



INUIT TAPIRIIT KANATAMI



ITK STRATEGIC PLAN

2007 – 2009

October 15th, 2007



EXECUTIVE SUMMARY

This strategic plan is based on the outcomes of the ITK Management Team retreat held in June 2007. The agenda of the retreat was in large part shaped by the following three strategic drivers:

- ITK finds itself at a crossroads. Having successfully delivered its past core mandate, advocacy for Inuit rights, the organization needs to articulate a relevant meaningful renewed vision of its future. This requires a careful consideration of the increasingly complex Inuit governance landscape, particularly on the regional level, which has filled with numerous players providing valuable specialized services.
- The Arctic is currently enjoying unprecedented attention from the press and general public. Because of the dramatic environmental climate change in the north, ITK is faced with both an opportunity and an obligation to leverage this "media spotlight". It needs to help transform this attention to a substantial, meaningful, and measurable benefit to the Arctic and the people who inhabit it.
- The President of ITK as a visible national leader should be utilized as an Inuit role model, effective communicator and leader capable of garnering substantial support from both Inuit and other Canadians.

As a result of the team discussions about these strategic drivers, the Management Team retreat formulated the renewed strategic mandate or vision for ITK as:

"Founded on the strength of Inuit unity and culture, guided by the Inuit Action Plan, ITK represents Inuit on the national level to help achieve their hopes and priorities."

This mandate translates into four key strategic roles for the organization, which this document discusses in detail and further separates into more specific strategic directives (see page 5):

1. *ITK as Representative Organization;*
2. *ITK as Advocacy Organization;*
3. *ITK as Learning / Teaching Organization; and*
4. *ITK as Independent, Long-Term Inuit Voice on the National Scene*

While these strategic objectives represent a valid strategic direction for many years into the future, the organization is pursuing an ambitious goal of achieving them by the end of Mary Simon's presidential mandate in July 2009. Achieving these objectives may require ongoing organizational renewal, the structure of which is largely outside of the scope of this document. However, some core implementation concepts are noted both throughout the document and in the Action Plan section (page 8). The most significant operational change will result from the objective of continuing to shape ITK as an expert on Inuit knowledge and culture. This will affect how the organization communicates to its clients, how it funds itself, and most of all how it measures its success.

As a complement to this Strategic Plan another document, the Revenue Generation Plan, addresses on a tactical level many of the strategic objectives raised here.



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SITUATION ANALYSIS

Strategic Mandate:

Facing an increasingly complex political landscape, ITK will articulate its mandate and objectives in a renewed way, which will allow it to provide a unique, meaningful, and relevant contribution to the well being of Canadian Inuit. In general, the ITK Management Team expressed this in the following strategic direction:

"Founded on the strength of Inuit unity and culture, guided by the Inuit Action Plan, ITK represents Inuit on the national level to help achieve their hopes and priorities."

Key External Drivers

In large part the strategic future of ITK is shaped by external forces that ITK can influence only partially or cannot influence at all. These forces will be taken into account in order to position the organization in an effective way within its environment and provide the most meaningful contribution to Canadian Inuit. The external drivers are:

- Successful emergence of regional Inuit self governance in various forms;
- Land Claims organizations achieving full functional implementation;
- General progress in advancing Inuit interests to date, such as the formulation of the Inuit Action Plan and progress in Territorial cooperation;
- Unsure political priorities in the Government of Canada as it relates to Aboriginal issues and Inuit issues in specific;
- Significant and accelerating environmental changes in the Arctic impacting many aspects of traditional Inuit lifestyle;
- Increasing global attention paid to the Arctic, from a political, commercial, environmental, and strategic viewpoint.

The People of Inuit Nunaat

ITK's primary "clients" are the fifty-five thousand Inuit of Nunatsiavut, Nunavik, Nunavut, and Inuvialuit as well Inuit located in urban settings such as Ottawa, Montreal and Edmonton. In the Arctic Inuit occupy an area that includes more than one third of Canadian landmass and about one half of Canada's coastline. As such, Inuit continue to play a significant strategic, economic, and commercial role in the north. However, they are also faced with a number of issues that plague their daily lives, which can be summarized in the following areas:

- Health, both physical and mental well-being;
- Education, including accessibility and particular focus on children and young people;
- Preservation of language and culture;
- Changing environment and its impact on wildlife and traditional Inuit lifestyle;
- Community development, both economic in general and issues of housing in specific.

