



qajuqturvik community food centre
centre communautaire d'alimentation qajuqturvik
ᑭᐱᓂᔪᕐᕋᖃ ᑐᑦᑲᐸᖅ ᓄᓇᓚᕐᓄᓚᓂ ᓂᑦᑭᐸᓴᑦᑲᖅ

Qajuqturvik Community Food Centre 2023–2025 Strategic Plan

EXTERNAL

LETTER TO THE COMMUNITY

Dear Friends and Supporters,

We are excited to present our three-year strategic plan for Qajuqturvik Community Food Centre. The past three years have brought unprecedented challenges due the global pandemic and the ongoing cost-of-living crisis, placing immense strain on the nonprofit sector and the communities we support. As this strategic plan was being developed, Qajuqturvik has reached record levels of demand, surpassing anything seen in its 15-year history.

Our three-year plan aims to strengthen QCFC's operations, enabling us to sustainably address community needs while actively advocating for policy changes that promote food sovereignty in Nunavut. Throughout the pandemic, we established vital connections with new networks and funding partners who share our vision of implementing long-term, impactful solutions to combat food insecurity in Nunavut. It is imperative that this spotlight on food insecurity does not fade and that we recognize that the pandemic has only amplified the underlying existing systemic issues within our food and social policies.

As QCFC continues to grow and evolve, we understand the need to recover and strengthen our foundation for long-term stability. This strategic plan is the result of extensive planning and collaboration with staff, the board of directors, community partners, and members of our community. We are confident that it will help us achieve our vision of a community in which everyone has dignified access to nutritious, culturally appropriate food.

Our plan focuses on five key areas: long-term organizational capacity; community engagement; support for hunters; financial sustainability; and the security of our own space. Within each area, we have established specific goals and strategies based on the feedback received during our consultation process.

Most importantly, we strive to be recognized as a trusted agent for positive change on food security and poverty issues in Nunavut, understanding that accountability to our community is essential. Building strong and trusting relationships with the community is at the core of our work. By prioritizing the goals outlined in this strategic plan, we aim to ensure a sustainable future for Qajuqturvik that is responsive to the needs expressed by our members.

We are excited to embark on this journey, knowing that it will require the support and dedication of our entire community to achieve our goals. We look forward to continuing to work with you as we strive towards a future of a food-sovereign Nunavut.

With thanks for your continued support,



Beth Kotierk
President



Rachel Blais
Executive Director

ABOUT QAJUQTURVIK COMMUNITY FOOD CENTRE

Qajuqturvik Community Food Centre is a hub of food culture in Iqaluit. Through our charitable work, we aim to build community, food skills, and awareness.

Vision: Our vision is food sovereignty and security for Nunavummiut.

Mission: We strive to strengthen health, belonging, and food sovereignty in Iqaluit by utilizing the power of food, tradition, and community.

Programs:

Food Skills:

- **Kids' Cooking Club and Food Fit:** Weekly after-school healthy eating and physical activity programs for youth
- **Pre-Employment Training Program:** Provides under- and unemployed Iqalumiut with opportunities to gain professional cooking skills and find meaningful employment

Food Access:

- **Community Meal:** A daily nutritious meal served in our dining room and offered for takeaway to bring home or share with neighbours
- **Piruvutviniit Food Box:** A fresh fruit and vegetable box distributed to the community on a pay-what-you-can basis
- **Inuliqtait Food Box:** A variety box of country foods sourced directly from hunters across Nunavut with an average of 40 boxes distributed weekly, half specifically to families in Iqaluit experiencing chronic food insecurity

Advocacy:

- **Peer Advocacy Office:** A dedicated office that provides a private space for community members to access peer advocacy services (e.g., support, referrals to other community programs) for issues they are facing in their lives
- **Inuit Women's Circle:** A space for Inuit women to make connections with each other and learn traditional skills, like mitt making and beading
- **Girls' Science Camp:** An on-the-land opportunity for teenage girls to go whale hunting, learn to butcher seal, and make their own uluit
- **Policy Change and Public Engagement:** Regular opportunities to support the local food system and advocate for policy change, such as hosting an All-Candidates Forum during the territorial election, and speaking on issues in the media, such as the Iqaluit water crisis and the need for greater supports for hunters and mental health

VISION FOR THE NEXT THREE YEARS

In three years, upon successful achievement of our strategic plan, we envision that Qajuqturvik Community Food Centre will:

- Have the security of core and unrestricted funding to be able to offer our programming sustainably and with a long-term outlook
- Be well known in the community and a place for all Iqalummiut to gather and support one another through the power of good food
- Provide access to country food for Nunavummiut and a stable source of income for hunters and harvesters
- Have a brand new home that is warm and welcoming and allows us to offer the full range of services and programming that our community needs
- Be a recognized and trusted agent for positive change on food security and poverty issues in Nunavut



STRATEGIC PLANNING PROCESS

The development of this strategic plan was a collaborative process, facilitated by Good Roots Consulting.

TIMELINE

Here is a timeline of the journey we took to develop this plan in 2022:



STRATEGIC PRIORITIES

Qajuqturvik Community Food Centre staff and participating Board members identified the following five areas as strategic priorities for the organization to pursue over the next three years: **Core Funding**; **Community Engagement**; **Staff and Program Capacity**; **Country Food**; and **Space**. The strategic priorities take into account results from stakeholder engagement activities and other strategic planning activities.

Strategic Priority 1: CORE FUNDING

Goal: Increase the amount of unrestricted and core funding available for the organization to use for operational priorities, including to hire and support staff, offer consistent and high-quality programs to meet community needs, and engage in policy advocacy.

Strategies	Actions	Success Measures
1.1. Increase staff capacity to engage in fundraising	<ul style="list-style-type: none"> • Hire a Fundraising Coordinator 	<ul style="list-style-type: none"> • Fundraising Coordinator hired
1.2. Diversify funding sources, with a priority on unrestricted funding	<ul style="list-style-type: none"> • Identify and make relationships with Foundations that are mission-aligned and apply for relevant grant opportunities • Secure a long-term core funding agreement with the Government of Nunavut 	<ul style="list-style-type: none"> • Year-over-year growth in unrestricted funding • Year-over-year growth in new donors and regular monthly donors • Year-over-year growth in support from Foundations • Securement of multi-year core funding from territorial or federal government

Strategic Priority 2: COMMUNITY ENGAGEMENT AND ADVOCACY

Goal: Ensure that all Iqalumiut are aware of QCFC and understand what programs it offers and other opportunities available to engage with the organization.

Strategies	Actions	Success Measures
2.1. Spread the word in the community about QCFC programs and engagement opportunities (e.g., Board positions, community partnership opportunities)	<ul style="list-style-type: none"> • Develop up-to-date marketing materials in English and Inuktitut (e.g., presentations, posters, and brochures) • Host a community open house at QCFC with a presentation, marketing materials, and refreshments • Hold presentations about QCFC at various local workplaces and schools around Iqaluit • Deliver brochures to each mailbox 	<ul style="list-style-type: none"> • Year-over-year growth in web page visitors • Year-over-year growth in community partners • Year-over-year growth in food box participants • Perception of increase in community knowledge of where the organization is and what it does • Increased perception and knowledge of QCFC's programming among local organizations and government departments
2.2. Recruit more Inuit Board members	<ul style="list-style-type: none"> • Create a Board-led working group to target this issue • Advertise for Board positions • Actively pursue individuals with potential interest and relevant skill sets • Connect to and pay for training in cultural competency for non-Inuit Board members 	<ul style="list-style-type: none"> • Year-over-year growth in proportion of Inuit Board members
2.3. Have a more consistent and direct advocacy presence in Nunavut	<ul style="list-style-type: none"> • Partner with researchers to develop reports around pressing issues, such as income-based solutions to food insecurity • Hire a Communications Coordinator • Provide media training for organization representatives 	<ul style="list-style-type: none"> • Release a total of two reports over the next three years • Publish two op-eds per year

