

qia.ca

# **QKIQTANI**INUIT ASSOCIATION



フPJ⊲J⋂╚┧ഛና <ˤ௳Þṅˤ QIA STRATEGIC PLAN

2022 - 2026

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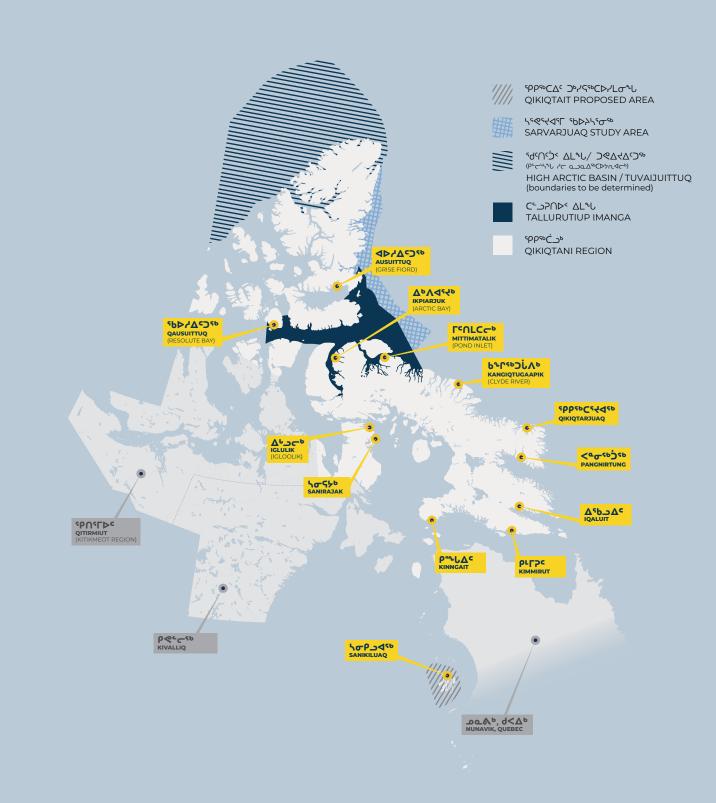
## **QIKIQTANI**

INUIT ASSOCIATION

The Qikiqtani Inuit Association (QIA) is a not-for-profit society, which represents approximately 15,500 Inuit in the Qikiqtani region of Nunavut. The Qikiqtani region includes 13 communities from Grise Fiord, in the High Arctic, down to Sanikiluaq, on the Belcher Islands.

QIA was established to protect, promote and advance the rights and benefits of Qikiqtani Inuit. It is a Designated Inuit Organization under the Nunavut Agreement. QIA is one of three Regional Inuit Associations affiliated with Nunavut Tunngavik Inc.; the other associations include the Kitikmeot Inuit Association and the Kivalliq Inuit Association. We work closely with our partners, such as Inuit Tapiriit Kanatami and the Inuit Circumpolar Council Canada, as well as different levels of government, to represent Inuit in the Inuit Nunangat.

Two other organizations operate under the QIA umbrella: Kakivak Association, responsible for community economic development and small businesses; and Qikiqtaaluk Corporation, created to manage economic development on behalf of OIA.



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## **PRESIDENT'S MESSAGE**

QIA has grown significantly, particularly in the last ten years. I am excited when I think the future of our organization.

Through meaningful partnerships with key stakeholders, including the Government of Canada, QIA has grown into an organization of one-hundred and thirty staff (130) with forty percent (40%) of our employees located outside of Iqaluit and Inuit employment numbers consistently above eighty percent (80%). I am very proud of initiatives such as the Revenue Policy. Creating this allowed us to invest revenues to the point where QIA now has a long-term stable base from which to self-fund programming for Inuit for generations to come.

We are a small and passionate organization that operates best with a clear path forward. In preparing this Strategic Plan we have taken an honest look at ourselves and have developed a set of goals and objectives we will strive to achieve in the next four years.

The process we followed to build this plan has relied both on our past successes and what we have heard from Inuit. Through this plan, QIA will have direction that will give strength and purpose to each of our communities and empower them to build positive outcomes for all Qikiqtani Inuit alongside QIA.

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QIA was established to protect and promote the rights, values and interests of Qikiqtani Inuit in the best way possible. I understand that we still have a lot of work to do and the path forward may be difficult however using the resources available to us and working as a team of deeply committed community leaders and employees we are ready and willing to seize opportunities and confront challenges.

