



23rd NWT Board Forum Meeting

(continued)

Summary Report

DATE OF SUBMISSION:

March 23, 2018

SUBMITTED TO:

Indigenous and Northern Affairs Canada
Yellowknife, NT

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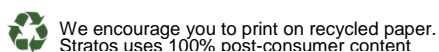
Our Vision

A healthy planet. An equitable world. A sustainable future.

Our Mission

We work together to empower organizations to take real steps towards sustainability.

Stratos runs its business in an environmentally and socially sustainable way, one that contributes to the well-being of our stakeholders – clients, employees and the communities in which we operate. Reflecting this commitment, we have an active Corporate Social Responsibility program. For more information about our commitments and initiatives, please visit our Web page: www.stratos-sts.com/about



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1 Welcome and Introductions

On February 15, 2018, the NWT Board Forum convened at Northern United Place in Yellowknife, NT. Berna Martin, a Yellowknives Dene First Nation Elder, welcomed the participants to the region and commenced the meeting with the Lord's prayer. The facilitator, Julie Pezzack of Stratos, Inc., then invited a roundtable of introductions from the participants (see Appendix A) and set out the agenda for the Forum meeting (see Appendix B).

This report provides a synthesis of what was heard at the Forum meeting, including follow-up items for the next NWT Board Forum meeting and beyond.

1.1 MEETING OBJECTIVES

Based on input from the last meeting in Inuvik in November 2017 as well as a survey that was sent to all member organizations in early February, the objectives of this meeting were to:

- Review the results of the Forum members survey
- Understand members concerns and perspectives on the Forum going forward
- Clarify the purpose and intent of the NWT Board Forum
- Gather input on finalizing the Forum's Terms of Reference
- Agree on the date of and process for setting the agenda for the next meeting of the Forum

1.2 NOTES FROM ABSENTEES

The following notes were provided by absentees:

- The Government of the Northwest Territories (GNWT) communicated to the INAC Board Relations Secretariat (BRS) that their stance is that the NWT Board Forum is for Boards and they intend to support as needed.
- The Sahtu Land Use Planning Board (SLUPB) sent their regrets and said that they would be following up with a summary of their thoughts via email correspondence.
- The Wek'eezhii Land and Water Board (WLWB) were also unable to attend. As one of the co-hosts of the next NWT Board Forum meeting, they had already spoken with the BRS about their preferred arrangements (covered in Section 5 Moving Forward Together).

1.3 HEADLINES IN THE MAKING

To set the tone for a focused and cooperative meeting, the facilitator asked participants to divide into small groups for a quick activity. Participants were invited to imagine that they are headline writers for a Canadian news agency and **write a headline that they would like to see appear in the news or on Twitter a year from now on something that the Boards have accomplished by working collaboratively.**

Figure 1 includes all of the headlines produced during the activity. While the results mostly showcased participants' views that the NWT resource management regime is or should be recognized as a successful model, one headline reaffirmed the importance of finalizing the NWT Board Forum's Terms of Reference.

