



# Inuvialuit Water Board

## 2014 - 2019 STRATEGIC PLAN



## Message from the Chairperson

The Northwest Territories Water Board (NWTWB) was established in 1972 and was renamed the Inuvialuit Water Board (IWB) in March 2014. The IWB holds authority under the *Waters Act* (S.N.W.T. 2014) to issue water licences in that portion of the Inuvialuit Settlement Region located within the Northwest Territories.

The NWTWB initiated development of a strategic plan in 2009. The current Board has reviewed and updated that document to guide its operations through 2019.

The 2014-2019 strategic plan has four sections:

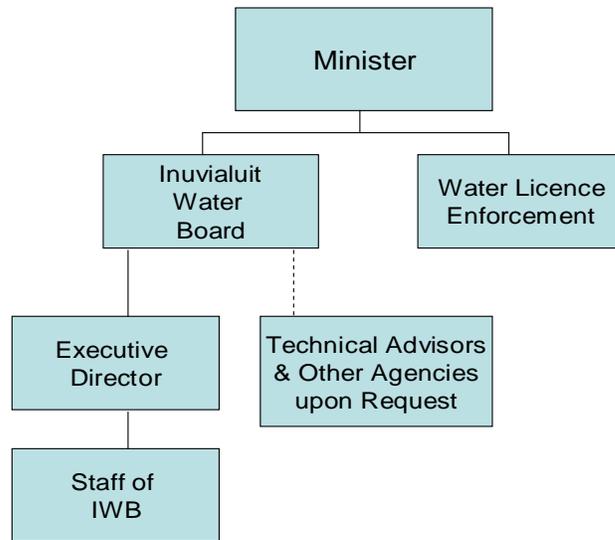
- first, the strategic context within which the Board operates, including governance, and its mandate, vision and values;
- second, the current and projected operating environment including key challenges and opportunities the IWB must consider over the coming years;
- third, the main goals the IWB plans to achieve over the next five years and the strategies and tasks through which the Board intends to achieve its goals; and
- fourth, performance measures that will be used to track the IWB's success in meeting its goals through 2019.

The Board will use this strategic plan to guide its annual business planning processes and its day-to-day operations. The plan will be reviewed and, if necessary, adjusted annually to ensure that it remains relevant and the Board is meeting its goals.



## Board Governance

The Board is a quasi-judicial authority pursuant to the *Waters Act*. It is composed of five members. Of these members, two are appointed by the responsible Minister of the Government of the Northwest Territories (Minister) on the nomination of the Inuvialuit Regional Corporation, and one member on the nomination of the federal Minister. The Chairperson is appointed by the Minister on the nomination of the Board. The Board's main office is in Inuvik and Board staff are presently located in Inuvik and Yellowknife.



## Our Mandate

The Board provides for the conservation, development and utilization of waters in a manner that will provide the optimum benefit for all Canadians in general and, in particular, for the residents of the Inuvialuit Settlement Region located in the Northwest Territories for which the Board is authorized to issue licences.

The specific roles of the Board include: making decisions on water licence applications and setting terms and conditions for licences, including security deposits; issuing licences; and monitoring adherence to licence conditions. Direct enforcement activities are not the responsibility of the Board.

## Our Vision

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

## Our Values

### **Transparent**

The Board is forthright and open in its processes and decisions.

### **Professional**

The Board is consistent, objective and unbiased in its actions, and acts with integrity in all that it does. It is fair in its decisions and strives for consensus in its decision-making.

### **Respectful**

The Board is considerate, approachable and treats its applicants, interested parties, other regulatory bodies, the public and individual board members and its staff with respect.

### **Responsive**

The Board is efficient, making the best use of time and resources in its actions and activities and executes its mandate in an effective manner, providing clear direction throughout its processes and in its decisions.

## Current Operating Environment

### **The Economy**

Significant economic growth and development in the Inuvialuit Settlement Region is not expected in the near future. While the focus of the Board's activities is expected to be on municipal water licensing, planned offshore oil and gas activity may require potable water supply and onshore waste disposal.

