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**ENGLISH** // This strategic plan is approved for implementation through the 2023 - 2027 period by the Nunavut Impact Review Board on February 22, 2023.

**FRANÇAIS** // Ce plan stratégique a été approuvé ce 22ème jour de février 2023 pour être mis en vigueur de 2023 à 2027 par la Commission du Nunavut chargée de l'examen des répercussions.

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# CHAIRPERSON'S FOREWORD

During the 2022-2023 fiscal year the Nunavut Impact Review Board (NIRB) developed this document, the fourth iteration of its five (5) year Strategic Plan, which will become effective April 1, 2023 and will cover the period of Board operations from 2023-2027. 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.

# EXECUTIVE SUMMARY

The Nunavut Impact Review Board (NIRB) held a two-day in-person workshop in the community of Rankin Inlet from July 18th to July 19th, 2022. This strategic planning session, facilitated by Aglu Consulting and Training and Stratos (an ERM Group Company), brought together NIRB's Board members and staff to reflect on what they achieved together through their last stra-

tegic plan and discuss the future they would like to work towards over the next five years. This involved revisiting the NIRB's vision, mission, and values, as well as conducting an environmental scan to identify key strengths, challenges, opportunities, and threats associated with NIRB's current operating environment.

**After these items were examined, the group used the resulting information to develop the following goals for the organization over the next five years:**





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# BACKGROUND

“In carrying out its functions, the primary objectives of NIRB shall be at all times 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. NIRB shall take into account the well-being of residents of Canada outside the Nunavut Settlement Area.” – *Nunavut Agreement 12.2.5*

”

## About 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 off-shore;
- 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 Inuit Qaujimajatuqangit and recognized scientific methods to gauge and assess the bio-physical and socio-economic impacts of proposals and makes recommendations to the Government of Canada 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. Information about the NIRB’s governance, organizational structure, and funding can be found in the appendices (see Appendix A: Board Governance, Appendix B: Organizational Structure, and Appendix C: Funding).

# ABOUT STRATEGIC PLANNING

Strategic planning is a journey undertaken to create a multi-year plan that sets out the vision for an organization for a defined time (usually a three-to-five-year timeframe). A strategic plan is often supported by annual plans, which help to show key activities, resources and the budget needed to implement the plan. Although most strategic plans contain similar elements (e.g., vision, mission, and guiding principles), no two strategic plans are exactly alike.

However, each organization's plan should:

- ✓ Be responsive to the external context and internal circumstances facing the organization
- ✓ Support priority-setting and alignment, focusing energy and resources
- ✓ Help an organization move from Point A to Point B
- ✓ Help strengthen operations
- ✓ Be easily understood
- ✓ Be dynamic, rather than static
- ✓ Meet the needs of the organization

For more information about strategic planning, including a common framework and definitions of key components, see Appendix D.

■ Figure 1: Typical Strategic Planning Process



# STRATEGIC PLANNING AT THE NIRB

Since 2007, the NIRB has been focused on bringing a more strategic approach to the delivery of its mandate and primary functions. Below is a brief history of the NIRB's experience with strategic planning to date:

## 2008-2012

A driving force behind the initial strategic plan was to demonstrate to the Government of Canada that the NIRB required additional financial resources to fulfill its mandate under the *Nunavut Agreement* and be sustainable in the medium- to long-term. The NIRB's inaugural plan had a focus on key areas such as governance, legislation, policy development and human resources. During this planning period, the Board was successful in obtaining a five-year funding agreement for core operations (see Appendix D for additional information about funding), 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.

## 2012-2017

The NIRB's second five-year strategic plan 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. 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 several long-term deficiencies, including making possible much needed increases to staffing, training, office renovations and staff housing.