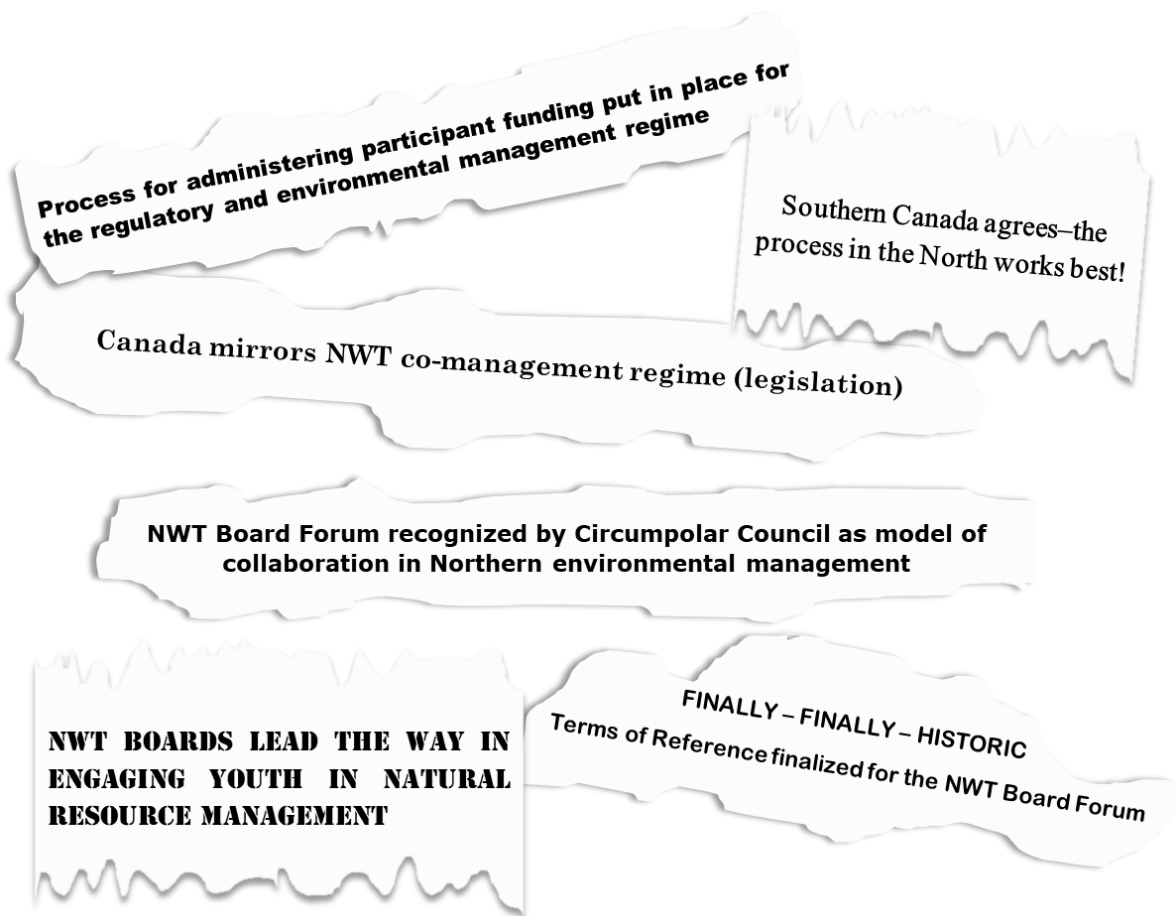


Figure 1: NWT Board Forum collaboration headlines.

1.4 ACRONYMS

This report mentions several organizations which will subsequently be referred to by their acronyms as outlined in Table 1.

Table 1: Organizations involved or mentioned in the NWT Board Forum meeting in February 2018.

Organization	Acronym
Board Relations Secretariat	BRS
Environmental Impact Screening Committee	EISC
Indigenous and Northern Affairs Canada	INAC
Inuvialuit Water Board	IWB
Joint Secretariat	JS
Government of the Northwest Territories	GNWT
Gwich'in Land and Water Board	GLWB
Gwich'in Renewable Resources Board	GRRB

Organization	Acronym
Mackenzie Valley Environmental Impact Review Board	MVEIRB
Mackenzie Valley Land and Water Board	MVLWB
Northwest Territories Surface Rights Board	NWT SRB
Sahtu Land Use Planning Board	SLUPB
Wek'eezhii Renewable Resources Board	WRRB
Wek'eezhii Land and Water Board	WLWB

2 Setting the Context

To set the context for the day, Matthew Spence, the Regional Director General (RDG) of INAC, spoke briefly about a few initiatives and changes that may impact the NWT Board Forum. The facilitator then provided an overview of the results of the survey that was distributed to Forum members in early February 2018.

2.1 COMMENTS FROM MATTHEW SPENCE, RDG, INAC

Matthew Spence became the RDG for INAC in October 2017. He spoke about four topics at the meeting:

2.1.1 The Recognition and Implementation of Rights Framework

The development of a Recognition and Implementation of Rights Framework for Indigenous Peoples was announced in the House of Commons February 14, 2018. Mr. Spence had recently met with the two Yellowknives Dene Chiefs as they listened to the announcement and then they followed-up with the Minister's office in terms of feedback. He announced that the framework is primarily a South of 60 initiative to bolster reserves, improve self-government and improve the way that they fund those groups. As a result of the negotiation of community self-government agreements, there will be implications in the NWT since the GNWT plays an important role and their priorities may be different than those of INAC. Minister Carolyn Bennett will be visiting the NWT to collect further input on the framework in mid-March. Mr. Spence encouraged the Boards to participate in the consultation and public engagement sessions and indicated that Tina Bohnet can provide a guidance document to interested individuals.

2.1.2 The Arctic Policy Framework

The Arctic Policy Framework has been an initiative of INAC's for more than a year. Its scope covers Nunavik and Nunatsiavut, as well as the territories. Mr. Spence announced that the key themes of the Framework include:

- Comprehensive Arctic infrastructure
- Strong Arctic people and communities
- Strong, sustainable and diversified Arctic economies
- Arctic science and Indigenous knowledge
- Protecting the environment and conserving Arctic biodiversity

- The Arctic in a global context

Mr. Spence indicated that he would be interested to receive feedback from the NWT Board Forum on the themes in the coming months.

2.1.3 INAC Department Transformation

INAC will be splitting into two departments: Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC, Minister Carolyn Bennett) and the Department of Indigenous Services Canada (DISC, Minister Jane Philpott). While the NWT will primarily interact with CIRNAC, because of the comprehensive land claims agreements and treaties, DISC is important to the community level as the community self-government agreements are being negotiated. The First Nation and Inuit Health Branch (FNIHB) has also been absorbed into DISC from Health Canada. Although not confirmed, Mr. Spence stated that it is his impression that the INAC NWT Regional Office will remain and report to both Ministers.

2.1.4 Commitment to the NWT Boards

Mr. Spence also spoke to the elements of NWT Board processes for which INAC is responsible, including Board appointments and resourcing for the Forum. He encouraged people who are up for re-appointment to apply through the new system established in 2016 and to identify their interests for future appointments. INAC would ultimately like to put together a list of eligible people who could sit on the Boards to streamline the appointment process. INAC is also considering appointing alternates, recognizing the recent challenges Boards have been facing in reaching quorum. In terms of resourcing, Mr. Spence highlighted INAC's substantial contribution to the NWT Board Forum in terms of funding and the new roles of Tina Bohnet and Robert Holliday as the BRS.