I am very proud of the work QIA has accomplished and am excited to continue the progress. I look forward to working with Inuit across the region to realize the vision for QIA presented in this Strategic Plan.

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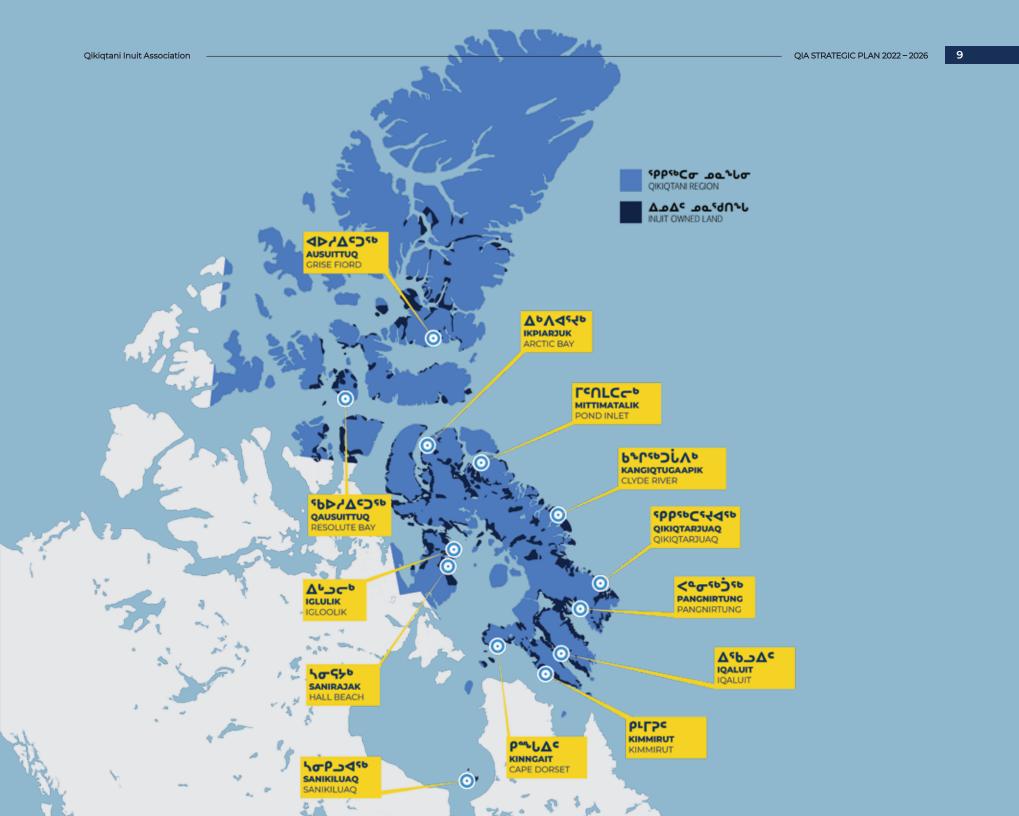
# INTRODUCTION

Qikiqtani Inuit Association (QIA) is the Regional Inuit Association for the Qikiqtani Region of Nunavut, representing 51 percent of Inuit living in Nunavut.

QIA is a Designated Inuit Organization under the Nunavut Agreement and is one of three Regional Inuit Associations affiliated with Nunavut Tunngavik Inc.; the other associations include the Kitikmeot Inuit Association and the Kivalliq Inuit Association.

We work closely with our partners, such as Inuit Tapiriit Kanatami and the Inuit Circumpolar Council Canada, as well as different levels of government, to represent Inuit in the Inuit Nunangat, the Inuit homeland.

QIA's Mission represents a concise explanation of why the organization exists, while our vision describes the future that our work constantly and consistently strives to achieve for Qikiqtani Inuit.



## ለ›‹‹Ċ ጋየ⅃⊲Јበነኣውና <ናዉ▷በ∿ቦና PURPOSE OF THE STRATEGIC PLAN

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Qikiqtani Inuit expect and deserve a Regional Inuit Association that reflects the communities that it serves, that is a strong advocate for Inuit rights and traditions, and that is open and transparent about how resources are used for the benefit of all.

