



**Pitquhirnikkut Ilihautiniq
Kitikmeot Heritage Society
Strategic Plan 2019-2024**



“It is so important to translate and transcribe the drum dance songs and stories of Inuinait, by doing this we are able to wake up the words that have not been used in decades, discover who and where our ancestors lived and their traveling areas. Such a wonderful experience to be able to revive the old songs.”

-Emily Kudlak, Inuinnaqtun Uqauhiliqiyi



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Executive Summary

Pitquhirnikkut Ilihautiniq—also known as the Kitikmeot Heritage Society—is a leader for culture and heritage in Nunavut. We are guided by an Inuinnaq Executive Director and Board, and are among the territory’s longest established heritage organizations. With over 20 years experience in cultural research and program delivery, we have earned the support and trust of our community, and built solid partnerships and recognition at national and international levels.

We use our professional standing to address projects of critical importance to the revival of Inuit culture, language and history. We focus on the critical needs of Inuinnaq—a distinct regional group of Inuit living in the Central Canadian Arctic. The Inuinnaqtun language—the foundation of Inuinnaq culture—has less than six hundred fluent speakers remaining. By most estimates, it is a language that will be extinct in less than two generations. The disappearance of Inuinnaqtun precipitates the loss of culturally unique knowledge, relationships and engagements with the world.

Over the next five years, our organization will seek to reverse the trend of Inuinnaqtun language and knowledge loss. As part of this mission, we have begun our transition into a new Inuinnaqtun name for our organization. Pitquhirnikkut Ilihautiniq means ‘learning through culture’ in the Inuinnaqtun language; a title that we feel more accurately expresses our new direction than the Kitikmeot heritage focus that has defined us over the last two decades. To acknowledge both our organization’s extensive history and promising future, we use a combination of both names Pitquhirnikkut Ilihautiniq/Kitikmeot Heritage Society, or PI/KHS, throughout the remainder of this strategic plan. Under this new title and identity, we intend to establish strong human and digital networks that bring together Inuinnaq communities and create innovative solutions to overcoming geographical, political and economic barriers to knowledge exchange and revitalization. We will foster a unified Inuinnaq voice that speaks to the issues and priorities of our respective communities, and calls for initiatives of change. Most importantly, we will harness the expertise of remaining



Elders and Inuinnaqtun speakers and direct their valuable knowledge towards the renewal of our culture.

The Pitquhirnikkut Ilihautiniq/Kitikmeot Heritage Society has set in place key projects and strategies that will guide our organization over the next five years. We are preparing to launch Uqarluta Inuinnaqtun, an extensive language program designed to develop and coordinate language revitalization initiatives (www.inuinnaqtun.ca). We are piloting the Inuinnaik Knowledge Bank, a community-owned digital knowledge repository that allows Inuinnaik to consolidate, manage, and license their knowledge for future generations. We are launching a five year, land-based archaeology program intended to enhance understandings of the Inuinnaik past by partnering academic research and traditional expertise. To ensure the feasibility and sustainability of these projects, the Kitikmeot Heritage Society has launched Pitquhikhainik Ilihainiq Inc., a social enterprise dedicated to the creation of indigenous-driven businesses.

In laying out an ambitious five year strategic plan, we recognize the challenges that face us as an organization. They are primarily financial in nature, with the total cost of our new strategic initiatives amounting to \$1,450,000. To accomplish our goals, we will additionally need to hire and train new staff, build Inuinnaqtun networks across communities and territorial borders, and stay aware and ahead of the newest developments in digital technology. We have accordingly mapped out a plan for building a strong and sustainable future for our organization by diversifying our revenue base, developing a for-profit wing of our organization, and building our potential and resources for philanthropy.

The Inuinnaik Homeland
Source: Bata Shoe Museum
(modified by PI/KHS)



A Message From Our Executive Director



Quana for taking the time and interest to read this Strategic Plan for 2019-2024. You may notice that we have put much effort into updating our mission, vision and priorities to reflect the Inuinnaït voice. We see our new role as promoting collaboration and partnership between the communities of Ulukhaktok, Gjoa Haven, Kugluktuk and Cambridge Bay, in order to revitalize and renew intrinsic parts of our common Inuinnaït identity. Using the vision and guidance of our Elders, the Pitquhirnikkut Ilihautiniq/Kitikmeot Heritage Society is focused on teaching and disseminating Inuinnaït knowledge; knowledge that continues to evolve and adapt since time immemorial.

Many of the changes implemented in the new strategic plan focus on the documentation and transmission of the Inuinnaqtun language. We were 2017 Arctic Inspiration Prize finalists for our Inuinnaït Ingilraatuqanit Ayuiqharvik cultural school, and our Uqarluta Inuinnaqtun program is nominated for this year's \$1 million prize. With 2019 being named the International Year of Indigenous Language, this is a crucial time for such research. There continue to be many obstacles that prevent the learning of language and sharing of knowledge between generations, but the survival of our people and culture requires that this is accomplished. Our new strategic plan seeks to use all the tools and partnerships at our disposal to strengthen Inuinnaït governance, capacity and knowledge accessibility.

We hope that you take the time to take a look at our website (www.kitikmeotheritage.ca) and follow along on our Facebook page for further updates (www.facebook.com/PitquhirnikkutIlihautiniq.KitikmeotHeritage). All of this work would not be successful without the efforts of those who believe in the work we are doing and continue to do over time. I'd like to share my sincere appreciation for all those organizations involved in funding our programs and individuals who work behind the scenes towards the success of the Pitquhirnikkut Ilihautiniq/Kitikmeot Heritage Society.

