

MINE TRAINING STRATEGY



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Department of Economic Development and Transportation

Pivalliaqulliqiyikkut Inqilayulliqiyitkullu

Ministère du Développement économique et des Transports



Table of Contents

MINISTER’S MESSAGE	3
EXECUTIVE SUMMARY	4
INTRODUCTION.....	6
WHY A MINE TRAINING STRATEGY?	6
WHO IS IT FOR?.....	8
WHO IS INVOLVED?.....	8
LABOUR MARKET PRIORITIES FOR MINING.....	9
ROLE OF MINING IN NUNAVUT’S ECONOMY	9
EMPLOYMENT OUTLOOK.....	10
PARTNERS IN MINE TRAINING	12
ELEMENTS OF THE MINE TRAINING STRATEGY.....	13
LEARNER-CENTRED APPROACH.....	13
LITERACY AND NUMERACY	14
WORK READINESS.....	15
MINE TRAINING	15
WORK EXPERIENCE AND IN-SERVICE LEARNING OPPORTUNITIES	16
GUIDING VALUES	18
MANAGING IMPLEMENTATION AND MEASURING SUCCESS	19
CONCLUSION	21



Minister's Message

On behalf of the Government of Nunavut, I am pleased to present the Mine Training Strategy. The goal of the strategy is to ensure that people have the right skills to participate in the largest sector of the territory's economy. The vision is to realize Nunavut's promise and potential by cultivating an inclusive labour market and economy that distributes the territory's wealth and creates prosperity for all Nunavummiut.



Developing mine training programs is one of the most effective ways to ensure that numerous employment opportunities are available to Nunavummiut and for the benefits of mining to remain in and strengthen Nunavut communities. Training is targeted to those who wish to work at mine site operations, in the exploration industry, and for suppliers of goods and services in Nunavut, as well as in government and institutions of public government responsible for mineral resource management.

The path forward requires collaboration and partnership. To be successful, the Mine Training Strategy requires the active participation of Inuit organizations, mining and exploration companies, mining industry contractors, economic development officers, hamlets, and other stakeholders.

The strategy was developed following consultations with over 50 people in 27 different organizations. It outlines the critical actions to be taken to ensure that Nunavummiut gain the skills and competencies needed by employers to grow our economy, create jobs, and promote prosperous communities where all individuals can enjoy a high quality of life.

The Mine Training Strategy will help to leverage our collective strengths, support the growth of local talent, and create a brighter future for Nunavut. By working together, we can support Nunavummiut to benefit from the wealth and prosperity generated by the territory's mineral resources.



Executive Summary

Mining is the largest sector of Nunavut's economy. There are three active mine sites in Nunavut that plan to operate for 15 years or more with a new gold mine in the Kitikmeot expected to commence production in 2025. Through additional research, exploration, and investment, there is potential for new multi-generational mine projects to advance into production in the decades to come.

Already, Nunavut's mines employ thousands of people with hundreds of these jobs filled by Nunavummiut. Nunavut's mines created 2,921 jobs in 2017, with 504 or 17% being staffed by Nunavummiut.¹ With further training and supports for learners, there is room for growth in the number of local employees at existing operations and mining employers have committed to increasing these numbers.

To ensure Nunavummiut have the right skills to benefit from employment in mining, the Department of Economic Development and Transportation is collaborating with the Department of Family Services and Nunavut Arctic College to implement the Mine Training Strategy on behalf of the Government of Nunavut. Together, they have developed a common vision for the Mine Training Strategy:

The Vision of the Mine Training Strategy is for all Nunavummiut to be able to equitably access and complete the training that they desire and that is necessary to benefit from mining-related career opportunities in Nunavut.

The Mine Training Strategy is the result of extensive consultations undertaken with individuals and stakeholders in various organizations. Through these discussions, a consensus emerged that the goals of the strategy should align with four stages of training:

¹ Northwest Territories and Nunavut Chamber of Mines, Mining North Works! Nunavut Minerals Industry Career Catalogue, page 5. (https://miningnorthworks.com/wp-content/uploads/2019/05/2019-04-30_MNW_NWT_Career-Catalogue_Low_Resolution_FINAL.pdf)



Awareness of training (i.e., Nunavummiut are aware of and understand training and associated career opportunities)

Access to training (i.e., ensure Nunavummiut can access training programs)

Attainment of training (i.e., support for students to complete their training program), and

Advancement through training (i.e., access to more skilled and senior positions through training programs).

