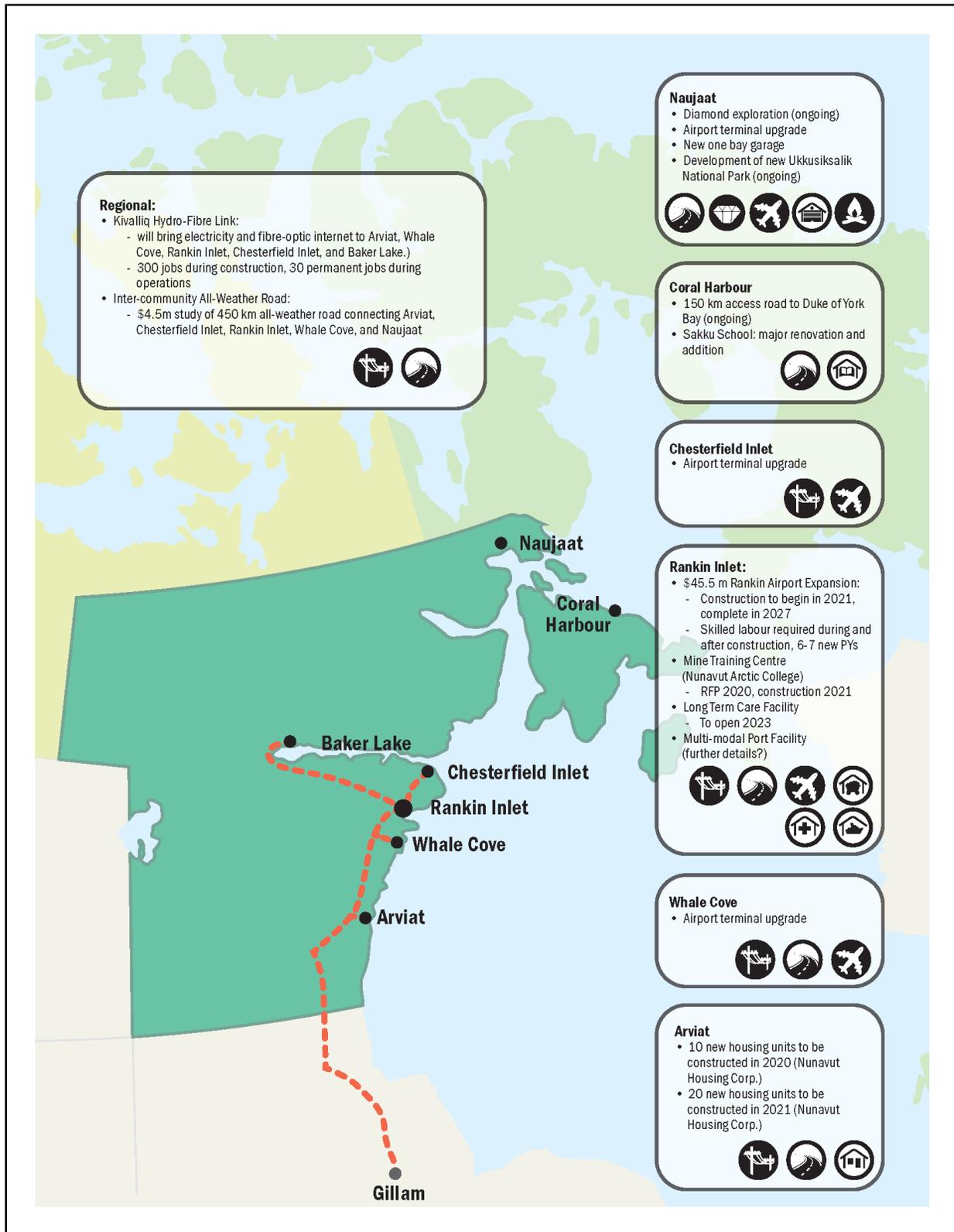
Factors Affecting Inuit Employment & Entrepreneurship

The following graphic summarizes the factors which impact the ability of individuals to participate in the Kivalliq labour market. Note:

- The absence of one or more of these factors reduces the potential for successful Inuit employment/entrepreneurship.
- Collaboration and communication among related organizations increases the likelihood of effective service delivery



Economic Development Opportunities in the Kivalliq, by Community, 2019



Labour Market Factors to be Further Examined in KLMNFA Phase 2

There are a number of general themes and specific issues common to all Kivalliq communities. A summary of the key findings from each community is provided in Appendix A. The following are key findings that require additional exploration and research, and will be further examined in Phases 2 and 3 of this KLMNFA project:

Housing:

- Housing was consistently mentioned as a significant business opportunity, as well as a serious barrier for the labour market. All communities require additional housing units; and recruitment and retention of private sector and public sector staff are affected by housing availability. Community members expressed interest in the private sector becoming involved in addressing this issue, including Sakku. Waiting lists for housing are extensive and NHC is unable to meet housing demand in all Kivalliq communities.
 - In many cases, youth must leave their home communities to pursue education or employment opportunities, as they do not have the option to move into their own housing units.
 - The availability of staff housing impacts the ability of public, private and non-profit employers to fill positions. In some instances, positions are left vacant due to lack of housing.
 - Arviat is allotted the highest number of new housing units by NHC in the near future (10 in 2020, 20, in 2021).
 - Almost all Kivalliq communities maintain very long waiting lists for housing and encourage youth to sign up for housing in order to maximize local NHC housing allocations.

Addressing Perceived Unfair Competition with Sakku Subsidiaries and Joint Ventures (JVs):

- Businesses in multiple Kivalliq communities expressed concern about perceived unfair and inappropriate competition with Sakku subsidiaries and joint ventures for mining-related contracts. This represents a potential opportunity for sub-contracting agreements or partnerships with local businesses, in particular those owned and operated by Inuit.
 - Increased outreach and improved communication by both Sakku and KIA were desired by community members.

There is a clear need for targeted, community-level communications on this matter on an ongoing basis, so that Sakku can demonstrate the ways in which mining-related subs and JVs are benefitting the region, contributing to employment, etc.

Labour Market Communication and Information Sharing:

- Increased communication and information sharing are required between regional labour market stakeholders. Inter-agency working groups, such as a group identified in Baker Lake, provide opportunities to improve the coordination of effort, increase the flow of information and data, and facilitate discussion of community priorities, needs and constraints. This would lead to improved linkages between strategic policy, program design and funding.

- If a data and statistics committee is created within the GN as was mentioned during consultations, this committee could potentially be an important resource for other groups
- “Duplication of effort” was specifically mentioned by multiple interviewees regarding existing programs and funding across jurisdictions in relation to training; reducing this problem would increase the efficiency of allocated funds. Addressing the “siloes” approach between multiple government departments, KIA, NAC, and the private sector was seen as an important issue. The other term frequently mentioned was “alignment,” particularly in relation to training programs addressing labour force needs and funding availability.
- NAC conducts annual course needs assessments in every community. These could provide information regarding the trends and priorities of communities related to training programs.
- The Site Readiness Leader positions at Agnico Eagle, Career Development Officers at the GN, and representatives from hamlet offices would be important to involve in such working groups.

Kivalliq Hydro-Fibre Link:

- The building of a hydroelectric power and fibre optic connection from Gillam, Manitoba to the Kivalliq, potentially along with a road, was a project of great interest. The development of the infrastructure would provide many contracting and labour opportunities to Kivalliq businesses and community members (300 jobs during construction, 30 permanent jobs during operations), while also resulting in improved service delivery within the communities once completed.
 - Following completion of community consultations, it has been confirmed that this project is likely to proceed, as a memorandum of understanding has been signed between the Canada Infrastructure Bank and Kivalliq stakeholders.¹
 - GN ED&T is also planning to significantly invest in Kivalliq road feasibility studies in the coming year, which may inform the context and requirements for developing such a road.

KIA’s direct involvement in this project provides Sakku with an opportunity to maximize the economic benefits accruing to Kivalliq Inuit through job creation, improved internet connectivity, and other initiatives.

Increasing Youth Interest in Employment:

- Community job fairs and work weeks were mentioned as successful ways to increase the interest of youth in employment opportunities. In some communities, these were already taking place; ensuring that such events continue and that Sakku is involved in such events wherever possible could be considered.
 - Sakku may undertake such projects in partnership with KIA, who organized the “Kivalliq Community Opportunities Fairs”.

¹ Greer, Darrell. “Kivalliq-Manitoba hydro-fibre link ‘a nation-building project,’ says KIA president” Nunavut News, February 10, 2020. <https://nunavutnews.com/nunavut-news/kivalliq-manitoba-hydro-fibre-link-project-one-step-closer/>

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- The federal Pilmaksaivik department would be an appropriate partner in such fairs moving forward, as it has funded and supported such events in the past.
- Current TASK fairs represent an already established system that could potentially be expanded upon.
- Many youths who struggle academically are inspired by “hands on” workshops that occur during these events.

Basic Business Skills and Financing:

- Helping Inuit acquire basic business skills and obtain financing to start small businesses are prerequisites to successful development of the Kivalliq private sector. Multiple interviewees stated that there were opportunities for small business within their communities, but lack of skills, inability to raise start-up equity, and high levels of risk are barriers to success.
 - Community members expressed a need for feasibility study and business planning support services, because to secure funding from various support programs, a business plan is often required.
 - Community members expressed a need for credit and non-credit courses in bookkeeping, accounting, business communications, IT, and basic computer skills (word processing, etc.) These essential skills can determine the success or failure of a small business.
 - Development of these skills would also support HTOs, who often have limited budgets and capacity. This can impact their ability to access funding programs; if their books are in the red, the ability to pursue renewable resource opportunities is reduced. This is especially important in relation to federal funding support, for programs such as the Entrepreneur Business Development (EBD) program.
 - It would also benefit local outfitters, especially those interested in building cabins or structures to support their businesses.
 - Director of Finance and Senior or Chief Administrative Officer positions are the two main positions where Inuit were underrepresented within municipal offices across Nunavut, according to a study by NTI.
 - Should creation of economic development corporations or community corporations such as the Chesterfield Inlet Development Corporation/Chesterfield Inlet Holding Corporation be of interest in other communities, these skills will be needed to ensure success.
 - Some entrepreneurs who have started small businesses but experienced difficulty due to insufficient planning or factors beyond their control expressed a desire for a “second chance”. It would be advisable to assess which failed or failing businesses merit additional assistance and provide that assistance, thereby leveraging the acquired skills and experience of these entrepreneurs.

A One-Stop Funding Portal:

- Interviewees expressed a desire for a resource which consolidates information regarding the various funding programs available to Kivalliq residents across all sectors; from federal and



territorial government departments through to KIA and other non-governmental options. Current information is spread out across multiple websites and other sources, complicating the process of identifying and pursuing potential funding sources.

Some interviewees asserted that the creation of this funding portal would be an ideal project for Sakku to undertake in its efforts to support and develop the private sector in the Kivalliq.

Fisheries:

- The fisheries sector continues to provide employment opportunities and the promise of expansion in the future, in particular in relation to inshore and commercial fisheries.
 - Coral Harbour was mentioned as a community with significant opportunity for fisheries growth, due to large amount (biomass) of sea cucumbers in nearby waters, as well as several nearby lakes.

New Airport Facilities:

- A major airport expansion is planned in Rankin Inlet, with work beginning in 2021. New airport terminals are also planned in Naujaat, Chesterfield Inlet, and Whale Cove (although with no clear timelines). These represent future contracting opportunities, while also offering improved travel conditions in the Kivalliq.

