

Message from the  
Regional Director General

I am pleased to present ***Kinguligna 2003-2006***, the strategic plan for Indian and Northern Affairs Canada (INAC) Nunavut Regional Office (NRO). Since its inception, the NRO has demonstrated its strength as a dynamic organization complemented by a young energetic workforce dedicated to meeting the growing demands of the new territory and its people. This strategic plan – NRO's third – builds on the achievements of the past four years and sets the course ahead.

The NRO has developed a strategic framework to guide future activities toward achieving a five-year vision. Previously, both *Tukimut 2001-2002* and *Tukimut 2002-2003* reflected a one-year horizon which was appropriate for an organization early in its development. With a strong foundation in place, the focus now shifts from what must be achieved in the immediate term to where the NRO must be in the years ahead. This now represents ***Kinguligna*** – the next phase – in the NRO's evolution.

***“To work in partnership to help improve the quality of life of Nunavummiut through economic and social development, environmental stewardship and effective management of natural resources.”***

## 1.0 INTRODUCTION

**Kinguligna 2003-2006** is the INAC Nunavut Regional Office (NRO)'s third strategic plan since its transition from the Nunavut Secretariat. Just as the NRO has evolved over its four years of operation, so too has the focus and objective of its strategic plan. With each passing year, the NRO has strengthened its operational capacity while adopting a broader planning horizon. In *Tukimut 2001-2002*, the focus was on critical activities to ensure a successful transition including the assumption of resource management responsibilities from the Northwest Territories (NWT) Regional Office. The following year, *Tukimut 2002-2003* took a more comprehensive approach to reflect NRO's multi-faceted role and outlined key goals and objectives across its operations.

This third strategic plan is laid out over the next three years and includes a strategic framework to help guide the NRO to 2006. It also outlines the strategic planning process that flows from the Departmental Report on Plans and Priorities down to individual directorate work plans. As well, the plan describes the NRO northern environment in terms of political, economic, social and natural environmental realities. Finally, the plan provides insight into the NRO as it relates to its evolution, structure and mandate.

This strategic plan is intended to be a living document that will serve as a beacon to guide the NRO towards its ultimate goal:

*To work in partnership to help improve the quality of life of Nunavummiut through economic and social development, environmental stewardship, and effective management of natural resources.*

## 2.0 STRATEGIC FRAMEWORK

This three-year plan provides a strategic framework which consists of a:

- Five-year Vision and Strategies
- Values and Commitments

The strategies are designed to assist the NRO in achieving its five-year vision and provide a stronger linkage between the NRO's three-year strategic plan and annual directorate work plans. As well, the framework outlines organizational values and commitments that need to influence how the NRO conducts its business.



## 2.1 Vision and Strategies

# Vision

What does the NRO want to see in the next 5 years?



## 2.1.1 Vision

To effectively deliver on INAC's mandate in Nunavut, we envision a future based on four essential elements:

### Positive Office Environment

A strong, stable foundation is necessary to ensure NRO's ability to quickly and effectively address new and ongoing priorities. This element is best summarized as "internal strength" and means a supportive and harmonious environment which fosters personal and professional growth and ensures NRO's position as an "employer of choice."

### Focused, Successful Management

Shared focus, which can inspire clear direction while ensuring adaptability in the face of new or evolving demands, is critical to the success of the NRO. This element may be described as "dynamic management" which is fully integrated and has regional flexibility and autonomy to meet ever-pressing demands and changing priorities.

### Conducting Our Business Effectively

NRO's success is rooted in its ability to address various obligations in a balanced manner to satisfy the diverse interests of stakeholders and partners. This element refers to making responsible decisions with respect to environmental stewardship, land and resource management, social and economic development and implementation of the Nunavut Land Claim Agreement (NLCA).

### Positive External Environment

The NRO's ability to effectively conduct its business is dependent on maintaining good working relationships with key stakeholders while highlighting NRO's role and responsibilities to external parties. This element is expressed as "effective partnerships" and is based on mutual respect and collaboration in order to serve the best interests of Nunavummiut.

