



Making Strategic Planning Real

Wek'èezhii Land and Water Board

Strategic Plan

August 2011



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2012 – 2015



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MESSAGE FROM THE CHAIR

Welcome to the Wek'èezhìi Land and Water Board 2012 – 2015 strategic plan. Within this plan we have identified a number of key areas that we, as the Board, will be working on to improve our regulatory and outreach functions to the communities and people we represent.

The original strategic plan was drafted in 2008 and was updated in the summer of 2011. This document is a result of that update, which included a workshop with Board members and staff in June 2011.

The strategic plan described here sets the strategic context in which the Board operates, including 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 to realize them. 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 support of its operations. This plan will be reviewed every three years unless otherwise required.

BOARD GOVERNANCE

On August 4, 2005, the Tlicho people of the Northwest Territories signed the Tlicho Agreement, a Land Claims and Self-Government Agreement with the Government of Canada and the Government of the Northwest Territories. The Wek'èezhìi Land and Water Board (WLWB) was established with the signing of the agreement and the enactment of the Mackenzie Valley Resource Management Act, becoming the recognized regulatory authority for the area known as the Wek'èezhìi Management Area (Wek'èezhìi).

The purpose of the WLWB is to regulate the use of land and water and the deposit of waste throughout the Wek'èezhìi. 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 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 Tlicho Government. The WLWB is a regional panel of the Mackenzie Valley Land and Water Board, which has jurisdiction throughout the Mackenzie Valley on projects outside of a management area or on projects that takes place in or may impact more than one management area. The WLWB is a decision-making authority, whose decisions are legally binding on government and developers applying for project authorization.

Functions of the WLWB include issuing, amending, extending, renewing or cancelling water licences and land use permits within Wek'èezhìi as well as making decisions on water compensation and access to construction materials. Those actions are 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 assess significant 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

We ensure responsible use of land and water and regulate the deposit of waste in Wek'èezhii by providing leadership through collaboration and participation in a co-management system. We do this on behalf of the people of the Wek'èezhii.

VISION STATEMENT

Natural resources in the Wek'èezhii are managed responsibly in accordance with the spirit of the Tlicho Agreement and are abundantly available to the people of the Wek'èezhii today and for future generations.

VALUE STATEMENTS

The following are values that are used to guide the Board's decisions and activities as it works towards realizing its goals and ultimately its vision.

Holistic

We are holistic, consulting and collaborating with each other and our stakeholders to ensure balance in our decisions.

Excellence

We strive for excellence in all that we do, treating our clients and partners professionally, providing leadership and initiative in the co-management system and seeking to continuously improve our processes, practices and decisions.

Respect

We act with integrity in all that we do, treating each other, our clients and partners respectfully, ensuring that our decisions are transparent, willing to be held accountable for our actions.

Reasonable

We strive to be reasonable and fair in our actions and decisions.

GOALS

The Board will seek to achieve four specific goals which describe the results to be achieved over the next three years.

Goal 1

Timely, consistent and responsible land and water management

Goal 2

A knowledgeable and values-based Board known for its excellent work

Goal 3

Northerners are engaged and empowered in the stewardship of resources

Goal 4

Leaders and role models in the northern regulatory system

CURRENT OPERATING ENVIRONMENT

The following provides an overview of the Board's current operating environment along with the key challenges and opportunities that helped to inform the plan.

Challenges

- Aboriginal Affairs and Northern Development Canada (AANDC) is looking into possible changes to the structure of environmental resource boards
- There is a potential for a reduction in funding for the WLWB
- There has been some recent staff turnover and insufficient capacity
- Insufficient or out-dated internal and external policies guiding the Board and the Board's operating environment
- Gaps in the regulatory system (e.g. lack of land-use plans)
- Crown consultation
- Unsettled land claims
- Land access issues and overlapping jurisdictions
- Judicial reviews
- Insufficient community engagement and empowerment
- Perceived complexity of regulatory system

Opportunities

- Increasing evaluations, providing better feedback and data that can be used to guide the Board
- Currently there is a full staff and Board complement
- Tlicho public organizations are continuing to mature
- Shared resources amongst Land and Water Boards
- Increasing global awareness for the work conducted by the WLWB
- Willingness amongst Land and Water Boards to work together including increasing numbers of conferences and Board forums
- Continued progress on self-governance
- There is a general respect for the Board within the Wek'èezhii area and amongst partners and communities
- Positive relationship with AANDC Inspectors
- Continued training on the regulatory system
- Staff retention
- Website leveraged
- Implementation of Water Strategy
- Self-government agreement negotiated throughout NWT

