

Strategic Plan 2019 to 2021



Schoolchildren during Pingo Pride Day, April 2019 - E. Kolb

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 Principles:

1. Revitalize and celebrate Inuvialuit cultural identity and values within a changing northern society
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. Governance
 - b. Advocacy and Rights
 - c. Economic Development
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

In January 2019 a (42) Director Strategic Planning session was facilitated by the IRC Staff over a day of discussion.

The (6) groups rotated through the (6) goals and had many common themes or message including;

- We need to converse in Inuvialuktun as part of our everyday life, in the schools, in our organizations, at our events. IRC and the ICRC need to offer tools and resources for Inuvialuit to enhance their language learning. Inuvialuit should create a long-term language learning plan.
- The communities need proper facilities on the Land to offer workshops and development in the traditional ways of Inuvialuit and promote wellness and healing.
- Update all Land Management plans, implement updated plans and systems, enforce ILA Rules and Procedures, administer the ILAC and communicate the results.
- Healing should occur on the Land with aftercare supports in the communities.
- Advocate and partner on a Regional Detox facility
- Help organizing and assisting the Youth in key governance development
- Offer a comprehensive Oral Health program for the communities
- Offer labour market and capacity training in the communities
- Advocate for changes in Educational system that promote early learning in literacy and numeracy, set targets
- Ensure Inuvialuit are meaningfully involved in all Research in the Inuvialuit Settlement Region (ISR) with Traditional Knowledge (TK) and Western Science are equally considered in policy/decisions
- Mentor Inuvialuit in all aspects of the Corporation and communities
- Perform periodic review of IFA with its state of implementation
- Advocate and promote community economic development opportunities
- Update Board governance, policies and administration – provide support to communities.
- Communicate all efforts and results

Goal # 1 - Revitalize and celebrate Inuvialuit cultural identity and values within a changing northern society.



Dog team race during Muskrat Jamboree – E. Kolb

Challenges:

The decline of Inuvialuit (15 and over) who can speak Inuvialuktun has decreased from 36% (1984) to less than 22% today. Less Inuvialuit on the land harvesting country food. Inuvialuktun teachers in the schools are not entirely fluent.

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. It also means people preserving and practicing traditional knowledge and skills to survive on the land, enjoying and consuming country foods, and respecting the environment.

a. Language

Language Promotion

Sustain the Inuvialuktun language and increase its everyday use

- Promote the use of Inuvialuktun in elementary and secondary school curriculum and classrooms and OTL programming
- Promote the use of Inuvialuktun in all Child Development Centres
- Promote the use of Inuvialuktun through the creation and distribution of Inuvialuktun teaching and learning resources.
- Support the development and uptake of Inuvialuktun learning programs
- Support the development, publishing and distribution of Inuvialuktun teaching and learning resources

- Continue development of the text, transcribing Inuvialuit Drum Dance Songs

Long Term Language Plan

- Implement a long term Inuvialuktun language plan
- Provide support for Inuvialuktun language teachers

b. Culture

Awareness of Culture, History, and Preservation

Affirm the traditions and culture of Inuvialuit as an everyday part of life

- Plan, manage, document and publicize significant events in the Inuvialuit Settlement Region
 - Assist in the development of a plan to promote the Inuvialuit Games, in collaboration with Northern Games Society
 - Implement or help implement the events (i.e. Inuvialuit Day, 42 Directors meeting, Oceans Day, Northern Games, etc.)
- Re-introduce and revitalize our tradition, values and means of entertainment
- Maximize community access to on the land and traditional activities

Arts & Crafts

- Expand Craft Shop and create opportunities for Inuvialuit artisans
- Develop and implement a strategy for business operations of the Craft Store that enhances capacity, sales and opportunity for Inuvialuit artisans.

Social & On the Land Activities

- Implement Inuvialuit Cultural Plans & Programming
- In collaboration with community Corporations, develop a feasible plan to hold a Regional Drum Dancing gathering.

