



NUNAVUT IMPACT REVIEW BOARD

FIVE YEAR STRATEGIC PLAN

2013 – 2017

EFFECTIVE APRIL 1, 2013

SIGNATURE PAGE

THIS STRATEGIC PLAN IS APPROVED FOR IMPLEMENTATION THROUGH THE 2013-2017 PERIOD BY THE NUNAVUT IMPACT REVIEW BOARD ON THIS 20TH DAY OF FEBRUARY, 2013.



Elizabeth Copland
Chairperson



Phillip Kadlun
Vice-Chairperson



Guy Alikut
Secretary Treasurer



Henry Ohokannoak
Board Member



Marjorie Kaviq Kaluraq
Board Member



Jaypootie Aliqatuqtuq
Board Member

CHAIRPERSON'S FORWARD

During the 2012-13 fiscal year the Nunavut Impact Review Board (NIRB) has developed this second iteration of its five (5) year Strategic Plan, which will become effective April 1, 2013 and will cover the period of Board operations from 2013-2017. The NIRB's Strategic Plan provides a comprehensive overview of the Board's mandated functions and duties, establishing the objectives of the organization, including areas targeted for improvement or further development and the associated funding requirements for a five (5) year period.

A corresponding detailed breakdown of deliverables and their associated costs has been developed to accompany this Strategic Plan, with a clear delineation of what can be accomplished with the current levels of funding provided through the Agreement, and what additional funding would be needed to allow the Board to operate in a more sustainable and effective fashion. The NIRB's five-year Strategic Plan has also been used to develop a ten-year Implementation Plan for the 2013-2022 period as has been requested by the Nunavut Implementation Panel, which is tasked with determining the appropriate level of funding required for the NIRB to carry out its mandated duties.

As an institution of public government created through the Nunavut Land Claims Agreement, the NIRB is a unique organization with an important mandate to fulfill. This Strategic Plan sets out the major goals of NIRB for the next five years, and includes mechanisms for annual updates and regular reporting on our progress through the release of our public annual reports.

We look forward to continued improvement in the achievement of the primary objectives of NIRB, to protect and promote the existing and future well-being of the residents and communities of the Nunavut Settlement Area, and to protect the ecosystemic integrity of the Nunavut Settlement Area.

Sincerely,



Elizabeth Copland
Chairperson
Nunavut Impact Review Board

EXECUTIVE SUMMARY

The Nunavut Impact Review Board (NIRB) held a strategic planning session in the community of Sanikiluaq from June 28th to June 29th, 2012. This strategic planning session (facilitated by Jimmy Jacquard and Geoff Rigby of Aarluk Consulting), brought together NIRB staff and board members, and provided an opportunity for both groups to discuss the future of NIRB as an organization. This involved revisiting the NIRB mission and adopting a vision to affirm the focus of the organization, as well as the conduction of a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis to identify key issues that the organization must take into consideration moving forward. After these items were examined, the group used the resulting information to develop five primary goals for the organization moving forward:

- The NIRB will comply with the requirements and spirit of the Nunavut Land Claims Agreement.
- The NIRB will continue to conduct high quality impact assessments.
- The NIRB will work to achieve adequate funding to ensure long- term organizational stability.
- The NIRB will reflect the principles of Inuit Qaujimajatuqangit/ Qaujimajangit through its work.
- The NIRB will strive to maintain public confidence and participation in Nunavut's regulatory system and the NIRB's processes.

The following report examines these goals and the results of this workshop in more detail.

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1.0 Introduction

This Strategic Plan was formulated using input derived from a 1 ½ day workshop attended by the NIRB Board members and the NIRB staff. The objective of the workshop was to develop the goals and objectives for the NIRB Five-Year Strategic Plan for 2013-2017.

This Strategic Plan sets out the major goals of NIRB for the next five years. These goals are consistent with NIRB's legislated mandate, as well as its vision and mission. These goals are supported by various projects and initiatives with a strategy for achieving each, including: who will be responsible for the achievement, a timeline for completion, an identification of the required human and financial resources and time needed for implementation, and a method of evaluating whether each goal has been achieved.



2.0 Background

2.1 The NIRB

The Nunavut Impact Review Board (NIRB) is an institution of public government established through the coming into force of the Nunavut Land Claims Agreement (NLCA) on July 9, 1996. The NLCA was negotiated based on and reflecting the following objectives:

- to provide for certainty and clarity of rights to ownership and use of lands and resources, and of rights for Inuit to participate in decision-making concerning the use, management and conservation of land, water and resources, including the offshore;
- to provide Inuit with wildlife harvesting rights and rights to participate in decision-making concerning wildlife harvesting;
- to provide Inuit with financial compensation and means of participating in economic opportunities; and,
- to encourage self-reliance and the cultural and social well-being of Inuit.

Through the NLCA, the NIRB's role is to assess the potential impacts of proposed development in the Nunavut Settlement Area prior to approval of any required project authorizations. The NIRB screens project proposals to determine whether they have significant impact potential or will cause public concern. The NIRB utilizes both traditional knowledge and recognized scientific methods in order to gauge and assess the biophysical and socio-economic impacts of proposals, and makes recommendations to Government about which projects should be allowed to proceed and under what terms and conditions. The Board also monitors the impact of projects that have previously been screened or reviewed and approved to proceed.

In carrying out its functions, the NIRB is directed to act fairly and in such a way that, at all times, it protects and promotes the existing and future wellbeing of residents of Nunavut and protects the ecosystemic integrity of the Nunavut Settlement Area. The NLCA also instructs the NIRB to take into account the well-being of residents of Canada outside of the Nunavut Settlement Area.