The strategy takes a holistic and learner-centred approach and considers the varying pathways of Nunavummiut seeking mine training and mining related careers, including the transition from adult learning and K-12 education to mine training programs.

The purpose of mine training is to prepare Nunavummiut for mining-related employment in the private or public sector. This includes mine site operations, the exploration industry, and suppliers of mining goods and services in Nunavut, as well as in government and institutions of public government with mandates relevant to mineral resource management.

For Nunavummiut to benefit from existing and future employment opportunities in the mines, a continuum of training and supports are required. As such, a key purpose of the Mine Training Strategy is to ensure resources are in place to support learner success. To facilitate this, the strategy defines the government's roles and responsibilities and provides a central coordinating mechanism to ensure existing and new funding, programs, services, facilities, and data are used effectively and efficiently, avoiding duplication of effort.



Introduction

Why a Mine Training Strategy?

Nunavut has a long history of leaders and advocates working together to inspire others into action and the *Nunavut Agreement* is the blueprint of their visions. These agreements are the guiding documents for the policies and programs that are designed to benefit Nunavummiut and their families and communities.

Created from a call to action for cultural preservation and self-determination, the *Nunavut Agreement* set out the terms for the creation of Nunavut as a territory and for the recognition of inherent Inuit rights and interests in the region. This includes the right of Inuit to benefit from the land in a manner consistent with their cultural, social, and economic needs and aspirations.

To support their social and economic development, both agreements contain provisions for training² and obligate governments to ensure Inuit in Nunavut should have access to training programs in areas such as mining, construction, government, and other industries where there are job opportunities.

Nunavut's training system was designed according to the emphasis on training in the territory's foundational legislation and is supported by policies, programs, and investments made by various government departments and agencies, as well as Inuit organizations and mining employers. The goal of the territory's training system is to provide Nunavummiut, 85% of whom are Inuit, the technical and vocational training required to obtain the skills and certifications necessary to secure good-paying jobs.

Mining is the largest source of private sector wealth in Nunavut and provides over 40% of the territory's GDP and hundreds of local jobs for Nunavummiut.³ Since the territory's creation, mining and mine-related construction have provided over 60% of all economic growth. As a result, developing the resources of the land in a way that promotes the self-sufficiency of Inuit through time and provides a revenue base for the government to function has long been one of Nunavut's goals.

² Under the *Nunavut Agreement*, the Government of Canada has an obligation to support the development of a skilled and qualified workforce in Nunavut. This includes providing education and training opportunities for Inuit and other residents of the territory. The agreement recognizes the importance of cultural and linguistic continuity for Inuit and the government is required to ensure that education and training programs are relevant and accessible to the local population. The agreement also provides for the creation of a special fund to support education and training programs in the territory. This fund, administered by Nunavut Tunngavik Incorporated through the Makigiaqta Inuit Training Corporation, provides resources to develop education and training programs that are relevant to the needs of the local Inuit population and that support the development of a skilled and qualified workforce.

³ By comparison, the next largest contributors to Nunavut's GDP are public administration (18%) and construction (6.5%).



Even before it was established, the territory benefited from developing its non-renewable mineral resources in balance with other uses and Inuit stewardship of the land. Centuries ago, Inuit fashioned copper into tools including ulus, knives, icepicks, gaff hooks, and harpoon heads. Metals were vital for the items for day to day living and for trading much needed supplies.⁴

Explorers and prospectors first started exploring the territory for minerals in the late 19th and early 20th centuries, with the first mine in what is now Nunavut opening in the 1950s. Though mining activity declined in the mid-20th century, the signing of the *Nunavut Land Claims Agreement* in 1993 and the establishment of Nunavut in 1999 revitalized interest in the region and led to a resurgence of mining activity in the early 21st century. Over the years, various minerals such as gold, silver, copper, lead, zinc, and iron have been mined in Nunavut.

Today, the value of minerals extracted from Nunavut exceeds the other territories combined as well as five provinces. There are three mine sites in Nunavut that plan to operate for the next fifteen years or more with a new gold mine set to commence operations in 2025. A rich supply of the minerals required to power the world's batteries, wind turbines, and electric vehicles is thought to be abundant in the territory, which would provide an opportunity for Nunavut to make a meaningful contribution to the global effort against climate change until it can transition from its own carbon-intensive energy systems.