## 2.1.2 Strategies

We will strive to achieve our vision, while addressing inherent obstacles and challenges, by committing to the following strategies in our work plans and daily activities:

### Defining Internal Priorities

- Enhancing internal capacity by focusing on staffing, training and Article 23
- Prioritizing workloads through planning, internal communications and securing adequate resources to do the job
- Establishing direction by clarifying roles and responsibilities and by focusing on policy improvements

### Ensuring Progressive Leadership

- Taking responsibility by demonstrating courage and leadership
- Embracing change by adopting new technologies and by adhering to the principles of sustainable development and risk-taking

### Atausiuniq – "Being One"

- Committing to workplace wellness by respecting and appreciating staff and by supporting a balanced lifestyle
- Working collaboratively by increasing horizontal file management and by promoting collective decision-making

### Externalizing Our Vision

- Interacting with stakeholders by conducting external consultations and by promoting healthy dialogue
- Improving external relationships by maintaining or increasing contact with stakeholders and by clearly articulating our vision and mandate

## 2.2 Values & Commitments

Our values and commitments, which guide our interactions with ourselves, our colleagues and our partners, are fundamental to the NRO. *Inuit Qaujimagatuqanguit*<sup>1</sup> which recognizes traditional wisdom and beliefs of the Inuit, is an integral part of these values and commitments. We have chosen the inukshuk, a traditional Inuit marker, to guide and remind us of these values and commitments as we pursue our daily activities.

### ACCOUNTABILITY, TRANSPARENCY & FAIRNESS

We are committed to open, inclusive and accountable decision-making.

### QANUQTUURUNNNARNIQ,<sup>2</sup> FLEXIBILITY & INNOVATION

We are committed to being creative and flexible in our work to ensure continuous improvement and to gain efficiencies with limited resources.

### INTEGRITY & CREDIBILITY

We are committed to conducting ourselves with openness and integrity in all our dealings to maintain credibility.

### AVATIMIK KAMATTIARNIQ,<sup>3</sup> STEWARDSHIP & RESPONSIBILITY

We are committed to responsible stewardship and meeting sustainable development principles which both respect the environment and provides employment and development opportunities to benefit existing and future generations of Nunavummiut.

### PILIRIQATIGIINGNIQ,<sup>4</sup> RESPECT, UNDERSTANDING, TRUST & PATIENCE

We are committed to treating others with respect, patience and understanding and giving full appreciation for the rich cultural diversity in which we work.

### BALANCE & FAMILY

We are committed to ensuring a supportive workplace, in which employees can excel, while maintaining a balance between work and family life.

### COMMITMENT & PRIDE

We are committed to approaching all aspects of our work with dedication and pride.

<sup>1</sup> Means "that which are long known by Inuit". <sup>2</sup> Means the ability to be creative and flexible and to improvise to achieve a purpose or solve a problem. <sup>3</sup> Means that people are stewards of the environment and must treat all of nature holistically and with respect, because humans, wildlife and habitat are inter-connected and each person's actions and intentions toward everything else has consequences, for good or ill. <sup>4</sup> Means that people must work together in harmony to achieve a common purpose

### 3.0 STRATEGIC PLANNING PROCESS

NRO's strategic planning process is guided by INAC's priorities as set out in its *Report on Plans and Priorities (RPP)*. This document is presented annually to Parliament and is the department's primary vehicle for publicly outlining its strategic objectives and its course of action. INAC's 2003-04 RPP builds on the direction provided by *Gathering Strength – Canada's Aboriginal Action Plan* and the September 2002 Throne Speech.

The department's strategic directions and key objectives outlined in the 2003-2004 RPP have served to advise NRO's strategic planning process. In particular, the departmental priorities of strong communities, people and economies, renewed partnerships, and

effective management of federal interests in the North are at the heart of NRO's strategic plan.

NRO's strategic plan will be renewed every three years to ensure it continues to be well aligned with INAC's priorities. On an annual basis, each NRO directorate will produce a work plan that sets out its key objectives as they relate to the NRO Strategic Plan. These directorate work plans will go through a mid-year review to provide a progress update and to review critical activities. At year-end, a further review will provide input into regional priority-setting for the fiscal year ahead.



