



# NUNAVUT IMPACT REVIEW BOARD

## FIVE YEAR STRATEGIC PLAN

**2018 – 2022**

**EFFECTIVE APRIL 1, 2018**

**SIGNATURE PAGE**

THIS STRATEGIC PLAN IS APPROVED FOR IMPLEMENTATION THROUGH THE 2018-2022 PERIOD BY THE NUNAVUT IMPACT REVIEW BOARD ON THIS 20<sup>TH</sup> DAY OF FEBRUARY, 2018.



Elizabeth Copland  
Chairperson



Phillip Omingmakyok Kadlun  
Board Member



Guy Alikut  
Board Member



Henry Ohokannoak  
Board Member



Marjorie Kaviq Kaluraq  
Board Member



Allen Maghagak  
Board Member



Madeleine Qumuatuq  
Board Member

## CHAIRPERSON'S FORWARD

During the 2017-18 fiscal year the Nunavut Impact Review Board (NIRB) developed this document, the third iteration of its five (5) year Strategic Plan, which will become effective April 1, 2018 and will cover the period of Board operations from 2018-2022. 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 achieve greater results and further process improvements.

As an institution of public government created through the *Nunavut 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 Cambridge Bay from June 29<sup>th</sup> to June 30<sup>th</sup>, 2017. This strategic planning session (facilitated by Stratos Inc.), 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 reaffirming the Board's vision statement for the focus of the organization, as well as conducting 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 six primary goals for the organization moving forward:

1. The NIRB will comply with the requirements and spirit of the *Nunavut Agreement* and all applicable legislation.
2. The NIRB will conduct high quality impact assessments.
3. The NIRB will maintain long-term organizational stability.
4. The NIRB will reflect the principles of Inuit Qaujimajatuqangit/ Qaujimaningit through its work.
5. The NIRB will promote public confidence and participation in Nunavut's regulatory system and the NIRB's processes.
6. The NIRB will collaborate to manage marine issues.

The following plan 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 2-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 2018-22.

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 specific objectives, and projects / actions. In a separate implementation plan, responsibilities, timelines and human and financial resources are identified. Section 8 of this plan includes a method for 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 *Agreement Between the Inuit of the Nunavut Settlement Area and Her Majesty the Queen in Right of Canada (Nunavut Agreement)* on July 9, 1996. The *Nunavut Agreement* 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 *Nunavut Agreement*, 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 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 it protects and promotes the existing and future wellbeing of residents of Nunavut and protects the ecosystemic

integrity of the Nunavut Settlement Area. The *Nunavut Agreement* also instructs the NIRB to consider the well-being of residents of Canada outside of the Nunavut Settlement Area.

## **2.2 Funding**

Pursuant to the *Nunavut Agreement*<sup>1</sup>, 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 Crown-Indigenous Relations and Northern Affairs Canada 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 17 staff;
- 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 8 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.

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<sup>1</sup> *Nunavut Agreement* Article 12, Section 12.2.31

### **2.3 Previous Strategic Planning**

The NIRB has been in existence for approximately 22 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 2007-08 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 to fulfill its mandate under the *Nunavut Agreement* and be sustainable in the medium to long term. During the 2008-12 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.

During the 2012-13 period, the NIRB developed its second five-year strategic plan for 2013-17, which focused on many of the same areas as the previous strategic plan, while increasing the attention paid to the reflection of Inuit Qaujimajatuqangit through the Board's operations. During the negotiations of the Nunavut Implementation Panel for a renewal of the Implementation Contract for the *Nunavut Agreement*, the Nunavut Institutions of Public Government were invited to provide submissions detailing their projected funding requirements for fulfillment of mandated duties over the 2013-22 period. The NIRB was well-positioned to provide this information, using the newly developed 5 year strategic plan and associated budget to extrapolate its anticipated funding requirements for the 10 year period. The NIRB's strategic planning efforts were instrumental in the Board securing a 55% increase to its CORE funding for the 2013-22 period. This funding increase assisted the NIRB in correcting a number of long term deficiencies, including making possible much needed increases to staffing, training, office renovations and staff housing.

