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List of Acronyms in Document

Acronym	Definition
CIRNAC	Crown-Indigenous and Northern Affairs Canada
COM	Communication
CNG	Cree Nation Government
EMR	Eeyou Marine Region
EMRIRB	Eeyou Marine Region Impact Review Board
FD	Funding
GOV	Governance
GCC	Grand Council of the Crees
LUP	Land Use Plan
REL	Relationships
TP	Teepee Pole

Our Future

Mission

To promote the well-being of the Eeyou Marine Region and Cree way of life through the impact assessment process.

Vision

To excel in the field of impact assessment for the Eeyou Marine Region that incorporates Cree traditional knowledge and western science.

The EMRIRB Strategic Plan focuses on six Priority Areas:

- 1. Operations**
- 2. Impact Assessment (IA)**
- 3. Governance (GOV)**
- 4. Funding (FD)**
- 5. Relationships (REL)**
- 6. Communication (COM)**

These Priority Areas were developed and based on Board and staff input gained during the workshop and research process.

Each Priority Area is presented with an introduction providing some background and insight. The priorities are accompanied by a table that outlines the main objectives, the action items identified for each objective, as well as a timeline for completing each task. The timelines are abbreviated by year (Y) and quarter (Q).

It is recommended that this strategy document undergo a detailed review in 2019 after 2 years of implementation.

Priority 1: Operations (OPS)

The lack of adequate staffing at the EMRIRB is making it difficult for the half-time Director to focus on longer term goals of the organization. The operational requirements of the organization currently takes up a considerable amount of time. The Director is responsible for all financial reporting, budgeting, procurement, human resources and the development of governance and operational policies while trying to move the organization forward. Ensuring operational requirements are met will allow the EMRIRB to fulfill its obligations while putting together a business case for additional resources.

OPS Objectives

Priority 1: Operations		
Objectives	Action Items	Time frame
OPS 1: Ensure key operational tasks are successfully completed.	Apply for supplemental funding for a program officer.	Y1 Q2
	Conduct bi-annual review of the HR policy.	Y1 Q4
	Move operations to Waskaganish office.	Y1 Q2
	Develop an orientation package and training for new employees.	Y2 Q1
	Ensure adequate and relevant professional development is available for members and staff.	Y2 Q1
	Administer employee benefits.	Ongoing
	Prepare annual budget for Board approval.	Annually
	Director approval for biweekly payments eg. rent, member honoraria, travel, etc.	Ongoing
	Director approval for procurement eg. office supplies, furniture, etc.	Ongoing
OPS 2: Ensure internal and external reporting requirements are met.	Draft mid-term activity report for 2017 – 2018 FY	October 15 Annually
	Draft annual activity report for 2016 – 2017 FY	July 29 Annually
	Draft public facing report	Q1 Q3 start
	Quarterly reporting to the Board, as required.	Ongoing

	Conduct external audit of EMRIRB finances	Annual
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Priority 2: Impact Assessment (IA)

Impact assessment is the core business of the Eeyou Marine Region Impact Review Board. The Board’s mandate is to screen project proposals, and when required, review them to determine their potential eco-systemic and socio-economic impacts in the EMR. All project proposals in the EMR are assessed by the EMR Planning Commission to determine if they conform to the parameters of the EMR land use plan. If the Commission determines that a project conforms, it will, subject to 18.3.2, 18.3.3 and 18.4.3 of chapter 18 of the EMRLCA, forward its determination and recommendations to the Impact Review Board for a screening. In the absence of a land use plan, a project proposal is received directly by the Impact Review Board for screening. (18.3.5)

If a project proposal does not conform to the land use plan, they are not screened by the Impact Review Board. (18.3.4)

There are types of project proposals exempt from screenings, these are listed under schedule 18-1 in the EMRLCA.

