



# Inuvialuit Regional Corporation

## *Strategic Plan 2016 to 2019*



*William Kuptana and Peter Esau Sr. lead their dog teams on Banks Island.*

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## **Principles of the Inuvialuit Final Agreement:**

1. To preserve Inuvialuit cultural identity and values within a changing northern society.
2. To enable Inuvialuit to be equal and meaningful participants in the northern and national economy and society.
3. To protect and preserve the Arctic wildlife, environment and biological productivity.

## **Strategic Goals to Achieve the Vision:**

1. Revitalize and celebrate Inuvialuit cultural identity and values.
2. Exercise stewardship over Inuvialuit lands.
3. Improve the capacity and well-being of individuals, families and communities.
  - a. Promoting healthier lifestyles.
  - b. Supporting educational development.
4. Continue to assert Inuvialuit rights and benefits through implementation of the Inuvialuit Final Agreement.
  - a. Economics.
  - b. Governance.
5. Take an evidence-based, decision-making approach to policy development and advocacy.
6. Manage optimally the human, physical and financial resources of the Inuvialuit Corporate Group.

**Goal 1 - Revitalize and celebrate Inuvialuit cultural identity and values.**

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*“We need to work together to instill the cultural values back into Inuvialuit youth to keep them motivated. More drum dancing, Inuit games, storytelling and traditional harvesting values.”*

*- Youth group at 42 Directors meeting in Inuvik (February, 2015).*

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*The Siglitmiut Drummers and Dancers perform during Oceans Day 2016. Photo credit: Tusaayaksat, Nathalie Heilberg-Harrison.*

### Challenges:

The decline of Inuvialuit (15 and over) who can speak Inuvialuktun has decreased from 36% in 1984 to 24% today.

### Success Means:

- Inuvialuit knowing their history and cultural heritage and having a strong sense of identity and pride in their heritage.
- People speaking Inuvialuktun daily in their homes and in the workplace.
- People preserving and practising traditional knowledge and skills to survive on the land, enjoying and consuming country foods and respecting the environment.

### Objectives and Activities:

*Language - Sustain the Inuvialuktun language and increase its everyday use.*

- Develop Inuvialuktun curriculum and curriculum resource materials, including the publication and distribution of Inuvialuktun teaching and learning resources.
- Promote the use of Inuvialuktun in child development centres and in elementary and secondary school curriculum and classrooms.
- Support the development and uptake of Inuvialuktun learning programs.
- Reinforce and continue the development of written Inuvialuit drum dance songs.
- Develop and implement a long-term Inuvialuktun language plan.

*Culture - Affirm the traditions and culture of Inuvialuit as an everyday part of life.*

- Awareness of Culture:
  - Plan, manage, document and publicize significant events in the Inuvialuit Settlement Region.
- Arts and Crafts:
  - Develop a strategy to expand the Craft Shop, e.g. opportunities for Inuvialuit artisans.
- Social and On the Land Activities:
  - Hold greater control over Inuvialuit culture by implementing the Inuvialuit Cultural Plan and programming.
  - In collaboration with Community Corporations, develop a feasible plan for drum dance groups, traditional Inuvialuit games and on the land activities.

*History - Showcase and celebrate Inuvialuit history.*

- Digitize the archives and recordings to increase accessibility and use:
  - o COPE archives and recordings, ICS archives and recordings.
- Develop and implement a digital photo archive strategy.
- Develop a plan to document the elders and traditional knowledge:
  - o Publish more stories and legends.



**Goal 2 - Exercise stewardship over Inuvialuit lands by effectively managing Inuvialuit land use rights.**

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*“We need a healthy environment where the community can continue to hunt and fish.”*

*- 42 Directors meeting in Inuvik (February, 2015).*

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*Ulukhaktok children playing by the shore. Photo credit: IRC, Peggy Jay.*

### Success Means:

- Inuvialuit lands are effectively managed.
- ILA processes are clear and well-respected.
- Inuvialuit benefit from the use and protection of their lands.

### Objectives and Activities:

*Mitigate negative impacts to Inuvialuit lands because of a thorough, transparent and effective land use application process.*

- Land Management System:
  - Use appropriate tools to fulfill mandate effectively.
  - Complete the Inuvialuit Land Management System (ILMS).
  - LUAS - Renew and eventually replace the Land Use Application System (LUAS).
  - GIS - Develop and implement an ILA GIS.