It was also noted that if the Boards wish to submit a letter about an issue addressed to a Minister, it is triaged, and the responsibility of the letter eventually falls to Tina Bohnet to respond. Tina's response then must be vetted through the chain of Assistant Deputy Minister, Deputy Minister, and then the Minister for final approval. Tina requested that if a Board submits a letter to the Minister that they copy either her or Robert Holliday so that they are aware and can begin responding sooner.

In terms of a path forward, Mr. Spence said that he has an interest in seeing the NWT Board Forum become more effective. His impression is that the Boards have matured and, as a result, the value of the Forum is changing. In the past, it was focused on best practices and increasing capacity. Now that the Boards are functioning well, he stated that the Board Forum and its members now have to decide on a path forward.

2.2 FORUM SURVEY RESULTS OVERVIEW

On February 6, 2018, a survey was distributed to the NWT Board Forum's members that was intended to shape the discussions of the meeting. The facilitator presented the results of the survey, which covered the following themes: membership, focus, working together, decision-making and meetings. The full survey results are available in Appendix C.

The survey was sent out to 38 individuals, 12 of whom responded. The response rate may seem low due to the quick turnaround time required to plan the meeting; participants had only three days to respond.

One participant raised concerns about the viability of the survey results in that multiple individuals could have responded from each member organization. The survey was intentionally anonymous to encourage more open participant comments. Because of this the survey results do not provide details as to who exactly responded or if there were duplicate responses within organizations. However, other participants confirmed that they coordinated within their Board to provide only one response for their organization.

It is important to note that **the survey results are not be received as a comprehensive or robust demonstration of the positioning of all NWT Board Forum members**. They were intended to be used as context setting for the meeting and to inform discussions and considerations.

3 Framing Out the Future of the Forum

Since the conception of the NWT Board Forum in 2004, Boards and Board members have matured and are no longer as heavily focused on operational challenges. There was strong agreement among participants that the NWT Board Forum needs to evolve to meet the new needs of the Boards and continue to add value. It was suggested that the first step to moving forward is to understand the Forum's focus in its modern operating environment. Flowing from this, the participants discussed membership and how the members should (and should not) be working together on common issues. Several items were also tabled for discussion at future Forum meetings.

3.1 FOCUS

There was overwhelming agreement that the main focus of the Board Forum should be on the ability of its members to fulfil their functions and make well-informed decisions. Effective decision-making can be facilitated through both capacity building initiatives (particularly for newer members) and exposure to recent information that is relevant to all Boards (e.g. recent research on cumulative effects). It was specified by one participant that competent Boards should not only have a good understanding of the environment and natural resource management processes in their region, but awareness of the information and issues relevant across the territory.

3.1.1 Capacity Building

Participants agreed that capacity building still has a place as one of the focuses of the Forum, in the sense that newer members can benefit from ongoing training initiatives. The Training Committee announced that there will be an NWT Renewable Resources course available to members in the coming year. One comment was made that the Forum could also consider co-developing materials that support the communities' knowledge of the management processes in their region.

3.1.2 Areas of Common Interest

One participant stated that the central interest common to all NWT Board Forum members is the notion that "environmental stewardship and responsible development go hand in hand." Having access to current information about both the biophysical and the socio-economic environment in which the NWT Boards are operating is particularly useful to making strong decisions. Several participants saw value in the NWT Board Forum tabling more overarching issues and avoiding

discussions that highlight regional or operational differences during the meetings. Some specific examples that were provided include:

- Cumulative effects – current state of knowledge from the Cumulative Impacts Monitoring Program (CIMP)
- Climate change – effects on wildlife, permafrost, and the landscape
- Recognition of Rights and Implementation Framework – implications for Indigenous communities and perspectives

It was noted that some of the most effective meetings in the past have centred around a theme that is common to all members and transcends the mandates of each Board.

3.2 MEMBERSHIP

There was general agreement among the participants that the NWT Board Forum should include the Boards that facilitate and regulate the environmental review and licencing processes, as well as those that feed into the process.

All NWT Board Forum member organizations have limited capacity, need specialized, technical expertise on common issues, and perform a recommendation/decision-making function.

One participant highlighted that regardless of how a member is involved in environment and natural resource management in the NWT, all member organizations have limited capacity, need specialized, technical expertise on common issues, and perform a recommendation/decision-making function. The Forum has greater capacity as an inclusive group than any member or subset of member organizations has individually.

Membership is discussed in further detail in this report under Section 4 Terms of Reference.