Freight Inconsistency Negatively Affects Businesses:

- A major challenge for businesses in the communities is receiving their freight in a timely manner. Late freight delivery due to community events such as hockey tournaments, weather, or planes going mechanical, negatively affects the ability of businesses to operate.

The Trades

- Inuit apprentices and tradespeople are not finding employment in various trades across the Kivalliq. A range of examples were provided in various communities.
 - In some cases, it was stated that contractors are not giving Inuit apprentices the experience and hours they require to progress toward their tickets, and “tokenism” has been experienced on some construction projects, in which Inuit are hired but largely ignored, and/or paid regardless of attendance or effort.
 - This represents a significant opportunity moving forward to both increase Inuit employment and enhance local service delivery capacity of Kivalliq communities. Further discussions between the private sector and government, in particular with GN departments (CGS, Family Services, ED&T), are required to address this issue.
 - Additional support for trades students who have completed their academic training, such as a program that can help them find jobs, is needed.
 - Additional pre-trades training was also identified as important for preparing those interested in the trades.
- Mechanics Needed: There is a great need for mechanics in all Kivalliq communities. Many people are forced to attempt to repair their own vehicles because they do not have access to a local

mechanic. This represents opportunities to supply hamlets with mechanics, for local businesses to start up, and for training and certification of community members to do this work.

- Heavy Equipment Operators and Mechanics Needed: Heavy equipment operators and heavy equipment mechanics were also mentioned as needed at municipal offices in a number of communities, and at mine sites.

Sakku can continue to support Inuit employment in the trades by advocating for employment of qualified Inuit apprentices and tradespersons among private sector employers in the region.

- Workers with HMS certifications are in demand in multiple communities
- **Tourism:** The tourism sector in the Kivalliq region as a whole has not been a priority and requires additional consultations and study across all communities to examine what opportunities currently exist and should be pursued.
 - Opportunities in Coral Harbour were mentioned in relation to fishing and hunting tourism
 - Opportunities in Naujaat were indicated in relation to working in Ukkusiksalik National Park.
 - Guided outfitting opportunities exist in Rankin for sport hunting of muskox, grizzly, caribou, polar bear, walrus.

Training

- Mining:
 - Additional mining training facilities outside of Rankin Inlet are needed, in particular within Baker Lake and Arviat.
 - A Mine Training Centre is to be opened in Rankin Inlet, with construction to begin as early as 2021; the current goal is to have its doors open in 2023.
 - Underground mine training is going to be conducted by the GN.
- Trades:
 - Additional trades training facilities and opportunities outside of Rankin Inlet are desperately needed, as there is high demand in every community for certified tradespersons.
 - In Baker Lake a welding services shop plans to open by September of 2020 to address part of this demand.
- Public Health Nurses in the Communities: Few communities have public health nurses, but the GN Department of Health is planning to introduce funded positions in all communities. This is both a training and employment opportunity; NAC is expanding its health-related training, but certain programs are limited as access to an accredited hospital is required.
- Driver's Licence Training and Testing:
 - Training for community members to acquire driver's licences of multiple levels (in particular, Class 3 and Class 5) continues to be an important need for both the private sector and for municipalities. There is competition for the services of certified drivers between multiple stakeholders.

- Certified licence testing officers are in demand. This means that in some community persons wishing to obtain licences must wait for months or travel to another community at significant cost.
- High numbers of drivers are being trained in Baker Lake.
- Firearms Training and Certification
 - This is important for businesses such as outfitters, as well as those working as wildlife monitors, and those interested in working within Nunavut's parks (both federal and territorial).
- Work Placement and Training on the Job: Work placements and "on the job" training was mentioned as effective methods.

Building Lot Shortage:

- The lack of availability of lots on which to construct new buildings was mentioned as a constraint to expansion in many communities. Re-zoning of lots was mentioned as an option for consideration. Further exploration of how many lots are available in each community, including potential lots for re-zoning, and efforts to make lots available, are needed to determine the potential for future construction projects.
 - In addition to re-zoning, bylaws pertaining to small businesses operating within residential areas for each community could be examined and amended. In some cases, businesses are unable to legally operate in private residences, but there are no buildings available for rent or purchase by small businesses.

Other Labour Market Factors for Examination

- There continue to be a significant number of employment positions available at Agnico Eagle's mining sites.
- The former residential school in Chesterfield Inlet represents a decommissioning opportunity
- The Nunavut Inuit Labour Force Analysis report is to be re-examined in 2020 to see where the Nunavut labour market currently stands, including a survey by Statistics Canada. Coordinating with Pilmaksaivik to ensure that this information is incorporated into the KLMNFA once available, and that no duplication of effort occurs, will be an important consideration for Phase 2 of this project.
- NCC Investment Group may be a future potential business partner, as it indicated that it is currently undertaking strategic planning and may open up an office in the Kivalliq in the future
- A new Elders facility is being planned by the GN (Departments of Economic Development and Transportation, and Health).
- The Hamlet of Rankin Inlet is planning the redevelopment of its old arena and community hall.
- Major renovations to the high school in Coral Harbour are planned; however, community consultations still need to be completed.
- The recycling industry was suggested as a potential area of opportunity.

Labour Market Factors that are out of Sakku Investment's Scope for KLMNFA Phase 2

In addition to the items listed above, there are multiple factors which impact the Kivalliq's labour market but that Sakku cannot directly or completely address, because they require action from other stakeholders.

Education and Training

- **Nunavut Arctic College**

- The delivery of training programs is essential for ensuring that Inuit can participate in the labour force. The capacity of NAC to deliver additional educational and training programs within Nunavut communities is limited for several reasons:
 - The majority of adult educators within each community are not certified to deliver programming outside of adult education.
 - Core funding for programming is limited, which means that NAC is forced to deliver programs as it can acquire the funding to do so, rather than consistently; this also means out-sourcing programming to partner organizations or subcontractors.
 - The facilities within the communities do not have the capacity to host a variety of programs, as additional space or equipment may be required (for example, lab facilities and equipment, etc.).
 - In multiple communities NAC lacks housing and building space to accommodate new staff and programs.
- It was mentioned in most communities that having NAC programs delivered locally, rather than requiring residents to travel to Rankin Inlet, Iqaluit, or out of the territory, would increase participation rates. This is because many residents experience homesickness when travelling or can not meet family responsibilities while taking training. Options mentioned to address this included:
 - Rotating trainers, including tradespeople and skilled labourers, throughout the region so that even if full time staff are not continuously working within each community, some programs can be offered on a cyclical basis.
 - This could also be useful to support local tradespeople who lack official recognition or signing off of hours and are not officially certified.
 - Increasing online training opportunities:
 - For online learning to be successful, immediate assistance must be available, and non text-based learning options, such as audio and visual materials, must be used to maximize the chances of success.

Lobbying for increased NAC core funding: Most NAC funding is project-based. Without the stability of multi-year core funding, NAC will continue to be primarily reactive rather than proactive in its planning and delivery of programs and services. Establishing adequate core

funding for this critical education and training institution would enable NAC to engage in long term planning, and to better serve Nunavummiut.

- Improved long-term planning by the college; this will be addressed in 2020, with the college undertaking a 10-year strategic plan. This plan could have significant implications for the labour market. Current NAC programming decisions are viewed by community members as short term or “reactionary.” This is due to the fact that programs occur when a third party provides funding or requests a certain program.
- The Pathway to Adult Secondary School (PASS) program is the online mature graduation program NAC is offering, which helps people to qualify for jobs that require a high school diploma. PASS is based on the Alberta curriculum, and delivered through the Alberta Distance Learning Centre. NAC is considering expanding the number electives within this program.
- Other items related to NAC include:
 - NAC’s ETP and NTEP programs are extremely popular and desired in all Kivalliq communities
 - First Aid and disaster response training are desired in communities
 - Prior Learning Assessment & Recognition (PLAR) is a tool that might be beneficial for examining where local skills are at and could be used more often.
 - Workshops on how to work with people who have special needs and disabilities was indicated as an important factor for improving the ability of educators to reach students effectively
 - Individualized training, informed by examining the strengths and interests of each student, then building programming around them, was mentioned as important for improving completion rates of post secondary programs.
 - Programming should not be forced into unreasonable timeframes; for example, attempting to deliver a program that normally requires eight months within a four-month window. Interviewees stated that compressing timeframes “sets programs up for failure.”
 - Development of Nunavut specific courses and resources, including increased ability to deliver materials in Inuktitut, rather than English. Interviewees stated that many courses offered by various training organizations were not reflective of Nunavut realities or day to day operations, along with the challenge tests that may be part of course applications.
 - The three ‘Ds’ of program delivery: Design, Develop and Deliver, were described as important to consider moving forward. It was indicated that currently the focus is on delivery, and the initial two phases, where programs are designed and developed for a specific context, have been neglected.
- **High School**
 - Multiple communities indicated concern that graduates from local high schools require additional upgrading at NAC in order to meet admissions requirements, and that current graduates do not seem to have the skills they require to immediately enter the labour force. This is a complex issue, as family dynamics, access to role models, lack of space to study at home, and other factors affect the productivity of students at school.

- In addition, due to low class sizes, the number of annual graduates from high schools in each community is low, which means the Inuit labour pool is not increasing significantly on an annual basis.
- There is a gap between male and female Inuit in terms of completion of high school education. Female Inuit are more likely to complete their studies than male Inuit.

Access to Childcare:

- Access to childcare continues to be an important factor for Inuit to participate in the labour force. For many young parents, availability of daycare has a direct impact on attendance of both high school and NAC programming, and impacts the ability of adults to be part of the workforce. Construction of childcare facilities, and funding to develop and hire staff with appropriate certifications and qualifications to run the facilities, was indicated as a key need.
 - Early Childhood Education (ECE) needs to be examined to determine if current delivery is appropriate and working; NAC is currently doing this with the GN Department of Education.

Policy Disincentives to Employment:

- A significant number of interviewees mentioned that the incentive to participate in the work force is negated or reduced by income support and employment insurance policies. Due to dramatic increases in rent when income is declared, multiple examples were given by community members wherein family members had left the labour force to avoid the increased costs incurred by ineligibility for income support programs. This is a systemic issue which the GN (Family Services) must further examine with relevant departments and stakeholders (including KIA) to ensure workers are not penalized for entering the labour force.

Healing and Mental Health Supports:

- Additional healing and mental health support options are needed to support Kivalliq residents who were affected by the residential schooling system.

Shift Work Stresses:

- The two weeks on, two weeks off shift work that occurs in certain fields, such as at the mines, was mentioned to be difficult for many Kivalliq community members to deal with, especially those with families. Interviewees in multiple communities stated that although mining jobs pay well, members of their community may not necessarily be interested in these positions due to the stresses of shift work on individuals and on family life.

Cultural Programming:

- Cultural programming is of interest to community members in order to strengthen Inuktitut, develop traditional skills, encourage a sense of community, and encourage school attendance

Food Security:

- Food security for community members impacts their effectiveness within the labour market and in educational settings.

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- Students are more likely to attend classes and perform better if food is offered at educational facilities.



