



STRENGTHENING NORTHERN
PERFORMING ARTS

The Qaggiq School of Performing Arts

FIVE-YEAR STRATEGIC PLAN (2019-2024)

June 2018



Table of Contents

1.0	Executive Summary	1
2.0	Organization Overview	3
2.1	Qaggiavuut and the Qaggiq School.....	3
2.2	Mandate.....	4
3.0	Situation Analysis	5
4.0	Vision	6
5.0	Operating Plan.....	9
5.1	Objectives	9
5.2	Investments.....	10
6.0	Marketing Plan.....	15
7.0	Management Team	18
8.0	Financial Plan	21



1.0 Executive Summary

The Qaggiq Performing Arts School is the first Canadian professional training program in the Inuit performing arts and will continue to support the development of Inuit performing artists as creators of new artistic work, as community leaders and arts educators. Qaggiq is delivered by Qaggiavuut, a non-profit society supporting Inuit performing artists with training and opportunities to strengthen and expand the reach of their creative efforts.

Qaggiq's Inuit-specific pedagogy addresses the needs of northern performing artists and Inuit performing artists located throughout Canada and the strategy provides flexible arts skills training including intensive institutes, blended delivery courses combining classroom, e-learning, individual mentorship, collective skills and experiential training, professional work placement, artist teacher-training and Inuit community development focused on building culture and language. By strengthening a vibrant performing arts community in the Arctic, a strong cultural fabric is provided to children, youth and communities in Canada's most remote regions.

The Qaggiq School builds skills and knowledge in the Inuit performing arts as well as in technical skills, arts education, identity and communications. Arctic performers will be connected to opportunities in the performing arts and cultural tourism industries, as agents of change and as arts educators.

Qaggiq's outcomes-based curriculum consists of seven programs and 33 courses including acting and singing related to Inuit culture. The programs incorporate blended in-class, distance and e-learning models, modular delivery and summer intensives on campus at our partner facilities in Nuuk, Ottawa, Toronto, Banff, Kingston and Montreal. The programs provide valuable hands-on experience to students to help set them up for future employment and strengthen Canada's performing arts culture and worldwide recognition.

Mandate

Qaggiavuut aims to strengthen Canadian and Inuit culture with a focus on training in the Inuit performing arts including music, dance, storytelling, drum, theatre, film, acrobatics and the technical fields of the arts. The artists we train educate youth in the Inuit performing arts through outreach programs, and use the arts to promote healthy communities in all senses — social, environmental, and economic.

Situation Analysis

Advancement in the performing arts requires skills and training and there are currently no performing arts education programs in Canada's Arctic. Without training, the traditional Inuit performing arts are at risk of being lost and new creative work never realized. The performing arts are integral to preserving and maintaining indigenous languages and culture, without which children and youth lose important connections to their own sense of belonging, self and confidence.

The *Qaggiq School* delivers training to artists through a method that tackles the root causes of isolation and distance, limited formal training and the lack of a performing arts infrastructure and provides a strategic plan to train Arctic artists for careers in the performing arts, all levels of education and in the cultural tourism sector. Research conducted throughout the world indicates that regular exposure to the performing arts is a key to building resiliency among children and youth and creating a sense of belonging, identity, reflection and life



meaning. Creative thinking, honed through the arts, is a primary skill in basic problem solving and helps people to generate plans when they are overwhelmed.

Vision and Operating Plan

To continue this success and further Qaggiq's impact in line with Qaggiavuut's mandate, the Qaggiq School's objectives over the next five (2019-2024) years will involve investing in Qaggiq facilities, equipment, new innovative delivery methods, and advocating for a performing arts space. To accomplish this, Qaggiavuut will form strategic partnerships with performing arts centres, schools, government departments and obtaining core funding from different entities to increase programming options and opportunities for students. Partnerships with organizations like the Banff Centre are critical for current performing arts space as Qaggiq invests in and advocates for other opportunities. Qaggiq's overarching objectives for the next five years include:

1. Deliver performing arts programming to emerging and established Inuit artists
2. Build artistic and economic opportunities for performing artists in Canada
3. Maintain Inuit performing arts at risk
4. Nurture the creation of new Inuit performing arts work

Marketing Plan

To accomplish Qaggiq's mandates, further opportunities, further the development of Qaggiq's programming and increase promotion and media surrounding the school and its performers, Qaggiq will continue to engage audiences and partners through different tactics, including social media promotion and advertising, advertising through traditional media and news outlets, newsletter and website promotion and direct outreach. Through these tactics, there is an opportunity to broaden the reach and audience and increase funding resources.

Financial Summary

As detailed in this plan, Qaggiavuut currently has guaranteed funding from private sector sponsors, earned revenue streams and funding from public sector organizations including Aboriginal Language Initiative, the Government of Nunavut Culture & Heritage and the Nunavut Arctic College.

Qaggiavuut is looking to the Canada Arts Training Fund as part of this five year strategy to expand program offerings and provide core funding in key areas including maintenance costs, office supplies, professional development for staff, travel, audition fees, and student support.

The Qaggiq School opens the door for Inuit performing artists throughout the country.

Graduates are recognized leaders in the Inuit performing arts field and receive artistic opportunities and employment in many disciplines including the education system (from pre-school, primary, high school and college), and the performing arts and the northern cultural and tourism industry.

There is a critical opportunity to increase reemployment, promote community and wellbeing and further Canada's performing arts talent on the world stage, in alignment with the Government of Canada's goals to invest in the arts, culture and Indigenous Affairs and create a lasting impact.