3.3 WORKING TOGETHER

As the participants discussed how they could envision Forum members working together in the future, they pointed to past examples of collective action that the Forum had taken:

1. **Science and Community-based Research Priorities:** In 2009, the Forum worked together to identify research priorities that could support the work of its member organizations. The groups conducting the research have yet to be invited to present their results to the Forum. It was suggested that the research priorities and results be integrated into the next Forum meeting.
2. **The Response to the Northern Regulatory Reform Initiatives:** In 2010, the Forum participants thought that stronger engagement with the Boards on behalf of government was important. Some Boards signed a letter, not under the umbrella of the NWT Board Forum, to demonstrate a collective stance as to how they wanted to be consulted going forward.
3. **Lobbying for Training Funding:** Most recently, the Forum members penned multiple letters to INAC and the National Energy Board (NEB) to receive greater funding for the training initiatives the Board Forum was undertaking.

While there was agreement that the Forum is a place to discuss and plan a strategy around commonly shared issues, a few participants raised concerns about using the NWT Board Forum label for advocacy purposes. It was noted that the Board Forum is not a society; it does not have legal standing and therefore it does not have the authority to send letters to government. Participants agreed that the Forum is the place to raise issues that are impacting the group, but that collective bargaining or “getting political” should not be a function of the Forum.

3.4 ITEMS FOR DISCUSSION AT FUTURE MEETINGS

The following items were specifically set aside for discussion at future meetings:

- Revisit the goals of the NWT Board Forum as outlined in the 2009 Strategic Plan.
- Develop a greater understanding of common issues and shared challenges.
- Discuss what worked and did not work related to previous decisions, inviting feedback from outside organizations.

4 Terms of Reference Discussion

One of the key agenda items of this meeting was to gather input to finalize the NWT Board Forum's Terms of Reference. The most recent Terms of Reference were developed for the NWT Board Forum in 2011 and 2015. While the 2015 Terms of Reference were not approved, they were referenced throughout this discussion in terms of updating the Forum's membership. It was agreed that the new Terms of Reference should only require some changes and additions to the 2011 version.

To facilitate this discussion, the group revisited the goals of the NWT Board Forum's Strategic Plan, which emerged from a 2009 meeting in Hay River, and the objectives of the 2011 Terms of Reference that followed from the Strategic Plan. Sections 4.1 to 4.5 of this report outline the key changes to the 2011 Terms of Reference that were suggested by the participants, which related to the purpose statement, the objectives, membership, the committees, and the agenda setting process.

4.1 OBJECTIVES

Several participants agreed that the following objective resonated the most with the NWT Board Forum in the present day: “To provide a forum for the NWT resource co-management/public boards to hear from industry, government and other interest groups on issues of common interest not specific to a development under active consideration by a co-management/public board.” One participant suggested modifying the language to read “...to hear from and discuss with industry, government and other interest groups...”

4.2 PURPOSE STATEMENT

It was noted that the objectives do not capture the central purpose of the Forum, which participants agree is to improve the quality of the information that leads to stronger Board decisions. Arthur Boutilier of the GRRB suggested revising the purpose statement of the 2011 Terms of Reference to read:

*“To establish a forum of NWT resource co-management/public boards to facilitate discussion on matters of common interest and **to continue improving the quality of decisions made.**”*

4.3 MEMBERSHIP

There was agreement that the 2011 Terms of Reference would be updated to include individuals from all of the organizations listed in the 2015 Terms of Reference. The suggested NWT Board Forum membership in the new Terms of Reference is:

- The Chairpersons of all resource co-management and public institutions created under the Mackenzie Valley Resource Management Act, the Waters Act, the Surface Rights Act, the Inuvialuit Final Agreement, the Gwich'in Comprehensive Land Claim Agreement, the Sahtu Dene and Metis Comprehensive Land Claim Agreement, and the Tlicho Land Claims and Self Government Agreement.
- The Chairperson of the National Energy Board (NEB).
- The Executive Director of the Office of the Regulator of Oil and Gas Operations (OROGO).
- The Regional Director General of Indigenous and Northern Affairs Canada's NWT Regional Office.
- A senior designate (Deputy Minister or Assistant Deputy Minister) from each of the Department of Lands and the Department of Environment and Natural Resources of the Government of the Northwest Territories.
- Alternates as provided by any of the above parties.

4.4 THE COMMITTEES

Since the Forum is a collective, it is helpful to have working groups who can lead certain tasks in between meetings, such as setting the agenda or promoting training materials. Four committees were discussed during the meeting.

4.4.1 Training Committee

Participants continue to see value in a small group of individuals leading the in-person and online training initiatives (e.g. Orientation for Board Members, Administrative Law). This Committee helps to fulfill an essential objective of the Forum, which is to continue building the capacity of individual Board members. The membership of the Training Committee was not specified during the session.

4.4.2 Outreach and Communications Committee

The Outreach and Communications Committee is not established in either the 2011 or 2015 Terms of Reference, but it is thought to have been formed as a result of a recent meeting. One participant stated that it may be helpful to create committees on an ad hoc basis when the NWT Board Forum wants to bolster a specific function like communications. The membership of the Outreach and Communications Committee was not specified during the session.

4.4.3 Governance Committee

The exact function of the Governance Committee is not specified in the 2015 Terms of Reference. One participant recalled that there was once a document outlining the role of the Governance Committee that emerged from the 2009 meeting, but it has since been lost. Other participants had the

impression that the Governance Committee plays a significant role in setting the agenda. It was agreed that the Governance Committee should be dissolved and that a Steering Committee would instead facilitate the agenda setting process.