2.2 Funding

Pursuant to the NLCA¹, the costs of the NIRB are the responsibility of Government, and the NIRB must prepare an annual budget subject to review and approval by Government. Each year the NIRB submits a CORE budget and work plan for Screening-related work and a separate project-specific HEARINGS budget and work plan for Review and Monitoring related work. The annual CORE budget and work plan is derived using the total of guaranteed annual fixed contribution funding provided by AANDC to the NIRB.

CORE related work includes the costs of the following:

- Board Member honoraria for work associated with Screenings and regular Board Meetings;
- Salaries and benefits for 10 staff;

¹ NLCA Section 12.2.31



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- Office building lease and maintenance fees;
- Professional fees for legal counsel and consultants;
- Travel for Board and staff to regular Board Meetings and regulatory meetings; and,
- Limited professional development and training.

HEARINGS related work includes the costs of the following:

- Board Member honoraria for work associated with Review and Monitoring files, including project-specific Board Meetings and hearings;
- Salaries and benefits for 6-10 technical staff;
- Professional fees for legal counsel and consultants for project-specific work;
- Travel for Board Members and staff to project-specific meetings and hearings; and,
- Facilitation of project-specific community consultation, meetings, workshops and hearings.

The NIRB's budgets and work plans are presented to the Board for review and approval at their regularly-scheduled meeting in January/February of each year. The CORE and HEARINGS budgets are much more than a tool for allocating money; they are an adopted plan for expenditures and revenues structured to follow the programs, work and mandate of the NIRB. Once the Board approves the budgets and respective work plans, they become the official plans for the operation of the Board for the fiscal year of concern, recognizing the right of the Board to allocate or reallocate funds within its approved budgets as required by evolving circumstances.

2.3 Previous Strategic Planning

The NIRB has been in existence for approximately 16 years. During the early years, most of the organizational impetus was directed at creating the initial organizational infrastructure necessary to operate and determine how to fulfil the primary functions of NIRB's mission. During the 2007-2008 period, the NIRB developed its first five-year strategic plan for 2008 through 2012, which had a focus on key areas such as governance, legislation, policy development and human resources. A driving force behind the initial Strategic Plan was to demonstrate to Government that the NIRB required additional financial resources in order to fulfill its NLCA mandate and be sustainable in the medium to long term. During the 2008-2012 period, the Board was successful in obtaining a five year funding agreement for CORE operations, as well as a very modest funding increase which allowed the NIRB to update its internal operational and board governance policies and meet the immediate rising cost of basic infrastructure needs.



The NIRB continues to grow into its mandate, regularly checking its progress against established benchmarks.

Unfortunately, many of the projects and initiatives outlined in the initial Strategic Plan have yet to be met, a direct result of funding having not been provided by Government. At the end of the implementation period for the first five year strategic plan, the NIRB continues to be chronically underfunded, resulting in great difficulties with effectively discharging

2.4 Recent Activities

Over the past several years, the Board and staff have completed additional initiatives and training related to a number of relevant topics, including Inuit Qaujimagatuqangit, uranium mining, marine issues and governance practices, among others. The NIRB was fortunate to receive in-kind support annually from the Nunavut Implementation Training Committee which further supported these initiatives and offset CORE funding shortfalls. The Board and staff also attended, presented, and participated in a number of conferences and workshops each year, encouraging continued advancement of environmental assessment practices and standards and explaining the workings of the NIRB's processes to industry proponents. The Board regularly coordinated and collaborated with its partners in Government, Inuit organizations and the other NLCA Institutions of Public Government to realize cost savings and efficiencies while ensuring the most efficient regulatory system possible.

2.5 Strategic Plan Objectives

The NIRB believes that a prerequisite to a successful, strategy-focused organization is a strong connection between the organization's strategic plan, annual budget and work plan, and the organization's long term financial planning. It is important to link the NIRB's financial decisions to the mission and strategic direction of the Board and to link the annual budgeting process to multi-year programs and long term financial planning. It is critical that NIRB also understand the human resources, time and support of outside groups needed for its strategies to succeed.

The responsibility for funding the NIRB rests with the Government of Canada through implementation of the NLCA. The Government provides the NIRB with a set total budget amount for CORE operations annually, and the NIRB is required to submit a budget and work plan which works within this total amount. The work plan and associated budget for implementation of this Strategic Plan exceeds the



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total annual budget made available to the NIRB, however the Board believes it is necessary for Government to be made aware of the organization's true funding need as well as precisely what would be achieved through increased funding support. This Strategic Plan will allow the NIRB to submit a STRATEGIC budget and work plan annually, and the Board will also continue to submit the required annual budget and work plan for CORE operations which reflects the total amount of funding to actually be made available for the NIRB by Government. The CORE budget and work plan will therefore be a subset of the STRATEGIC budget and work plan until funding levels are increased to match the NIRB's strategic direction.