## 2018-2022

During this strategic planning period, the NIRB renewed its commitments to conducting high quality impact assessments, maintaining long-term stability, reflecting the principles of Inuit Qaujimajatuqangit through its work, and striving to maintain public confidence and participation in Nunavut's regulatory system. One of the NIRB's key goals was to comply with the *Nunavut Planning and Project Assessment Act* (2013), which clarified and expanded the Board's responsibilities and process requirements. Recognizing the Nunavut Agreement's provision of powers to the NIRB in marine management, the NIRB also made efforts to collaboratively support marine issues as a member of the Nunavut Marine Council. The onset of the COVID-19 pandemic in 2020 presented new challenges for the NIRB, particularly related to the public hearing process. However, the NIRB demonstrated resilience in the face of changing health and safety guidelines and with modifications to its process and the use of technology, successfully held several in-person hearings to advance impact assessment processes (including completing a Project Certificate reconsideration during the pandemic, from submission of the proposal to issuance of the Board's decision).

The NIRB believes that a prerequisite to a successful, strategy-focused organization is a strong connection between the organization's strategic plan, annual work plan and budget, 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.

### **About this Strategic Plan**

The NIRB's 2023-2027 Strategic Plan is the output of a two-day in-person workshop, which was held in Rankin Inlet from July 18 to July 19, 2022. This strategic planning session, facilitated by Aglu Consulting and Training and Stratos (an ERM Group Company), brought together the NIRB's Board members and staff to reflect on what they achieved together through their last strategic plan and discuss the future they would like to work towards over the next five years.

This Strategic Plan sets out the major goals of the NIRB for 2023-2027. These goals are consistent with the NIRB's legislated mandate, as well as its vision and mission. The goals are supported by specific objectives, and projects/actions. In a separate implementation plan, responsibilities, timelines, and human and financial resources are identified. Section 4 of this plan includes a method for evaluating whether each goal has been achieved.



# ENVIRONMENTAL SCAN

The following provides an overview of some of the NIRB's key internal strengths and challenges (Table 1), as well as external opportunities and threats (Table 2) associated with NIRB's current operating environment. These have been used to inform the development of this Strategic Plan.

Table 1: Internal Strengths and Challenges



## STRENGTHS

### Human Resources

- Staff are supportive and help one another fulfill their roles and responsibilities
- Providing mentorship and training opportunities for Board and staff
- Board and staff members are committed to their job and bring vast amounts of knowledge to the organization

### Internal Operations

- Ability to adapt and innovate in response to societal and political changes that affect the impact assessment process (e.g., COVID-19)
- The organization listens to and values the input of Board and staff members

### Reflecting Inuit Values

- Inuit values reflected through the work of Inuit Board members and staff
- Working with Elders to incorporate Inuit Qaujimajatuqangit into the NIRB processes
- In-line with Inuit cultural values, the NIRB ensures that Elders are given priority to speak

### External Collaboration

- Developing/maintaining strong working relationships with partners (e.g., other Institutions of Public Government) and the public
- Actively participating in the Nunavut Planning Commission's process to develop the territory-wide land use plan

### Community Engagement

- Having a positive reputation that results in decisions that are respected and accepted
- Conducting quality impact assessments, which includes in-depth of consultation (e.g., community visits and public hearings)



## CHALLENGES

### Human Resources

- A need to increase Inuit representation in senior and management positions, which would result in greater Inuit involvement in decision-making processes
- Staff turnover creates additional workload for the rest of the team and a loss of corporate memory
- Due to a lack of qualified candidates in the market and an increasing number of project applications (phased development), staff are managing a heavy workload
- Honoraria envelope may impact the recruitment and retention of Board members

### Reflecting Inuit Values

- Bringing together Inuit Qaujimajatuqangit and Western science and demonstrating how each are considered in decision-making
- While it is important that everyone has an opportunity to take in information and communicate in their Mother Tongue, the number of languages and dialects spoken in Nunavut creates additional workload for translators and it would be costly to have internal interpreters

### Community Engagement

- Difficulty sharing information about the NIRB across all communities, resulting in different levels of awareness around NIRB processes



## OPPORTUNITIES

### Reflect Inuit Values

- Efforts to enhance cross-cultural understanding among Board members and staff (Inuit and non-Inuit)
- Make use of Inuit Qaujimagatugangit databases to inform NIRB work and allow NIRB to document and share knowledge externally
- Enhancing the use of Inuktut in Nunavut's regulatory regime, as Inuktut language laws in Nunavut preserve Inuit culture and way of life