IA Objectives

Priority 2: Impact Assessment		
Objectives	Action Items	Time frame
Ensure effective screening of project proposals to determine whether a review is required.	Determine whether the project conforms to the land use plan. In the absence of a land use plan, the project proposals are screened by the IRB (18.3.5)	As needed bases
	Develop impact assessment forms and guidance documents.	Y2 Q3
	Consult with appropriate communities, organizations and experts.	
	Consult with EMR Wildlife Board for potential impacts of proposed project on wildlife habitat (13.2.2 (e)).	As required
Gauge and define the extent of the regional impacts of a project.	Board members to review and, in consultation with Director, determine whether outside expertise required to assess the regional impacts of a project.	As required

	Contract experts to assist with assessing the regional impacts of a project.	As required
Review the ecosystemic and socio-economic impacts of project proposals (18.4)	Board members to review and, in consultation with Director, determine whether outside expertise required to assess the regional impacts of a project.	As required
	Contract experts to assist with assessing the regional impacts of a project.	As required
	Director consults with EMR Wildlife Board Director on mitigation measures/compensation of proposed project on wildlife habitat (13.2.2 (e)).	As required
	Where a project is in an area of multiple jurisdiction, coordinate the joint determination.	As required
Make a determination on whether project proposals should proceed.	The Board submits its determination to the Minister.	As required

Priority 3: Governance (GOV)

The EMRIRB was established as an Institution of Public Government with a number of responsibilities outlined under the EMRLCA. In order to be effective, efficient, transparent and accountable, the EMRIRB will need to adhere to and follow sound principles of governance at all levels of the organization. This will include the use of a clear model of governance and decision-making, including a full set of Board reviewed and approved Governance Policies, Operational and HR Policies, and up-to date and relevant By-Laws.

GOV Objectives

Priority 3: Governance		
Objectives	Action Items	Time frame
GOV 1: Maintain accountability to stakeholders through sound governance practices.	Review and revise EMRIRB Governance Policies on a bi-annual basis.	Y2 Q2
	Collaborate with EMR boards to develop a shared Operations, Human Resource and Administrative policies and procedures manual.	Y1 Q3
	Review and approve by-laws bi-annually.	Y2 Q2

	Adopt a clear and proven model of sustainable governance.	Y1 Q1
	Develop an orientation package and training (governance, roles and responsibilities, operational expectations) for new Board members and employees.	Y1 Q4
	Develop Financial policies and procedures manual.	Y1 Q4
	Develop a governance policy on third party funding.	Y1 Q4

Priority 4: Funding (FD)

Core funding for the EMRIRB is clearly outlined in the Implementation Plan document, including a ten-year budget detailing costs for the Board, staff, and operations. It can be demonstrated that the funding allocated for a half time regional planner (Director) falls far short of the true human resource needs of the organization. Without additional core funding dedicated to increase human resource capacity, it will be extremely challenging for the Director to meet the needs and give the attention required by the Impact Review Board. A convincing business case will be developed to justify additional core funding when the agreement is up for commencement of renewal negotiations in 2019. In the meantime, the organization will rely on securing supplemental funding to alleviate immediate staffing and project needs.

FD Objectives

Priority 4: Funding		
Objectives	Action Items	Time frame
FD 1: Secure additional core funding for Implementation Plan renewal date – March 31, 2021 (still waiting for confirmation from INAC). Renegotiations to will begin 24 months in advance (April 19, 2019)	Prepare a detailed business case outlining the additional funds required for operations. Including: staffing levels, training, budget, etc.	Y3 Q4
	Meet with CIRNAC to discuss the challenges and issues regarding Board funding (& capacity), communicate and update them regularly.	Y1 Q1
FD 2: Explore third party funding opportunities	Environmental Program officer to generate a report on third party funding opportunities.	Y1 Q3

FD 3: Seek supplementary funding for project reviews, public hearings, project monitoring, special projects and contract positions	Environmental Program officer	Y1 Q1
	Community/Stakeholder visits	
	Community information sessions	
	Project reviews, public hearings, project monitoring, contract positions – all things related to project submissions	As required

Priority 5: Relationships (REL)

Developing and maintaining collaborative working relationships with key stakeholders and partners is very important for the EMRIRB as it continues to work towards the goal of excelling at impact assessment. There are opportunities to strengthen the ties with Canada, while at the same time developing and cultivating relationships with other key stakeholders such as the Government of Nunavut and Makivik Corporation, representing Nunavik Inuit. The table below lists the key organizations that the EMRIRB will need to continue to work with as it continues to establish itself in the EMR.