2.0 Organization Overview

2.1 Qaggiavuut and the Qaggiq School

Qaggiavuut is a non-profit society working to build wellness, culture and Inuit language sustainability in Nunavut by supporting Inuit performing artists with training and opportunities to strengthen and expand the reach of their creative efforts. Qaggiavuut has provided training and performing arts programming to over 300 Inuit performing artists and to over 5,000 Nunavut children and youth.

Since 2010, Qaggiavuut has developed and delivered performing arts training as part of Qaggiq to Nunavut artists, children and youth and has supported the creation of new work and the maintenance of traditional Inuit music, dance and stories. These stories and songs are Inuit history and the key to strengthening a culture and language at risk, and empowering youth.

Qaggiavuut's programs revolve around artist skills development, including artist promotion & marketing; connecting artists to economic and artistic opportunities; delivering children and youth performance art programming; preserving and maintaining the Inuit performing arts at risk; and creating new performance work.

Our training programs build skills and knowledge in the Inuit performing arts as well as arts education, arts management, communications, technical skills, Inuit cultural and linguistic knowledge and employment skills. Arctic performing artists will be connected to artistic practice, employment opportunities as arts educators and in the cultural and tourism industry as well as in the performing arts industry.

Qaggiavuut is dedicated to strengthening and advocating for Nunavut's performing artists and is leading the campaign to raise funds and build supportive partnerships to further the reach of Inuit performing arts throughout Canada and beyond. Qaggiq's performing arts training plays a crucial role in maintaining Inuit culture and language and empowering Inuit youth, through artistic expression. "Qaggiq" is an Inuit term to describe a spectacular igloo where people gather to strengthen culture and celebrate life through song and story.

To continue sustained growth of Qaggiavuut's goal to deliver Inuit performing arts training throughout Canada, Qaggiavuut will strategize a multi-phased proposal to the federal government and partners located both nationally and internationally. Qaggiavuut intends to explore and form partnerships with various governmental and cultural agencies such as the Government of Nunavut including leads from the divisions of Cultural Industries, Tourism, Economic Development, Culture, Language and Heritage, Education, Mental Health and Infrastructure and the Government of Canada including Heritage, Indigenous and Northern Affairs Canada and the Canadian Northern Economic Development Agency. Other programming and training partners include Canada Council, the National Theatre School of Canada, the National Theatre School of Greenland, the Banff Centre, the National Arts Centre, York University, the Canadian Arts Presenting Association, Inuit Taparit Kanatami, Nunavut Tunngavik Incorporated, Inuit organizations, Pirurvik Centre



2.2 Mandate

Qaggiavuut aims to strengthen Canadian and Inuit culture with a focus on training in the Inuit performing arts including music, dance, storytelling, drum, theatre, film, acrobatics and the technical fields of the arts. The artists we train educate youth in the Inuit performing arts through outreach programs, and use the arts to promote healthy communities in all senses — social, environmental, and economic.



3.0 Situation Analysis

Despite the richness of Inuit artistic heritage and Inuit populations located in different parts of Canada, there are limited programs dedicated to the Inuit performing arts. Qaggiavuut's specialization in this area provides unique and crucial opportunities, exposure and resources for Inuit artists and performers nationwide.

Canada's story cannot be told without the Inuit story. Artists in remote communities are provided few opportunities to learn from other artists and mentors. Qaggiq provides courses in professional arts training for Inuit emerging and established artists. Traditional Inuit performing arts practice will be maintained and contemporary new Inuit work will be created as a result of the training. Inuit communities will be strengthened by artists who build culture and language through their work and who teach children and youth Inuit culture and language through art.

Performing arts training, and the skills and community it builds tackle the root causes of isolation, limited training and lack of a performing arts infrastructure and provide a strategic plan to train Inuit artists and technicians for practice and employment in the performing arts, all levels of education and in the cultural tourism sector. Research conducted throughout the world indicates that regular exposure to the performing arts is a key to building resiliency and a sense of belonging, identity and life meaning. Creative thinking, honed through the arts, is a primary skill in basic problem solving and helps people to generate plans when they are overwhelmed. The rural communities targeted by Qaggiq have the highest numbers of youth suicide rates in Canada, an epidemic caused, at least in part, by a sense of isolation and a paucity of hope.

Qaggiavuut's efforts have resulted in providing art and technical training to over 300 Inuit performing artists and to over 5,000 Nunavut children and youth. In 2017, more than 25 Inuit performing artists doubled their income in the arts as a result of the support received from Qaggiavuut programming. Qaggiavuut's activities over the years in strengthening the Inuit culture and creating awareness amongst the public have borne fruit. It believes that to grow to an organization that can be a platform for creating and nurturing indigenous art in the circumpolar world and beyond it will need a dedicated facility that it can call home. This will be a space where the people of Nunavut, Canada's Arctic and the circumpolar world can immerse themselves in the Inuit arts, language and culture. Exposure to the arts builds the essential skills of belonging to community, engagement in society and personal reflection.

Qaggiavuut has worked with various governmental and non-governmental organizations to secure necessary funding for their activities since 2012. This has made Qaggiavuut a familiar name in the performing arts scene. On Canada's 150th, Qaggiavuut launched a fundraising campaign to build Qaggiq. Canada's National Arts Centre, along with other performing arts facilities in Canada, has provided expert guidance and support. Leaders in the government of Nunavut, Inuit organizations, NGOs and the city of Iqaluit pledge support and leaders in the Canadian cultural community have formed the Friends of Qaggiavuut (led by former Governor General Adrienne Clarkson) to lend their expertise in fundraising, construction and programming for the Qaggiq School to increase opportunities and curricula delivery nationwide.