### Technological

- Increased internet connectivity in the region (Katittuq Nunavut Fibre link) providing more opportunities for telework and increase community accessibility to NIRB information
- Technological advancements that make the work of the NIRB more effective and efficient (e.g., video sharing)

### Political

- Devolution could enable greater territorial control over decisions with respect to impact assessment (depending on what responsibilities are devolved)

### Regulatory

- Improvements to how the NIRB goes about managing phased/progressive development applications (e.g., impact statement guidelines, rules of procedure, public registry)

### Human Resources

- Highlighting the professional opportunities the NIRB provides so it is seen as an employer of choice
- Conferences and tradeshow create spaces for networking and information sharing

### External Engagement and Participation

- Spreading awareness about the NIRB's role and work more consistently and effectively with communities

### Environmental

- Climate change may present opportunities for new developments that support the well-being of Nunavummiut and the protection of the environment (e.g., renewables)

### Partnership and Collaboration

- Appetite for collaboration among government, NGOs, agencies, and IPGs within Nunavut and more broadly could allow for efficiencies

## THREATS



### Reflecting Inuit Values

- While knowledge of Inuit language is an asset in all position descriptions and the NIRB gives preference to Inuit candidates, educational and professional requirements for some positions result in a limited number of Inuit applicants

### Technological

- Limited Internet accessibility and connectivity challenges the ability of communities to access information
- Possible cyber-attacks could make the NIRB's systems vulnerable and result in the leaking of sensitive information

### Political

- Changes in government mandates could affect the NIRB's ability to secure resources and funding
- Devolution and the uncertainty that it creates for the organization's day-to-day activities, resourcing, and processes
- The Federal Minister's role in the decision-making process, especially when it conflicts with the NIRB's decision
- Dependence on other parties to fulfill their role in assessments in a timely manner
- Development of a new Arctic Region within the Federal Government (Department of Fisheries and Oceans, Canadian Coast Guard) could present additional challenges for the NIRB (e.g., competition for qualified Inuit)

### Funding

- Uncertainty associated with forecasting funding needs for the duration of the 2023-2033 implementation contract with the Government of Canada, which will now include the request for supplemental funding

### Regulatory

- A shift to phased/progressive development applications requires monitoring of the approved project, as well as addressing the new application, creating human resource challenges

### Human Resources

- The ability of Board member nominating agencies to solicit expressions of interest could lead to delays in the appointment process

### External Engagement and Participation

- Lack of understanding of NIRB's roles and responsibilities within communities
- Possible negative shift in public perception with regards to the NIRB
- Dependence on travel, which is costly and weather dependent, to move between regions and conduct business efficiently

### Environmental

- Dealing with the uncertain consequences of climate change, including assessment of the impacts and the potential for impact reviews with higher volumes of technical information

### COVID-19

- The ongoing COVID-19 pandemic and the rise of new pandemics that impact NIRB processes and business-as-usual

# THE NIRB'S 2023 – 2027 STRATEGIC PLAN

This section outlines the mandate, vision, mission, and values of the NIRB, which describe the collective impact that the organization wants to have in Nunavut. It also includes the NIRB's goals and associated objectives for the next five years. A summary figure is presented at the end of this section (Figure 2).

## 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 and to Canadians in general 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.

## VISION

To ensure the impact assessment process in Nunavut protects the environment and promotes the well-being of Nunavummiut and Canadians in general.

## MISSION

Guided by Inuit Qaujimagajatuqangit, we conduct meaningful engagement and impact assessments that reflect the needs and interests of Nunavut.

## VALUES

The following principles guide the way the NIRB works and behaves as an organization:

**Inuit Qaujimagajatuqangit:** Ensure Inuit values and ways of knowing are front and center in everything that we do.

**Inclusivity:** Enable the meaningful participation of all parties in impact assessment and respect the diverse knowledge and wisdom of our Board and staff.

**Integrity:** Act on our accountability to Nunavummiut by conducting transparent, objective, evidence-based impact assessment processes for the well-being of communities and the environment.

