

Inuvialuit Water Board

2014 - 2019 STRATEGIC PLAN



Message from the Chairperson

The Northwest Territories Water Board 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 (ISR) located within the Northwest Territories.

The organization developed its first five-year strategic plan in 2009. Upon completion of its term, a second five-year strategic plan, covering the period 2014 to 2019, was approved by the IWB board members.

The 2014 - 2019 strategic plan has four sections:

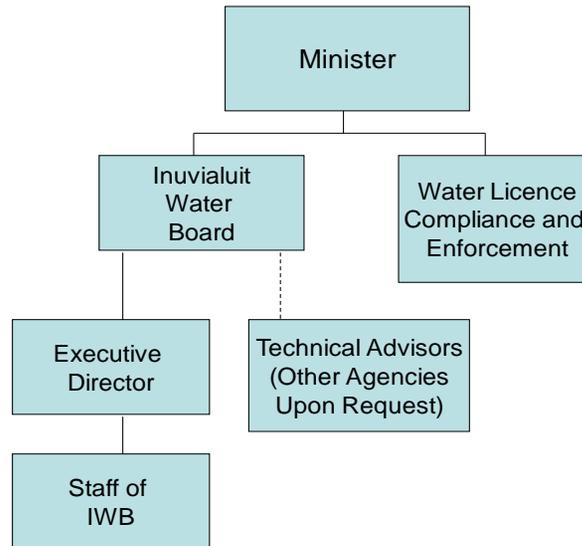
- first, the strategic context within which the IWB operates, including governance, its mandate, vision and values;
- second, the current and projected operating environment during the planning period including key challenges and opportunities the IWB must consider over the coming years;
- third, the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

The IWB 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 to the IWB's legislated mandate. As well, the annual review will be used to measure the IWB's success in meeting its goals.

Board Governance

The IWB is a quasi-judicial authority established pursuant to the *Waters Act*. The organization is governed by a board composed of five members appointed by the Minister of Environment and Natural Resources, Government of the Northwest Territories. Two members are appointed 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 from persons nominated by IWB board members.

The IWB's office is in Inuvik.



Our Mandate

The IWB's mandate is determined by the *Waters Act*. The *Act* states that the objects of the Board are to provide 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 ISR communities.

The specific roles of the IWB's board include: making decisions on water licence applications; setting terms and conditions for licences, including security deposits; issuing licences; and monitoring adherence to licence conditions. The IWB board and staff members also work with responsible parties to advance the efficient and effective management of water and waste within the region.

Water licence inspection and enforcement activities are not the responsibility of the IWB. These responsibilities are held by the GNWT's Department of Environment and Natural Resources.

Our Vision

Clean and plentiful water available today and into the future.

Our Values

Transparent

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

Professional

The IWB 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 IWB 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 IWB is efficient and effective in its actions and executes its mandate in a timely manner, providing clear direction throughout its processes and in its decisions.

Current Operating Environment

The Economy

Economic growth and development in the ISR is expected to remain slow in the near future. During the planning period, the focus of the IWB's activities is expected to be on municipal water licensing and environmental remediation projects.

Regulatory Improvement

The IWB will continue to actively engage in relevant regulatory initiatives to improve water licensing processes. It will ensure that its views are clearly expressed 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 IWB will endeavour to understand these emerging technologies and practices to better inform its decisions.

Current Operating Environment - continued

Traditional Knowledge and Western Science

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

Water Management

Much of the fresh water in the ISR comes from other regions of the NWT and Canada. The IWB has limited ability to affect the quantity or quality of water resulting from upstream activities. It will continue to work with other jurisdictions to maintain an awareness of developments that may impact the availability and quality of water entering the ISR.

Past Developments and Activities

There are past developments and activities in the region that have impacted, and may continue to impact, the quality and quantity of the region's inland waters. These considerations will continue to factor into the IWB's deliberations and decision-making.

Relationships with Other Resource Boards and Agencies

The IWB will continue to maintain close and effective relationships with other resource management boards and agencies through, among other venues, the NWT Board Forum. The IWB will collaborate with its counterparts in the development and implementation of consistent standards, guidelines and best practices.

Community Capacity

Communities in the ISR face challenges in providing water and waste management services, engaging in the water licensing processes, and complying with water licence terms and conditions. The IWB will continue to work closely with community governments and relevant government departments and agencies in addressing these capacity challenges.

Our Goals, Strategies and Tasks, and Performance Measures

Goal	Strategies and Tasks	Performance Measures
<p>Goal 1</p> <p>In accordance with the <i>Waters Act</i>, water licences are issued that support effective management of water use and the deposit of waste. In doing so, the IWB will use best available traditional knowledge and western science.</p>	<ul style="list-style-type: none"> • Manage the licensing process and make efficient, effective and timely decisions. • Develop clear policies and procedures that are generally consistent with other jurisdictions and reflect best practices. • Engage in regulatory improvement processes and discussions related to water and waste management. 	<ul style="list-style-type: none"> • Number of active licences. • Number of expired licences. • Number of licences closed. • Number of applications received. • Number of water licence enquiries for which no water licence was required. • Length of each licence proceeding by licence type. • Number of acceptances and rejections of Board decisions by the Chairperson or Minister. • Number of appeals of IWB Board decisions accepted or rejected. • Updated IWB policies and procedures. • Number and type of contributions regarding regulatory processes related to water and waste management.

Goal

Strategies and Tasks

Performance Measures

Goal 2

Participants in water licensing processes, including communities, industry and governments, have a sound understanding of the IWB's mandate and procedures; as well as the responsibilities of applicants and licence holders.

- Develop a communication strategy that will outline the actions required to ensure that all parties are aware of the IWB's processes, decisions and actions, and the responsibilities of applicants and licence holders.
- Implement a communication strategy to ensure that all parties are aware of the IWB's processes, decisions and actions, and the responsibilities of applicants and licence holders.

- A current and approved IWB communication strategy.
- Timeliness and completeness of licence applications received from proponents by type, including renewals.
- Numbers of licensees in compliance and that are not in compliance with terms and conditions of licences.

Goal 3

Collaborate with other responsible agencies and organizations to improve community capacity in the management of water use and waste management.

- Establish and maintain meaningful partnerships with governments, communities and other resource boards to promote a broader understanding of water use and waste management issues and identify current concerns and mitigation measures.

- Identify organizations, and their roles and responsibilities, accountable for supporting the provision of community water and waste services.
- Number and outcomes of meetings and workshops facilitated to support community capacity.

Goal

Strategies and Tasks

Performance Measures

Goal 4

IWB board and staff members have the knowledge, skills and resources to fulfill their responsibilities.

- Identify options to secure human resources required to support the organization's operations.
- Orient and train IWB board and staff members in their duties and responsibilities.

- IWB board and staff members visit at least one community each year and meet with community leadership to discuss water and waste management issues and licensing processes.

- Selection of an approach to secure human resources by December 31, 2015.

- New IWB board and staff members provided with orientation packages.

- Number of training activities completed by Board members and by staff members.

- Completion of all annual staff member performance evaluations addressing performance, capacity and capabilities and training needs.

The Inuvialuit Water Board will report annually on the Performance Measures identified in this strategic plan.

