



Strategic Plan 2021 to 2026

Alianait Entertainment Group

Prepared by Inga Petri
Whitehorse, Yukon

ipetri@strategicmoves.ca

August 2021

Research and Development Methodology and Key Findings

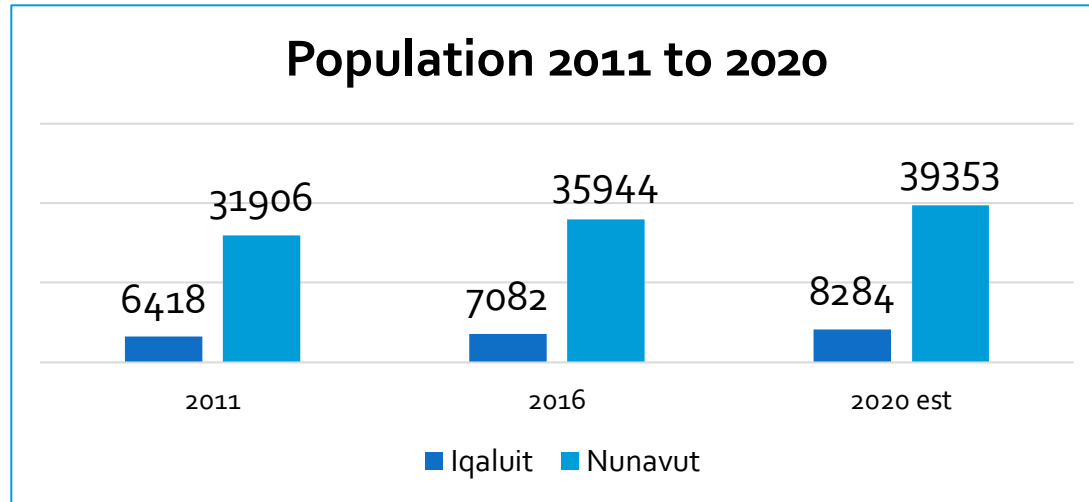


Approach

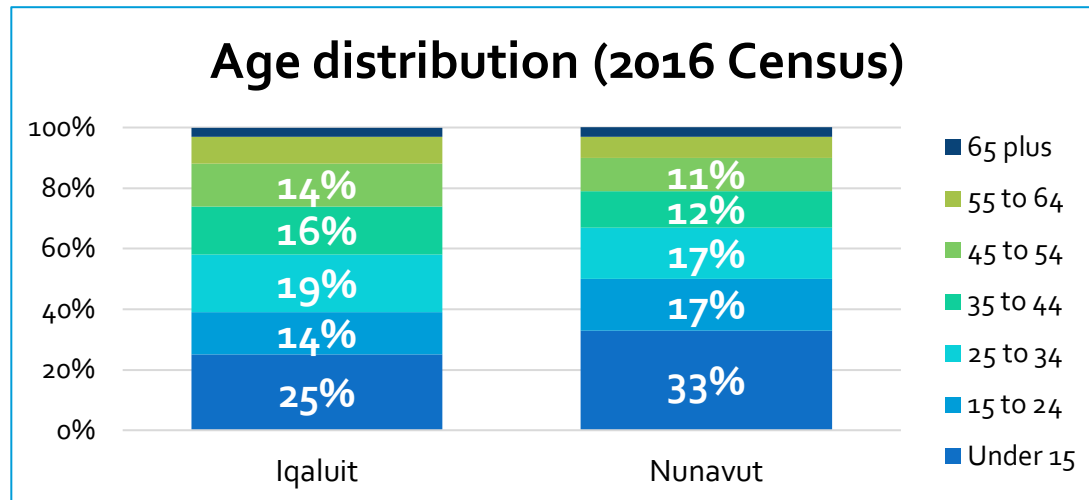
- **Research activities were designed to obtain valuable input and feedback on past accomplishments, as well as directions for the future:**
 - One-on-one interviews with board and staff
 - 2020: Sima Sahar Zerehi, Jeff Peacock, Alianai Niviatsiak
 - 2021: Kathleen Merritt, Alex Michaud, Sam Tutanuak, Alannah Johnston, Victoria Perron
 - Socio-Economic Impact Study by OMX (Published July 2020)
 - Online Community Survey
 - Website review
 - Communications Audit



Key Findings: A Young and Growing Territory



- Iqaluit and Nunavut continue to grow with 29% increase in Iqaluit and 23% in the territory as a whole over decade.
- Nunavut is the youngest territory with an average age of only 27 years
 - 4 in 10 people are under 25 in Iqaluit and 5 in 10 people in the territory overall



2014–2019 Strategic Plan Goals: Strongly Met

In-depth Board and Staff Interviews	Evaluation
Evolve the annual arts festival toward a strong circumpolar region focus.	High (normally)
Deliver excellence in performance presentation across all aspects of the audience experience at the festival and other concerts.	High / Best in Nunavut
Instill pride in Inuit culture and language by maintaining and enhancing career development support for Inuit emerging artists and placing greater emphasis on Inuit language at events.	High; Inuktitut and English more equal
Expand partnerships with communities across Nunavut to help develop the arts sector.	Medium – 2020 online festival HIGH, need to build on that
Provide hands-on training in technical skills including sound, lighting and advocate for training in all technical aspects including production design and staging.	Medium to High, needs to be ongoing
Plan leadership transition (this refers to Heather Daly’s succession), effective board governance and ensure adequate staffing and volunteer levels.	Successfully completed transition; need more staff support (financial admin; marketing)
Advocate for the creation of the Nunavut Arts Centre in partnership with Qaggiavuut and the arts and cultural community.	Little progress



Community Evaluation of the 2014–2019 Strategic Plan Goals: Strongly met; Alianait become part of fabric of Iqaluit