**Collaboration:** Work with our partners and external stakeholders to facilitate efficient impact assessments and find solutions to our common challenges.

**Resilience:** Remain flexible in our operations and procedures in the face of uncertainty and change.

## GOALS AND OBJECTIVES

To realize its mandate, vision, and mission, the NIRB will focus on the following goals and supporting objectives over the next five years.



Figure 2: The NIRB's 2023-2027 Strategic Goals



### **Goal 1: Strengthen our use of Inuit Qaujimaqatqangit and Inuktitut in our work**

Objectives:

- Deepen our shared understanding of Inuit Qaujimaqatqangit and Inuit values as we apply them in our day-to-day operations
- Practice and implement the use of Inuit Qaujimaqatqangit and Inuktitut across regions in impact assessments to ensure our work respects Inuit culture, protects the Nunavut environment, and respects regional differences
- Increase the sharing of Inuit Qaujimaqatqangit information between the NIRB and other Nunavut organizations to enable us to incorporate Inuit Qaujimaqatqangit from across the territory in our work
- Support the learning and use of Inuktitut among Board members and staff to foster an inclusive work environment



### **Goal 2: Collaborate with other IPGs and stakeholders to meet environmental management needs in Nunavut**

Objectives:

- Ensure the NIRB has sufficient resources in place to collaborate and coordinate more effectively with external organizations
- Develop approaches to strengthen our working relationships and collaboration with other Institutions of Public Government in Nunavut
- Facilitate information sharing with other organizations within Nunavut (e.g., HTOs) to keep them apprised of our work and better understand their unique priorities and interests
- Coordinate with the Federal Government and organizations outside of Nunavut to share successes, learn from one another, and address topics of shared concern



### **Goal 3: Enhance awareness of the NIRB's role and work among Nunavummiut, proponents, and regulators**

Objectives:

- Finalize the NIRB's impact statement guidelines and rules of procedure to ensure we have accurate, consistent information to share with others
- Establish and deliver on plans to share information about the NIRB in a way that meets the distinct needs of communities, proponents, and regulators
- Update and launch communication tools/materials that align with Inuit culture and values to share information about the NIRB with Nunavummiut (particularly youth)
- Establish regional offices to improve awareness and relationships with Nunavummiut.



#### **Goal 4: Aim for long-term organizational capacity and stability**

Objectives:

- Liaise with the Federal Government to secure regular, long-term funding and address the challenges associated with Board vacancies
- Bolster our capacity to respond to Board and staff turnover while continuing to deliver on the NIRB's mandate
- Provide our Board and staff with opportunities for training and professional development that create the building blocks for success in their current and future roles
- Implement internal policies and programs that make the NIRB a desirable place to work and to attract and retain employees



#### **Goal 5: Advance work in support of the Nunavut Marine Council**

Objectives:

- Share the responsibility of the ongoing development of the Nunavut Marine Council with other Institutions of Public Government
- Increase the understanding of Inuit Qaujimagatuqangit and scientific knowledge related to marine issues within the NIRB and among our partners (community, regional, territorial, federal, and international organizations)
- Contribute to the Nunavut Marine Council's strategic initiatives, including informing the organization's priorities
- Formalize an approach to creating a feedback loop between impact assessment, marine research and policy setting

# STRATEGIC PLAN IMPLEMENTATION

The following notations summarize both the roles and responsibilities, as well as the mechanisms needed to support the delivery of this Strategic Plan.

## ROLES AND RESPONSIBILITIES

Strategic Plan delivery will be guided through adoption of these roles and responsibilities:

- **Chairperson and Board members** provide strategic direction and guidance at the goal level
- **Executive Director** works with staff to implement the direction from the Chairperson at the goal level and provide oversight of the objectives and activities/projects (i.e., the associated annual plan)
- **Staff** bring the goals and objectives to life through annual work planning and the delivery of activities/projects

## MECHANISMS FOR SUPPORTING IMPLEMENTATION

Strategic Plan implementation will be supported through key management mechanisms:

### Annual Planning

The Executive Director and staff will co-develop an annual plan to support the implementation of the Strategic Plan, including delineation of clear roles and responsibilities (leads, supports, etc.), timelines, and outputs/outcomes, for approval by the Board.

