

Qaujigiartiit
STRATEGIC PLAN
2018-2028

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Qaujigiartiit's Strategic Planning in 2018

Qaujigiartiit's board of directors and employees met together on August 24, 2018 for an AGM followed by a Strategic Planning Session with Robyn Campbell from Lichen Consulting. Over the course of the day, there was a comprehensive discussion about the current work and future dreams of Qaujigiartiit, along with its internal strengths and challenges, and external opportunities and threats. The resulting Qaujigiartiit Strategic Plan delivers guidance for the next ten years.

This is a purposefully concise plan, with the intention of improving its utility for Qaujigiartiit's board of directors and employees. A supplementary document offers an expanded account of the strategic planning process with detailed meeting notes, for archival purposes.

This 2018-2028 Qaujigiartiit Strategic Plan includes the following four sections:

Core mission, vision, and values

- These are the longstanding guiding statements that continue to give Qaujigiartiit its core direction. The mission statement explains why Qaujigiartiit exists, the vision says what the desired future will be, and the values express how Qaujigiartiit will behave in pursuing its mission and achieving its vision.

Strategic focus

- This section helps Qaujigiartiit to assess the alignment of opportunities in relation to its strategic focus. It should be used to preliminarily assess new opportunities and expansions, to determine and decide on the strength of alignment with Qaujigiartiit's strategic focus: local; responsive to community; and action-oriented and solutions-based.

Strategic directions

- This section articulates specific strategic directions for doing solid work that advances the deliberate long-term development of the organization. Qaujigiartiit is committing to realizing progress in the following strategic directions: securing resources for growth; initiating and leading; cultivating a new generation of researchers; informing and influencing a strengths-based research environment; and generating diverse revenue.

Community health priorities

- This list of community health research priorities was determined through community consultation, and will continue to guide Qaujigiartiit's specific research areas.

The remainder of this document sets in clear and concise terms Qaujigiartiit's ten-year strategy, in its own words. With the adoption of this document, the board of directors and employees of Qaujigiartiit are re-committing themselves to the holistic advancement of Nunavut research, for the benefit of the enhanced health and wellbeing of Nunavummiut.

CORE MISSION, VISION, AND VALUES

Mission

Our mission is to enable health research to be conducted locally, by northerners, and with communities in a safe, supportive, culturally-sensitive and ethical environment as well as promote the inclusion of Inuit and Western epistemologies and methodologies (ways of knowing and doing) in addressing health concerns, creating healthy environments, and improving the health of Nunavummiut.

Vision

Our vision is for happy, healthy, engaged Arctic communities

Values

- Λc-η.°bηΓΔ°σ°° Piliriqatigiinniq working for the common good
- Δ.ο.▷°°bηΓΔ°σ°° Inuuqatigiittiarniq being respectful of all people
- ▷σ°°b<°°bηΓΔ°σ°° Unikkaaqatigiinniq the power and meaning of story and storytelling
- Δ°°°b▷L°°bηΓΔ°σ°° Iqqaumaqatigiinniq thinking deeply/all knowing coming into 'one'
- Λ°°η<°°σ°° Pittiarniq to be good or kind

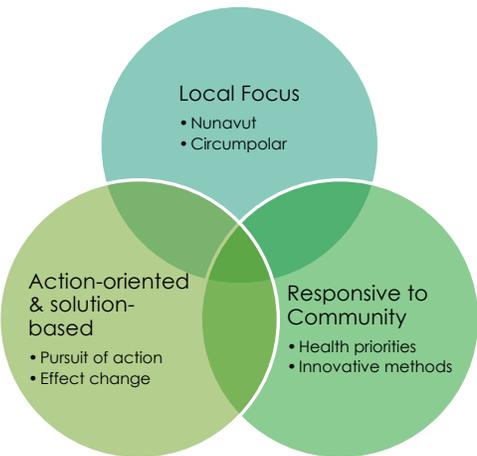
STRATEGIC FOCUS

Local focus

Our focus will remain squarely in Nunavut. While there may be circumpolar or national research work for us to do involving other regions, we will ensure there is sufficient Nunavut content to retain a primary focus on working locally, for local action and benefit.

Responsive to community

At the centre of our work, we will maintain a high degree of responsivity to community needs. This means we will continue to use our list of community health priorities when determining the relevance of

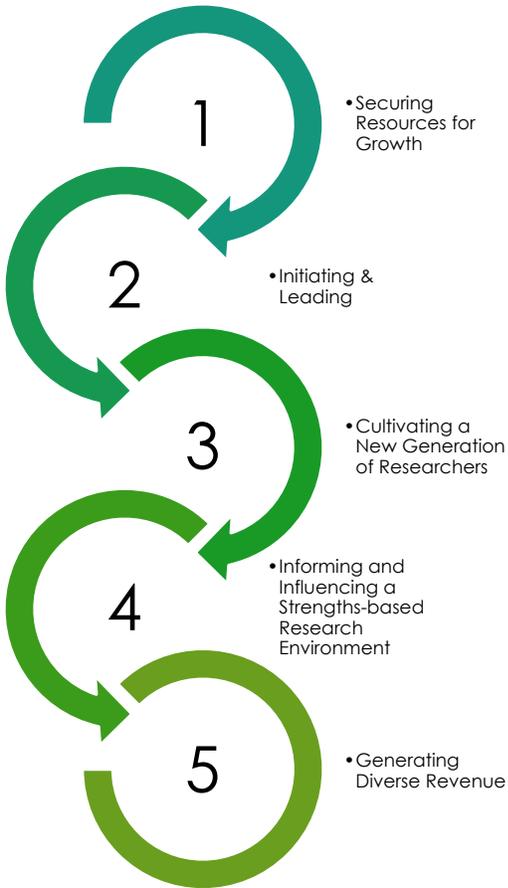


new projects. We can take opportunities to increase our digital presence to increase remote access and for distance training to remain responsive to our communities.