Warm regards,

A handwritten signature in black ink, which appears to read 'Pam Gross'.

Pamela Hakongak Gross



OUR VISION: To concentrate and connect the resources, expertise and technology critical to Inuinnaït cultural and linguistic survival.

OUR MISSION: To preserve and renew Inuinnaït knowledge, language and culture for the benefit of all Inuit.

Inuinnaït Focused Research

The concept of Inuinnaït research is central to our work. As pioneered by our organization, Inuinnaït research consists of projects initiated and led by Inuinnaït governed institutions, for the purpose of documenting and sharing knowledge to support and maintain Inuinnaït defined priorities. Control over resulting data, its storage, organization and dissemination remains under Inuinnaït governance, with its core purpose being the preservation and transmission of valuable Inuinnaït knowledge through generations and time.

Our Values

- **Inuinnaqtun Immersion**

We commit to playing a leadership role in Inuinnaqtun revitalization. To accomplish this, we provide an immersive Inuinnaqtun environment in our facility through the Elders in Residence program and the building of Inuinnaqtun capacity in all of our staff.

- **Inuinnaït Governance**

We advance the level of Inuinnaït governance in research through our Inuinnaït board of directors, staff and Executive Director. Inuinnaït consultation is the basis for our mandate to lead cultural and linguistic renewal.

- **Flexibility and Innovation**

We are always learning, changing and adapting to best achieve our mission. We embrace new technology and ideas, as well as change and adapt them for Inuinnaït use.

- **Collaboration**

We increase our expertise and impact through partnership networks with community and Inuit organizations, government, Inuinnaït experts, academic researchers, and all parties interested in preserving and renewing Inuinnaït culture

- **Community Wellbeing**

We are committed to the preservation and mobilization of Inuinnaït knowledge with the goal of supporting traditional methods of cultural renewal that contribute to community wellness.

Our team

Board of Directors

EMILY ANGULALIK, **Honorary Chair**
DAVID AMAGAIK
ANNIE ATIGHIOYAK
MARY AVALAK
KIM CROCKATT, **Treasurer**
MABEL ETEGIK
EVA KAKOLAK
MARY KAOTALOK
SUSIE MANIYOGINA
BESSIE OMILGOETOK, **President**

Staff

Executive Director, Pamela Gross
Senior Researcher, Darren Keith
Financial Accountant, Elayne Merritt
Philanthropy and Communications Manager,
Lyndsey Friesen
Librarian, Pamela Langan
Librarian, Maria Raillard
Elder in Residence, Mary Avalak
Elder in Residence, Mabel Etegiak
Elder in Residence, Annie Atighioyak
Cultural Assistant, Peter Evetalek

Research Associates

Dr. Brendan Griebel
Dr. Max Friesen

Community Partners

Emily Niakoaluk Kudlak
Topsy Aliknak Otoayuk Banksland
Rosemarie Avrana Meyok
Helena Bolt
Gwen Aittauq Angulalik
Shelley Tulloch
Amber Milukatak Adjun
Connie Hatogina Kapolak
Kendra Ohoveluk Kudlak
Mary Kudlak
Janet Tamalik McGrath
Devon Albert Notaina
Haugaaq Julia Ogina
Kobe Hitkoklok Aknavigak
Cambridge Bay Elders Committee

Institutional Partners

Geomatics and Cartographic Research Centre
Carleton University
Nunavut Department of Culture and Heritage
Inuit Heritage Trust
National Museum of Denmark
Canadian High Arctic Research Station
Université de Québec à Montréal
University of Winnipeg
University of Toronto
Smithsonian Institute
Archives Council of Nunavut



Our History:

22 Years of Learning through Culture

The Pitquhirnikkut Ilihautiniq/Kitikmeot Heritage Society (PI/KHS) is among the longest standing heritage organizations in Nunavut, having operated a registered charity and non-profit organization since 1996. We began as a grassroots and Elder-directed initiative to create more relevant heritage resources for the community of Cambridge Bay. Originally part of Cambridge Bay's library, we expanded understandings of literacy to include cultural and experiential components through oral history documentation, land camps, and the development of Inuinnaqtun language resources. As our capacity built, we started projects with other communities to fulfill the regional scope of our mandate. In 1999, the PI/KHS' headquarters and collections were destroyed when a fire engulfed the high school in which the library was located. Over the next three years, we laid plans, garnered community support, and fundraised close to 2 million dollars for the construction of new offices, a heritage centre and community library as part of the new high school's infrastructure.

The resulting space came to be known as the May Hakongak Library and Cultural Centre, and is independently run through the passionate efforts of our members and staff. As a non-profit organization, we receive no core funding, and each year raise approximately \$800,000 to support an active research agenda, the community's library, and a host of ongoing community services and educational programs.

The May Hakongak Library and Cultural Centre is widely recognized for its integration of cultural, social, and academic learning. Activities prioritize cultural programming and capacity building, and include initiatives such as museum exhibit design, cultural knowledge documentation and transmission, and digital learning. Projects range from community-oriented research and cultural revitalization programs to initiatives that manage knowledge and create capacity at a territorial scale.





