

Northwest Territories Water Board  
2010/2013 STRATEGIC PLAN



# Strategic Plan

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Pictures Courtesy of Mike Harlow.



## Message from the Chair

The Northwest Territories Water Board (the “NWTWB” or the “Board”) was established in 1972 to issue water licences as outlined in the *Northwest Territories Waters Act*. Since the creation of the Nunavut Settlement Area and the implementation of the *Mackenzie Valley Resource Management Act* (MVRMA) the Board’s geographical area of jurisdiction is the Inuvialuit Settlement Region.

The current Board initiated development of a strategic plan in 2009. This document is the result of that process, which included a workshop with Board members and support staff in the summer of 2009.

The strategic plan described here sets out the strategic context in which the Board operates, and includes its vision, mission, and values. This is followed by a review of the current operating environment that identifies the key challenges and opportunities the Board considered in developing this plan for the future. The plan then sets out the goals the Board seeks to achieve over the next three years, along with the strategies it will use for that purpose. Finally, a number of performance measures have been identified that will be used to keep track of the Board’s achievement of its goals over the term of the plan.

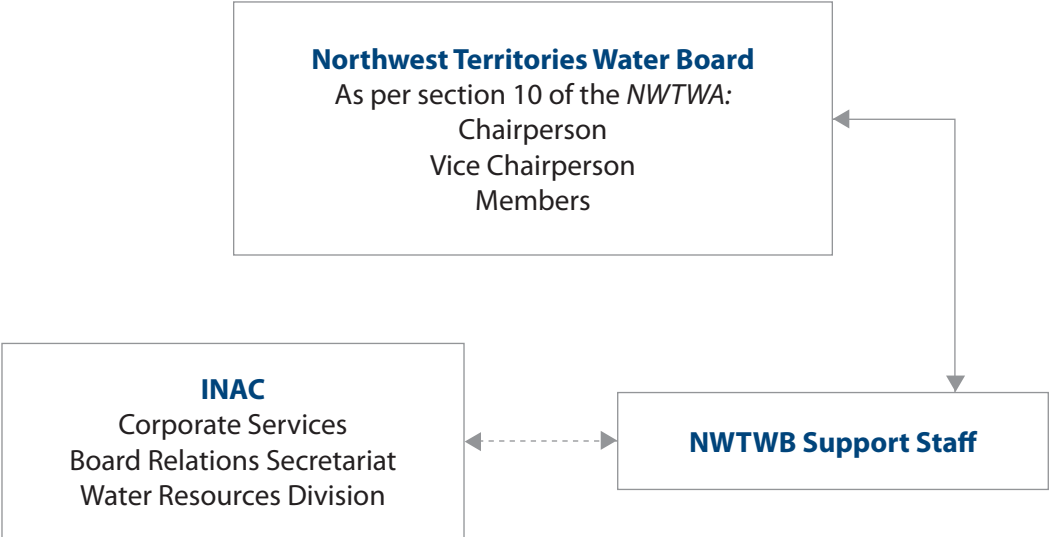
The Board intends to use this strategic plan in the development of its business planning process and its operations. This plan will be reviewed every three years unless otherwise required.



# Board Governance

The Board is a quasi-judicial authority and is composed of up to seven members. These members are appointed by the Minister of Indian and Northern Affairs Canada and nominated by the Department of Indian and

Northern Affairs (2), the Government of the Northwest Territories (3), Environment Canada (1) and Health Canada (1). The Board is supported by support staff located in Yellowknife and Inuvik.



## Our Mission

The Northwest Territories Water Board provides for the conservation, development and utilization of inland waters through its licensing process to achieve the optimum benefit for all Canadians and in particular for the residents of the Inuvialuit Settlement Region.

## Our Vision

*Clean and plentiful water available today  
and into the future.*

## Our Values

### **Transparency**

We are forthright and open in our processes and decisions.

### **Professional**

We strive to be consistent, objective, and unbiased in our actions, acting with integrity in all that we do.

### **Respectful**

We are considerate, approachable, and treat each other, our clients and our partners with respect.

### **Accountable**

We strive for fairness and consensus in our decisions and are accountable to the people that we serve.

### **Efficient**

We strive to be efficient, making the best use of time and resources in our actions and activities.

# Our Goals

The Board will seek to achieve four specific goals that are set out below and which describe the results to be achieved over the next three years.

## **Goal 1**

The efficient and effective management of inland waters in the Inuvialuit Settlement Region.