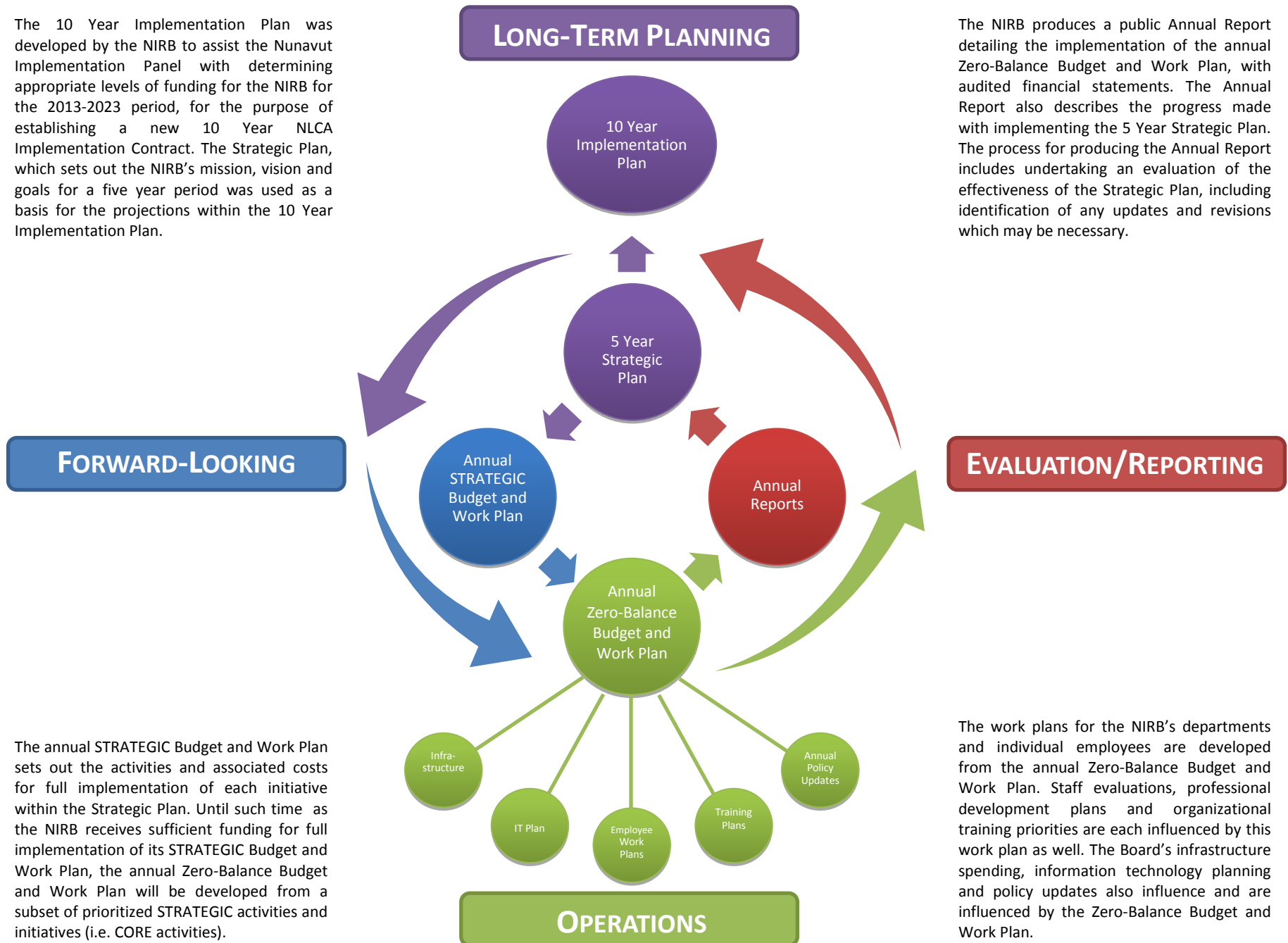
The NIRB's annual work plan will be shaped by its Strategic Plan, and the work plans for the NIRB's individual departments and staff will support the objectives of the annual organizational work plan. Staff evaluations and the organizational training and development priorities will be influenced by these work plans as well. The Board's policies, salary bench-marking and information technology planning will both influence and be influenced by the NIRB's annual budget and work plan for CORE operations.

The NIRB believes that it is important to have a strategic plan that sets out benchmarks and performance indicators for the Board's own internal use and for key stakeholders such as Nunavummiut, Inuit organizations, Government and industry that the NIRB interacts with. The NIRB will regularly evaluate its progress with meeting the defined strategic planning objectives and will report achievements and outcomes through its public annual report.

Figure 1 illustrates the connections between the NIRB's Strategic Plan and other planning documents which inform the Board's operations.

The 10 Year Implementation Plan was developed by the NIRB to assist the Nunavut Implementation Panel with determining appropriate levels of funding for the NIRB for the 2013-2023 period, for the purpose of establishing a new 10 Year NLCA Implementation Contract. The Strategic Plan, which sets out the NIRB's mission, vision and goals for a five year period was used as a basis for the projections within the 10 Year Implementation Plan.

The NIRB produces a public Annual Report detailing the implementation of the annual Zero-Balance Budget and Work Plan, with audited financial statements. The Annual Report also describes the progress made with implementing the 5 Year Strategic Plan. The process for producing the Annual Report includes undertaking an evaluation of the effectiveness of the Strategic Plan, including identification of any updates and revisions which may be necessary.



The annual STRATEGIC Budget and Work Plan sets out the activities and associated costs for full implementation of each initiative within the Strategic Plan. Until such time as the NIRB receives sufficient funding for full implementation of its STRATEGIC Budget and Work Plan, the annual Zero-Balance Budget and Work Plan will be developed from a subset of prioritized STRATEGIC activities and initiatives (i.e. CORE activities).

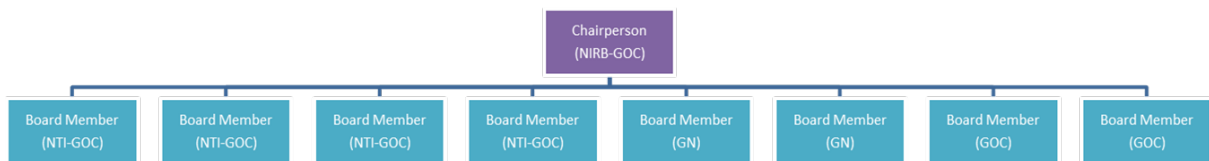
The work plans for the NIRB's departments and individual employees are developed from the annual Zero-Balance Budget and Work Plan. Staff evaluations, professional development plans and organizational training priorities are each influenced by this work plan as well. The Board's infrastructure spending, information technology planning and policy updates also influence and are influenced by the Zero-Balance Budget and Work Plan.

