



Making Strategic Planning Real

Wek'èezhii Land and Water Board

April 3rd, 2008



Developed through collaboration between the Wek'èezhìi Land and Water Board, NWT Board Forum and the Government of Canada, Department of Indian Affairs and Northern Development.



Wek'èezhì Land and Water Board

Strategic Plan

2008 – 2011

April 2008

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MESSAGE FROM THE CHAIR

Welcome to the first Strategic Plan of the Wek'èezhii Land and Water Board. The Board and staff are committed to carrying out balanced, efficient and thorough regulatory processes. We also strive to be a part of a consistent regulatory approach throughout the Mackenzie Valley while respecting and recognizing regional diversity.

Within this plan we have identified a number of key areas that we as the Board will be working in to improve our regulatory functions and outreach functions to the communities and people we make decisions for.

The input provided by our review agencies and interveners continues to be fundamental in Board decision making, however at the same time we as board members and our staff have a strong desire to improve our own understanding and knowledge of the projects and environment we regulate. Therefore, a strong focus of our work this year will also be on continuing board member, staff and community capacity development to ensure we make the best decisions we possibly can.

We look forward to a continuing and strengthening relationship with all of our clients and partners.

Violet Camsell-Blondin
Wek'èezhii Land and Water Board

BOARD GOVERNANCE

On August 4, 2005, the Tlicho people of the Northwest Territories signed the Tlicho Land Claims and Self-Government Agreement with the Government of Canada and the Government of the Northwest Territories. With the signing of the agreement, the Wek'èezhìi Land and Water Board was created, becoming a legally recognized management authority for the area known as Wek'èezhìi.

The purpose of the Wek'èezhìi Land and Water Board (WLWB) is to regulate the use of land and water and the deposit of waste throughout the area. Providing for the conservation, development and utilization of land and water resources to provide the optimum benefit for all Canadians and, in particular, for residents of Wek'èezhìi, is a major requirement for the Board.

As an institution of public government, the Board is a co-management body, whose members are appointed by the federal and the Tlicho Government. By law, the Board is a regional panel of the Mackenzie Valley Land and Water Board, which has jurisdiction throughout the Mackenzie Valley. The Board is a decision-making authority, whose decisions are legally binding on government and developers applying for authorization for projects.

Functions of the WLWB include issuing, amending, extending, renewing or cancelling Water Licenses and Land Use Permits within Wek'èezhìi as well as making decisions on water compensation and access to construction materials. In doing so, the WLWB is guided by the Tlicho Agreement, the Mackenzie Valley Resources Management Act and the NWT Waters Act.

The WLWB also carries out preliminary screenings of development proposals to judge environmental impacts or public concern, which may lead to the Mackenzie Valley Environmental Impact Review Board carrying out an environmental assessment or environmental impact review on the proposed development.

The main office is located in the Tlicho community of Wekweètì. The Board also has a sub office in Yellowknife.

MISSION STATEMENT

Through education, participation and guidance, we regulate land and water use in a co-management system.

VISION STATEMENT

Diverse values and the spirit and intent of the Tlicho Agreement are both considered and respected in the shared use of resources.

VALUE STATEMENTS

Professional – we bring a combined knowledge and belief in being responsible and consistent to all that we do.

Balanced – we consider everyone's interests in a fair and respectful manner.

Inclusive – we believe that everyone has a voice and we foster participation.

GOALS

1. Communities that are informed and engaged in the stewardship of resources
2. A knowledgeable and values-based Board recognized for its work
3. Timely and consistent land and water management

CURRENT OPERATING ENVIRONMENT

SWOT ANALYSIS

1) Areas of Opportunity for the Board:

- *Current focus within governments on regulatory improvement, which provides opportunities for funding, timely appointments, and the development along with use of guidelines
- *An expressed need for, and interest in, the development of consistent practices and policies throughout the valley
- Mining activities and infrastructure including the winter road
- Forums for land and water boards along with renewable resources boards and the Tlicho Lands Department to discuss issues and explore related matters
- A general respect that exists for the Board, along with the perception that being a new board provides for a “clean slate” as well as serving as a role model amongst other boards
- A general acknowledgement of the Board being fair with citizens and applicants in the provision of permits and licenses
- Being able as a Board to support jobs and business opportunities

2) Threats Facing the Board:

- *Funding constraints within and among governments
- A general crisis in recruiting and retaining staff across all sectors and organizations
- Delays in Board appointments
- Environmental damage
- Inconsistencies between land and water boards, as well as between legislation and regulations
- Perceptions of the Board being equivalent to government
- Limited capacity and participation within communities that is reflected in less involvement of interested parties – results in the Board not being able to fully understand community viewpoints and to take these into account in decision-making
- Potential for legal challenges resulting from unsettled land claim areas and that arise from consultations on the issuance of licenses and permits
- Trans-boundary lands and resources

- Limitations in housing

3) Areas of Strength for the Board:

