

# QIA Benefits Fund Key Themes Report



April 24, 2017

Prepared by QIA Department of Social Policy  
with support from Lichen Consulting Inc.

# Executive Summary

In October 2016, the Qikiqtani Inuit Association (QIA) established a new Revenue Policy as a way to invest and distribute benefits to Qikiqtani Inuit. The Revenue Policy is a progressive and forward-looking guiding document. This new policy established two funds, the Legacy Fund and the Benefits Fund. The Legacy Fund directs how QIA will invest money so that Inuit will continue to benefit from money that QIA receives from subsidiaries and resources. The Benefits Fund directs how QIA will spend money on social and cultural programs that benefit Qikiqtani Inuit.

This Key Themes Report presents recommendations for consideration by the QIA Board of Directors regarding the Key Theme options as required by the Benefits Fund Policy.

The QIA Benefits Fund Policy guides the implementation of the Benefits Fund and aims to fulfill several strategic initiatives:

- a) Promote the cultural, economic, social, and political interests of its members;
- b) Facilitate the preservation and strengthening of the Inuit language, traditions, and beliefs;
- c) Promote the community diversity among the Inuit of the Qikiqtani region while fostering the unity of all Inuit; and,
- d) Promote community endeavours in the Qikiqtani region.

The Key Themes Report summarizes recommendations for setting up the Key Themes for the next two years, and will be tabled at the QIA Annual General Meeting for the QIA Board. The QIA Board will select Key Themes that will guide the Benefits Fund programs, in order to focus spending to be consistent with these strategic initiatives.

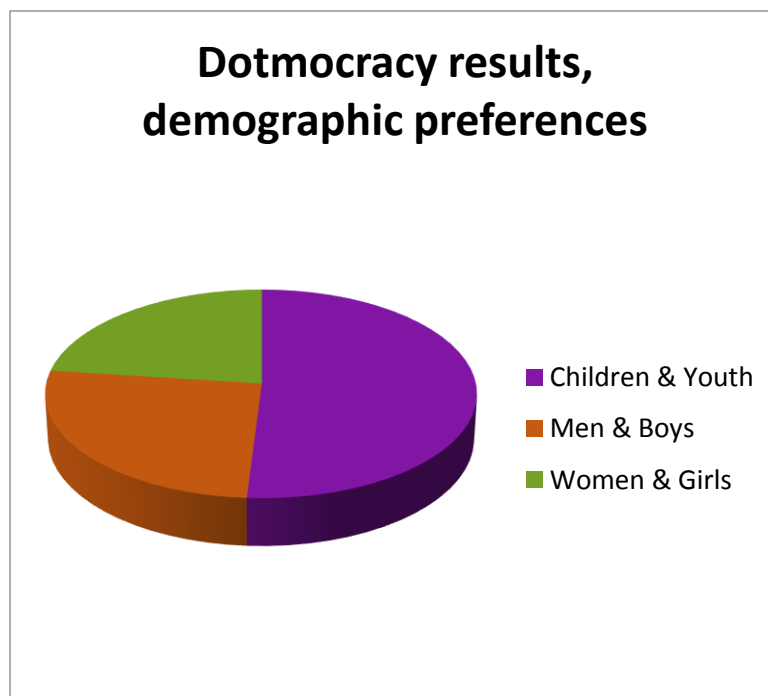
This Key Themes Report has been informed by three initiatives undertaken by QIA in early 2017. First, a look back how QIA has shared benefits among Qikiqtani Inuit through a comprehensive **evaluation** of six QIA programs. Second, a community **consultation** tour of all 13 Qikiqtani communities. Third, a **review** of all program-related commitments QIA has made as part of its mandate to represent the rights and benefits of Inuit via participation in three high-profile multi-stakeholder social planning documents.

Specifically, the following set of documents and reports have informed this document:

- QIA Revenue Policy;
- QIA Benefits Fund Policy (Draft 4);
- QIA Program Review, consisting of a performance evaluation of 6 existing QIA benefits programs, a review of program finance data, an environmental scan and overlap analysis of funding programs, and an analysis of best practices in social and cultural programs.
- Community Consultation Reports from all 13 Qikiqtani communities;
- QIAs current Program Commitments under the following reports, strategies, and plans: the Qikiqtani Truth Commission, Final Report; Makimaniq 2, Poverty Reduction Action Plan; United for Life, Suicide Prevention Action Plan; and Blueprint for Action on Housing (Nunavut Housing Corporation).

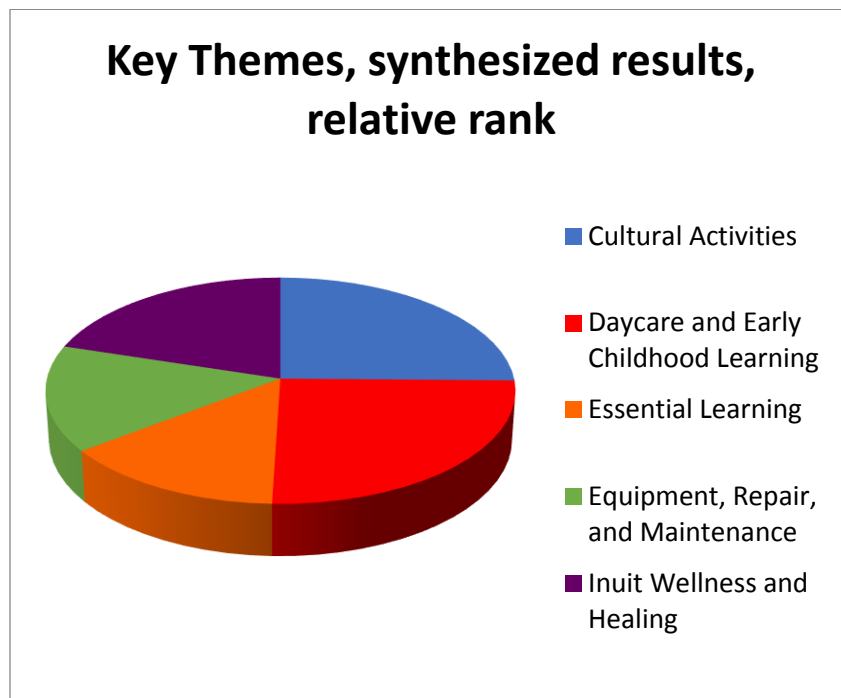
These materials were analyzed using a variety of quantitative and qualitative tools. Data tabulations are included in this report and in the associated appendices. A summary chart which provides a more detailed visual synopsis of the analytical results can be found in the appendices.

Throughout the analysis of data and development of this report, it was very clear that QIA should focus programming on children and youth. This is evidenced by feedback provided during the community consultation tour, which showed a clear preference that QIA target a younger demographic.



Five recommended themes are presented in this report. In order of priority, these are:

- 1) Cultural Activities (high recommendation)
- 2) Daycare and Early Childhood Learning (high recommendation)
- 3) Inuit Wellness and Healing (moderate recommendation)
- 4) Essential Learning (low recommendation)
- 5) Equipment, Repair and Maintenance (low recommendation)



Finally, to prepare a strong foundation for program delivery, the Key Themes should be grounded in a shared vision of desired long-term impacts that ensures that those impacts align with the intentions of QIAs Benefits Fund Policy and QIAs mandate.

Ideally, long-term impacts occur on multiple levels:

- Individuals: regain and retain dignity, cultural identity, and cultural pride;
- Families: intergenerational connections are strong, family well being is strengthened;
- Communities: community-led action is supported and thriving; and,
- Society: social equity is achieved.

As part of the program development phase, it is strongly recommended that QIA develop clear outcomes for each Key Theme given the amount of program money available. Potential outcomes have been suggested for each of the five recommended themes, to help prepare QIA to evaluate results and measure success.

## QIA Benefits Fund Options for Key Themes 2017

Cultural Activities	Daycare and Early Childhood Learning	Inuit Wellness and Healing	Essential Learning	Equipment, Repair, Maintenance
<ul style="list-style-type: none"> <li>Land Programs</li> <li>Hunting</li> <li>Sewing</li> <li>Traditional/Cultural Music and Art</li> <li>Inuit Parenting</li> <li>Country Food</li> <li>Traditional Tools and Equipment</li> <li>Inuit History</li> </ul>	<ul style="list-style-type: none"> <li>Early Childhood Language Resources</li> <li>Preschool/Daycare Spaces</li> <li>Support for Parents</li> <li>Physical Infrastructure</li> <li>Organizational and Administrative Support</li> <li>Parents and Tots</li> <li>Two-Generational Activities</li> <li>Professional Development for Workers</li> </ul>	<ul style="list-style-type: none"> <li>Counseling</li> <li>Non-formal Learning</li> <li>Land and Culture-based Healing</li> <li>Innovative Approaches</li> <li>Counseling Training</li> <li>Community-led Justice Interventions</li> <li>Suicide Prevention</li> <li>Mental Health and Residential Treatment Support</li> </ul>	<ul style="list-style-type: none"> <li>Literacy</li> <li>Numeracy</li> <li>Language</li> <li>Work Skills</li> <li>Scholarships</li> <li>Business Skills</li> <li>Workplace Training</li> </ul>	<ul style="list-style-type: none"> <li>Home repair and maintenance</li> <li>Facility repair and maintenance</li> <li>Equipment purchase or replacement</li> <li>Radio infrastructure</li> <li>Internet service provision</li> <li>Infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>High Dotmocracy</li> <li>High Comments</li> <li>High Performance Evaluation</li> <li>High History</li> <li>Moderate Commitments</li> </ul>	<ul style="list-style-type: none"> <li>High Performance Evaluation</li> <li>High Comments</li> <li>High Commitments</li> <li>*Moderate History</li> <li>Low Dotmocracy</li> </ul>	<ul style="list-style-type: none"> <li>Moderate Performance Evaluation</li> <li>Moderate Dotmocracy</li> <li>Moderate Commitments</li> <li>Moderate-Low Comments</li> <li>Low History</li> <li>(Can also be considered under Cultural Activities)</li> </ul>	<ul style="list-style-type: none"> <li>High-Moderate Comments</li> <li>Moderate Performance Evaluation</li> <li>Moderate-Low Dotmocracy</li> <li>*Moderate History</li> <li>Low Commitments</li> </ul>	<ul style="list-style-type: none"> <li>High Comments</li> <li>Moderate Dotmocracy</li> <li>Low Performance Evaluation</li> <li>Low Commitments</li> <li>Low History</li> </ul>