REL Objectives

TP 3: Relationships		
Objectives	Action Items	Time frame
REL 1: Further develop relationship with Indigenous and Northern Affairs Canada	Provide ongoing updates to the EMRLCA Implementation Committee (IC) and participate in IC meetings as required.	Ongoing
	In collaboration with the EMR Wildlife Board and Planning Commission, initiate discussion and advocate for the establishment of the Cree Marine Region Council (CMRC, 16.7).	To be included in the next version of the EMRIRB Strategic Plan
	Monitoring program as per 18.7.6.	To be included in the next version of the EMRIRB Strategic Plan
REL 2: Strengthen and maintain relationships with the EMR Planning Commission and EMR Wildlife Board.	Coordinate project, files and important information on an as needed basis.	Ongoing
REL: 3	Initiate contact and dialogue with Cree Nation Government	

Maintain and strengthen relationship with the Cree Nation Government (CNG).		
REL: 4 Participate in outside initiatives when possible, such as those undertaken by government agencies and Cree organizations	ArcticNet, IAIA, Oceans Innovation, etc.	Ongoing
REL : 5 Develop a working relationship with the Government of Nunavut (GN).	Coordinate IA processes/regimes straddling the EMR and GN territory.	Ongoing
REL : 6 Maintain and strengthen relationships with Cree Communities and stakeholders.	Deliver community information sessions to Cree coastal communities	Y1 Q4
	Conduct community/stakeholder visits to introduce the IRB and the impact review process to the a broader audience e.g. research community, industry, northern organizations (COTA)	Funding dependent (Y1 Q3 – start coordinating and deliver Y2 Q1)
REL : 7 Further develop relationship with neighbouring IPGs – Nunavut Impact Review Board (NIRB) and Nunavik Marine Region Impact Review Board (NMRIRB)	Coordinate projects and share information based on a tri-party Memorandum of Understanding.	Ongoing
REL: 8 Further develop a relationship with Makivik		
REL : 9 Further develop a relationship with Quebec (QC)		
REL : 10 Cultivate a relationship with Eeyou Istchee James Bay Regional Government		

Priority 6: Communication (COM)

Effective external and internal communication will continue to be very important for the EMRIRB to create a more inclusive, vibrant and participatory environment. A key initiative will be to develop a comprehensive communication strategy that will provide a clear road map for communications over the next three years. Developing strong working relationships with key stakeholders will require clear and open communication channels and a willingness to work together. Engaging the Cree in communities to play a meaningful role in this process will be a challenge but vital to the success of the EMRIRB. Taking advantage of available technologies will help engage partners and stakeholders in an efficient and cost-effective manner.

COM Objectives

Priority 6: Communication		
Objectives	Action Items	Time frame
COM 1: Develop a comprehensive communication strategy.	Develop and implement the EMRIRB communication strategy	Y1 Q3
	Develop materials to communicate the EMRIRB impact assessment process to the public.	Y2 Q1
	Continue to develop EMRIRB promotional materials on an as needed basis.	Ongoing
	Develop PowerPoint template slides for the EMRIRB.	Y1 Q2
	Develop a campaign to promote IRB business area	Y1 Q2
COM 2: Align website functionality with organizations mandate.	Continually update and maintain the EMR website with IRB news	Ongoing
	Develop an online registry for project screenings and reviews	Y1 Q4
	Develop an online platform for project proponent forms	Y1 Q4
COM 3: Utilize available technologies to maximize efficiency.	Make use of GIS software to:	Y1 Q3
	1. Develop place name maps of the EMR.	Y3 Q3
	2. Develop maps with appropriate community content. 3. Populating EMR information into maps	Y3 Q3

	Develop a Data Management System customized to address EMRIRB needs.	Y1 Q4
COM 4: Outsource the development of a database management system for the EMR Boards	Develop a shared file system for the EMR Boards	Y1 Q4
	Purchase sharepoint software for managing projects between staff members and staff members and Board members	Y2 Q2