## INDIAN & NORTHERN AFFAIRS REPORT ON PLANS & PRIORITIES (RPP)

### Department Wide Priorities

- ✓ Strong Communities, People and Economies
- Strengthened Aboriginal Governance
- New Fiscal Relationships
- ✓ Renewed Partnerships
- ✓ Effective Management of Federal Interests in the North

- Provides overall direction to the department
- Provides direction to the Region in setting its priorities
- Updated annually by INAC senior officials



## NUNAVUT REGIONAL OFFICE (NRO) THREE YEAR STRATEGIC PLAN

### 5 Year Vision

- Positive Office Environment
- Focused, Successful Management
- Conducting Our Business Effectively
- Positive External Environment

### Strategies

- Defining Internal Priorities
- Progressive Leadership
- Atausiuniq - "Being One"
- Externalizing Our Vision

- Provides long-term vision with strategies to address INAC and NRO priorities
- Provides direction to NRO directorates in setting key objectives
- Renewed every three years by NRO senior management to ensure alignment with RPP



## NRO ANNUAL DIRECTORATE WORKPLANS

CORPORATE SERVICES

OPERATIONS

INUIT RELATIONS AND INTERGOVERNMENTAL AFFAIRS

EXECUTIVE SERVICES

- Key Objectives:
- Measurable Outcomes
  - Resources
  - Timelines
  - Links to NRO's Vision and Strategies

- Developed annually to identify key objectives for each Directorate
- Outlines outcomes, deadlines and resources by key objectives
- Shows links with NRO's vision and strategies contained in the strategic plan
- Reviewed at mid-year and year-end to assess performance