4.4.4 The Steering Committee

In the 2011 Terms of Reference, there is a Forum Secretariat, which has the following duties:

- Plan and organize the draft business agenda for the meetings of NWT co-management/public board Executive Directors, in consultation with (to the extent possible) NWT Board Forum members;
- Coordinate the review and approval of the agenda by a transition team of Chairs from Committees as well as previous and upcoming Board Forum host Chairs;
- Maintain the records of the Board Forum;
- Facilitate day-to-day communication and operations within the Board Forum; and
- Facilitate communication between the Board Forum and other interested individuals and organizations.

These duties are essential to ensuring that the agenda setting process and communications operate smoothly. Now that the BRS exists, the Forum participants opted to rename the Forum Secretariat to the Steering Committee. More details about the composition and function of the Steering Committee are provided under Section 4.5 Agenda Setting.

4.5 AGENDA SETTING

The **key process** identified for setting the agenda, which is to be included in the new Terms of Reference, is as follows:

1. The NWT Board Forum members agree, in discussion at a formal meeting, on who will be the next co-hosts and what the theme of the next meeting will be. The location and timing are also chosen, based on the preference of the co-hosts and input from all members.
2. The Steering Committee is formed with coordination support from the BRS. It includes the BRS, the co-hosts, and representatives from other Boards operating in the co-hosts' jurisdiction. The Steering Committee membership must be reflective of the region where the meeting is to take place to the extent possible and must include a member of a Renewable Resources Board and/or a Land Use Planning Board.
3. The Steering Committee drafts an agenda and sends it to NWT Board Forum members for comment and, ultimately, validation. This process may require multiple iterations.
4. The Steering Committee finalizes the agenda in collaboration with the facilitators of the upcoming meeting.

Best practices for setting the agenda:

- Begin the planning process six months in advance of the meeting, to ensure there is sufficient time for feedback from Forum members.
- Ensure that all members have a reasonable amount of time to respond to the agenda and to communicate any additions, modifications, and concerns to the Steering Committee.
- Provide multiple opportunities for feedback.

5 Moving Forward Together

Planning for the next NWT Board Forum is already underway between the BRS and the volunteer co-hosts, the WRRB and the WLWB. The co-hosts were unable to attend this portion of the session, but their input was provided through the BRS.

At the last NWT Board Forum meeting, participants indicated that the week of June 18, 2018 could be an ideal time for the Forum to reconvene. However, the WRRB and the WLWB have requested that the meeting take place earlier in the month to avoid conflicting obligations, such as National Aboriginal Day (June 21st) events. The IWB indicated that they may or may not be able to accommodate the new proposed schedule.

There was agreement from the remaining participants that the following location and timing would work well for their organizations:

Location: Yellowknife, NT
Timing: The week of June 11th

Based on conversations in the session about focusing on areas of common interest, it was agreed that the theme of the next meeting would be **“Information Requirements for Making Good Decisions.”**

In line with the agenda setting process agreed upon by participants (see Section 4 Terms of Reference Discussion), it was determined that a Steering Committee will be established with representatives from each member organization in the Wek’eezhii region to guide the planning and development of the agenda, associated activities, and logistics. It was noted that some types of organizations may not be represented in the region (e.g. the Wek’eezhii region does not have a land use planning board). In these instances, the co-hosts and the BRS will determine a reasonable substitute from an outside jurisdiction to ensure adequate representation.

6 Next Steps and Closing Reflections

To close the Forum meeting, the facilitator outlined the **follow-up actions** and asked participants to provide any **closing reflections**.

6.1 ACTION ITEMS

The following actions items and accountabilities were agreed upon at the meeting:

1. Distribute the November meeting evaluation feedback, the *23rd NWT Board Forum Meeting - Summary Report*, and the February 2018 survey results to all member organizations (Tina Bohnet, Manager of Indigenous and Territorial Relations, INAC).
2. Develop and distribute a process and timeline checklist for agenda setting for future NWT Board Forum hosts (Tina Bohnet, Manager of Indigenous and Territorial Relations, INAC, with input from Stacey Menzies, Policy and Planning Officer, MVEIRB).
3. Circulate the list of research priorities identified and confirmed by the NWT Board Forum in 2009 (Mark Cliffe-Phillips, Executive Director, MVEIRB).

4. Revise the 2011 Terms of Reference to include the rewording of the purpose statement, the updated list of members as shown in the 2015 Terms of Reference, and the new process for agenda setting (Tina Bohnet, Manager of Indigenous and Territorial Relations, INAC).
5. Share information about the upcoming training sessions on Board Orientation (March 19-20) and Administrative Law (March 21-22), the online training platforms, and the online regulatory mapping tool pilot with all member organizations (Mark Cliffe-Phillips, Executive Director, MVEIRB).
6. Develop a one-page summary of the history of the NWT Board Forum and its evolution, to be tabled at the next meeting (Robert Holliday, Acting Project Leader, Board Relations Secretariat, INAC).

