



2023 – 2026 STRATEGIC PLAN





Strategic Plan Overview

The 2023 - 2026 Strategic Plan is based on six themes identified from the feedback received at the 42 Directors meetings held in October, 2022 in Inuvik, NT.

The six themes identified for the strategic plan were developed with the IFA and IRC's values at their core. Each theme contains three goals, with each goal containing three actions. As IRC works to complete the work outlined in the Strategic Plan, progress will be tracked through KPIs (Key Performance Indicators) and reported on annually to the Board.

Implementation and Reporting to Beneficiaries

IRC is committed to meeting the goals and objectives of the 2023 Strategic Plan by the end of 2026. Annual updates on the status of the Plan will be shared with beneficiaries through community reporting beginning in 2024.

The Strategic Plan is a living document and subject to change as circumstances dictate. Any revisions will be addressed in the annual update.



Strategic Plan Foundations

The IFA and IRC's corporate goals, mission, vision, and operating philosophy make up the foundation of the Plan's strategic priorities.

Principles of the IFA

The Plan is centered around the principles of the Inuvialuit Final Agreement (IFA) and the basic goals expressed by the Inuvialuit and recognized by Canada in the IFA:

- 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; and
- 3) To protect and preserve the Arctic wildlife, environment and biological productivity.

IRC Values

All goals and actions are aligned to IRC's corporate goals, mission, vision, and operating philosophy, serving the interest of Inuvialuit beneficiaries. IRC values curiosity, resourcefulness, kindness, communication and determination.

Corporate Goals

- The preservation and growth of the financial compensation flowing from the IFA.
- The distribution of accumulated wealth to beneficiaries.
- The representation and advancement of Inuvialuit interests in areas of external relations, including federal, territorial and municipal governments, circumpolar and other Indigenous organizations, private sector and special interest groups.
- The stewardship of Inuvialuit lands.
- The identification and successful implementation of economic, social, cultural, educational, training and employment programs that benefit Inuvialuit.
- The provision of technical and administrative support to community corporations and beneficiaries.
- The promotion of rights and benefits accorded to Inuvialuit under the IFA.



Mission

To continually improve the economic, social, and cultural wellbeing of the Inuvialuit through the implementation of the IFA and by all other available means.

Vision

Inuvialuit wellbeing is the core criterion by which all corporate activities are measured.

Operating Philosophy

The mandate and corporate goals of IRC can only be met through a strong commitment by all directors, officers and employees of IRC to an operating philosophy of teamwork, dedication and coordination of both planning and action. The focus of all effort must be the improved wellbeing of Inuvialuit. This will be the core criterion by which all corporate activities are measured.

With strong commitment, teamwork, dedication and coordination of both planning and action, all directors, officers and employees of IRC will focus their efforts on the improved wellbeing of Inuvialuit.

2023 – 2026 Strategic Plan Key Themes

The 2023 -2026 Strategic Plan identifies six key themes from the 42 Directors feedback that support the mandate, values and goals of the IFA and IRC.

- 1) Self-Determination**
- 2) Promote & Protect Inuvialuit Traditions & Culture**
- 3) Social Development & Community Engagement**
- 4) IFA Amplification & Intergovernmental Cooperation**
- 5) Environmental Protection & Restoration**
- 6) Sustainable Economics & Growth**

The primary drivers for each theme are to work towards the preservation of language, culture and lands while supporting the physical, mental and financial needs of Inuvialuit. Three “SMART” (Specific, Measurable, Action Oriented, Realistic and Timely) goals and their associated actions to fulfill the mandate of each key theme are included below.







1) Self-Determination

Self-determination goals and actions will work to reinforce and promote self-sufficiency and resiliency in the ISR for all beneficiaries.