- *Strong, confident and knowledgeable Board members
- *Staff that are dedicated, professional and having needed skill sets
- *Board and staff relations combined with a general, cooperative ability to work together
- A values-based working environment and culture that reflects:
 - Honesty
 - Being respectful
 - Open mindedness
 - Self awareness
 - Gratitude
 - Working as a team
 - Making own minds up
- An interest and ability to seek innovative ways of managing land use permits, water licenses and the deposit of waste
- A diversity of backgrounds and understanding within the Board
- The online registry

4) Areas of Weakness for the Board:

- * Different levels of understanding along with language difficulties at the Board Director level which has training and development implications
- *An absence of policy, internal guidelines and/or processes to further structure the consistent review of applications or management plans
- Delays in Board appointments which may also result in lacks of quorum during meetings
- Staff turnover
- Limited corporate history
- Remaining emotions among some Board members of fear or resentment from select, past experiences

** - First Year Priorities*

STRATEGIES BY GOAL

<i>Goal</i>	<i>Strategies</i>
<p>Communities that are informed and engaged in the stewardship of resources</p>	<ul style="list-style-type: none"> • Utilize orientation sessions to present and explain issues before each public hearing • Interact with communities on a regular basis • Provide support for the development of, and knowledge towards the development of, land use plans
<p>A knowledgeable and values-based Board recognized for its work</p>	<ul style="list-style-type: none"> • Identify desired skills and knowledge at a Board Director and staff level to guide recruitment and training (development) • Develop orientation materials and provide periodic sessions for Board Directors and staff in support of ongoing learning • Recognize Board achievements and success stories
<p>Timely and consistent land and water management</p>	<ul style="list-style-type: none"> • Provide Board Director and staff forums to interact, and for the use of visual materials, as part of the decision-making process • Continue to participate in working groups and regional forums to establish standardized policies and procedures • Work with other boards and governments to secure needed resources • Provide support for the development of, and knowledge towards the development of, land use plans

PERFORMANCE MEASURES BY GOAL

<i>Goal</i>	<i>Performance Measure</i>	<i>Target Value</i>
Communities that are informed and engaged in the stewardship of resources	<ul style="list-style-type: none"> • Average length of time from document receipt to posting on registry 	
	<ul style="list-style-type: none"> • Number of communities that respond to requests for comments 	
	<ul style="list-style-type: none"> • Number of public meetings and visits held in communities 	
	<ul style="list-style-type: none"> • Number of people in attendance at public meetings and visits 	
	<ul style="list-style-type: none"> • Website usage statistics 	
A knowledgeable and values-based Board recognized for its work	<ul style="list-style-type: none"> • Staff retention rate by reason 	
	<ul style="list-style-type: none"> • Number and description of joint Board and staff sessions (training) 	
	<ul style="list-style-type: none"> • Percentage (value) of funding expectations met 	
	<ul style="list-style-type: none"> • Description of community commentary on the value of the Board's activities 	
	<ul style="list-style-type: none"> • Description of findings from exit interviews: Board Directors, Staff 	
Timely and consistent land and water management	<ul style="list-style-type: none"> • Number of applications and submissions to the Board by type 	

	<ul style="list-style-type: none"> • Average time to: review applications, provide approvals 	
	<ul style="list-style-type: none"> • Number of: <ul style="list-style-type: none"> a. Public meetings b. Board meetings c. Working group meetings d. Board forum meetings e. Site Visits f. Decisions g. Other (to be described) 	
	<ul style="list-style-type: none"> • Number of preliminary screenings by type 	

STRATEGIC PLAN SUMMARY

Mission:

Through education, participation and guidance, we regulate land and water use in a co-management system.

Vision:

Diverse values and the spirit and intent of the Tlicho Agreement are both considered and respected in the shared use of resources.

Values:

Professional – we bring a combined knowledge and belief in being responsible and consistent to all that we do.

Balanced – we consider everyone’s interests in a fair and respectful manner.

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GOALS	STRATEGIES	PERFORMANCE MEASURES
<p>Communities that are informed and engaged in the stewardship of resources</p>	<ul style="list-style-type: none"> • Utilize orientation sessions to present and explain issues before each public hearing • Interact with communities on a regular basis • Provide support for the development of, and knowledge towards the development of, land use plans 	<ul style="list-style-type: none"> • Average length of time from document receipt to posting on registry • Number of communities that respond to requests for comments • Number of public meetings and visits held in communities • Number of people in attendance at public meetings and visits • Website usage statistics
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	<p>periodic sessions for Board Directors and staff in support of ongoing learning</p> <ul style="list-style-type: none"> Recognize Board achievements and success stories 	<p>met</p> <ul style="list-style-type: none"> Description of community commentary on the value of the Board's activities Description of findings from exit interviews: Board Directors, Staff
<p>Timely and consistent land and water management</p>	<ul style="list-style-type: none"> Provide Board Director and staff forums to interact, and for the use of visual materials, as part of the decision-making process Continue to participate in working groups and regional forums to establish standardized policies and procedures Work with other boards and governments to secure needed resources Provide support for the development of, and knowledge towards the development of, land use plans 	<ul style="list-style-type: none"> Number of applications and submissions to the Board by type Average time to: review applications, provide approvals Number of: <ul style="list-style-type: none"> Public meetings Board meetings Working group meetings Board forum meetings Site Visits Decisions Other (to be described) Number of preliminary screenings by type