6.2 CLOSING THOUGHTS

The facilitator invited participants to make any final comments. Central to the continued success and focus of the Forum, two themes emerged:

1. **Demonstrating Commitment as Members** – Mike Harlow of the JS reiterated a point made by Roger Connelly of the IWB, where he emphasized the importance of NWT Board Forum members actively participating in the Forum’s initiatives in the context of the Forum survey results. Mr. Harlow agreed that it is important that if individuals want to be a part of the Forum, they should follow through with their commitments.
2. **Harnessing the Corporate Knowledge of the Forum** – Arthur Boutilier of the GRRB highlighted the importance of harnessing the corporate knowledge of the NWT Boards and revisiting the past decisions and documentation to understand the path that has led to the Forum’s current state. Mark Cliffe-Phillips of MVEIRB seconded Arthur’s point, commenting that the group “came full circle” when they revisited and revalidated the components of the Strategic Plan and the Terms of Reference. Some of the frustration that the Board and its members appear to be experiencing is likely due to the loss of knowledge from a combination of time passed and membership turnover within the Forum. There was hope that the one-page summary of the history of the NWT Board Forum may shed light on its evolution for all members.

“A forum is not intended to be a bureaucracy – it’s a place where people get together, share information, learn from each other, and come away from it as better decision-makers.”

Louie Azzolini, NWT SRB

Appendix A – Participants List

The following organizations and individuals were present at the NWT Board Forum meeting on February 15, 2018:

- Environmental Impact Screening Committee (David Livingstone)
- Gwich'in Land Use Planning Board (Arthur Boutilier)
- Gwich'in Renewable Resources Board (Doug Doan)
- Indigenous and Northern Affairs Canada (Matthew Spence, Tina Bohnet, and Robert Holliday)
- Inuvialuit Water Board (Roger Connelly and Mardy Semmler – Teleconference)
- Joint Secretariat (Mike Harlow)
- Mackenzie Valley Environmental Impact Review Board (JoAnne Deneron, Mark Cliffe-Philips and Stacey Menzies)
- Mackenzie Valley Land and Water Board (Mavis Cli-Michaud and Shelagh Montgomery)
- Northwest Territories Surface Rights Board (Louie Azzolini)
- Office of the Regulatory of Oil and Gas Operations (Jamie Fulford)
- Wek'eezhii Renewable Resources Board (Jody Pellissey)
- Stratos, Inc. (Julie Pezzack, Kathryn Lupton)

Appendix B – Meeting Agenda

NWT Board Forum

February 15, 2018
Northern United Place
5403 50th Avenue – Auditorium
Yellowknife, NT

Participant's Agenda

Convener: Indigenous and Northern Affairs Canada (INAC)

Facilitators: Julie Pezzack and Kathryn Lupton, Stratos Inc.

Forum Purpose:

The purpose of the Forum is to convene as a collaborative body of the entities in the Northwest Territories with responsibilities for land and resource management, with the aim of facilitating discussion and initiatives on matters of common interest.