4.0 Vision

Qaggiq provides an Inuit and Arctic-specific training in performing arts delivered by the Qaggiavuut Society with partners Nunavut Sivuniksavut, the National Theatre School of Canada, Pirurvik Centre and the National Greenland Theatre School. The focus of the Qaggiq School is professional training of Inuit performing artists. The Qaggiq School will continue to develop and deliver performing arts training to Inuit artists in Nunavut, form new partnerships and create opportunities to put Inuit performing artists on the world stage.

The Qaggiq School of Performing Arts

Over the past eight years, Qaggiavuut has launched a number of programs and campaigns to help strengthen performing arts and education with a focus on Inuit music, dance, storytelling, theatre and games. Qaggiq is focused on continued innovation, improvements to our facilities and creating new opportunities for students

Qaggiq is the first pan-Arctic, professional arts program to support the development of Inuit performing artists and technicians as arts and community leaders, agents of change and educators. An Inuit-specific pedagogy will continue to address performing artist needs and create a strategy to provide skills training including intensive summer institutes, blended delivery courses combining classroom, e-learning, individual mentorship, collective skills and experiential training, professional work placement, teacher training and community development. By building a vibrant and trained performing arts community in the Arctic, a strong cultural fabric of arts programming will be provided to children, youth and communities.

Advancement in the performing arts requires skills and training and there are currently no post-secondary performing arts education programs in the Arctic. Without training, the traditional Arctic performing arts are at risk of being lost and new creative work never realized. The performing arts are integral to preserving and maintaining indigenous languages and culture, without which children and youth lose important connections to their own sense of belonging and confidence.

The team will include educators from *Qaggiq* partners including the *National Theatre School of Canada*, the *Banff Centre* and the *National Arts Centre* as well as Inuit linguistic and performing arts experts who will develop course outlines and resources. The outcomes-based curriculum will consist of 10 certificate courses, each with a minimum of 50 contact hours and valued at four credits towards the 40 credits required for the non-parchment Certificate. The program incorporates blended in-class, distance and e-learning models, modular delivery, practical application, mentorship and intensive two-month summer intensives at partner facilities in southern Canada.

Successful graduates of the *Qaggiq Certificate* will be leaders in the Canadian performing arts and find employment in the arts, the education system (from pre-school, primary, high school and college), and the northern cultural and tourism industry. Qaggiavuut's partners providing expertise and space include Nunavut Sivuniksavut, the National Theatre School of Canada, the National Arts Centre, the Banff Centre, York University, the National Theatre School of Greenland, the Pirurvik Centre, the Inuit Tapiriit Kanatami, Arctic colleges and Inuit regional organizations and territorial government departments and colleges.



Program Rationale

The *Qaggiq School* delivers training to artists through a method that tackles the root causes of isolation and distance, limited formal training and the lack of a performing arts infrastructure and provides a strategic plan to train Arctic artists for careers in the performing arts, all levels of education and in the cultural tourism sector. Research conducted throughout the world indicates that regular exposure to the performing arts is a key to building resiliency among children and youth and creating a sense of belonging, identity, reflection and life meaning. Creative thinking, honed through the arts, is a primary skill in basic problem solving and helps people to generate plans when they are overwhelmed.

The Qaggiq School delivers the following 7 programs with 34 courses throughout Canada:

1. Acting: Acting 1-3 in film and theatre
2. Music: Inuit Drum, Pisiit (Inuit traditional songs), Instrumental Music: Guitar, Accordion, Fiddle, Throat Song 1-3
3. Movement: Greenlandic Mask Dance, Contemporary Dance, Theatre Choreography, Inuit Drum Dance, Hukki (Celtic-Inuit Dance)
4. Story: Scriptwriting Theatre (mentorship), Spoken Word, Contemporary Song Writing
5. Inuit Arts Teaching (Children and Youth Programming)
6. Technical Arts: Lighting Theatre, Sound Mixing Theatre, Sound Mixing Music, Music Theatre, Digital Projection, Stage Management 1 (mentorships)
7. Directing: Directing Theatre 1-2 (mentorship)

Qaggiavuut plans to expand Qaggiq's curriculum to include 36 courses over the next two years.

Program Management

The *Qaggiq School* will be governed by the Qaggiavuut Society working in partnership with other arts and cultural institutions. Qaggiavuut spearheads the *Qaggiq Project*, a nationally award-winning strategy to provide training, education and employment to Arctic performing artists. A Qaggiq Curriculum Development Team (made up of experts in Inuit and Arctic performing arts as well as experts in the universal performing arts and experts in culture and post-secondary education) has developed an outcomes-based curriculum and strategy for meeting the needs of Arctic performing artists. The team includes educators from *Qaggiq* partners including the *National Theatre School of Canada*, the *National Theatre School of Greenland*, *York University*, *Banff Centre for Arts & Creativity*, *Pirurvik Centre* and the *National Arts Centre* as well as staff and consultants who have assisted us over the past two years to develop and deliver artistic training. The outcomes-based curriculum consists of 7 programs and 33 courses, each with a minimum of 50 contact hours and valued as 4 credits towards the 40 credits required for the *Qaggiq School Certificate*. The programs incorporate blended in-class, distance and e-learning models, modular delivery and summer intensives on campus at our partners facilities in Nuuk, Ottawa, Toronto, Banff, Kingston and Montreal.

Successful graduates of the *Qaggiq School* will be recognized leaders in the Inuit performing arts field and will receive artistic opportunities and employment in many disciplines including the education system (from pre-school, primary, highschool and college), and the performing arts and the northern cultural and tourism industry.



Qaggiavuut partners with experts and organizations including the National Theatre School of Greenland, the National Theatre School of Canada, the National Arts Centre, the Banff Centre for Arts & Creativity, Inuit Tapiriit Kanatami, the Pirurvik Centre, York University and Inuit regional organizations and territorial government departments and colleges.