Our Impact:

The 2014-17 Strategic Plan in Review

The Pitquhirnikkut Ilihautiniq/Kitikmeot Heritage Society drafted its last strategic plan in 2014. This three-year plan (2014-17) was created during a period of transition, both internally at the organization, and within the financial and political environment of Nunavut. We capitalized on this climate of change to grow as an Inuinait research organization, building the local capacity and relevance of our work, while also positioning ourselves more strongly on the global stage. We have not only met the three strategic priorities outlined in our 2014-17 plan, but also exceeded them through an extensive roster of research and programming, several highlights of which are detailed on the following page.

1) Expanding Research and Knowledge Sharing

Our work has strived to increase the quantity and quality of research programs and partnerships, while ensuring community engagement and the prioritization of Inuit participation, partners and priority setters. We have developed strong partnerships and networks at multiple levels of government, universities, museums and research institutions around the world. We have successfully documented and shared Inuinait knowledge through more than sixty programs since 2014.

2) Diversifying Funding Sources and Building Capacity

We have identified new and more sustainable funding sources, particularly through the development of collaborative research relationships with academic institutions. We have trained a new generation of Inuit culture and museum workers, including an Inuinnaq Director for our organization

3) Linking Research and Educational Activities to Community Wellbeing

We have consciously linked our cultural programming to issues of community wellness both through the creation of local employment opportunities and outlining stronger causal connections between cultural literacy, language and community health. This has been accomplished through the creation of multiple socially-oriented research programs.

The Fifth Thule Atlas: Since 2015, we have been developing a cybercartographic platform designed to make Inuit knowledge collected by the Danish Fifth Thule Expedition (1921-24) accessible to Inuit populations. This large-scale program has resulted in multiple visits to Denmark to assess historical collections and archives, academic publications and public resources, and the development of strong partnerships with Carleton University, the Danish National Museum of Antiquity and the Canadian Internet Registration Authority. Access this project at: www.thuleatlas.org.

Inuinnaït Cultural School: The Inuinnaït ingilraatuqanit ayuiqharvik Inuinnaït Cultural School uses land-based settings and expertise from all three Inuinnaït communities to educate emerging Inuinnaït leaders. In 2018, the school was shortlisted as Arctic Inspiration Prize finalist (www.arcticinspirationprize.ca/finalists/2017finalists.php).

The Inuinnaït Knowledge Centre: Since 2015, we have continued to refine our plans for the creation of a designated Inuinnaït Knowledge Centre. This centre will be a Cambridge Bay hub for multiple human and digital networks designed to document, revive and mobilize Inuinnaït culture and language. We have received seed funding and are assessing a capital campaign.

Social Enterprise: In 2018, PI/KHS incorporated Pitquhikhainik Ilihainiq Inc. as a social enterprise wing of its organization. This company is designed to develop indigenous-led products that support traditional indigenous economies and employment, with 75% of its annual revenue being re-invested in cultural programming. The corporation's first venture is an Inuit branded coffee called Kaapittiaq that direct sources its beans from indigenous farmers in northern Peru.

Nunavut Training and Capacity Building: We have begun to escalate our role in training Nunavummiut. We source federal and research training funds to share the organization's experience in heritage management, land-based programming, and Elder involvement. In 2016, we developed and facilitated a travelling workshop to address other Nunavut heritage centre's knowledge gaps in grant writing, governance and program development. More informal mentorship and employment training programs take place on a daily basis within the organization.



Our Strategic Priorities

The Pitquhirnikkut Ilihautiniq/Kitikmeot Heritage Society's has created a new set of strategic priorities for the five year period of 2019-24. These priorities result from our decision to lead a transformational response to concerns over Inuinnaqtun language and culture survival. They will be realized through the bridging of long-term initiatives and partnerships with a new focus on the cultural, linguistic and social wellbeing of Inuinnaqtun.

1



INUINNAQTUN LANGUAGE SURVIVAL

We will lead a coordinated and transformational effort to reverse the loss of Inuinnaqtun in our communities.

KNOWLEDGE RENEWAL AND TRANSFER

We will provide daily opportunities for community members to consult Elders on traditional knowledge, and to be mentored in traditional skills.



2

3

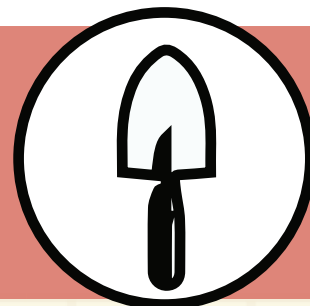


DIGITAL STRATEGIES

We will develop new new digital tools to facilitate Inuinnaqtun access, ownership and usability of our traditional knowledge.

INUINNAIT ARCHAEOLOGY

We will combine oral history and archaeological research to build a better understanding of the Inuinnaqtun past.



4

INUINNAQTUN LANGUAGE SURVIVAL



2019 | INTERNATIONAL YEAR OF
Indigenous Languages

INUINNAQTUN LANGUAGE SURVIVAL

To be fluent in Inuinnaqtun is to fully take part in a worldview deeply rooted in the Arctic environment and the experience of countless Inuinnaït generations. The Pitquhirnikkut Ilihautiniq/Kitikmeot Heritage Society will lead a coordinated and transformational effort to reverse the loss of Inuinnaqtun in our communities. We will partner with Elders, language specialists, competent speakers, and academic linguists to create multiple, parallel programs to document the language, mentor the next generation of competent speakers, and develop digital tools for knowledge sharing.