Other Stakeholders and Potential Players

- This strategic plan is subject to its approval by the ITK Board of Directors.
- ITK's clients, Canadian Inuit, are also represented by numerous regional, territorial, and special interest organizations.
- In the context of its strategic objectives, ITK may align itself or accept projects for a variety of other clients, such as the governments, cultural institutions, or corporations.



STRATEGIC OBJECTIVES

Based on the current situation analysis and the overall organizational mandate set by its Executive Team, the following list captures the key strategic objectives for the organization. There are four primary strategic roles for ITK:

1. *ITK as Representative Organization;*
2. *ITK as Advocacy Organization;*
3. *ITK as Learning / Teaching Organization; and*
4. *ITK as Independent, Long-Term Player in Inuit Issues*

These are not necessarily exclusive or distinct. Instead they work in harmony to achieve the organization's strategic mandate. In addition they help to focus ITK's implementation plans, the main four strategic roles split into specifically articulated secondary objectives:

OBJECTIVE #1: ITK AS REPRESENTATIVE ORGANIZATION:

“We Represent Inuit Positions on Key Issues of National Importance”

1.1 Support Inuit organizations at the national and regional level operating with a high level of cooperation and coherence.

ITK needs to offer the Canadian and Inuit publics with shared/coordinated positions to the maximum extent possible. ITK is uniquely positioned to facilitate efficiency for national projects through "economies of scale". It can also help share "best practices" among the regions and communities as part of the Inuit Knowledge Centre (See also Objective #3). ITK will encourage exchanges of staff for fixed periods of time between ITK and Regional Inuit organizations to stimulate ongoing and improved perspectives and for the development of staff.

1.2 Ensure that Inuit participate constructively in public awareness and debate (“express Inuit positions”) in regards to key areas of national importance.

Give priority to the following areas:

- 1.2.1 Climate change and other broad environmental issues having national/international impact;
- 1.2.2 National social policy, particularly in relation to health, housing, education, and relief of poverty and disadvantage;
- 1.2.3 Domestic and foreign policy making for the Arctic region, particularly in relation to economic development, sovereignty and security;
- 1.2.4 Aboriginal rights and aboriginal policy making at the national level;
- 1.2.5 Human rights issues at every level.

1.3 Develop a stronger ITK presence in Inuit Regions and Communities

To facilitate the representative role of ITK, an effective direct feedback process between Inuit and ITK should be encouraged. This is best achieved by re-enforcing ITK's recognition among Inuit through a consistent north-bound communication plan.

1.4 In all circumstances, make special effort to speak up for the needs and interests of youth and children.

ITK's general focus on Inuit well-being includes issues specific to the children and youth by default. However, where possible, emphasis on young Inuit should be made. This objective calls



for a close partnership with the NIYC. Frequent communication with the NIYC and mutual alignment of tactical objectives will be needed.

OBJECTIVE #2: ITK AS ADVOCACY ORGANIZATION:

“We Seek Concrete Progress on an Inuit Political Agenda at the National Level”

2.1 Push for concrete progress in the following areas:

- 2.1.1 Aggressive national policy to confront climate change. This needs to be done with adequate involvement/protections for Inuit communities. Aim to get Canada working within, not outside, international agreements and expectations.
- 2.1.2 Federal Government/Inuit partnership approach to Arctic policy making, both domestic and foreign.
- 2.1.3 Department by Department work-plans built around the Inuit Action Plan
- 2.1.4 Work to establish Federal targets and investments to address aboriginal poverty.
- 2.1.5 As directed by the ITK Board push for improved federal land claims implementation policy and execution.
- 2.1.6 Work toward an acceptable federal government position on Inuit eligibility for federal government policies and programs beyond land claims agreement obligations.
- 2.1.7 Work toward an acceptable Inuit role in intergovernmental mechanisms (FPT and FPTA).
- 2.1.8 Advocate for Inuit Human Rights and Sovereignty.

2.2 In all circumstances, make special efforts to advocate on behalf of the needs and interests of Inuit youth and children.