- Increase programs to support the consumption of locally harvested foods

c. History

Showcase and celebrate Inuvialuit History

COPE & ICS

- Ongoing digitization of the COPE & ICS Archives

Photographs

- Develop and implement a digital photo archive strategy

Stories & Legends

- Develop a plan to document Inuvialuit Elders

Goal # 2 - Exercise stewardship over Inuvialuit Lands by effectively managing Inuvialuit land use rights



Ivvavik National Park 2018 – T. McLeod

Challenges:

As private landowners, the Inuvialuit Land Administration (ILA) should develop, implement and manage an approved land use policy and procedures that is respected by community or developer.

Success means:

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

a. Regulatory

Effectively manage Inuvialuit land use rights

- Improve ILA Communications (internal and external)
- Develop an ILA Communication Plan
- Complete the Inuvialuit Land Management System (ILMS)
- Prepare for potential large-scale projects as identified

Land Management

- Monitoring of the Inuvik-Tuktoyaktuk Highway
- Establish Inuvialuit Dedicated Areas
- Assist IRC in completion of land exchanges

Use appropriate tools to fulfill mandate effectively

LUAS

- Replace the Land Use Application System (LUAS)

Geographic Information System (GIS)

- Develop and implement an ILA GIS

b. Monitoring

Monitor land use conditions on an ongoing basis

Environmental Monitors

- Review ILA Environmental Monitor Program and ensure program is efficient and effective

Site Clean-Ups

- Oversee new and continued site clean-ups and associated monitoring

Shoreline Monitoring

- Establish a shoreline engagement plan that fosters and encourages shoreline monitoring throughout the ISR and Inuvialuit Private Lands (IPL).

c. Management Plans / Strategies

Develop Management Plans and/or Strategies in key areas of mandate

Husky Lakes Cabin Management Strategy

- Through completion of Inuvik to Tuk Highway, create ease of access and the opportunity for more cabins to be established in the Husky Lakes area and along the ITH as per the approved Husky Lakes Cabin Management Strategy.

Draft Husky Lakes Management Framework

- Update and revise the Draft Husky Lakes Management Framework that describes the collective steps taken by Inuvialuit and other organizations to address the potential impacts to Husky Lakes.

Forest Management Strategy

- Develop an ISR Forest Management Strategy

Granular Management Plan

- Maintain existing ISR Granular Resources Management Plan

Inuvialuit Mineral Development Strategy

- Utilize the Inuvialuit Mineral Development Strategy to provide an Inuvialuit perspective on expectations regarding mineral exploration and development.

Well-site Remediation

- Develop a Well Site Remediation Strategy

Goal 3 - Health & Wellness – Improve the capacity and well-being of individuals, families and communities.



Northern Games Summit - East Three Illiharvik 2019 – E. Kolb

Promoting Healthier Lifestyles;

Challenges:

Community agencies provide a wide range of services, but in a fragmented 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 aftercare). 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; and Residents overcome barriers to making healthy choices.

a. Health & Wellness

Improve and maintain the physical health of Inuvialuit and communities

Physical Activity

- Develop programs for community and individual support, and programs to encourage healthy recreational activity

Promote and deliver high-quality health supports and services to enhance & maintain the overall health of Beneficiaries in the ISR

Planning

- Utilize holistic perspectives in program delivery to protect and promote the health, safety and well-being of residents within the ISR communities.
- Support the ISR communities in their aim to influence, manage, and control the delivery of health services within the region.

Family Wellness and Parenting Programming

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

Addictions & Suicide intervention programs

Improve and maintain the mental and spiritual health of Inuvialuit and communities

- Support a comprehensive addictions recovery system include full-service addictions treatment, detoxification and aftercare programming

- Improve availability and access to high quality culturally relevant services dealing with addictions and intervention plans.
- Work in coordination with Inuit Tapiriit Kanatami (ITK) to implement the National Inuit Suicide Prevention Strategy

Safe Living communities

- Support communities to promote and be recognized as Safe Living communities

Nutrition

- Education and incorporation of traditional foods and cooking to strive toward holistic nutrition
- Ensure that communities have access to Food Security Plans and Programs through promotion of Harvesters Support Program and the Nutrition North program.