Targeted Outcomes

- Comprehensive documentation of the Inuinnaqtun language.
- Developing an online Inuinnaqtun language resource.
- Building a pool of competent speakers guided towards full fluency, paving the way for future immersion.
- Fostering a new generation of Inuinnaït who grow up with Inuinnaqtun as a first language.

Uqarluta Inuinnaqtun

We have initiated a collaboration of language specialists from the Inuinnaït communities of Cambridge Bay, Kugluktuk, Ulukhaktok and Gjoa Haven to develop and coordinate language revitalization initiatives such as immersion programming, home language nests, mentor/apprentice programs, and language documentation. Learn more at www.inuinnaqtun.ca.





Language Terminology Recording and Workshops

We will work with Elders and competent speakers to document Inuinnaqtun terminology in various subject areas. Language workshops will occur on an annual basis to review progress and advance the project. The workshops will alternate communities, with results entered into the Inuinnaqtun Language Atlas.

Inuinnaqtun Language Atlas

We will develop an Inuinnaqtun Language Atlas to provide a shared platform across Inuinnaqtun communities for the collaboration of language specialists in documenting the language. This multimedia atlas will include audio pronunciations, video interviews, and other video, photos or illustrations that clarify the meaning of specific terminology.



Population of Inuinnaqtun Mother Tongue Speakers

Cambridge
Bay

220

Kugluktuk

240

Ulukhaktok

135

Gjoa
Haven

5

Source: Statistics Canada Census Profile (2016)
Gjoa Haven statistics represent a minority Inuinnaqtun language population.

KNOWLEDGE RENEWAL AND TRANSFER



KNOWLEDGE RENEWAL AND TRANSFER

The Pitquhirnikkut Ilihautiniq/Kitikmeot Heritage Society has a twenty-year history of designing and delivering oral history and traditional knowledge projects, land camps, and technology revitalization projects involving Elders and youth. This leadership and programming has become more crucial as the last generation of Elders who grew up on the land continues to decline in numbers. We will continue to build strong social and knowledge relationships between generations of Inuinnaqtun through Elders in Residence and traditional technology workshops.

Targeted Outcomes

- Consistent input of Elders into the daily programming and operations of our organization.
- An Inuinnaqtun speaking environment.
- Transmission of traditional knowledge between generations.
- Documentation of Inuinnaqtun vocabulary surrounding technology, construction techniques, materials and the use of technologies.

Elders in Residence

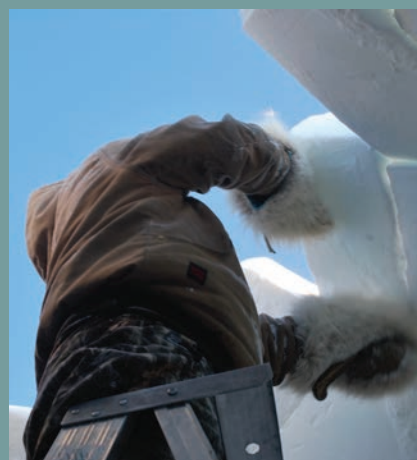
Elders in Residence is our longest standing and most successful initiative. A rotating team of Elders works daily at the May Hakongak Cultural Centre to engage in culture and language programming, provide an Inuinnaqtun speaking environment, and mentor local youth in traditional technologies, skills and stories.





Traditional Technology Workshops

We regularly organize traditional technology projects involving Inuinnaït Elders, knowledge holders, and youth. These projects have been held in multiple environments including workshops, schools, community centres, and land camps. The projects encourage Elders and knowledge holders to practice, remember and recreate traditional tools and technologies. The transmission of techniques is documented through interviews and recordings of vocabulary and language for future generations.



DIGITAL STRATEGIES



DIGITAL STRATEGIES

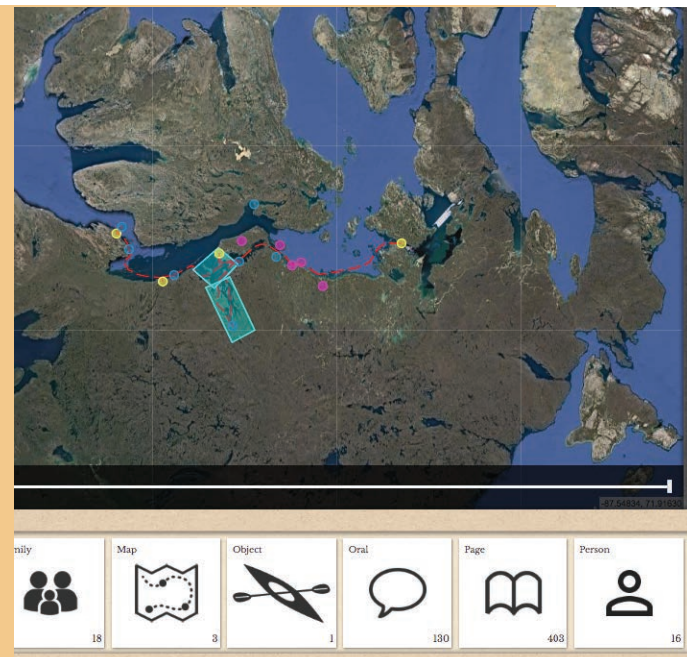
The Pitquhirnikkut Ilihautiniq/Kitikmeot Heritage Society has been developing digital applications for the preservation and transmission of Inuinnaït knowledge for over a decade. Our initiatives are concerned with making the knowledge recorded during Inuinnaït research projects available, and digitally returning the Inuinnaït knowledge stored in institutional collections around the world. Through our experience in developing knowledge Atlases such as the Inuit Place Names Atlas and the Fifth Thule Expedition Atlas we have developed an approach to digital knowledge preservation and sharing that we refer to as the Inuinnaït Knowledge Bank. We are working towards an integrated knowledge management system that will soon be adding Ethnographic Collections, Archaeology and Language modules.