This Strategic Plan outlines QIA's goals and objectives for the next five years. This Strategic Plan builds on the successes of the past five years, during which time QIA experienced significant growth, and capitalized on numerous opportunities to grow revenues, expand community programming, advance efforts toward reconciliation, and develop new capacity to monitor and protect Inuit Owned Lands.

As the Qikiqtani economy continues to grow, we have a responsibility to harness these opportunities for self-sufficiency in a way that aligns with our culture, values, priorities and expectations. This Strategic Plan sets forth the areas that QIA will focus on to bring benefits to Qikiqtani over the next five years, and the steps we will take to do it. We are excited to share this vision for the next five years, and to continue to work with our community partners across the region to deliver on it.



# くっている THE PLAN

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The Strategic Plan was developed over a period of several months and involved taking a close look at QIA's responsibilities and past successes, and also at where staff, management and leadership want to focus efforts over the next five years in order to capitalize on existing and future opportunities most effectively.

In creating this plan, we have also closely considered what we have heard from Qikiqtani Inuit in recent years.



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The message that we hear from Inuit across our region is that the programs and services that QIA offers are valued and meet real individual and community needs. We have also received a lot of constructive feedback and ideas about how we can improve. Some of the most frequent things we have heard include:

- While QIA's Legacy Fund ensures that money will be available for future generations, it is time to put more focus on spending to meet current needs.
- Inuit want their communities to have a more active role in QIA activities including the types of programs and services provided by QIA, and over decisions that affect Inuit at the community level.
- QIA should prioritize the rights and interests of Inuit at the community level recognizing that Hamlets are important stakeholders in the implementation of Inuit rights.
- Inuit expect a high level of accountability and transparency.

# ለፈረፈናኣኒኈቦና ይበ<mark></mark>Lትና MANDATE FROM THE BOARD

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In listening to Inuit in each community in the region, the QIA Board of Directors has given staff a clear mandate to deliver a five-year strategic plan that ensures QIA is structured to be effective, flexible and responsive, and that encourages and strengthens relationships with communities while empowering them to make decisions and direct resources at a local level.

This Strategic Plan also draws upon an assessment of QIA's community engagement and feedback received in the most recent five years as reviewed and considered by the QIA Executive Committee.

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## WHAT WE HEARD FROM OUR STAFF

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In developing this Strategic Plan, QIA staff were consulted at length to ensure their perspectives and ideas helped shape the direction that the organization will take over the next five years.

Repeatedly, our staff stated that QIA exists exclusively to serve Qikiqtani Inuit. QIA programs and services are and will always be informed by Inuit values and when appropriate Inuit Qaujimajatuqangit. Our staff also reinforced the importance of advocacy with all stakeholders to help build a sustainable economy and to promote healing and reconciliation for past injustices.

QIA staff understands our role in addressing past injustices and developing the conservation economy by focusing on deriving economic wealth from local natural resources in a way that respects and preserves Inuit language, culture, and way of life, to meets local needs.

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#### **OUR MISSION**

Qikiqtani Inuit Association advances the rights and benefits of Qikiqtani Inuit through protecting and promoting our social, political, economic, and cultural interests; while safeguarding the land, waters and resources that sustain our communities.

## **OUR VISION**

Political and cultural empowerment, social equality, economic prosperity, and a healthy environment for Qikiqtani Inuit.



QIA STRATEGIC PLAN 2022 – 2026

# **ϽϚႱ**ϛ ΛϧϤͶϧϧϧϧ : 2022-2026 **GOALS AND OBJECTIVES: 2022-2026**

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Consistent with our Mission and Vision and reflecting the needs and priorities of Qikiqtani Inuit across the region, QIA will organize our work according to 10 Strategic Goals over the next five years. These goals represent QIA's main areas of focus between 2022 and 2026, though they do not necessarily capture all of the work that QIA does.

For each goal, QIA has set objectives that we want to accomplish within the next five years. Objectives are more detailed and will guide the actions of QIA staff and leadership in achieving QIA's goals.

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## **QIA'S STRATEGIC GOALS 2022-2026**

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BUILD QIA'S CAPACITY TO TAKE ADVANTAGE OF MEANINGFUL AND IMPACTFUL OPPORTUNITIES TO DELIVER BENEFITS TO INUIT

After unprecedented growth over the last several years, QIA will focus to ensure our Board and staff are capable, have opportunities to access training, and are always working in a way that is respectful to Inuit culture and Inuit values. We believe that a Board and staff that are personally and professionally fulfilled creates a team that will drive success, foster innovation and overcome challenges. This in turn will help bring benefits to Inuit in Qikiqtani communities while making QIA an employer of choice throughout the region.