\*Some Kakivak programs support these activities

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# **Part 1 - Introduction**

## **A Note on Language**

For the purposes of this document, and for simplicity of language, translation, and interpretation, the phrase “Key Themes” replaces “Flagship Themes” which appears in the Benefits Fund Policy.

## **Purpose of the Key Themes Report**

This Key Themes Report presents recommendations for consideration by the Qikiqtani Inuit Association (QIA) Board of Directors regarding the Key Themes options under the newly established Benefits Fund.

It presents a summary of findings and recommendations of QIAs recent program review, community consultations on programs, and current program-related commitments, from which the key theme options were determined. It then recommends five (5) Key Themes, from which the QIA Executive Committee will select two (2) final Key Themes for approval by the Board of Directors.



## Background Information

QIA is a Designated Inuit Organization (DIO) established under Article 39 of the Nunavut Agreement. QIA represents 14,000 Inuit of the Qikiqtani region, from Sanikiluaq to the High Arctic. QIA also manages Inuit Owned Lands in the region.

QIA is a non-profit association and has two subsidiary organizations that operate within the QIA family: Kakivak Association (non-profit community economic development) and Qikiqtaaluk Corporation (for-profit economic development).

As a DIO, QIA receives money (dividends) from its for-profit subsidiary and from the lands it manages, such as through Inuit Impact Benefit Agreements, land leases, and sand and gravel fees. This money belongs to Qikiqtani Inuit and QIA is responsible for sharing that money through benefits programs. In an effort to make sure that benefits continue long into the future and are distributed fairly, QIA established a new Revenue Policy in October 2016 as a way to invest and distribute benefits to Qikiqtani Inuit.

Specifically, the Benefits Fund was established under the new QIA Revenue Policy, Article 5 and Bylaw no 6. This policy aims to fulfill several QIA strategic initiatives:

- a) Promoting the cultural, economic, social and political interests of its members;
- b) Facilitating the preservation and strengthening of the Inuit language, traditions and beliefs;
- c) Promoting the community diversity among the Inuit of the Qikiqtani region while fostering the unity of all Inuit; and,
- d) Promoting community endeavours in the Qikiqtani region.

The Revenue Policy is a progressive and forward-looking guiding document. It is premised on saving money and earning interest, and then spending only the interest on programs. This new policy established two funds, the Legacy Fund and the Benefits Fund. The Legacy Fund directs how QIA will invest money so that Inuit will continue to benefit from money that QIA receives from subsidiaries and resources. The Benefits Fund directs how QIA will spend money on social and cultural programs that benefit Qikiqtani Inuit.

The Benefits Fund Policy calls for spending on programs to be guided by key themes that are chosen by elected representatives who make up the QIA Board of Directors. The key themes will focus spending to be consistent with the strategic initiatives identified above, and will be determined by the Board every two years.

## Process and Methodology

The Benefits Fund Policy outlines a six (6) step process to determine the Key Themes and Benefits Fund Programs. This six-step process is approached according to the following general timeline:

1. Community Engagement (March 2017)
2. Performance Evaluation (March 2017)
3. Key Themes Report (April 2017)
4. Key Themes Selection (May 2017)
5. Benefits Fund Programs Report drafted (May-September 2017)
6. Benefits Fund Programs Selected (October 2017)

Programs established under the Benefits Fund will be required to meet the Key Themes and accomplish at least one of the following objectives:

- a) Positively benefit as many Qikiqtani Inuit as possible;
- b) Ensure equity and fair distribution of benefits within and between communities and across generations;
- c) Support economic self-sufficiency of Qikiqtani Inuit;
- d) A program's benefits reaching eventual self-sufficiency so that financial support from the Benefits Fund is no longer needed; and/or
- e) Make a significant and measurable contribution to a Qikiqtani community.

For the purposes of this report, three (3) primary sources of information were considered:

### **The findings and recommendations of a Performance Evaluation of six QIA programs (March 2017)**

The program review included a review of key documents about six QIA programs and gap analysis; interviews with key QIA staff; phone interviews with program users and potential users; an environmental scan and overlap analysis; and best practice analysis of other programs offered in the region and/or territory.

### **Community Consultation meetings conducted by QIA (March-April 2017)**

QIA held community consultation meetings in each of the 13 Qikiqtani communities. Several activities provided information which informs key theme options: dotmocracy exercise, survey, individual comments and recommendations (written and oral).

### **An examination of existing Program Commitments QIA has made over the past several years (March 2017)**

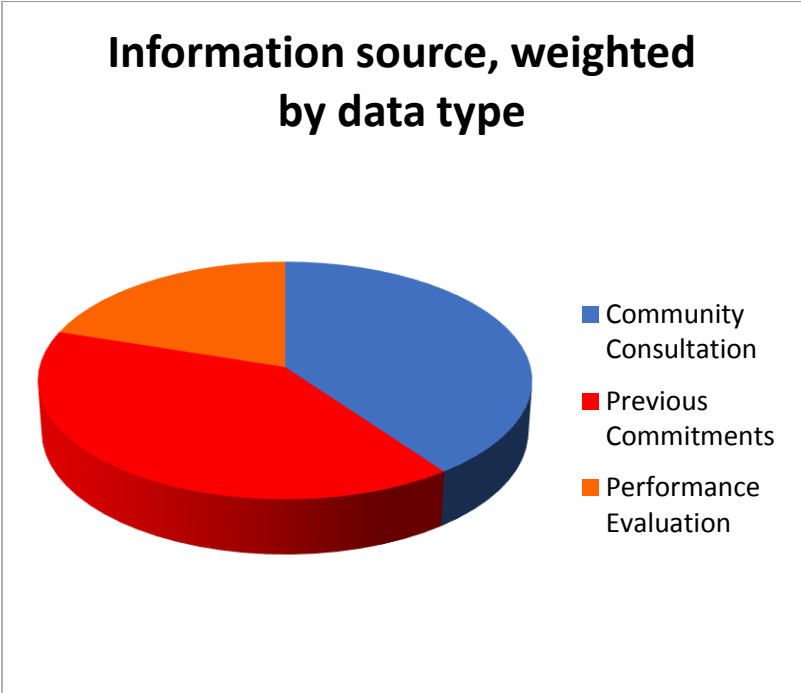
QIA staff reviewed several strategies and action plans currently in force, to which QIA is a signatory. Actions, for which QIA was implicated either directly or indirectly, were identified and compiled into a table.

# Part 2 – Looking at the Data

The following three sections of the report outline the analysis and findings of each source of information used in the development of the Key Themes Report. It is important to remember that each section contributes in its own way to the final selection of the themes. The results in each section point in the same general direction, but with some differences. For example, 'Daycare and Early Childhood Learning' scored low in one exercise (dotmocracy), but scored high in almost all other categories. Therefore, its overall ranking is quite high.

In order to make a well-balanced decision about key themes, the three sources of information were weighted. In other words, the three sources were not given the same level of importance. For this report, the results of the community consultation were given equal importance as the commitments that QIA has already publically endorsed. The information from the performance evaluation was given less weight, because that initiative was not designed for the purpose of selecting key themes. The following figure (Figure 1) illustrates how the sources of data were weighted.

Figure 1 - Information source, weighted by data type





## **Performance Evaluation**

### **Overview**

One of the main ways that QIA supports Inuit in the Qikiqtani region is by delivering funding and support programs. A performance evaluation was conducted by an outside firm and included six QIA programs:

1. Ilagiiktunut Fund Program
2. Community Initiatives Program (CIP)
3. Grants & Contribution Program
4. Bereavement & Compassionate Travel Program
5. Sprouts Day Camp
6. John Amagoalik Scholarship Program

The objective of this review was to determine whether investment in QIA funded programs maximizes benefits to Inuit. A benefit is defined as “self-sufficiency over time in a manner consistent with Inuit social and cultural needs and aspirations.”

The performance evaluation reviewed these six programs in relation to financial analysis, program management, and delivery of intended benefits. It also presented an environmental scan of other funding programs delivered by other agencies, specifically looking at funding gaps and overlap. The methodology included a review of key documents about the programs, a gap analysis, phone interviews with past and potential recipients, and interviews with QIA staff.