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



## 2.4 Recent Activities

Over the past 5 years, the NIRB has been very successful in completing the objectives and initiatives associated with its Strategic Plan for the 2013-17 period. Highlights of initiatives undertaken and completed include:

- Prepared for the implementation of the *Nunavut Planning and Project Assessment Act*
- Developed new series of public guides and technical guides
- Entered Memorandums of Understanding with transboundary groups
- Secured 55% increase to CORE funding
- Completed renovations to NIRB main office in Cambridge Bay and secured office space in Arviat for remote staff member
- Secured two staff housing complexes and completed renovations
- Updated organizational chart, creating new staff positions
- Developed new website, online registry and internal enterprise management system
- Updated screening exemption agreements



## 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 *Nunavut Agreement*. The Government provides the NIRB with a set total budget amount for CORE

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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 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.

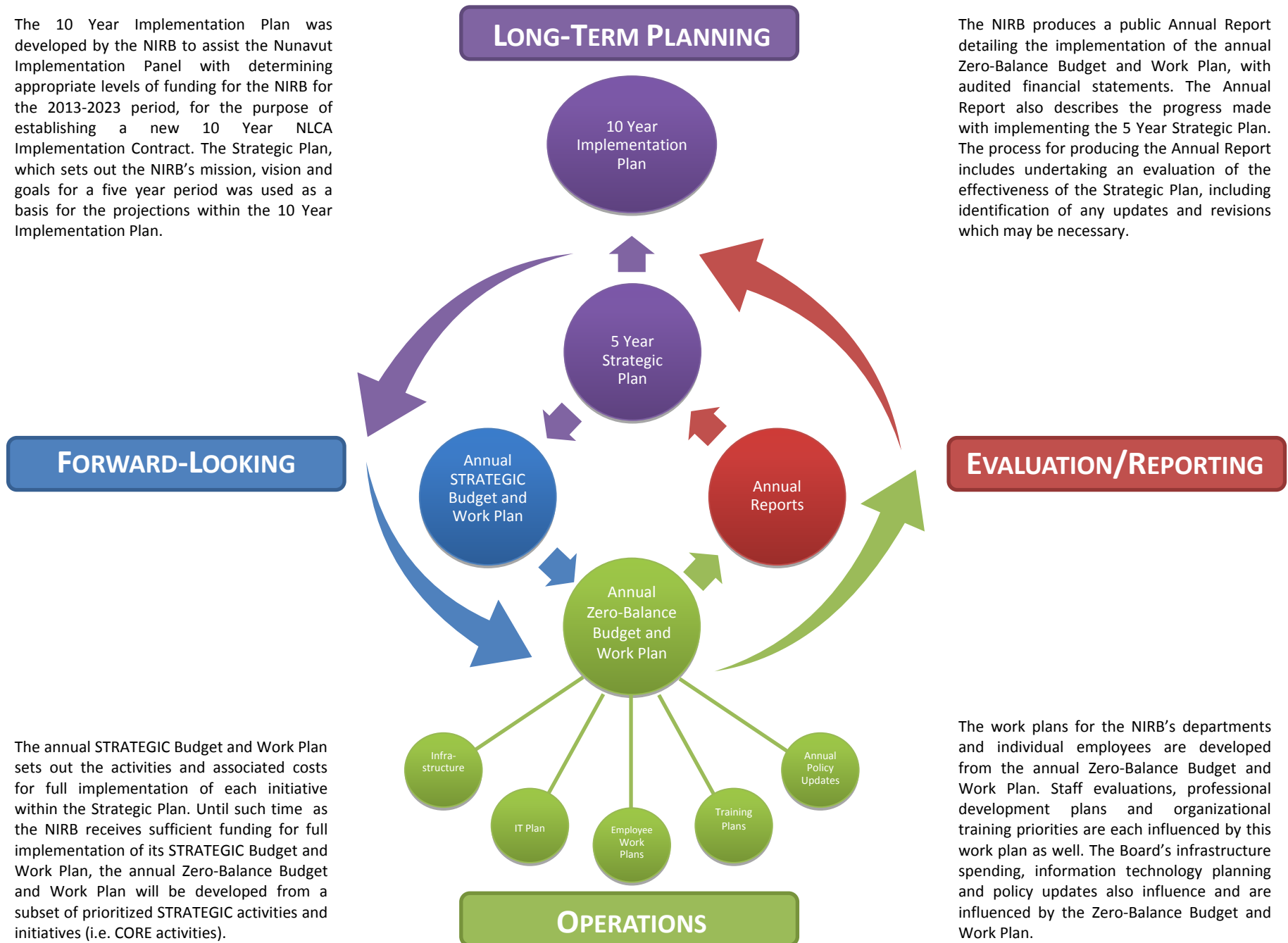
The NIRB's annual work plan will be shaped by its Strategic Plan, and the work plans for the NIRB's individual departments and staff will support the objectives of the annual organizational work plan. Staff evaluations and the organizational training and development priorities will be influenced by these 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 reports.