Work Experience

Performing Arts Practicums provide valuable work experience to artists and includes residencies and internships at the National Arts Centre, National Theatre School of Canada, the Canada Council, Greenland Theatre School and the Banff Centre as well as in Qaggiavuut and other performing arts productions, festivals and concerts. Other work experience includes the teaching of the performing arts in northern schools, colleges, pre-school programs, recreation programs, northern festivals and tourism organizations. Assignments are provided that link work experience to the *Qaggiq School* programs.

Qaggiq: Performance & Cultural Learning Hub

To further training opportunities and exposure for students and artists, Qaggiavuut aims to begin constructing Nunavut's only professional performing arts space in 2019. The facility will include a fully-equipped theatre, multi-use rehearsal and learning spaces, visual and artifact display and public gathering spaces.

Despite the richness of the Inuit artistic heritage, Nunavut is the only territory/province in Canada without a performing arts space. A Nunavut Performance & Cultural Learning Hub — where stories, music, theatre, drum and dance performances will be created and presented — is crucial to maintaining Inuit culture and language and to empowering Inuit, especially youth, through artistic expression. Qaggiavuut is currently leading a campaign and partnerships to ensure the success of this project. Mentorship and training positions for Inuit are built into the entire project— from construction of the building to performance to the technical fields of the performing arts.

The Qaggiq (Performance & Cultural Learning Hub) will be an institute of training and programming for the Inuit performing arts and arts technicians and managers. As a cultural hub, Qaggiq will draw Inuit artists from across Canada to collaborate, train, teach and present. It would also return to Arctic communities strengthened artists, technicians and artistic performances. Children and youth from all Nunavut communities would participate in Inuit performing arts programming at Qaggiq, both live and through broadcasts of performances and master classes.

Digital Media and Master Classes

In 2016 Qaggiavuut began identifying 'masters' of Inuit performance art and providing master-class workshops across Nunavut and creating a series of Master Class videos. Workshops are followed by mentorship and training opportunities with established performing artists, so that young and emerging Inuit talent can continue to learn and develop their skills.

Qaggiavuut plans to build its digital infrastructure and increase production of documentaries, videos and master classes for educational purposes as well as the creation of digital media for new creative work. We also plan to increase training in the technical and digital media skills. In 2018, Qaggiavuut was awarded a Digital Strategies grant from the Canada Council to create digital learning tools in traditional Inuit music.



5.0 Operating Plan

5.1 Objectives

In line with Qaggiavuut's mandate, the Qaggiq School's objectives over the next five (2019-2024) years include:

1. Deliver performing arts programming to Inuit emerging and established artists
2. Build artistic and economic opportunities for performing artists in Canada
3. Maintain Inuit performing arts at risk
4. Nurture the creation of new Inuit performing arts work

All investments detailed in 5.2 and the financial plan are part of Qaggiavuut's strategy to achieve these goals.

Qaggiq Programming for 2018-19:

- **Acting 1-2-3**
- **Music:** Inuit Drum - All Inuit regions, Songs – Pisiit, and Contemporary Songwriting
- **Story:** Script Writing
- **Dance and Movement:** Mask, Mumirniq, Inuit Drum Dance
- **Technical Arts:** Video, Editing, Lighting, Sound, Projection, Stage Management
- **Directing**
- **Children and Youth Programming**

Qaggiq programming will target artists from all Inuit communities throughout Canada – both established and emerging. This will strengthen Inuit performing arts in Canada, and strengthen Canada's performing arts on the world stage. A goal for these programs will be to focus on providing training opportunities for:

- Under represented Inuit artists and individuals
- LGBTQ2S Inuit artists
- Inuit in Iqaluit who are often overlooked by conventional programming
- Low Income Inuit
- Inuit artists from communities where Inuit language is at risk

To ensure success, continued growth and opportunities for Inuit artists throughout Canada, the Qaggiq School will be investing in key areas over the next five years, in line with Qaggiavuut's guiding concepts and mandates.



5.2 Investments

5.2.1 Facilities

Qaggiavuut's permanent office is located in Iqaluit (House 411). The space offers small group workshops, youth programming, meetings and mentorship training. In addition to this space, Qaggiavuut has partnered with organizations to provide learning space and creative residencies for artists including the Banff Centre, Nunavut Sivuniksavut, National Theatre School of Canada, Northern Arts and Cultural Centre and Nunavut schools. Residencies allow artists to learn in a practical art setting and learn through collaborative, multi-disciplinary performance training. Residencies provide access to professional studio and theatre spaces with production support, as well as equipment rental and administrative support.

Qaggiavuut plans to build its digital infrastructure and increase production of artist promotion tools, documentaries, videos and master classes as well as the creation of digital media for new creative work. We also plan to increase training in the technical and digital media skills.

House 411 in Iqaluit has undergone major structural renovations in 2017 (roof, windows, siding) and is currently undergoing renovations to create storage for performing arts equipment and accessibility. Future plans are to build a second floor of offices on the building, thus expanding the creative learning space of the lower floor and allowing for larger groups of students.

5.2.2 Advocacy for Performing Arts Space

To further training opportunities and exposure for students and artists, Qaggiavuut aims to begin constructing Nunavut's only professional performing arts space in 2019. The facility will include a fully-equipped theatre, multi-use rehearsal and learning spaces, visual and artifact display and public gathering spaces. The Qaggiq (Performance & Cultural Learning Hub) will be an institute of training and programming for the Inuit performing arts and arts technicians and managers. As a cultural hub, Qaggiq will draw Inuit artists from across Canada to collaborate, train, teach and present. It would also return to Arctic communities strengthened artists, technicians and artistic performances. Children and youth from all Nunavut communities would participate in Inuit performing arts programming at Qaggiq, both live and through broadcasts of performances and master classes.