Targeted Outcomes

- The digital return of Inuit knowledge collected by the Fifth Thule Expedition to the Inuit of Nunavut.
- Developing capacity and technology to digitally return Inuit heritage from national and international institutions.
- Creating a collaborative initiative to return Inuinnaït cultural heritage and to Inuinnaït source communities.
- Documenting Inuinnaït knowledge and language surrounding museum collection objects.
- Using digital technologies to inspire traditional technology projects and promote the maintenance of traditional techniques and materials.
- Creating an online resource to provide archaeological and Elder information to all Inuinnaït.

Fifth Thule Expedition Atlas

The Fifth Thule Atlas is a cybercartographic platform designed to make Inuit knowledge collected by the Danish Fifth Thule Expedition (1921-24) accessible to Inuit populations. This large-scale program has resulted in multiple visits to Denmark to assess historical collections and archives, academic publications and public resources, and the development of national and international partnerships with Carleton University, the Danish National Museum and the Canadian Internet Registration Authority. This project continues to develop and can be accessed at: www.thuleatlas.org



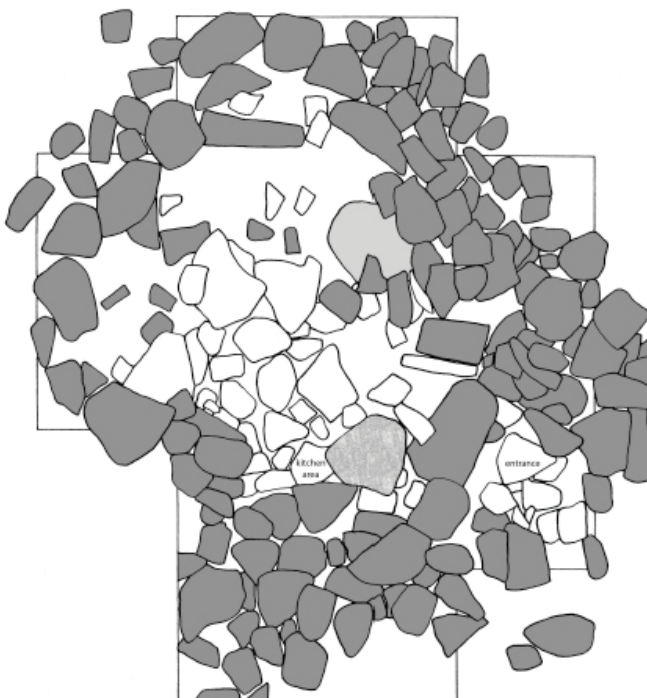


The Ethnographic Collection Atlas

In collaboration of the National Museum of Denmark, we will digitally returning the ethnographic collections of the Fifth Thule Expedition (1921-1924) to their source communities in Nunavut. The project will create an Ethnographic Collections Atlas that pairs high-resolution photographs of Inuit cultural materials and technology with Elder documentation about their making, terminology and use. This Atlas will be accessible to all those seeking to learn from and revitalize Inuit technology.

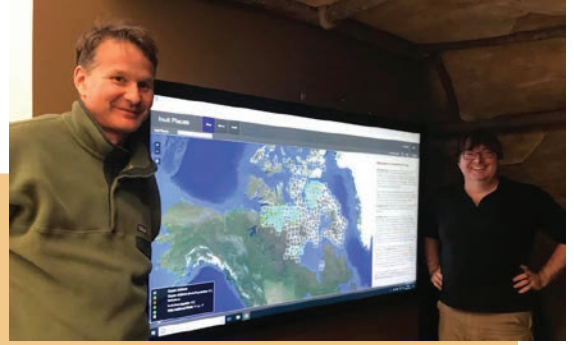
The Inuinnaït Archaeology Atlas

The Inuinnaït Archaeology Atlas will map all known archaeological sites in the Inuinnaït area down to the feature level. All relevant information will be associated with these sites and features including scanned reports and maps, audio and video interviews, photographs, and remote sensing data. Due to the potential vulnerability of archaeological sites to disturbance, access to this Atlas will be determined during the project.

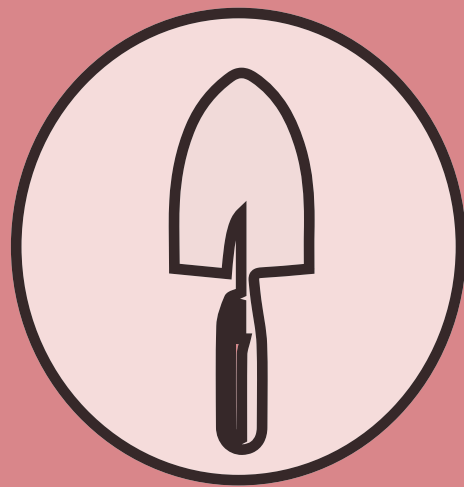


Inuinait Knowledge Bank

The Inuinait Knowledge Bank is a response to our past and ongoing success in developing online digital knowledge applications such as the Inuit Places Atlas, Kitikmeot Place Names Atlas and the Fifth Thule Expedition Atlas. As the number of discrete Atlases continues to grow, we are seeking a more integrated approach to bridging digital technologies and applications that collect, preserve and deliver Inuinait knowledge. This has resulted in the creation of the Inuinait Knowledge Bank, a centralized repository that allows seamless navigation and access to the full range of digitized Inuinait knowledge.



