

Mackenzie Valley Land and Water Board

Strategic Plan

2016-2019

Mackenzie Valley Land and Water Board
Sahtu Land and Water Board
Gwich'in Land and Water Board
Wek'èezhìi Land and Water Board





Contents

- Message from the Chair of the Mackenzie Valley Land and Water Board..... 1
- Organizational Governance 2
 - The Land and Water Boards of the Mackenzie Valley 3
 - Additional Roles and Responsibilities of the Mackenzie Valley Land and Water Board 4
- Vision & Mission 5
- Values..... 6
- Goals 7
- Current Operating Environment 8
- Strategies 9
- Strategic Plan Summary 10

Message from the Chair of the Mackenzie Valley Land and Water Board

I am pleased to present the Mackenzie Valley Land and Water Board's (MVLWB) Strategic Plan. This Plan was developed as a result of a workshop held with Board members and staff. It is designed to determine what we hope to accomplish over the next five years as a part of our responsibilities to make the best decisions and policies on behalf of the residents of the Mackenzie Valley.

This Strategic Plan outlines the context that the Board operates in; including the challenges and successes we are experiencing. The Plan identifies the Vision, Mission and Goals that drive our organization in its work. We have identified the Strategies that the Board is committed to implementing in order to achieve its Goals. The MVLWB will continue to respond to changes in our environment, leverage opportunities, and mitigate challenges.

The Board is excited about its work over the next three years and is proud of its contributions to date.

I am very pleased to present our Five Year (2016-2019) Strategic Plan.

Floyd Adlem

Acting Chair,

Mackenzie Valley Land and Water Board

Organizational Governance

The regulatory regime in the Northwest Territories (NWT), compared to those regimes in Canada's provinces, is relatively new, and its genesis is different from most of the regulatory regimes in southern Canada.

In sharp contrast to the provinces, the regulatory regimes in the NWT came about as a direct result of the negotiation of comprehensive land claim agreements and are based on two principles:

1. Integration and coordination
2. Co-management of resources between governments and Aboriginal groups

The regulatory regime established in the NWT is part of a broader integrated resource management system as defined in land claim agreements and which involves Crown and private land management, land use planning, permitting and licensing, environmental assessment, and wildlife and renewable resource management.

There are two regulatory regimes in the NWT: one is established pursuant to the Inuvialuit Final Agreement and the other is established pursuant to the Gwich'in, Sahtu and Tlicho final agreements and entrenched in the Mackenzie Valley Resource Management Act.

The Mackenzie Valley Resources Management Act (MVRMA) has created and provided authorities to co-management boards to carry out land use planning, regulate the use of land and water, the deposit of waste, and if required, conduct environmental assessments. It also provides for the creation of a Cumulative Impact Monitoring Program (the NWT CIMP) and an environmental audit to be conducted once every five years.

The Land and Water Boards of the Mackenzie Valley

The Land and Water Boards of the Mackenzie Valley regulate the use of land and water, and the deposit of waste, primarily through the issuance and management of land use permits and water licences. There are four land and water boards in the Mackenzie Valley Region that perform these functions, each in their respective management areas.

They include the:

- Gwich'in Land and Water Board (GLWB)
- Sahtu Land and Water Board (SLWB)
- Wek'èezhìi Land and Water Board (WLWB)
- Mackenzie Valley Land and Water Board (MVLWB)

The Gwich'in, Sahtu and Wek'èezhìi Land and Water Boards act as regional panels of the Mackenzie Valley Land and Water Board in issuing land use permits and water licences on public and private lands for activities that take place wholly within their respective management areas.

The MVLWB exercises similar powers for activities that take place in more than one management area (transboundary applications), or that take place wholly outside any management area.