The mining industry in Nunavut provides significant economic benefits to the territory, including job creation and increased tax revenues. For mines on Inuit-owned lands, the *Nunavut Agreement* obligates mining companies to create Inuit Impact and Benefit Agreements which establish the responsibilities of the mining company to the wider economic and social development of Inuit in vicinity of the mine. The purpose of these agreements is to ensure that Inuit benefit from mining activities in their traditional territory and that mining activities are conducted in an environmental and socially responsible manner.

In addition to training, Inuit Impact Benefit Agreements typically include provisions that guarantee Inuit involvement in the planning and decision-making processes related to mining activities, as well as provisions that provide economic benefits to the Inuit community such as employment and business opportunities. The goal of Inuit Impact Benefit Agreements is to ensure that Inuit are fully engaged in the development of their traditional territory and can reap the benefits of development in a meaningful and sustainable manner.

As devolution of the responsibility for land and resource management from the federal to the territorial government nears, Nunavummiut will have greater control

⁴ Northwest Territories and Nunavut Chamber of Mines, Mining North Works! Explore for More, page 3.



over decision making for the potential new revenue streams and economic development opportunities that stem from mining. For Nunavummiut to take advantage of these opportunities, they need to be trained and ready for them.

On behalf of the Government of Nunavut, the Department of Economic Development and Transportation works with Inuit organizations and industry to report on the local socio-economic benefits of mining projects. The goal of engagement is to ensure land planning and regulatory alignment and that the mining industry operates in a responsible and sustainable manner that benefits Nunavummiut and local economies.

Who is it for?

Nunavut has the youngest population in Canada, with one out of every three people being school aged. In the years to come, these youth will grow into adults who are looking for jobs and opportunity in their communities. The economic activity created through mining has the potential to become an even greater source of employment and investment to support their futures and the Mine Training Strategy was developed with their interests in mind.

In addition to youth, the Mine Training Strategy targets adult learners. As the Nunavut Adult Learning Strategy notes, the largest group of adult learners in Nunavut needs programming that focuses on literacy, life skills, completion of high school or high school equivalency, adult basic education, and personal empowerment.⁵ The strategy's emphasis on literacy, numeracy, and work readiness training is designed to support the resilience of Nunavut's adult learners in a way that is culturally relevant and student focused.

Who is involved?

While the focus of the Mine Training Strategy is on the Government of Nunavut's operational plans and investments, the active participation of and partnerships with Inuit organizations, mining and exploration companies, mining industry contractors, career and economic development officers, hamlets, and other stakeholders will continue to be critical going forward.

The Government of Nunavut will lead actions outlined in the *Katujjiluta* mandate and departmental business and Mine Training Strategy implementation plans to increase training and employment for Nunavummiut in the mining sector.

Results will be monitored throughout the implementation of the strategy and progress updates will be reported annually in *Katujjiluta* progress updates to the public. The Mine Training Strategy will be a living document that can be adjusted based on emergent information and progress and adapted to the needs of communities and Nunavummiut as they change over time, and a foundation for shared success.

⁵ Nunavut Adult Learning Strategy, page 16.
https://nni.gov.nu.ca/sites/nni.gov.nu.ca/files/11ALS_Eng.pdf



Labour Market Priorities for Mining

Role of Mining in Nunavut's Economy

The residents of Nunavut benefited from mining long before the territory was established. Long before explorer Martin Frobisher mined for what he thought was gold on Baffin Island in 1576,⁶ Inuit fashioned copper into tools including ulus, knives, icepicks, gaff hooks, and harpoon heads. Metals were vital for the items for day to day living and for trading for much needed supplies.⁷

Explorers and prospectors first started exploring Nunavut for minerals over a century ago. By the 1950s, the first mine in what is now known as Nunavut opened – a nickel mine in Rankin Inlet. Though mining activity declined in the mid-20th century, the signing of the *Nunavut Land Claims Agreement* in 1993 and the establishment of Nunavut in 1999 revitalized interest in the region and led to a resurgence of mining activity in the early 21st century. Over the years, various minerals such as gold, silver, copper, lead, zinc, and iron have been mined in Nunavut.