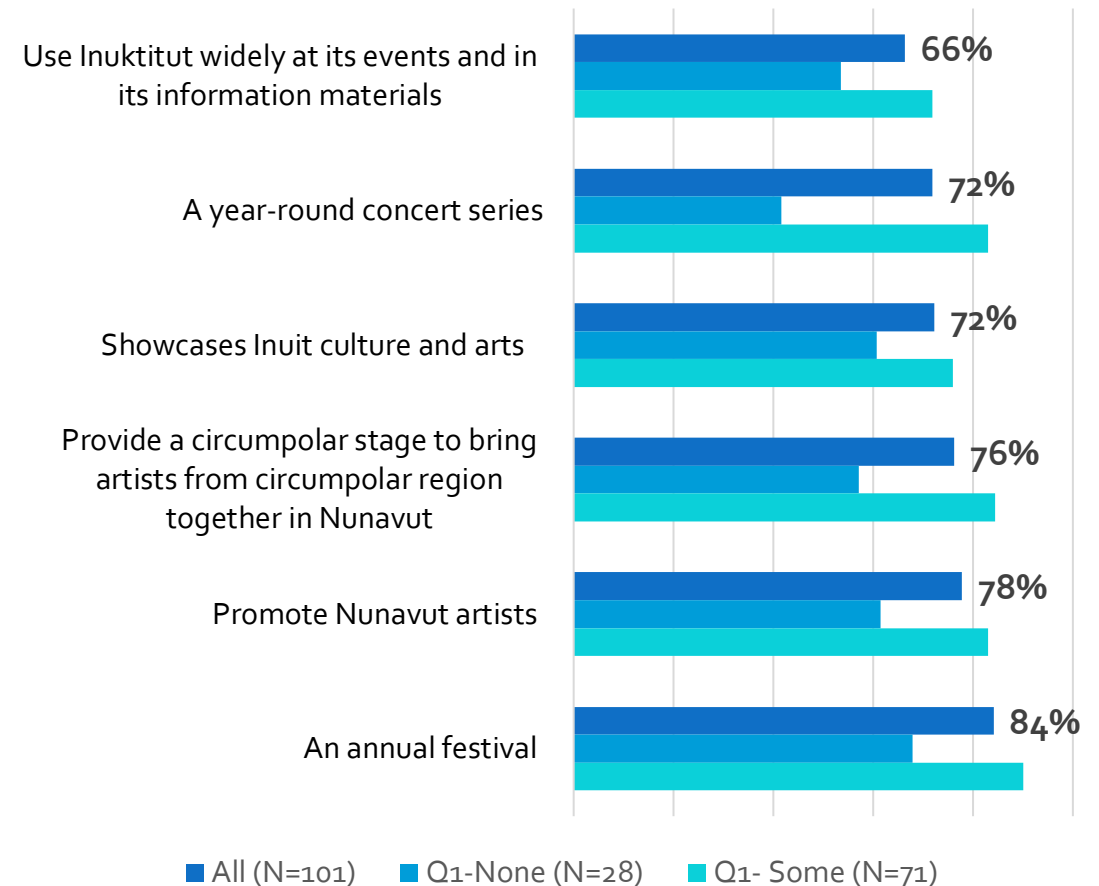
- Compared to 2014 community survey there is a very significant 21% lift (a 50% improvement) related to Alianait having a positive impact on quality of life.
- Strongly positive community responses to achieving goals as well.

Impact on quality of life (7 -point scale; top box 6 and 7)



Q6: On a scale from 1 to 7, what impact has Alianait had on the quality of life in Iqaluit over the years?

How successful at achieving goals?

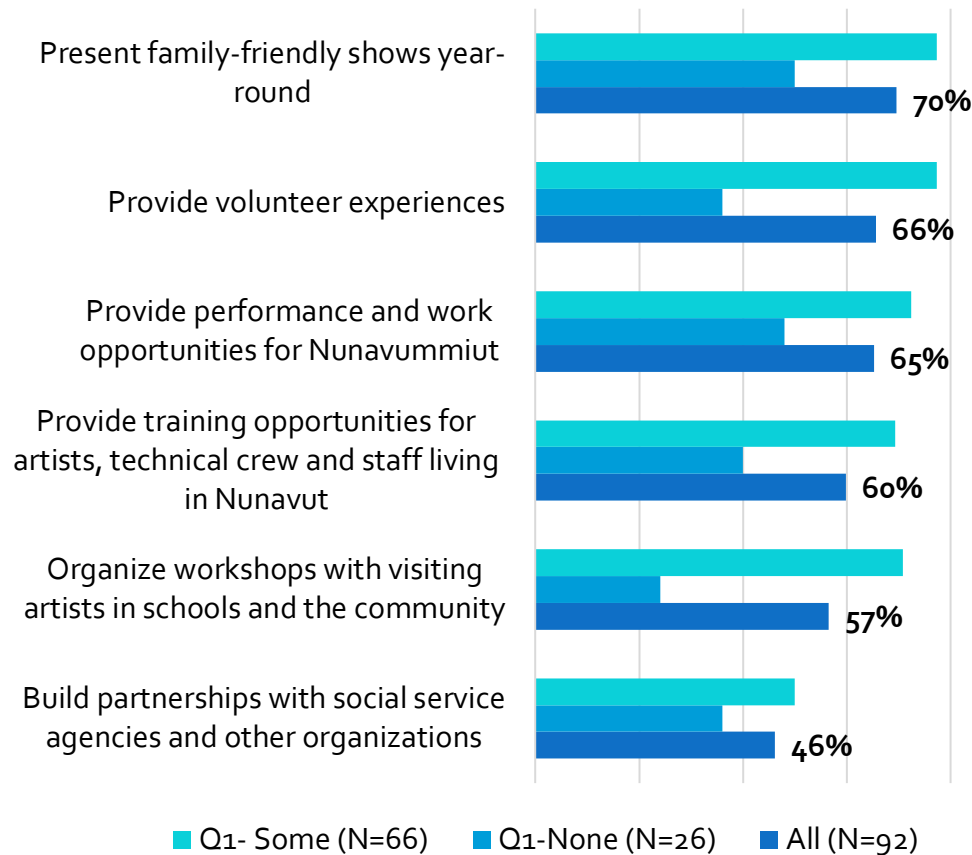


Q4: Thinking about 2018 and 2019, in your opinion how successful has Alianait been at achieving its goals? Scale of 1 to 5, (Top Box = 4 and 5) ⁶