**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).

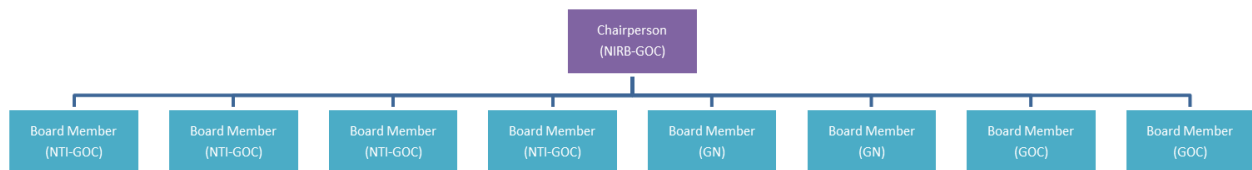
The work plans for the NIRB's departments and individual employees are developed from the annual Zero-Balance Budget and Work Plan. Staff evaluations, professional development plans and organizational training priorities are each influenced by this work plan as well. The Board's infrastructure spending, 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 *Nunavut Agreement* 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 *Nunavut Agreement*:



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 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, Communications, Finance and Administration, and Technical Services.**

### ***4.2 Executive***

The Executive department consists of the Executive Director and the Policy Advisor. 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 Policy Advisor acts as the lead NIRB coordinator for Nunavut Marine Council matters and contributes to the ongoing improvement of NIRB policies, procedures and processes. The Policy Advisor is also leading the strategic environmental assessment in Baffin Bay and Davis Strait for the 2017-19 period.

### ***4.3 Communications***

The Communications department consists of the Manager, Communications, the Outreach Coordinator, the Environmental Technologist, and the Interpreter/Translator positions. The Communications department is responsible for coordinating the logistics of NIRB's public engagement programs.

The Communications Department provides in-house English-Inuktitut translation of documents and interpretation services for both internal and public meetings and events through the Interpreter/Translator positions. The communications department also coordinates outsourcing of translation and interpretation services to external service providers 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, the Human Resources Officer, and the Secretary/Receptionist.

#### **4.4 Technical Services**

The Technical Services department leads the Board's impact assessment process for the screening and review of all projects referred to NIRB under Article 12 of the *Nunavut Agreement* and Part 3 of the *Nunavut Planning and Project Assessment Act*. 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, 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 impact assessments. Other responsibilities include communications and maintaining the Board's Public Registries.