Information and Contact Gaps

Attempts to interview contacts within the following organizations were made, either in person during community visits, or via phone call (in some cases, multiple attempts). However, due to scheduling conflicts, duty travel, or other complications, they were unable to be reached prior to the completion of Phase 1, or not all of the key identified personnel were contacted. Follow up attempts will be made during Phase 2 to address these gaps:

- GN Department of Community and Government Services
- Nunavut Fisheries and Marine Training Consortium
- Nunavut Economic Developers Association
- Skills Canada
- Nunavut Arts and Crafts Association
- Indigenous Services Canada
- Economic Development Officers of certain communities

Next Steps

Now that Phase 1 and initial community consultations have been completed, Sakku hopes to conduct Phase 2, a Comprehensive Labour Market Study (pending the identification of funding and the lifting of Covid restrictions.) This process will involve a number of steps, including:

- Follow up interviews will be conducted by phone with stakeholders identified in Phase 1 who were not able to be reached in time to provide input into this TOR; this will address the previously identified gaps.
- The TOR document will be distributed to those stakeholders contacted in Phase 1, and they will have an opportunity to provide feedback on the document or suggest potential revisions via email.
- Once additional interviews are conducted and feedback regarding the TOR is received, the TOR document will be revised to take additional information and stakeholder input into account.
- The revised TOR will then be used to identify specific areas where quantitative information would prove to be valuable and could perhaps be available; this information, such as specific employment statistics and data, will then become the focus of the study:
 - Statistics Canada data available for each of the Kivalliq communities will be reviewed
 - Nunavut Bureau of Statistics data for each of the Kivalliq communities will be reviewed
 - Annual reports of various organizations, consultant reports, press releases, news articles, NAC community assessments, and other documentation identified by stakeholders during Phase 1 will be reviewed, as well as potential more recent media releases
 - Information about specific organizations, businesses, and government departments will be collected directly from such stakeholders, when available
- A second round of community consultations will take place, with each Kivalliq community visited to conduct follow up research and collect quantitative statistics to expand upon the information collected in Phase 1 (See “Phase 2 Data Collection Areas of Focus” section for details).
- The TOR and results of the second set of community consultations will then be used to draft a Comprehensive Labour Market Study.
- The draft Comprehensive Labour Market Study will be provided to stakeholders contacted to gather feedback and input into the study.
- Once revised and completed, the Comprehensive Labour Market Study will then inform Phase 3 of the KLMNFA, which is the development of a Kivalliq Inuit Training and Employment Action Plan. The end goal is to provide a regional “picture” of the current Labour Market situation within the Kivalliq that can be utilized by training organizations, employers and stakeholders to generate their own internal plans and work collaboratively to prepare a regional plan.

Phase 2 Data Collection Areas of Focus

Building on the information gathered in Phase 1, Phase 2 will collect data through document review, online research, phone interviews, and in-person interviews across all Kivalliq communities. Data collection areas of focus include:

General Areas to Establish Context

Community Employment

- Types of job contracts offered within different organizations (part time, full time, etc.)
- Categories and types of positions within organizations (administration, labour, customer service, etc.)
- Ratio of male to female employees within organizations, and in local labour markets
- Ratio of Inuit to non-Inuit employees within organizations, and in local labour markets
- Average age of employees
- Future employment plans and projections within organizations
- Impressions of current and potential future employment rates in each community (increasing, decreasing, stable, etc.)

Recruitment and Retention

- Retention difficulties within organizations (if any), best practices for retention
- Percentage of employees who are local versus non-local within organizations
- Opportunities for internal advancement within organizations

Education and Training

- Average level of education required to work within organizations
- Priority training programs within organizations and in local labour markets in general
- Sources for training programs
- Other areas of focus gleaned from Phase 1

Specific Areas Identified in Phase 1:

- Labour Market Communication and Information Sharing (identifying specific needs and potential partners)
- Housing (as a barrier to employment, as a business opportunity, and as a municipal readiness/capacity challenge [availability of building lots])
- Kivalliq Hydro-Fibre Link (job creation opportunity)
- Youth Interest in Employment (to gain insight into youth priorities and motivations re employment that will inform future youth engagement efforts)
- Basic Business Skills and Financing (to determine gaps/areas of need and interest, in order to increase the success rates of Kivalliq small businesses)
- One-stop Funding Portal: (to gather information as to the needs this resource would address, and the information provided)

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- Tourism (identifying existing activity and future opportunities; developing tourism strategies for each community; fully staffing Nunavut Parks)
- The Trades (identifying gaps in support, exploring options to increase employment)
- Fisheries: (research to identify opportunities for expansion of existing initiatives, as well as entry into new markets [Coral Harbour sea cucumbers])
- Nunavut-specific Statistics: Statistics and identifiers specific to Nunavut are needed in order to inform planning. Much StatsCan data is of limited utility in Nunavut.

Appendix A: Results of Initial Consultations

The following is a summary of the key findings from interviews and discussions that occurred during the community visits. Common themes came to light and certain issues were repeated across multiple interviews. The results are grouped by theme.

Iqaluit

Upcoming Projects and Opportunities

- Developing a road system between communities is part of developing a hub model; GN ED&T is going to undertake a study regarding a potential road system between certain communities.
 - There are a bunch of studies that look at how to potentially build a road to Manitoba. The Whale Cove test road developed earlier is also a connecting road example.
 - The department is trying to get the cost of the road figured out, the maintenance required figured out, and potential usage figured out. They are looking at these kinds of issues and trying to dig for information in all of the most important areas.
 - This will likely be completed in the next fiscal year at a cost of approximately \$6 million. The project included a geological survey. They will probably be working with KIA as well, due to land ownership.
- QC is building a 40-foot, catamaran style ship; maybe this is something that could be used in the Kivalliq?
- CanNor was putting out opportunities to submit expressions of interest for funding support (opportunity for current fiscal year may be over, but an annual cycle to be aware of)
- The Entrepreneur Business Development (EBD) fund is one of Can Nor's primary funding programs; it is sometimes used to fund economic development corporations
- Coral Harbour has fossils and fossil fuels. It is home to the next largest oilsands area in Canada after Fort McMurray
- Approximately 50% of capital spending is to go to Rankin Inlet within the next couple of years due to multiple major construction projects (airport, long term care facility, mine training facility, port, among others) Several hundred jobs will be involved in all the upcoming development in Rankin Inlet, but there is nowhere to house people.
 - The GN has approximately \$60 million to put into the new Rankin Inlet airport, although nothing has been started yet. They will be working on the design phase through the next fiscal year, with it expecting to be put out to tender the following year once design is complete. It is rather complicated, as it must be developed around the existing setup. It will not likely be as smooth as the process recently done in Iqaluit, as there is no alternate apron to move into. Decisions also need to be made regarding what to do with the current airport. It is operational and has some good Nav Canada equipment. In terms of design of the facility, this will likely be done internally at ED&T

- Airports involve a variety of employment opportunities: piloting, cargo, plane maintenance, building/runway maintenance, expediting, de-icing, plowing, check in attendants, among other positions.

Renewable Resources, Parks, and Tourism

- The Northern Integrated Commercial Fisheries Initiative started two years ago. It is a \$7 million pot of funding meant to diversify and develop commercial fisheries in Nunavut. CanNor is encouraging communities to apply for it, but community level capacity to deal with contribution agreements is a barrier.
- Can Nor's EBD program has funding available for HTOs who want to set up their own economic development corporations or offshoots to pursue economic activities, as long as their books are in good shape. Research projects, like examining fisheries which may have economic potential, could be funded through this. So CanNor has funding available, but the HTOs need to have the capacity to access it.
 - The bookkeeping challenges and general capacity of HTOs is currently restricting their abilities to pursue a number of opportunities.
- The GN is interested in developing community implementation plans for renewable resources based on HTO needs.
- The GN is pursuing development of a seafood strategy; this is part of its business plan. Consultants from Newfoundland are often procured for support.
- One interviewee stated "There is a lot of work to be done to make Kivalliq a tourism destination. They are just starting to barely understand what is involved in the region, as there hasn't been much communication. In terms of the cruise ship traffic, nothing currently goes to the Kivalliq, and none of the Kivalliq communities have expressed interest in cruise tourism."
- There is a need to develop Inuit tourism strategies for each community.
- Environmental Careers Organization of Canada provides PLAR for certain environmental positions; PLAR is something that could help people get certified in the future. There is nothing specific to Nunavut yet. Recognizing experience over paper credentials is something that could help a number of people in the labour market.
- A new Nunavut Parks Act is being developed to replace the dated Territorial Parks Act.
- Nunavut Parks is looking at whether Nunavut should we have one park of each class in each region but has not decided yet. Right now, there are eight in the Baffin, two in the Kitikmeot, and one in the Kivalliq.
- Basic computer skills, basic English (ESL) to help with reports, and knowing the GN paperwork system were the top training priorities for Nunavut Parks.
- The Nunavut Parks organizational chart has 16 positions but only 7-8 are currently filled.
- The Nuliajuk research vessel has been operating since 2011 and supports scientific fisheries research.
- The language of the sea is English, it is a global standard. Therefore, people need their English skills brought up if they are working in the offshore fishery. NFMTTC provides training for this and other fisheries related skills.

Kivalliq Labour Market Needs Foundational Assessment (Phase 1): Terms of Reference

- There are benthic organisms that are untapped in Chesterfield Inlet. Multiple years of research have been done there. The large amount of cold-water upwelling makes that area's ecosystems extremely productive. It brings nutrients up into system and then available to sea life; birds, scallops, clams, and other organisms.
- Coral harbour has an incredible biomass of sea cucumbers. It is currently the most valuable ounce for ounce marine life, higher than shrimp or crab.
- Multi species research is usually the starting point for examining fisheries. Then specific species of interest are focussed on, in particular those that can be commercialized. As one interviewee stated, "It's a long window to go through before you get to commercialization, so the sooner you start the better. Studies are done for 4-5 years before being able to commercially fish something. Getting things to the processing and shipping stages is the issue."

Labour Market Needs and Information

- The GN allocates \$25 million a year in grants and contributions, but there are different application forms in each region. This makes it hard for the GN to tell if they are doing a good job of administering these funds.
- Statistics and identifiers specific to Nunavut are needed; many statistics such as Gross Domestic Product are not appropriate or useful in the territory.
- GN ED&T is trying to start a data and statistics committee in the GN; while this is technically supposed to be done by GN Family Services, the department does not currently have the human resources to do so, as its personnel are fully tied up with service delivery.
- Pilimmaksaivik is its own organization, established in 2016 due to the out of court settlement agreement between the federal government and NTI. It coordinates with 11 other federal government departments. The first work they did was to develop a master plan for the whole of the government. It addresses common barriers, training initiatives; it was finalized April 2017. Then after that, the goal was to develop department specific Inuit Employment Plans (IEPs). These are currently in progress, including review of recruitment, outreach, assessment, and selection processes.
 - Reviewing potential cultural biases. Reviewing and developing innovative approaches to assessment. Cultural competency and workplace well being is part of this too; Inuit feel more comfortable if Inuit culture is included in day to day operations.
 - A technical working group for Nunavut Inuit Labour Force Analysis (NILFA) was established with ESDC, StatsCan, NTI, GN. The group does ongoing analysis. NILFA 2020 will be coming up and build on the previous work.
 - Pilimmaksaivik is hoping to continue community tours with other employers doing job fairs. Also, Nunavut Inuit Labour Force Analysis report is supposed to be re-examined in 2020 to see where the labour market is at; Statistics Canada will be doing a survey as part of this.
- NTI is working on Inuit employment plans right now; this has included input from the Nunavut Association of Municipalities.
- NTI wants to have a formal training program to have Inuit in place in positions that are currently underrepresented by Inuit. A study was done two years ago, where hamlets were asked what



positions were staffed by Inuit vs non-Inuit; the results showed that SAO/CAO and director of finance were the two main positions where Inuit were underrepresented.