3.0 Board Governance

The NIRB’s governance and policy direction is provided by the Board members. The Board is composed of up to nine (9) members, one of whom serves or acts as Chairperson. Members are appointed for a three-year term by the following method, set out in NLCA Article 12:

- **Four members** are appointed by the federal Minister responsible for Northern Affairs, upon nomination by the Designated Inuit Organization (DIO)
 - The DIO in this instance is Nunavut Tunngavik Incorporated (NTI), which supplies one nomination directly and allows each of the following to also supply one nomination each: Kitikmeot Inuit Association, Kivalliq Inuit Association and Qikiqtani Inuit Association.
- **Two members** are appointed by one or more Ministers of the Government of Canada.
- **Two members** are appointed by one or more Ministers of the Territorial Government; at least one of whom is appointed by the Minister responsible for Renewable Resources.
- **The Chairperson** is appointed by the federal Minister responsible for Northern Affairs in consultation with the Territorial Government, from nominations agreed to and provided by the Board itself.
 - In the nomination and appointment of a Chairperson, preference shall be given to persons who reside in the Nunavut Settlement Area.

Figure 2 illustrates the organizational structure of the Board, as established by the NLCA:



Governance at the NIRB includes the structures, responsibilities and processes that the Board members use to direct and manage the organization’s overall operations. These structures, responsibilities and processes, in turn, determine how authority is exercised, how decisions are made, and how decision-makers are held accountable. The NIRB has in place established governance policies which include “Board governance policies”, “Executive Director constraint policies” and “Board/Executive Director relations policies”. The Board and staff are also further governed by “operational and administration policies”.

The Board carries out its mandate with fairness to all stakeholders. In making its determinations, Board members are at all times, guided by impartiality and due process. Over time, the Board’s prior decisions also provide a useful benchmark to indicate how the Board might view particular types of proposals. However, while the Board will generally try to ensure similar project proposals are considered in a consistent manner, as a matter of law, the Board must evaluate each proposal on its own merits and with respect to its own context.



4.0 Organizational Structure

4.1 Administrative Organization and Services

Recognizing that the Board itself is accountable for the operation of the organization, the NIRB therefore supports the principle of delegation to the Executive Director so that the Board will be free from operational matters. The NIRB's Executive Director and supporting staff are organized into three departments: **Executive, Finance and Administration**, and **Technical Services**.

4.2 Executive

The Executive department consists of the Executive Director and the Interpreter/Translator. The Executive department is responsible for implementing the organization's goals and objectives identified by the Board and to provide direction, guidance, and advice to the Board on environmental impact issues and legislative issues affecting environmental issues impacting upon the natural resources regime within the Nunavut Settlement Area.

The Executive department reports directly to the Board through the Executive Director and is responsible for planning, directing, and managing the overall operations of the organization. The Executive Director represents the Board and serves as a liaison for federal, territorial and local agencies, Designated Inuit Organization's, Institutions of Public Government and private foundations and corporations on environmental impact related matters affecting the Nunavut Settlement Area

The Executive Department provides in-house English-Inuktitut translation of documents and interpretation services for both internal and public meetings and events through the Interpreter/Translator. The Interpreter/Translator also coordinates outsourcing of translation and interpretation services to external consultants and helps to ensure the integrity of NIRB communications.

4.3 Finance and Administration

The Finance and Administration department is responsible for the overall efficient day-to-day administration of the Board's financial, human resource and administrative systems which includes financial reporting and control systems, personnel files, leave and attendance records, and the monitoring of administrative and personnel policies, procedures and guidelines. Other responsibilities include budgeting and risk Management.

The Finance and Administration department reports to the Executive Director through the Director of Finance and Administration, with administrative support from the Senior Finance Officer and the Secretary/Receptionist.



4.4 Technical Services

The Technical Services department leads the Board's environmental assessment process for the screening and review of all projects referred to NIRB under Article 12 of the NLCA. It leads all initiatives and follow-up associated with screenings, reviews and monitoring programs. This department is responsible for overseeing the receipt and distribution of project proposals established under Article 12 of the NLCA, to act as the first point of contact in the project proposal process providing information or directing inquiries and managing the flow of information pertaining to environmental assessments. Other responsibilities include communications and maintaining the Public Registry.

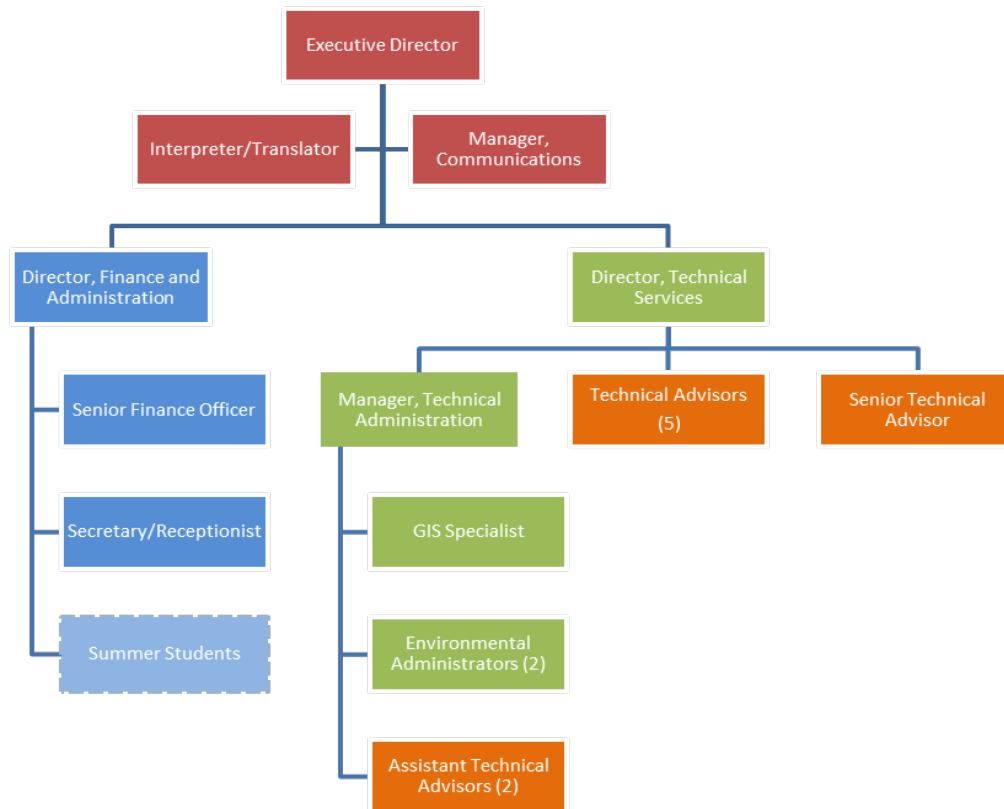
The Technical Services department reports to the Executive Director through the Director of Technical Services, with technical and administrative support from the following staff positions:

- Manager, Technical Administration (1)
- Environmental Administrator (2)
- GIS Specialist (1)
- Senior Technical Advisor (1)
- Technical Advisor (3)
- Assistant Technical Advisor (2)

Given a continued shortfall in the NIRB's CORE funding, all salaries and benefits for the Technical Advisor and Assistant Technical Advisor positions are expensed through the Board's HEARINGS funding in order to meet the required Zero-Balance budget for CORE operations. There may occasionally be a requirement for additional Technical Advisor and Assistant Technical Advisor positions in excess of the numbers set out above, dependent upon higher than average Review and Monitoring workload.

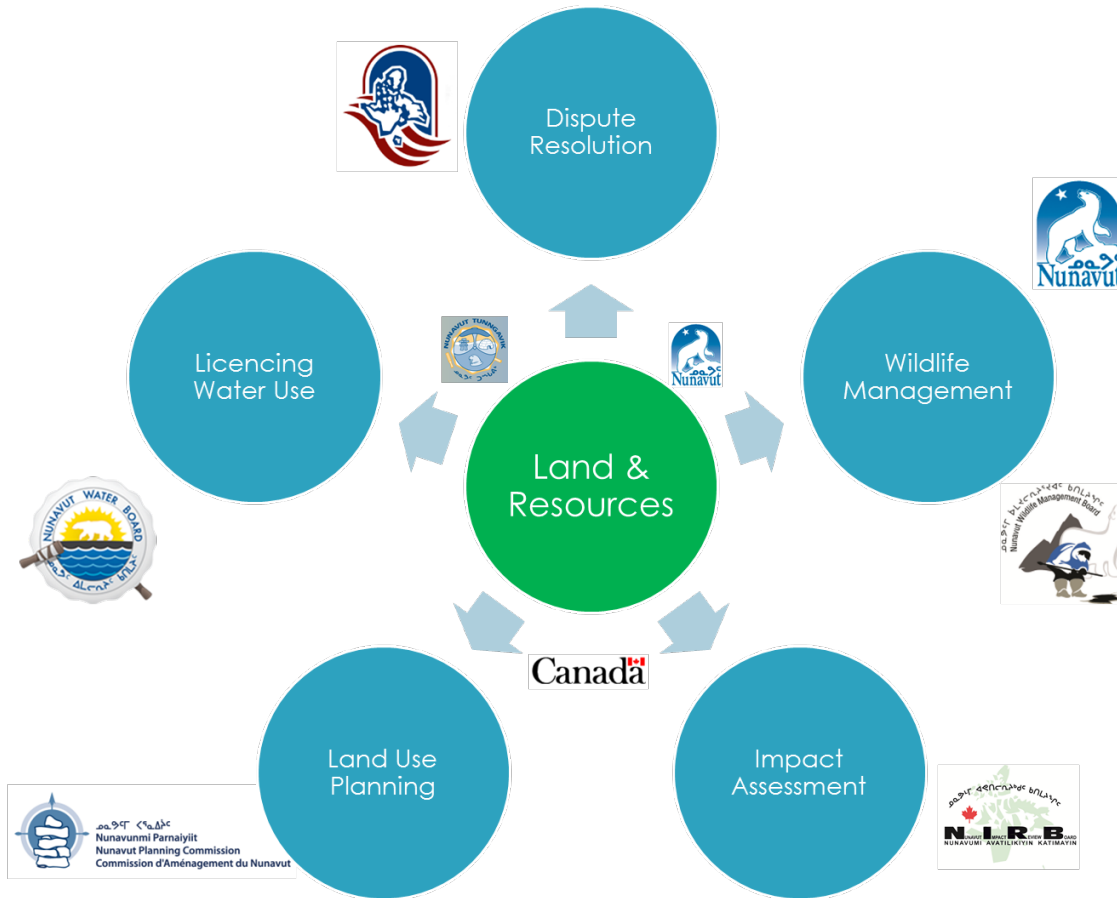
At time of writing for this Strategic Plan the NIRB is currently experiencing an unprecedented number of active files undergoing Review and Monitoring which far exceeds previous levels. Additionally, the NIRB has received formal indication of another three (3) major development proposal which are anticipated to initiate NIRB Reviews in the 2012-13 period. As a result, the Board has previously determined that has an immediate and pressing need for the temporary staffing of an additional two to three (2-3) Technical Advisor and one to two (1-2) Assistant Technical Advisor positions for a two (2) year term in order to facilitate the current level of activity.