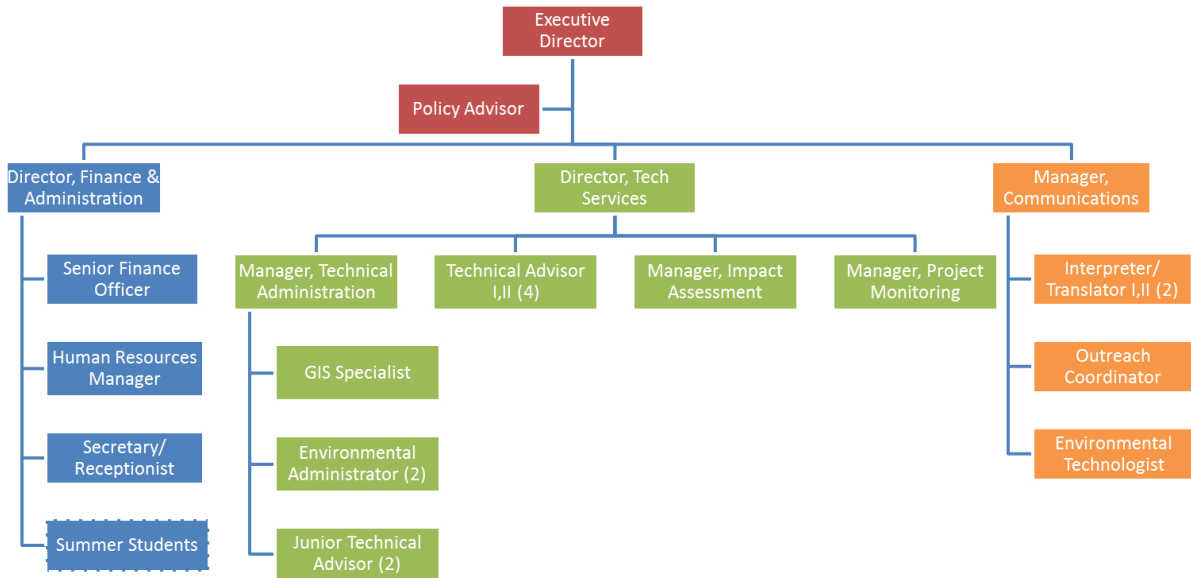
The Technical Services department reports to the Executive Director through the Director of Technical Services, with technical and administrative support from the following staff positions:

- Manager, Technical Administration (1)
- Environmental Administrator (2)
- GIS Specialist (1)
- Manager, Project Monitoring (1)
- Manager, Impact Assessment (1)
- Technical Advisor I, II (5)
- Junior Technical Advisor (2)

The salaries and benefits for the Technical Advisor positions are expensed through the Board's HEARINGS funding, recognizing that their primary work responsibilities are linked to the coordination and management of the Board's full environmental Reviews and ongoing Monitoring programs. There may occasionally be a requirement for additional Technical Advisor positions in excess of the numbers set out above, dependent upon higher than average Review and Monitoring workload.

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







## 5.0 Organizational Principles

### 5.1 NIRB Mandate

The Nunavut Impact Review Board is an institution of public government created by the *Nunavut Agreement* 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 affirmed during the strategic planning workshop after a productive discussion:

“To protect and promote the well-being of  
the Environment and Nunavummiut  
through our work”

### 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 and agreed upon adopting the following vision:

“To be a leader in Impact Assessment  
by incorporating  
Inuit Quajimajatuqangit/Quajimaningit  
and promoting public engagement”

#### **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 Impact Assessment Process.**
- (c) **Cooperation and collaboration** 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/Qaujimaningit 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. EA
- (k) **Objectivity**, which leads to fair and objective decision making, free of conflicts of interest.