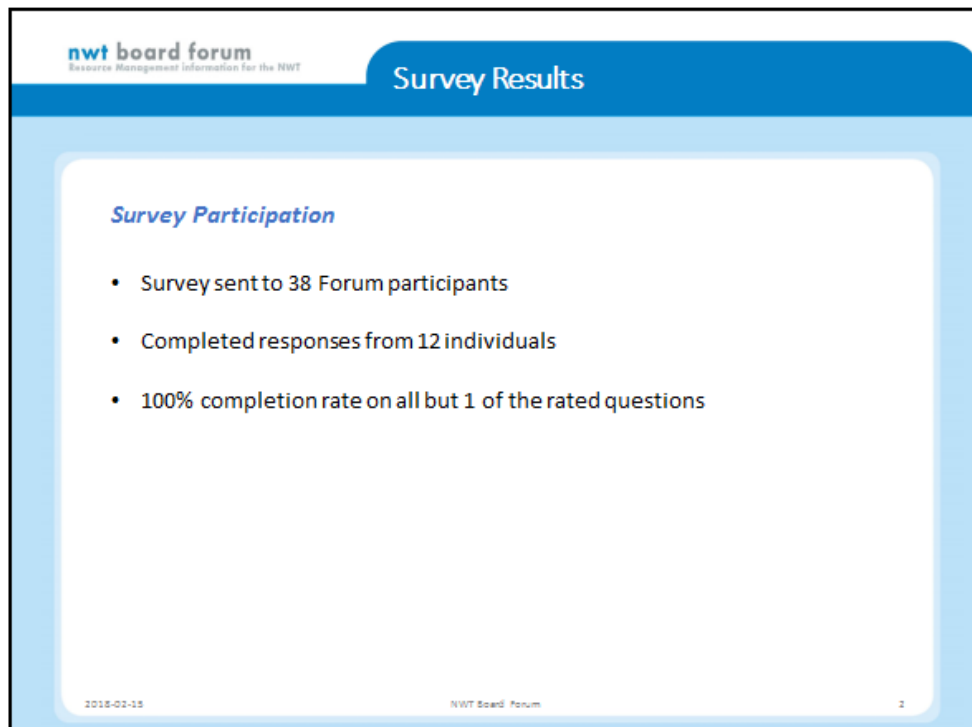
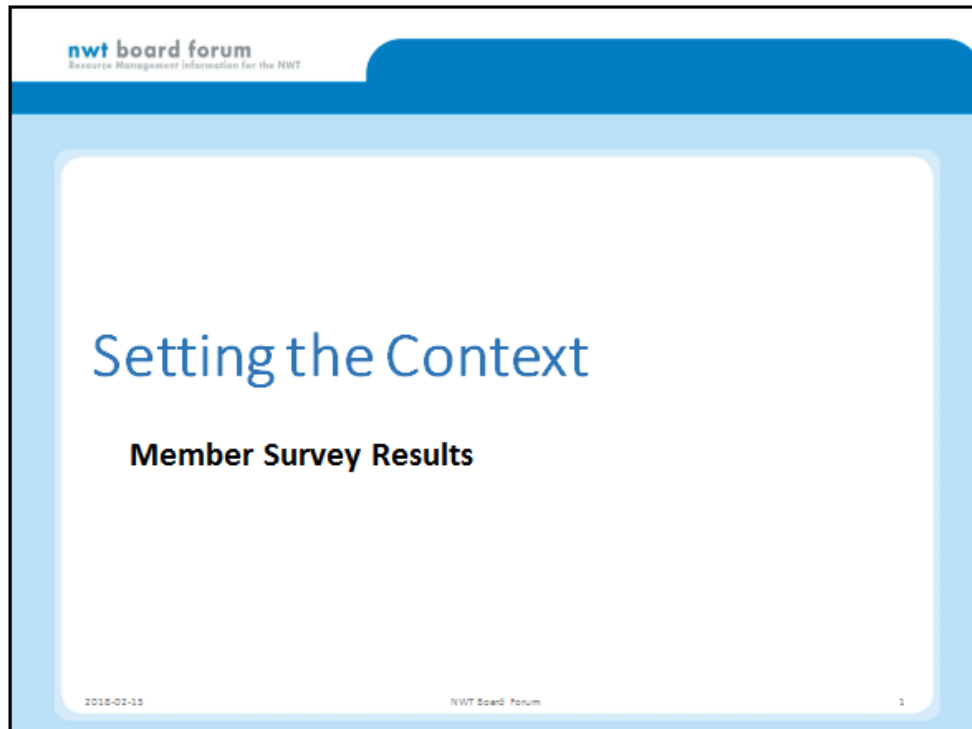
Meeting Objectives:

The specific objectives of this Forum meeting are to:

- Review the results of the Forum members survey
- Understand members concerns and perspectives on the Forum going forward
- Clarify the purpose and intent of the NWT Board Forum
- Gather input on finalizing the Forum's Terms of Reference
- Agree on the date of and process for setting the agenda for the next meeting of the Forum.

#	Agenda Item	Timing
1	Network and Coffee	8:45 – 9:00
2	Welcome, Opening Prayer, Introductions and Activity	9:00 – 9:30
3	Setting the Context Context setting by Matt Spence, RDG INAC and presentation of Forum member survey results.	9:30 – 10:30
	BREAK	10:30 – 10:45
4	Framing out the Future of the Forum Drawing from the survey results, focus on the future vision of the Forum and how it will operate.	10:45 – 12:00
	LUNCH (not provided)	12:00 – 1:30
5	Framing out the Future of the Forum <i>(cont'd)</i> Continued discussion to focus on the future vision of the Forum and how it will operate.	1:30 – 2:30
	BREAK	2:30 – 2:45
6	Getting to Agreement on the Forum's Terms of Reference Discuss and validate Terms of Reference.	2:45 – 3:45
7	Moving Forward Together Planning for the next Forum meeting hosted by WRRB and WLWB in June.	3:45 – 4:30
8	Closing Roundtable and Next Steps	4:30 – 5:00

Appendix C – NWT Board Forum Survey Results



General

We asked...

I believe participation in the NWT Board Forum brings value to my organization.

You answered...



I am satisfied with the NWT Board Forum meetings to date



If you could make one change to the NWT Board Forum to make it more effective, what would it be?



2015-02-15

NWT Board Forum

3

Membership

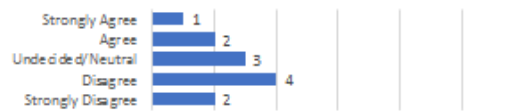
We asked...

For what you believe the focus of the NWT Board Forum should be, are the right organizations around the table?

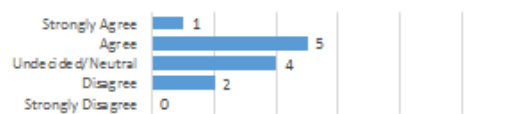
You answered...



Other organizations, such as Indigenous governments, should be invited to participate as Forum members.



The NWT Board Forum should have some meetings which are exclusive to Boards, and some meetings that are more inclusive to all Forum members.



2015-02-15

NWT Board Forum

4

Membership

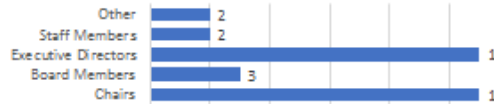
We asked...