As part of this continued advocacy for the space, Qaggiavuut will continue to work with Government of Nunavut, Federal Department of Culture & Heritage, Inuit organizations, private donors and foundations to build a Nunavut Performing Arts & Creative Learning Space.

5.2.3 Equipment

Qaggiavuut's core equipment to facilitate our professional training includes: three professional theatre projectors, a portable lighting kit for touring theatre and music productions in Nunavut, projection scrims, portable sound and mixing kit for touring theatre and music productions in Nunavut including microphones, wireless headsets, mixing board, speakers, and monitors. We also have two professional



video cameras, four video editing computers with specialized software and two computers with performance software (Q-Lab and Isadora) for touring productions.

Over the next few years, Qaggiavuut plans to invest in more equipment to further hand-on opportunities for students and improve the school's promotional materials. This has included/will include:

Office Equipment: Purchase of computers, desks and software to conduct and analyze research, and develop curriculum and learning digital learning resources.

Digital Software: Professional video and photograph editing software to create professional video and digital learning resources.

Digital Design Studio: Equipment to create digital design for theatre, music and cultural performances.

Lighting Sound Equipment: Portable equipment to create professional lighting and sound for productions touring in Arctic communities.

Sewing Machines: Professional sewing machines for sewing skins and materials for costume design.

Cameras: Professional digital cameras for documenting and filming the learning process, the documentation of knowledge, and the performances.

5.2.4 Innovative Delivery Methods

A specialized curriculum meets the needs of Arctic artists, adapting arts education to the Inuit language and culture and providing a flexible method of delivery through blended models, in-class, distance mentorship and e-learning. Innovative online learning applications are being developed, allowing students in remote communities to connect to instructors and interactive and multi-media resources without the need for high-speed internet capacity. A Qaggiq media site hosts master classes in the Arctic performing arts and interactive lessons and assignments.

Qaggiavuut has worked for two years to build video documentary resources featuring the traditional Inuit performing arts at risk as well as contemporary Inuit work. Video resources and digital applications form the basis for the *Qaggiq* teaching resources along with mentorship and practical application.

Students are able to enter the *Qaggiq School* at any program and course and at any semester with three intakes during the year—Summer Institute, Fall Semester and Winter Semester. Summer institutes allow students to fast-track learning by taking 3 consecutive courses fulltime at the NS campus in Ottawa or the NTS campus in Montreal. Other blended courses are delivered as modules in Arctic regions combining in-class, distance mentorship and e-learning. Tuition support for Canadian Inuit artists is accessed from Inuit regional organizations and regional government student financial assistance programs.

Over the next five years, the Qaggiq School will continue to research and provide updated delivery methods for hands-on training opportunities.



5.2.5 Digital Resources in Traditional Song (Pisiit)

The Qaggiq School will provide increased digital resources to train artists in traditional song, which will include:

- Filming, editing and producing videos of Inuit elders and traditional songs
- Mentoring Inuit youth in technical skills including research
- Development of digital teaching application integrating videos
- Training of Inuit artists in Pisiit using digital application and in-person teaching and mentorship

5.2.6 Inuit Theatre

The Qaggiq School will invest in the development of an Inuit Theatre Company and a season of Inuit theatre performed in the Arctic and southern Canada including:

- Kiviuq Returns: Staging and Performance in Iqaluit, Nuuk, Toronto (Tarragon Theatre)
- Mentorship and Training of emerging artists in acting, directing & technical skills
- Children's Puppet Theatre: development and creation
- Kiinalik These Sharp Tools: Staging and Performance of Kiinalik in Iqaluit, mentorship of 8 Inuit artists in technical arts and directing

5.2.7 Qaggiq School Partners

A key part of the Qaggiq's School operation plan involves partnering with private organizations, performing arts centres and schools throughout Canada and the north, government departments and art councils to increase opportunities for our programming and students. The following describes the Qaggiq School's current partnerships, and the resources they do and will provide, including performing arts space, space for residencies, exposure, equipment and more. Qaggiavuut will continue to foster new partnerships.

Qaggiavuut is also focused on nurturing and increasing international partnerships including Greenland, Europe and China, which will be critical to advancing Inuit art on a global scale, putting Canada's performing artists on the world stage and introducing larger opportunities for innovation.

Partners include:

National Theatre School of Greenland was formed in 2015 with its first director, Makka Kleist, a renowned Greenlandic actor who drew on her vast experience in theatre in Greenland, Norway and Canada to build a broad curriculum for the 2-year program. In addition to a classic Stanislavskij form of theater training, the school also emphasizes a diverse spectrum of performing arts from Greenlandic including mask dancing, voice, dance and clowning. Qaggiavuut is collaborating with the Greenland School in the fall of 2018 for training and theatre creation. The Greenland School will provide Inuit student exchange, mentors, instructors and learning space in its theatre in acting, directing and technical skills.

National Theatre School of Canada is Canada's school for the performing arts. NTS offers incomparable training for actors, directors, designers, writers and production specialists. NTS believes that theatre brings people together and allows them to imagine, think and feel collectively. NTS trains artists who create theatre that matters for



community building, as a catalyst for empathy, creativity, debate, wellbeing that allows us to better engage in the complexities our times. NTS offers an uncompromising, intense curriculum in Acting, Production Design & Technical Arts, Set & Costume Design, Playwriting and Directing. NTS is one of Qaggiavuut's partners in the AIP-winning Qaggiq Project and will partner with Qaggiavuut by sharing curriculum expertise, instructors and cross-cultural collaborative opportunities and student-exchanges as well as learning space for theatre, writing, directing, movement and technical skills.