	<ul style="list-style-type: none">● Write op-eds and be a consistent voice for anti-poverty initiatives● Explore a public campaign around issues such as income-based solutions to food insecurity and support for the harvesting economy	<ul style="list-style-type: none">● Year-over-year growth in advocacy events and projects● Year-over-year community participation in advocacy projects
--	--	---

Strategic Priority 3: STAFF AND PROGRAM CAPACITY

Goal: Increase staff capacity and create income for program participants.

Strategies	Actions	Success Measures
3.1. Increase staff retention and create opportunities for staff growth within QCFC	<ul style="list-style-type: none">• Undertake a pay and benefits review with the aim of offering competitive wages and benefits comparable to other major employers in Iqaluit• Create a professional development budget for staff	<ul style="list-style-type: none">• Grow the number of employees, with a focus on local and Inuit employees• Increased number of existing employees moving into supervisory and management roles• Year-over-year increase in staff retention rate
3.2. Implement a co-leadership model to create a balanced leadership structure	<ul style="list-style-type: none">• Secure additional funding• Hire a new team member to fill the role of co-Director	<ul style="list-style-type: none">• Secure funding and fill co-directorship position

Strategic Priority 4: COUNTRY FOOD

Goal: Provide greater access to country food for Nunavummiut and a stable source of income for hunters and harvesters.

Strategies	Actions	Performance Measures
4.1. Expand program to pay hunters and harvesters to hunt and harvest country food to use in QCFC programs	<ul style="list-style-type: none"> Secure multi-year dedicated funding for this program (potential sources: federal government, Nunavut Hunters Support Program, Nutrition North, regional Inuit organizations) Build and strengthen relationships with more hunters and harvesters from other communities and expand Project Nunavut's hunter network Use more country food in QCFC programs Continue to advocate with Nutrition North Canada and Canadian North for country food subsidy to be provided for commercial country food shipments within the territory Explore possibilities to pay for country food gathered by local community members on an ad hoc basis (e.g., berries and clams) 	<ul style="list-style-type: none"> Year-over-year growth in number of hunters and harvesters from whom QCFC purchases country food Year-over-year growth in new connections in communities where QCFC is not already connected Year-over-year growth in pounds of country food being purchased and used in QCFC programming
4.2 Open a country food and bulk food store	<ul style="list-style-type: none"> Secure financial support for the operational costs of the store during its first year Establish a country food processing space Hire a dedicated Country Food Access Assistant to enhance processing capacity and ensure efficient operations Develop a sustainable tiered pricing model that promotes affordability and accessibility to country food and dry goods for community members 	<ul style="list-style-type: none"> Percentage of targeted funding secured for the store's operational costs Processing space secured Country Food Access Coordinator hired Percentage of community members who report increased access to country food and dry goods

Strategic Priority 5: SPACE

Goal: Initiate project for finding a permanent home for QCFC and lay the groundwork for obtaining or building a new space.

Strategies	Actions	Success Measures
5.1. Secure a new permanent location and/or buy land for a new development	<ul style="list-style-type: none">• Purchase land within central Iqaluit	<ul style="list-style-type: none">• Location secured and/or land purchased
5.2. Secure the human and financial resources to go forward with the project	<ul style="list-style-type: none">• Hire a Project Manager who can secure funding• Hire a contractor who believes in the mission of QCFC• Develop blueprints to share with the community• Develop and launch a capital campaign and raise the necessary funds to move forward with development (financial target TBD)	<ul style="list-style-type: none">• Project Manager hired• Contractor hired, ideally a local business• Blueprints developed• Capital campaign financial targets achieved to allow for development to begin