Figure 3 illustrates the current organizational structure of the NIRB staff:



4.5 NIRB Process and Partners

Figure 4 provides an overview of Nunavut’s regulatory system as established by the Nunavut Land Claims Agreement, highlighting the connections between the NIRB, other Institutions of Public Government, Designated Inuit Organizations and the Federal and Territorial Governments:





5.0 Organizational Principles

5.1 NIRB Mandate

The Nunavut Impact Review Board is an institution of public government created by the Nunavut Land Claims Agreement (NLCA) to assess the potential impacts of proposed development in the Nunavut Settlement Area prior to approval of the required project authorizations. Using both traditional knowledge and recognized scientific methods, NIRB will assess the biophysical and socio-economic impact of proposals and will make recommendations and decisions about which projects may proceed. The Board may also establish programs to monitor the impacts of projects that have been reviewed and approved to proceed.

5.2 Mission Statement

A mission statement describes the fundamental purpose of an organization, providing an indication of why it exists. The following mission statement was discussed and re-affirmed during the strategic planning workshop after a productive discussion:

“To protect and promote the well-being of the Environment and Nunavummiut through the Impact Assessment Process”

5.3 Vision Statement

While a mission statement indicates the purpose of an organization, a vision statement focuses on a company's future, providing an indication of where it would like to be and what it would like to achieve. During the workshop, participants discussed various possible vision statements, but ended up agreeing upon and adopting the following vision:

“To be a leader in the field of Impact Assessment that incorporates both Inuit Qaujimajangit and accepted scientific knowledge”



5.4 Values

The Nunavut Impact Review Board values:

- (a) **The input of all parties**, including stakeholders, government and Inuit organizations, the public, industry, Board members and staff.
- (b) **The integrity of the Environmental Impact Assessment Process.**
- (c) **Cooperation and coordination** with external stakeholders to facilitate efficient and timely impact assessments.
- (d) **Transparency and accountability.** The Board and staff are accountable to the people of Nunavut, government, external stakeholders and industry.
- (e) **Accuracy and consistency** in our predictions, recommendations and decisions, as well as our general communications.
- (f) **Flexibility in our operations and procedures** to meet changing environmental conditions without compromising integrity.
- (g) **Inuit Qaujimajatuqangit and the use of Inuktitut and Inuinnaqtun.**
- (h) **Our Board Members and Staff**, their knowledge, skills and ability as well as their continued professionalism and dedication to the NIRB and its mandate.
- (i) **Respect for all participants in the NIRB's processes.**
- (j) **Sustainable development** which benefits Nunavummiut.
- (k) **Objectivity**, which leads to fair and objective decision making, free of conflicts of interest.



6.0 Analysis of the NIRB’s Challenges and Opportunities

Strengths	Weaknesses
Competent staff, low turnover rates, continuity	Inadequate funding, which has implications throughout the organization.
Strong financial management processes	No corporate succession plan
Excellent communication skills, both internal and external	High level of bureaucracy in board member appointments, which can create delays in screening decisions.
Technical expertise (broad experience base on both board & staff)	High administrative staff turnover due to a steep learning curve.
High level of internal quality standards	Current software and technology doesn’t adequately support workload (Excel, Outlook). Challenging for admin staff.
Excellent guidance documents and good corporate knowledge	Lack of beneficiaries on staff
Screening decisions widely accepted-good track record	Cambridge Bay isolated community (inadequate bandwidth, challenge to attract qualified staff)
Strong working relationships with other agencies	Lack of housing for employees (non-subsidized).
High level of continued professional development	High cost of travel make it difficult to move between regions and conduct business efficiently.



Opportunities	Threats
<p>Working with other IPGs to coordinate funding and other initiatives (minimize duplication).</p> <p>Increased mining development means more work for NIRB, and an opportunity to streamline processes and increase efficiencies.</p> <p>Act as a role model for other Inuit agencies and boards NIRB is willing to help other agencies improve by providing in-kind expertise.</p> <p>NIRB wants to continue being a recognized leader (i.e- Staff retention).</p> <p>To increase NIRB’s public profile and community engagement (schools, hamlets, etc.), leading to more IQ in its decision- making and an increase in beneficiary staff.</p> <p>Arctic sovereignty is currently a focus for Canada, which will bring more attention to NIRB’s work and decisions.</p> <p>Increase partnerships with governments, NGOs and other agencies.</p> <p>Take advantage of available technologies (new software and improved internet capacity).</p> <p>The Nunavut General Monitoring Program, also required by the NLCA, ties in with environmental assessment processes, and could provide access to additional funding.</p>	<p>Lack of understanding of NIRB’s role from:</p> <ul style="list-style-type: none"> ▪ The public ▪ Inuit ▪ The rest of Canada ▪ Industry representatives ▪ Government and IPGs/RIAs <p>Lack of sustainable funding.</p> <p>Politics and legislation may impact NIRB and other IPGs.</p> <p>Other IPG’s not pulling their weight may hinder NIRB’s progress, credibility, and positive image.</p> <p>Human resource issues, such as delays in the board appointment process and retaining staff can stall progress and create bottlenecks in the decision-making process</p> <p>Losing public confidence. Credibility is difficult to gain but easy to lose. One mistake can be detrimental.</p> <p>Delays in the board appointment process can prevent the board from having a quorum for meetings.</p>



Opportunities	Threats
<p>Take a lead role in promoting the Nunavut Marine Council, a key organization in the monitoring of marine areas.</p> <p>Communicating the successes of NIRB to increase their public profile and maintain their positive image.</p> <p>Establish a mentoring program for NIRB staff and board.</p> <p>Promote both employer and employee led Inuit language training.</p> <p>Make use of available Inuit Traditional Knowledge databases to more effectively incorporate IQ in decision-making.</p> <p>New legislation may provide NIRB with opportunities.</p>	



7.0 Goals and Objectives

Goals are the broad, overarching aspirations that are consistent with the NIRB's vision and mission. Goals specify the accomplishments to be achieved if the organization is to achieve its vision and mission. Goals are the end towards which the Strategic Plan is directed. They are the general statement of a long range purpose. Goals are outcome and not process oriented. They should clearly state specific, measurable outcomes or changes that can be reasonably expected to have occurred by the end of the five-year strategic planning period after methodically implementing the strategies set out to achieve the goal.