QIA STRATEGIC PLAN 2022 – 2026

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- Work with every QIA Board member to ensure they receive regular support and information including between Board meetings.
- Develop and implement a human resource strategy that considers Inuit employees retention, capacity, succession planning and leadership.
- Achieve Inuit employment aligned with the principles of Article 23 of the Nunavut Agreement.
- Align operational and annual planning and budgeting efforts with this Strategic Plan's goals and objectives.
- Develop and implement an internal and external communication plan.
- Build upon existing partnerships across organizations and governments to leverage and improve QIA's ability to provide benefits at the community level.



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**DIVERSIFY QIA REVENUE STREAMS TO ENHANCE ECONOMIC SELF-SUFFICIENCY** 

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Since the Revenue Policy and Benefits Fund Policy came into effect, QIA has taken advantage of new opportunities and revenue sources. We will continue to seek out economic development opportunities that lower QIA's own reliance on any single revenue source. QIA's revenue management systems will continue to evolve to keep pace with new and emerging opportunities, and to remain reflective of Inuit needs, priorities and expectations.

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- Complete a review of the QIA Revenue Policy and Benefits Fund Policy.
- Ensure QIA's revenue management system reflects the current fiscal reality and emphasizes spending to deliver benefits while also balancing savings for future generations.
- Actively seek out and assess potential revenue sources.
- Continue to openly report upon and share information with Inuit regarding QIA's revenue sources and management of organizational revenue.
- Meet the next Legacy Fund Target.
- Expand the role of Inuit in the fisheries sector including but not limited to repatriation of fishing licenses/quotas.
- Ensure organizational readiness to act when opportunities for economic diversity arise.



EXPAND QIA'S COMMUNITY PRESENCE WHILE INCREASING OPPORTUNITIES FOR QIKIQTANI COMMUNITIES TO INFORM QIA DECISION MAKING

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QIA recognizes that each of the 13 Qikiqtani communities are unique, and that programs that are great for some, may not be ideal for all. We have also heard from communities that they desire greater involvement in developing and delivering the programs that QIA funds.

We are also committed to working within our own governance structures and together with community partners to build new systems and deliver programs and services that address each community's specific needs. QIA is also committed to improving how community input is considered while also ensuring roles and responsibilities for decision making are clearly communicated.

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- Engage the Community Lands and Resource Committees (CLARCs)
  as part of QIA's decision making process particularly related to the
  management of Inuit Owned Lands and QIA revenues.
- Work with community stakeholders to create community program guidelines.
- Expand the Nauttiqsuqtiit program to all 13 Qikiqtani communities.
- Provide more opportunities for leadership and Board member interaction and collaborative discussions.
- Continue to engage Elders and youth in QIA outreach and activities.
- Track and report community feedback across the organization.
- Track and integrate Inuit input into activities, and report how Inuit input is considered in QIA decision making.
- Ensure that Community Liaison Offices are best situated to receive and share information and to gather data when necessary.



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STRENGTHEN INUIT-LED GOVERNANCE TO INCREASE INFLUENCE OVER DECISION MAKING

ρΓλ, Τος Δρυστιρ, ΔηΓος Αγιουρη Αγιου

The Nunavut Agreement allows for Inuit-led governance not only at QIA but throughout the Qikiqtani Region and across Nunavut. QIA will support Inuit to better allow for evidence-based decisions in the best interests of Inuit at all levels of government in accordance with the Nunavut Agreement obligations that meaningfully and appropriately consider the Inuit way of life.

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- Increase efforts to maximize voter turnout in OIA elections.
- Establish community-led governance structures to support local benefit delivery.
- Reduce vacancies on all QIA appointed positions.
- Develop a plan to deliver or support governance training in each community.
- Raise awareness regarding QIA's role and participation in activities led by Nunavut Tunngavik Inc.



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Inuit Qaujimajatuqangit is at the heart of how QIA operates as an organization. As QIA has grown and become more involved in projects such as resource and infrastructure development—typically associated with non-Inuit business models and prioritizing western science over traditional knowledge—we remain grounded in an understanding of well-being, prosperity and rights that is informed by a respect for Inuit traditional knowledge.