Today, there are three mine sites in Nunavut in full operation, including Agnico-Eagle's Meadowbank and Meliadine gold mines and the Mary River iron ore mine, operated by Baffinland Iron Mines. A new gold mine in the Kitikmeot is expected to commence operations in 2025. At currently approved production levels, these mines are expected to operate for the next 15 years or more. Below is an overview of the mines in Nunavut:

Region/ Community	Company	Mine	Output	Year Start	Year End*
<i>Qikiqtani Kivalliq</i>	Baffinland	Mary River	Iron	2014	2039
	Agnico Eagle	Meadowbank	Gold	2011	2026
<i>Kivalliq</i>	Agnico Eagle	Meliadine	Gold	2019	2032
<i>Kitikmeot</i>	Sabina	Back River	Gold	2025	2039

**Based on currently approved project certificates*

Nunavut is considered to have rich potential for mineral resources due to its favourable geology, which has created favourable conditions for the formation and concentration of mineral deposits including precious and base metals, diamonds, and many critical minerals. Some of the key mineral deposits that

⁶ Northwest Territories and Nunavut Chamber of Mines, Mining North Works! Explore for More, page 6.

⁷ Ibid, page 3.



have been discovered in Nunavut include gold, silver, copper, lead, zinc, nickel, iron, cobalt, platinum group elements, and diamonds.

The emergence of the critical minerals industry underscores the importance of resource exploration in Canada and specifically in Nunavut, which remains largely unexplored. While rising commodity prices have resulted in greater exploration spending in recent years, prospecting for new deposits has declined over the past decade.⁸ In the global effort to reduce carbon dioxide emissions, Nunavut is well positioned to take advantage of the global demand for green technology by becoming a resource supplier for the minerals and metals required for the energy transition and the Government of Nunavut is investing to incentivize exploration.⁹

Nunavut's economic potential through mining is shaped by a combination of factors, including global macro-economic and geo-political factors and commodity prices. Overall, the mineral potential in Nunavut is substantial and is expected to continue to attract investment and development in the coming years. To realize the full benefits from mining, the Government of Nunavut, Inuit organizations, and industry stakeholders are working together to ensure responsible and sustainable development of the territory's mineral resources.

Employment Outlook

The mining sector is Nunavut's largest private employer. With over 100 different types of jobs at any given mine,¹⁰ the mining industry offers a wide range of employment opportunities for Nunavummiut including:

- Exploration and geology: Jobs in exploration and geology typically include roles such as geologists, geophysicists, and exploration technicians. These positions require specialized training and experience in geology, geophysics, and mineral exploration.
- Mine operations: Jobs in mine operation typically include roles such as mine technicians, supervisors, and operators. These positions require specialized training and experience in mining operations and equipment.

⁸ In 2013, the number of prospecting permits in Nunavut was 196. In 2022, it was 88. Source: Nunavut Mineral Exploration, Mining, and Geoscience, Overview 2022, p. 5. In 2022, industry exploration expenditures in Nunavut were forecast at \$232.4 million; this compares to forecasted expenditures of \$3.7 billion in 2022 in Canada overall.

⁹ In 2022, the Department of Economic Development and Transportation introduced Discover, Invest, Grow (DIG), a mineral exploration program to support advancing mineral exploration projects with costs associated with diamond drilling or bulk sampling.

¹⁰ Northwest Territories and Nunavut Chamber of Mines, Mining North Works! Nunavut Minerals Industry Career Catalogue, page 5. (https://miningnorthworks.com/wp-content/uploads/2019/05/2019-04-30_MNW_NWT_Career-Catalogue_Low_Resolution_FINAL.pdf)



- **Mine maintenance:** Jobs in mine maintenance typically include roles such as mechanics, electricians, and technicians. These positions require technical skills and experience in maintaining and repairing mining equipment and facilities.
- **Supply chain management:** Jobs in supply chain management typically include roles such as purchasing agents, logistics coordinators, and inventory managers. These positions require knowledge of supply chain management best practices and experience in managing procurement and logistics for a mining operation.
- **Environmental and safety management:** Jobs in environmental and safety management typically include roles such as environmental technicians, safety coordinators, and environmental engineers. These positions require knowledge of environmental and safety regulations and best practices in the mining industry.
- **Community relations:** Jobs in community relations typically include roles such as community liaison officers, community development coordinators, and communications specialists. These positions require skills in community engagement, public relations, and stakeholder management.