### Tracking and Communicating Progress

The Executive Director and staff will develop and utilize a process to track performance against annual work plan milestones, as well as the Strategic Plan goals and objectives. Modifications to the annual work plan should be made to reflect any shifts in priority or emphasis.

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?
- To what extent has our operational plan and the various annual reports we have 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? If not, how and why should they be revised?



# APPENDIX A: 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 as 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.

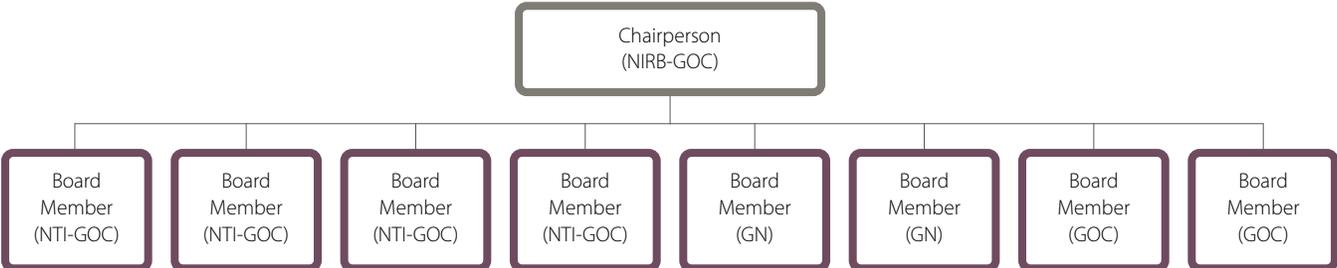
**Two members** are appointed by one or more Ministers of the Territorial Government; at least one of whom is appointed by the Minister responsible for Renewable Resources.

**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 3 below illustrates the organizational structure of the Board, as established by the *Nunavut Agreement*:

■ Figure 3: Board Organizational Structure



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.

# APPENDIX B: ORGANIZATIONAL STRUCTURE

As part of the Board's 10-year plan for the 2023-2033 implementation Contract funding period, the Board approved a new organizational structure to support enhancement of the Cambridge Bay office and identified further planned iterations which will see additional positions added in the years to come to support development of a regional presence in both the Kivalliq and Qikiqtani regions.

## 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 four departments: **Executive, Corporate Services, Communications, and Operations.**

### ■ Executive Department:

The Executive Department consists of the:

- Executive Director
- Director, Implementation
- Manager, Policy
- Policy Advisor (to be added in future)
- Manager, Human Resources

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 impact assessment issues and legislative issues impacting upon the natural resource's regime within the Nunavut Settlement Area.

The **Executive Director** reports directly to the NIRB Chairperson and Board 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 Organizations, Institutions of Public Government and private foundations and corporations on impact assessment related mat-

ters affecting the Nunavut Settlement Area.

The Executive Director is directly supported by a Director, Implementation, a Manager, Policy and a Manager, Human Resources.

The **Director, Implementation** leads the tracking and reporting across departments on implementation of Inuit Qaujimajatuqangit principles and strategies, the strategic plan, and other organizational strategies and plans. This position assists with coordinating updates from other departments for the Executive Director and directly oversees the Manager, Policy and associated policy development efforts.

The **Manager, Policy** which will supervise the planned Policy Advisor position, provides objective analysis and advice to the NIRB regarding various internal and external policy, planning and legislative initiatives. These positions directly assist the Executive Director in identifying contentious issues, alternative options, policy gaps, financial/legal implications, interdepartmental and external impacts and consistency with the NIRB mandate.

The **Manager, Human Resources** oversees human resources planning and employee performance monitoring through coordination of processes for employee recruitment, retention, and continued professional development. This position serves as a key contact for Board and staff member human resources matters, providing accessible advice and leadership with recruitment, administration of policies, employee counselling, training and continued professional development.