National Arts Centre is a long-time Qaggiavuut partner, working with us since 2012 to deliver arts training and a vital member of the Qaggiq project team and assisting us in the delivery of artist development training and children and youth arts programs. NAC is and will be assisting with funding, mentorship, instructors and expertise in delivery of music, choreography, technical skills and provides Qaggiavuut with production presentation and learning space in its theatre and rehearsal rooms.

Nunavut Sivuniksavut (NS) is an innovative post-secondary institution with education facilities and student accommodations in Ottawa, NS will partner with Qaggiavuut to provide a centralized learning campus and residences for the *Qaggiq* courses during the summer institute. NS is recognized as a leader in best-practice post-secondary education for northern students—graduating successful Nunavut leaders and importantly, preparing NS graduates for university studies. *Qaggiq* is a new option for NS students to expand their training in the performing arts.

Pirurvik Centre is a non-government institution of excellence in the Inuit language, culture and wellbeing. Pirurvik offers flexible courses and programs that focus on the highest level of Inuit language training and utilizing Inuit culture to improve program efficacy. Qaggiavuut collaborates with Pirurvik on cultural and linguistic authenticity in music and stories and supports Pirurvik to integrate the performing arts into their current wellness programs.

Banff Centre for Arts & Creativity is a unique learning experience for artists and leaders, set in the Rockies with excellent performing arts facilities and residences. Banff is a Qaggiq partner and has offered us two residencies in theatre for Inuit actors and directors. This summer, Inuit artists will be offered a playwriting master class and collaboration with Banff's Indigenous Theatre Director, Renelitta Arluk. Banff curates innovative programs that develop artist as leaders and provides cross-disciplinary interactions that inspire artists to expand their vision. Banff will provide the Qaggiq School with residence, learning and performance space in theatre, music, writing and technical skills.

Canadian Stage provides highly specialized performing arts training in Toronto including mentorship, practicums and professional development to established and emerging artists. A new Qaggiq partner, Canadian Stage is interested in providing mentorship and opportunities to Inuit actors and directors through its current training programs in Toronto and by sharing its theatre instructors in our Qaggiq course delivery. Partnership will include opportunities for Qaggiq artists to work on Canadian Stage productions and provide learning space in their theatres.

York University has been a Qaggiavuut partner in Inuit arts training since 2016 and is now collaborating with Qaggiavuut on the delivery of the Qaggiq School. In particular, York's MFA in Theatre program will work with Qaggiq to accept our graduates to their advanced training program with customized mentorship based on the artists goals and experience. York will provide collaborative opportunities, instructors and mentors to artists in



acting, directing and technical arts skills as well as a residence and learning space for acting, directing and technical skills.

Over the next five years, Qaggiavuut will strategically partner with the following organizations to deliver programming:

- The Canada Council of the Arts
- Circumpolar Arts Groups
- The Government of Nunavut Department of Economic Development and Transportation – Arts and Culture
- The Canadian Northern Economic Development Agency
- The Canadian Department of Health
- The National Arts Centre: Music Alive Program
- The Government of Nunavut Department of Department of Education
- Inuit organizations
- Private donors and foundations



6.0 Marketing Plan

Since April 2016, Qaggiavuut has provided programming and support to more than 300 Inuit performing artists and 5,000 children and youth. Qaggiavuut continues to create new initiatives and opportunities for performing artists and expand the reach of the organization.

Mandates:

1. Research and Development of professional performing arts services and data for Nunavut Performers. We connect performing artists with information and training to increase their exposure.
2. Promotion and Marketing of Established Nunavut performing artists to help them continue to build skills and connect to artistic opportunities.
3. Development of Performing Arts Products: professional performing arts work through training and development
4. Heightened promotion and media around the success of the Qaggiq School and Inuit artists on the national and global stage.

Objectives:

1. Create new partnerships between 2019-2024 with performing arts centres, government departments, international organizations to further the Qaggiq School's reach and increase funding and resources.
2. Create a sponsorship and corporate donor package to increase private funding of Inuit arts training.
3. Increase audition rates for the Qaggiq School of Performing Arts to Inuit artists across Canada.
4. Broaden the reach and audience for Inuit performance to increase exposure and employment opportunities for students of that program.

Audiences:

Qaggiavuut's primary audience is emerging and established Inuit performing artists located throughout Canada, largely in Nunavut, Quebec and Ontario to engage both as students and teachers. Another key audience is parents and Inuit families to increase engagement for Qaggiq's youth performing arts training.

Qaggiavuut has identified a number of organizations it will be approaching to foster partnerships. Organizations include culture centres, performing arts theatres, government departments related to culture, art, health and economic development and colleges/universities.



Marketing Strategy

The Qaggiq school is working to strengthen, promote, advocate and create space and opportunities for Inuit performing artists, and put their unique talent on the world stage. Qaggiq's marketing strategy will involve targeting diverse audiences throughout Canada and northern partnering countries.

This plan will help Qaggiq engage the audiences it needs to meet its larger objectives to ensure long-term funding, employment opportunities for students, and to increase a fan base for Inuit performing arts both throughout Canada in the world by showcasing Qaggiq's artists and the work the school is doing.

Social media

An active social media presence broadcasts the importance of Nunavut's performing arts community to thousands of subscribers. Qaggiavuut currently has 1,681 followers on Twitter, 4,517 followers on Facebook and 858 followers on Instagram.