BOARD MEMBERS

Floyd Adlem – Acting Chair MVLWB

Mavis Cli-Michaud – Appointed pursuant to Section 99 of the MVRMA

Frank McKay – Appointed pursuant to Section 99 of the MVRMA

Paul Sullivan – Chair GLWB

William Koe – GLWB (Gwich'in Tribal Council)

Liz Wright – GLWB (Gwich'in Tribal Council)

Gerry Kisoun – GLWB (Canada)

Margaret Nazon – GLWB (Government of the Northwest Territories)

Larry Wallace – Chair SLWB

Judi Tutcho - SLWB (Sahtu Secretariat Incorporated)

George Barnaby - SLWB (Sahtu Secretariat Incorporated)

Violet Doolittle – SLWB (Canada)

Philippe DiPizzo – SLWB (Government of the Northwest Territories)

Violet Camsell-Blondin – Chair WLWB

Mason Mantla – WLWB (Tlicho Government)

Joseph Mackenzie – WLWB (Tlicho Government)

Rita Mueller - WLWB (Canada)

Mike Nitsiza – WLWB (Government of the Northwest Territories)

Additional Roles and Responsibilities of the Mackenzie Valley Land and Water Board

The MVLWB has additional duties with respect to ensuring the consistent application of the MVRMA within the Mackenzie Valley, often through the development of Policies and Guidelines.

As required, the regional panels from the GLWB, the SLWB, the WLWB and ad hoc Section 103 Panels come together to address these and other matters. The full Board of the MVLWB holds two meetings per year and at any time may need to come together in different configurations to address transboundary applications.

The MVLWB is supported by staff at the MVLWB Yellowknife office, as well as staff from the Regional Panels as required.



Chairs of the Land and Water Boards of the Mackenzie Valley meet during the Strategic Planning Workshop in Yellowknife, December 2016. Left to Right: Floyd Adlem (MVLWB), Paul Sullivan (GLWB), Larry Wallace, (SLWB), and Violet Camsell-Blondin (WLWB).

Vision & Mission

VISION

Current and future generations benefit from the active management and protection of the natural resources within the Mackenzie Valley.

MISSION

We regulate and manage the use of the land and water and deposit of waste in the Mackenzie Valley through fair, effective, inclusive, and transparent processes. Through the Mackenzie Valley Resource Management Act, we enable “the conservation, development and utilization of land and water resources in a manner that will provide the optimum benefit generally for all Canadians and in particular for residents of the Mackenzie Valley.”

Values

The following are values that guide the Board's decisions as we work toward realizing our goals and vision.

TRANSPARENT

We are committed to ensuring our decisions are open, clear, and subject to review and external scrutiny.

FAIR

We consider all perspectives to develop fair, accessible, and accountable decisions.

INNOVATIVE

We strive to find professional and creative solutions that are innovative in addressing our collective opportunities and challenges.

INCLUSIVE

We are inclusive and open, considering holistic perspectives, consulting and collaborating with each other and our stakeholders to ensure the greatest benefits for all.

SUSTAINABLE

We support an environment that is based on sustainable practices within our organization, our communities, and across the water and lands to which we are entrusted.

ACCOUNTABLE

We are a trustworthy organization that values actions that are accountable to those we serve.

Goals

The following four goals have been developed to reflect the desired results the Board hopes to achieve.

1. Clear, transparent, and effective processes.
2. Board processes that balance efficiency with participation and engagement.
3. Decisions are informed, reasonable, and timely.
4. The Board and its processes are continuously improved.



Board Members of the MVLWB participate in the strategic planning workshop in Yellowknife, December 2016.

Current Operating Environment

The following provides an overview of the successes and challenges associated with the Board’s current operating environment. These challenges and opportunities have helped to inform the Strategic Plan.

Challenges	Successes
<ul style="list-style-type: none"> • Changes in governments and associated mandates • New Board member and staff learning curves • Workload variations and competing priorities strain existing organizational capacity • Difficulties acquiring the right mix of quantity and quality of reviewers for the Board is leading to the hiring of consultants • Inconsistent timing of Board appointments and subsequent term expiry between Boards and Panels • Fragmented approval processes for Areas of Operations guidelines • Ensuring guidelines are up-to-date • Balancing the scope and volume of regulatory activities within the timelines • Managing expectations in the engagement process due to limited resources, including requests for more information and a desire for greater involvement 	<ul style="list-style-type: none"> • Development of significant policy and guidelines • Ongoing effective collaboration between the Boards and Panels; sharing of staff and the creation of consistency across Boards and Panels • Development of the online review system • Board is now viewed as a leader by stakeholders

Strategies

The following strategies will be supported by the Board to achieve the goals and vision. Some of these strategies will help achieve multiple goals.