Health Services Infrastructure

- Improved coordination of Wellness programs
- Develop strategy for better access to health care services for all ISR communities

Supporting Educational development;

Challenges:

Many students graduating with a Grade 12 Alberta Diploma that does not provide them the prerequisites for university entry. Many are challenged with entrance requirements. Children advanced to Grade 5, 6 and 7 lacking the basic literacy and numeracy requirements. Early Childhood Centres and Aboriginal Headstart programs sometimes empty with absenteeism. Many adults with low literacy and numeracy skills preventing them from entering the workforce or without the basic requirements to enter the Community College programs.

Success means:

Students leaving their high school with a quality education focused on their career of choice with the proper supports including post secondary goals, a possible apprenticeship or pursuing the Arts among other choices. Elementary students challenged at their grade level. Young students considering career choices. Early Childhood Centres filled with children excited for the school day. Mature students considering college programming or entry into the workforce with the proper supports.

b. Education

Support Beneficiaries throughout all phases of their educational development

Educational Supports

- Improve the educational outcomes of Inuvialuit in the ISR by strengthening capacity support
- Support Inuvialuit youth to complete secondary school
- Improve management and administration of Venn One Database
- Improve educational advocacy in the ISR
- Maximize the opportunities for Inuvialuit under the Indigenous Skills and Employment Training Program (ISETP) program.
- Improve interactive distance learning in communities
- Implement a strong training/employment plan for ten year of ISET Program

Provide early childhood education & support to Beneficiaries

Early Childhood Programs

- Enhance early childhood programs.
- Integrate Culture & Language in Early Childcare Programs
- Improve assessment and intervention programs
- Improve training of Early Childhood Workers
- Improve early childhood infrastructure
- Improve parent participation in ECD's

All children in the ISR can achieve competency and graduate with functional skills that prepare them for employment or post-secondary education

Primary & Secondary Education

- Improve student attendance at school through increased parental and community involvement
- Support the improvement of and build capacity in wellness and supports for student and family needs.
- 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 & Post-Secondary Beneficiaries in their educational development

Post Secondary Supports

- Enhance Adult Education Programs
- Increasing utilization and reach of IEF programs
- Enhanced Post-Secondary Support
- Increase access to and participation in post-secondary
- Transition post-secondary graduates into ISR work force

c. Community Support

Build capacity to facilitate and support the independent management of community Corporations and their businesses

Community Corporation Training

- Design and deliver training courses for community Corporations

IHAP Administration

- Strengthen the Inuvialuit Harvesters Assistance Program

Community Corporation Board Capacity

- Develop and deliver a curriculum/learning program for Orientation, Board Governance and Board Administration.

Community Support Services

Deliver essential programs not otherwise provided by Government (where feasible)

- Develop and Implement affordable housing programs for beneficiaries
- Maintain beneficiary services such as Passport Photo Initiative

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



Charles Klengenber facilitating during 42 Directors Strategic Planning session – E.Kolb

Current Challenges:

Residents need the jobs and opportunities that resource development can provide. There is a need to preserve the traditional culture and lifestyles of Inuvialuit. Many people lack some of the basic and advanced skills needed to get the higher paying jobs in the communities. Many people are wrestling with addictions or other health problems 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 supports 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 are capital planning and implementation decisions are responsive to local priorities and circumstances.

a. Governance

Establish Inuvialuit Self-Government

Inuvialuit Self-Government Agreement Package

- Use the Self-Government Agreement to establish a government-to-government relationship with Canada and the GNWT that reflects Inuvialuit interests
- Finalize Inuvialuit Self Government Agreement Package

Self-Government Communications

- Raise awareness among all Beneficiaries about the negotiations process and the opportunities presented through Self Government
- Inform all Beneficiaries about contents of Inuvialuit Self-Government Agreement and Inuvialuit Constitution