STRATEGIES

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

<i>Goal</i>	<i>Strategies</i>
<p>Goal 1 Timely, consistent and responsible land and water management</p>	<ul style="list-style-type: none"> • Develop a community engagement plan and process for the Board (Goal 3) • Develop communications and consultation approach and policies (Goals 1,2, and 3) • Develop and implement an education plan (Goals 2 and 3) • Review and enhance Board policies, guidelines and processes (Goals 1 and 4) • Formalize and implement a team model approach for collaborative project management (Goals 1, 2, and 4) • Build awareness and adopt innovative response practices to emerging change (Goal 4) • Respond and continue participation in external policy and strategy initiatives (Goal 4) • Continue to participate in working groups (Goal 4) • Collaborate and share resources with other Land and Water Boards (Goal 4)
<p>Goal 2 A knowledgeable and values-based Board known for its excellent work</p>	
<p>Goal 3 Northerners are engaged and empowered in the stewardship of resources</p>	
<p>Goal 4 Leaders and role models in the northern regulatory system</p>	

PERFORMANCE MEASURES

The following are performance measures that will be used to monitor and guide the Board's performance.

<i>Goals</i>	<i>Performance Measure</i>	<i>Target Value</i>
Goal 1 Timely, consistent and responsible land and water management	<ul style="list-style-type: none"> Percentage of communities reporting a positive experience 	
	<ul style="list-style-type: none"> Number of internal training sessions 	
	<ul style="list-style-type: none"> Summary of feedback through website electronic comment form 	
Goal 2 A knowledgeable and values-based Board known for its excellent work	<ul style="list-style-type: none"> Average length of time from applicant submission to Board decision 	
	<ul style="list-style-type: none"> Level of compliance with water licenses 	
	<ul style="list-style-type: none"> Level of compliance with decisions 	
Goal 3 Northerners are engaged and empowered in the stewardship of resources	<ul style="list-style-type: none"> Results of Board 360 degree review 	
	<ul style="list-style-type: none"> Number of complaints 	
	<ul style="list-style-type: none"> Percentage of stakeholders reporting a positive experience 	
Goal 4 Leaders and role models in the northern regulatory system	<ul style="list-style-type: none"> Positive increase in results of independent monitoring agency reviews 	
	<ul style="list-style-type: none"> Positive increase in results of audits 	
	<ul style="list-style-type: none"> Number of communities engaged 	
	<ul style="list-style-type: none"> Board self-assessment and staff survey on performance, capacity, capabilities and communications 	

STRATEGIC PLAN SUMMARY

Mission:

We ensure responsible use of land and water and regulate the deposit of waste in Wek'èezhii by providing leadership through collaboration and participation in a co-management system. We do this on behalf of the people of the Wek'èezhii.

Vision:

Natural resources in the Wek'èezhii are managed responsibly in accordance with the spirit of the Tlicho Agreement and are abundantly available to the people of the Wek'èezhii today and for future generations.

Values:

The following are values that are used to guide the Board's decisions and activities as it works towards realizing its goals and ultimately its vision.

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<i>GOALS</i>	<i>STRATEGIES</i>	<i>PERFORMANCE MEASURES</i>
Goal 1 Timely, consistent and responsible land and water management	<ul style="list-style-type: none">Develop a community engagement plan and process for the Board (Goal 3)	<ul style="list-style-type: none">Percentage of communities reporting a positive experienceNumber of internal

<p>Goal 2 A knowledgeable and values-based Board known for its excellent work</p>	<ul style="list-style-type: none"> • Develop communications and consultation approach and policies (Goals 1,2, and 3) • Develop and implement an education plan (Goals 2 and 3) 	<p>training sessions</p> <ul style="list-style-type: none"> • Summary of feedback through website electronic comment form • Average length of time from applicant submission to Board decision
<p>Goal 3 Northerners are engaged and empowered in the stewardship of resources</p>	<ul style="list-style-type: none"> • Review and enhance Board policies, guidelines and processes (Goals 1 and 4) • Formalize and implement a team model approach for collaborative project management (Goals 1, 2, and 4) 	<ul style="list-style-type: none"> • Level of compliance with water licenses • Level of compliance with decisions • Results of Board 360 degree review
<p>Goal 4 Leaders and role models in the northern regulatory system</p>	<ul style="list-style-type: none"> • Build awareness and adopt innovative response practices to emerging change (Goal 4) • Respond and continue participation in external policy and strategy initiatives (Goal 4) • Continue to participate in working groups (Goal 4) • Collaborate and share resources with other Land and Water Boards (Goal 4) 	<ul style="list-style-type: none"> • Number of complaints • Percentage of stakeholders reporting a positive experience • Positive increase in results of independent monitoring agency reviews • Positive increase in results of audits • Number of communities engaged • Board self-assessment and staff survey on performance, capacity, capabilities and communications