The three key goals identified for Self-Determination are:

A: Strengthen food sovereignty through affordability & focus on traditional & locally-harvested food

The three actions to achieve this goal are:

- 1) Increase country food distribution and create a food security strategy to provide locally grown and produced food options for the region
- 2) Grow the reindeer herd to a sustainable level for harvesting and secure all necessary licensing to process and sell reindeer products
- 3) Enable additional commercial fishing by allowing Inuvialuit fishermen to utilize existing commercial fishing quotas

B: Achieve energy independence in the region:

The three actions to achieve this goal are:

- 1) Bring M18 online to secure energy for the region and reduce dependency on fuel from the south
- 2) Investigate the viability of cleaner energy sources
- 3) Evaluate and support home and building upgrades to improve energy and resource efficiency

C: Improve & enhance the lives and autonomy of Inuvialuit through housing accessibility, research, & other strategic initiatives

The three actions to achieve this goal are:

- 1) Increase available housing across the region to enable greater housing security
- 2) Increase and sustain traditional knowledge research capacity in all communities by ensuring greater involvement of Inuvialuit in research, policy and processes
- 3) Enhance relationships with community corporations to inform strategic decision making with respect to community initiatives



2) Promote & Protect Inuvialuit Traditions & Culture

In order to promote and protect Inuvialuit traditions and culture, IRC will encourage wellness through connection to history and promotion of the vibrant of Inuvialuit culture and language.

The three key goals identified to promote and protect Inuvialuit traditions and culture are:

A: Preserve Inuvialuit history through respect for, and transference of knowledge from, Elders to current & future generations

The three actions to achieve this goal are:

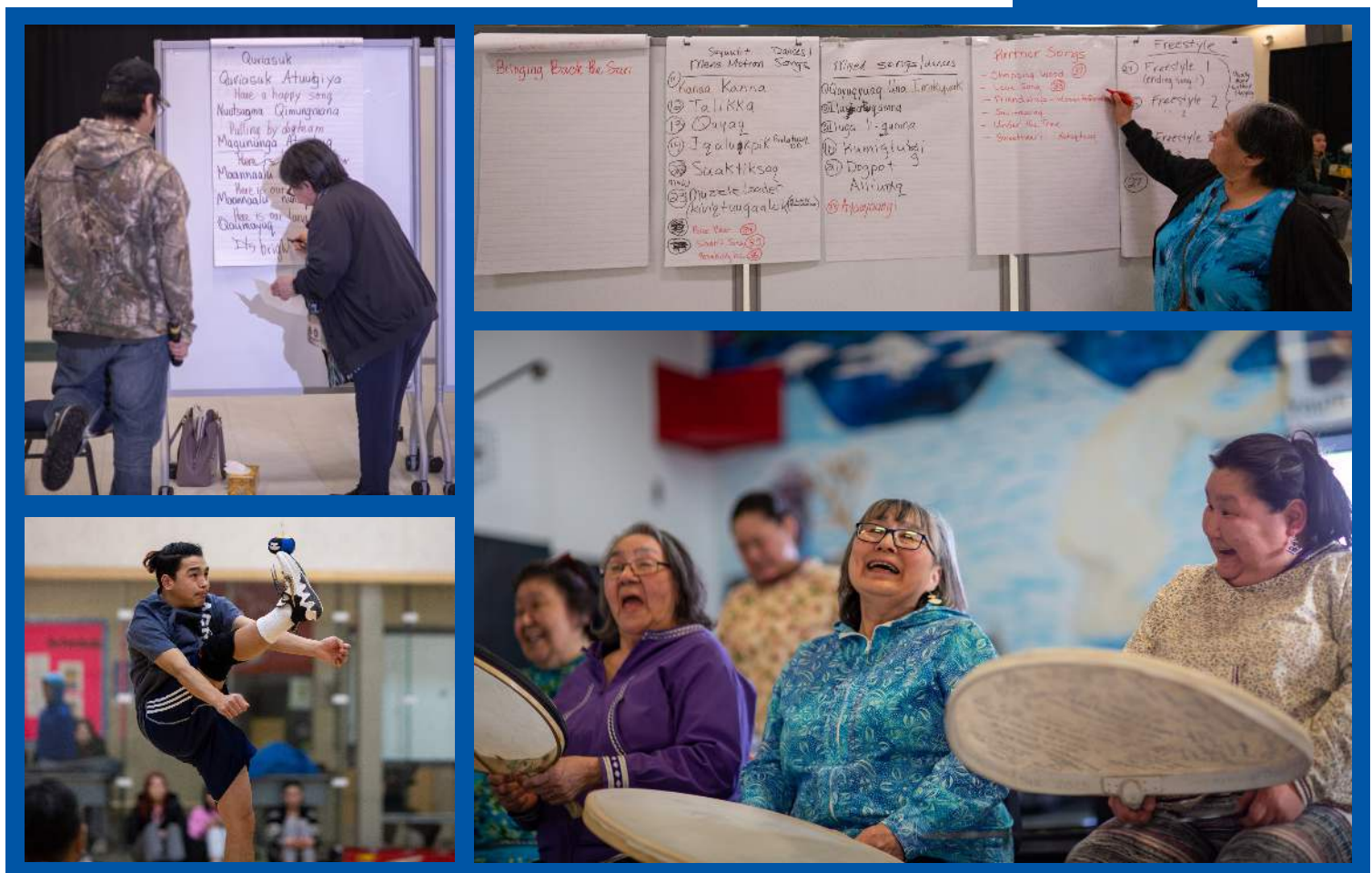
- 1) Leverage the Elders' advisory group to set history preservation priorities and develop a strategy on how to further incorporate traditional knowledge into IRC initiatives
- 2) Include youth in discussions with Elders and have youth record and document stories, places, values, skills and language
- 3) Build a regulatory framework surrounding the building of structures on private lands to ensure any buildings adhere to authentic Inuvialuit culture preservation