## **Goal 2**

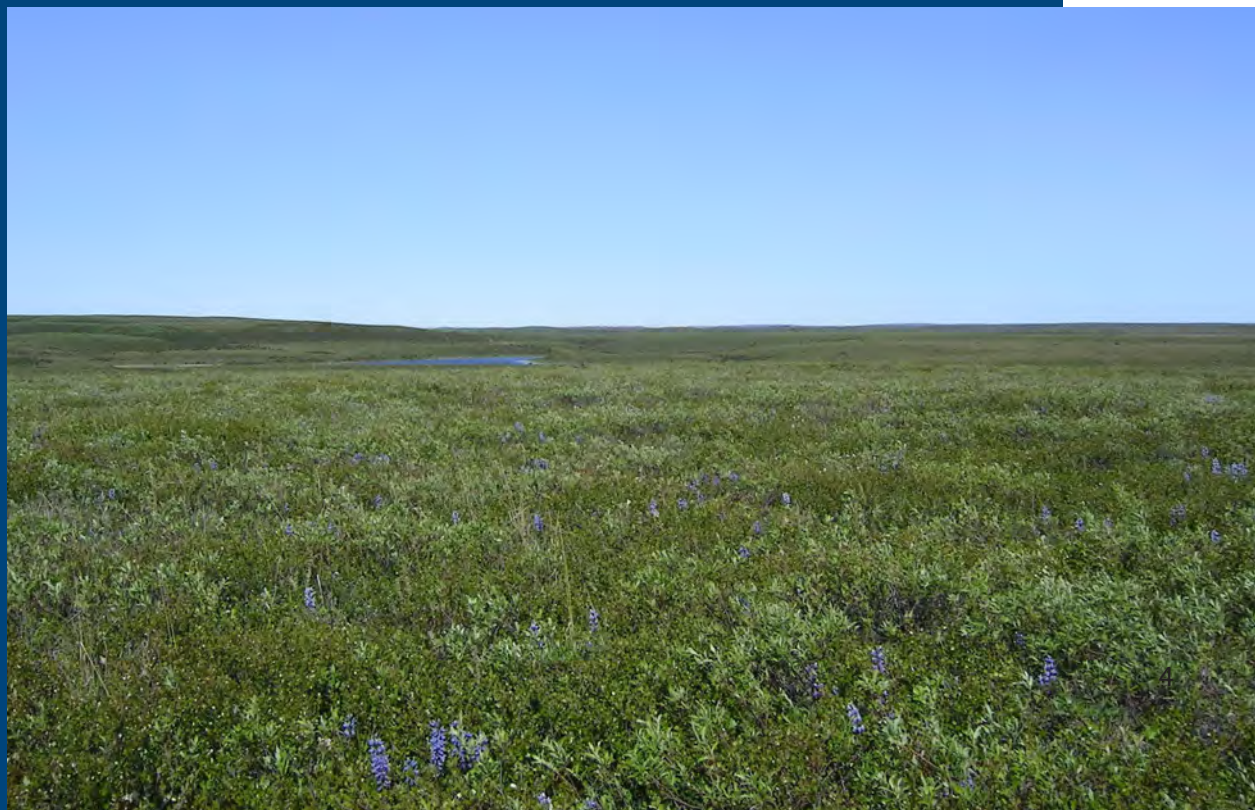
Communities and industry understand and have ready and timely access to the water licensing process.

## **Goal 3**

Meaningful partnerships with government and other resource boards in the Northwest Territories and the Inuvialuit Settlement Region.

## **Goal 4**

The Northwest Territories Water Board and support staff have the knowledge, skills and resources to fulfill their mandate.



## Current Operating Environment

### ***The Economy***

The current recession is expected to slow down development in the Inuvialuit Settlement Region, particularly with oil and gas development and the Mackenzie Gas Project. This slow down is reducing the number of licence applications received by the Board. Conversely, if the major projects planned for the region do go forward, the resulting substantial workload may require the Board to obtain additional resources to fulfill its mandate.

### ***Regulatory Reform***

Indian and Northern Affairs Canada is in the process of reviewing and updating its regulatory framework and this could impact the way the Board administers its responsibilities.

### ***New Technologies***

New technologies and practices continue to be developed to conserve and utilize water resources. For the Board to remain effective at fulfilling its mandate it needs to better understand these emerging technologies and practices which, in turn, require the Board to keep current on innovations in systems and equipment.



### ***Water Management***

The majority of fresh water in the Inuvialuit Settlement Region does not originate from in the Region but rather comes from other jurisdictions in Canada. Therefore, the Board has limited ability to affect the quantity or quality of water resulting from upstream activities.

### ***Prior Development***

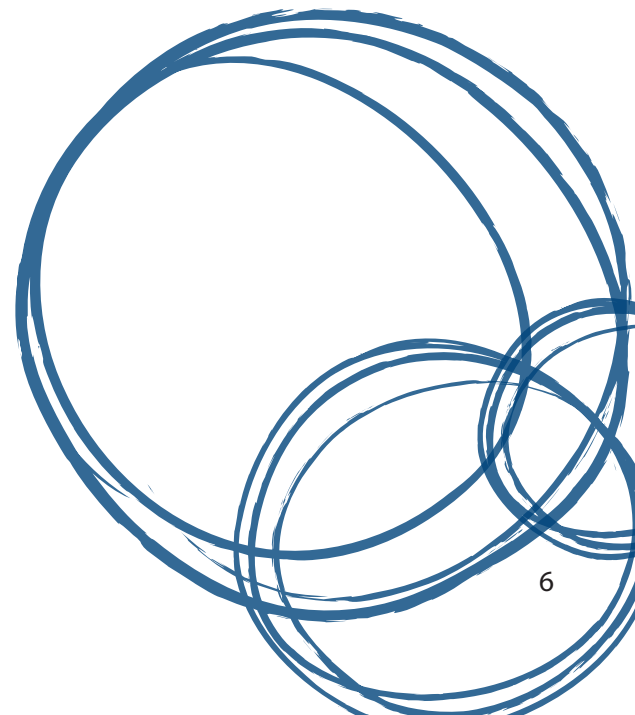
There are a number of past development operations that have impacted, and in the future may continue to impact, the quality of inland waters in the Inuvialuit Settlement Region.