INUINNAIT ARCHAEOLOGY



INUINNAIT ARCHAEOLOGY

Archaeology is an important tool to help Inuinnaït understand our history. To accomplish this, it has to involve close collaboration between academic researchers, our Elders, and traditional knowledge holders. The Pitquhirnikkut Ilihautiniq/Kitikmeot Heritage Society will lead the practice of archaeology conducted through an Inuinnaït research agenda. We have an extensive track record of Inuinnaït Archaeology projects, and will continue to collaborate with our long-term partner Dr. Max Friesen of the University of Toronto for a five-year project that involves Archaeology, Elders and Youth.

Inuinnaït Ingilraatuqanit Ayuiqharvik

In 2018 our team piloted the first year of Inuinnaït Ingilraatuqanit Ayuiqharvik, an Inuinnaït Cultural School associated with a multi-year archaeological field project in the Kiluhiqtuq (Bathurst Inlet) area. The school increases students' knowledge and pride in our history and culture, and develops their Inuinnaqtun language, traditional knowledge and archaeological field research skills. The course material developed for the cultural school will be delivered over multiple years in a field-based classroom and will be made available to other communities in Nunavut, the Northwest Territories, and beyond.

Targeted Outcomes

- An increase in the understanding of Inuinnaït history in the Bathurst Inlet area, including the very earliest occupations of that area.
- The filling of gaps in the time-line of human occupation of the Arctic.
- Elders participation will ensure the interpretation of archaeological findings is a collaboration between archaeological and Inuinnaït knowledge.
- Opportunities for language documentation, traditional technology projects, knowledge transmission, and youth training.



Inuinnaït Cultural School

In January 2018 PI/KHS was a Finalist for the Arctic Inspiration Prize for its *Inuinnaït ingilraatuqanit ayuiqharvik*-Inuinnaït Cultural School project. The project seeks to develop a cultural school for the Bathurst Inlet Oral History and Archaeology Project, including formal curricula on Inuinnaqtun language, history, geography, traditional technology and Inuinnaït archaeology.



“The collaboration between the Kitikmeot Heritage Society and the University of Toronto has led not only to major discoveries that help to re-write the history of Nunavut, but also to important advances in best practices for linking Elders and Youth in heritage research.”

-Dr. Max Friesen

The Iqaluktuuq Archaeology Program

Between 1999 and 2010, the Kitikmeot Heritage Society partnered with the University of Toronto on an extensive archaeological program in the Iqaluktuuq area of Victoria Island. This archaeological program re-defined the standards for community archaeology in Nunavut, and the known cultural history of Canada's Central Arctic. Run as an annual summer land camp by archaeologist Dr. Max Friesen, the program brought together Cambridge Bay youth, Elders, and archaeological grad students to both teach and learn about the area's history. Elders were intimately involved in the work through providing their interpretation of sites and artifacts, as well as recording their oral traditions about Inuinnaït life in the area. Youth were involved as field assistants and benefited from being exposed to camp life and hearing their Elders' knowledge. Over the course of ten years of fieldwork, the project trained a significant portion of Nunavut's new generation of archaeologists and Inuit cultural researchers.

Building a Strong and Sustainable Future

The Pitquhirnikkut Ilihautiniq/Kitikmeot Heritage Society has successfully delivered its mission and mandate for over twenty-two years. As we continue to expand, we are committed to ensuring that we have the reliable financial foundation required to meet our goals and deliver core activities and programming. This will occur through the combined support of government, philanthropy, corporate partnerships, and our own social enterprise. To further ensure our sustainability as an organization, we are also committing to developing and implementing a plan for staff recruitment, retention, succession, and training.



Staff Language Training

Our commitment to Inuinnaqtun language survival encourages us to provide an Inuinnaqtun environment at our Cambridge Bay facility. In addition to the Elders in Residence program, we will provide employee language training to maximize our staff's understanding of Inuinnaqtun, and its use in programming and business communications. The newly issued Inuit Language Protection Act further makes us more committed to finding the funding and resources to train our employees.

Philanthropy

In 2018, we began to build our capacity in the business of philanthropy and corporate partnerships through staff training with a senior consultant in the field. Through this initiative, we have developed our strategic plan, and created a case for investment. We recognize the strong donor appeal of initiatives surrounding climate change and the survival of Arctic culture and language. We are also fully aware that serious engagement in this sector requires dedicated human resources to identify, recognize and steward future donors.



Human Resource Capacity

We have always operated with a small, but dedicated and passionate staff. We recognize that the scale of our new strategic plan exceeds our current capacity. Between 2019 and 2021, the organization will prioritize the hiring and training of three new staff members in key areas of: grants and communications, philanthropy, culture and language programming, and digital archiving and management.

We will also implement succession planning measures to ensure that the knowledge and experience of our long-term staff remains with the organization.



Pitquhikhainik Ilihainiq Inc.