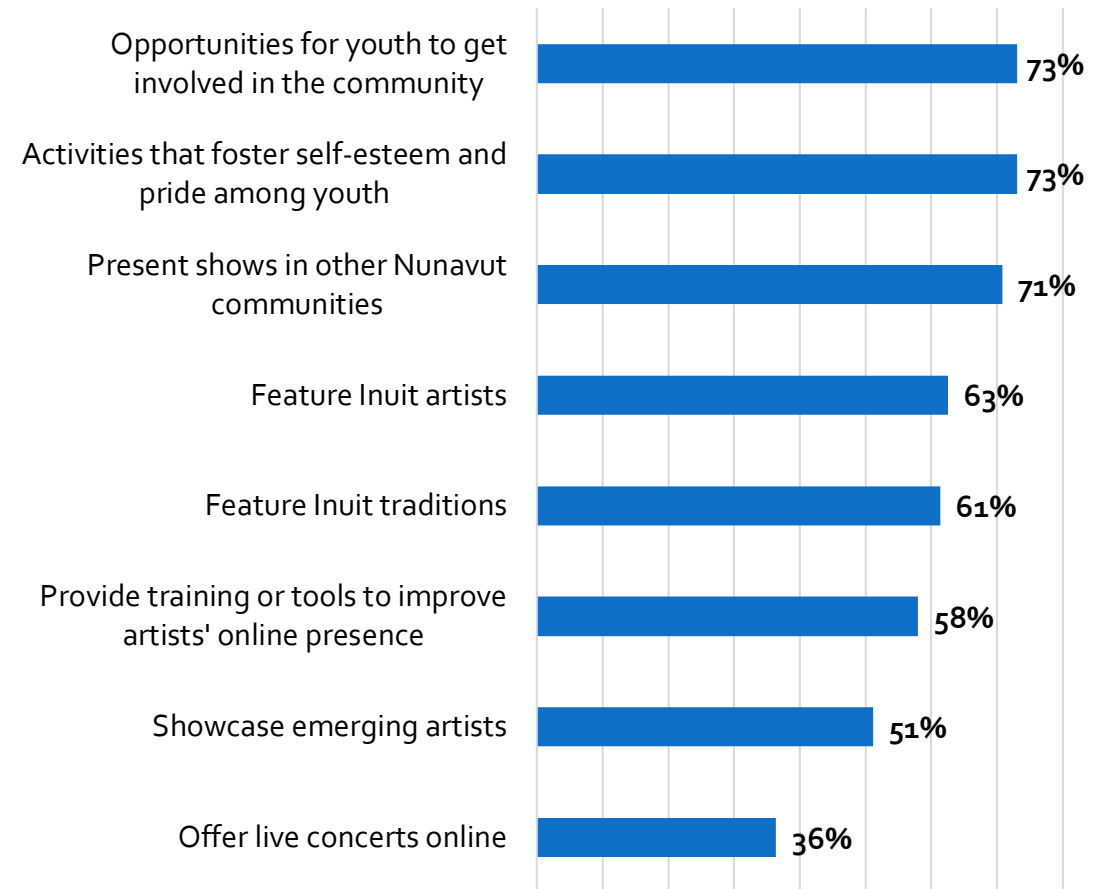


Focal areas: youth, Nunavut-wide, performance and work opportunities for Nunavummiut

Importance of areas of activity



Doing more (N=88)



Q5: Alianait has a variety of activities apart from its annual Alianait Arts Festival. In your opinion how important are each of these other activities in helping build a healthier Nunavut and create work opportunities for Nunavummiut? – 5 point scale, top box = 4 and 5)

Q What are some things you wish Alianait did more or less of in the next 3 to 5 years? Net of "more" minus "less")

Board Self-Evaluation: A Well Functioning Organization

8 board member responses – scored out of 5 (max item score 40 / max overall 440)	Score	Average
The board and staff are open and transparent with each other in all of our interactions.	39	4.9
The board is consensus oriented and discusses issues fully to achieve agreement.	38	4.8
The board and staff act within the boundaries of the law – e.g. labour law, health and safety, human rights.	38	4.8
The board is responsive to changing external circumstances and new needs or wants that are identified by others.	35	4.4
The board is effective and efficient in guiding the organization.	35	4.4
The board is equitable and inclusive in terms of who sits on the board.	34	4.3
The board meets often enough to guide staff, direct on priorities.	32	4.0
The board competently oversees the financial management of the organization.	32	4.0
The Board is accountable to our members / the community through reporting on our activities.	31	3.9
The Board has clear and agreed on ways to ensure staff is accountable to the Board.	30	3.8
Our entire board participates actively in guiding the organization and making decisions.	29	3.6
Total Score / Overall Average	373	4.2



Organizational Self-Evaluation: Highlighting Alianait's Strengths in Arts Development

- Strong ability to organize and produce events
 - Awesome volunteer network; we provide a supportive space for volunteers to grow and develop
- Ability to bring community together (Iqaluit)
- Strong impact in terms of programming – festival, concerts, community tour – being able to bring Inuit artists to the communities delivering concerts, workshops and working with local partnerships
- Run youth / community workshops every time an artist comes to town
- Shine a light on Inuit musicians and our culture by making them exciting; create that professional stage for artists with high production values
- We are good at arts development in Nunavut, and advocating in the south and promoting Inuit artists, Nunavummiut and other Northern artists
- We are good at setting up collaborations
 - Collaborations between artists – we help build relationships between artists – we always do that at the festival – embed in the community, not just about the shows
 - Partnering with other organizations





Strategic Directions 2021 to 2026

Being Inuit

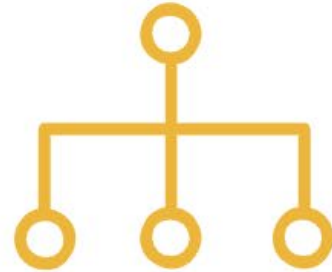


Our Strategic Planning Framework (8 Strategies Framework, *Alpha Strategies* by Alan Kennedy)



Business Definition

Who are we? Mandate, Vision, Values



Organizational Management

How will we be governed? Who will do what?



Financial Management

Where do we get money and where do we spend it?



Programs & Services

What kind of programming and services will we offer and how?



Marketing & Communications

What do we look and sound like? What do we want to say, how and to whom?



Infrastructure & Technology

Physical spaces and digital, technological set up



Risk Management

What kinds of risks we are exposed to and how we reduce them?