Over the next five years, at a minimum, Qaggiavuut should increase new followers by 15 per cent per year in order to create awareness of the School on the way to meeting previously stated objectives. Qaggiavuut should do this by:

- Creating a comprehensive social media strategy and vigorously implementing it
- Engaging with a designer to create social media collateral (infographics, visuals, videos)
- Buying targeted ads on all platforms using key terms, demographics and interests among key audiences

Traditional media

In order to broaden the scope of the school to reach a national audience, traditional media tactics should be employed, including:

- Advertising in strategic media outlets such as national newspapers, local radio and industry publications, both in print and online, such as:
 - CBC
 - Northern Public Affairs
 - The Globe and Mail
 - The Huffington Post Canada
 - APTN
 - Up Here Magazine
- Conducting backgrounders with key media outlets at every opportunity in order to build relationships and public awareness (for example when traveling to conferences in the south or performing a show in another city)
- Aim for one earned media story per year
- Write two op-eds in various media per year
- Publish media advisories and press releases on national newswire when necessary



Newsletter

Regular bi-monthly newsletters provide information to stakeholders about Qaggiavuut's activities. Qaggiavuut should promote this newsletter on all social media channels as well as its website so that the public, stakeholders and those who want to audition can stay informed of our activities. This can be used a key marketing and promotional avenue to meet stated objectives.

Website

Qaggiavuut's website is maintained by staff and Nunavut support services, allowing programming to be documented and archived and housing the Inuit Artist Map and important Inuit performing arts work.

Qaggiavuut should conduct an in-depth analysis of the website to improve things such as search engine optimization, information architecture and user experience.

Direct Outreach

Qaggiavuut's management team coordinates directly with schools and potential partners to discuss opportunities, however, Qaggiavuut must use its network more strategically in order to meet its objectives. This should be done by:

- Creating a Friends of Qaggiq advisory group of Canada's leaders in the arts and culture that supports Qaggiavuut and will increase its ability to connect the Qaggiq School to funding opportunities
- Holding board meetings across the country in strategic cities in order to do recruitment
- Sending information to high schools in Nunavut and across the country where there are large Inuit populations to inform students of the School
- Engaging alumni to speak out in support of the School (speak about the benefits and successes)
- Attending various performing arts festivals and conferences in order to raise awareness and build partnerships
- Sponsoring local events when appropriate and if within budget

These tactics will help further Qaggiq's brand reputation and increase engagement amongst Canadian audiences to increase the fan base and interest in Inuit performing arts. This will also be key to gaining attention for new partnerships, sustainable revenue streams and funding opportunities, and tap into the international market's interest in unique performing arts shows and talent – which will be trained and put on by the Qaggiq school.



7.0 Management Team

Qaggiavuut's management model is a collaborative partnership with opportunities to specialize and work in areas of personal interest to support performing artists including the Qaggiavuut website, the Artist Map research, artist promotion, skills training and creation of new work. Program facilitators on contract this year include Inuit performing artists Susan Aglukark, Tanya Tagaq, Pakak Innuksuk, Zacharius Kunuk, Damien Tulugarjuk, Sheena Akoomalik, Tiffany Ayalik, Kathleen Merritt and elders Lasaloosie Ishulutak, Susan Avinga, Madeline Ivalu, Qaunaq Mikigak and Miriam Aglukark.

Our staff include Ellen Hamilton, Looee Arreak, Jerry Laisa, Annie Petaulassie, Jennie Soucie, Laakkuluk Williamson Bathory.

Management Team Bios

Ellen Hamilton, Executive Director

Ellen Hamilton holds a Master Degree in Adult Education and is a PhD Candidate at Queen's University for her research into Inuit-specific corrections programs. She has developed the first 2-year Diploma Program curriculum in Early Childhood Education and designed the first Inuit theatre program in Canada.

Laakkuluk Williamson Bathory, Artist Director Inuit Theatre

Laakkuluk Williamson Bathory has designed curriculum and facilitated programming at all levels from early childhood through primary, highschool, college and university. She holds a Master's Degree in Cultural Psychiatry

Looee Arreak, Inuit Language Program Manager

Looee Arreak is an expert in Inuit language and is currently coordinating children's programming for Qaggiavuut.

Annie Petaulassie, Knowledge-Holders Program Manager

Annie Petaulassie holds a Master's Degree in Education and has over 30 years of experience teaching Inuit children and youth. She is currently researching traditional Inuit performing arts and connecting Qaggiavuut to elders and knowledge-holders.

Jennie Souce, Administration Manager

Jennie Souce holds a diploma in Culinary Management and post-secondary certificates in finance and accounting.

Jamie Griffiths, Technical Director

Jamie Griffiths holds a Master's Degree in Technical Direction from the Manchester University School of Theatre and mentors and teaches workshops for Qaggiavuut in the technical skills of the performing arts.



Advisory Council

Qaggiavuut has an Advisory Council of 15 Inuit elders who provide expertise on documenting and teaching the traditional and classical Inuit music, stories, dances and acrobatics.

1. Miriam Aglukark: Gjoa Haven
2. Julia Ogina, Cambridge Bay
3. Mary Ajaaq Anautalik, Arviat
4. Helen Kunnik, Arviat
5. Rosalie Pissuk, Rankin Inlet
6. Joanasie Mucpa, Pond Inlet
7. Elisapee Ootoovak, Pond Inlet
8. Veronica Manilak, Rankin Inlet
9. Madline Ivalu, Igloolik
10. Susan Avingaq, Igloolik
11. Majoreak Quianaqtuliaq, Cape Dorset
12. Novalinga Kingwatsiak, Cape Dorset
13. Udjuuluk Etidloie, Cape Dorset
14. Jean Simailak, Baker Lake
15. Winnie Putumiraqtuq, Baker Lake

The team works with academic experts in data collection and evaluative tool design including our partners the Qaujigiartiit Health Research Centre, York University and the Mobilization of Inuit Culture and Heritage and the Institute of Circumpolar Health Research.