“✓” the most relevant to the NRO



## 4.0 NORTHERN ENVIRONMENT

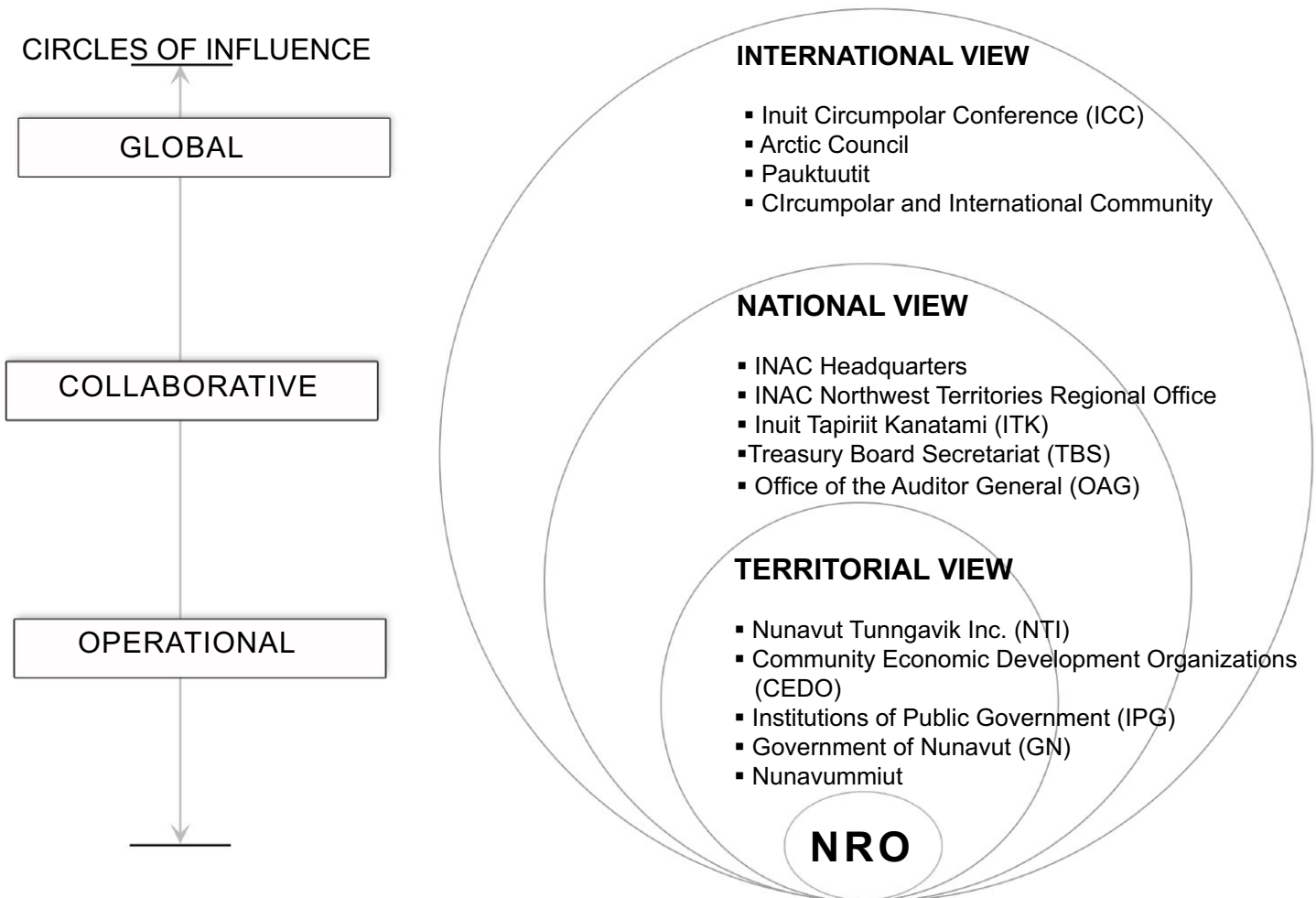
### 4.1 Political Environment

The NRO is an important federal government presence in Nunavut and is considered a key player to foster economic, social and political development while collaborating with a vast array of stakeholders and partners. As such, it is important to understand the complex environment in which the NRO operates

and the inherent challenges it faces in meeting such demands.

The strength and effectiveness of the working relationships with these parties is vital to NRO's ability to effectively meet INAC's commitments in the region.

### KEY STAKEHOLDERS, PARTNERS AND OTHERS



The signing of the NLCA in 1993 between the Government of Canada and the Inuit laid the foundation for the creation of Nunavut. The NRO was established in conjunction with Nunavut's creation in 1999 and assumed its full resource management responsibilities from INAC's Regional Office in the Northwest Territories in 2001.

Working in partnership with the IPGs<sup>1</sup> established under the NLCA, the NRO oversees the management of lands, minerals, and environmental and water resources across the territory. A key priority is to assist the GN in building requisite capacity and expertise leading to the eventual devolution of these responsibilities to the territory.

NTI, the successor organization to Tunngavik Federation of Nunavut which negotiated the NLCA, is the parent birthright organization of the Inuit. NTI is responsible for monitoring the successful implementation of the NLCA and collaborates with the Government of Canada and the GN on implementation matters. Together with three Regional Inuit Associations (RIAs), NTI serves to safeguard, administer and advance the rights and benefits of Inuit across Nunavut.

Politically, the NRO works with the GN, NTI and other Federal Government departments to implement the NLCA and engage in ongoing discussions around devolution. Implementing the NLCA and supporting federal legislation forms the basis of INAC's mandate in Nunavut. The NRO currently has a limited capacity to deliver on its obligations due to a lack of supporting legislation, implementation frameworks and regulations. Partners and

stakeholders also believe that the existing regulations under which the NRO operates do not necessarily support the fulfillment of obligations under the NLCA (i.e. Article 24 - Inuit Procurement, Article 23 - Inuit representation in the workforce). In this context, the NRO needs to work in partnership with headquarters and central agencies to establish policy and overall direction in order to meet its obligations under the NLCA.

The next three years is a critical period in Nunavut's evolution. During this time, the territory will hold its second election, develop a new mandate and implement a second 10 - year renewal of the NLCA. While there has been much cause for celebration for the territory, the focus will shift toward increased progress as it relates to the full implementation of the NLCA.



**Footnotes:**<sup>1</sup> IPGs consists of the Nunavut Water Board, the Nunavut Wildlife Management Board, the Nunavut Planning Commission, the Nunavut Impact Review Board and the Nunavut Surface Rights Tribunal

## 4.2 Social Environment

Nunavut society is characterized by its cultural heritage, which includes 4 official languages: Inuktitut, Inuinnaqtun, English, and French. The territory counts approximately 29,000 residents, of which 85% are Inuit. This population is spread across 25 communities ranging in size from Grise Fiord with less than 200 residents to the capital city of Iqaluit with approximately 6000 residents.

Nunavut faces important challenges in relation to social and health conditions, which are generally characterized by high levels of drug and alcohol abuse, domestic violence and suicide rates. Furthermore, Nunavut has a Tuberculosis rate which is 13 times the national average, an infant mortality rate which is three times the national average and there are 50 per cent more residents per dwelling in Nunavut than in the rest of Canada.

Demographically, Nunavut has one of the fastest growing population base in Canada, even surpassing its territorial counterparts with a reported 8.1 per cent gain between 1996 and 2001. In stark contrast to the rest of Canada, almost half of Nunavut's population is under the age of 20. This population growth places increased pressure on existing municipal infrastructure and heightens requirements for social services such as education and medical services.