*Develop appropriate land management strategies, programs and policies to assist in the administration of Inuvialuit lands.*

- Develop management plans and/or strategies in key areas of mandate:
  - Inuvik to Tuktoyaktuk Highway Management Framework.
  - Forest Management Strategy.
  - Granular Management Plan.
  - Cabin Strategy.
  - Well-site Remediation.
  - Prepare for potential large scale projects as identified.
  - Administration of the Inuvik-Tuktoyaktuk Highway.
  - Establish Reindeer Station Dedicated Area.
  - Assist IRC in completion of land exchanges.

*Participate in review of territorial and federal legislation to ensure that the Inuvialuit Final Agreement provisions and rights are protected.*

- Monitor all government legislative initiatives and participate in any engagement or formal consultation process that may change land and water resource management systems (laws of general application).



- Develop an ILA Communication Plan and improve ILA communications (internal and external).

*When land use issues arise in the ISR, to act as a general representative of Inuvialuit.*

- Monitor land use conditions on an ongoing basis:
  - o Environmental Monitors - Review ILA Environmental Monitor Program and ensure program is efficient and effective.
  - o Site Clean-Ups - Oversee new and continued site clean-ups and associated monitoring.
  - o Shoreline Erosion - Shoreline erosion monitoring.
  - o Implement all aspects of existing Cooperation and Benefits Agreements.
  - o Seek feedback from Inuvialuit, Inuvialuit community organizations and other Inuvialuit and government natural resource management bodies regarding proposed uses of Inuvialuit lands.

*To ensure economic benefits from the use of Inuvialuit lands flow to Inuvialuit.*

- Strive to ensure economic benefits from use of Inuvialuit lands flow to Inuvialuit, Inuvialuit companies and Inuvialuit communities.
- Receive direct financial compensation to IRC for the use of Inuvialuit lands through application of clear and reasonable fees.
- Seek opportunities for potential responsible uses of Inuvialuit lands to generate opportunities for Inuvialuit, Inuvialuit companies and Inuvialuit communities.

**Goal 3 - Health and Wellness - Improve and maintain the physical health of Inuvialuit and communities.**

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*“We need to recognize educational achievements and celebrate youth involvement.”*

*- 42 Directors meeting in Inuvik (February, 2015).*

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*Olga Steen-Aviugana at her Aurora College graduation. Photo credit: IRC, Peggy Jay.*

## **Promoting Healthier Lifestyles**

### Challenges:

Community agencies provide a wide range of services, but in a fragmented and piecemeal approach. Agencies seldom work together to coordinate programs and services, to avoid duplication, to maximize available resources and to access new resources of funding and support.

Community residents and some service providers find that red tape, paperwork and stringent requirements present barriers to accessing support and services. There is a need to link agencies and network with potential partners to facilitate coordination of community wellness programs, services and initiatives. Community wellness planning needs to be more proactive rather than reactive.

There is a need to acknowledge and address the root causes of barriers to community wellness, for example: the need to establish a local, long-term addiction program (with follow-up support services like those offered by the Salvation Army in Yellowknife).

It is difficult to attract and retain the wide range of Health and Social Services professionals that are essential to the delivery of high-quality services in the Beaufort Delta region.

### Success Means:

- Promoting healthy lifestyles by providing an environment where people can make productive and healthy lifestyle choices and can become meaningful participants in the economy and society.
- Communities take more control and ownership over the design and delivery of social programs.
- Parents are prepared to be healthy parents and ensure that babies are born healthy.
- Residents overcome barriers to making healthy choices.

### Objectives and Activities:

#### *Planning*

- Establish guiding principles for the delivery of holistic perspectives that help protect and promote the health, safety and well-being of residents within communities in the ISR.

- Support ISR communities in their aim to influence, manage and control the delivery of health services within the region.
- Utilize community service providers and members are aware and support community wellness.

### *Physical Activity*

- Develop a policy framework and programs to help support healthy recreational activity for all individuals in every community.
- Promote and deliver high-quality health supports and services to enhance and maintain the overall health of beneficiaries in the ISR.

### *Family Wellness and Parenting Program*

- Support families and parents through culturally relevant wellness programs and support services.
- Develop and implement an Inuvialuit Youth Strategy that builds healthy, community-oriented citizens and leadership in the next generation.
- Implement Inuit Oral Health Prevention and Promotion Plan 2013.

