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# QIKIQTANI

INUIT ASSOCIATION



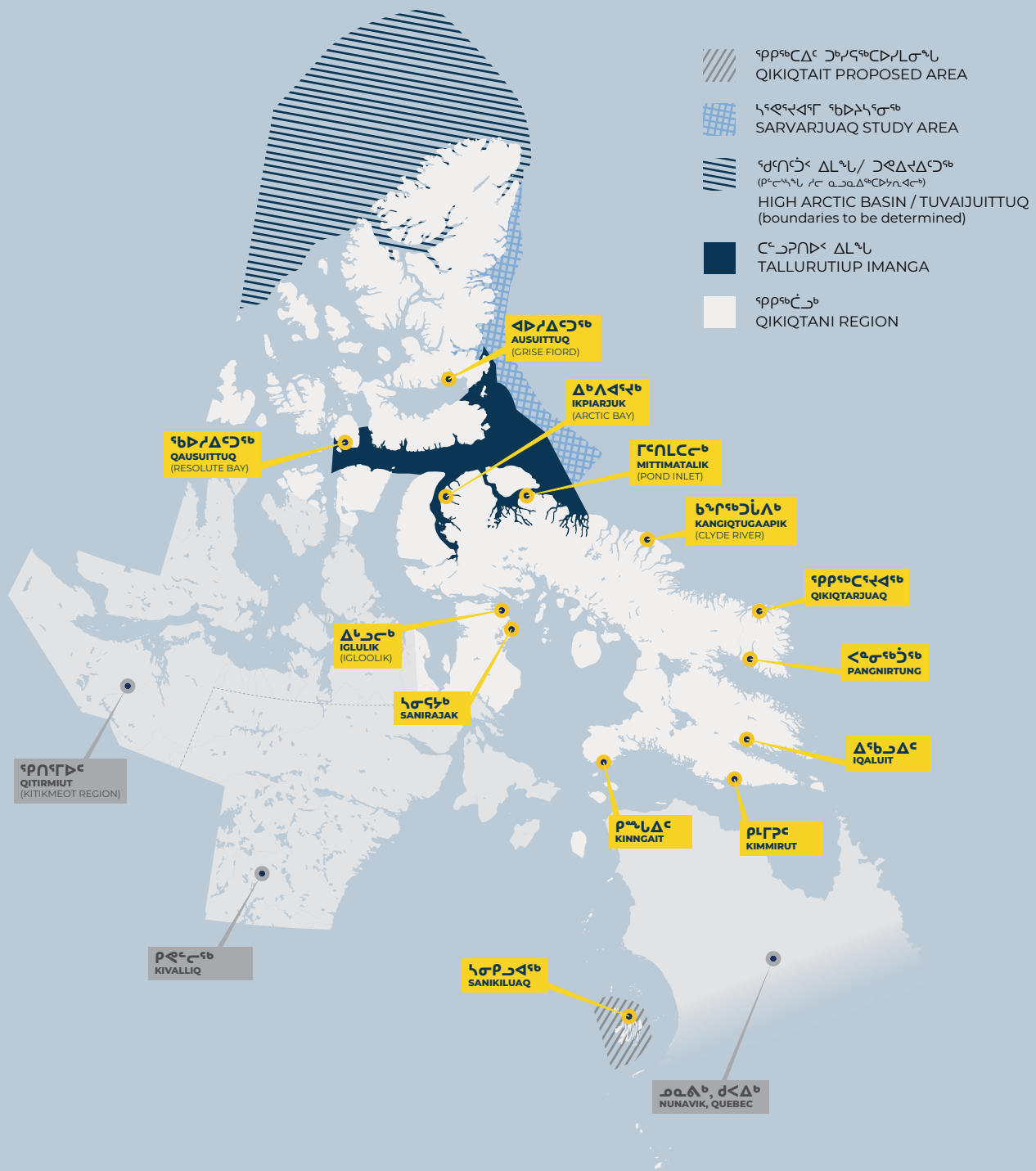
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QIA STRATEGIC PLAN  
2022 – 2026

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## INUIT ASSOCIATION

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 QIA.



## ΛΕΥΚΟΤΕΡΕΟ CONTENTS

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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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# ፊደል ልማትና ጥናት

## INTRODUCTION

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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.