### ■ Corporate Services:

The Corporate Services Department (formerly the Finance and Administration Department) consists of the:

- Director, Corporate Services
- Senior Finance Officer
- Finance Clerk (to be added in future)
- Systems Support Coordinator
- Administrative Officer
- Janitorial/Casual

The Corporate Services department is responsible for the overall efficient day-to-day administration of the Board's corporate enabling functions including financial and administrative systems (such as financial reporting and control systems), procurement, management of infrastructure, and the monitoring of administrative and personnel policies, procedures and guidelines. Other responsibilities include leading budgeting and risk management efforts across the organization.

Supervising a multi-disciplinary team, the **Director, Corporate Services** oversees financial and administrative duties of the NIRB, ensuring compliance with relevant legislation, regulations, sound accounting/business practices, policies & procedures and funding agency's reporting requirements. This position advises the Board directly on finance and administration issues, ensuring that the NIRB maintains accurate, transparent and responsible accounting practices.

The **Senior Finance Officer** provides day-to-day accounting, financial, staff leave and general administration services. This position provides key support to the Director, Corporate Services in areas of records management, data entry, payroll and general accounting.

Working with the Senior Finance Officer, in future the Finance Clerk position will support day-to-day general accounting, financial and general administrative services.

The **Systems Support Coordinator** serves as a liaison between staff and external IT support, manages inventory control for audio visual equipment and library resources, and assists in delivery of technology support for NIRB proceedings.

The **Administrative Officer** serves as the receptionist for the NIRB office and assists with daily administration activities across the organization, including tracking travel and attendance.

#### ■ **Communications:**

The Communications Department consists of the:

- Director, Communications
- Interpreter/Translator (additional positions to be added in future)
- Manager, Public Registry
- Public Registry Coordinators

- Manager, Public Engagement (to be added in future)
- Outreach Coordinator (additional positions to be added in future) Director, Corporate Services

The role of the NIRB's Communications Department is to coordinate and deliver the organization's communications strategy to government agencies, Inuit organizations, key stakeholders and the general public. This department is responsible for publishing NIRB's annual reports and newsletters, coordinating public access to information and internal translation of documents, and soliciting community representatives and general participation in NIRB events and proceedings.

The **Director, Communications** oversees the communication strategy for NIRB processes, events, and decisions to Government, Inuit organizations, community organizations, media outlets and the general public. This position is responsible for addressing Access to Information responsibilities, providing oversight and creative support to the Board's public engagement efforts, ensuring communications are professional and accessible, delivering key messages to target audiences.

The **Interpreter/Translator** positions are responsible for providing professional Inuktitut-English and/or Inuinnaqtun-English interpretation and translation services to the Nunavut Impact Review Board (NIRB). These positions also contribute to efforts to document and promote advancement of Inuktitut/Inuinnaqtun terminology and usage within the impact assessment process.

Supported by the **Public Registry Coordinators**, the **Manager, Public Registry** is responsible for overseeing the receipt and distribution of project proposals being assessed or monitored under Article 12 of the *Nunavut Agreement* and Part 3 of *NuPPAA*, 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 oversight of outgoing communications and maintaining the Public Registry for NIRB assessments and monitoring programs.

The **Outreach Coordinator** positions serve a primary contact for NIRB public engagement, soliciting community representatives for NIRB events and proceedings, and maintaining contact with community-level

organizations and contacts to ensure NIRB communications are effective and well-received.

As noted in the NIRB's phased approach to establishing a regional presence in the Kivalliq and Qikiqtani regions, a progressive increase to multiple Interpreter/Translators and Outreach Coordinators is anticipated. A **Manager, Public Engagement** position is also envisioned for the future, to supervise efforts of the Outreach Coordinators and continue to build upon the successes of overall public engagement.

### ■ **Operations Department:**

The Operations Department (formerly the Technical Services Department) consists of:

- Director, Operations
- Manager, Project Monitoring
- Manager, Impact Assessment
- Senior Impact Assessment Officers
- Impact Assessment Officers
- Monitoring Officers (additional positions to be added in future)
- Screening Officers
- GIS Specialist

The Operations 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 *NuPPAA*. It leads all initiatives and follow-up associated with screenings, reviews and monitoring of approved projects, authoring public-facing NIRB correspondence, reports and procedural guidance and direction.