The challenges facing the Arctic, and the implications for those that live here as well as the rest of the world, cannot be properly understood without the Inuit perspective. QIA will continue to create and pursue opportunities for Inuit to fill this critical role across the region.

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- Complete a QIA research framework that includes and prioritizes the appropriate incorporation of Inuit Qaujimajatuqangit, meaningful engagement with Inuit, and Inuit participation in research questions and projects.
- Continue community-led Inuit Qaujimajatuqangit baseline studies.
- Continue to learn how to apply Inuit Qaujimajatuqangit in QIA's decision making structures and processes.









PROVIDE TRANSPARENT MANAGEMENT OF INUIT OWNED LANDS FOR THE SUSTAINABLE BENEFIT OF INUIT

CL°α ΦΘΠ-ΛΡ°CΘς, ÞL⊀Δς, ΔL°, γΙ ΔαΔ-ΔCΓΥΡΡ'LC

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The natural environment—our plants, animals, water, ice and land—is among the most important elements of Inuit social, cultural and physical life. The natural environment that has sustained Inuit for millennia is facing increasing pressure from things like climate change, industry, and the urbanization of Inuit communities.

QIA will continue to be transparent and accountable to all Qikiqtani Inuit as stewards of the land. Companies, government agencies, researchers and individuals that wish to access Inuit Owned Lands, whether for purposes of conservation, travel and enjoyment or profit, do so in partnership with QIA and communities.

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- Develop an overarching strategy that declares principles which will guide QIA's participation and decision making for major projects on Inuit Owned Lands.
- Modernize QIA's management practices, including updating the Rules and Procedures for Inuit Owned Lands.
- Derive more benefit from long-term leasing of Inuit Owned Lands.
- Develop organizational competency and practices for the application of Inuit Qaujimajatuqangit and community preferences in the reclamation of Inuit Owned Land.
- Pursue opportunities to share Inuit culture, values, and way
  of life to build a sense of community with leaseholders.
- Improve communication regarding the use, protection and of the benefits associated with Inuit Owned Land.



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SUPPORT THE TRANSFER OF INUIT LANGUAGE, CULTURE, AND WORLDVIEW BETWEEN AND ACROSS GENERATIONS

QIA is seeking Saimaqatigiingniq so our future can be at peace with our past—Inuit history, empowerment programs, and initiatives are required to support not only healing, but also maintaining the connection to our culture, practice, and teachings that have been passed down by our Elders and all the Elders who came before them.

QIA will ensure that the compensation received through the Qikiqtani Truth Commission addresses the harms that Inuit suffered between 1950 and 1975, and the impacts to Inuit culture and well-being that continue to this day.

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- To demonstrate that the objectives of the Qikiqtani Truth Commission programming have been met and to quantify the impact (Saimaqatigiingniq).
- Continue to engage QIA's Board, Canada, and the Government of Nunavut to address all 25 QTC recommendations.
- Sustain advocacy and support for the Nunavut Heritage Centre.
- Identify and address the health and social needs of our growing Elder population.
- Build on current programming to continue facilitating connection to culture and language and to support healing.
- Increase recognition and use of Inuktitut in the QIA workplace.



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INCREASE INUIT ACCESS TO CHILDCARE, EDUCATION, SKILLS, AND EMPLOYMENT TO STRENGTHEN INUIT SELF-RELIANCE

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Education, skills and jobs are among the most tangible and impactful means of improving the economic prosperity and overall well-being of Inuit, families and communities. As the number and type of available jobs in the Qikiqtani region grow and change, it will be increasingly important to provide Inuit with the opportunity to acquire the skills and qualifications that are required to fill them.

QIA envisions a future where Inuit increasingly occupy the full range of available jobs, including those in the trades, in science and engineering, and in executive management. We believe that QIA has an important role to play in creating opportunities to bring this vision into reality, and we will continue to invest time and resources to support Inuit in developing skills and gaining experience to drive their continued growth and success.









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- Oversee the design and development of the Pond Inlet Regional Training Centre.
- To facilitate training programs for Qikiqtani Inuit across the Region.
- To prepare Qikiqtani Inuit to realize and fully benefit from employment opportunities.
- Engage with partners to support the development and sustainable management and staffing of daycare facilities across the region.
- Continue to provide scholarships for Inuit students.
- Support post-secondary students by providing financial support through scholarships, summer student programs, assignment opportunities, internships, and other support options.