Job creation is another important social factor in Nunavut. An increasing youth population will require sufficient employment opportunities to contribute to Nunavut's economy. However, education and skill development in the territory remain quite low, and the ability to attract and build a stable workforce is particularly difficult under such conditions. The NRO is expected to work with communities to build local and regional capacity so more Nunavummiut can share in the potential economic opportunities within the region. In essence, this will require efforts to ensure the population has the requisite abilities and skills to meet the demand.

## 4.3 Economic Environment

Traditionally, the land has provided the means of survival and self-sufficiency for the Inuit way of life. Today, the vast reaches of the territory continue to yield the greatest hope to sustain current and future generations of Nunavummiut through an effective balance between a land-based economy and a wage economy. As emphasized in the Conference Board of Canada's *2002 Nunavut Economic Outlook*, the land-based economy and wage economy are complementary and both vitally important to Nunavut's economic growth.

In terms of significant economic opportunities, the responsible development of Nunavut's natural resources offers the best potential for job creation. However, barriers to exploration and development are currently limiting investment opportunities and constraining economic growth. Specific and targeted action is required to achieve significant improvements to the northern operating environment ( i.e. the various public policy, administrative and regulatory conditions set by government for those engaged in resource exploration and development).

Despite these regulatory challenges, the Conference Board of Canada predicts an increase in economic activity in the coming years, particularly in the mining sector. This is supported by an increase in exploration activity in the North due to favourable market conditions and recent geological findings containing diamonds and gold. As a result, Nunavut could have two new gold mines and one new diamond mine in operation in the coming years, in addition to an existing gold mine.

This expected increase in economic development brings increased challenges: infrastructure development, environmental protection, public expectations and political pressures. Consequently, the NRO has to be increasingly sensitive to the impacts of economic development in relation to the social, political and natural environment.

At a regional level, key organizations ensure sound economic development across Nunavut. A number of regional organizations are responsible for economic development planning and small business development across Nunavut. Collectively, the RIAs and CEDOs are the primary agents for delivering departmental sponsored Inuit programs administered by the NRO.

Both nationally and internationally, there is a great market potential for tourism, and other forms of economic development in Nunavut (i.e. fisheries, mining, energy, arts and crafts). This translates into challenges for the NRO in terms of establishing working relationships with other government departments and the private sector in leveraging opportunities to promote these new economic sectors.

In order to achieve Nunavut's long-term economic goals, consultations have been held between INAC, GN, NTI and other federal departments to discuss a possible Economic Development Agreement for Nunavut. Such an agreement would focus on expanding economic opportunities, fostering diversification and innovation, and building knowledge-based, sustainable economies. The creation of this agreement will undoubtedly impact all levels of government that have economic development responsibilities, including the NRO.



#### 4.4 Natural Environment

Although Nunavut's natural environment has sustained all past generations of Inuit and has shaped Inuit culture, it is also known for its harsh and changeable conditions. Travel across the vast territory to each of its 25 communities is typically not direct and is subject to disruptive weather patterns. None of the communities are connected by roads, making air travel the primary (and often only) means of transportation between communities. The northern climate also provides a very short shipping season to obtain annual supplies. Everything else, apart from food obtained through local fishing and hunting, must be flown in from other parts of Canada, contributing to Nunavut's high cost of living.

The territory spans 20 percent of Canada's landmass and encompasses three time zones. This impacts the ability to connect easily with government and business across Nunavut. The lack of high speed Internet access and reliable local dial-up service in some communities can impact the ability to communicate and exchange information.

The large land area, highly dispersed population, and isolation from the economic and industrial centres of Canada, create challenges for NRO in delivering its programs and services. These challenges include high costs of living, extensive travel time, communication barriers, climate issues and lack of infrastructure.

Fuel sources in the North are also limited and necessitate large annual shipments to serve the needs of each community. This includes diesel to generate electricity, aviation fuel for airplanes and gasoline for vehicles, snowmobiles and ATVs. The demand continues to grow as Nunavut's population growth surpasses that of other Canadian jurisdictions. Fuel consumption is also heightened by the harsh temperatures and lack of alternative energy sources coupled with the need for electricity during the winter months.