### **Regulatory Improvement and Devolution**

The Board will continue to actively engage in relevant regulatory initiatives and devolution processes in the NWT. It will ensure that its views are clearly expressed and understood before key decisions that affect its mandate are made.

### **New Technologies**

New technologies and best practices to conserve, protect and utilize water resources continue to be developed. The Board will endeavour to understand these emerging technologies and practices so that it can apply this knowledge to the best effect in accordance with its mandate.

### **Traditional Knowledge and Science**

The Board will consider and apply the best available traditional knowledge and science in its deliberations and its licensing processes.

### **Water Management**

The majority of fresh water in the IWB's jurisdiction does not originate within the Region but rather comes from other regions in the NWT and Canada. While the Board has limited ability to affect the quantity or quality of water resulting from upstream activities, it will continue to work with upstream jurisdictions to monitor developments and to facilitate its consideration of cumulative effects and riparian rights in its deliberations.

### **Past and Current Development**

There are past and current developments that have impacted, and may continue to impact, the quality and quantity of inland waters in that portion of the Inuvialuit Settlement Region within the Northwest Territories. Some of these developments are outside the Board's geographic jurisdiction but nonetheless contribute to water quality management challenges in the region. These considerations will continue to factor into the Board's deliberations and licence conditions.

### **Board Relations**

The Board will continue to maintain close and effective relationships with other resource management boards and agencies in the Northwest Territories and adjacent jurisdictions through, among other venues, the NWT Board Forum. The Board will collaborate with its counterparts in the development and application of appropriate regional and territory-wide policies and strategies and will fully engage in the development of best practices.

## **Community Capacity**

Most communities in the Inuvialuit Settlement Region have limited resources to address water management issues. Effective engagement in the water licensing process can be challenging for community governments, as is compliance with water licence terms and conditions. The Board will continue to work closely with community governments and relevant government departments to address these challenges.

## **Our Goals**

The Board will achieve the goals set out below in accordance with its mandate, vision and values.

### **Goal 1**

In accordance with the *Waters Act* and Waters Regulations, the issuance of water licences that support the efficient and effective management of water use and the deposit of waste in inland waters in that portion of the Inuvialuit Settlement Region located in the Northwest Territories. In doing so, the Board will use the best available science and traditional knowledge.

### **Goal 2**

All participants in water licensing processes, including communities, industry and governments, have a sound understanding of the Board's mandate and procedures and the responsibilities of applicants and licence holders.

### **Goal 3**

The Board establishes and maintains meaningful partnerships with governments, communities and other resource boards in the Northwest Territories, with the aim of collaboratively improving community capacity in water use management.

### **Goal 4**

Board members and staff have the knowledge, skills, resources and training necessary to fulfill the Board's objectives as set out in the *Waters Act*.

## Strategies and Tasks

The following are specific strategies the Board will use to achieve its goals.

| Goal   | Strategies and Tasks   |
|--|--|
| <p><b>Goal 1</b></p> <p>In accordance with the <i>Waters Act</i> and Waters Regulations, the issuance of water licences that support the efficient and effective management of water use and the deposit of waste in inland waters in that portion of the Inuvialuit Settlement Region located in the Northwest Territories. In doing so, the Board will use the best available science and traditional knowledge.</p> | <ul style="list-style-type: none"> <li>• Review applications and make efficient, effective and timely decisions in accordance with the <i>Waters Act</i> and Waters Regulations.</li> <li>• Review the current process for licensing and identify opportunities for greater effectiveness and efficiency, as well as establishing a process for continuous improvement of Board activities.</li> <li>• Establish and maintain meaningful partnerships with governments, communities and other resource boards in the Northwest Territories in the ongoing development of clear Board policies and procedures applying best practices in the Inuvialuit Settlement Region context, including processes to ensure that the best available scientific and traditional knowledge are considered in Board proceedings.</li> <li>• Continue to engage in regulatory improvement and devolution processes and discussions to ensure that the Board’s views are considered.</li> <li>• Ensure applicants and licence holders have ready and timely access to and confidence in the water licensing process.</li> <li>• Continue to be a meaningfully engaged member of the NWT Board Forum.</li> </ul> |
| <p><b>Goal 2</b></p> <p>All participants in water licensing processes, including communities, industry and governments, have a sound understanding of the Board’s mandate and procedures and the responsibilities of applicants and licence holders.</p>   | <ul style="list-style-type: none"> <li>• Develop and implement a communication strategy to ensure that all parties are aware of the Board’s processes, decisions and actions, and the responsibilities of applicants and licence holders.</li> </ul>   |