Supervising a multi-disciplinary team, the **Director, Operations** leads the impact assessment and monitoring processes for all project proposals referred to the NIRB. This position advises the Executive Director and the Board directly on technical issues, ensuring that assessments are undertaken in a manner which respects the NIRB's need for procedural fairness, transparency and timely decision-making.

The **Manager, Project Monitoring** is responsible for coordinating development and standardization of meth-

odologies, procedures, and guidance materials associated with NIRB monitoring programs. Working with the NIRB's **Monitoring Officers** (a designation currently assigned by individual project to Impact Assessment Officers, this will transition to dedicated positions for each region) these positions provide reports and briefings to the Board on the adequacy of and compliance with terms and conditions of project certificates and on the ecosystemic and socio-economic impacts of approved projects.

The **Impact Assessment Officers** (formerly Technical Advisor II and III positions) lead the impact assessments of proposed development projects and the monitoring programs for approved projects. With a focus on managing multiple screening level assessments and providing support for the assessments for major development projects, these positions advise senior management on technical issues, ensuring that assessments are undertaken in a fair, inclusive and timely manner.

With a focus on undertaking screening level assessments and assisting in the daily administration of associated public registries, **Screening Officers** support more senior operations staff with impact assessments and community engagement tasks. Oversight and coordination of the team of Impact Assessment Officers and Screening Officers, including coordinating development and standardization of impact assessment methodologies, procedures, and guidance materials is the essential responsibility of the **Manager, Impact Assessment**.

Finally, the **GIS Specialist** develops and maintains the NIRB's internal GIS databases and mapping information related to impact assessments. This position provides key technical support to Board and staff, contextualizing information for assessments and enabling enhanced understanding of potential environmental effects through increased situational awareness and cumulative effects analysis along with network and computer hardware/software issue identification and troubleshooting.

## Establishing a Staffing Presence in Each Region of Nunavut

As noted above, the NIRB expects to grow its staff complement in the coming years and wishes to do so in a strategic manner which address several priorities, namely:

- Maximizing recruitment and retention of qualified Inuit
- Leveraging remote work technology and experience to allow Inuit and Nunavummiut from other regions to work for the NIRB from their home region/community
- Improving access to and connections with communities to support more effective public engagement and monitoring programs

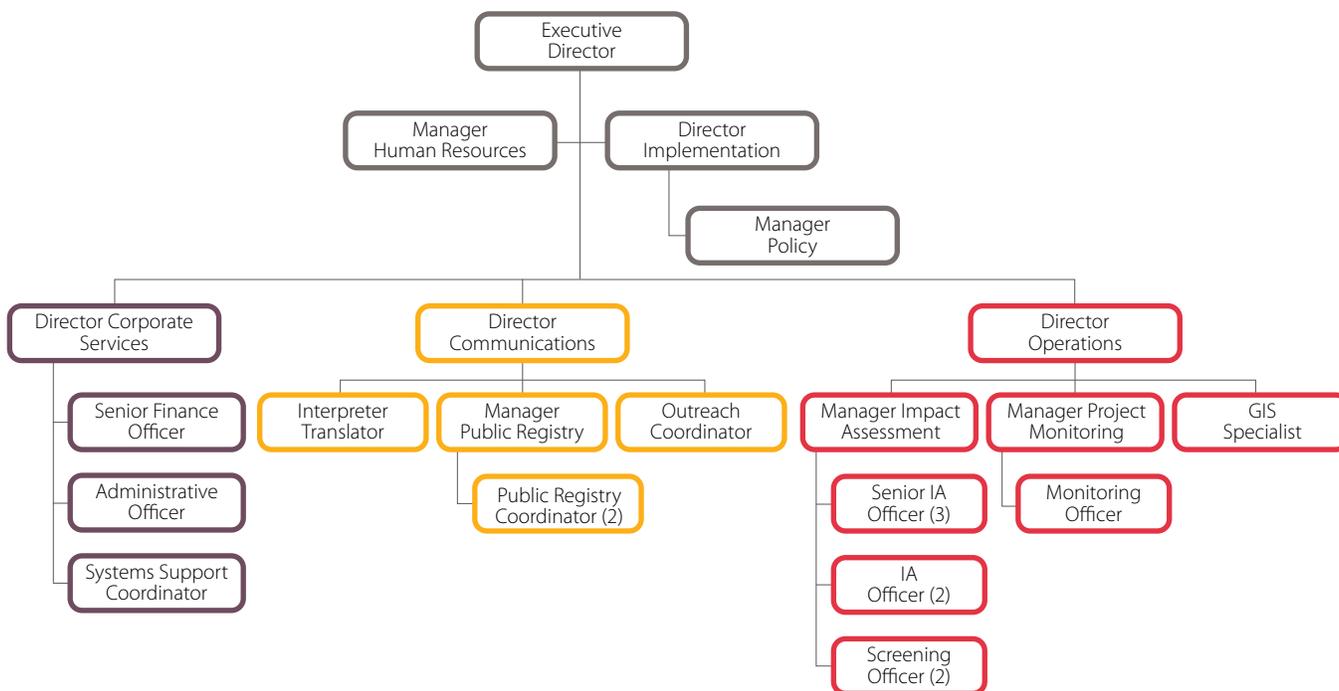
The NIRB recognizes that the key factor in Inuit employees from other regions or even communities outside of Cambridge Bay leaving employment with the NIRB has been a desire to be closer to their family and home community. The well-established nature of mines in each region and the NIRB’s associated monitoring programs, as well as public engagement efforts more broadly could also benefit from a closer physical proximity between NIRB staff and the communities they serve.