Growth

What does growth mean to us? How do we want to grow and how fast?





Mission and Mandate Re-affirmed

Mission: To build a healthier Nunavut through the arts

Performance

Festival

Concert series

Embrace Life tour

Artists' Collaboration

Training

Youth workshops

Community workshops

Technical crew

Mandate

As a community-based charitable organization, we work in close partnership with communities, businesses and government:

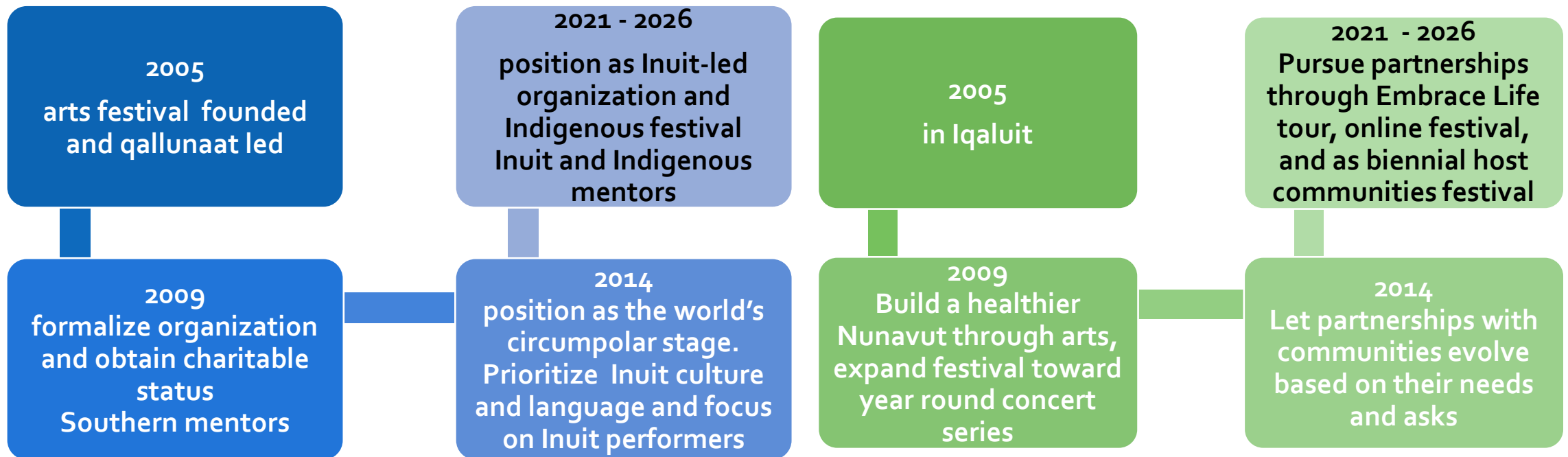
- To produce a performing and arts festival and concert series
- To offer community and school workshops
- To provide training, learning and collaboration opportunities to Nunavummiut artists and technical crew
- To advocate for, promote and strengthen Inuit arts and culture by supporting and showcasing those who create it



Fundamental decisions

Shift toward being an Inuit-led organization and Indigenous festival

Shifting toward becoming a travelling festival alternating between Iqaluit and a community



Alianait Embodies the Following Values

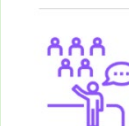
- We respect others, our relationships and the well-being of all people
- We are open, accessible, welcoming and inclusive
- We are innovative and resourceful
- We serve and provide for our communities through strengthening our arts and culture
- We make decisions through discussion and consensus
- We work together for a common cause
- We develop skills within the organization as well as for artists and technical crews through observation, mentoring, practice, and effort
- We prioritize Inuit culture and Inuktitut throughout our work
- We respect and care for the land, animals and the environment



Strategic Goals 2021 to 2026



1	Alianait is known as an Inuit-led organization and Indigenous festival focused on bringing together and presenting Inuit / Indigenous artists from Nunavut, the circumpolar region and the globe; and fostering local and international exchanges among Inuit and Indigenous artists and allied artists and organizations.
2	Foster pride in Inuit culture and languages by prioritizing Inuktitut above all other languages in our organization and our public facing communications.
3	Maintain and enhance career development support and mentorship opportunities for Inuit emerging and mid-career artists. Recognize and promote established / older generations of artists from Nunavut.
4	Alianait chooses transition to a travelling festival to increase access to live music, artistic expression and to build capacity in communities. Alianait will work with local hosts to produce its festival alternating between a Nunavut community and Iqaluit, with a year-round performance circuit spanning Iqaluit and the communities.
5	Create opportunities for youth to experience Inuit performing arts through performances, workshops, as well as volunteer opportunities, and artist or technical training.
6	Provide or advocate for hands-on training in technical skills including production design, staging, sound, lighting, recording and streaming.
7	Deliver operational excellence through appropriate planning and event production processes, working with partners effectively and reliably, and building new staff capacity in marketing, communications including digital storytelling and marketing.
8	Promote and advocate digital know-how, tools and platforms to enable Nunavummiut artists to gain access to markets and generate revenue through digital and live touring performances and digital performance recordings.



Strategic Goals 2021 to 2026: Rationale

1	<p>Inuit-led organization and Indigenous festival</p>	<p>Since 2005, Alianait festival and concerts have grown to become a prime event in the arts and the social calendar of Iqalumiut. The festival has increasingly programmed Inuit and Indigenous artists as they emerge, including receiving their debut on the Alianait stage. Alianait purposefully builds strength and recognition for Inuit artists, their artistic and cultural expressions in the circumpolar region. It is doing so now as an Inuit-led Indigenous festival working in collaboration with other Indigenous festivals and organizations across Canada. The successful succession from its Qallunaat founding executive director to an Inuk executive director can be solidified by ensuring the board’s ongoing strategic focus on <i>Being Inuit</i> and building recognition for Inuit arts and Inuit artists in Canada and around the world. Importantly, the organization’s board of directors, while diverse and inclusive aims to maintain a majority Inuit membership.</p>
2	<p>Pride in Inuit culture and languages</p>	<p>Alianait has been playing a significant role in strengthening cultural pride through performance since its inception. In a territory with 85% Inuit population, that has been working to decolonize and reclaim Inuit languages and cultural practice, Alianait as an arts and cultural organization needs to remain at the forefront of fostering pride in Inuit cultural and languages. Alianait has made great strides since 2014 when this goal was initially adopted. By elevating the priority of Inuktitut over all other languages, we seek to solidify these gains while continuing to be inclusive, welcoming and open to all Nunavummiut. It is an important way to express Alianait’s values and contribution to Nunavut arts and culture.</p>
3	<p>Artist development</p>	<p>Since its very beginning, Alianait has taken a strong role in the career development of Nunavut and Inuit artists and musicians. Artists have a special role in practicing and developing our shared Inuit culture. Ensuring they can build viable careers as artists advances their ability to work as artists as well as to strengthen their impact in communities across Nunavut and beyond. This career development for artists is essential to encourage popular use of Inuktitut (Inuit languages) in artistic and cultural expression as well as secure the vitality of Inuit languages in day-to-day life in the long term. Ensuring that all artists are recognized and promoted is important to ensure continued support for all as well as a continuity of artistic development across the generations.</p>