|   |   |
|---|---|
| <p><b>Goal 3</b></p> <p>The Board establishes and maintains meaningful partnerships with governments, communities and other resource boards in the Northwest Territories, with the aim of collaboratively improving community capacity in water use management.</p> | <ul style="list-style-type: none"><li>• Organize meetings and workshops, facilitate broader understanding of key water use management issues, identify current concerns and mitigation measures, and other means to improve community capacity in water use management.</li><li>• Continue to engage and discuss with other regulatory boards processes in improving community capacity in water use management.</li></ul>  |
| <p><b>Goal 4</b></p> <p>Board members and staff have the knowledge, skills, resources and training necessary to fulfill the objectives set out in the <i>Waters Act</i>.</p>  | <ul style="list-style-type: none"><li>• Develop training and education opportunities to increase the ability of Board members and staff to deal with emerging water management issues, new technologies and science, and other water licensing issues, challenges and opportunities.</li><li>• Develop a human resource strategy to support Board and staff activities.</li><li>• Orient and train Board members and staff in their duties and responsibilities.</li><li>• Provide for periodic technical training opportunities for Board members and staff.</li><li>• Maintain and enhance the financial accountability of the Board to ensure compliance with its policies and any GNWT directed requirements.</li></ul> |

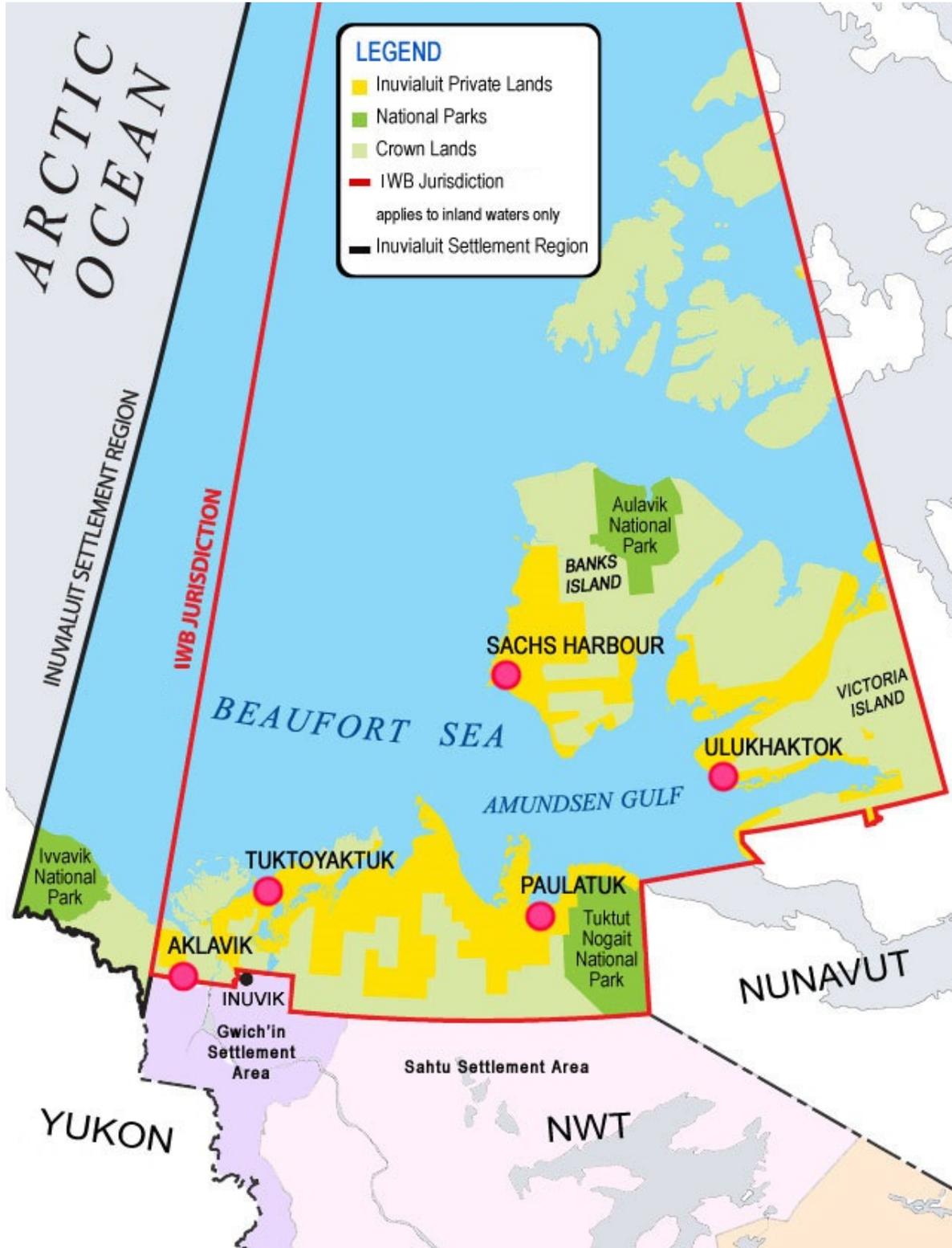


## Performance Measures

The Board will monitor its performance over the lifetime of its 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></p> <p>In accordance with the <i>Waters Act</i> and Waters Regulations, the issuance of water licences that support the efficient and effective management of water use and deposit of waste in inland waters in that portion of the Inuvialuit Settlement Region in the Northwest Territories. In doing so, the Board will use the best available science and traditional knowledge.</p> | <ul style="list-style-type: none"> <li>• Length of each licence proceeding by licence type.