In 2018, we incorporated Pitquhikhainik Ilihainiq Inc. as a social enterprise wing of our organization. This company is designed to develop indigenous-led products and support traditional indigenous economies and employment. The company also creates additional revenue to support our cultural initiatives. The corporation's first venture is Kaapittiaq, an Inuit branded coffee that direct sources its beans from indigenous farmers in northern Peru. Learn more about Kaapittiaq at www.kaapittiaq.ca.

The Inuinnaït Knowledge Centre

We are laying the foundation to develop a new centre dedicated to the documentation, revitalization and mobilization of Inuinnaït knowledge. This centre will forefront Inuinnaït identity and will include facilities, digital resources and human networks specifically designed to provide Inuinnaït with the resources and common focus to ensure the survival of their unique culture, heritage and language. At this early stage, the new facility has received seed funding through a territorial IIBA, and an initial concept paper has been produced. We are following a five year plan to build capacity and assess the organization's readiness for a capital campaign.



Resourcing the Plan

To ensure the success of our new strategic plan, Pitquhirnikkut Ilihautiniq/Kitikmeot Heritage Society has created an inventory of resources and expenses required to meet this goal:

1. Human Resources

The PI/KHS is currently staffed by three full-time members. Over the course of the next five years, three new positions will be phased in to the organization. Increasing staff numbers is necessary to meet the organization's workload and goals.

- **Philanthropy & Communications**

A position dedicated to procuring funding through grants, contributions and philanthropy will ensure organizational sustainability and alleviate the workload of current staff who are dedicated to research, programming, and project management.

- **Digital Archives Management**

A position to assist the organization in managing, updating and mobilizing the digital content associated with new digital strategies. It will ensure that knowledge is collected, documented, stored, and shared.

- **Cultural Research & Accounting**

This diverse position is part of our organization's succession plan, and can be assumed by either a single individual or offered as two part-time positions. The goal of this position is to increase organizational capacity to self manage finances and deliver cultural programs.



2. Operational Expenses

Insurance, banking charges, membership dues, office expenses, small office equipment, telecommunications, courses, and maintenance amounted to \$46,200 in the 2017-18 year and we do not anticipate a dramatic increase over the next five-years, save for the area of telecommunications costs associated with the operation of the Inuinnaït Knowledge Bank and increased Internet usage.

3. Capital Costs

While the Government of Nunavut is responsible for maintenance and repairs to the infrastructure of the May Hakongak Centre, the PI/KHS is responsible for repairs to its internal facilities and spends roughly \$12,500 a year. We anticipate increased IT needs for a changing digital landscape that will doubling the current budget by 2023. Capital costs associated with technology development are in the budget for the Digital Strategies initiative. The creation of new office space, repairs to the Centre's elevator and the replacement of the facility's flooring will add additional capital costs if required.

To fully implement our five year Strategic Plan, we will need to generate \$6,500,000. This includes:

- Five Year Operating Budget \$1,165,000 (excluding Human Resources)
- Human Resources \$3,885,000 (includes base salary for current staff/ consultant complement of four, plus three new positions)
- All Projects under Strategic Priorities: \$1,450,000

KNOWLEDGE RENEWAL AND TRANSFER

Total cost \$400,000

2019-2020.....	\$100,000
2020-2021.....	\$100,000
2021-2022.....	\$75,000
2022-2023.....	\$75,000
2023-2024.....	\$50,000

INUINNAIT ARCHAEOLOGY

Total cost \$300,000

2019-2020.....	\$70,000
2020-2021.....	\$70,000
2021-2022.....	\$60,000
2022-2023.....	\$50,000
2023-2024.....	\$50,000

INUINNAIT LANGUAGE SURVIVAL

Total cost \$500,000

2019-2020.....	\$150,000
2020-2021.....	\$100,000
2021-2022.....	\$100,000
2022-2023.....	\$75,000
2023-2024.....	\$75,000

DIGITAL STRATEGIES

Total cost \$250,000

2019-2020.....	\$65,000
2020-2021.....	\$60,000
2021-2022.....	\$50,000
2022-2023.....	\$50,000
2023-2024.....	\$25,000

Pitquhirnikkut Ilihautiniq/Kitikmeot Heritage Society has three major sources of funding to generate the \$6,500,000: government contributions and research grants, earned income, and philanthropy.

1. Government Contributions and Research

Grants: \$4,155,000 (65%)