Contract Instructors and Curriculum Developers

These experts in performing arts have provided teaching and mentorship in Qaggiq programming to date:

Tiffany Ayalik: Tiffany is an Inuk award-winning actor and musician with a degree in Theatre from the University of Alberta. She teaches arts teacher training, acting and vocal performance.

Reneltha Arluk: Renelta is an Inuk award-winning actor and director, currently Director of Indigenous Theatre at the Banff Centre with a degree in Theatre from University of Alberta. She mentors and teaches acting and directing.

Martha Burns: Martha is an instructor at the National Theatre School of Canada. She mentors and teaches acting and directing.

Chris Coleman: Chris holds a Master's degree in Music from Northwestern University and owns the only Nunavut recording studio in Canada. He teaches and mentors music composition, performance, recording and engineering.

Chris Humphrey: A professional lighting engineer working for the Canadian Opera Company, Chris mentors and teaches lighting for theatre and live performance.

Carlos Rivera: Carlos is a teacher at the National Theatre School of Canada and teaches choreography.

Sioned Watkins: Sioned is a teacher and choreographer at the National Arts Centre and teaches choreography



8.0 Financial Plan

Qaggiavuut receives funding and grants from different partners and government departments, and creates an operating budget before each year. The Qaggiq budget has increased each year since 2012 as funding partners are brought in to expand the program offerings and resources available to students. Qaggiavuut is looking to the Canadian Arts Training Fund amongst other revenue streams to provide core funding for Qaggiq.

The following is Qaggiavuut’s projected revenue streams for 2019-2024. This is projected for the Federal Government’s fiscal year of April 1 to March 31.

Revenue Items	April 1, 2020- March 31, 2021	April 1, 2020 - March 31, 2021	April 1, 2021 - March 31, 2022	April 1, 2022 - March 31, 2023	April 1, 2023 - March 31, 2024
	Revenue (projected)	Revenue (projected)	Revenue (projected)	Revenue (projected)	Revenue (projected)
Canadian Heritage: Canada Arts Training Fund (CATF)	\$855,000.00	\$1,015,000.00	\$1,130,000.00	\$1,335,000.00	\$1,295,000.00
Aboriginal Language Initiative	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00
Government of Nunavut Culture & Heritage	\$100,000.00	\$120,000.00	\$125,000.00	\$150,000.00	\$150,000.00
Nunavut Arctic College	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
Total Government Revenue (Federal, Provincial, Municipal)	\$1,115,000.00	\$1,295,000.00	\$1,415,000.00	\$1,645,000.00	\$1,605,000.00
Earned Revenue (self- generated): box office revenue, rental revenue, production revenue, concession and sales, costumes / set / props rental revenue	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
Total Earned Revenue	\$5,000.00	\$5,000.00	\$5,000.00	\$10,000.00	\$10,000.00
Private Sector Funding: Fundraising (e.g. corporate / individual donations)	\$5,000.00	\$5,000.00	\$5,000.00	\$10,000.00	\$10,000.00
Private Sector Funding: Sponsorships	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
Private Sector Funding: Private foundations	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
Total Private Sector Revenue	\$15,000.00	\$50,000.00	\$90,000.00	\$150,000.00	\$150,000.00
Total Projected Revenues	\$115,000.00	\$150,000.00	\$190,000.00	\$250,000.00	\$250,000.00



The following is Qaggiavuut’s projected expenses and amount requested from the Canada Arts Training Fund for 2019-2024. This is projected for the Federal Government’s fiscal year of April 1 to March 31.

Expense Items	April 1, 2020- March 31, 2021		April 1, 2020 - March 31, 2021		April 1, 2021 - March 31, 2022		April 1, 2022 - March 31, 2023		April 1, 2023 - March 31, 2024	
	Expenses (projected)	Amount Requested	Expenses (projected)	Amount Requested	Expenses (projected)	Amount Requested	Expenses (projected)	Amount Requested	Expenses (projected)	Amount Requested
Administration Expenses: Salaries, Fees and Benefits										
Training/Teaching/ Artistic Staff	\$450,000.00	\$300,000.00	\$450,000.00	\$300,000.00	\$600,000.00	\$400,000.00	\$600,000.00	\$400,000.00	\$500,000.00	\$400,000.00
Administrative Staff	\$120,000.00	\$100,000.00	\$150,000.00	\$100,000.00	\$150,000.00	\$100,000.00	\$200,000.00	\$100,000.00	\$200,000.00	\$125,000.00
Travel Expenses										
Travel and Accommodation (relating to professional training program only, such as for audition tours, guest instructors, and students)	\$300,000.00	\$150,000.00	\$400,000.00	\$275,000.00	\$400,000.00	\$275,000.00	\$450,000.00	\$275,000.00	\$500,000.00	\$275,000.00
Operational Expenses										
Audition/Admission	\$10,000.00	\$10,000.00	\$15,000.00	\$15,000.00	\$20,000.00	\$20,000.00	\$30,000.00	\$20,000.00	\$30,000.00	\$30,000.00
Promotion and Communication (Fundraising expenses, translation and marketing)	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00
Production Costs (for events/performances relating to the professional training program only)	\$50,000.00	\$50,000.00	\$100,000.00	\$50,000.00	\$100,000.00	\$50,000.00	\$100,000.00	\$75,000.00	\$100,000.00	\$75,000.00