## ԱՆՇՈՒՄՆԵՐ ԵՎ ԲԱՆԿԱՆԵՐ

## 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.



## BUILDING 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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## WHAT WE HEARD FROM QIKIQTANI INUIT

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- [illegible]

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.

## ԱԶԻՎԵՐԻՑ ԵՈՒՅՑ

## 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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ΔΗΛΟΪΛΥΣ

## 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.





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ՎԵՋՈՒՄ 2022-2026 ԵԾՎԱՅՉ

## QIA'S STRATEGIC GOALS 2022-2026

1

[illegible]

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

# 2

[illegible]

## DIVERSIFY OIA REVENUE STREAMS TO ENHANCE ECONOMIC SELF-SUFFICIENCY

# 3

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

4

[illegible]

## STRENGTHEN INUIT-LED GOVERNANCE TO INCREASE INFLUENCE OVER DECISION MAKING

# 5

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## SAFEGUARD THE COLLECTION AND USE OF INUIT QAUJIMAJATUOANGIT

# 6

[illegible]

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

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Գործընկերության շարունակական բացահայտման և զարգացման համար, ընդհանուր առմամբ, անհրաժեշտ է համագործակցել հետևյալ հարմարությունների հետ՝

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

8

[illegible]

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

9

[illegible]

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

# 10

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



GOAL 1

**ՀԻՄՆԱԿԱՆ ՎԵՐՈՒՅՑՆԵՐ**

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

[illegible]

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.

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## OBJECTIVES

- [illegible]



**GOAL 2**

[illegible]

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

[illegible]

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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## OBJECTIVES

- [illegible]



**GOAL 3**

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## 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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## STRENGTHEN INUIT-LED GOVERNANCE TO INCREASE INFLUENCE OVER DECISION MAKING

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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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## OBJECTIVES

- [illegible]



**GOAL 5**

[illegible]

## SAFEGUARD THE COLLECTION AND USE OF INUIT QAUJIMAJATUQANGIT

[illegible][illegible]

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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## OBJECTIVES

- [illegible]