## 6.0 Analysis of the NIRB’s Strengths, Weaknesses, Opportunities and Threats

Strengths	Weaknesses
<p>NIRB is taking a leadership role amongst Nunavut organizations</p> <p>NIRB is an independent and nimble organization that is positioned to implement changes quickly</p> <p>NIRB decisions are respected and accepted based on the reputation NIRB has built</p> <p>Long term continuity of board and staff</p> <p>Strong working relationship between board members and staff members which enables frequent and open communication</p> <p>NIRB’s positive working relationships with other organizations and proponents which includes frequent communication</p> <p>Fiscal responsibility and the ability to secure adequate funding</p> <p>Regular strategic planning and staff meetings</p> <p>Ability to adapt to new legislation, best practices, and adaptive management strategies, including proactive approach to developing adaptive templates for compliance and through staff annual review of policy and legislation training</p> <p>Diverse knowledge amongst board and staff, including broad technical expertise and understanding of key industries</p> <p>Diverse skills and training enables backfilling of other roles when necessary</p> <p>Depth of consultation includes community visits</p> <p>High-quality, standardized internal documents, and tracking tools that help to streamline staff onboarding</p> <p>A respectful workplace culture with an emphasis on learning and sharing</p> <p>Located outside of the political environment of Iqaluit</p> <p>Staff are willing to travel</p>	<p>Limited succession planning for key roles which may lead to a loss of corporate knowledge</p> <p>Lack of Inuit in senior positions</p> <p>Limited promotion of NIRB</p> <p>NIRB is not sought after for employment from Nunavut Arctic College Environmental Technology Program graduates</p> <p>Limited mentoring program for staff and board, partially due to flat organizational structure</p> <p>Highly technical nature of NIRB documents limits the use of Inuit Qaujimajatuqangit/Qaujimaningit and plain language</p> <p>Limited language training for employees which limits traditional language use in the workplace, cultural appreciation, and pride in traditional language</p> <p>Lack of oral dialogue regarding Inuit Qaujimajatuqangit/Qaujimaningit captured in assessments, decision-making and digital platforms</p> <p>Existing NIRB technology does not always enable effective public engagement</p> <p>Enterprise Management System is inefficient, not user friendly, and lacks public engagement element</p> <p>Lack of social media monitoring to prevent reputational damage</p>

Opportunities	Threats
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**Nunavut Impact Review Board 2018 – 2022 Strategic Plan**

Increased attention on the Arctic and Indigenous People could raise the profile of NIRB	Board vacancies and delays in the board appointment process which limits effectiveness due to loss of quorum and work overload
Appetite for collaboration among government, NGOs, agencies, and IPGs within Nunavut and more broadly could allow for efficiencies	Limited regional representation on the board
Work with the Canadian High Arctic Research Station and Polar Knowledge Canada	Politics and legislation may impact NIRB
Actively participate in the Nunavut Marine Council, including monitoring of the marine environment	Uncertainties surrounding Devolution
Foster effective relationships with industry	Dealing with the uncertain consequences of climate change, including assessment of the impacts of climate change, and the potential for more impact reviews with high volumes of information
Work with elders to provide mentoring opportunities	Limited availability of interpreters and translators who are knowledgeable on NIRB processes and terminology
Work with elders to incorporate Inuit Qaujimajatuqangit/Qaujimaningit into NIRB processes	Consultation fatigue amongst groups may result in limited engagement
Make use of Inuit Qaujimajatuqangit/Qaujimaningit databases to inform NIRB work and allow NIRB to document and share knowledge externally	Lack of formal participant funding program
Participate in regional monitoring efforts	Lack of sustainable and timely funding
Contribute to educational initiatives and support educational providers in efforts to educate the public on NIRB	Possible negative social media attention
Share best practices developed in Nunavut more broadly	Technological limitations including limited bandwidth and online data
Network and present at conferences	High cost of travel which makes it difficult to move between regions and conduct business efficiently
Broaden knowledge of non-invasive technology for mining	Loss of staff difficult to compensate for
Use of improved monitoring technology such as drones and instant video feedback	
Work with Isuma TV for live feedback	
Use new technologies, and media platforms to share NIRB's history and work	
Use collaborative tools to internally share calendars and documents more efficiently	

## 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 2018-22?

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

- 1. The NIRB will comply with the requirements and spirit of the *Nunavut Agreement* and all applicable legislation.**
- 2. The NIRB will conduct high quality impact assessments.**
- 3. The NIRB will maintain long- term organizational stability.**
- 4. The NIRB will reflect the principles of Inuit Qaujimajatuqangit/Qaujimaningit through its work.**
- 5. The NIRB will promote public confidence and participation in Nunavut's regulatory system and the NIRB's processes.**
- 6. The NIRB will collaborate to manage marine issues.**

## 7.1 GOAL 1

**The NIRB will comply with the requirements and spirit of the Nunavut Agreement and all applicable legislation.**

The NIRB is a product of the *Nunavut Agreement*, negotiated by Inuit to ensure environmental protection and a credible decision-making process. The *Nunavut Planning and Project Assessment Act* is now in force and both clarifies and expands on the Board's responsibilities and process requirements. It is critical that Board and staff ensure that the NIRB meets its legislative obligations and all applicable legal requirements.