- Apparently, of 400 something federal positions, over 80% are in Iqaluit. Positions outside Iqaluit are mainly in Parks Canada (around Auyuittuq park, Sirmilik park, Naujaat, Gjoa Haven), but there is not much else outside Iqaluit, except perhaps for some CIRNA, RCMP positions.
- The GN indicated interest in any opportunities that would improve Inuit employment and Nunavut's economy. As one interviewee stated, "If something is a project that will create training or new jobs, we will be interested. However, we may need to wait until after the next election to finalize the government's mandate and priorities, including our department's direction."
- The four big employers right now are the existing GN positions, existing hamlet positions, mining sector, and fisheries sector.
- Research projects don't just want a guide, or bear monitor, or someone to just "drive the boat." They require people hired to have more skills, like regulatory skills.
- For those already on income support, the amount they get ranges from \$600-2800 per month, depending on the number of kids they have (0 to 5+). This makes it harder to go off of income support with a large family. The larger the family, the bigger a decision it is to go get work, especially when there is housing involved as well. This has basically killed GN Family Services' budget. They even spent \$12 million higher than projected.
- A draft NCC strategic plan is currently underway, it will be going to the NCC board and being approved soon. One thing in the plan is to have a permanent presence in all three of the regions moving forward. NCC does not currently have personnel in the Kivalliq, but NNC wants to be accessible.
 - NCC is building a cultural centre in Chesterfield Inlet right now.
 - Many people are bad in interviews; having written information prior to doing an oral interview might offer a more effective approach. Inuit are often shy and become more confident after training to speak up and become more involved in their work.
 - One interviewee stated "If someone is doing seasonal work, they need more than one job. This means that we need to diversify the skills of individuals, to take advantage of as many employment opportunities as possible."
- GN CGS does all project management when it comes to construction projects. Recently, they could be managing around \$130 million over a year for infrastructure development. But with all the upcoming construction over the next few years, including in Rankin Inlet, CGS will be trying to administer \$400 million in projects with the same staffing capacity. This was understandably of concern to some interviewees.
- Inuit employment statistics are not being appropriately reported by contractors for some construction programs, and in some extreme cases even fabricated. However, the lack of significant penalties or other effective measures for this means contractors are less concerned about it.
 - Many complaints of "tokenism" hiring have been heard by different interviewees; many Inuit are hired and given menial jobs just to reach Inuit employment obligations.

- As one interviewee stated, “southern contractors are responsible for apprentices. In their mind, they are building their own capacity. An apprentice is supposed to be indentured to the contractor. Once he becomes a journeyman, the company then has additional capacity to be able to take on more jobs; contractors who come into Nunavut don’t want local labour. They don’t want to spend time on people who are staying in their communities and will not be leaving to work elsewhere for the company.”
- It was also stated that the role of GN CDOs is extremely important, and that the more active CDOs are, rather than reactive, the better for getting Inuit employed.

Nunavut Arctic College (NAC)

- NAC is developing a 10-year strategic plan
- NAC works with the GN Department of Education regarding the regulations and qualifications for various programs, such as Early Childhood Education (ECE). There is a need to look at ECE and current programming to see if its delivery is appropriate and working. There is an applied version, plus a full-time program. NAC is still looking into the best way to deliver it. This includes review of the regulations for licensing and qualifications; it should be completed in early 2020.
 - ECE and childcare staff are underpaid; this needs to be addressed. It is not acknowledged, and people leave for other higher paying positions.
- The Pathway to Adult Secondary School (PASS) program is an online mature graduation program which is replacing the GED. It helps people to get jobs that require a high school diploma. It is based on the Alberta curriculum, and done through the Alberta Distance Learning Centre. They are looking at potentially expanding electives; this is the main thing they have online right now.
- NAC also does a course needs assessment in every community. This is done once a year by the respective adult educators, who submit this information to headquarters.
- The GN’s Department of Human Resources is becoming involved in certain NAC programs; for example, it has formed an advisory group with NTI for delivery of NTEP.
- NAC is also exploring online development and delivery options for programming. Memorial University is involved regarding NTEP right now and is a current partner for online training.
- The nursing program currently cannot be done in a remote community, as access to an accredited hospital is required.
 - There is a shortage of nursing instructors across the country. This is probably because nurses in the field are paid better than the nurses who are educators.
 - For home and continuing care, the GN Dept. of Health comes to NAC and asks for training. This will be important with regards to the new long-term care facility to be opened in Rankin Inlet.
- The Nunavut Health Careers Camps NAC has run have been very successful. The earlier the importance of the academic background needed for these health positions is understood by kids, the better. Showing prerequisites is important. The camps get kids to be more career oriented and help students know to get the prerequisite marks in sciences to get into nursing and medical fields

- Students tend to drop hard subjects without realizing how it impacts them in the future regarding eligibility to post-secondary programs.
- One interviewee mentioned the need to move ETP towards a bachelors' degree program instead of two-year diploma; Memorial University could potentially provide an option. This is not yet confirmed or underway.
- NAC is in discussions with Memorial University to letter the Social Service Worker diploma towards a Bachelor of Social Work. Hopefully, the graduates of the program can then use the course credits towards a degree. This work is still in progress.
- The college wants to build internal capacity and be able to have Inuit deliver the different programs. A pathway to this would be most useful. By linking current credits towards degrees, and having more Inuit graduates, this would allow these graduates to take on instructional roles in the division.
- There are people who have expertise in the field, but do not have instructional training; any way to strengthen instructional skills would be beneficial. More training is needed for people to learn how to convey and explain their knowledge.
 - As one interviewee stated, "How do I deliver a lesson, aside from just giving a PowerPoint? How do we teach critical thinking skills? How do we engage students in critical thinking and writing? It is a barrier for instructors if they don't have these skills. 'Engagement' is the key word; making students actively learn. This gives students the ability to say what they want and need, instead of just being subjected to 'this is what we think you should know' and being forced to repeat things. It's like looking at two sides of an argument."
- Another comment was "Education in a variety of skills is important, because the danger is that the mining jobs being staffed may need very specific expertise that may not be transferrable to other jobs. The specific-ness of mining positions is part of the reason many of these positions are staffed by people from outside Nunavut. While it is great that there are employment opportunities beyond just the government, Inuit need more training that can be used not just on a mine site. She hopes this is being considered."
- The mental health/first aid course is good, but it's apparently been hard for NAC to find people to deliver it. Technically they are supposed to have an Inuk instructor to be able to deliver the course, but due to the heaviness of the materials, it has been difficult.
- Sometimes Kivalliq students go to Cambridge Bay instead for educational programs, such as social services programs.
- There is a research lab beside the learning centre in Rankin Inlet; however, its use has been limited as it doesn't have the equipment to offer much more than a high school lab.
- Building Environmental Aboriginal Human Resources (BEAHR) has six modules, one of which is environment assessment. It reviews how to use GPS, take pictures, notetaking, more advanced skills; when done, participants get certification and a card. An add on to the program to make it Nunavut focused, including Nunavut regulatory functions, is also included. So, it is a four-week course.
- The "three 'Ds' of program delivery" were described as important to take into account moving forward: "design, develop, and deliver." It was indicated that a focus has been placed on delivery,



and the initial two phases, where programs are designed and the refined in such a way that they will have maximum effect on those who take them, have been neglected.

- Student assessment is the key. “There are good tools out there, but nobody uses them. If you don’t design programs until AFTER assessing people, you’re wasting your time. Kids are either being given too much or being treated like children; they don’t like either of these.”
- Overall, when developing a learning program, usually an 8 month program, it is reasonable to expect a 1.5 grade level advancement in one year (for example doing a grade 10 course, you might end up with a grade 11 level afterward; you can’t expect to offer a course that is grade 10 level and expect people to come out with grade 12 level skills). Where educational planning fails is when too much of a jump is expected in a short period of time. Someone with grade 8 math or English will not be able to have grade 12 level after two years, it’s not realistic.
- One interviewee stated “When you train adults, the first skill is visualization; then speaking; then reading; then writing. It’s automatic progression in learning. But the “pre-pre” trades course moves people coming in right to writing. It goes right to math. So, from a learning point, the curriculum is missing things. The GN Family Services designed it, so they are looking at it from a social worker perspective, getting people off of income support. Adult educators, who know how people learn, should be involved.”
- There is potential for “laddering” of education programs in order to get people further, which is something to explore.
- Regardless of employment guarantees, camp cook courses are beneficial because even if the people who take them do not get employed, they at least learn how to cook healthy meals, and know what to eat or not eat, and what things should cost and how to shop on a budget. These are important life skills.
- Course delivery can be difficult in the communities. It can be hard to find a specialized instructor to send in or find the instructor’s accommodations; this can delay or even cancel program delivery.

Trades and Apprenticeships

- One interviewee stated “People in the Kivalliq can do a three-month ‘introduction to electrical’ course at the training centre but are then supposed to step out of the centre and find an employer to indenture them. But once students finish, it’s basically ‘good luck’ and that’s the end of it. There have to be people who can tell students who to talk to, and once the students get out of class, can help them get a job.”
- The mine training facility in Rankin Inlet provides an opportunity to put a geology tech program in place with it. There are many jobs related to this. Also, one interviewee mentioned that “With mining, there are questions about contamination. This could also research potential for dust monitoring and mall particulate materials in dust. Rankin Inlet hasn’t marketed itself as a place to do this kind of research work. Most of the researchers in the Baffin come from Laval University; they aren’t going to go to Rankin, so Kivalliq will need a research hub to draw other groups. Through partnership with the University of Manitoba perhaps. No bulk number of researchers are going to the Kivalliq yet.”

- There are opportunities to promote research, but you also need to pick an area to focus on. Examine where researchers are coming from. United States entities or universities might be interested, such as in Minnesota, Dakota, or Chicago. There is more of a market to explore there. What regions should be targeted for advertising, and their transport routes to get to Canada, and potentially the Kivalliq, are important. Alberta researchers and companies are more likely to go up to the Yukon or NWT.”
- As one interviewee stated, “Most contractors work on short term projects, such as two-year builds. Nobody wants to pick up a third-year guy, because they are less subsidized to the contractors. So higher apprentices are the last ones to get picked up by contractors, who get subsidized more for level 1 guys. We need to be able to get people to go further and do level 3 and 4. It’s a problem, given the contractors’ point of view and current approach. Level 4’s actually get zero subsidy. Therefore, contractors are not interested in them. 4th year apprentices are banging on the door and want to get a red seal but can’t find work. Trades related training, like that at the mine training center, will forever be training level 1 people in all areas; but the problem is the system is not designed to support people to get their red seal and to support people the ENTIRE way through process. This is the fault of the government.”
- Pre apprenticeship training was a large gap, especially with the recent Iqaluit deep water port project; the led to missed opportunities for apprentices, with workers getting stuck being labourers.
- A new mechanism to encourage (or perhaps even force) contractors in Nunavut to train people, rather than pay penalty fees for not meeting employment standards, was desired by one interviewee, as contractors are just trying to meet minimum Inuit employment requirements, and not making any real effort to exceed them.
- When it comes to looking after airports, the work involved is close to a trade, although it’s not recognized as a trade. The GN has difficulty keeping people trained in airport maintenance; it’s a long learning curve and “it can take several years for someone to figure things out.” Expanding the list of trades to include airport maintenance was suggested by one interviewee.
- Apprenticeship was described by one interviewee as the “golden model” of training. Regardless of the year someone is in, everything is carefully tracked and recorded (type, hours worked, level, etc.) because it is a mandatory part of the apprenticeship system. So, all that has to be done for reports is running a report on the numbers. This isn’t necessarily possible for other employment opportunities or positions.
- It was indicated that as part of this project, asking community members questions such as “have you written a trades entrance exam? What kind? Did you pass or fail? What level? Are you interested in continuing?” would be useful information.
- The pre trades entrance exam can be done at NAC. However, a lot of people fail these exams. One interviewee stated “We need the adult educators to talk to people; ‘I know you failed, but why? What can we do to get your skills up (writing, arithmetic, math, etc.)?’ Part of the issue is that the exams are meant to test skills in general, not memory. You can’t coach people to do the exams using model exams, because then they are training for the exam, and not necessarily improving their data processing skills or overall abilities.”