Strategic Goals 2021 to 2026: Rationale

<p>4</p>	<p>Travelling festival</p>	<p>Alianait is not only Iqaluit’s but Nunavut’s premier arts festival. There has been increased interest in bringing the benefits of Alianait to other communities in all regions of Nunavut, and build capacity locally to deliver a festival of Alianait’s stature. The 2020 digital festival built partnerships in every hamlet to achieve participation of artists from every community for the first time. Building on this unmitigated success, Alianait strategically wants to grow its organizational capacity, build its community partnerships, and develop a financial model with public funders to sustainably bring the full festival to a community outside of Iqaluit every second year. Alianait will adopt a host community application process that awards the annual festival to a host community with several years of planning including collaborating with and mentoring the host community committee during the prior year’s Iqaluit-hosted festival. Moreover, Iqaluit will continue to host the full Alianait Arts Festival every second year, a scaled down version focused on Canada Day every other year, as well as a year-round concert series.</p>
<p>5</p>	<p>Opportunities for youth</p>	<p>There is a great deal of interest in creating more, and more consistent, opportunities for youth to be involved in Alianait events and in their community, to undertake activities that foster self-esteem and pride among youth. Youth are particularly important in Nunavut as fully 50% of the population is under 25 years old. Nunavummiut continue to experience many adverse social, cultural and health effects from colonization. Inadequate and overcrowded housing , few economic opportunities and an often bleak outlook on life are just some of the challenges young Nunavummiut deal with. Alianait has a long history of providing opportunities to youth through school workshops and it has been organizing the Embrace Life tour taking artists into communities for some time. Making this a strategic goal will ensure that Alianait brings its resources to bear in a concerted, continuous manner for the benefit of Nunavut’s youth and society in general.</p>

Strategic Goals 2021 to 2026: Rationale

6	Hands-on training in technical skills	<p>Alianait has been learning how to produce professional shows over the last 15 years. Having a professional stage with full technical production capacities is essential to develop the arts community and help emerging performers build their careers. The COVID pandemic has interrupted this ongoing training program. To retain the gains made by Nunavummiut performers, providing training in production design, sound, lighting and stage craft as well as recording and streaming technology is critical. This is a strategic priority for Alianait because formal technical training opportunities do not exist in Nunavut. As the arts sector is growing and becoming more professional it is expected that training will become an ever more important concern.</p>
7	Operational excellence; marketing and digital storytelling	<p>Alianait has an excellent reputation for top quality arts presentation and festival production. To emerge successfully from the COVID shut down requires maintenance of this high level of expertise and professionalism. The founding Executive Director position has been split into two positions: Executive Director and Artistic Director. Their workload is very high, and in light of this strategic plan's goals, additional resources will required. With additional staff comes a need for transparent and timely processes and procedures. Senior staff will establish the processes and procedures necessary to planning and deliver Alianait's events. They will prioritize working effectively and reliably with partners, especially those host community committees that will host Alianait in their communities. As Alianait continues to grow it will be important to ensure that key functions are undertaken by skilled staff. It is anticipated that staff will grow from the current 2 full-time to 3 full-time and 2 part-time staff: Operations & Marketing Manager; Festival Coordinator and Community Outreach Coordinator. In years where Alianait takes place in a host community, some staff, especially the festival coordinator position could be located in the community.</p>
8	Digital know-how, tools and platforms	<p>The rush to digital around the world due to COVID also reached Nunavut, despite its notoriously slow, data-capped satellite internet. Despite the severe challenges with home internet, Alianait received a remarkable 60,000 engagements for its two day digital festival in November 2020. There are a number of new digital tools and platforms emerging that present significant opportunities for market access and career development for Nunavummiut. Alianait with its strong relationships across Canada is ideally situated to bring these opportunities to Nunavummiut performers.</p>

What is *not* changing

- Family-friendly events
- Safe place to bring family
- Substance-free
- Strong presence in Iqaluit year-round
- Technical training
- Continue digital presentation beyond COVID restrictions
- Enhancing career development for Inuit artists by connecting mature and emerging artists
- Community partnerships
- Continue to provide youth-centred programming across Nunavut
- Embrace Life community tour continues
- Delivery of operational excellence, but solidify processes with current team

What is changing

- Focus on Inuit and Indigenous communities globally
 - Carve out spaces within the Indigenous global community to highlight Inuit arts and culture
- Travelling festival to communities (target is to alternate between Iqaluit and a host community every 2 years)
- Embrace new digital opportunities to help build Inuit artists careers in Nunavut, Canada, circumpolar region and globally
- Greater focus on marketing, communications including digital and social media
- Operationally need to find a replacement for Marcato festival management tool