Nunavut's mines employ thousands of people with hundreds of these jobs filled by Nunavummiut. The Northwest Territories and Nunavut Chamber of Mines reports that Nunavut mines created 2,921 jobs in 2017, with 504 or 17% being staffed by Nunavummiut.¹¹

As in most sectors of Nunavut's economy, mining employers rely on incoming interjurisdictional workers to fill the labour market gaps for educated and experienced mine workers. Overall, incoming workers make up approximately a quarter of Nunavut's workforce.¹² In most years, the mining and quarrying sector, construction sector, and public administration sector are the top industries with incoming employees to Nunavut. In 2017, incoming employees to Nunavut made up 78 per cent of the employees in the mining and quarrying sector and 51 per cent of the workers in the construction sector.¹³

Although recruitment and employment of Inuit into entry-level positions in mining operations has generally been successful, there has been less success in career advancement. As a result, there are few entry-level openings to start other Inuit on the path towards a mining career.

¹¹ Northwest Territories and Nunavut Chamber of Mines, Mining North Works! Nunavut Minerals Industry Career Catalogue, page 5. (https://miningnorthworks.com/wp-content/uploads/2019/05/2019-04-30_MNW_NWT_Career-Catalogue_Low_Resolution_FINAL.pdf)

¹² Conference Board of Canada. The Borders of Labour: A Profile of the Interjurisdictional Workforce in the Northwest Territories, Yukon, and Nunavut. September 3, 2021.

¹³ Ibid.



There are many reasons why Inuit are not advancing in their mining careers, but the main reason is the lack of skills and knowledge needed for career advancement. Mining is a highly technical and regulated industry, which means that employment beyond the entry level requires high levels of literacy, advanced technical knowledge, and the ability to exercise independent decision-making. Only a small proportion of Nunavut Inuit already possess all these abilities.

Partners in Mine Training

There are many partners and stakeholders with an interest in mine training. This includes various government departments and agencies, as well as Inuit organizations and mining employers.

On behalf of the Government of Nunavut, the Department of Economic Development and Transportation, the Department of Family Services, Career Development Division, and the Nunavut Arctic College are supporting the implementation of the Mine Training Strategy.

Inuit organizations, including Nunavut Tunngavik Incorporated and the regional Designated Inuit Organizations, are partners to government in the implementation of mine training and work with industry to develop and monitor the training obligations of mining companies in Inuit Impact Benefit Agreements. Communities and hamlets that benefit from mining are also often partners and stakeholders.

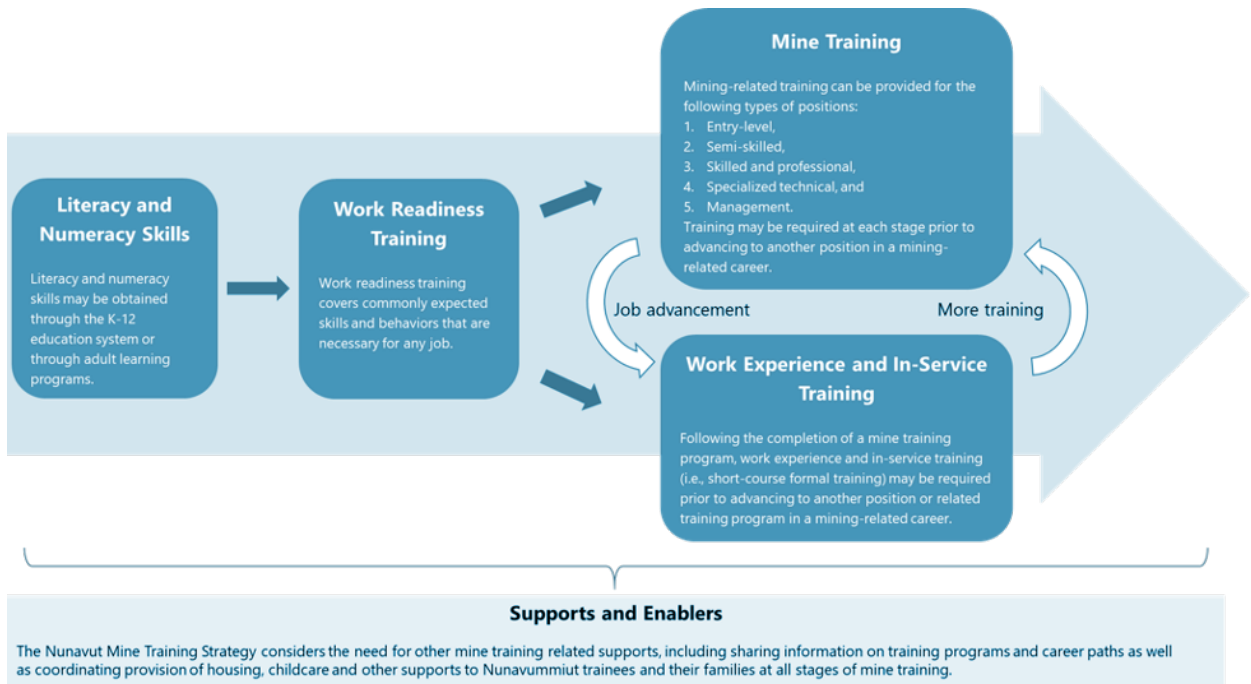
The Mine Training Strategy was developed to support collaboration and cooperation between the parties involved in mine training in Nunavut and to support awareness of Nunavummiut regarding the opportunities associated with the territory's mining sector.