Housing

- Entry level positions often do not get housing priority. But this is kind of counter-intuitive, as the people in these positions are the ones with the least amount of money and who need it most. Therefore some positions within organizations can't be staffed, because those interested take other positions which do actually offer housing.

Arviat

Upcoming Projects and Opportunities

- Arctic Traders has set up a new company, Nagjuk, to supply Agnico Eagle, will recruit Inuit from across the Kivalliq.
- Ten more housing units will be available in February 2020, 20 more in 2021.

Education and Training

- Community members felt education and training programs need to begin with Inuit culture incorporated from the start, not simply transplanted from the south. All courses should begin with IQ as a base and can then advance to more western context later on; however, they must start from that base, even if used only briefly as an introduction.
- There are opportunities for young people in the trades, but they are not achieving the education they need to qualify. More training is needed in the trades.
- "Training on the job" opportunities are a proven method of introducing young people to the trades, community members would like to see more of this.
- Some community members feel high school is not preparing kids adequately for the trades and is more focused on the arts.
- There is a need for local credit and non-credit courses in accounting, bookkeeping, business communications, IT, and basic computer skills (word processing, etc). These might become popular.
- For online learning to be successful, immediate assistance must be available, and non text-based learning options, such as audio and visual materials, must be used to maximize the chances of success.
- The Hamlet of Arviat receives some funding from the Agnico Eagle mine but would like additional funding from KIA (though Inuit Programs and Services) or other sources for training.
- Heavy equipment training:
 - The Hamlet of Arviat rents simulators from Nuna and have also bought two pieces of dedicated equipment. Its training has been very successful; the hamlet has done six intakes over the past few years with federal funding. Other training programs include welding, pre-trades, Northern College workplace readiness courses
 - The Hamlet of Arviat would like a permanent heavy equipment training site in Arviat
 - The Hamlet of Arviat owns a state-of-the-art drilling rig, used for training
- Training is needed to help youth in supporting other youth who are in trouble, encouraging them to stay in school and out of trouble.



Kivalliq Labour Market Needs Foundational Assessment (Phase 1): Terms of Reference

- More training is needed locally for heavy equipment operators.
- A significant percentage of students will not leave the community for post secondary or other educational opportunities. Educational programs, including those offered by Nunavut Arctic College (NAC), should rotate through the communities more consistently to increase the education opportunities for these people.

Nunavut Arctic College (NAC)

- The Hamlet of Arviat does a lot of training using non-NAC resources, as “NAC moves too slowly”.
- At any given time, there is a significant vacancy rate in NAC positions. Jobs are open and need to be filled, but lack of housing, time, money, and other factors keep the positions vacant.
- Arviat needs its own education and training niche, but employment and other data is required in order to determine what that niche should be.
- The college is working to collect and organize its own data more effectively; however, this requires more funding. When this has been accomplished, NAC can then ask for, and effectively use, external data.
- Things are improving slowly, there are positions being created to address this, such as the new Manager of Recruitment, Marketing and Public Relations position; however, it will take time.
- It may be necessary for the college to create a department to develop, capture, store and use both internal and external data. Institutions in the south, such as Northern Alberta Institute of Technology, have departments of institutional research and planning responsible for collecting, analysing, utilizing, and disseminating data. NAC needs baseline data and more specific data to make programming decisions, and therefore needs such a department; as one interviewee stated: “You can't make informed decisions about the future without good data.”
- NAC staff indicated a need for more information about what their students need (funding, housing, upgrading, etc.)

Apprenticeships

- There is frustration with the GN, among some respondents, for “scooping” journeyman from local businesses who have hired them from the south, or trained them.

Post-Secondary Upgrading and Career Development

- Some community members feel there is too much focus on the mining industry. There are many other opportunities in Arviat, such as in government, health care, and small business.

Labour Market Needs and Information

- Community members indicated specific labour needs in Arviat in the following sectors:
 - Carpentry
 - Plumbing
 - Electrical
 - Heating
 - Heavy equipment
 - Welding
 - Hospitality

- Retail
- One community member indicated that “Having labour market information is not enough; how it is gathered and managed must be considered, and whether it is tailored to Inuit-specific ways of understanding.”
- Community members indicated that the following questions in relation to education and the labour market are of interest:
 - How many graduates have come out of NAC?
 - How many males and how many females?
 - How many students have families?
 - Which region has the most learners?
 - How many Nunavummiut are working in government?
 - How many Nunavummiut are working in private industry?
 - How many students applied to NAC but could not attend because of housing issues?
 - How many students are coming out of high school?
 - How many are going south, and not thinking of attending NAC?
 - How many leave Nunavut and don't come back?

Housing

- The local housing situation is worsening. The age of some infrastructure is a problem, as many buildings were constructed in the 1950s to 1980s.
- A growing number of Inuit are interested in owning homes, and there are funds available for this purpose. However, lots are expensive (\$90,000-\$130,000), and people are concerned about their ability to cover the costs of home maintenance.
- NAC is impacted by housing. The college has “people they would love to hire,” but can't due to housing shortages. Multiple positions can not be filled due to no housing being available.
 - In order for students to move to a community to study, they need housing, and the college does not have enough. There is no student housing in Arviat, the third largest community in the territory. There is no space to put up people interested in certain programs, such as the NTEP program or office administration program.
 - There may be a need for a more rigorous intake process at NAC that considers disabilities and supports students appropriately, both in terms of housing and professional support.

The Role of KIA and Sakku

- Non-profits require financial support for new programs or to augment existing programs.
- There was concern about Sakku competing with local and regional businesses. Community members indicated that they felt that Sakku should be helping existing businesses in the region to grow and thrive, rather than using southern companies as subcontractors or joint ventures.
 - Some interviewees felt that Sakku should approach local entrepreneurs and ask them what their needs are, and that Sakku's focus should be on working with these existing businesses. This includes working to train Inuit, providing funding support, and overall providing incentives to train and develop the workforce.

- Community members felt there was an opportunity to pool resources, provide a simple application process, and develop the workforce by KIA and Sakku. Helping local Inuit understand business and how businesses operate is something that could be improved upon.
- Interviewees indicated that they would like more outreach from KIA and Sakku, as well as a commitment from KIA for additional funding for training. Interviewees felt that KIA (Inuit Programs and Services) does not reach out to hamlets. Also, when Sakku was looking for Class 3 drivers, the hamlet could have helped to find candidates.

Baker Lake

Opportunities and Upcoming Projects

- By September 2020, a local business anticipates the full construction of and initial operation of a welding services shop. This is a result of a service need expressed by Agnico Eagle. Inuit welder apprentices are expected as a result of this centre. In effect, a welding school is being developed to meet the demands of the mining industry, including; equipment servicing and repair.
- Although trades and mining training facilities are being developed in Rankin Inlet, local businesses expressed interest in having such facilities locally, as leaving the community for training is a barrier for local Inuit. There is a concern that, without a trades school in Baker Lake, the community will not be able to take advantage of the labour market opportunities in the coming years.
- The recycling industry was suggested as a potential sector for Sakku to explore.

Small Business Operations and Entrepreneurship

- One interviewee stated, “The local business community is aging, and we are not seeing this generation of Inuit take up the mantle of entrepreneurship, business ownership and risk taking.”
- Local, Inuit-owned logistics, transportation and expediting companies employ Inuit as HEOs, drivers, cargo handlers, as well as office administrative staff.
- The hamlet is supportive of small business development, and assists those interested in finding funding sources, such as formerly through KPID (now KIA), and through GN ED&T programs
- The hamlet previously assisted a local hunter trying to start an outfitting company by housing their email address. Two years later, this person has trained five more local hunters to assist in the outfitting field.
- The hamlet has also supported local seamstresses by securing GN ED&T funding to support their material and equipment needs; this assists the local cultural economy.

Education and Training

- Males have greater attendance challenges at the high school. Despite often having greater responsibilities at home, females seem more determined to come back and complete their graduation requirements.
- Interviewees had a number of comments regarding the high school:
 - “Building a skilled labour force, in the context of regional mineral development, starts with the education system. We have low graduation levels (especially among young men). We

- have the best schools (in terms of infrastructure, pay scales), but we are not preparing our kids for the mining sector.”
 - “The local high school needs to better prepare students so they can (if required) pass any of the trade entrance exams.”
 - “The schools here are focussed on the academics. Young men don’t want to get into the academics, but they are starting to see the importance of the trades”.
 - “The public schools need to better prepare kids for life, money management, work ethic and job skills. But we can't just place all the responsibility on the schools. Parents must also be involved.”
 - “Public schools need to recognize regional employment trends; right now, that is the trades. Schools need to place a more deliberate emphasis on developing skills for employment readiness.”
- Some students will go onto continuing education through NAC at either Rankin Inlet or Iqaluit campuses. However, some students are hesitant to leave the community to further their educational goals; some of these students are also single parents.
 - The hamlet has supported PAL (firearms) certification, Class 3 drivers training and airbrakes training. The hamlet used the ongoing construction of the Prince River Road as a driver training ground.
 - Trades Awareness Skills and Knowledge (TASK) week was an idea that started at the high school in 2012; it was based on the mine indicating that their local hires struggled with the two weeks on, two weeks off schedule. Inuit were not fully aware of the realities of working in a mine. TASK began as a partnership between the high school and Agnico Eagle. Back in 2012 (in its first year) TASK was small; a series of presentations from different occupation holders. Now, it is a week-long 25-hour credit course with six modules which students from grades 10-12 take.
 - The courses are delivered by journeymen, including Inuit journeymen from Baker Lake, who were graduates of the school. By exposing students to trades like welding, cooking and carpentry, students begin to think about their employment futures.
 - The course has become a model of success and in 2020 the program is expanding into Arviat and Rankin Inlet.
 - A key challenge for TASK week is measuring the success of its participants beyond their high school experience.
 - The high school also has an entrepreneurship course, where students choose a case study and work through different elements of a business plan (market demand research, etc.).
 - “Mining Matters” is a program which may provide additional resources for supporting residents interested in earth sciences and expose students to the higher education components for the mining industry.

NAC

- Five students are presently taking the Adult Basic Education/Essential Skills program (eight-month certificate program) and are mostly women. Some of the students place their children in the community daycare centre. The low numbers of students taking the program is attributed to perceived low grades by potential applicants.
 - The program concludes with a two-week work practicum. Placements include at the hamlet office, school, health centre and Hunters and Trappers Organization. All of it was in administrative support roles.
 - Two graduates from last year are now full-time staff with the hamlet and NHC.
- An adult educator is also based at Agnico Eagle's mine. Last year, students were taken to the mine, where they received an operations tour.
- NAC is working with Yukon College and a local business to develop an "introduction to welding course" for the local business.