**GOAL 6**

2019-2020-2021-2022-2023-2024-2025-2026-2027-2028-2029-2030-2031-2032-2033-2034-2035-2036-2037-2038-2039-2040-2041-2042-2043-2044-2045-2046-2047-2048-2049-2050-2051-2052-2053-2054-2055-2056-2057-2058-2059-2060-2061-2062-2063-2064-2065-2066-2067-2068-2069-2070-2071-2072-2073-2074-2075-2076-2077-2078-2079-2080-2081-2082-2083-2084-2085-2086-2087-2088-2089-2090-2091-2092-2093-2094-2095-2096-2097-2098-2099-2100-2101-2102-2103-2104-2105-2106-2107-2108-2109-2110-2111-2112-2113-2114-2115-2116-2117-2118-2119-2120-2121-2122-2123-2124-2125-2126-2127-2128-2129-2130-2131-2132-2133-2134-2135-2136-2137-2138-2139-2140-2141-2142-2143-2144-2145-2146-2147-2148-2149-2150-2151-2152-2153-2154-2155-2156-2157-2158-2159-2160-2161-2162-2163-2164-2165-2166-2167-2168-2169-2170-2171-2172-2173-2174-2175-2176-2177-2178-2179-2180-2181-2182-2183-2184-2185-2186-2187-2188-2189-2190-2191-2192-2193-2194-2195-2196-2197-2198-2199-2200-2201-2202-2203-2204-2205-2206-2207-2208-2209-2210-2211-2212-2213-2214-2215-2216-2217-2218-2219-2220-2221-2222-2223-2224-2225-2226-2227-2228-2229-2230-2231-2232-2233-2234-2235-2236-2237-2238-2239-2240-2241-2242-2243-2244-2245-2246-2247-2248-2249-2250-2251-2252-2253-2254-2255-2256-2257-2258-2259-2260-2261-2262-2263-2264-2265-2266-2267-2268-2269-2270-2271-2272-2273-2274-2275-2276-2277-2278-2279-2280-2281-2282-2283-2284-2285-2286-2287-2288-2289-2290-2291-2292-2293-2294-2295-2296-2297-2298-2299-2300-2301-2302-2303-2304-2305-2306-2307-2308-2309-2310-2311-2312-2313-2314-2315-2316-2317-2318-2319-2320-2321-2322-2323-2324-2325-2326-2327-2328-2329-2330-2331-2332-2333-2334-2335-2336-2337-2338-2339-2340-2341-2342-2343-2344-2345-2346-2347-2348-2349-2350-2351-2352-2353-2354-2355-2356-2357-2358-2359-2360-2361-2362-2363-2364-2365-2366-2367-2368-2369-2370-2371-2372-2373-2374-2375-2376-2377-2378-2379-2380-2381-2382-2383-2384-2385-2386-2387-2388-2389-2390-2391-2392-2393-2394-2395-2396-2397-2398-2399-2400-2401-2402-2403-2404-2405-2406-2407-2408-2409-2410-2411-2412-2413-2414-2415-2416-2417-2418-2419-2420-2421-2422-2423-2424-2425-2426-2427-2428-2429-2430-2431-2432-2433-2434-2435-2436-2437-2438-2439-2440-2441-2442-2443-2444-2445-2446-2447-2448-2449-2450-2451-2452-2453-2454-2455-2456-2457-2458-2459-2460-2461-2462-2463-2464-2465-2466-2467-2468-2469-2470-2471-2472-2473-2474-2475-2476-2477-2478-2479-2480-2481-2482-2483-2484-2485-2486-2487-2488-2489-2490-2491-2492-2493-2494-2495-2496-2497-2498-2499-2500-2501-2502-2503-2504-2505-2506-2507-2508-2509-2510-2511-2512-2513-2514-2515-2516-2517-2518-2519-2520-2521-2522-2523-2524-2525-2526-2527-2528-2529-2530-2531-2532-2533-2534-2535-2536-2537-2538-2539-2540-2541-2542-2543-2544-2545-2546-2547-2548-2549-2550-2551-2552-2553-2554-2555-2556-2557-2558-2559-2560-2561-2562-2563-2564-2565-2566-2567-2568-2569-2570-2571-2572-2573-2574-2575-2576-2577-2578-2579-2580-2581-2582-2583-2584-2585-2586-2587-2588-2589-2590-2591-2592-2593-2594-2595-2596-2597-2598-2599-2600-2601-2602-2603-2604-2605-2606-2607-2608-2609-2610-2611-2612-2613-2614-2615-2616-2617-2618-2619-2620-2621-2622-2623-2624-2625-2626-2627-2628-2629-2630-2631-2632-2633-2634-2635-2636-2637-2638-2639-2640-2641-2642-2643-2644-2645-2646-2647-2648-2649-2650-2651-2652-2653-2654-2655-2656-2657-2658-2659-2660-2661-2662-2663-2664-2665-2666-2667-2668-2669-2670-2671-2672-2673-2674-2675-2676-2677-2678-2679-2680-2681-2682-2683-2684-2685-2686-2687-2688-2689-2690-2691-2692-2693-2694-2695-2696-2697-2698-2699-2700-2701-2702-2703-2704-2705-2706-2707-2708-2709-2710-2711-2712-2713-2714-2715-2716-2717-2718-2719-2720-2721-2722-2723-2724-2725-2726-2727-2728-2729-2730-2731-2732-2733-2734-2735-2736-2737-2738-2739-2740-2741-2742-2743-2744-2745-2746-2747-2748-2749-2750-2751-2752-2753-2754-2755-2756-2757-2758-2759-2760-2761-2762-2763-2764-2765-2766-2767-2768-2769-2770-2771-2772-2773-2774-2775-2776-2777-2778-2779-2780-2781-2782-2783-2784-2785-2786-2787-2788-2789-2790-2791-2792-2793-2794-2795-2796-2797-2798-2799-2800-2801-2802-2803-2804-2805-2806-2807-2808-2809-2810-2811-2812-2813-2814-2815-2816-2817-2818-2819-2820-2821-2822-2823-2824-2825-2826-2827-2828-2829-2830-2831-2832-2833-2834-2835-2836-2

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

[illegible][illegible]

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.





**GOAL 7**

ԱԵԿՂՈՆ ԾՐԴՈՆՍԵՐԵՐԻ ԱՄԸ ԵՐԵՎԱՆԻ, ԱՐԵՎԻԿԱՆԻ, ՎԻԼԱ ՄԵԿՎԵՐ ԸԺՆՊԻՐԻ  
ՔՅՔՆԵՐԻ ԴՅՈՐԱՆԻ ՔՅՔՆԵՐԻ

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

[illegible][illegible]

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.

ԱՆՀՈՋՐԸ

## OBJECTIVES

- [illegible]



**GOAL 8**

[illegible]

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

[illegible]

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.