Elements of the Mine Training Strategy

For Nunavummiut to take full advantage of the career opportunities in the mining sector, the Government of Nunavut is committing to a training strategy that provides a continuum of education and training opportunities and a variety of pathways to mining careers.

The Nunavut Mine Training Strategy takes a learner-centred approach to training to provide literacy and numeracy skills, work readiness training, mine training, work experience and in-service learning opportunities, and invest in training infrastructure.



Learner-Centred Approach

The graph above represents the learner-centred approach that places the needs and interests of the learner at the centre of the learning experience. The approach recognizes that each learner is unique and has different learning styles, preferences, and needs.

A focus of the Mine Training Strategy is to create a supportive and inclusive learning environment that encourages active participation and interaction, no matter what type of training is being pursued. The principles of the approach include:



- Culturally relevant: Mine training programs should be tailored to Inuit culture and traditions to build trust and establish positive relationships. All employers in Nunavut, including mine operators, should offer culturally appropriate training for all employees.
- Student-focused: Learning experiences are personalized and tailored to the individual learner's needs, interests, and goals. Materials and resources are provided to support their unique learning styles.
- Active participation: Learners are encouraged to participate in the learning process and take an active role in their own training.
- Collaborative learning: Learners are encouraged to work together, share ideas, and support each other's learning.
- Assessment and feedback: Assessment and feedback are integrated into the learning process on an ongoing basis to help learners track their progress and improve their skills and knowledge.

By putting the needs of learners first, the Mine Training Strategy can help to increase engagement, motivation, and satisfaction, and ultimately lead to improved learning outcomes.

Literacy and Numeracy

Literacy and numeracy are foundational skills that are essential for individuals to fully participate in society, both economically and socially. This is true no matter where we live. Developing the knowledge and mastering the skills required to participate in our society depend on commanding these basic skills. Studies have shown that better foundational skills are associated with better economic and social outcomes.¹⁴

Levels of education vary considerably across the territories. In Yukon, 77 per cent of the adult Indigenous population has completed high school, whereas in Northwest Territories, this proportion falls to 63 per cent, and in Nunavut to about 36 per cent.¹⁵

These proportions must be placed in the historical context of education in the territories. For example, all three territories had residential schools, which negatively impacted the overall educational outcomes for many Indigenous people or their parents who may have lived in the territories during the period when they were in place.

¹⁴ Council of Ministers of Education Canada. In Focus: PIAAC in Canada. What is the role of education in developing literacy and numeracy skills in the territories? P.2.

¹⁵ Ibid.



For the Mine Training Strategy, the focus on literacy and numeracy training is on providing individuals with the basic skills they need to succeed in education, employment, and everyday life. Training programs will focus on developing the skills that are essential for success in education and employment, such as reading, writing, arithmetic, and problem-solving, as well as skills that are essential for success in everyday life, such as financial management, health and wellness, and time management.