Ratification

- Ratify Inuvialuit Self-Government Agreement
- Ratify Inuvialuit Self-Government Constitution

Transition IRC Programs to Inuvialuit Self-Government

Transition Planning

- Finalize Inuvialuit Constitution
- Develop Inuvialuit Government Organizational Structure
- Develop legislation and policy to support IRC operations and programming
- Inform all Beneficiaries about transition to Self-Government
- Develop Inuvialuit Programs and Services

b. Advocacy & Rights

Empower Inuvialuit leaders to self-assert and defend Inuvialuit interests

Capacity

- Provide training to individuals representing Inuvialuit interests on Boards, Committees, HTC's, etc.
- Develop an "IFA 101" suite of resources to increase understanding of the Inuvialuit Final Agreement

Inuvialuit Rights

- Assert rights and benefits accorded Inuvialuit under the IFA and the Constitution

Implement multi-party agreements where Inuvialuit interests exist

Devolution and Resource Revenue Sharing Agreements

- Implement the provisions of the Territorial Land and Resource Management Intergovernmental Agreement
- Implement the Inuvialuit Settlement Region Land and Resource Management Intergovernmental Agreement
- Implement the agenda of the Waste Sites Committee
- Implement the Oil and Gas Cooperation and Coordinating Agreement

Cooperation & Benefits Agreements

- Implement all aspects of existing Cooperation and Benefits Agreements

Ensure Inuvialuit interests are represented on national and international Inuit representative bodies

Information

- Stay informed of all developments with potential for impact on Inuvialuit rights and interests

Effective Representation

- Ensure that Inuvialuit representation is optimal in all events.
- Ensure that Inuvialuit representation is consistent with advocacy agenda

c. Economic Development

Identify, develop and promote sustainable economic opportunities in the ISR

Oil and Gas Sector

- Achieve local energy security and support long-term economic opportunity for regional business
- Achieve an Accord for the Management of Offshore Oil and Gas Resources that supports Inuvialuit rights and interests in the offshore areas of the Inuvialuit Settlement Region

Mining Sector

- Ensure regulatory reforms of the mineral resources sector within NWT support Inuvialuit rights and interests in the mineral resources sector
- Work in partnership with mining companies to advance exploration activities in the ISR.

Other, Diversified Sectors

- Promote and leverage economic development in various sectors, including Tourism, Small Business, Traditional Economy and Arts and Crafts
- Improve economic development programs

Goal # 5 - Take an evidence-based decision-making approach to policy development and advocacy



Kangikyoangmiot drum dance group 2018 – P. Jay

Challenges:

Research activities are managed by southern based institutions with little or no input from the Inuvialuit.

Success means:

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

a. Policy

Ensure Inuvialuit are meaningfully involved in all Research Policy and Processes in the ISR

Governance

- Re-evaluate the Aurora Research Institute research licensing process
- Develop Inuvialuit focused research policy and associated materials

Mentor the next generation of Inuvialuit Researchers

Foster Opportunities and Growth

- Provide youth with employment and opportunities to be directly involved in research
- Provide youth with training and mentorship activities to build skills while transferring knowledge

Ensure that both Indigenous Knowledge and western science are equally considered

Mobilization

- Foster a culture of research innovation and self-determination

Research Services

- Develop a robust internal research program which addresses local priorities
- Provide a data collection and analysis service to the Inuvialuit Corporate Group (ICG).

Networks

- Participate in relevant and priority research networks (as informed by Inuvialuit Strategic Research Agenda)

b. Research

Develop and implement a Research Agenda for the Inuvialuit Settlement Region

Research Agenda

- Become actively aware of existing/previous research projects in the ISR
- Identify and prioritize major research gaps in the areas of socio-cultural, environmental change, human-environment interactions and economic
- Develop an integrated Inuvialuit Strategic Research Agenda

- Post publicly the integrated Inuvialuit Strategic Research Agenda

External Monitoring

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

Effectively Communicate Research Activities and Results

Communicate Research (External)

- Facilitate local participation through opportunities and knowledge mobilization
- Make products of research and data available

Communicate Research (Internal)

- Communicate research findings to help inform internal policy and advocacy

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



Beluga Tagging - 2018 – J. Brewster

Challenges:

Organization has some challenges operationally. Policies are outdated and board orientation and governance measures need to be refreshed. There is a high turnover rate in some departments, and we are challenged in mentoring local Inuvialuit to take on the more professional roles as education, experience and commitment could be difficult.