Climate change and environmental contamination are also of particular concern for Nunavut's natural environment given the heavy reliance on the land for food and economic activities and its significance for northern wildlife.

## 5.0 NUNAVUT REGIONAL OFFICE

### 5.1 Evolution

INAC has historically maintained a regional presence in the capital cities of each northern territory. With the creation of Nunavut on April 1, 1999, INAC established a regional office in Iqaluit, Nunavut. As part of the NWT, the eastern Arctic was previously administered via INAC's NWT Regional Office. When the NLCA was reached in 1993, assessments were conducted to determine how to best serve the interests of Nunavummiut across such a vast territory. In 1997, a working group was formed to assess options for INAC's presence in Nunavut. A year later, following a Price Waterhouse study, the INAC Human Resource Committee formally approved the establishment of a NRO.

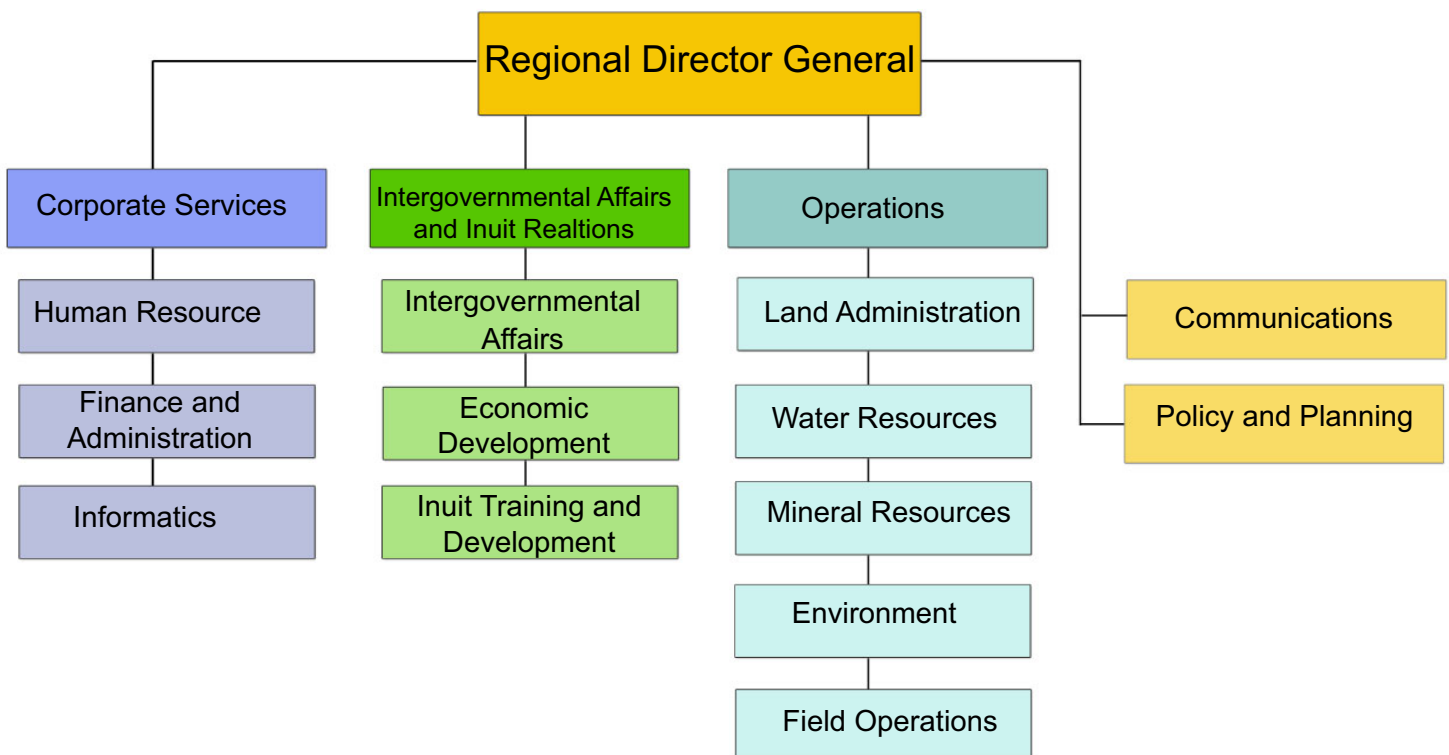
The NRO underwent a further two-year transition while staff were hired or transferred to Iqaluit and office space was readied, including the Government of Canada building. Throughout this transition, expectations and demands placed on the new office were heightened due to an increased presence in Nunavut. On April 1, 2001, the NRO assumed all resource management



functions from the NWT Regional Office.