A short summary of these findings is applicable to this Key Themes Report, to clarify existing project categories.

### **Ilagiiktunut Fund Program**

Established under the IIBA between QIA and Baffinland. Project categories are broad and include capacity building, social and cultural activity; promotion of mutual understanding and learning, identify and take advantage of opportunities to build upon strategic partnerships.

Funds are available to the Mary River affected communities only, by proposal.

### **Community Initiatives Program (CIP)**

Project categories include Community Capacity Building; Promotion of Inuit Culture; Economic Sustainability; Social Development; Health and Wellbeing; and Environmental Protection.

Funds are available to all Qikiqtani communities, by proposal.

### **Grants & Contribution Program**

Project categories are broad, with the purpose of providing funding for social and cultural well-being.

Funds are available to all Qikiqtani communities, by proposal.

### **Bereavement & Compassionate Travel Program**

Project categories are financial assistance for compassionate or bereavement travel. Funds are available to Inuit from the Qikiqtani region.

### **Sprouts Day Camp**

This is a QIA-led project, run exclusively in Iqaluit. Funds are managed internally.

### **John Amagoalik Scholarship Program**

This program is solely for postgraduate scholarships. Funds are available for Inuit in the Qikiqtani region.

The Environmental Scan involved an analysis of funding programs offered by other agencies and organizations, to determine potential funding overlap. Overall, there is some overlap between funding programs offered by the Government of Canada, Government of Nunavut, Kakivak, and Nunavut Tunngavik Inc (NTI). It should be noted that overlap is not necessarily a bad thing. To some degree it can be helpful, by increasing the chances of funding support for strong (or more complex) programs, or can diversify a project's income between funding partners.

## **Summary of Findings Related to Performance Evaluation**

The priority areas recommended in the Performance Evaluation document have influenced the ranking of the themes. In the ranking matrix, the following priority areas were taken into account and weighted:

- Mental health and residential treatment support
- Inuktitut language promotion and programming
- Childcare and daycare centre development and support
- Housing development
- Capital funding support, potentially including wellness facilities
- Travel and airfare support
- Cultural programming

The Performance Evaluation and the Environmental Scan are of general use to this report, however they have had some limited impact on our choices. The contents of that document will be more useful in the next phase of Benefits Fund planning, involving the development of program delivery.

## **QIA Community Consultations**

### **Overview**

During March and April 2017, QIA staff conducted a consultation tour of all 13 Qikiqtaaluk communities to get feedback on existing programs and to hear ideas from Inuit on potential new programs areas that QIA should support in the future. In total, there were 676 community members who participated in the community tours.

The community consultation tour was an important part of developing key theme options. QIA placed a lot of importance on what communities had to say when asked about how to spend money on social and cultural programs.

In each community, QIA hosted a public meeting where participants heard a short presentation and then were invited to give their input in several different ways: a dotmocracy exercise, a photo booth, a written survey, open mic comments at a question and answer session, and written comments on a blank poster.

The presentation gave a brief history of QIA programs and highlighted community-led projects that QIA had funded. The presentation explained the new Revenue Policy, the creation of the Benefits Fund and funding available in the upcoming year. The presentation finished with the question: **“If QIA starts a new program, what area(s) should we focus on?”**

The presentation flowed directly into the dotmocracy exercise where participants were given five red stickers which they could use to pick their five (5) favourite program activities from 15 posters hung around the meeting room.

Facilitators explained that the poster options were not an exhaustive list, but a starting place for ideas. Participants were invited to provide additional program theme ideas by writing them on a blank poster hung alongside the options provided.

Along with the dotmocracy exercise, community members who attended the consultation meeting were invited to complete a survey in either Inuktitut or English. Participants could also offer new program ideas through a photo booth activity, where individuals could advocate for their personal program preference, or during a question and answer session.

Table 1 summarizes number of participants, number of completed surveys, and date of consultation in each community.

*Table 1 - Summary of Community Consultation Tour*

<b>Summary of Community Consultation Tour 2017</b>			
<b>Date</b>	<b>Community</b>	<b>Number of Participants</b>	<b>Number of Surveys (Completed)</b>
23-Feb	Iqaluit	61	31
01-Mar	Qikiqtarjuaq	30	12
07-Mar	Sanikiluaq	52	39
07-Mar	Pond Inlet	44	26
13-Mar	Kimmirut	60	26
14-Mar	Igloolik	56	31
16-Mar	Hall Beach	33	16
17-Mar	Pangnirtung	90	45
20-Mar	Clyde River	31	24
24-Mar	Cape Dorset	109	49
27-Mar	Arctic Bay	51	23
28-Mar	Resolute Bay	23	10
06-Apr	Grise Fiord	36	29
<b>TOTAL</b>		<b>676</b>	<b>361</b>

## Dotmocracy

Dotmocracy is a popular visual method to help groups quickly recognize shared priorities and collective opinions. It is a simple, democratic way of collecting input using stickers. Participants are asked to place dots (stickers) on a list of options. In this case, people were given five dots and were asked to place them next to the QIA program demographics and activities they preferred. Once all dots have been placed, it is clear which program areas and demographics have the most dots and have the strongest interest.



For the community consultations, dotmocracy was used because it is easy to arrange, quick to run and fun to do. It works with both adults and children, with a large group of people, and gives a visual result. However, dotmocracy also has some limitations; participants can feel limited by the options presented, or they can feel overwhelmed by choice. Also, it is difficult to tell if results are totally accurate because it is not possible to tell if participants have manipulated the results by moving dots around or adding extra dots. Despite these limitations, dotmocracy is still an effective participatory research method used to enable community members to voice their program preferences.

### Program demographics (selected options)

The dotmocracy exercise also collected community priorities about who should benefit for programs offered by QIA. This included three options related to specific target demographics: *Children & Youth*; *Women & Girls*; and *Men & Boys*.

Table 2 shows the results for who should benefit from the programs. It represents the relative popularity of the three target demographics that people wanted to see in their communities.

Table 2 - Dotmocracy, demographic preferences

<i>Group</i>	<i>Percentage</i>
Children & Youth	51%
Women & Girls	23%
Men & Boys	26%
<i>Total</i>	100%

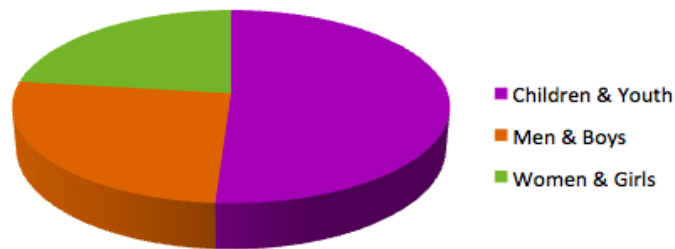
The following chart (Figure 2) is a representation of who should benefit from the programs. It represents the relative popularity of the three groups, according to the votes cast by all community members.

A clear majority of participants thought that children and youth were important beneficiaries of programs. Future program activities should place a primary focus on youth and children.

The same analysis was done for both the dotmocracy and the survey feedback regarding both program activity and program demographic. The results were very similar, which strengthens the validity of the data.

Figure 2 - Dotmocracy, demographic preferences, illustrated

### Dotmocracy results, demographic preferences



### Program activities (selected options)

During the dotmocracy exercise, participants were asked to prioritize potential program activities to assist QIA in narrowing down key themes for future support under the new Benefits Program. As a starting point, 12 types of activities were presented, from which participants could select five options.

The 12 activities used in dotmocracy evolved from a number of factors, namely, types of programs that QIA has historically supported, types of programs for which applicants request money from QIA, staff expertise, and activities that are frequently mentioned at community meetings and other collaborative spaces.

The 12 program activities that were included in dotmocracy were:

- *Hunting/survival & on-the-land programs*
- *Elders & History*
- *Crafts & Sewing*
- *Music/Art & Culture*
- *Early Childhood Education*
- *Language & Literacy*
- *Employment & Training*
- *Money Management & Financial Skills*
- *Post-secondary Education*
- *Internet & Connectivity*
- *Mental health, healing & suicide prevention*
- *Food & Nutrition*



To best analyze the results from dotmocracy, the program activities were grouped into five themes, as indicated in Table 3 below.