Strategic Framework

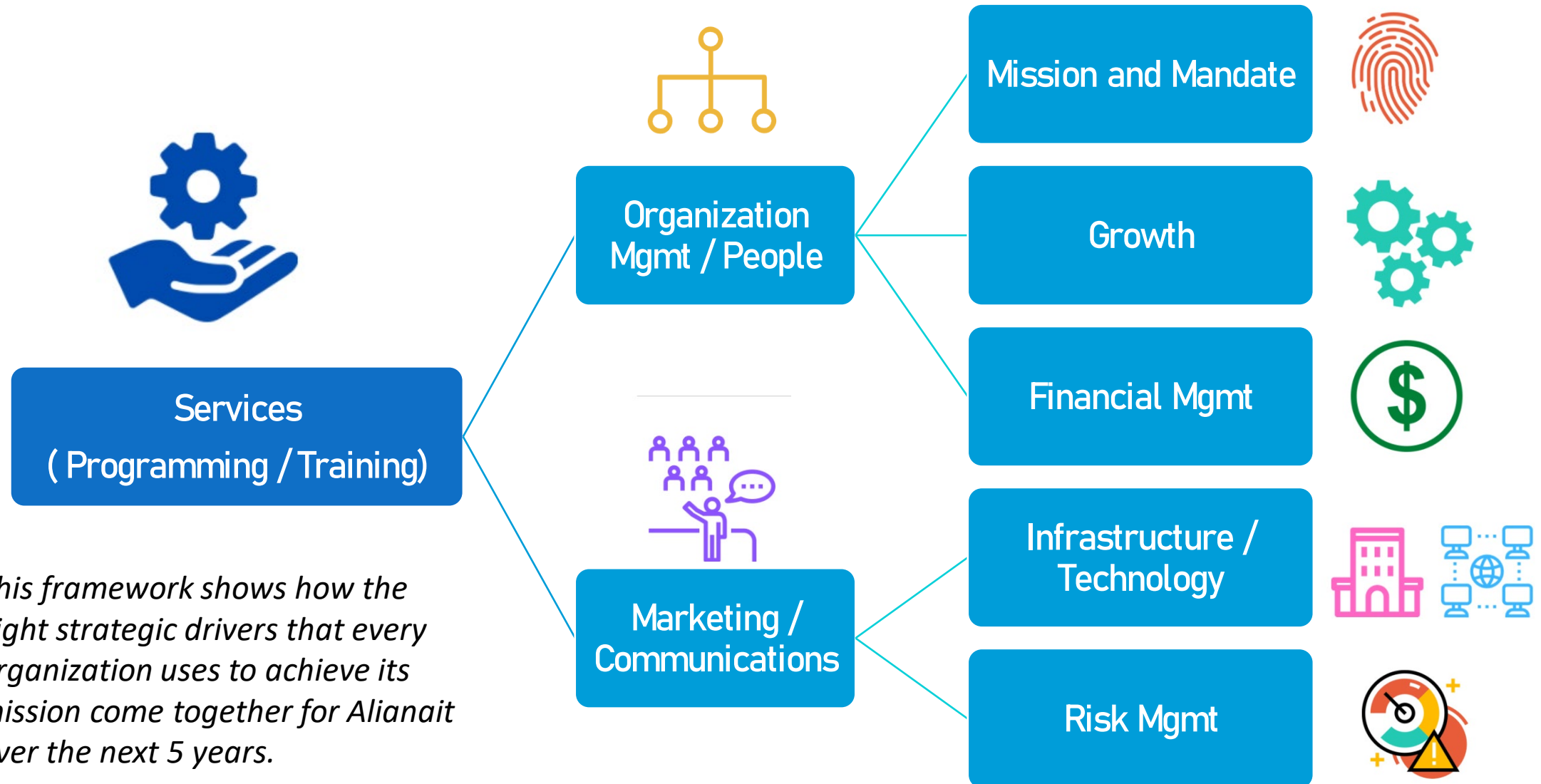


Maintain Day-to-Day Excellence in Operations

- A strategic plan delivers the ongoing guidance for strategic decision-making for the organization's board of directors and staff.
- It does not spell out all the activities an organization, its board and staff must undertake to ensure the smooth functioning in keeping with the legal requirements for a charity. It also does not enumerate all the ongoing work required in the delivery of excellent artistic experiences and training in Nunavut, or the ongoing championing of Nunavut performers outside of Nunavut. Those activities are simply part of day-to-day operations.
- In areas where the strategic plan specifies a strategic reorientation or a sharper strategic focus the year-over-year implementation milestones are outlined.
- Ongoing tracking of progress should be based on annual goals that should be derived from this strategic plan. Actions and goals should be evaluate annually and adjusted for the next cycle in accordance with results achieved.
- All major initiatives should fit this strategic plan or be discussed by the board of directors as an amendment to it, as the case may be.



Strategic Framework for Alianait 2021 to 2026



This framework shows how the eight strategic drivers that every organization uses to achieve its mission come together for Alianait over the next 5 years.



Strategic Framework | Dominant Strategy: Programming

- Programming is the dominant driver for all performing arts presenters and it remains in the dominant position for Alianait as well.
- Four of eight strategic priorities relate to this dominant driver of strategy, while two others have mandate-relevant implications for programming decisions



Primary relevance	
3	Artist development
4	Travelling festival
5	Create opportunities for youth
6	Hands-on training in technical skills
Secondary relevance	
1	Inuit-led organization and Indigenous festival
2	Pride in Inuit culture and languages

Strategic Framework | Enabling Strategies: Organizational management and Marketing and Communications

- Three of the remaining strategic levers relate to organizational management and one to marketing and communications in terms of helping position Nunavut and Inuit performers in particular in the digital market places.
- Especially the rapid acceptance of all things digital including digital performance experiences brought on by COVID is expected to remain part of our lives beyond COVID. As such, Alianait is ideally situated to aid in brokering these relationships for Nunavut artists until another organization, such as Music Nunavut might appear.

Organizational Management	
Primary relevance	
7	Operational excellence in event production; marketing / digital storytelling
Secondary relevance	
5	Create opportunities for youth
6	Hands-on training in technical skills

Marketing and Communications	
Primary relevance	
8	Digital know-how, tools and platforms
Secondary relevance	
7	Operational excellence in event production; marketing / digital storytelling



Strategic Framework | Five Supporting Strategies

- *Being Inuit* is of primary relevance to the Business Definition for Alianait, as is pride in culture and language; artist development is secondary (primary: Programming)

Business Definition	
Primary relevance	
1	Inuit-led organization and Indigenous festival
2	Pride in Inuit culture and languages
Secondary relevance	
3	Artist development

- Risk management, continuously monitoring the overall health, viability and sustainability of the organization is an ongoing requirement, especially in areas of growth and in areas where change is desired.