Several key points of the NIRB’s strategy are important to emphasize :

- Existing staff will not see their positions reassigned to other regions and the NIRB is not reducing its staff complement in Cambridge Bay
- While there is a focus on helping to create a more representative work force and increasing recruitment and retention of qualified Inuit, the NIRB wants to have excellent retention of all staff and appreciates their contributions to the organization
- This strategy will be implemented in a flexible manner gradually, as funding allows, with targets for staffing positions in the Kivalliq region within 3 years and within the Qikiqtani region within 6 years

The overall objective for this strategy is to increase the NIRB’s capacity and ability to effectively deliver on its mandate going forward.

Figure 4: NIRB Organizational Structure





# APPENDIX C: 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 and an interpreter/translator;
- 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.

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

# APPENDIX D: STRATEGIC PLANNING FRAMEWORK

A strategic plan commonly includes a set of overarching guiding statements that outline the impact an organization/department wants to have on current and future generations (vision), its role in achieving this future (mission), and the values that will guide its work (values). It provides clarity on where the organization would like to focus its efforts over a given time period

(priority areas). To help realize the priorities and vision of an organization, strategic plans also outline the roles and resources needed to implement the plan and track progress (implementation components).

This Strategic Plan was grounded in the framework outlined in Figure 2. The associated definitions can be found in Table 3.

Figure 5: Strategic Plan Framework



■ Table 3: Definitions of the Elements of the Strategic Plan Framework .....

<b>Mandate</b>	A concise statement defining the fundamental purpose of an organization / department and what it is required to do based on both: <ul style="list-style-type: none"> <li>• Formal requirements: laws, regulations, articles of incorporation, charters</li> <li>• Informal requirements: expectations of key stakeholders, including beneficiaries and elected representatives</li> </ul>
<b>Vision</b>	An aspirational statement summarizing the ideal future an organization would like to support (long-term goal)
<b>Mission</b>	A concise statement defining what an organization does to achieve its vision
<b>Values</b>	Principles that guide behaviour and day-to-day business in the organization
<b>Goals</b>	Concise statements that articulate an expected outcome or desired shift, consistent with the vision but describing a more specific set of circumstances and accomplishments
<b>Objectives</b>	A more detailed articulation of the goal statement showing how the organization will act on its goals
<b>Annual Plan</b>	Identifies projects/activities, resources, timelines, and budget requirements, aligned with the goals and objectives, to support the organization as it aims to achieve its vision and mission