### *Improve and maintain the mental and spiritual health of Inuvialuit and communities.*

- Addictions and suicide intervention programs.
- Develop a comprehensive addictions recovery system to include full-service addictions treatment, detoxification and after-care programming.
- Improve availability and access to high-quality, culturally-relevant services dealing with addictions and intervention plans.
- Work in coordination with ITK to implement the National Inuit Suicide Prevention Strategy.
- Safe living communities.
- Support communities to promote and be recognized as safe living communities.
- Nutrition.
- Educate and incorporate the use of traditional foods and cooking to strive toward holistic nutrition.
- Ensure that communities have access to food security plans and programs.
- Promote country foods in the Nutrition North program.
- Health services infrastructure.
- Improved coordination of wellness programs.
- Negotiate for the services of a counsellor psychologist in the ISR.

- Develop strategy for better access to health-care services for all ISR communities.

## **Educational Development**

### Challenges:

As parents, we believe that our children have a right “to be born healthy” and to have the pre-school and school experience that provides for a solid foundation for their continued development into healthy, well-adjusted and contributing adults.

### Success means:

- Healthy mothers delivering healthy babies and parents well prepared for parenting.
- All children have support to access community early-learning programs to ensure a smooth transition from pre-school to school.
- More students stay in school and can function at their appropriate grade level.
- Parents participate in the education of the children and are fully informed on the progress of their children.
- Higher level of high school graduates with the skills and knowledge to be effective participants in the workforce.
- Beneficiaries can participate and succeed in post-secondary education environments (on-the-job training, apprenticeship, college, university programs).

### Objectives and Activities:

*Education - Support beneficiaries throughout all phases of their educational development so children in the ISR can achieve competency and graduate with functional skills that prepare them for employment or post-secondary education.*

- Early childhood programs.
- Enhance early childhood programs.
- Integrate culture and language in ECD programs.
- Improve assessment and intervention programs.
- Improve coordination and collaboration.
- Improve training of early childhood workers.
- Improve early childhood infrastructure.
- Implement programs to support parents.

*Educational Support – Secondary (K to 12)*

- Improve the educational outcomes of Inuvialuit in the ISR by strengthening capacity support.
- Support Inuvialuit youth in completing secondary school.
- Improve educational advocacy in the ISR.
- Improve interactive distance learning in communities.
- Improve student attendance at school through increased parental and community involvement.
- Support the improvement of assessments and supports for special needs students.
- Support and provide resources for more competent and culturally-trained educators on school staff.
- Develop ISR residents to become teachers and/or educational staff and remain in the ISR.

*Support adult and post-secondary beneficiaries in their educational development.*

- Management and administration of KETO database.
- Maximize the opportunities for Inuvialuit under the Aboriginal Skills and Employment Training Strategy (ASETS) program.
- Plan for strong training/employment results for final year of ASETS five-year agreement.
- Enhanced adult education programs.
- Increasing utilization and reach of IEF programs.
- Enhanced post-secondary support.
- Increase access to and participation in post-secondary education.
- Transitioning post-secondary graduates into ISR workforce.

*Build capacity to facilitate and support the independent management of Community Corporations and their businesses through training.*

- Develop and deliver a curriculum/learning program for orientation, board governance and board administration.
- Design and deliver training courses for Community Corporations and other community members.
- Community Support Services - Deliver essential programs not otherwise provided by government (where feasible).
- IHAP Administration - Strengthen the Inuvialuit Harvesters Assistance Policy and program.



**Goal 4 - Continue to assert Inuvialuit rights and benefits through implementation of the Inuvialuit Final Agreement.**

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*“We need strong, educated leaders. We need to heal, move on and be strong.”*

*- Inuvialuit beneficiary in Paulatuk during the 2014 IRC Corporate Tour.*

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*Signing of the Self Government Agreement-in-Principle at Ingamo Hall in Inuvik in 2015. Photo credit: Roy Goose.*

## Challenges:

Beaufort Delta residents need the jobs and opportunities that resource development can provide. Many people lack the basic and advanced skills needed to get good jobs. Some of our people are wrestling with addictions or other health problems and are not healthy enough to get or hold jobs. Rotational work in the resource sector is hard on family life. Not everyone wants to work in the resource sector.

## Success means:

- A diverse economy; taking full advantage of the range of skills and interests of our people and respecting and supporting our cultures and traditions.
- All productive activity is valued and encouraged.
- Investment in community infrastructure support keeps pace with demands of economic growth.
- Communities and regional economic development programs.
- The region and the communities have greater authority and flexibility to ensure that capital planning and implementation decisions are responsive to local priorities and circumstances.