B: Showcase and celebrate Inuvialuit history & traditions through a focus on cultural programming, displays, events and resources

The three actions to achieve this goal are:

- 1) Produce more content to showcase and celebrate Inuvialuit history
- 2) Increase on-the-land programming for all communities
- 3) Actively promote IFA 101 and explore future content to expand the program



C: Integrate & promote Inuvialuktun language to sustain & preserve all dialects across the ISR

The three actions to achieve this goal are:

- 1) Translate IRC external communication into Inuvialuktun
- 2) Make language resources available online
- 3) Create immersion curriculum for teachers to implement in school programming in collaboration with Aurora College



3) Social Development & Community Engagement

To strengthen community connections between IRC and beneficiaries, IRC will increase the frequency and quality of communication with the community and host additional consultation events each year.

The three key goals identified to enhance social development and improve community engagement are:

A: Improve the frequency, quality & accessibility of communication to communities & beneficiaries

The three actions to achieve this goal are:

- 1) Increase visibility of community events led by senior leadership preferred channels of communication
- 2) Hold more virtual options for events to improve accessibility for all beneficiaries
- 3) Solicit feedback from various demographics to determine the preferred channels of communication



B: Support beneficiaries through all phases of educational & career development

The three actions to achieve this goal are:

- 1) Leverage IRC subsidiaries, partnerships and relationships to establish a formal mentorship and training program
- 2) Attract and nurture emerging talent through a comprehensive approach including co-op, internships and new graduate hiring initiatives
- 3) Empower and develop Inuvialuit by offering a range of personal and professional development initiatives

C: Improve the mental, physical, & social health and well-being of beneficiaries & ISR communities

The three actions to achieve this goal are:

- 1) Increase access to health-related services for beneficiaries
- 2) Increase awareness of the programs offered
- 3) Increase programming for vulnerable populations





4) IFA Amplification & Intergovernmental Cooperation

IFA amplification and intergovernmental cooperation will work to compel all levels of government to uphold IFA obligations and recognize and respect the assertion of Inuvialuit governance over the ISR.

The three key goals identified to achieve IFA amplification and improve intergovernmental cooperation are:

A: Increase Inuvialuit legislative & decision-making jurisdiction in the ISR

The three actions to achieve this goal are:

- 1) Implement Maligasksat as a program
- 2) Work to reclaim Inuvialuit decision making on all lands (Inuvialuit private lands and Crown land) in the ISR
- 3) Continue working to improve Inuvialuit legislative authority in key areas impacting Inuvialuit life (e.g., Health Legislation, Legal Aid, etc.)