Given the unique cultural and linguistic context of Nunavut, the Mine Training Strategy makes literacy and numeracy training programs that are culturally sensitive and relevant a priority. To ensure that individuals feel engaged and motivated to learn, literacy and numeracy training programs will include a strong emphasis on developing reading and writing skills in Inuktitut.

Work Readiness

Effective work readiness training in Nunavut should provide individuals with the skills and knowledge they need to succeed in the local job market. This includes skills that are essential for success in any job such as communication, teamwork, and problem-solving.

Training programs that support people to successfully compete for jobs by focusing on how to search for jobs, write resumes and cover letters, and prepare for job interviews are a priority for the Mine Training Strategy. Programs that support entrepreneurship and small business development are also targeted, as these can help individuals develop the skills, they need to start their own businesses and create jobs in the local community.

In today's digital age, work readiness training includes the technology skills that people need to use computers, smartphones, and other digital devices. Programs provided through the Mine Training Strategy will include instruction on basic computer skills and digital literacy.

Mine Training

A solid background in literacy, numeracy, and workplace readiness skills will allow Nunavut's adult learners to make progress toward gaining the technical skills needed to work in the mining industry. For learners where this foundation has already been established, the Mine Training Strategy focusses on occupational training for learners at each stage of their journey, including entry level, semi-skilled, skilled and professional, specialized technical, and management training. This includes training in the following areas:

- Safety procedures: All workers in the mining industry must be familiar with safety procedures and protocols to minimize the risk of accidents or injuries. Working in a mine can be dangerous, and it's important that all



employees receive comprehensive health and safety training. This training should cover emergency procedures, as well as safe work practices and the use of personal protective equipment.

- **Environmental management:** Mining can have a significant impact on the environment, and it's important that employees understand the potential impacts of their work and the measures that should be taken to minimize those impacts. Workers in Nunavut's mining industry must be knowledgeable about environmental regulations and be able to implement measures to minimize the environmental impact of mining activities.
- **Equipment operation:** Mine workers need to have a variety of technical skills, such as operating heavy equipment, performing maintenance tasks, and conducting inspections. Workers in the mining industry may need to operate heavy machinery, such as bulldozers, excavators, or dump trucks.
- **Maintenance and repair:** Workers in the mining industry may need to perform maintenance and repair on equipment and infrastructure, including electrical and mechanical systems.
- **Sampling and testing:** Workers in the mining industry may need to perform sampling and testing of minerals, soils, and rock samples to determine the composition and quality of the deposits.
- **Mine planning and design:** Workers in the mining industry may need to be skilled in mine planning and design, including the development of mine layouts, ventilation systems, and rock support systems.

Work Experience and In-Service Learning Opportunities

Industry is an important partner in training. For Nunavummiut who are already employed in the mining sector, some best practices for employers who provide training in the workplace include:

- Setting clear learning objectives and goals
- Creating a structured and engaging training program that provides customized training opportunities tailored to the needs of learners
- Incorporating technology and interactive elements to enhance the learning experience
- Offering ongoing support and resources to reinforce learning and evaluating the effectiveness of the training program and making improvements as needed.



Already, the Government of Nunavut works closely with mining employers to monitor the socio-economic benefits of mining projects and to support implementation of Nunavut's Inuit Impact Benefit Agreements. The Mine Training Strategy seeks to strengthen the work experience and in-service learning opportunities that are provided by industry through continued engagement.



Guiding Values

Throughout the implementation of the Mine Training Strategy, the following IQ principles will be followed:

- **Aajiiqatigiinni:** Decision making through discussion and consensus.

Seek input from applicable partners and interested parties on strategy implementation and determine the path forward through consensus.

- **Ikajuqtigiinni:** Working together for a common cause.

Establish and maintain partnerships to achieve common goals aligned with the strategy's priorities.

- **Qanuqtuurniq:** Being innovative and resourceful.

Seek information on and apply innovative practices to improve access to and delivery of mine training.

- **Tunnganarniq:** Fostering good spirits by being open, welcoming, and inclusive.

Consider the needs of Inuit and non-Inuit, female and male, youth, adults and Elders, unemployed and employed, individuals with disabilities and Nunavummiut across the full range of education and skill levels.