## **Economics**

### Objectives and Activities:

*Identify, develop and promote sustainable economic opportunities in the ISR.*

- Oil and gas sector:
  - Promote efforts to maintain a regional presence by oil and gas companies and economic opportunity for regional business.
  - Influence the decision to proceed with the Mackenzie Gas Pipeline (MGP) project and implement the IRC Regional Investment Plan for the MGP Impact Fund.
- Mining sector:
  - Work in partnership with mining companies to advance exploration activities in the ISR.
- Other diversified sectors.
- Seek opportunities to develop conditions for other economic activity to flourish in various industries (i.e. satellite facility, tourism, etc.).
- Improvements to economic development programs.

## Governance

### Objectives and Activities:

*Negotiating and implementing agreements on land and resources and Self-government.*

- Implement the Inuvialuit Final Agreement:
  - o Assert rights and benefits accorded to Inuvialuit under the IFA.
  - o Empower Inuvialuit leaders to self-assert and defend Inuvialuit interests.
  - o Advance IRC interests through the IFA/ICC Committee and any other means.
  - o Develop an "IFA 101" suite of resources to increase understanding of the Inuvialuit Final Agreement, including training to individuals representing Inuvialuit interests on boards, committees, HTCs, etc.
- Finalize an Inuvialuit Self-Government Agreement:
  - o Complete an Inuvialuit Self-Government Constitution.
  - o Draft a Self-Government Pre-Effective Date and Implementation Plan.
  - o Develop intergovernmental arrangements with the federal and territorial governments.
  - o Negotiate Financial Chapter and Fiscal Agreement for Self-Government.
  - o Raise awareness among beneficiaries about IRC and the Inuvialuit Self-Government process.
- Devolution and Resource Revenue Sharing Agreements:
  - o Implement the provisions of the Territorial Land and Resource Management Intergovernmental Agreement.
  - o Negotiate resource management arrangements in accordance with the Inuvialuit Settlement Region Land and Resource Management Intergovernmental Agreement.
  - o Participate in the Waste Sites Committee activities.
  - o Implement the Oil and Gas Coordination and Cooperation Agreement.
  - o Negotiate a Beaufort Sea Off-shore Agreement, including revenue sharing.
  - o Monitor and influence developments of the devolution legislation and regulatory reviews or changes.
- Advocacy and rights:
  - o Advance Inuvialuit interest on all federal and territorial programs, strategies and legislation initiatives.
  - o Ensure Inuvialuit interests are represented on national and international Inuit representative bodies.
  - o Stay abreast of all developments with potential for impact on Inuvialuit rights and interests.

**Goal 5 - Take an evidence-based, decision-making approach to policy development and advocacy.**



*Cutting fish during Oceans Day 2016. Photo credit: Tusaayaksat, Nathalie Heilberg-Harrison.*

Success means:

A progressive Indigenous knowledge and knowledge-based network created and managed to inform Inuvialuit leadership and organization.

Objectives and Activities:

*Develop and implement a Research Agenda for the Inuvialuit Settlement Region.*

- Consolidate existing research:
  - o Identify research gaps.
  - o Develop an integrated Inuvialuit Strategic Research Agenda.
  - o Post publicly the integrated Inuvialuit Strategic Research Agenda.

*Capacity and Networks*

- Provide a research service to the ICG:
  - o Provide a data collection and analysis service to the ICG.
  - o Participate in relevant and priority research networks.

*Communicate Research (external)*

- Provide access to existing and future IRC research findings:
  - o Make products of research and data available.
  - o Communicate research findings to help inform policy and advocacy internally.

*Policy - Render policy decisions by effectively making use of sound evidence.*

- Develop IRC policy with respect to Indigenous knowledge and approval of research in the ISR and ensure processes exist to mitigate Inuvialuit intellectual property concerns.

*Internal Monitoring and Evaluation - Monitor impact of IRC programs and social, cultural and economic and environmental conditions.*

- Monitor external developments to anticipate, identify and seize upon emerging opportunities and defend against threats:
  - o Review legislative and policy changes from all governments and ensure Inuvialuit interests are upheld always.



- Use systems to compile and analyze trends and patterns of relevance to ICG interests.
- Make available publicly select policies and develop maintenance processes.

*Protect and preserve Arctic wildlife, environment and biological productivity.*

- Collaborate with the Inuvialuit Game Council to maximize consistent view with respect to Inuvialuit interests:
  - Enable the Joint Secretariat and its entities with access to valuable products of research.
  - Inform IRC advocacy agenda as required.

*Ensure that both Indigenous knowledge and western science are equally considered.*

- Inventory - Catalog Inuvialuit Indigenous knowledge.
- Advocacy - Inform IRC advocacy with respect to best practices on Indigenous knowledge.