Objectives, on the other hand, are even clearer statements of specific activities required to achieve these goals. Objectives basically address the difference between where the NIRB is currently and where the Board wants to be (the vision and goals) by spelling out what needs to be accomplished (specific tasks, projects and action plans) to get there. Objectives are specific steps which will have measurable results which can be evaluated while implementing the larger goals or strategies. When identifying specific objectives, the NIRB repeatedly asked one another "are we sure we can do this?"

Action plans or worksheets for each task or project under an objective then translate the Strategic Plan into implementation steps and set out a method of evaluation. Methods of evaluation were kept in mind throughout the NIRB's development of goals, objectives and action plans. An evaluation plan will be used to annually to determine whether the NIRB is on track with achieving the goals that were set in its Strategic Plan, with follow up reporting provided in the NIRB's public annual report.

What are the NIRB's Goals for 2013-2017?

Five primary goals have been developed for the organization moving forward:

1. The NIRB will comply with the requirements and spirit of the Nunavut Land Claims Agreement.
2. The NIRB will continue to conduct high quality impact assessments.
3. The NIRB will work to achieve adequate funding to ensure long- term organizational stability.
4. The NIRB will reflect the principles of Inuit Qaujimajatuqangit/ Qaujimajangit through its work.
5. The NIRB will strive to maintain public confidence and participation in Nunavut's regulatory system and the NIRB's processes.



7.1 GOAL 1

The NIRB will comply with the requirements and spirit of the Nunavut Land Claims Agreement.

The NIRB is a product of the Nunavut Land Claims Agreement, negotiated for by Inuit to ensure environmental protection and a credible decision-making process. It is critical that Board and staff ensure that the NIRB meets its NLCA obligations and all legal requirements.

1. Staff and board training to ensure awareness and understanding of NLCA provisions
2. Increase collaboration with other NLCA IPGs and develop cooperation agreements to address key issues
3. Prepare for implementation of the Nunavut Planning and Project Assessment Act
 - Prepare cost analysis of implementing new requirements, such as adherence to Access to Information, Privacy Act, etc.
 - Participate in legislative process through presentation for standing committee
 - Prepare procedures for addressing Access to Information requests and meeting Privacy Act provisions
 - Update internal procedures, public guides, website and communication materials
4. Participate in the Nunavut Marine Council
5. Ensure contracting respects NLCA Article 24 and GN's NNI policy
 - Standardize procedures and create templates for requesting and evaluating quotes and proposals
6. Ensure employment practices respect NLCA Article 23
 - Implement strategies for recruiting and retaining Inuit staff
7. Ensure awareness and understanding of changes to legislation which affect the NIRB (e.g. changes to regulatory triggers)
8. Development of a transboundary strategy
 - Formalize approach to engage communities outside of Nunavut (Manitoba, Nunavik, NWT).
9. Take advantage of opportunities presented by the Nunavut General Monitoring Program
10. Comply with federal and territorial language laws
 - Track number of documents produced each year and determine cost for translation of each
11. Monitor developments with respect to devolution (financial implications, regulatory timeline)



7.2 GOAL 2

The NIRB will continue to conduct high quality impact assessments.

The NIRB is responsible for conducting environmental impact assessments that respect the need for development while respecting the fragile arctic ecosystem and the health of communities. It is imperative that the NIRB strive to be a leader in its field and fulfill its mandate through the delivery of high quality impact assessments.

1. Ensure adequate training for Board and staff
 - Maintain organizational training plan
 - Create leadership training for board and staff
 - Provide governance training for board
2. Capitalize on experience of staff and retain corporate knowledge
 - Develop and implement a mentoring program for board and staff
 - Internal file updates, procedural manuals, exit interviews
3. Adopt and take advantage of information technology
 - Improve and develop NIRB website
 - Upgrade FTP site
 - Maintain appropriate information management software
 - Maintain appropriate mapping/GIS software
 - Secure and take advantage of sufficient bandwidth
4. Improve public understanding of NIRB processes
 - Develop easily understood materials in all of Nunavut's official languages
5. Ensure recommendations are well-received and can be acted upon
 - Ensure we receive copies of project authorizations
 - Meet regularly with authorizing agencies
6. Utilize the results of monitoring programs to improve assessments
 - Consider how to feed recommendations and lessons learned from monitoring back into impact assessment predictions and practices
7. Coordinate with other environmental assessment (EA) practitioners
 - Form partnerships with other environmental review boards (e.g. Mackenzie Valley, Yukon, etc.), particularly adjacent jurisdictions
 - Form partnerships with Federal departments that may be able to provide assessment support, as they would likely have access to adequate funding
 - Stay up to date with emerging trends and important precedents in EA



7.3 GOAL 3

The NIRB will work to achieve adequate funding to ensure long- term organizational stability.

Although the NIRB does not directly establish its available funding levels and has little control over how Government chooses to fulfill the NLCA, the Board can work with government to achieve stable, long term funding at an appropriate level while fostering an environment where staff and board members want to stay through the long term.