## ԱՆՎՈՐԸ

## OBJECTIVES

- ከጤና፡ቅርንጫፍ ሥራዎች ላይ ተኩልተው ለድህረ-ገጽ ምርምር ማስተላለፍ.
- ከጤና፡ቅርንጫፍ ሥራዎች ላይ ተኩልተው ይሁን እንዲሁ ለሆስፒታል ሥራዎች ማስተላለፍ.
- በአካላዊነት ሥራዎች ላይ ተኩልተው ለሆስፒታል ሥራዎች ማስተላለፍ.
- ለሕክምና ሥራዎች ላይ ተኩልተው ለሐኪማት ሥራዎች ማስተላለፍ.
- ከሕክምና ሥራዎች ላይ ተኩልተው ለሐኪማት ሥራዎች ማስተላለፍ.
- ለሕክምና ሥራዎች ላይ ተኩልተው ለሐኪማት ሥራዎች ማስተላለፍ.



- [illegible]





**GOAL 9**

[illegible]

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

[illegible]

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.



## ԱՆՎՈՐԸ

## OBJECTIVES

- [illegible]

- ሥርዓተ ስልጣንና የሥራ አቅጣጫ ለመስፈርት ማስፈጸም ይችላል፡፡
  - ለኢንፎርሜሽን ቴክኖሎጂው ምርጫ ተሳታፊነት ማረጋገጥ ይችላል፡፡
  - ከፍተኛ የሥራ እድል ማፍጨር ይችላል፡፡
  - ለጥያቄዎች መለየት ይችላል፡፡
- 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.



**ՀԳԽ**  
**GOAL 10**

ՃԻՆՈՐՍՈՒՄԵՆԵՐԿԱՆ ԿԵՆՏՐՈՆԵՐԿԱՆ ԿՐԴՈՐԸ IIBA ԿՐԴՐՔԿԱՆ ԵՃԻՆՈՐՈՒՄԵՆԿԱՆ ԿՐԴՈՐԸ  
ՔՐԴՐՆԵՐՔԿԱՆ ԼՔՐԵՐԿԱՆ ԿՐԴՐՆԵՐՔԿԱՆ ՈՐՔՐԼՈՐԿ ԼՃԵՐՈՐԿԱՆ ԴՐՔԿԱՆ ԿՐԴՐՆԵՐՔԿԱՆ

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

[illegible]

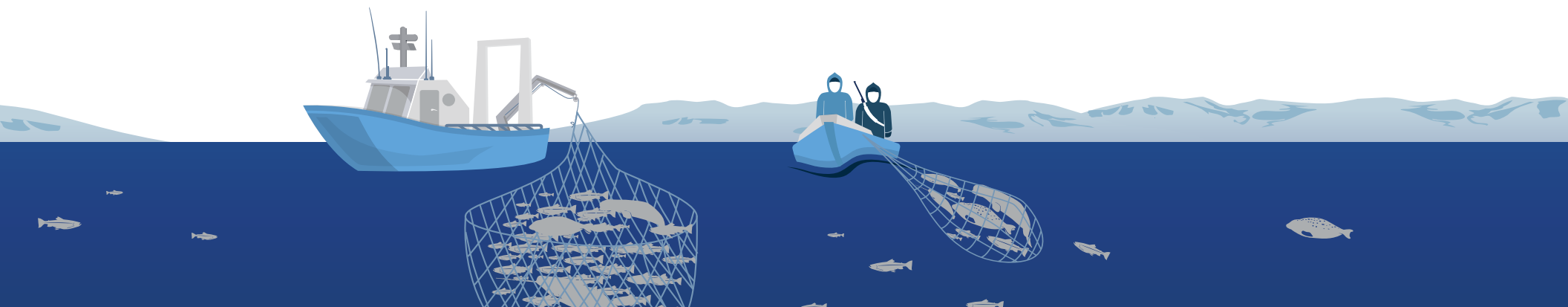
QIA has developed robust systems for negotiating and implementing IIBAs that are designed to ensure that proponents are both transparent and accountable to their commitments, and that we as well are facilitating tangible benefits at the community level. QIA will continue to be leaders in this area, pursuing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



ԱՆՀՈՅՐԸ

## OBJECTIVES

- [illegible]



# FROM PLANNING TO ACTION

[illegible][illegible]

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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