**Goal 6 - Manage optimally the human, physical and financial resources of the Inuvialuit Corporate Group.**



*Jenn Parrot showcasing the GIS platform to IRC employees. Photo credit: IRC, Peggy Jay.*

### Success means:

A dynamic organization operating in a healthy environment within budget, while offering a professional service to all beneficiaries.

### Objectives and Activities:

#### *Board Administration*

- Implement systems to support the administration of the Board of Directors:
  - o Pursue a process to address identified areas of potential reform, including review of bylaws.

#### *Operations Management*

- Policy Review:
  - o Perform a complete review of all ICG policies.
  - o Operate within an operational and governance policy framework.

#### *Restructuring*

- Update organizational design and position descriptions to reflect new Strategic Plan:
  - o Undertake restructuring and adjustments to effectively implement the Strategic Plan.
  - o Identify competencies required in staff to achieve current and future goals.

#### *Human Resources*

- Develop a long-term plan to increase employment and capacity of beneficiaries within the Inuvialuit Corporate Group:
  - o Creating programs to assist with daily people management activities.
  - o Develop integrated training plans that corresponds to the Strategic Plan.
  - o Increase access to training and education programs.
  - o Develop an internal training and development program.
  - o Develop mine readiness training program.
  - o Updating performance management system to align to a results-based culture.
  - o Develop a business plan and strategy for a career development centre.
  - o Improve support for Board (leadership) Governance.

- Develop and implement staff IT training courses.
- Investigate beneficiaries that have an interest in IT services to help them obtain the necessary skills/job shadowing.

### *Partnering Services*

- Develop workplace coaches and mentors program.
- Review and update human resources policies and procedures.
- Develop a business plan and strategy for a career development centre.
- Establish an IRC Capacity Building Committee to oversee implementation of a multi-year capacity building plan.
- Plan for current and future staffing needs using a strategic and organized approach.
- Define role of employment officer and/or career counsellor in each ISR community.

### *Deliver programs to retain employees and encourage their progression.*

- Retention:
  - Establish a retention strategy.
  - Develop formal career path program.
  - Develop formal succession plan with links to Strategic Plan for IRC.
  - Ensure the health and well-being of employees engaged in Residential School Settlement Agreement Implementation Support.

### *Communications*

- Effectively communicate with beneficiaries, Community Corporations and among staff.

### *Communication Strategy*

- Develop and implement a public relations strategy, including media:
  - Confirm IRC is maximizing reach to disseminate information.
  - Establish and implement an organization communication policy.
  - Communicate in accordance to a branding strategy.
  - Operationalize a coordinated and sustained information generating process.

### *Communication Standards*

- Develop and provide optimal and two-way communications with beneficiaries.

- Establish and adhere to response standards as an organization.

#### *Financial Advice and Management*

- Provide advice and oversight of ICG's financial resources and operations:
  - o Provide a full suite of accounting services to ICG, including financial transactions.
  - o Accounting - Publish annual audited financial statements in accordance with the IFRS accounting standard.
  - o Develop and implement a process to routinely provide decision makers with current financial information.
  - o Repatriate group tax work back to ICG accounting.
  - o E-Commerce - Implement a financial system that can interface with e-commerce facilities.

#### *Corporate Management - Provide management oversight of the ICG assets.*

- Insurance:
  - o Ensure ICG has and maintains suitable insurance coverage for assets and professional liability at all time.
- IT assets (hardware):
  - o Adhere to industry-standard best practices with respect to IT hardware management.
  - o Maintain a current inventory of IT assets.

#### *Maximizing phone/internet capacity while minimizing operating costs.*

- IT support:
  - o Maintain and deliver IT services in such a way to support all departments in achieving the highest level of success.
- Implement a common Information Management System:
  - o Data loss risk mitigation.
  - o Protect all Inuvialuit electronic information.
  - o Migrating servers to an externally hosted location.
  - o Implement data archiving procedures.
  - o Records digitization.
  - o Complete inventory of current records repository.
- System management:
  - o Develop and implement an Information Management Strategy.
  - o Consolidate information management systems.
  - o Establish procedures to ensure quality control on document entry into system.

## Strategic Plan Implementation Committees

In support of the implementation of the Strategic Plan, the following committees have been established.

The terms of reference for each of these committees will be responsible for reporting on the outcomes of each of the objectives and activities of the Strategic Plan and any modifications that may be necessary for the Strategic Plan's successful implementation.