OBJECTIVE #3: ITK AS LEARNING / TEACHING ORGANIZATION:

“We Seek Knowledge as a Means of Empowering Inuit, Collectively and Individually, and to Serve our Representative and Advocacy Objectives”

3.1 Empower ITK to be the foremost Centre for Inuit Knowledge in Canada.

Make this knowledge available to

- Inuit;
- Academic institutions;
- Governments and NGO;
- Mainstream Canadians;
- Organizations and Corporations.

This objective represents the driving concept for the development of an "Inuit Knowledge Centre of Canada". The Knowledge Centre will serve as a focal point, a center of excellence for Inuit research, and a trusted source of fact-based leadership to Canadian and global Inuit. The Knowledge Centre will also form the basis of the value proposition to potential future clients that ITK will seek out in order to achieve its financial autonomy. Further tactical planning for the Knowledge Centre is included in another document, the Revenue Generation Plan.

3.2 Enter into multi-year strategic/resource sharing/cost-splitting/educational program agreement with one or more university or similar institution of higher learning.

Partnership with a suitable academic institution will ensure that ITK's limited resources are focused on delivering its key objective, playing the role of a focal point of Inuit learning, rather



than repeating existing research or concentrating on the development of an academic infrastructure that already exists elsewhere.

3.3 Move towards obtaining specific information and data that is reflective of the advocacy and representational priorities.

This represents another way to hone the focus of the Knowledge Centre. The effort spent on gathering and archiving information should be in direct harmony with the strategic objectives of the organization.

3.4 Work to preserve and enhance Inuit Language and Culture

In addition to the physical repository of Inuit Culture described above, ITK must take a key national role in preserving spoken Inuit languages, traditions, and ways of life. ITK will explore the development of an Inuit Language and Culture Institute located in the Arctic

OBJECTIVE #4: ITK AS INDEPENDENT, LONG TERM INUIT VOICE ON THE NATIONAL SCENE

“We Seek to Equip ITK with an Expanding, Reliable, Diversified Funding Base”

4.1 Move towards obtaining 40% of annual funding from non-federal government sources.

This is an ambitious objective that constitutes independent generation of approximately \$2.5 million annually by mid-2009. The Revenue Generation Plan, which is published under separate cover, elaborates on an action plan to deliver this objective. In summary, the Revenue Generation Plan relies on a targeted marketing approach, which will address four market segments with a value proposition formulated to provide specific benefits to each of them. Two core functionalities of ITK will enable these unique value propositions, the value inherent in the Inuit Knowledge Center, and ITK’s ability to provide economies of scale on a national level.

4.2 Reduce program demands/commitments attached to federal funding support.

All aboriginal organizations including Inuit organizations are experiencing increasing difficulty in accessing federal program/project dollars. This situation is not likely to improve at least in the foreseeable future. Consistent with increasing our financial independence from Governments ITK will pursue more advocacy work going forward.



KEY ASPECTS OF IMPLEMENTATION – ACTION PLAN

Operationalization of the concepts and objectives outlined in this strategic plan is a separate exercise that will require a considerable effort from all staff. An operational plan should be drafted to bring these strategic concepts to the tactical level. The following inventory may assist with this exercise:

"Socialization" with external and internal stakeholders

- The Board of Directors is the primary ITK stakeholder.
- Some Inuit groups (NIYC in particular due to the strategic focus on Inuit children and youth) will be valuable partners in delivering ITK's strategic objectives.
- Management Team buy-in is essential.
- Employees need to be brought up to speed on the renewed strategic objectives.

Maintain focus on strategic role as "national voice of Inuit"

- A Communication Plan needs to articulate this role to Inuit and Canadians consistently.
- Some finer aspects of renewed ITK branding need to be formulated:
 - Tagline
 - Consistency across all communications
- See also the Revenue Generation Plan for other tactical guidelines.

HR Plan

- Update organizational structure to reflect the renewed mandate.
- See also the Revenue Generation Plan:
 - Establish a Marketing Department;
 - Establish a Program Management Office;
 - Establish dedicated research and consulting resources.

Financial Plan and Sustainable Transition Plan

- Realistic rollout schedule needs to be produced:
 - Speed of launch depends on resources;
 - Proceed in transition stages.
- Cash flow plan (see also the Revenue Generation Plan)

Track Progress and Results

- Build a Strategic Dashboard.
- Established a regular reporting functionality.