Action-oriented and solutions-based

With a distinct focus on improving the holistic health of Nunavummiut, we are a research centre grounded in action and solutions. Any strategic alignment we undertake with corporations or governments is clearly focused on the pursuit of action and solution-finding.

STRATEGIC DIRECTIONS



1) Securing resources for growth

We will put energy towards the sustainable growth of Qaujigiartiit. This means: 1) we will grow the number of employees, with a focus on Inuit employees and gender balance; 2) we will increase our revenues to allow us to create two leadership positions for a Scientific Director and an Executive Director; 3) we will secure a new building including increased office space, sufficient programming space, as well as archival space; and 4) we will work to increase the number of Qaujigiartiit campuses.

2) Initiating and leading

We agree that Qaujigiartiit will take a proactive approach to leading and initiating research projects that fall within these strategic focus and directions. This means that we need to be very selective about the opportunities that are presented to us, and to take initiative to create our own research opportunities that need to be pursued. We will search out new funds for Qaujigiartiit-initiated projects, with teams of Inuit and non-Inuit employees, who lead and model

decolonizing and decolonized research. We choose to retain a high degree of autonomy and authority to determine how best to use our organizational resources for the benefit of the health of Nunavummiut. We will provide more open access to Nunavut research findings.

3) Cultivating a new generation of researchers

Everyone at Qaujigiartiit will help to strategically invest in cultivating a love for and appreciation of research in young and budding researchers. We will take actions that support young people of all ages, from early childhood to young scholars, including supporting early childhood education and growth; increasing research programming and curriculum alignment in elementary schools; fostering high school students' research interests and curiosity; developing internship and education opportunities; granting certifications or accreditation; providing scholarships and developing endowment funds; offering a PhD program.

4) Informing and influencing a strengths-based research environment

We will work together to develop Qaujigiartiit into a holistic research centre that is widely recognized for a strengths-based approach. We will act as a catalyst for "flipping the script" to inform the world of Nunavut's strengths; we will increase the use of our website and related social media for informing and influencing the global research environment. We will inform and influence all levels of political spheres, while having an impact at the local level. Our work will instigate knowledge exchange in the circumpolar arena.

5) Generating diverse revenue

We will explore diversifying Qaujigiartiit's revenue streams to ensure our financial stability. We will be selective in pursuing diverse revenue opportunities to ensure they closely align with our existing strategic focus, strategic direction, and community health priorities. Still, we will continue to seek core funding for a financial anchor. Additionally, we will take wise advantage of appropriate financial supports that stabilize our cash flow and support our investments, including financial products and tools.

COMMUNITY HEALTH PRIORITIES

Health Priority 1: Mental health and wellbeing

- Cultural identity; cultural continuity; language support; rapid cultural change and assimilation; and victimization
- Addictions: drugs, alcohol, & gambling
- Emotional health: depression, self-esteem, peer pressure, jealousy, anger, inferiority, emotional support for family care-givers
- Support for front-line workers
- Healthy relationships: with family, partner, & community
- Suicide and suicide prevention
- Elder abuse
- Sexual abuse
- Spirituality
- Role models: people in communities who are thriving

Health Priority 2: Physical wellbeing

- Nutrition: country foods (and healthy preparation); store bought foods; reading food labels; nutrition education; portion and balance
- Healthy pregnancy; prenatal care; breastfeeding
- Dental health
- Obesity and diabetes
- Cancer
- Heart health
- Hand washing: germs, illnesses, & communicable diseases
- Lack of physical activity (and land activities)
- Housing and overcrowding
- Smoking and 2nd hand smoke (Environmental Tobacco Smoke ETS)
- Environmental health; pollution; contaminants; sewage treatment; climate change
- Food sanitation
- Early childhood development

Health Priority 3: Healthy family life

- Healthy relationships: family, partner, & community
- Elder Abuse
- Overcrowding
- Suicide
- Addictions: drugs, alcohol, & gambling
- Abuse: emotional, physical, child abuse
- Teenage pregnancy; 'Kids having kids'; lack of parenting skills; communication in families
- Care for the chronically ill and disabled; long term care for the elderly
- Adoption
- Financial management
- Self esteem
- Healthy role models

Health Priority 4: Traditional and spiritual values

- Inuit parenting skills
- Inuit medicine incorporated with contemporary/western medicine
- Inuit midwifery
- Need for Inuit health professionals
- Healthy pregnancy: it takes a community to support a pregnant woman
- Suicide and suicide prevention
- Healthy eating and country food preparation
- Supporting and promoting food sharing
- Language loss (in relation to identity)
- Lifestyle: traditional and modern, the feeling of being trapped between two worlds, particularly for young people
- Incorporating traditional knowledge into in-school curriculum

Health Priority 5: Positive contributions to community wellness

Support

- Support initiatives that encourage community members to teach each other
- Encouraging and supporting good role models

incorporates traditional knowledge.

Housing and Overcrowding

- Making positive contributions to community starts with living in a stable, affordable and safe home.

Education

- Early childhood education
- Public health education
- A Nunavut-based in-school curriculum that is relevant to northern students, meets the standards for schooling expected across Canada, and

Poverty and Homelessness

- Poverty is a public health issue and the community must work together to eliminate it
- Employment and livelihood