



STRATEGIC PLAN

Environmental Impact Review Board

March 31st, 2009





TABLE OF CONTENTS

- MESSAGE FROM THE CHAIR 4
- BOARD GOVERNANCE 5
- MISSION STATEMENT 6
- VISION STATEMENTS 6
- VALUE STATEMENTS..... 6
- GOALS 7
- CURRENT OPERATING ENVIRONMENT 8
- STRATEGIES BY GOAL 10
- PERFORMANCE MEASURES BY GOAL 11
- STRATEGIC PLAN SUMMARY 12

MESSAGE FROM THE CHAIR

I am pleased to present the first strategic plan for the Environmental Impact Review Board, which was prepared through the full engagement of the Board members, the Environmental Assessment Coordinator, and the Joint Secretariat for Inuvialuit Renewable Resource Committees.

This plan sets out the mandate for our Board and what it strives to achieve as the principal body for conducting detailed environmental impact assessments and public reviews of development projects that are referred by the Environmental Impact Screening Committee. The plan also describes the values that guide Board members in working together and with others including Hunters and Trappers Committees, co-management boards, communities, developers, regulatory authorities and the public.

Given the shared commitment of the Board to do its best in carrying out its mandate, our efforts as described in this plan have been focused toward:

- Ensuring that the work of the Board reflects leading practices and draws on the best available information;
- Maintaining needed capacity;
- Carrying out assessments and reviews in a way that is timely and of the highest quality.

We have also set out, for the first time, concrete measures of performance to inform the Board on its progress and to demonstrate our successes to both our partners and the public.

We look forward to a continuing and strong relationship with all of our partners, as the Board moves forward in putting this strategic plan into practice.

Elizabeth Snider
Chair, Environmental Impact Review Board

BOARD GOVERNANCE

The Board is composed of seven people. Three members are appointed by the Government of Canada and three members are appointed by the Inuvialuit Game Council. Of the members appointed by the Government of Canada, one each is nominated by the federal government, the Yukon Territorial Government, and the Government of the Northwest Territories. The Chair is selected by the Government of Canada with the consent of the Inuvialuit.

As of October, 2008, these members are as follows:

- **Elizabeth Snider**, Chair, Appointed by the Government of Canada
- **Jack Akhiatak**, Member, Appointed by Inuvialuit Game Council
- **Tom Butters**, Member, Appointed by the Government of Canada
- **Catherine Cockney**, Member, Nominated by the Government of the NWT and Appointed by the Government of Canada
- **Roland Kikoak**, Member, Appointed by the Inuvialuit Game Council
- **Herbert Felix**, Member, Appointed by the Inuvialuit Game Council
- **Bruce Chambers**, Member, Nominated by the Yukon Government and Appointed by the Government of Canada

MISSION STATEMENT

On behalf of the Inuvialuit, other residents of the North, and ultimately all Canadians, the Environmental Impact Review Board carries out detailed assessments and conducts public reviews of development projects referred by the Environmental Impact Screening Committee. The Board fulfills this role in consultation with affected communities, developers, governments, and non government organizations.

VISION STATEMENTS

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

VALUE STATEMENTS

The Environmental Impact Review Board is:

- a. **Respectful** in how it engages and interacts with others
- b. **Inclusive** by promoting collaboration and involvement
- c. **Balanced** in its efforts to be fair and independent in its decisions
- d. **Transparent** in all that it does
- e. Committed to showing **integrity** in how it fulfills its responsibilities

GOALS

1. Activities of the Board reflect leading practices and the best available information.
2. The Board has the capacity to successfully meet its mandate.
3. Assessments and reviews are carried out in a timely manner and are of high quality.

CURRENT OPERATING ENVIRONMENT

1) Areas of Opportunity for the Board:

- Recent Federal Office of the Auditor General reports and resulting responses (e.g., training, staffing, role of the CEAA)
- Climate-change induced research on the North

2) Challenges for the Board:

- Proponents not adhering to all terms and conditions
- *Absence of baseline information coupled with fast changes in the natural environment
- Regulatory agencies not sharing information or collaborating
- Overlapping or competing mandates coupled with gaps in initiatives among different jurisdictions
- Relatively limited interest and priority placed on the North by the Federal government
- Loss of capacity and inactivity due to economic circumstances and/or the recently expanded role of the Environmental Impact Screening Committee
- A longer-term transition in economic and social circumstances marked by short-periods of heightened development in the North and across Canada
- *Lack of certainty over the application of Cumulative Effects Management

3) Areas of Strength for the Board:

- Commitment within and among the Board to:
 - Protect the environment and wildlife
 - Ensure that assessments are balanced and of high quality
 - Be respectful and open in communicating
- Balance among Board members in experience and backgrounds
- *Improved use and functionality of the website
- *Updated policy and procedures (in progress)

4) Areas of Weakness for the Board:

- Maintaining staff with needed skills and competencies
- *Providing for ongoing professional development and access to current tools to assist with work
- Communicating information including decisions in a manner that is easily understood
- Loss of capacity during periods of inactivity