- **Pijitsirniq:** Serving and providing for family and/or community.

To be successful, Nunavummiut trainees need to support and be supported by their families and communities through access to income support programs, childcare, housing, and other social supports.



Managing Implementation and Measuring Success

Implementing the Mine Training Strategy is a collective effort that will only be successful through the active participation of and partnerships with Inuit organizations, mining and exploration companies, mining industry contractors, economic development officers, hamlets, and other stakeholders.

Through the Department of Economic Development and Transportation, the Government of Nunavut will play a leading role to coordinate and manage the actions outlined in the strategy. The government and its partners will monitor their actions in support of the strategy so that adjustments to mine training policies and programs can be made based on emergent information and progress.

While funding, programs, and data to support the Mine Training Strategy are largely in place, there historically has been no central coordinating mechanism to ensure programs are delivered effectively and efficiently, avoiding duplication of efforts. To address this, a Departmental Steering Committee of senior officials has been established to direct the implementation of the strategy and evaluate its progress.

Working in partnership with Inuit organizations, mining companies, and other stakeholders, the Departmental Steering Committee will develop an annual implementation plan that will be a living document subject to change depending on current conditions, opportunities, and priorities. The Departmental Steering Committee will be responsible for the elements of the plan requiring action by the Government of Nunavut.

In addition to the action items listed in individual departmental mandates and business plans, the general priorities of the Departmental Steering Committee in the implementation of the Mine Training Strategy are:

- Priority 1: Define and communicate mine training and mine related career pathways, including how youth and adult learners transition to employment and to career advancement opportunities. The pathways must recognize the diversity of individual conditions and life paths of Nunavummiut.
- Priority 2: Identify, communicate, and coordinate provision of housing, childcare, and other supports to Nunavummiut trainees and their families at all stages of mine training.
- Priority 3: Build awareness of mining in Nunavut and of the diversity of mining-related careers in the K-12 school system and adult learning system.



- Priority 4: Ensure career awareness for youth is in place for each community by providing champions with appropriate materials and information on pathways to mining-related careers.
- Priority 5: Prioritize funding, development and offering of training programs in Nunavut communities, recognizing that access to broadband connectivity is key in many communities.
- Priority 6: Offer education upgrading that assists Nunavummiut in successfully transitioning to mine training programs.
- Priority 7: Develop a dedicated mine and trades training facility in Rankin Inlet.
- Priority 8: Offer mine training directly linked to regional employment needs, coordinating with other training providers where needed.
- Priority 9: Offer mine training curricula in a culturally relevant and appropriate manner.
- Priority 10: Include work readiness skills as a standard component of mine training program design and delivery.
- Priority 11: Partner with mining-related employers (e.g., mining companies, contractors and suppliers, and government and other institutions of public government) to offer in-service training, co-op programs and work placement opportunities.
- Priority 12: Build awareness of career advancement opportunities and their benefits and define and communicate the pathways to access these opportunities.
- Priority 13: Offer training in management to build competencies for supervisory and leadership positions.

The Departmental Steering Committee will report on progress towards these initiatives as required for *Katujjiluta* mandate and business plan reporting.



Conclusion

The responsible development of Nunavut's abundant natural resources is important for ensuring its long-term prosperity. With more research, exploration, and investment, there is the potential for more multi-generational mine projects in Nunavut to move into production in the decades to come.

To prepare for this opportunity, the Mine Training Strategy outlines key actions the Government of Nunavut intends to take to ensure future generations of Nunavummiut prosper from the mineral industry. It provides a whole-of-government approach towards maximizing the employment benefits of the mining industry and is a foundation from which government and its partners can co-develop a path forward to ensure Nunavummiut benefit from employment in mining.

The strength of the Mine Training Strategy is flexibility. It defines the broad objectives without being locked into specific mechanisms. This enables the strategy to take different forms in different regions and communities, depending on the needs and available resources. It takes a learner-centred approach to mine training that builds on the ongoing development of skills and knowledge. This type of lifelong learning enables workers to work towards career advancement in stages and makes the prospect of training for advancement more manageable and less intimidating.

By ensuring that people have the right skills to participate in the largest sector of the territory's economy, Nunavut can realize its promise and potential by cultivating an inclusive labour market and economy that distributes the territory's wealth and creates prosperity for all Nunavummiut.