Housing

- The difference in housing rents between social assistance recipients (low rent) and working families (high rent) is so great that it could create a disincentive to work.

Labour Market Needs and Information

- Baker Lake has an inter-agency working group which attempts to increase coordination between different organizations.
- Interviewees felt that bureaucracy has declined in the Kivalliq:
 - "The bureaucracy before division (1999) out of Yellowknife was more responsive than today. Policy and decision makers were committed Northerners; with family and economic roots, passion, and commitment. Today, the GN bureaucratic culture lacks any of these characteristics. This lack of understanding and caring results creates an inability to develop proper linkages between strategic policy and program design and funding. This is due to the transient nature of the GN. The GN is not taking a comprehensive approach to prepare individuals for meaningful and long-lasting employment"
 - "The governments (federal and territorial, plus Inuit organizations), bureaucracy, and policies are not designed to meet our quickly mobilized initiatives and training opportunities. Yet, collectively, these agencies have millions of dollars in funding available"
- Another stated "The Kivalliq region has suffered for years without a skilled labour force".
- Local companies have stated that they are losing employees to Agnico Eagle's mine, because they cannot compete with the mine's wage offerings. However, the reaction to this varied between companies. One company stated that this was accepted as a cost of doing business, and it stated pride in the fact that "we've created a growing, working, middle class," and that the biggest problem it faces is that it can't train people fast enough. Another stated that they are bearing the full cost of training Inuit and that the mining industry needs to recognize this; this includes flying up instructors.

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- “We have trained 30-40% of Agnico’s workforce”
 - “As a company, on our own and because of our immediate labour force needs, we have been forced to bring up driving instructors (Class 3) from the south.”
 - Class 3 driving instruction has been provided to a number of residents
 - The IIBA between KIA and Agnico Eagle guides procurement and employment practices; local companies have helped Agnico Eagle meet its IIBA obligations
 - Cost sharing between multiple organizations does not occur frequently
 - The Kivalliq Mine Training Society was a previous source of funding support but is no longer accessed
- Role models are needed for local youth to become more successful, especially for young males.
 - One business stated that in the last five years, 100 local people have obtained their class 5 drivers’ licence.
 - Last year, career fairs were highly successful. Many southern universities were in attendance and that presence showed local kids that the south is interested in them and “they can think about going beyond the community or territory to further their lives.”
 - Career Development Officers (CDOs) of the GN support students in accessing funding like FANS and provide labour market services such as apprenticeship sponsorship, resume writing, job interview preparation, and job search support. There are multiple GN funding programs that CDOs promote.
 - Federal support is available for labour market services as well.
 - Local companies could potentially improve training delivery by developing training calendars for their staff (quarterly, semi-annually, annually, etc.). The GN could support such initiatives.
 - The Baker Lake Community Economic Development Committee is made up of community and elected officials and supports the development and implementation of strategic planning and the community’s CED plan.
 - The hamlet would like to further develop working relationships with all mines.
 - The hamlet would like a small engine repair course delivered for the community.
 - The hamlet would like more Class 3 driver training.
 - Youth are sometimes forced to look after their younger siblings and additional household responsibilities when their parents are on shift working at the mine.
 - Agnico Eagle staffs a Site Readiness Leader position, which provides career pathing programs and exposure to some of the 617 mining occupations available to community members. The position attempts to match participant needs and interests with careers at the mines.
 - The Ablutaq Society of Baker Lake attempts to support community members who have challenges in being contributing members of society. Some community members do not necessarily possess all of the expected cognitive skills typically expected from a “labour ready” workforce. The society has received contributions from Agnico Eagle and attempts to help people and therefore address gaps in the local labour market. The society offers labour force participation opportunities for the community, such as through volunteerism (e.g., “working” in the foodbank).
 - The mine needs to staff another 1000 positions, and would like to increase Inuit employment, including in management level positions. As of December 31, 2019 Agnico Eagle had 1202 employees on the payroll and 442 are Inuit.

- The four trainee programs currently being offered at Agnico Eagle are Haul Truck, Long Haul, Underground, and Process Plant Programs. Agnico Eagle also offers apprenticeship opportunities and employs a “Career Path System” to try and promote employee progression, which has been ongoing for eight years now.
- Certain community members may not be participating in the workforce for different health or medical condition reasons; proper diagnosis of conditions may increase the labour pool, as treated community members may be able to then participate in the labour market.

The Role of KIA and Sakku

- Local businesses felt that Sakku should attempt to reduce competition for contracts with other Inuit businesses operating in Kivalliq communities who are in a position to respond to public tenders. As one interviewee stated, “Although competition is healthy, having unfair advantages leaves other Inuit businesses frustrated and hurts the entrepreneurial spirit.”
 - As a bi-product of signed IIBAs with major development projects, Sakku having a 30-45-day advantage over other Inuit businesses, who often have only two weeks to respond to RFPs and develop bids, was seen as an unfair competitive advantage.
 - Another stated “They should stick to passive investments; focus on investing in infrastructure that supports business or labour needs and priorities, be it housing for Inuit, buildings or institutions.
 - It was not felt that Sakku has a significant presence in Baker Lake, and interviewees stated Sakku was “not considered an ally of Inuit businesses” and “it must reconsider its (policy) approaches and develop new relationships (ground rules) with Inuit businesses.”

Chesterfield Inlet

Opportunities

- The residential school building is condemned but is difficult to remove due to asbestos. This represents a construction related opportunity to decommission it.
 - The residential school has also increased the need for a healing centre locally, due to the trauma that resulted from it.
- There is no small repair mechanic in town at the moment to fix anyone's vehicles. One community member stated “You have to do it yourself, basically. I would love a mechanic.” There are no heavy equipment mechanics either. Every year more vehicles come to town, so the demand is only increasing. Last year approximately 12 new vehicles came into the community.

Post Secondary Upgrading and Career Development

- Those youth that do want to go to college often have to upgrade their education at NAC. As one interviewee stated, “For whatever reason, the high school is not getting them to the level they need to be at; their grade 12 is not adequate. Writing skills especially seem to be a gap.”
- One issue is that tests and challenge tests are developed within a southern context and to southern standards, which do not reflect northern realities or the northern way of life.

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- Task Week run by Agnico Eagle, which demonstrated mechanical, welding, first aid among other things, was popular with youth.
- One community member stated, “You should feel that you deserve what you get when you finish your certificate; do not water courses down, this is detrimental to everyone involved.”
- Meaningful training was mentioned to be “the key.” See what each student is good at, or most interested in, and build programming around the students.

Education and Training

- One interviewee felt that there needed to be information given to kids about the prerequisites needed to advance in certain fields, and that grade 12 preparation needed to be better.
- Homesickness impacts pursuit of education and training. The community is very family oriented and youth are reluctant to leave the community. One interviewee stated that perhaps emphasizing that leaving for an opportunity is not permanent, and that people can leave and then come back, could potentially help alleviate this a bit; “Show people it’s a short-term sacrifice.”
- There is currently the Career Path Program mandated within every Nunavut school. It starts in grade 9, with the credit system then beginning in grade 10, where there are compulsory and elective credits. This can be used to guide students towards future programs that might be of interest to them. However, it is finished once they graduate. The high school principal would like to see support continue past graduation.
- Special needs and learning disabilities are not the same, but always seem to be lumped together; workshops on how to work with people who have special needs and disabilities was indicated as an important factor for educators.
- Some students are not successful in the class, but when given something hands on, or out on the land, they are hard working and patient. The high school principal stated that there were students who were not good in the class but could repair any machine. This shows that skills are present despite academic qualifications.
- Students attend class and perform better if food is offered at educational facilities.
- Also, it was mentioned that programming should not be forced into unreasonable timeframes; for example, attempting to deliver something that would normally take eight months within four months. Condensing timeframes “sets programs up for failure.”

Housing

- There is a large waiting list of names for housing. Many units in town are apparently not in good shape either, “they are not taken care of.” The housing association is encouraging any young people who turn 19 to apply for housing to get the waiting list up and hopefully get more housing allocations.

Labour Market Needs and Information

- One interviewee stated that “There are no real jobs available in town right now.”
- Another interviewee stated that in terms of the labour market, “in order for someone to get a job, people are up against difficulties right away. There are a lot of barriers. Someone needs to get fired for a position to be open, a new business needs to open up, someone has to retire, and/or someone

has to move. Some people wonder why they should upgrade themselves when there is nothing here.”

- It was indicated that to start a new venture in the community, one of the hardest things for individuals to do, or find someone to do, was business planning. Many funders ask for business plans, but if someone has a lot of things on the go or doesn't have the experience or background to do planning themselves, there are not many others out there to do this. One interviewee said, “We have tried to hire consultants, but have had various issues.”
- The Chesterfield Inlet Holding Corporation has a large workforce of women.
- The school would like to get more information from various employers about what job opportunities are out there.

Coral Harbour

Upcoming Projects and Opportunities

- An extension road out of the community is currently underway.
- Commercial fishing could provide an opportunity, as different lakes get connected to the community by the extension road; Arctic Foods is purchasing fish and represent a potential buyer
- There are opportunities in relation to tourism which are currently not being explored. Apparently, most local hunters are only licensed to do big game hunting. Examples include historical sites (Duke of York Bay), fossil exploration (Rocky brook bridge), fishing at various lakes and development of cabins.
 - It was indicated that tourism opportunities needed additional support and partnerships to be successful, as “one organization cannot do it alone.”
- The school is lobbying to expand its space, either through renovations, or construction. However, community consultations are being conducted to determine how to do this in a way that meets community needs.

Small Business Operations and Entrepreneurship

- There is a lack of knowledge regarding training and funding opportunities available to businesses
- There is no vehicle mechanic in Coral Harbour; therefore, there is an opportunity for establishment of a garage or local repair business. A heavy equipment mechanic was also mentioned as being “desperately needed”.
- A lack of equity and the financial risks surrounding a business start up has likely restricted entrepreneurship in Coral Harbour, despite certain small business opportunities being available.
- Insurance was also mentioned as a constraint; it was indicated that the high costs of insurance did not match its value to the business.
- Basic bookkeeping and accounting training would be beneficial in Coral Harbour; one interviewee mentioned “You can't be an entrepreneur without these skills. Especially when there is nobody in town who can provides these services. There are 14 outfitting businesses in town which could likely use it.”
- Small business operators had advice for other local entrepreneurs:

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- One interviewee stated, “having just one business or focussing on one product makes it hard to get by; to be a successful northern business, you need to diversify your products and services.”
- Financing options were mentioned: “A lot of people think you need a grant to start your business, but I used a line of credit; there are different ways to finance things.”
- Another stated “Businesses require a lot of paperwork and filing. Anyone going into business needs to know this beforehand. Also, for anyone starting up: be prepared to not make money from the business for at least seven years. You need to stick with it for a long time for it to start becoming profitable.”
- Communication was also indicated to be important: “The more you can simplify complicated concepts to make them easier to understand, and do this in Inuktitut, the more effective you can be. This is an important skill, presenting to people in a way they understand, making things clear and getting to the point. Basically, communication is key, it is everything.”