</li> <li>• Number of rejections of Board decisions by the Chairperson or Minister and number of successful appeals of Board decisions.</li> <li>• Independent audit of the effectiveness of licence conditions in protecting the water resources within the area of Board authority.</li> <li>• Success in engaging with other boards and agencies to improve licence proceedings and licence terms and conditions.</li> <li>• Board recommendations implemented in government legislation or policy.</li> <li>• Status of policy and procedures update.</li> </ul> |
| <p><b>Goal 2</b></p> <p>All participants in water licensing processes, including communities, industry and governments, have a sound understanding of the Board's mandate and procedures and the responsibilities of applicants and licence holders.</p>   | <ul style="list-style-type: none"> <li>• Timeliness and completeness of licence applications by type, including renewals.</li> <li>• Numbers of licensees in compliance and not in compliance with terms and conditions of licence.</li> <li>• Schedule of community visits (during open water season) prior to licence application or renewal.</li> <li>• Status of planned community government and industry engagements.</li> <li>• Completion of communication strategy by December 31, 2015.</li> </ul>  |

|  |  |
|--|--|
| <p><b>Goal 3</b></p> <p>The Board establishes and maintains meaningful partnerships with governments, communities and other resource boards in the Northwest Territories with the aim of collaboratively improving community capacity in water use management.</p> | <ul style="list-style-type: none"><li>• In partnership with communities, government, and other resource boards, develop and implement a strategy outlining measures to improve community capacity in water use management.</li></ul> |
| <p><b>Goal 4</b></p> <p>Board members and staff have the knowledge, skills, resources and training necessary to fulfill the objectives set out in the <i>Waters Act</i>.</p>   | <ul style="list-style-type: none"><li>• Completion of human resources strategy by December 31, 2015.</li><li>• Annual Board self-assessment and staff survey on performance, capacity, capabilities and communications.</li></ul>    |



All Photo Credits: Inuvialuit Water Board