1. Ensure legal and regulatory compliance practices and procedures are in place and updated as needed (e.g. *Official Languages Act*, worker safety legislation, etc.)
  - Ensure internal and external tools (e.g. guides, templates, ppt materials, website, etc.) reflect requirements
  - Ensure contracting respects Article 24 of the *Nunavut Agreement* and the Nunavummi Nangminiaqtunik Ikajutti policy
  - Track number of documents produced each year and determine cost for translation of each
  - Monitor developments with respect to devolution (financial implications, regulatory timeline) and make appropriate internal process changes
2. Work collaboratively with stakeholders to develop common understanding and interpretations of the *Nunavut Agreement* and the *Nunavut Planning and Project Assessment Act*
  - Develop common enforceable terms and conditions and Environmental Impact Statement guidelines, including standardized translations
3. Establish, maintain and monitor screening exemption agreements
4. Develop a transboundary strategy
  - Develop criteria (triggers) for requiring engagement/consultation outside the Nunavut Settlement Area
  - Formalize approach to engage communities outside of Nunavut (Manitoba, Nunavik, NWT)
  - Monitor projects proposed outside Nunavut which may have effects within the Nunavut Settlement Area
5. Take advantage of opportunities presented by the Nunavut General Monitoring Program
6. Provide ongoing training and mentorship of staff and board to ensure awareness of and compliance with the *Nunavut Agreement*, the *Nunavut Planning and Project Assessment Act* and legislative provisions
  - Promote learning exchanges within the office (lunch and learn, notifications to staff, shared folders of resources materials) as a means of sharing cutting-edge knowledge, research and best practices
7. Ensure implementation of the *Nunavut Planning and Project Assessment Act*

## 7.2 GOAL 2

### **The NIRB will conduct high quality impact assessments.**

The NIRB is responsible for conducting 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. Work with proponents to establish resources for submitting meaningful assessment materials
  - Create Standardized Environmental Impact Statement Guidelines
2. Ensure adequate training for Board and staff, particularly for key subjects (e.g. climate change)
  - Maintain organizational training plan
  - Create leadership training for board and staff
  - Provide governance training for board
  - Provide training on impact assessment best practices, industry and subject matter specific training
3. Capitalize on experience of Board and staff and retain corporate knowledge
  - Develop and implement a mentoring program for Board and staff
  - Maintain internal file updates, procedural manuals, exit interviews
4. Adopt and take advantage of information technology
  - Find new ways to incorporate tools / methods and technology to improve assessments and monitoring
  - Maintain appropriate information management software
  - Maintain appropriate mapping / GIS software
  - Secure sufficient bandwidth for operations and avoid having bandwidth limitations impede adoption of new technologies
  - Improve NIRB's access to relevant GIS data
5. Ensure recommendations are well-received and can be acted upon
  - Ensure NIRB receives copies of project authorizations
  - Meet regularly with authorizing agencies
6. Utilize the results of monitoring programs to improve assessments, including by developing criteria / indicators, and conducting trend analysis
  - Consider how to feed recommendations and lessons learned from monitoring back into impact assessment predictions and practices
7. Coordinate with other impact assessment practitioners to improve impact assessments and cumulative impact assessment practices
  - Form partnerships with other assessment agencies, particularly adjacent jurisdictions (e.g. Mackenzie Valley Environmental Impact Review Board, Yukon Environmental and Socio-Economic Assessment Board, etc.)
  - Work collaboratively with Federal Government departments that may be able to provide assessment support
  - Stay up to date with emerging trends and important precedents in impact assessment

8. Develop criteria and indicators for measuring the success of impact assessments
  - Track media releases regarding NIRB processes and decisions
  - Administer public perception surveys regarding NIRB processes and decisions