Education and Training

- A lot of youth move out of town to either Iqaluit or Rankin Inlet once they graduate high school, to pursue further education (or employment opportunities). In some cases, for NAC courses, they must go to Rankin Inlet if the program they want is offered there; in other cases, some courses are only available in Iqaluit.
- The local school is currently having difficulty finding new teachers; staff consistency was mentioned as a key point for developing connections with local youth, and turnover has been occurring, which hinders this. However apparently turnover has improved just within the last couple of years.
- The school does not have a lot of room, yet hosts every grade from K-12, plus the NAC adult educator.
- One interviewee stated that “two weeks in, two weeks out training programs are not ideal, people don’t like that environment; on the job training is probably what people are best suited for.”
- Pre-trades training would be NAC’s top priority locally if more funding and deliveries were possible.
- Third party funding plays a major part in the ability of different organizations such as NAC to deliver training programs.
- Agnico Eagle’s work readiness program seems to work for local residents. Agnico uses the NAC space in the school and apparently quite a few people have gone to the mines over the past three years.

Housing

- Youth moving out of town is partially due to the fact that there is no housing available in town; as one interviewee stated, “kids don’t want to live with their parents or on their couch, they want to move out and have their own space to start their own life. But it’s not an option.”
- One thing that discourages young people is that when they start work, their rent goes up. One interviewee stated that their son actually quit a well-paying mining job to go on Employment

Insurance, because it was actually cheaper given how much he was spending on rent while employed (perhaps 60% of his income).

- In 2015-16 a ten plex was built, but no housing units have been built in the community since. Housing is wanted, but the responsibility for this lies with NHC. As the housing waiting list impacts which communities are prioritized, youth who are turning 19 are being encouraged to apply for housing to get the local waiting list numbers up in an attempt to be awarded housing allocations.

Community Space, Land Zoning and Leasing

- There is a lack of land available to lease in the community, and additional land surveys are not occurring.
- Due to a lot of water throughout the nearby landscape, this makes finding new building sites difficult.
- Due to a lack of office spaces, there is overcrowding in many areas. Dentists and mental health staff need additional, adequate space so that the health centre can have more patient rooms.

Labour Market Needs and Information

- Overall, casual employment is heavily relied on in the community, it's the largest sector of employment and position type in Coral Harbour. One interviewee stated "you can't rely on government employment right now; the only long-term positions are teachers or within health care, anything else out there is casual positions"
- Since there are no journeymen in Coral Harbour, workers in the trades can't get their hours recognized. Some people have the skills and hours, but without official recognition, are not certified.
- There are a number of class 3 drivers in the community, however, there is a lack of class 1 drivers, who are desired.
- Workers with HMS certifications are in demand. One interviewee mentioned that they wanted certified workers but "nobody seems interested or is applying; there are not enough of them in town."
- First Aid and disaster response training is desired, in particular for the fire brigade members, who currently just have fire response training.
- There is a lot of gravel in the general vicinity, which could be taken advantage of; this includes opportunities for heavy equipment operators to work or develop skills.
- A strong work ethic is desired by employers; one interviewee stated, "It has been hard for me to hire good help."
- One thing mentioned by an interviewee was that an information source that has funding sources and information consolidated into one place would be useful. Where to go to fund certain programs "is not clear or seems overly complicated." In addition, "some applications are very cumbersome." Having something such as a website that has all possible funders and their programs available to Nunavut communities, which clarifies who specializes in what fields, and who to contact, would be "a great help."
- Cultural programming is of interest to community members in order to strengthen Inuktitut, develop traditional skills, encourage a sense of community, and encourage school attendance.



Naujaat

Upcoming Projects and Opportunities

- Naujaat is supposed to get a new airport terminal building.
- The hamlet is also supposed to get a one bay garage.
- Ukkusiksalik National Park a relatively young park in comparison to other Nunavut parks. Its first management plan was worked on this year. While tourism is not a high-level sector locally, overall, the Kivalliq region apparently expects the park to be a drawing point, which would allow for tourism to potentially grow in the future.

Small Business Operations and Entrepreneurship

- When it comes to small businesses, having the money to operate them is an issue for residents, and the equity required “is likely not there.” Residents also probably find the commitment needed scary, due to the risk involved.
 - Community members would prefer if more local people had their own businesses, because that way the money spent stays within the community, but realize it is less likely.
- Their biggest challenge for businesses locally is receiving their freight on a regular basis. Freight getting bumped due to community events like hockey tournaments, getting weathered out, or planes going mechanical, means that there are various challenges to receiving goods as needed.
- Hotels are doing well in the region; it was indicated that if a hotel is kept in good condition, it is a significant economic driver at the community level.

Education and Training

- There are some community members taking class 3 driver training for the last couple of years; there might be seven people completing it soon.
- Community members would like to see more training geared towards Nunavut realities and made specifically for Nunavut. A lot of times training courses are developed in the south and meant for southern communities or cities; arctic hamlets are not the same. The weather and access to equipment, and approaches to work in general are totally different. Some of the southern courses can't really be applied in Nunavut. The MTO does some training courses, but many of the things offered by MTO don't have anything to do with local realities.
- Carpentry and trades training in general would be useful for people in town; this way they could take advantage of construction opportunities and do work with contractors.
 - Some youth are interested in the trades school in Rankin Inlet, others aren't.
- Many students who complete high school still do not pass the assessment tools for some NAC courses they are interested in. Basic English and math are still behind. Students finishing grade 12 might be at a grade 8 level or lower.
- Curriculum materials available in Inuktitut are limited right now. Only Inuktitut/language/typing courses are available really. This is an issue for one interviewee, as they believed that people learn better in their own language. He often translates courses he teaches on the fly, so students can better understand things (reading the English, then teaching it in Inuktitut).



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- Community members would like a cultural building in Naujaat like the Piqqusilirivvik Cultural Centre in Clyde River. There is a lot of local interest in traditional skills, and community members want to be able to do things with the Elders and learn from them before they pass away.
- The local Coop offers in house training; this includes training for driving fuel trucks. Apparently, it is an effective training department; two local women are doing truck driving around town right now and doing a good job. The Coop head office seems efficient at training delivery.
- PLAR (prior learning assessment & recognition) is a tool that might be beneficial for examining where local skills are at and could be used more often.
- It was noted that a lot of community members have skills that don't necessarily show up on a traditional resume. As one community member said, "someone might be able to pull apart a vehicle or skidoo and put it back together, but this is not on their resume." This being said, support for developing the resumes and portfolios was identified as a need.
- Sometimes community members want NAC to offer certain courses locally, but despite large waiting lists, still do not get them. Approximately 30 people were interested in NTEP last year, yet it was not delivered. As one interviewee stated, "NAC's head office always seems to find an excuse."
- One potential source for training in town is prospecting. There is funding support available prospector training, but perhaps only one person locally has taken advantage of this in the past decade. One interviewee stated the funding might be somewhere in the \$5,000-8,000 range.

Housing

- Housing is a large issue in Naujaat; as one interviewee stated, "it's part of everything, especially trades training. People who have families need housing if they are going to go anywhere or do anything, whether it's for work or for training. In town, there are quite a few units that need work. Some houses are around 40 years old and have just gotten new windows and paint jobs and that's it."
- One interviewee stated "The GN's housing policy is not appropriate. The GN cabinet does not put a cap on rent pricing or enforce a rent scale, so people can be charged anything. Rent is very high in general. It impacts the desire of some people to work; some do not want to work because they are better off unemployed when it comes to their housing situation. Especially if they have kids. They don't want to work and then pay more for their housing than they are currently paying on EI or welfare."
- One community member stated that there was room for the private sector, including Sakku, to address the building of new houses in Naujaat.

Community Space, Land Zoning and Leasing

- There is limited space in town. Currently there are four unused lots, zoned for residential. The zones can be changed, but it would likely take three to five hamlet council meetings to review the zoning bylaw and have any proposed changes approved.
 - If someone wants to operate a small business, perhaps out of their own home, the local housing association does not usually allow this. People are allowed to have both their

home and business within one building, just not the same unit, they must be separate entities.

Labour Market Needs and Information

- There are a lot of class 2 and 3 drivers in the community, they are just not very active in terms of looking for work.
- More work seems to be available locally in the summertime, according to one interviewee
- Some people have gone to work for Agnico Eagle, but one interviewee doesn't think that many people from Naujaat are at the mine. "Mining work and shifts aren't for everyone, not everyone likes working there."
- The Coop employs "likely a third of the community," and it is fairly well supported by community members. However, one interviewee felt that perhaps the remaining two thirds of the adult population is not employed.
 - A couple of years ago, 50% of the town's population was under 12 years old; this might be impacting the employment statistics.
 - Other significant employers in town outside of the Coop are the hamlet and local housing association.
 - One community member stated, "Businesses are so few that there are hardly any people working."
- Additional heavy equipment and heavy equipment operators are needed in the community.
- A local mechanic is needed to fix trucks in Naujaat, in particular Ford trucks (which can have more parts). Cost sharing between local organizations has occurred to have someone do this work in the past. It's hard to find a certified mechanic. The hamlet advertised for it, but there was no interest in the position. Some people have repair skills, but do not have the papers or certification needed to legally do the work.
- Boat motor repair and maintenance are also needed. It is an opportunity for people to get trained and would increase transferrable skills.
- It has been challenging for Parks Canada to hire staff locally. Expectations by senior staff for employing local residents have at times not been realistic and proved to be a challenge in the past. People who leave town to go into the park get homesick. A large part of parks work involves being isolated and in remote locations while doing research out in the field. Part of the department's struggle is figuring out how to get local staff to go out and do fieldwork when they would rather stay in the community. Maintaining a work/life balance can be a challenge at times as well.
 - Parks Canada is growing quickly, so there might be challenges retaining staff in the future in Naujaat, as parks in other regions can pull certain people away.
 - This is also an issue in the trades and mining fields; accessing skilled labour in the communities.
 - ETP graduates are often hired by Parks Canada. Parks Canada talks to NAC every spring about the number of ETP graduates who are coming up. Community members want ETP delivered in Naujaat, but realize it is not likely to happen in the near future.

- Rankin Inlet is the hub for the Kivalliq region. However, from one community member’s perspective, “it doesn't seem like Kivalliq community members go to Rankin as much as Baffin community members go to Iqaluit, whether it's for training or work. People don't ‘flock’ to Rankin the same way.”
- The Elders committee started up again last year, which works with people who do not have jobs and tries to provide these people with something to look forward to. The committee got some youth sent out to learn about Inuit culture. It got approximately \$5,000 in funding from KIA and from different sources, then started doing work with young people who didn't have jobs. They will be hiring young people to bring ice water into town to give to Elders and others who want it.

Rankin Inlet

Upcoming Projects and Opportunities

- Some interviewees felt that there is currently insufficient planning for future opportunities in Rankin Inlet.
- Interviewees felt that the GN and the RIAs (including KIA) are not communicating sufficiently, resulting in duplication of programs and services.
- The Rankin Inlet Airport Expansion was indicated to be proceeding, with construction to begin as early as 2021.
- New airport terminals are also planned in Naujaat, Chesterfield Inlet, and Whale Cove (although with no clear timelines yet).
- A Mine Training Centre is to be opened in Rankin Inlet, with construction to begin as early as 2021; the current goal is to have its doors open in 2023.
- Underground mine training is going to be conducted by the GN (no clear timelines).
- A new Elders facility is being planned by the GN (through its departments of Economic Development and Transportation and Health).
- Employment opportunities are available both during construction and during operation once complete, for the facilities mentioned.
- Inter-community roads (or a road) would provide opportunities for jobs (heavy equipment operators, mechanics, etc.) while also increasing regional transportation capacity.
- A new position within the GN’s Fisheries and Sealing Division (ED&T) is being created in Rankin Inlet.
- Few communities have public health nurses, but the GN Department of Health is planning to have funded positions in all communities. This is both a training and employment opportunity.
- The Hamlet of Rankin Inlet is planning the redevelopment of its old arena and community hall.