- Develop Inuktitut language education material.
- Continue to provide the daycare subsidy programming at \$XX/day per Inuk child.
- Seek opportunities to increase the number of childcare spaces available for Qikiqtani Inuit families.





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GENERATE AND SUSTAIN SOCIAL AND ECONOMIC BENEFITS THROUGH INUIT LED ECONOMIC ACTIVITIES AND STRATEGIC PARTNERSHIPS IN COMMUNITY INFRASTRUCTURE

QIA has a vision of a vibrant economy that is informed by Inuit Qaujimajatuqangit, is Inuit-led and managed, and is guided by Inuit-led research. In this vision, QIA blends activities on Inuit Owned Lands and the ocean economy which balance protection and preservation of the land, sea, ice and wildlife with economic opportunities.

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It is well understood that all Qikiqtani communities face infrastructure challenges. Infrastructure—buildings, facilities, and spaces—can be complex, expensive and require time and attention to plan and develop. QIA will actively seek opportunities to make strategic partnerships in infrastructure projects and work with each community to empower them to advance solutions that meet their specific needs and priorities. QIA is intent on developing capacity and experience to scope, plan and implement community infrastructure that supports delivery of social and economic benefits.

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# **OBJECTIVES**

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- Continuously assess opportunities to partner in the delivery of community-based infrastructure.
- Pursue blue economy infrastructure, such as but not limited to research centres and facilities, deep water ports and small craft harbours.
- Strengthen our partnerships with Kalaallit Nunaat (Greenland).
- Define QIA's role in community infrastructure that support delivery of social and economic benefits made available to Inuit.
- Create a funding stream to support investment in Qikiqtani community infrastructure.
- Empower communities to direct resource revenue toward infrastructure.

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- To have enabled third-party funding to support at least one Economic Diversification project.
- Fully participate in the Inuit-Crown Partnership Committee governance space in order to best represent the Qikiqtani region's infrastructure needs.
- Continue to advocate for the Qikiqtani region in all aspects of Nunavut Tunngavik Inc.'s Inuit Housing and Infrastructure Committee.
- Establish an integrated approach to scoping and implementing community infrastructure that support delivery of social and economic benefits made available to Inuit.



NEGOTIATE AND IMPLEMENT IIBAS AND OTHER PARTNERSHIP AGREEMENTS IN AN ACCOUNTABLE MANNER TO MAXIMIZE BENEFITS FOR INUIT

QIA has developed robust systems for negotiating and implementing IIBAs that are designed to ensure that proponents are both transparent and accountable to their commitments, and that we as well are facilitating tangible benefits at the community level. QIA will continue to be leaders in this area, pursuing innovation and taking every opportunity to secure and enhance benefits for Qikiqtani Inuit.

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### **OBJECTIVES**

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- Develop a cohesive regional marine conservation approach and plan including harmonization of all protected area agreements and benefits.
- Develop standardized minimum expectations for Inuit benefits for future partnership agreements.
- Continue to improve upon organizational practices for benefit agreement negotiation and implementation.



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# <っΔσናΓና bLՐԻ・bイン∩ゥ FROM PLANNING TO ACTION

This Strategic Plan 2022-2026 is just the beginning. It represents a milestone in our ongoing engagement with Inuit, our Board, our staff and all other stakeholders. Our immediate next step is to build and implement appropriate indicators and measures of success, so we are able to track and report on progress in achieving our objectives and reaching the goals set out in this Strategic Plan. QIA will also make sure our Strategic Plan 2022-2026 is aligned with our annual work planning and budgeting processes.

Effective and ongoing monitoring and evaluation of this Strategic Plan is crucial. This is the only way QIA and Qikiqtani Inuit will know where we are, where more work needs to be done, and how much further we have to go. The purpose of this evaluation will be to ensure that QIA as an organization continues to learn, improve, adapt and work towards our vision while staying consistent with our mission and Inuit's expectations of us.

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QIA will continue to engage with Inuit over the life of this Strategic Plan, and will share updates, information and results related to our progress in our Annual Report. We also encourage Inuit to contact QIA at any time to share feedback and ideas, ask questions, and tell us how we can improve.





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