### 7.3 GOAL 3

**The NIRB will maintain 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 *Nunavut Agreement*, 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. Work to ensure ongoing stable and regular funding
  - Maintain high quality and timely financial reporting
  - Explore alternative funding sources
2. Advocate to the Federal Government to improve appointment times and fill board vacancies
3. Maintain sufficient staff capacity and competencies
  - Develop and implement a succession plan for staff and Board
  - Develop a skills and competency framework
  - Develop and implement a strategy to improve the NIRB's attractiveness as a prospective employer for Nunavummiut, with a focus on youth
4. Maintain robust orientation and professional development opportunities for the Board and staff
  - Develop a focused leadership program for Inuit employees
  - Develop a light internal learning program (based on learning objectives covered in other goals), which may include lunch-and-learns, project profiles, etc.
  - Enable managers to develop specific professional development plans for staff on an annual basis.
  - Develop mentorship opportunities with external partners
5. Conduct annual risk discussion and identify priorities for action
  - Develop strategies to promote health and safety in the office (including mental health)
6. Ensure adequate and cost effective physical and information technology infrastructure
  - Assess needs annually for office space, furniture and supplies
  - Ensure information technology needs are proactively planned for and addressed
  - Develop procedures for storage of information
  - Maintain appropriate levels of insurance
  - Negotiate better rates for rent, flights, hotels, etc.
7. Reduce workload through more effective use of time and opportunities for collaboration
  - Sign Memorandums of Understanding with other organizations for sharing of technical expertise and other resources
  - Cooperate and share resources with other Institutions of Public Government (IPGs) (e.g. policies), identify and implement synergies across IPGs
  - Coordinate processes with the Nunavut Water Board to the extent practicable



8. Establish and implement health, safety, and wellness programs and policies
9. Ensure NIRB is a great place to work
  - Develop / review policies collaboratively with board and staff
  - Ensure policies are kept up to date and in line with the federal government
  - Ensure benefits and compensation are competitive
  - Promote workplace flexibility in recognition of diverse Board and staff needs

#### **7.4 GOAL 4**

**The NIRB will reflect the principles of Inuit Qaujimajatuqangit/Qaujimaningit 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/Qaujimaningit 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 impact assessment. Recognizing that Inuit Qaujimajatuqangit/Qaujimaningit 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 Inuit Qaujimajatuqangit/Qaujimaningit throughout
  - Utilize audio equipment to record and transcribe Inuit Qaujimajatuqangit/Qaujimaningit provided to the NIRB
  - Investigate more comprehensive methods for cultural impact assessments
  - Develop a guide for proponents to incorporate Inuit Qaujimajatuqangit/ Qaujimaningit throughout their project proposals
  - Access relevant GIS/Inuit Qaujimajatuqangit/ Qaujimaningit information that may be used on project assessments
  - Identify relevant Inuit Qaujimajatuqangit/ Qaujimaningit information gathered in current projects for storage and future use
  - Map all Inuit Qaujimajatuqangit/ Qaujimaningit information obtained using GIS software
  - Promote the use of traditional place names
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
  - create an internal database of commonly used terms in Inuktitut and Inuinnaqtun
3. Increase staff respect for and understanding of Inuit Qaujimajatuqangit/ Qaujimaningit
  - Develop training for staff through Inuit Qaujimajatuqangit/ Qaujimaningit days, procedures manual

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- Provide staff member(s) with cultural diversity training to improve support provided to proponents
- 4. Ensure communications are reflective of Inuit Qaujimajatuqangit/ Qaujimaningit
  - Develop communications policies and strategies
  - Promote communication through community radio stations in the dialect of the region
  - Integrate with existing social media platforms used by community members
  - Demonstrate respect for Inuit tradition of oral decision-making through increased use of video and audio technologies for public engagement
- 5. Improve sharing of Inuit Qaujimajatuqangit/ Qaujimaningit information with other organizations and incorporate externally available sources of Inuit Qaujimajatuqangit/ Qaujimaningit into NIRB policies and procedures
  - Develop a Memorandum of Understanding template for sharing with other organizations
  - Identify available Inuit Qaujimajatuqangit/ Qaujimaningit resources for each project that could be incorporated into NIRB assessments
  - Identify Inuit Qaujimajatuqangit/ Qaujimaningit databases currently in use or being developed by other organizations (permissions may need to be obtained)
  - Maintain a database of Inuit Qaujimajatuqangit/ Qaujimaningit from all sources