- Develop common guidelines and policy for consistency (Goals 1, 4)
- Develop an approach for effectively engaging and collaborating with governments (Goals 1, 2, and 3)
- Continue to enhance feedback mechanisms and processes (Goals 1,2 and 4)
- Develop a more systematic approach for planning to better manage workloads and setting priorities (Goals 2,3, and 4)
- Invest in information systems (tools) to reduce workload, (e.g., an online system) (Goals, 1,3 and 4)
- Develop a process to better orient Board and staff with processes, tools, and resources (Goals 1,2, 3 and 4)
- Design and implement job-specific training to enhance knowledge sharing and mentoring (Goals 3 and 4)
- Create an environment that enables more effective public review and approval processes (Goals 1,2, 3 and 4)
- Clarify and enhance privacy protection processes and disposal of confidential information (Goals 1, 2, and 4)
- Develop a succession plan that incorporates development of in-house capacity (Goals 1, 3 and 4)

Strategic Plan Summary

<p>Mission</p>	<p>We regulate and manage the use of the land and water and deposit of waste in the Mackenzie Valley through fair, effective, inclusive and transparent processes. Through the Mackenzie Valley Resource Management Act, we enable “the conservation, development and utilization of land and water resources in a manner that will provide the optimum benefit generally for all Canadians and in particular for residents of the Mackenzie Valley.”</p>
<p>Vision</p>	<p>Current and future generations benefit from the active management and protection of the natural resources within the Mackenzie Valley.</p>
<p>Values</p>	<p>Transparent We are committed to ensuring our decisions are open, clear and subject to review and an external scrutiny.</p> <p>Fair We consider all perspectives to develop fair, accessible and accountable decisions.</p> <p>Innovative We strive to find professional and creative solutions that are innovative in addressing our collective opportunities and challenges.</p> <p>Inclusive We are inclusive and open, considering holistic perspectives, consulting and collaborating with each other and our stakeholders to ensure the highest benefits for all.</p> <p>Sustainable We support an environment that is based on sustainable practices within our organization, our communities and across the water and lands to which we are entrusted.</p> <p>Accountable We are a trustworthy organization that values actions that are accountable to those we serve.</p>

Goals	Strategies
<p>Goal 1</p> <p>Clear, transparent, and effective processes</p>	<ul style="list-style-type: none"> • Develop common guidelines and policy for consistency (Goals 1, 4) • Develop an approach for effectively engaging and collaborating with governments (Goals 1, 2, and 3) • Continue to enhance feedback mechanisms and processes (Goals 1,2 and 4) • Develop a more systematic approach for planning to better manage workloads and setting priorities (Goals 2,3, and 4)
<p>Goal 2</p> <p>Board processes balance efficiency with participation and engagement</p>	<ul style="list-style-type: none"> • Invest in information systems (tools) to reduce workload, (e.g., an online system) (Goals, 1,3 and 4) • Develop a process to better orient Board and staff with processes, tools, and resources (Goals 1,2, 3 and 4) • Design and implement job-specific training to enhance knowledge sharing and mentoring (Goals 3 and 4)
<p>Goal 3</p> <p>Decisions are informed, reasonable, and timely</p>	<ul style="list-style-type: none"> • Create an environment that enables more effective public review and approval processes (Goals 1,2, 3 and 4) • Create a formal strategy for sharing resources across Boards and Panels (Goals 1, 2, 3, and 4)
<p>Goal 4</p> <p>The Board and its processes are continuously improved</p>	<ul style="list-style-type: none"> • Clarify and enhance privacy protection processes and disposal of confidential information (Goals 1, 2, and 4) • Develop a succession plan that incorporates development of in-house capacity (Goals 1, 3 and 4)



“Sharing responsibility—working together to make the best decisions for the land water, and people.”

Prepared by Stratos Inc.

MVLWB Strategic Planning Workshop, Yellowknife, NT.

December 2016