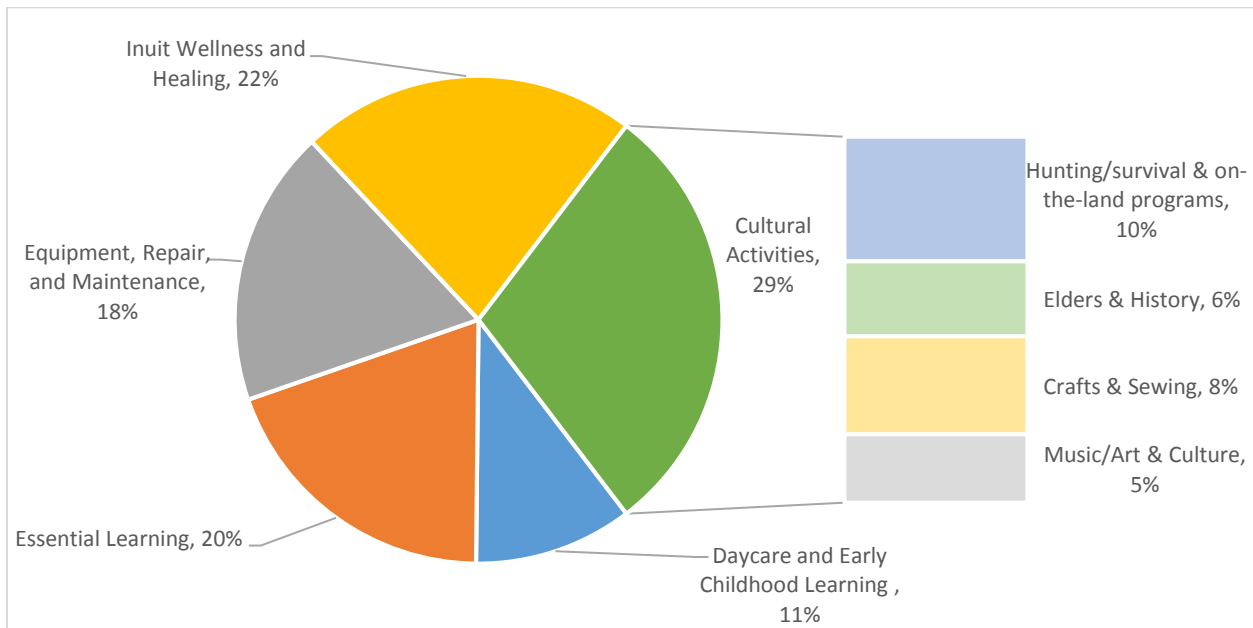
Table 3 - Program activities grouped by theme

Recommended Themes	Activities
<b>Cultural Activities</b>	Hunting/survival & on-the-land programs
	Elders & History
	Crafts & Sewing
	Music/Art & Culture
<b>Daycare and Early Childhood Learning</b>	Early Childhood Education
<b>Essential Learning</b>	Language & Literacy
	Employment & Training
	Money Management & Financial Skills
	Post-secondary Education
<b>Equipment, Repair, and Maintenance</b>	Internet & Connectivity
<b>Inuit Wellness and Healing</b>	Mental health, healing & suicide prevention
	Food & Nutrition



The following pie chart (Figure 3) shows the prioritized results for program activities from the dotmocracy exercise. It represents the relative popularity of the five themes, according to the votes cast by all community members.

Figure 3 - Dotmocracy, key themes by popularity



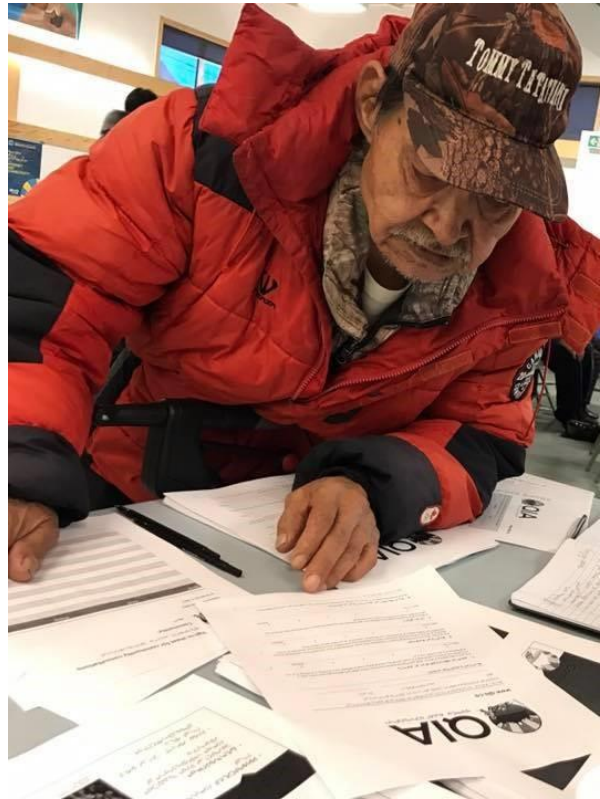
When grouped by program type, the results show that **participants favoured cultural activities**, in particular on the **land and sewing programs**. According to the data from the consultation, cultural programs should form the core of programming, in particular hunting, on the land, and sewing programs. In Figure 1, the expanded bar on the right side demonstrates the relative popularity of the different cultural activities. Inuit wellness and healing was second in popularity, with essential learning coming in third.

## Survey

An informal survey was conducted during each community consultation meeting to gain information about two things: community familiarity about existing QIA programs; and desired future program areas. The question about possible future program activities was identical to the dotmocracy exercise. The results of the part of the survey about program activities were very similar to the dotmocracy results and validated those results. There were a total of 361 surveys completed.

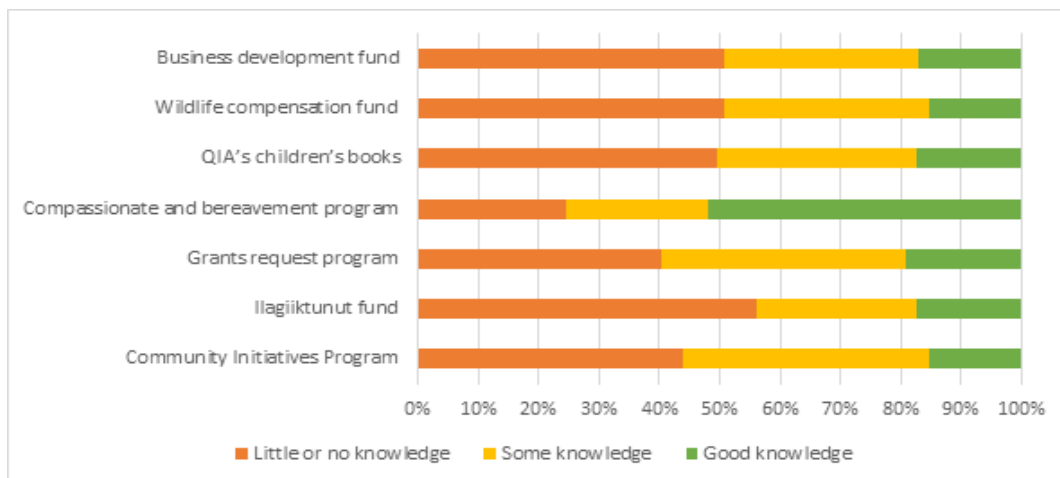
### Familiarity with existing QIA programs

The survey collected data on the level of awareness that participants has of existing QIA programs. Participants were asked to rate how aware they were of each of seven programs, using a six-point scale, with 0 being “never heard of it” and 5 being “know all about it”. The results are represented graphically in Figure 3.



From the survey, it was found that most participants were **not very familiar with most QIA programs**. The main exception was good familiarity with the Bereavement and Compassionate Travel program. Only around 1 person in 7 reported they had a good level of knowledge around QIA programs. Around half of respondents reported they had little or no knowledge.