B: Identify & pursue opportunities to enable self-determination and empower Inuvialuit leaders to assert & defend Inuvialuit interests

The three actions to achieve this goal are:

- 1) Increase Inuvialuit influence on government-directed initiatives
- 2) Work with communities to implement research projects and use the resulting data to advocate for improved community programs in the ISR
- 3) In partnership with other Inuit Treaty Organizations, establish a national Inuit identification card recognized by the federal government

C: Hold all levels of government accountable to financial commitments & legal obligations, including those related to reconciliation

The three actions to achieve this goal are:

- 1) Emphasize federal and territorial government accountability and financial obligations associated with historical waste sites and ensure Inuvialuit participation in all aspects of identification and remediation
- 2) Understand and implement UNDRIP for regulatory processes
- 3) Work with the government to gain greater flexibility in the distribution of contribution agreement dollars to the areas of greatest need



5) Environmental Protection & Restoration

The Inuvialuit Land Administration will solidify its role as an advocate for the preservation of the ISR on both private and public lands.

The three key goals identified to protect and restore the environment are:

A: Increase Inuvialuit stewardship over Arctic wildlife & environment with a unified Inuvialuit view

The three actions to achieve this goal are:

- 1) Protect and preserve traditional harvesting areas in collaboration with HTC's
- 2) Enhance Inuvialuit knowledge of, and connection to, the land through community programs such as the Stewardship On-the-Land Program
- 3) Champion the development of coordinated Inuvialuit-led environment research programs

B: Lead & coordinate collaborative efforts to address the risks & impacts of climate change across Inuit Nunangat

The three actions to achieve this goal are:

- 1) Work to ensure long term sustainability of Inuvialuit communities through shoreline monitoring and protection
- 2) Work with government partners to ensure protection of vulnerable and at-risk species within the ISR
- 3) Work with private, public and government organizations to increase funding for preservation and stewardship programs associated with climate change

C: Hold individuals, organizations, and industry accountable to restoration commitments

The three actions to achieve this goal are:

- 1) Develop a strategy to define and restore sites of concern (e.g., sites used for recreation, sites impacted by weather events) in the ISR
- 2) Improve technological resources for monitoring and enforcement over Inuvialuit lands
- 3) Create enforcement capabilities for ILA, such as security deposits or fines, for interference with, or contamination of, lands in the ISR







6) Sustainable Economics & Growth

IRC will work to sustainably expand its financial footprint, grow the economy of the ISR, and increase opportunities for beneficiaries.

The three key goals identified to achieve sustainable growth are:

A: Promote and support traditional knowledge, skills and trades in the local, national and international marketplace

The three actions to achieve this goal are:

- 1) Offer traditional skills training programs and create local job opportunities
- 2) Develop a market for Inuvialuit goods and aid in the distribution of merchandise on a national scale
- 3) Promote the ISR as a tourist destination with an emphasis on learning and experiencing the vibrant Inuvialuit culture



B: Enhance active risk management through continued diversification of IRC's financial portfolio and alignment of investment projects to appropriate risk and return profiles

The three actions to achieve this goal are:

- 1) Conduct a full risk assessment of investments and subsidiary performance
- 2) Establish minimum rates of return for all investments
- 3) Create and implement a standardized method of integrating benefits to the ISR and beneficiaries in the risk and return profile of all investments

C: Use IRC subsidiaries and partnerships to establish improved employment opportunities and beneficiary training in the ISR

The three actions to achieve this goal are:

- 1) Use strategic partnerships to facilitate additional business opportunities for Inuvialuit-owned companies
- 2) Leverage subsidiaries and strategic partnerships to create mentorship and on-the-job training opportunities for advancement and retention
- 3) Create a program to support beneficiary entrepreneurs and business owners