* *Indicates annual priorities for the business plan*

STRATEGIES BY GOAL

<i>Goal</i>	<i>Strategy</i>
<p>Activities of the Board reflect leading practices and the best in available information.</p>	<ol style="list-style-type: none"> 1. Complete and maintain updates to: <ol style="list-style-type: none"> a. The Board website b. Board policy and procedures 2. Work with the Environmental Impact Screening Committee on: <ol style="list-style-type: none"> a. Key working definitions b. Criteria to guide assessments 3. Plan for the conduct of community sessions on conservation plans and local development considerations 4. Carry out a review of best practices in environmental assessment and public reviews 5. Work with relevant agencies to improve access to environmental baseline information
<p>The Board has the capacity to successfully meet its mandate.</p>	<ol style="list-style-type: none"> 1. Establish and maintain a qualified technical contractors list 2. Provide for staff succession through the sharing of knowledge and files 3. Influence the Board appointment process to ensure timeliness 4. Advance the sharing of information between the Board and the Environmental Impact Screening Committee 5. Pursue a joint procurement process for technical contractors with the Environmental Impact Screening Committee
<p>Assessments and reviews are carried out in a timely manner and are of high quality.</p>	<ol style="list-style-type: none"> 1. Arrange for, and carry out, a scheduled series of Board meetings 2. Prepare for and carry out notification and consultation processes 3. Report to government on recommended terms and conditions

PERFORMANCE MEASURES BY GOAL

<i>Goal</i>	<i>Performance Measure</i>
<p>Activities of the Board reflect leading practices and the best available information.</p>	<p><i>Percentage of Board and review panel materials that are available and maintained electronically</i></p> <p><i>Status of:</i></p> <ul style="list-style-type: none"> • <i>policy and procedures update</i> • <i>integration of EIRB and EISC policies and procedures</i> • <i>planned workshops</i> • <i>inventory of definitions</i> <p><i>Results of comparison of best practices with Board operating procedures</i></p> <p><i>Description of presentations to other co-management boards of areas for new research to strengthen environmental baseline information</i></p>
<p>The Board has the capacity to successfully meet its mandate.</p>	<p><i>Rate of success in:</i></p> <ul style="list-style-type: none"> • <i>procuring needed technical specialists</i> • <i>meeting Board quorums</i>
<p>Assessments and reviews are carried out in a timely manner and are of high quality.</p>	<p><i>Rate of success in meeting assessment (review):</i></p> <ul style="list-style-type: none"> • <i>scheduled milestones</i> • <i>budgets</i>

STRATEGIC PLAN SUMMARY

Mission Statement:

On behalf of the Inuvialuit, other residents of the North, and ultimately all Canadians, the Environmental Impact Review Board carries out detailed assessments and conducts public reviews of development projects referred by the Environmental Impact Screening Committee. The Board fulfills this role in consultation with affected communities, developers, governments, and non government organizations.

Vision Statements:

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

Value Statements:

The Environmental Impact Review Board is:

- a. **Respectful** in how it engages and interacts with others
- b. **Inclusive** by promoting collaboration and involvement
- c. **Balanced** in its efforts to be fair and independent in its decisions
- d. **Transparent** in all that it does
- e. Committed to showing **integrity** in how it fulfills its responsibilities

GOALS	STRATEGIES	PERFORMANCE MEASURES
<p>Activities of the Board reflect leading practices and the best in available information.</p>	<ol style="list-style-type: none"> 1. Complete and maintain updates to: <ol style="list-style-type: none"> a. The Board website b. Board policy and procedures 2. Work with the Environmental Impact Screening Committee on: <ol style="list-style-type: none"> a. Key working definitions b. Criteria to guide assessments 3. Plan for the conduct of community sessions on conservation plans and local development considerations 4. Carry out a review of best practices in environmental assessment and public reviews 5. Work with relevant agencies to improve access to environmental baseline information 	<p><i>Percentage of Board and review panel materials that are available and maintained electronically</i></p> <p><i>Status of:</i></p> <ul style="list-style-type: none"> • <i>policy and procedures update</i> • <i>integration of EIRB and EISC policies and procedures</i> • <i>planned workshops</i> • <i>inventory of definitions</i> <p><i>Results of comparison of best practices with Board operating procedures</i></p> <p><i>Description of presentations to other co-management boards of areas for new research to strengthen environmental baseline information</i></p>

<p>The Board has the capacity to successfully meet its mandate.</p>	<ol style="list-style-type: none"> 1. Establish and maintain a qualified technical contractors list 2. Provide for staff succession through the sharing of knowledge and files 3. Influence the Board appointment process to ensure timeliness 4. Advance the sharing of information between the Board and the Environmental Impact Screening Committee 5. Pursue a joint procurement process for technical contractors with the Environmental Impact Screening Committee 	<p><i>Rate of success in:</i></p> <ul style="list-style-type: none"> • <i>procuring needed technical specialists</i> • <i>meeting Board quorums</i>
<p>Assessments and reviews are carried out in a timely manner and are of high quality.</p>	<ol style="list-style-type: none"> 1. Arrange for, and carry out, a scheduled series of Board meetings 2. Prepare for and carry out notification and consultation processes 3. Report to government on recommended terms and conditions 	<p><i>Rate of success in meeting assessment (review):</i></p> <ul style="list-style-type: none"> • <i>scheduled milestones</i> • <i>budgets</i>