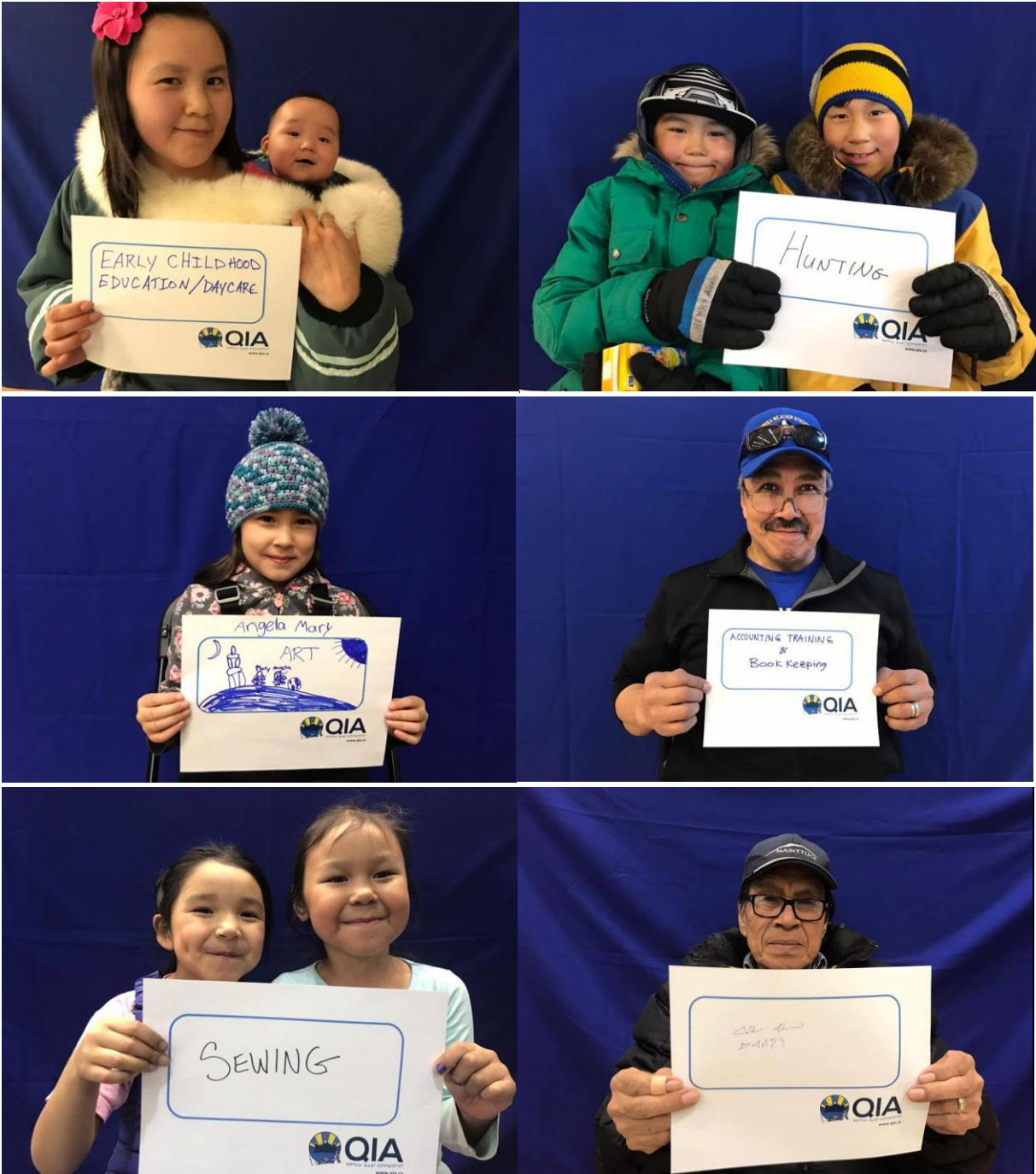
Figure 4 - Survey, program familiarity



Note: The colours include red (no knowledge) to yellow (some knowledge) to green (good knowledge). To simplify interpretation of the results, results were grouped together as follows: 0 and 1 (red); 2 and 3 (orange); and 4 and 5 (green).

# Comments from the floor and photo booth results

The community consultation tour was designed to give participants an opportunity to provide input in different formats including written input, verbal input, and participation in an interactive photo booth (see examples below). It was important that QIA did not limit options for future programs, so in addition to the 12 program activities involved in the dotmocracy and survey, participants were also offered the opportunity to suggest additional program activities.



The consultation meetings included an opportunity for a question and answer session. Participants could offer input or ask questions of QIA staff or a QIA Community Director. Comments from the floor were noted in writing by a QIA staff member. All comments were written into community-specific reports.

There are two ways the comments have been analyzed for this report. First, the **frequency** of word use is illustrated in the “word cloud” image in Appendix 1. A word cloud is a visual tool that shows different sizes of words used in the consultation reports; the smaller words were repeated at least twice in the community consultation reports, and the largest words were the most frequently used. As a result, the word cloud is used as an illustration of the **general popularity** of activities that were mentioned.

A second method was used to analyze the qualitative information from the community consultation reports, in order to acknowledge the **perceived emphasis** of comments from the floor and in the photo booth. In Appendix 1, the consultation comments were analyzed using a three-point system, with a list of activities that was generated from the contents of each of the community’s reports. Each community report was reviewed, with comments given a score of 0 (not mentioned), 1 (mentioned), or 2 (stated as a priority). The result is a list of activities scored for their perceived emphasis and **relative importance** to the community. While these results have qualitative value, they should be recognized as being wholly anecdotal in nature.

### **Summary of Findings from the Community Consultations**

In the dotmocracy and survey exercise, **cultural activities** scored highest, followed by Inuit wellness and healing, then essential learning. The strongest demographic interest was programming for **children and youth**.

For the comments and photo booth, the strongest interest appeared to be: hunting, land, survival; music, art and culture; daycare; new infrastructure; job finding programs; and the bereavement travel assistance program.



## **QIA Program Commitments**

### **Overview**

As a regional Inuit association, QIA represents Inuit on numerous committees, working groups, advisory councils, coalitions, and roundtables. Often, this participation focuses on collaborative planning with other stakeholders on issues of importance to Inuit. QIA has collaborated and supported three multi-stakeholder strategies and action plans in the past four years, addressing issues of housing, poverty reduction, and suicide prevention. QIA's active participation in these groups and the resulting public commitments to action are part of our mandate to represent Inuit.

In preparing this Key Themes Report, a review was conducted of the strategies and action plans supported and endorsed by QIA, including:

- *Makimaniq 2: A shared approach to poverty reduction;*
- *Blueprint for Action on Housing;* and
- *United for Life: suicide prevention action plan 2017-2022.*

Some of these multi-stakeholder plans have direct QIA program implications, such as actions that are QIA-led. Other commitments are indirect and applicable to QIA as a member of a group of organizations, such as the group of Regional Inuit Associations (RIAs) or as a member of the Nunavut Roundtable for Poverty Reduction (the Roundtable).

In addition to the multi-stakeholder plans identified, one additional document was reviewed. The *Qikiqtani Truth Commission Final Report: Achieving Saimaqatigiiniq* includes recommendations directed at QIA which have program implications.

### **Analysis**

As part of the analysis, a table was created to summarize the actions and recommendations of the four documents identified. The table uses the reference numbers from the source documents, includes original text of the relevant action, and highlights whether QIA is the lead or supporting organization. Each of the actions was categorized or tagged, depending on how the action relates to design or delivery of programs.

The following pages contain a summary of each document and the relevant actions.

## Qikiqtani Truth Commission, Final Report

QIA initiated and funded the Qikiqtani Truth Commission (QTC) in order to create a more balanced history of events in our region from 1950-1975 and to reflect the experience of Inuit during that time. QTC was conducted as a vehicle for *saimaqatigiiniq*, in other words, long-term healing and reconciliation. The final report was presented to the QIA Board in 2010; advancing the recommendations of QTC remain an active priority for QIA.

Table 4 presents the six QTC recommendations involving QIA.

Table 4 - QTC Recommendations, QIA-involved

Qikiqtani Truth Commission Final Report			
QTC Final Report sets out a handful of recommendations directed at QIA as the lead or contributing actor			
2	The QTC historical collection (reports, database, and testimonies should be made accessible to all participants and anyone interested in understanding and presenting an accurate picture of the Qikiqtani region's history.	Communications, Education	QIA
9	The Qikiqtani Inuit Association should establish a program that will enable Inuit to develop and utilize governance skills they will require to strengthen their political and community engagement in civil society	Program	QIA
11	The Qikiqtani Inuit Association should develop a framework (principles, policies, and techniques) for all private, public, and research agencies to use in conducting consultations with Inuit.	Communications, Research	QIA
12	To ensure that Inuit culture is better understood by government employees whose work affects the Inuit, the Governments of Nunavut and Canada, assisted by the Qikiqtani Inuit Association, should develop and deliver cultural training to all such employees.	Program	GN, GoC, QIA
19	The Qikiqtani Inuit Association should initiate an Inuit History Month, launching the event in Nunavut and later extending it to all of Canada.	Education, Advocacy,	QIA
24	The Government of Nunavut and the Qikiqtani Inuit Association should work together to facilitate and promote Inuit participation in hunting, fishing, and gathering practices that will sustain and strengthen Inuit culture and food security, improve nutrition, and support local economies.	Collaboration, Program	GN, QIA

Key messages: develop programs which support governance training for Inuit; work with GN on programs that support hunting, fishing, and gathering practices.

## Makimaniq 2

Makimaniq 2 is the five-year poverty reduction strategy developed by the Nunavut Roundtable for Poverty Reduction (the Roundtable). The Roundtable formed in 2012 and is co-chaired by Nunavut Tunngavik Incorporated (NTI) and Government of Nunavut (GN). QIA is a founding member of the Roundtable and remains an active participant. As such, QIA has committed to 17 actions in Makimaniq 2, either as lead, with other RIAs, or as a member of the Roundtable. Table 5 presents the recommendations involving QIA.

Table 5 - Makimaniq 2 Commitments, QIA-involved

Makimaniq 2: A shared approach to poverty reduction			
QIA is a founding member of the Nunavut Roundtable for Poverty Reduction. Makimaniq 2 is NRPR's Five-year poverty reduction strategy. It has not yet been table in the Legislative Assembly.			
2.8	Work with municipalities to establish a communications protocol to be followed by federal, territorial, and regional staff.	Collaboration	GN, Inuit Orgs, Municipalities
3.2	Emphasize the expectation of support for community economic development when negotiating IIBAs with resource extraction companies.	Advocacy	RIAs
3.12	Review application and reporting processes for program funding to make them more streamlined, efficient, accessible, and long-term.	Program, Internal	NRPR members who distribute funds
3.14	Identify and reduce barriers to establishing and operating daycares in our communities by collaboratively developing supports for infrastructure, governance and management needs	Research, Internal,	NRPR, Innuguiniq
3.15	Explore collaborative and innovative approaches to combining early childhood development and improved socioeconomic conditions for parents	Research	NRPR, Innuguiniq
3.17	Lower the income threshold for daycare user subsidy programs.	Program, Internal	DFS, RIAs
3.18	Ensure that participation in the land-based economy remains an integral part of local economies.	Program, Advocacy	NRPR
4.4	Identify and support mental wellness projects that would help agencies and departments work together more and better coordinate services.	Research, Internal,	NRPR
4.7	Increase support for community-led justice interventions, including increased resources and capacity development for community justice committees	Program, Advocacy	GN DOJ, CJOs, Inuit Orgs, Wellness Centres
5.1	Develop initiatives that support the Nunavut Adult Learning Strategy	Program,	NRPR
5.2	Improve child care and early childhood development programs and policies by incorporating a <b>"two-generation" approach</b> , pairing adult learning and early childhood learning	Program	NRPR, Innuguiniq
5.3	Explore options for increasing delivery of "two-generation" learning programs (programs that involve parents and children learning together), such as family literacy programs, nutrition and cooking programs, and culture-based programs	Research, Program	NRPR, Innuguiniq
5.5	Explore options for increasing <b>non-formal learning programs for youth and adults</b> such as culture-based programs, media programs, and other programs outside of the classroom	Research, Program	NRPR
5.6	Explore options for increasing the incorporation of IQ principles in existing community programs, and explore strategies for increasing support in communities for programs developed on the basis of IQ.	Research, Program	NRPR, GN Culture and Heritage
5.1	Support workforce development by enhancing the employability of persons with disabilities and increasing employment opportunities for persons with disabilities.	Program, Advocacy	NRPR, DFS, Nunavut, Disabilities
8.2	Undertake an <b>inquiry into the history of and long-term vision for housing</b> in Nunavut	Research,	NTI, QIA
8.9	Develop and offer tools and programs to encourage and increase knowledge of home maintenance such as maintenance guides, tool banks and incentive programs.	Program	NRPR, NHC

**Key messages:** make day care affordable to Inuit parents; improve childcare and daycare; develop programs that support families and intergenerational learning; develop programs grounded in Inuit culture.