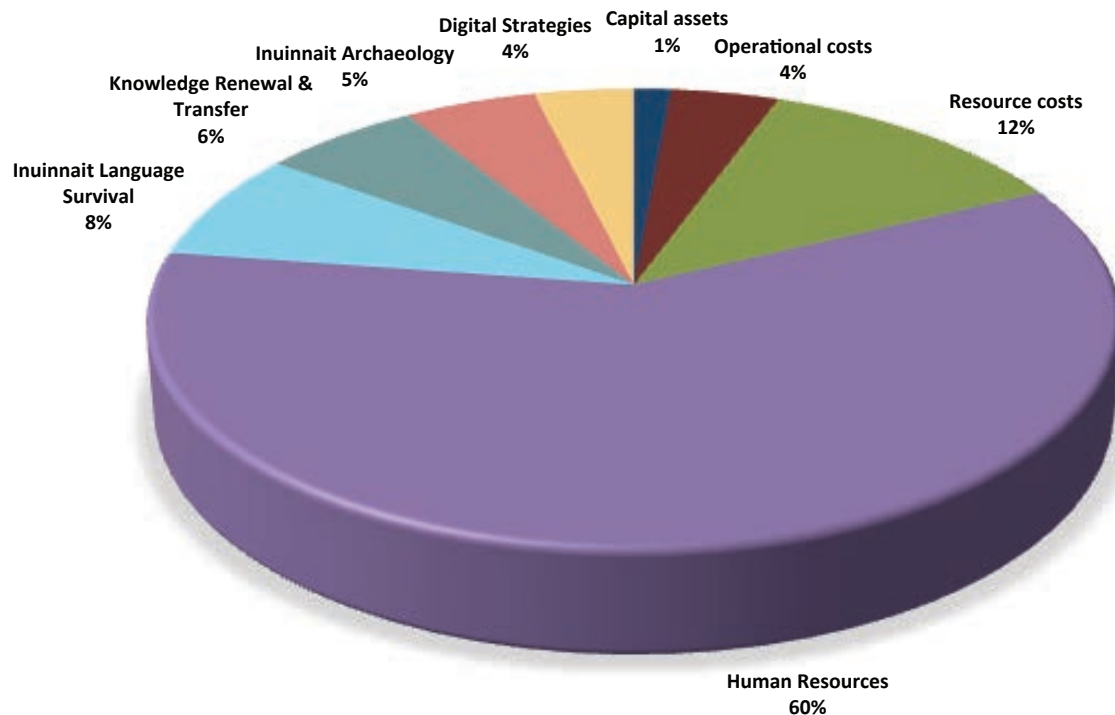
We have a demonstrated track record of securing project funding and partnering in submissions for multi-year grants. The addition of a full-time communications and grant writing specialist (our top priority new staff position) will allow us to focus on \$50,000+ grants and core funding contributions from government

2. Earned Income through Social Enterprise Income: \$345,000 (5%)

In 2018, PI/KHS incorporated Pitquhikhainik Ilihainiq Inc. as a social enterprise wing of its organization. This company's purpose is twofold: 1) to develop Indigenous-led products that support traditional indigenous economies and employment, and 2) to create additional revenue to support its parent organization's cultural programming. The corporation's first venture is Kaapittiaq, an Inuit branded coffee that direct sources its beans from indigenous farmers in northern Peru. Each year, 75% of Kaapittiaq's annual sales revenue will be donated to PI/KHS. Our business plan projects raising \$335,000 in unrestricted funds for our operations for the 2019-2024 period.

3. Philanthropy and Sponsorship: Investment: \$2,000,000 (30%)

Our Strategic Plan includes the launch of a new donor program. Gifts of all sizes are valued and appreciated – but to spark our campaign, we are focusing first on the The Investors Circle: a category of lead benefactors who make a gift of \$250,000 or more in the next five years. These individuals and companies are our partners: they understand the urgency of saving Inuinnaït language and renewing our culture, accept the risks in undertaking the initiatives, are aware of our strong track record in the Canadian High Arctic, and can see clearly the profound rewards. In parallel, we are forming a Philanthropic Leadership Council, and reaching out to committed individuals across Canada to be our ambassadors and volunteer leaders.



A breakdown of funds required to fully implement the five-year Strategic Plan



Risks

As a northern-based non-profit society, PI/KHS is particularly vulnerable to being impacted by change. This has been the case with the organization's grant based financial model, which requires that it continually position itself alongside current funding trends. We have determined a series of potential risks at multiple scales of interaction.

Global

A fluctuating global economy has created an economic environment in which the value of products has lost consistency, and become prone to dramatic shifts due to tariffs, trade relations and the politics of nationalism. Despite its emphasis on cultural services rather than products, PI/KHS is not immune to the unpredictable economy. The Government of Nunavut and the Kitikmeot Inuit Association are primary funders of PI/KHS operations and initiatives, and are both greatly reliant on income acquired through mining, a predicted short-term (2018-2025) economic growth spurt for the territory.

While the PI/KHS intends to invest heavily in IT infrastructure and digital platform creation, these innovative and ever-changing technologies are apt to be rendered less efficient should the direction of digital technology or telecommunications shift. The organization has greatly minimized this risk through its use of open source platforms.

National

The Trudeau Government ushered in a new era of awareness and accessibility for Indigenous programming, research and community development. Experience has taught us that the current availability of these projects, and associated funding, might easily change with a shift in government and/or spending priorities.

Territorial

Programming and networking that links multiple fly-in Inuinait communities carries a certain level of risk. Delayed or cancelled flights due to weather often increase already expensive travel costs significantly for employees. The costs of services and products within the territory fluctuates with availability and is also often determined by weather conditions.

The political environment of Nunavut is also an ever-present risk to our strategic priorities. Funding priorities of the territory and regional Inuit organizations change depending on leadership and global research trends. While language revival is currently a strong priority for these organizations, this is no guarantee that the dedicated funding supporting this priority will remain in place.

Local

Our organization is in a position in which several of its experienced staff members are nearing retirement age. The departure of any key staff members would jeopardize the organization's ability to meet its strategic priorities. While the strategic plan provides for both the acquisition of new staff, and succession planning measures, the hiring and retention of qualified employees is a challenge as local talent is swayed towards higher paying government positions, or moves south to pursue further education. Bringing in employees from outside communities remains difficult due to high living costs associated with Nunavut.

We also faces significant risks and unknowns in terms of leadership of Inuinait culture and linguistic revival. While our organization has worked closely with individual Inuinait communities in the past, we are in the first phases of establishing a strong collective identity for Inuinait populations. Speaking as a unified voice will surely come with political and social implications.





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