### 7.5 GOAL 5

**The NIRB will promote 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 alike often are unaware of the unique aspects of Nunavut’s regulatory system and the NIRB’s processes which are often more efficient than those processes found in other parts of Canada. Also, the NIRB sometimes receives criticism for administering a very formal-type 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 and communications strategies, including a strategy specific to youth
  - Ensure government leaders, industry and the public are aware of NIRB successes
  - Make it a priority to regularly engage with communities which the NIRB has not visited for project reviews
  - Be responsive to media requests
  - Establish policies and guidelines for social media participation
  - Develop an engagement and communications approach regarding Devolution, including with respect to changing roles

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2. Develop an external education plan to educate different audiences (regulatory authorities, public, industry)
  - Ensure other agencies understand the NIRB process and how to effectively participate
  - Increase use of Inuktitut and Inuinnaqtun in all communications
  - Leverage newsletters, public releases, annual reports
3. Encourage relevant parties to conduct the board appointment process in a manner that prevents board vacancies over an extended period of time
4. Develop a strategy to address potential ‘consultation fatigue’
  - Work to establish manifestly insignificant parameters with other organizations
5. Prepare / assist in terminology development with the goal to collaborate and reduce duplication between agencies
  - Work collaboratively with Inuit Uqausinginnik Taigusiliuqtiit to promote standardization of relevant impact assessment terminology
6. Advocate for establishment of a participant funding program for Nunavut
7. Develop an approach for tracking public confidence to better understand current and future needs
8. Improve online accessibility
  - Develop means for the public to engage in a tiered level-of-effort format (i.e. for those that have little available time, more time, etc.)

### 7.5 GOAL 6

#### **The NIRB will collaborate to manage marine issues.**

Inuit are a maritime people, with a significant connection to the coastal and marine ecosystems which have provided food, clothing and shelter for Inuit and their ancestors for thousands of years. All communities in Nunavut are impacted by, and care deeply about, marine areas.

Article 15 of the *Nunavut Agreement* grants the NIRB a special role in marine management, extending the Board’s project-specific assessment mandate through the ability to provide advice and recommendations directly to government regarding marine areas. The NIRB is also empowered to coordinate with the Nunavut Wildlife Management Board, the Nunavut Planning Commission and the Nunavut Water Board as a Nunavut Marine Council, an initiative the NIRB has contributed significant time and effort to advancing.

1. Develop an initial understanding of the possible scope of marine issues
  - Identify the marine issues identified within the *Nunavut Agreement*
  - Harvest relevant NIRB community consultation input
  - Identify a list of key terms for definition
  - Develop preliminary scope for NIRB’s role
  - Develop preliminary criteria for categorizing a NIRB marine-issue
2. Define collaboration strategy with key parties
  - Identify key parties and develop contact sheets

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- Define what it means to manage marine issues (who, how, what mechanism, updating) and develop criteria for assigning issues / activities to key parties
  - Develop a vision and establish objectives, including the use of the Nunavut Marine Council as a platform to identify marine issues
  - Develop mentorship opportunities with external partners
  - Create a platform for discussion between parties
  - Ensure regular updates, reporting and follow-up
3. Execute responsibilities as established in the collaboration strategy
- Utilize the Strategic Environmental Assessment in Baffin Bay/Davis Strait to identify and manage marine issues
  - Encourage government to consult with communities
  - Respect both Inuit Quajimajatugangit and scientific knowledge
4. Improve understanding of marine issues / management within the organization and in Nunavut
- Monitor marine related issues (e.g. climate change vessel traffic, etc.) and legislation
  - Incorporate marine themes into NIRB activities (e.g. potluck, Inuit Qaujimajatuqangit/Qaujimaningit days, board meetings)
  - Increase understanding of the connectivity between the marine environment and people, activities, and their uses
  - Develop a glossary of marine terminology to make available to the public
  - Attend marine-related events, highlight the connections between fresh water and marine environments
  - Incorporate marine issues into NIRB's public engagement and communication strategy

## 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 must 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?

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- 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 to its Five Year Strategic Plan have become necessary.