## Blueprint for Action on Housing

The Blueprint for Action on Housing (the Blueprint) is a strategic, long-term implementation plan that outlines the GNs response to housing and homelessness in Nunavut. The Blueprint was tabled in the Legislative Assembly in October 2016, and includes actions directed at the RIAs and at QIA.

Although the Blueprint is a Government of Nunavut planning tool, it recognizes the complex nature of the Nunavut’s housing crisis and acknowledges that there are many stakeholders who can contribute in their own way to alleviating the impacts of housing crisis. Nunavut Housing Corporation (NHC) invited Inuit organizations to participate in developing the Blueprint. QIA accepted the invitation to participate and contribute because QIA is a landowner, land developer, and program delivery organization. Table 6 presents the recommendations involving QIA.

Table 6 - Blueprint for Action on Housing Commitments, QIA-involved

Blueprint For Action on Housing			
The Blueprint for Action on Housing is a GN document. In 2016, NHC invited QIA and other Inuit organizations to participate in crafting this five-year action plan. As a land-ower, developer, and program delivery organization, QIA accepted the invitation and included a handful of actions.			
13	The NHC will collaborate with RIAs to explore affordable housing for Inuit on IOL	Collaboration	NHC, RIAs
36	The NHC and CGS will engage with RIAs and their associated business arms on potential public private partnerships (P3) or private investment opportunities for housing developments, block land development, and the development of IOL within municipal boundaries.	Collaboration	NHC, CGS, FIN, RIAs, Nunasi
52	The NHC will develop information, resources, and incentives that encourage housing tenants to monitor, care for, and maintain housing unites, practice conservation, and recognize responsibilities of a tenant.	Communications, Program	NHC, ENV, RIAs, NTI
58	Research the viability and suitability of alternative financing options for additional housing stock. i. The NHC will work with DFS, QIA, and other RIAs where possible to assess the applicability of P3 or purpose-built housing and to meet program delivery needs.	Research	NHC, Quality of Life Committee, RIAs, DFS

Key messages: Most of the QIA/RIA actions in the Blueprint were not directly related to developing or delivering programs.

## United for Life

United for Life is a new five-year suicide prevention action plan (2017-2022) for Nunavut. This plan builds upon two previous suicide prevention action plans. QIA contributed to the development of the United for Life plan. Like previous documents examined, some actions are QIA-led, others are in collaboration with NTI, RIAs, and other stakeholders.

It is important to note that when QIA was asked to contribute actions to United for Life, it was in the early stages of planning its new revenue and benefits policies. As a result, QIA committed to participating in collaborative planning, increasing participation in Embrace Life Council programs, maintaining a focus on children and youth, and delivering or funding programs that is accessible and responsive to needs and interests of Inuit, but was not in a position to commit to more specific programming. Table 7 presents the recommendations involving QIA.

Table 7 - United for Life Commitments, QIA-involved

United for Life, suicide prevention action plan			
United for Life is the new five-year suicide prevention action plan, 2017-2022. QIA contributed to this plan as both ELC board member and from policy, providing review and contributing actions. Some actions are QIA-led, others are in collaboration with NTI/RIAs.			
1.3 B	Increased involvement of the Regional Inuit Associations in Embrace Life Council initiatives (RIAs are already members of ELC board and will increase their involvement in program delivery as ELC expands programs during next five years.	Collaboration, Program	RIAs, ELC
3.2 A	Establish a Nunavut Youth Council to foster youth leadership, represent the interests of Inuit youth, provide advice on all issues related to Inuit youth in Nunavut, and provide input into the development of new initiatives for youth.	Collaboration	NTI, RIAs
3.3 I	Explore options to enhance delivery of programs for youth in the Qikiqtaaluk region, such as workshops, land camps, and traditional skills building projects.	Program	QIA
4.3 B	Deliver Indigenous cultural competency training for all GN service delivery staff, including social workers, teachers, and health workers.	Program	Culture and Heritage, EIA, NTI, RIAs
7.2 B	Develop a multi-organizational plan to increase availability of early childhood education programs and other supports for early learning across Nunavut.	Program, Collaboration	NTI, RIAs, Health Canada, Education
7.2 C	Work with ITK to develop an Inuit Early Childhood Development Learning Framework (to guide development and delivery of Inuit-specific early learning resources and programs)	Research, Program	NTI, RIAs
7.2 D	Continue to develop and distribute Inuit-specific early childhood learning materials, including books and other printed and digital materials in Inuktitut.	Program	Education, Culture and Heritage, QIA, others
7.2 E	Explore options to establish a multi-stakeholder Inuit Early Childhood Development organization, dedicated to supporting and promotion a range of Inuit-specific programs and resources, including early Inuktitut acquisition programs.	Collaboration, Program	NTI, RIAs
8.1 D	Review, rebuild, and expand QIA's benefits structure, including all QIA funding programs, to better support community development and community-led suicide prevention and wellness efforts	Program, Internal	QIA
8.1 E	Continue to deliver easily accessible, regionally-managed programs and/or funding that is responsive to interests and needs of Inuit.	Program, Internal	QIA, KivIA, KitIA

**Key message:** Focus on initiatives that support youth; take a collaborative approach to early childhood learning.

## Analysis

In order to include QIAs current program commitments in the Key Themes Report, each commitment was grouped into a Key Theme area and then weighted. Commitments that were a direct QIA-led commitment were given a score of 10 points; commitments that were indirect (where QIA is one in a group of organizations responsible) were given a score of 3 points. **Please see Appendix 2 for a summary of QIA current commitments, weighted and ranked.**

### Summary of Findings from Current QIA Commitments

The review of QIAs current commitments under QTC and three territory-wide strategies and action plans provided significant direction in selecting key themes for programming under the new Benefits Policy.

Recommendations from QTC suggest that QIA should develop programs which support governance training for Inuit and recommends that QIA work with the Government of Nunavut on programs which support hunting, fishing, and gathering practices.

The five-year territorial poverty reduction plan, Makimaniq 2, includes commitments from QIA to make day care affordable to Inuit parents; to improve childcare and daycare; to develop programs that support families and intergenerational learning; and to develop programs grounded in Inuit culture.

The Blueprint for Action on Housing is primarily a planning document for the Government of Nunavut. Because of this, there are only a handful of actions that mention QIA or the RIAs, and it was determined that most of the QIA/RIA actions were not directly related to developing or delivering programs social or cultural.

The United for Life suicide prevention action plan contained many actions directed at QIA and the RIAs about programming. For the most part, there was a focus on initiatives that support youth and a commitment to take a collaborative approach to early childhood learning.

Using the analysis described in the previous section, the QIA commitments, once weighted and grouped into the Key Theme areas, ranked as follows:

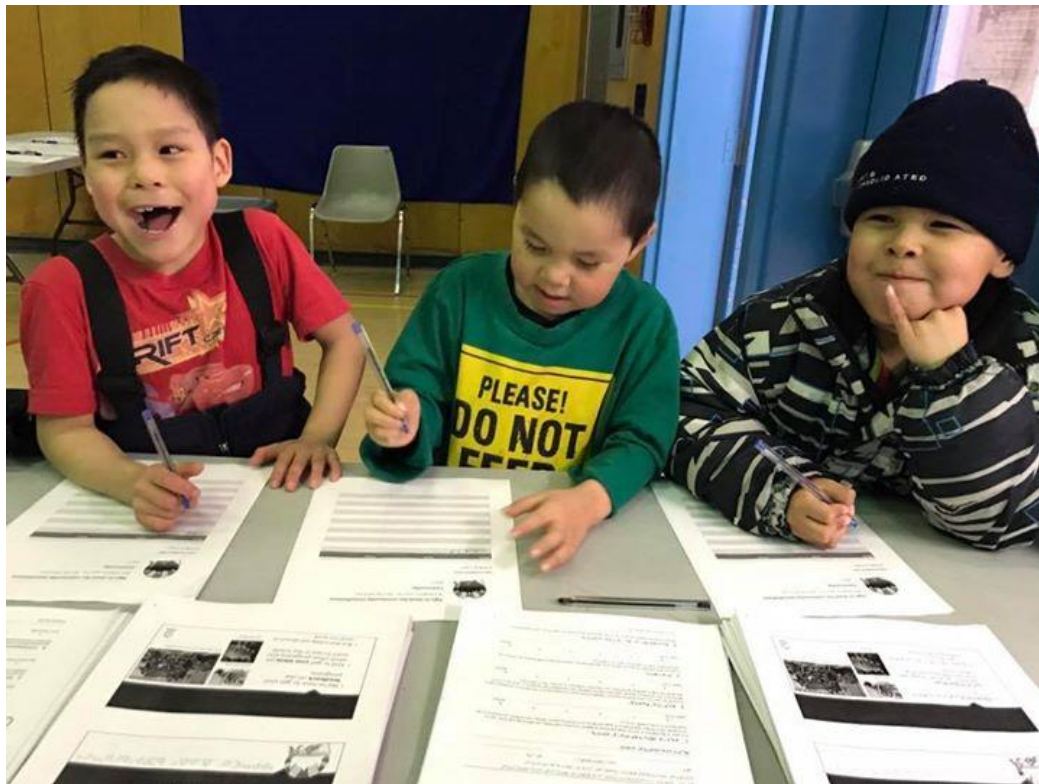
- Daycare and Early Childhood Learning
- Cultural Activities
- Inuit Wellness and Healing
- Equipment, Repair, and Maintenance
- Essential Learning

## Part 3 - Synthesizing the Results

Information for this Key Themes Report was drawn from three primary sources: the external performance evaluation; the community consultation tour; and current program commitments QIA has made. This data produced five key thematic areas by grouping together similar activities, or program ideas. It should be noted that some activities could fit into more than one theme and some discretion was applied based on expertise and knowledge of the writing team.

Equal weight was given to QIA public commitments and community feedback; lesser weight was applied to the performance evaluation. Data sources were specifically weighted as follows:

- **Performance Evaluation was weighted at 20%.** The purpose of the evaluation was not necessarily to produce key theme suggestions, however suggestions did emerge based on the findings of that exercise.
- **Community Consultation was weighted at 40%,** and can be further broken down as follows: dotmocracy 30%, qualitative analysis 5%, word cloud 5%.
- **QIA Current Commitments was weighted at 40%.** QIA has publicly supported and endorsed the strategies and action plans used. QIA commitments were also weighted according to whether actions were direct or indirect in nature.

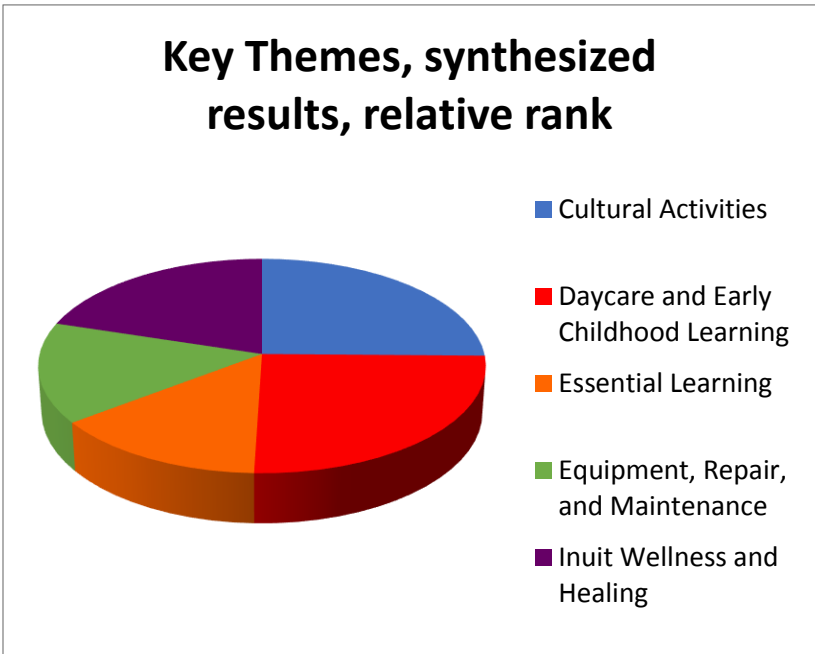


When data from all three sources was analyzed and weighted, a relative ranking of key themes emerged. The pie chart below (Figure 5) shows the relative results ranked by theme.

The five Key Themes are recommended in the following order of relative rank:

- 1. Cultural Activities
- 2. Daycare and Early Childhood Learning
- 3. Inuit Wellness and Healing
- 4. Equipment, Repair, and Maintenance
- 5. Essential Learning

Figure 5 - Key Themes, synthesis of results, relative rank



# Part 4 - Recommendations for Key Themes

## Recommended Target Demographic

The recommended target demographic is **children and youth**. This is supported by the results of the dotmocracy and survey exercises and by examining the target groups of many of the actions that QIA has already committed to in various strategies and action plans.

That said, QIA would be strongly urged to focus on themes and programs that create opportunities to increase holistic intergenerational, two-generation, or family activities.



## Recommended Key Themes

QIA undertook several initiatives in order to determine where to focus program spending under the new Benefits Fund. The purpose of these initiatives was to determine one or two broad themes under which more specific program spending would occur.

During the analysis of the information included in this report, five broad themes emerged and are presented in Figure 6. The recommendations for Key Themes are presented in order of priority. Also included are possible program activities as well as potential outcomes that QIA may want to consider in part to shape anticipated monitor and evaluation of new programs.

Figure 6 - Options for Key Themes, summary chart, 2017



\*Some Kakivak programs support these activities

## Details

### 1. Cultural Activities (high recommendation)

Investing in programs that support cultural activities was a very clear finding of this analysis. Several activities were grouped under this theme, including:

Land Programs; hunting; sewing; traditional/cultural music and art; Inuit parenting; country food; traditional tools and equipment; and Inuit history.

#### Potential Outcomes:

Depending on the approach taken in program design, investing in cultural activities can lead to increased: cultural learning; community-led actions and decision making; access to community-based programs; transmission of Inuktitut and Inuit culture; access to programs (for youth) that support development and delivery of Inuit skills, knowledge, and practices; increased intergenerational interaction; strengthened skills and knowledge rooted in Inuit culture (among children and youth); and local capability (of adults) to deliver programs for children and youth.

### 2. Daycare and Early Childhood Learning (high recommendation)

Investing in programs that support daycare and early childhood learning activities was another very clear finding of this analysis. Several activities were grouped under this theme, including:

Early childhood language resources; preschool/daycare spaces; support for parents; physical infrastructure; organizational and administrative support; parents and tots programs; two-generational activities; and professional development for workers.

#### Potential Outcomes:

Depending on the approach taken in program design, investing in daycare and early childhood learning can lead to increased: availability of a range of supports for ECE, rooted in Inuit culture; supports for parents, including skills development programs rooted in Inuit culture; access to daycare spaces; support for daycare workers; coordination in planning of ECE programs; access to Inuit-specific early childhood learning materials in Inuktitut; and HR capacity in daycare operations; .

### 3. Inuit Wellness and Healing (moderate recommendation)

Investing in programs that support Inuit wellness and healing activities was ranked at a strong third place in this analysis. Several activities were grouped under this theme, including:



Counseling; non-formal learning rooted in Inuit culture; land and culture-based healing; innovative (non-governmental approaches); counseling training; community-led justice interventions; suicide prevention; and mental health support.

Potential Outcomes:

Depending on the approach taken in program design, investing in Inuit wellness and healing can lead to increased or strengthened: access to community-based Inuit healing programs; access to culturally-appropriate grief support; support for individual and family well-being; support for community wellbeing; and support for societal relationships.

#### **4. Essential Learning (low recommendation)**

Investing in programs that support essential learning activities was ranked at fourth place in this analysis. Several activities were grouped under this theme, including:

Literacy; numeracy; language; work skills; scholarships; business skills; and workplace training.

Potential Outcomes:

Depending on the approach taken in program design, investing in essential learning can lead to increased: employment; educational opportunities; self-esteem and confidence; increased access to culture-based adult learning; opportunities for delivery of pre-employment services; access to workplace readiness programs; community organizational capacity; and literacy and numeracy.

#### **5. Equipment, Repair, and Maintenance (low recommendation)**

Investing in programs that support equipment, repair and maintenance activities was ranked at fifth place in this analysis. Several activities were grouped under this theme, including:

Home repair and maintenance; facility repair and maintenance; equipment purchase or replacement; radio infrastructure; internet service provision; and infrastructure.

Potential Outcomes:

Depending on the approach taken in program design, investing in equipment, repair and maintenance can lead to: stronger community resilience; more durable facilities; increased infrastructure; increased work-related skills.



# Part 5 - Conclusion

This Key Themes Report (“Flagship Themes Report”) presents recommendations for consideration by the QIA Board of Directors regarding the Key Theme options under the newly established Benefits Fund.

These materials were analyzed using a variety of quantitative and qualitative tools. A ranking matrix was developed which enabled the ranking of key thematic areas. First, findings and recommendations of the performance evaluation, which included priority area recommendations were considered. Secondly, data from the community consultation tour (dotmocracy, survey, written and verbal comments), was included in the ranking matrix. Lastly, existing QIA program-related commitments were also scored in such a way as to enable ranking. Also considered was QIA history of supporting programs in different key thematic areas.