### ***Peer Relations***

The NWTWB maintains effective relationships with regulatory boards in the Northwest Territories in order to collaborate in the development and application of regional and territory-wide policies and strategies.

### ***Community Capacity***

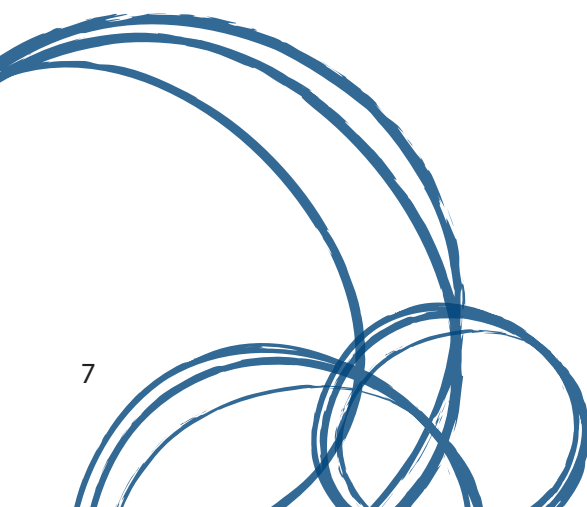
Communities in the Inuvialuit Settlement Region have limited internal capacity and expertise which, in many cases, makes it difficult for them to comply with water licensing requirements. This can impact the ability to administer water licences effectively.



# Strategies and Tasks

The following are specific strategies and tasks that the Board expects to use in order to achieve its goals.

Goal	Strategies and Tasks
<p><b>Goal 1</b> The efficient and effective management of inland waters in the Inuvialuit Settlement Region</p>	<ul style="list-style-type: none"> <li>• Review applications and make recommendations and/or issue licences</li> <li>• Review the current licensing issuance process and identify opportunities for greater effectiveness and efficiency</li> </ul>
<p><b>Goal 2</b> Communities and industry understand and have ready and timely access to the water licensing process</p>	<ul style="list-style-type: none"> <li>• Develop and implement a communication strategy to ensure communities in the Inuvialuit Settlement Region and industry are aware of the Board’s decisions and actions</li> <li>• Participate in the regulatory reform process</li> <li>• Explore opportunities for the Board and support staff to better understand and prepare for emerging inland water issues</li> </ul>
<p><b>Goal 3</b> Meaningful partnerships with government and other resource boards in the Northwest Territories and the Inuvialuit Region</p>	<ul style="list-style-type: none"> <li>• Maintain and enhance relationships with Indian and Northern Affairs Canada and other regulatory agencies</li> <li>• Explore opportunities for the Board and support staff to engage with other boards in the Inuvialuit Settlement Region and Northwest Territories on common issues</li> </ul>
<p><b>Goal 4</b> The Northwest Territories Water Board and support staff have the knowledge, skills and resources to fulfill their mandate</p>	<ul style="list-style-type: none"> <li>• Ensure Board members have the necessary knowledge to fulfill their role</li> <li>• Develop clear Board policies and procedures</li> <li>• Develop a human resource plan</li> <li>• Maintain and enhance the financial accountability of the Board to ensure compliance with policies and Treasury Board requirements</li> </ul>



# Performance Measures

The Board will monitor its performance over the lifetime of this strategic plan by recording data that can assist in tracking its progress towards its goals. Performance measures are set out in the table below.

Goal	Performance Measures
<p><b>Goal 1</b> The efficient and effective management of inland waters in the Inuvialuit Settlement Region</p>	<ul style="list-style-type: none"> <li>• Average length of time from complete application receipt to final licence approval, by licence type</li> </ul>
<p><b>Goal 2</b> Communities and industry understand and have ready and timely access to the water licensing process</p>	<ul style="list-style-type: none"> <li>• Inuvialuit Settlement Region community awareness of the water licensing process</li> <li>• Industry awareness of the water licensing process</li> <li>• Status of planned community engagements</li> </ul>
<p><b>Goal 3</b> Meaningful partnerships with government and other resource boards in the Northwest Territories and the Inuvialuit Region</p>	<ul style="list-style-type: none"> <li>• Success in engaging other boards and liaising with other agencies</li> <li>• Board recommendations implemented in government legislation or policy</li> <li>• Status of policy and procedures update</li> </ul>
<p><b>Goal 4</b> The Northwest Territories Water Board and support staff have the knowledge, skills and resources to fulfill their mandate</p>	<ul style="list-style-type: none"> <li>• Board self-assessment and support staff survey on performance, capacity, capabilities and communications</li> </ul>