- Growth relates closely to creating the travelling festival while all things digital which are primarily related to marketing have secondary implications for technology and financial management.

Growth	
Secondary relevance	
4	Travelling festival
Infrastructure / Technology and Financial Management	
Secondary relevance	
8	Digital know-how, tools and platforms



Annual Implementation Targets



	Strategic Goal	To March 2022
1	Inuit-led organization and Indigenous	<ul style="list-style-type: none"> • Consider updating tagline, messaging architecture to communicate this new positioning. • Once approved release the strategic plan highlights to members, funders, the public • Develop programming for online festival in 2021 with Inuit and Indigenous performers. • Create succession plan and identify potential recruits for senior staff roles to transition as needed.
2	Inuit culture, language	<ul style="list-style-type: none"> • Complete the web site to be fully bilingual.
3	Artist Development	<ul style="list-style-type: none"> • Set up collaboration or mentoring for emerging and mid-career artists with Indigenous mentors.
4	Travelling festival	<ul style="list-style-type: none"> • Begin to lay the ground work to develop an application process to host the Alianait Arts Festival in a community outside of Iqaluit –target year to hold main festival outside is 2025. • Undertake Embrace Life tour if possible and begin to discuss these intentions with potential local partners, including what local support could be available and how to recruit staff or volunteers locally. • Inform current funders and sponsors of these intentions and discuss implications
5	Opportunities for youth	<ul style="list-style-type: none"> • Produce the Embrace life tour and series of workshops in Iqaluit and host communities. • Talk with youth, about their interests and aspirations; inspire their interest in contribution to arts and culture; discuss needs and opportunities with community leaders; build programs or services accordingly
6	Hands-on training in technical skills	<ul style="list-style-type: none"> • Consider organizing digitally delivered workshops for some technical skill development. (Note: Some contributions can come from the national digital intelligence project <i>Making Tomorrow Better during 2021</i>) • Consider partnership with hamlets, Arctic College or NWTel to obtain adequate internet access to hold workshops
7	Operational excellence; marketing digital storytelling	<ul style="list-style-type: none"> • Build a comprehensive event production work back schedule that provides sufficient time for festival production as well as ongoing event production. • Review finances for funds to hire a part time operations manager with primary responsibilities for marketing
8	Digital know-how, tools and platforms	<ul style="list-style-type: none"> • Participate in workshops on digital know-how and emerging digital business platforms. Facilitate inclusion of Nunavummiut on the new ThePitch.ca including provision of performance video (Note: Some contributions can come from the national digital intelligence project <i>Making Tomorrow Better during 2021</i>)



	Strategic Goal	April 2022 to March 2023
1	Inuit-led organization and Indigenous	<ul style="list-style-type: none"> Develop programming for a physical festival in 2022 with Inuit and Indigenous performers; collaboration opportunities.
2	Inuit culture, languages	<ul style="list-style-type: none"> Enable language training for staff and volunteers
3	Artist Development	<ul style="list-style-type: none"> Evolve collaboration or mentoring for emerging and mid-career artists with Indigenous mentors to include established Inuit artists mentoring youth as well as emerging artists in an ongoing formal process Consider establishing awards for performers at the festival as a way to recognize artists and build their career.
4	Travelling festival	<ul style="list-style-type: none"> Develop a sample budget for a year with the main festival outside Iqaluit, a shorter Canada Day and ongoing year-round concert series in Iqaluit Develop the concept of the travelling festival and issue a call for applications for host communities to host Alianait Arts Festival in 2025. Promote frequently and through the Alianait network. Provide about 4 to 6 month to prepare an application. Undertake Embrace Life tour and raise awareness of the call for application in communities visited. Maintain proactive communications with current funders and sponsors to secure the additional funds required
5	Opportunities for youth	<ul style="list-style-type: none"> Produce the Embrace life tour and series of workshops in Iqaluit and host communities. Consider additional community-based programming for youth as resources are available
6	Hands-on training in technical skills	<ul style="list-style-type: none"> Return to some in person workshops in Iqaluit and at least 2 communities Secure a partner (hamlets, Arctic College, NWTel) or sponsor to provide internet connectivity for digital workshops.
7	Operational excellence; marketing and digital storytelling	<ul style="list-style-type: none"> Employ the comprehensive event production work back schedule for festival production as well as ongoing event production; refine and update as experience dictates. Review finances to see whether there are funds to hire a part time operations manager with primary responsibilities for marketing, and if not, seeing funding for the next fiscal year.
8	Digital know-how, tools and platforms	<ul style="list-style-type: none"> Create digital performance opportunities for Nunavummiut performers in Nunavut; elevate the digital presentation and presence of performers through coaching. Foster adoption of new platforms like ThePitch.ca and digital presentation platforms like Sidedoor Access and others.



	Strategic Goal	April 2023 to March 2024
1	Inuit-led organization and Indigenous	<ul style="list-style-type: none"> Develop programming for a physical festival in 2023 with Inuit and Indigenous performers; collaboration opportunities between artists. Youth workshops with mentors.
2	Inuit culture, languages	<ul style="list-style-type: none"> Continue to support Inuktitut language training Promote greater use of Inuktitut in day-to-day work, e.g. at the office, in meetings
3	Artist Development	<ul style="list-style-type: none"> Evolve collaboration or mentoring for emerging and mid-career artists with Indigenous mentors to include established Inuit artists mentoring youth as well as emerging artists in an ongoing formal process
4	Travelling festival	<ul style="list-style-type: none"> Select two shortlisted host communities for the 2025 Alianait Arts Festival. Invite members from the two shortlisted host community committees can shadow the festival team in its final preparations for and the running of Alianait Arts Festival in 2023 in Iqaluit. Post-festival develop an operational plan jointly for the 2025 festival.
5	Opportunities for youth	<ul style="list-style-type: none"> Produce the Embrace life tour and series of workshops in Iqaluit and increase number of host communities. Consider additional community-based programming for youth as resources are available
6	Hands-on training in technical skills	<ul style="list-style-type: none"> In person workshops in Iqaluit and at least 4 communities, including the shortlisted host communities Renew a partner (hamlets, Arctic College, NWTel) or sponsor to provide internet connectivity for digital workshops.
7	Operational excellence; marketing and digital storytelling	<ul style="list-style-type: none"> Develop a host committee operational manual and training to ensure operational excellence and collaboration with Alianait staff and the host committee. Grow funding to make the part time operations manager with primary responsibilities for marketing full-time; hire seasonal festival coordinator and part-time community outreach coordinator
8	Digital know-how, tools and platforms	<ul style="list-style-type: none"> Continue to bring Inuit and Nunavummiut performers to a level of digital and touring professionalism; once Music Nunavut is operational, part of this work can be transferred to that organization.