Success means;

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

a. Strategic Leadership

Lead Inuvialuit according to their Vision

Vision

- Develop a Vision for Inuvialuit
- Manage the implementation of the Inuvialuit Vision

Operate in accordance with a current Strategic Plan

- Finalize Strategic Plan 2019-2021
- Implement Strategic Plan 2019-2021

b. Board Administration

Maintain effective Board of Director administration

Systems

- Implement systems to support the administration of the Board of Directors

Implement reform to procedures where needed

Incorporating Authorities

- Pursue a process to address identified areas of potential reform
- Perform review of By-laws (and related) to validate relevancy, ensure current date

c. Operations Management

Operate within an operational and governance policy framework

Policy Review

- Perform a complete review of all ICG policies

d. Human Resources

Increase employment and capacity of beneficiaries within the Inuvialuit Corporate Group

Restructuring

- Create HR plan to support implementation of the Strategic Plan
- Create programs to assist with daily people management activities

Partnering Services

- Develop workplace coaches & mentors' program
- Ensure Career Development Centre operations enable delivery of effective programming

Plan for current & future staffing needs using a strategic and organized approach

Workforce Planning

- Define role of Employment Officer and/or Career Counselor in each ISR community
- Identify staff competencies required to achieve current and future operational goals
- Create tools to plan for vacancies, growth opportunities, and training needs

Provide training, development, and engagement strategies

Training & Development (internal)

- Develop integrated Training Plans that supports the Strategic Plan 2019-2021
- Develop Internal Training & Development program
- Updating performance management system to align with results-based Culture.
- Develop a business plan and strategy for a Career Development Centre.
- Improve support for Board (Leadership) Governance
- Increase internal Information Technology (IT) skills development
- Increased IT skills development for interested beneficiaries

Deliver programs to retain employees and encourage their progression

Retention

- Establish a retention strategy
- Develop formal Career Path program
- Develop formal succession plan aligned with IRC Strategic Plan
- Ensure the health and well-being of all employees

e. Communications

Effectively communicate with beneficiaries, Community Corporations and among staff

Tools

- Increase overall Inuvialuit online presence

Facilitate community and corporate communications and relations

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
- Create a branding strategy
- Operationalize a coordinated information generating process

Communication Standards

- Communicate corporate and Inuvialuit activities and news to beneficiaries in a timely and appropriate manner
- Establish and adhere to response standards as an organization

f. Financial Management

Provide advice and oversight of ICG's financial resources and operations

Financial Transactions

- Ensure ICG accounting supported with strong processes

Accounting

- Ensure ICG financial status in compliance with regulations

Financial Advice

- Develop and implement a process to routinely provide decision-makers with current financial information
- Repatriate group tax work back to ICG Accounting

E-Commerce

- Implement a financial system that can interface with e-commerce facilities

g. Corporate Management

Provide management oversight of the ICG assets

Insurance

- Ensure ICG has and maintains suitable insurance coverage for assets and professional liability at all time

IT Support

- Maintain current inventory of IT Assets

- Maximizing phone / internet capacity while minimizing operating costs.
- 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

Data Loss risk mitigation

Protect all Inuvialuit electronic information

Records Digitization

Complete inventory of current records repository

System Management

- Develop and implement an Information Management Strategy
- Consolidate information management systems
- Establish procedures to ensure quality control on document entry into system

h. Subsidiary Support

Improve the economic wellbeing of Inuvialuit assets

- Profitability
- Address economic challenges within ICG Group of Companies
- Ensure a well-balanced Statement of Investment, Policies and Goals (SIP & G)

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 Plans successful implementation.