NRO's short history has been one of ongoing transition. While its initial years could be characterized as "building through transition" followed by "implementing the transition," this next phase – *Kinguligna* – may prove no less challenging with the need for economic and social development. All efforts will be aimed at building a solid foundation for the eventual devolution of federal responsibilities related to resource management and economic development to the territorial government.

### The NRO Organizational Chart



## 5.2 Structure

The office of the Regional Director General is supported by four directorates: Executive Services, Corporate Services, Intergovernmental Affairs and Inuit Relations, and Operations.

### 5.2.1 Executive Services

Executive Services consists of the Regional Director General's office and two management units: Policy and Planning, and Communications. The main purpose of Executive Services is to provide overall leadership and coordination of NRO files and issues. It is also tasked with building and fostering solid relationships with the territorial government, Inuit organizations and other institutions in Nunavut.

#### Policy and Planning

The Policy and Planning unit ensures that national policies reflect Nunavut realities and assists in developing program policies at the regional level. This unit is also responsible for developing and promoting and integrated planning process for the regional office.

#### Communications

This unit provides communications advice, products and services to the regional office, departmental clients, external partners and the public. This unit also conducts research and analysis, manages media relations and coordinates media issues between headquarters and the regional office.

### 5.2.2 Corporate Services

Corporate Services consists of three management units: Finance and Administration, Human Resources and Informatics. These units provide services to the NRO in the areas of finance, human resource management, information management, and contracts and administration. The directorate is also responsible for initiatives to increase the recruitment and retention of Inuit employees and developing a comprehensive Human Resources Plan and an Inuit Employment Plan.

### 5.2.3 Intergovernmental Affairs and Inuit Relations

The responsibilities of this directorate are managed through three units: Intergovernmental Affairs, Economic Development and Inuit Training and Development.

#### Intergovernmental Affairs

The Intergovernmental Affairs unit works in partnership with internal and external stakeholders to support activities directed at the timely and effective implementation of the NLCA. Stakeholder involvement might include interaction with internal directorates, other government departments, NTI, other Designated Inuit Organizations, and IPGs. The unit is also tasked with building relationships, opening dialogues, promoting new initiatives, monitoring activities and evaluating accomplishments pertinent to the objectives (Articles) of the NLCA.

#### Economic Development

Through partnerships with NTI and the GN, the Economic Development unit helps support economic development opportunities for Nunavut. The unit's role is to:

- work with local partners to build a strong economic base;
- partner with CEDOs to coordinate the delivery of economic development programs;
- support the natural resource sector, traditional economies, and wild food harvesting;
- provide investment capital; and
- enable participation in economic development forums.

#### Inuit Training and Development

The Inuit Training and Development unit works with CEDOs to coordinate the delivery of programs to support Inuit training and development initiatives. This unit also strives to strengthen communities through training, skills development and youth employment.

## 5.2.4 Operations

The Operations directorate, which manages Nunavut's natural resources, is made up of five units: Land Administration, Water Resources, Environment, Mineral Resources and Field Operations.

### Mineral Resources

The Mineral Resources unit is responsible for mineral exploration and geoscience activities including:

- assessing mineral exploration activities in Nunavut;
- building an archive and library of Nunavut's mineral exploration history;
- co-managing the Canada-Nunavut Geoscience Office;
- collaborating on the delivery of a geoscience program; and
- developing mineral and mining policies while serving as an advocate for sustainable mineral development in the territory.

### Water Resources

The Water Resources Unit partners with regulatory water agencies, Inuit Associations and other government departments to identify and quantify the potential impacts of projects on Nunavut's water supply, and study the baseline water quality and quantity in Nunavut. The unit is responsible for reviewing projects that affect the water resources of Nunavut to ensure any impacts are minimized.

### Land Administration

The Land Administration Unit is responsible for the management of surface and sub-surface rights of Crown land in Nunavut to ensure the wise use of land resources through legislation and policies. Nunavut has extensive land surface and sub-surface resources including three mines: Lupin, Polaris and Nanisivik, with the latter two closed and in the process of remediation.