	Strategic Goal	April 2024 to March 2025
1	Inuit-led organization and Indigenous	<ul style="list-style-type: none"> Develop programming for a physical festival in 2024 with Inuit and Indigenous performers; collaboration opportunities between artists. Youth workshops with mentors.
2	Inuit culture, languages	<ul style="list-style-type: none"> Continue to support Inuktitut language training Promote use of Inuktitut in day-to-day work and all communications and marketing including social media Consider development and delivery of training programs for performers in Inuktitut and other initiatives in the community
3	Artist Development	<ul style="list-style-type: none"> Evolve collaboration or mentoring for emerging and mid-career artists with Indigenous mentors to include established Inuit artists mentoring youth as well as emerging artists in an ongoing formal process
4	Travelling festival	<ul style="list-style-type: none"> Select the host community for the 2025 Alianait Arts Festival and announce it at the 2024 Festival in Iqaluit. Invite members from the host committee to train with the festival team as it goes through its final preparations for and the running of Alianait Arts Festival in 2024 in Iqaluit. Trial run for the host committee operational manual and build good relationships between Alianait and host committee. Post-festival finalize an operational plan jointly for the 2025 festival in the host community. Issue a call for proposals for hosting the 2027 and 2029 festivals; support applications for all regions.
5	Opportunities for youth	<ul style="list-style-type: none"> Produce the Embrace life tour and series of workshops in Iqaluit and hold steady on number of host communities. Consider additional community-based programming for youth as resources are available
6	Hands-on training in technical skills	<ul style="list-style-type: none"> In person workshops in Iqaluit and at least 5 communities, including the host communities Renew a partner (hamlets, Arctic College, NWTel) or sponsor to provide internet connectivity for digital workshops.
7	Operational excellence; marketing and digital storytelling	<ul style="list-style-type: none"> Grow funding to make the part time operations manager with primary responsibilities for marketing full-time. Achieve full staff complement – 3 full time, 2 seasonal or part-time, plus host community staffing – estimated at 2 additional people for the 2025 festival
8	Digital know-how, tools and platforms	<ul style="list-style-type: none"> Continue to support digital opportunities for artists.



	Strategic Goal	April 2025 to March 2026
1	Inuit-led organization and Indigenous	<ul style="list-style-type: none"> Develop programming for a physical festival in 2025 jointly with the host committee featuring Inuit and Indigenous performers; collaboration opportunities between artists. Youth and community workshops with artists and mentors.
2	Inuit culture, languages	<ul style="list-style-type: none"> Continue to support Inuktitut language training Promote use of Inuktitut in day-to-day work, e.g. at the office, in meetings and in all marketing and communications including social media Consider developing new initiatives to support languages and culture
3	Artist Development	<ul style="list-style-type: none"> Maintain collaboration or mentoring for emerging and mid-career artists with Indigenous mentors to include established Inuit artists mentoring youth as well as emerging artists in an ongoing formal process
4	Travelling festival	<ul style="list-style-type: none"> Run the 2025 Alianait Arts Festival in host community. Invite potentials for the 2027 and 2029 festivals to shadow the production of the festival in a community. Post-festival discuss with potential host communities their application to host and develop a short list.
5	Opportunities for youth	<ul style="list-style-type: none"> Produce the Embrace life tour and series of workshops in Iqaluit and hold steady on number of host communities. Consider additional community-based programming for youth as resources are available
6	Hands-on training in technical skills	<ul style="list-style-type: none"> In person workshops in Iqaluit and at least 5 communities, including the host communities Renew a partner (hamlets, Arctic College, NWTel) or sponsor to provide internet connectivity for digital workshops.
7	Operational excellence; marketing and digital storytelling	<ul style="list-style-type: none"> Achieve full staff complement – 3 full time, 2 seasonal or part-time, plus host community staffing – estimated at 2 additional people for the 2025 festival
8	Digital know-how, tools and platforms	<ul style="list-style-type: none"> Continue to support digital opportunities for artists.



	Strategic Goal	April 2026 to March 2027
1	Inuit-led organization and Indigenous	<ul style="list-style-type: none"> Develop programming for a physical festival in 2026 in Iqaluit featuring Inuit and Indigenous performers; collaboration opportunities between artists. Youth and community workshops with artists and mentors.
2	Inuit culture, languages	<ul style="list-style-type: none"> Promote use of Inuktitut in day-to-day work, e.g. at the office, in meetings and in all marketing and communications including social media
3	Artist Development	<ul style="list-style-type: none"> Maintain collaboration or mentoring for emerging and mid-career artists with Indigenous mentors to include established Inuit artists mentoring youth as well as emerging artists in an ongoing formal process
4	Travelling festival	<ul style="list-style-type: none"> Run the 2026 Alianait Arts Festival in Iqaluit. Invite potentials for the 2027 and 2029 festivals to shadow the production of the festival in Iqaluit. Post-festival discuss with host committees' applications and award 2027 and earmark 2029 for two different host communities.
5	Opportunities for youth	<ul style="list-style-type: none"> Produce the Embrace life tour and series of workshops in Iqaluit and hold steady on number of host communities. Consider additional community-based programming for youth as resources are available
6	Hands-on training in technical skills	<ul style="list-style-type: none"> In person workshops in Iqaluit and at least 5 communities, including the upcoming host communities Renew a partner (hamlets, Arctic College, NWTel) or sponsor to provide internet connectivity for digital workshops.
7	Operational excellence; marketing and digital storytelling	<ul style="list-style-type: none"> Maintain full staff complement – 3 full time, 2 seasonal or part-time, plus host community staffing – estimated at 2 additional people for the 2027 festival
8	Digital know-how, tools and platforms	<ul style="list-style-type: none"> Continue to support digital opportunities for artists.