Education and Training

- Multiple employers train employees on the job using non-NAC programs.
- Some executive-level positions are vacant.
- There is high demand for heavy equipment operator training and pre-heavy equipment operator training.

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- Inuit employees at all levels in the health field are offered in-house sponsored education and training, as well as mentoring.
- NAC is working on a 10-year strategic plan, intended to enable long term planning, rather than a “knee jerk” approach in response to education and training needs.
- Some employers (including NTI) prefer to bring trainers in, rather than send employees out for training.
- There is a training gap in IT, as NAC no longer offers such courses.

Apprenticeships

- Apprentices are not getting jobs; contractors are not giving Inuit apprentices the opportunities they need to gain experience and progress.
- Projects often hire “token Inuit” but do not train or mentor them; in some cases, employers do not expect the Inuit to do anything, but pay them anyway in order to meet Inuit hiring requirements.
 - In one case, an Inuk was given a \$17,000 cheque at the end of a construction project, with no explanation.

Post Secondary Upgrading and Career Development

- Some interviewees stated that expensive NAC upgrading programs are duplicating secondary school for adults. Upgrading, work readiness efforts consume significant resources that could be used in other programs.
- Over 90% of applicants to the trades programs require upgrading, which interviewees felt suggested a problem with the elementary and high school systems.
- There is a strong need for more upgrading programs, such as the PASS program.
- Career development funding currently does not meet needs in relation to the cost of living in Nunavut.

Labour Market Needs and Information

- Currently there is very little interagency sharing of data.
- The idea is to have a labour market data management system and plan for the Kivalliq, with multiple partners.
- Both community-specific and regional information is needed to inform planning decisions.
- Would entail a comprehensive plan to review and compile existing data, identify gaps, undertake strategies to fill gaps.
- Would enable members to determine what jobs are currently available, and identify prerequisites and training required to qualify.
- Would be updated on a regular basis
- Categories of employment opportunities:
 - Local: airports, stores, government, etc. (these exist with or without mines)
 - Mining
- NAC trades training is willing to participate



- Family Services is willing to participate
- NAC Dean is willing to participate
- Other Suggested members: Robert Cliff, CEOs and career development officers

Housing

- The cost of housing is very high, and housing is in very short supply in Rankin, regularly limiting opportunities for employment, training, education, economic development. The situation is worsening each year. There is demand for rent to own and ownership, but very limited supply.
- Employers have been unable to pursue opportunities because of a lack of housing for their staff.
- Some interviewees felt that major projects in the region should be mandated to include a housing component.

The Role of Sakku:

- Community members expressed concern about preferential treatment with regards to the relationship between Sakku and AEM; they also felt that there was inappropriate competition between Sakku and local businesses.

Whale Cove

Opportunities

- The Coop is building commercial property for office space leasing.
- The local HTO is quite busy, purchasing harvested food from hunters for Kivalliq Arctic Foods, developing a commercial fishery and developing hunting infrastructure such as cabins.

Education and Training

- The Career Path Program at the high school is used for grades 7-9, where students are walked through a series of aptitude tests online.
- The Career and Technology Studies Program is theoretically available in the school, but no teachers currently have the certification required to deliver it.
- The hamlet has delivered Class 3 and Class 5 driver training. Last year, because of an RCMP member volunteering, 73 citizens ranging in age from 16 to in their 50s were able to obtain their Class 5 license (28 of which were under the age of 30).
- Agnico Eagle representatives come to Whale Cove on a monthly basis, and there is a locally based employee who attempts to recruit local people.
 - Although work readiness certification courses have been delivered, local people are still not able to work at the mine because Agnico Eagle has not offered “site readiness” certification courses.
- For boys, grades six and eight are a critical time for developing successful students. Greater societal supports are needed for the young boys of the region.
 - For girls, even though they may have to leave high school for a while as young mothers, they are determined to come back and graduate.

Nunavut Arctic College (NAC)

- Adult Basic Education (ABE) is the only NAC program currently available in Whale Cove. Current participants are all women, although there was one male earlier in the year, who dropped out.
 - All participants last year (four) secured jobs upon completion.
 - Participant ages range between those in their 20s to those in their 50s.
 - The maximum number of available seats during each intake season is 12.
- While not currently offered, Getting Ready for Employment and Training (GREAT) has been delivered previously.
- NAC is looking to expand its local certificate programs to meet local labour market needs (e.g., office administration).

Labour Market Needs and Information

- There is a computer lab at the NAC office, which ABE students access for resume writing, although it seems under-utilized. Community members can access hamlet computers for resume writing as well.
- One barrier to continuing education and the labour market is access to daycare services; fortunately, a new daycare centre is to be completed in the near future within the NAC building. It affects both high school and NAC students.
- Whale Cove has a Community Land and Resource Committee (CLARC), which acts as a “gatekeeper” for local non-renewable resources. It also has a Community Daycare Committee.
- Non municipal and non-government positions experience high turnover rates due to lower wages.
- Trades people must be brought in from outside the community to conduct local maintenance, repairs and building construction.
- The Coop offers on the job training for its various positions.
- There is no community wellness plan, nor is there a community justice committee. There is also no inter-agency committee. However, there is a community health and wellness committee, although no representatives from public agencies are participating in this committee.
- There is also a Community Economic Development Committee.
- There have been difficulties in encouraging local participation in wellness programs (Canadian Pre-Natal Nutrition Program, Better Fathers Program, etc.) especially among males and youth
- As local boys age, they seem to become more interested in traditional activities and lifestyles
- There is no annual career fair in the community.
- The cultural industry in Whale Cove is small but the biggest sector is from the women who sew Inuit clothing, while few men are carving (approximately five carvers). The community has a high demand for GN ED&T's Community Tourism and Cultural Industries Program funds.
 - Through funding support from GN ED&T (\$30,000), the community was able to undertake a short term, community country food harvesting program that employed hunters and butchers.
 - There are number of hunters in Whale Cove, however, there are no outfitters in the community.

Kivalliq Labour Market Needs Foundational Assessment (Phase 1): Terms of Reference

- While the Hamlet employs about 60 people (including full time, part time, and casual positions), they have no fully qualified mechanics
- One challenge is that there is little incentive to work when on income assistance, as payments are reduced when employment income is declared
- There are only five local people employed at Agnico Eagle's mines

Housing and Infrastructure

- There are approximately 15 private homeowners in Whale Cove; interviewees expressed interest in having more houses built locally, and that Sakku might be able to support this.
- General disappointment was expressed by community members in the fact that the GN did not seem to prioritize Whale Cove for new infrastructure or promote economic growth in the community.



Appendix B: List of Questions

The following questions were used to guide discussions during Phase 1 of the KLMNFA:

- What projects or initiatives is your organization currently undertaking or working on within the Kivalliq region, or that might be having an impact on the Kivalliq region?
- What future plans does your organization have that might affect or involve the Kivalliq?
 - What jobs or employment opportunities might come from these?
- What information do you need to be able to do your work more effectively?
 - What information could we collect that would help you?
 - What information gaps currently exist?
- Are there any sources of information or legislation you use that guide your work?
- What programs do you access, or funders do you contact, in order to be able to conduct your work?
- What do you think could be done to improve training for Inuit in the Kivalliq?
- Are there any issues you think are having a large impact on the Inuit labour force, the ability to deliver certain projects, or the ability to train Inuit?
- For Educational Institutions: What gender differences/barriers, issues, challenges and opportunities are you noticing among Inuit men/boys and women/girls, regarding their educational attainment or motivations for success?
- For Educational Institutions: Please describe your school's philosophy, courses or curricula, and external partnerships to support your community's labour market development future.
- How well do public institutions (education, social, population health, and industry/employers) work together on labour market issues, and in what areas?
- What do you think could be done to ensure that more Inuit have access to jobs and can participate more actively in the labour market?
 - What would help Inuit to become employees at your organization?
- What lessons have you learned through previous projects or experience in terms of trying to increase Inuit employment or training?
- Do you see any opportunities for collaboration or partnership with any other stakeholders to be able to move certain initiatives forward?
 - Would you be open to working with these stakeholders?
- Are there any potential ways that Sakku could provide support to any initiatives?
- Who else should we talk to as we conduct our initial study?

Appendix C: Stakeholders Contacted

The following is a summary of the number of interviews conducted with a variety of stakeholders, from municipalities, government departments, and organizations to the private sector, among others. As stakeholders were promised anonymity unless otherwise specified, specific names and communities are not provided in order to reduce potential identifiers from discussions.

Stakeholder Type	Number of Stakeholders Interviewed
Private sector/small business	20
Government of Nunavut	17
Nunavut Arctic College	14
Hamlet/Municipal Staff	12
Non-Governmental Organization	7
Education	6
Inuit Organization (KIA, NTI)	4
Government of Canada	4
Nunavut Housing Corporation/Housing Authorities	3

Stakeholders by Community

Community	Number of Stakeholders Interviewed
Iqaluit	21
Rankin Inlet	15
Baker Lake	10
Whale Cove	5
Coral Harbour	9
Chesterfield Inlet	4
Naujaat	8
Arviat	15

Appendix D: Public Housing Rent Scale Information



Comments on Rent Scale for Public Housing Tenants generously provided by:

Patsy Kuksuk
Executive Director, Programs
NHCHQ
Arviat, Nu.
XOC OEO
Email: PKuksuk@gov.nu.ca

RE: Information for Kivallirmiut on Rent Scale for Public Housing

The perception of public housing tenants was always that the rents discourages earning an income because they saw their rents going higher than what the minimum rent was of what they were paying before. Such as if their rent right now (August 14, 2020) is \$60 with a minimum income of \$26K/year, they become employed and start earning more than the minimum. Their rent will stay the same (\$60/month) until the next income tax time which are entered from Revenue Canada (which they reported when they filled their taxes and they also sign with the Local Housing Associations for income verification) September, 2021 so their rent stays the same of \$60 for a whole year.

Then again, depending on their income should the rent go up according to the 2020 tax year (which we won't get until Sept/21) to say \$500/month, it will only go up by 25% each year so it will take 4 years to reach the maximum of the new rent of \$500.. Should any tenant suddenly lose their job providing proper paperwork is done such as a letter from their previous employer or an application for EI or tenant is now on Income support, their rent goes down immediately starting from the month reported.

Each of the 25 Nunavut communities have what is called CNIT (Core Needs Income Threshold) which shows the maximum allowable yearly income when a tenant is eligible to be in a public housing unit. Rankin's CNIT is \$142K, Arviat is \$130,500. When anyone applies to go on the waiting list if they make more than that they are not eligible but if they are already in a unit, they are not evicted when they start earning more than the CNIT.

NHC has about 5600 public housing units across Nunavut, each pay 6 cents out of every dollar for power while NHC pays the 94cents. That is the only thing that is paid by the tenants as everything else is covered by NHC. Currently, there are about 3000 families on the waiting list for public housing.

Further information can be found on the following website: www.nunavuthousing.ca