1. Secure increased levels of guaranteed long term funding
 - Continue to meet financial reporting requirements on time
 - Explore alternative funding sources
 - Continue to conduct political advocacy and lobby for legislation to secure adequate sustainable funding for NIRB over the long term (NIRB leadership and board)
 - Submit strategic budget and work plan to government each year
2. Maintain sufficient human resource capacity (staff)
 - Increase CORE staffing complement
 - Find external funding sources or training opportunities to offset loss of NITC training funds
3. Ensure adequate physical infrastructure and resources are in place
 - Assess needs annually for office space, furniture and supplies
 - Pursue staff housing initiative
 - 3 Year IT plan
4. Have plans in place to manage risk through all aspects of the organization
 - Develop risk management framework
 - Maintain appropriate levels of insurance
 - Develop succession planning
 - Procedures for storage of information
5. Maintain high quality financial reporting
 - Tie hearings budget to core budget
 - Develop a five year and ten year budget and workplan
 - Develop long term HEARINGS budgets through project forecasting
6. Reduce overhead costs
 - Negotiate better rates for rent, flights, hotels, etc.
7. Realize new efficiencies through cooperation, sharing of technical expertise and resources with other organizations
 - Enter into MOUs with other organizations for sharing of technical expertise and other resources
 - Cooperation and sharing resources with other IPGs (policies,
 - Coordination with NWB
8. Reduce workload through more effective use of time
 - Update existing NLCA Schedule 12-1 exemption agreements and consider entering into new ones
 - Develop criteria and thresholds for implementation of NLCA s.12.4.3
 - Standardize EIS Guidelines
9. Ensure NIRB is a great place to work
 - Keep policies up to date and in line with the federal government
 - Board and staff recognition, benefits



7.4 GOAL 4

The NIRB will reflect the principles of Inuit Qaujimajatuqangit/ Qaujimajangit through its work.

The term Inuit Qaujimajatuqangit refers to Inuit “Traditional Knowledge” (TK) while Inuit Qaujimaningit refers to Inuit TK as well as Inuit epistemology without reference to temporality. Inuit Qaujimajatuqangit/Qaujimajangit encompasses local and community based knowledge, ecological knowledge (both traditional and contemporary), which is rooted in the daily life of Inuit people, and has an important contribution to make to an environmental assessment. Recognizing that IQ is an indispensable element both as baseline information and as an Inuit lens through which impact analyses can be better understood can contribute to more active and meaningful community engagement and improved impact assessments.

1. Improve NIRB impact assessments through better incorporation of IQ throughout
 - Investigate more comprehensive methods for cultural impact assessments
 - Develop a guide for proponents to implement IQ in their project proposals
 - Access relevant GIS/ IQ information that may be used on project assessments
 - Identify relevant IQ information gathered in current projects for storage and future use
 - Map all IQ information obtained using GIS software
 - Highlight use of IQ in board memo or mapping summary provided with briefing for the Board
2. Promote use of Inuktitut and Inuinnaqtun by staff
 - increase staff competencies in Inuktitut and Inuinnaqtun through language training, proficiency bonuses
 - Identify external sources for staff training in language development
 - Prioritize language training for staff
3. Ensure communications are reflective of IQ
 - Develop communications policies and strategies
 - Revise NIRB guides, forms and correspondence templates
 - Demonstrate respect for Inuit tradition of oral decision-making
4. Increase staff respect for and understanding of IQ
 - Develop training for staff through IQ days, procedures manual
 - Provide staff member(s) with cultural diversity training in order to improve support provided to proponents
5. Incorporate externally available sources of IQ into NIRB policies and procedures
 - Identify and adopt relevant IQ principles from other organizations
 - Identify available IQ resources for each project that could be incorporated into NIRB assessments
 - Identify IQ databases currently in use or being developed by other organizations (permissions may need to be obtained)



7.5 GOAL 5

The NIRB will strive to maintain public confidence and participation in Nunavut’s regulatory system and the NIRB’s processes.

The regulatory system in Nunavut is often lumped into descriptions of the regulatory system in “the North” in a negative context, e.g. “the regulatory system in the North is complex, slow and uncertain”. For example, industry and government often are not aware of the unique aspects of Nunavut’s regulatory system and the NIRB’s processes which are more efficient than those processes found in some parts of the NWT and Canada. Also the NIRB receives criticism for administering a process which is based on a southern model and not reflective of Inuit values. The NIRB can take steps to improve how the public views the Board and the overall regulatory system through better communication of our successes, and increased accessibility on all fronts.

1. Develop public engagement strategy
 - Make it a priority to regularly engage with communities which the NIRB has not visited for project Reviews.
 - Be responsive to media requests
2. Improve online accessibility
 - Develop new website
 - Develop new online registry
 - Develop online NIRB forms
3. Develop an external education plan to educate different audiences (Authorizing agencies, public, IPGs, industry)
 - Increase use of Inuktitut and Inuinnaqtun in all communications
4. Ensure government leaders, industry and the public are aware of NIRB successes
 - Newsletters, public releases, annual reports
5. Ensure the board appointment process is conducted in a manner that prevents board vacancies over an extended period of time
6. Enhance understanding of cumulative and trans-boundary impacts- work into staff and board training



8.0 Evaluation

8.1 Evaluation Process

The NIRB will evaluate its progress in implementing the goals objectives of this Strategic Plan annually, with a summary report provided through the NIRB's public annual report.

- How often, and against which criteria, for whom, and with respect to which, if any, goals and policies the NIRB has developed, will the evaluation occur? Will we conduct evaluations more than once and if so, why and when?
- Specifically, what goals and objectives listed in our strategic plan are being progressed and how well are we achieving what we set out to achieve?
- What will we do with the information we gather during this evaluation?
- What now needs to be done, what has to happen in the future, and, what should we desist from doing at this stage?
- To what extent does our progress align with the vision, mission and values we have espoused in our strategic plan? In other words, how well is the NIRB walking the talk at this stage of the overall plan?
- To what extent has our operational plan and the various annual reports we've prepared address our strategic plan?
- How can we use the data we have gathered when completing our evaluation for informing the next cycle of strategic planning?
- How valid are the principles we have operated under for the duration of the strategic plan? Do they still apply and if not, how and why should they be revised?

9.0 Record of Revisions

Following the NIRB's annual internal evaluation, the Board will determine whether revisions or to its Five Year Strategic Plan have become necessary.