### Environment

The Environment Unit is responsible for programs and policies that guide resource use and development in the area of environmental stewardship. The unit also coordinates the impact reviews of proposed projects on the environment to safeguard the existing and future well-being of Nunavummiut and their communities. The unit undertakes activities such as:

- development of stewardship policies and processes;
- contaminated sites remediation;
- land use planning;
- environmental assessments;
- contaminants research; and
- information dissemination.

### Field Operations

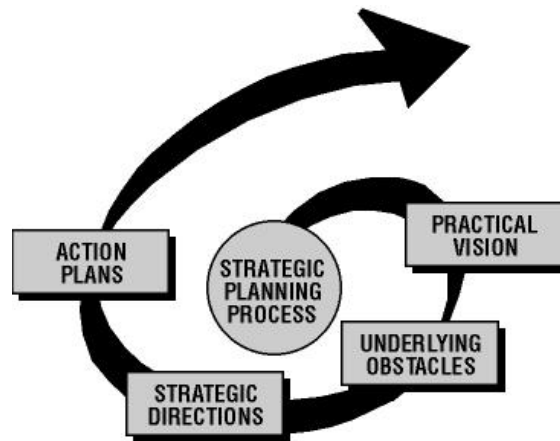
Field Operations has resource management Officers in Kugluktuk, Rankin Inlet and Iqaluit as well as Water Resource Officers who cover the entire territory. The primary function of the Officers is to inspect mines, leaseholders, land use permit holders, and mining and exploration camps.

Resource Officers also play a key role in enforcing Spill Agreements with the Government of Nunavut by conducting on-site investigations. The Officers also assist RIAs with land inspections and provide recommendations to the Nunavut Impact Review Board on land use applications. Resource Management Officers provide on-site advice and education in an effort to limit adverse affects on the land.

The Water Resource Officers inspect the water licences for mines and towns in the territory. They are also responsible for taking water samples, ensuring that fuel and chemical spills are checked and that results are reported to the Nunavut Water Board.

## FACILITATED PLANNING PROCESS

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NRO's third strategic plan - **Kinguligna 2003-2006** - is based on results from a two-day Facilitated Planning Process conducted by Jo Nelson, a senior representative of the Canadian Institute of Cultural Affairs. The objective was to build a strategic plan that links directly with work plans and provides internal consistency between NRO's vision and its daily activities while incorporating INAC and NRO priorities. First, NRO's Regional Executive Committee (REC) members looked at the past eight years of creating the NRO and developed a visual historical scan.

In the **Vision Workshop**, the REC members looked at their hope for the future and drew their ideas into a unified focus. The participants brainstormed ideas and worked in small groups, writing each one on a card. The cards were grouped according to intent. The group worked with each cluster of ideas to determine the common intent of the whole cluster. The result is an image of the group's vision for the future. This vision was refined and confirmed by the Regional Management team when they joined the group.

A SWOT analysis was done in the small groups to identify strengths, weaknesses, threats and opportunities affecting the accomplishment of the vision.

The weaknesses and threats were grouped and named in the **Obstacles** workshop, to discern underlying obstacles, the root issues that both prevent the vision and provide a doorway to achieving them.

The participants then created **Strategies** to deal with the obstacles and move them towards their vision. They brainstormed answers to the question "What can we do as directorates to deal with the obstacles and release our vision?" then grouped these actions to reveal strategies, aligned in strategic directions.

Finally the group was tasked to develop **Annual Directorate Work Plans** to create an interface between the three-year strategic plan and operational plans. They were asked to work through a process of identifying key one-year outcomes and six-month milestones for each directorate, then linking these to the strategies and visions.



## **Glossary of Acronyms**

Inuit Circumpolar Conference (ICC)

Inuit Tapiriit Kanatami (ITK)

Treasury Board Secretariat (TBS)

Office of the Auditor General (OAG)

Nunavut Tunngavik Inc. (NTI)

Community Economic Development  
Organizations (CEDO)

Institutions of Public Government (IPG)

Government of Nunavut (GN)

Northern Affairs Canada (INAC)

Nunavut Regional Office (NRO)

Northwest Territories (NWT)

Nunavut Land Claim Agreement (NLCA)

Report on Plans and Priorities (RPP)

Regional Inuit Associations (RIA)

Tunngavik Federation of Nunavut (TFN)

Designated Inuit Organizations (DIO)

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