In short, five recommended themes are presented in this report. In order of priority, these are:

1. Cultural Activities (high recommendation)
2. Daycare and Early Childhood Learning (high recommendation)
3. Inuit Wellness and Healing (moderate recommendation)
4. Equipment, Repair, and Maintenance (low recommendation)
5. Essential Learning (low recommendation)

To prepare a strong foundation for program delivery, it is recommended that Key Themes be grounded in a shared vision of desired long-term impacts that ensures that those impacts align with the intentions of QIAs Benefit Fund Policy and QIAs mandate.

Ideally, long-term impacts occur on multiple levels:

- Individuals: regain and retain dignity, cultural identity, and cultural pride;
- Families: intergenerational connections are strong, family well being is strengthened;
- Communities: community-led action is supported and thriving; and,
- Society: social equity is achieved.

Finally, as part of the program development phase, it is strongly recommended that QIA develop clear outcomes for each Key Theme. Potential outcomes have been suggested for each of the five recommended themes, to help prepare QIA to evaluate results and measure success.



Table A - Qualitative analysis of consultation tour comments

Qualitative Comments from Community Reports														
	Arctic Bay	Cape Dorset	Clyde River	Grise Fiord	Hall Beach	Igloolik	Iqaluit	Kimmirut	Pangnirtung	Pond Inlet	Qikiqtarjuaq	Resolute Bay	Sanikiluaq	Average
<b>Mentions (1=mentioned, 2=priority)</b>														
More hunter assistance, hunting and survival	1	1	2	1	2	0	0	2	2	1	2	1	1	1.23
New infrastructure	2	2	2	2	0	0	0	2	1	2	0	0	2	1.15
Daycare spaces	2	0	2	2	1	0	0	1	0	0	0	2	0	0.77
Job finding programs, on the job training	0	1	2	1	2	0	0	2	2	0	0	0	0	0.77
On-the-land programs	0	1	0	0	2	0	1	0	2	2	0	1	0	0.69
Bereavement program	0	2	0	1	0	0	0	1	1	0	0	2	2	0.69
Sewing programs	1	0	0	1	2	0	0	2	0	1	1	0	1	0.69
Music, art and cultural programs	1	1	2	1	0	0	0	0	1	1	0	1	1	0.69
Traditional skills workshops for youth	1	1	0	1	0	1	2	0	1	1	1	0	0	0.69
Food security	0	0	1	0	0	0	0	0	1	0	0	2	0	0.31
Language programs and services	0	1	1	0	0	0	1	0	1	0	0	0	0	0.31
Housing	0	0	0	1	0	0	0	0	0	0	0	2	0	0.23
Youth committee/workshops	0	0	0	0	1	1	0	0	0	0	1	0	0	0.23
Elders programs	0	0	0	1	0	0	0	0	1	0	0	0	1	0.23
Poverty Reduction Programs	0	0	0	0	0	0	0	0	1	1	0	0	1	0.23
Internet	0	0	2	0	0	0	0	0	0	0	0	0	0	0.15
Post-secondary educ.	0	0	0	0	0	0	0	0	0	0	0	2	0	0.15
Suicide Prevention and mental health	0	0	1	1	0	0	0	0	0	0	0	0	0	0.15
Parenting	0	0	1	0	0	0	0	0	0	0	0	0	0	0.08
Student jobs	0	0	1	0	0	0	0	0	0	0	0	0	0	0.08
Business training	0	0	0	0	0	1	0	0	0	0	0	0	0	0.08

## Appendix 2 - Summary of QIA Commitments, Ranked

		Description	Direct 10pts	Indirect 3pts	TOTAL	%	RANK
Cultural Activities	QTC24	The Government of Nunavut and the Qikiqtani Inuit Association should work together to facilitate and promote Inuit participation in hunting, fishing, and gathering practices that will sustain and strengthen Inuit culture and food security, improve nutrition, and support local economies.	10		39	24%	2
	M4.7	Increase support for community-led justice interventions, including increased resources and capacity development for community justice committees	10				
	M5.3	Explore options for increasing delivery of “two-generation” learning programs (programs that involve parents and children learning together), such as family literacy programs, nutrition and cooking programs, and culture-based programs		3			
	M5.5	Explore options for increasing non-formal learning programs for youth and adults such as culture-based programs, media programs, and other programs outside of the classroom		3			
	M3.18	Ensure that participation in the land-based economy remains an integral part of local economies.		3			
	UF13.3.1	Explore options to enhance delivery of programs for youth in the Qikiqtaaluk region, such as workshops, land camps, and traditional skills building projects. (Youth resilience)	10				
Daycare and Early Childhood Learning	M3.14	Identify and reduce barriers to establishing and operating daycares in our communities by collaboratively developing supports for infrastructure, governance and management needs.		3	62	38%	1
	M3.15	Explore collaborative and innovative approaches to combining early childhood development and improved socioeconomic conditions for parents		3			
	M3.17	Lower the income threshold for daycare user subsidy programs.	10				
	M5.2	Improve child care and early childhood development programs and policies by incorporating a “two-generation” approach, pairing adult learning and early childhood learning		3			

	M5.3	Explore options for increasing delivery of “two-generation” learning programs (programs that involve parents and children learning together), such as family literacy programs, nutrition and cooking programs, and culture-based programs		3		
	UFL7.2B	Develop a multi-organizational plan to increase availability of early childhood education programs and other supports for early learning across Nunavut.	10			
	UFL7.2C	Work with ITK to develop an Inuit Early Childhood Development Learning Framework (to guide development and delivery of Inuit-specific early learning resources and programs)	10			
	UFL7.2D	Continue to develop and distribute Inuit-specific early childhood learning materials, including books and other printed and digital materials in Inuktitut.	10			
	UFL7.2E	Explore options to establish a multi-stakeholder Inuit Early Childhood Development organization, dedicated to supporting and promoting a range of Inuit-specific programs and resources, including early Inuktitut acquisition programs.	10			
Essential Learning	M5.1	Develop initiatives that support the Nunavut Adult Learning Strategy		3	12	7%
	M5.2	Improve child care and early childhood development programs and policies by incorporating a “two-generation” approach, pairing adult learning and early childhood learning		3		
	M5.3	Explore options for increasing delivery of “two-generation” learning programs (programs that involve parents and children learning together), such as family literacy programs, nutrition and cooking programs, and culture-based programs		3		
	M5.10	Support workforce development by enhancing the employability of persons with disabilities and increasing employment opportunities for persons with disabilities.		3		
Equipment, Repair, and Maintenance	M8.9	Develop and offer tools and programs to encourage and increase knowledge of home maintenance such as maintenance guides, tool banks and incentive programs.		3	16	10%
	M3	Ensure that participation in the land-based economy remains an integral part of local economies.		3		
	BAOH	The NHC will develop resource material and develop incentives to encourage housing tenants to monitor, care for, and maintain housing units, practice conservation, and recognize responsibilities of a tenant.	10			
Inuit Wellness	UFL1.3B	Increased involvement of the Regional Inuit Associations in Embrace Life Council initiatives (RIAs are already members of ELC board and will increase their involvement in program delivery as ELC expands programs during next five years.)	10		33	20%

5

4

3

M4.	Identify and support mental wellness projects that would help agencies and departments work together more and better coordinate services.		3		
M4.7	Increase support for community-led justice interventions, including increased resources and capacity development for community justice committees	10			
UFL8.1	Review, rebuild, and expand QIAs benefits structure, including all QIA funding programs, to better support community development and community-led suicide prevention and wellness efforts	10			
Indirect actions have a weight of 3 because QIA holds limited responsibility (<30%).		120	42	162	100%

QTC= Qikiqtani Truth Commission

M= Makimaniq 2

UFL= United for Life

BAOH= Blueprint for Action on Housing



# Appendix 3 - Synthesis of Results, Weighted and Ranked

Recommended Themes	Activities	Performance Evaluation (20%)		Community Consultation (40%)			Current commitments (40%)	Relative Rank by Activity	Relative Rank by Theme
		Program Review (recommended priority areas*) Weight= 0.2	Dotmocracy and Survey Results	Other Information		Weighted by direct and indirect			
				Percentage Activity Weight= 0.3	Qualitative Analysis Weight= 0.05		Word cloud Weight= 0.05		
Cultural Activities	Hunting/survival & on-the-land programs	3	3	3	3	2	2.60	(green=high, yellow=low)	
	Elders & History	3	2	3	3		2.25		
	Crafts & Sewing	3	3	3	3		2.60		
	Music/Art & Culture	3	2	3	2		2.25		
Daycare and Early Childhood Learning	Early Childhood Education	3	1	3	3	3	2.40	2.40	
	Language & Literacy	3	2	2	1	1	1.75	1.31	
Essential Learning	Employment & Training	1	2	3	1		1.40		
	Money Management & Financial Skills	1	1	3	1		1.10		
	Post-secondary Education	1	1	1	1		1.00		
	Internet & Connectivity	1	2	3	2	1	1.45		
Inuit Wellness and Healing	Mental health, healing & suicide prevention	3	2	1	1	2	2.10	1.95	
	Food & Nutrition	1	2	2	2	2	1.80		

\* Additional recommendations included housing development, capital funding, and travel and airfare support