The Forum should more frequently invite outside parties (e.g. industry associations, ENGOs, etc.) to present at meetings.

You answered...



Who is best placed to attend the Forum meetings from each Board?



Please use this space to further explain/expand on your answers to the above questions.

Participation on the Board:

- redefine roles and levels of participation (observers vs. members)
- need for consistency in government representatives

Refocus and clarify purpose and goals

- Admin support from the BRS
- Flexibility for small organizations
- Valuable learning experience

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NWT Board Forum

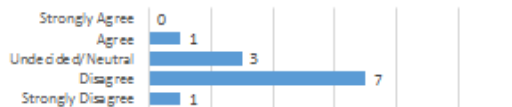
5

Focus

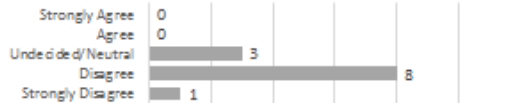
We asked...

The Forum should exclusively focus on strategic governance and policy-related issues.

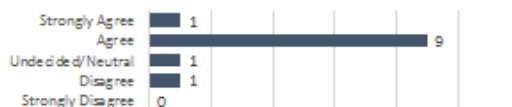
You answered...



The Forum should exclusively focus on operational issues.



The Forum should focus on a balance of strategic and operational content.



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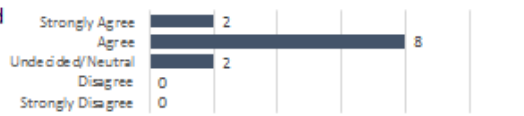
6

Focus

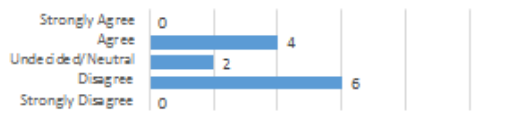
We asked...

Forum meetings should be structured around a central theme.

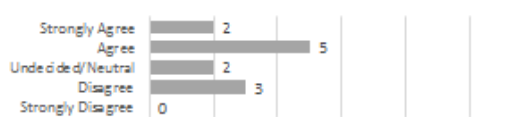
You answered...



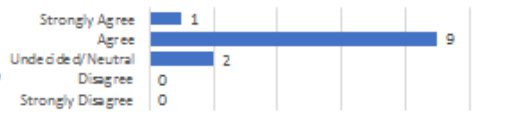
The primary focus of the Forum should be on information sharing.



The primary focus of the Forum should be member collaboration on shared challenges to achieve specific results/outcomes.



The Forum should seek to evenly balance information sharing and collaborating on shared challenges to achieve specific results/outcomes.



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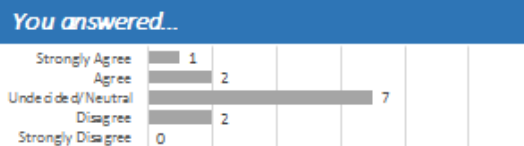
NWT Board Forum

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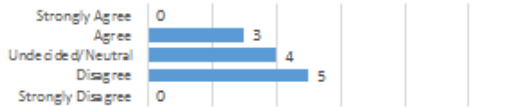
Working Together

We asked...

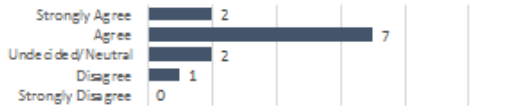
The NWT Board Forum is effectively identifying opportunities to share resources and expertise.



The Forum is successful in engaging and informing all participants on Board Forum-related matters.



The Forum would benefit from strengthened committees and/or working groups.



I would be willing to participate on a committee and/or working group depending on its focus.



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Decision Making

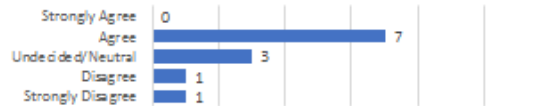
We asked...

The NWT Board Forum should operate on a consensus basis.

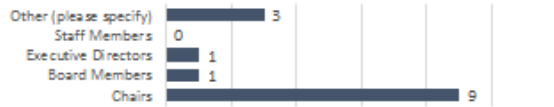
You answered...



Members should have the option to collectively take positions on issues and present this position, even if not all members agree with the position, as long as the position is presented as being specific to only certain members of the NWT Board Forum versus the Forum as a whole.



At what level(s) should decisions be made?



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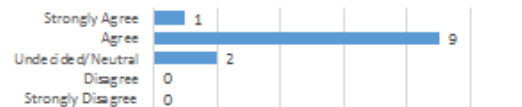
9

Meetings

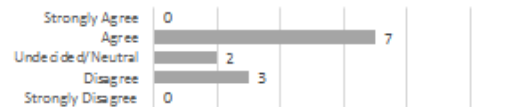
We asked...

Forum meetings should be organized so that there are more opportunities for Boards who have similar mandates in the environmental management processes (e.g. environmental screeners and regulators, renewable resource boards, land use planning boards) to work together, versus everything being discussed with all members.

You answered...



Forum meetings should be organized so that there are more opportunities for individuals who play similar roles within their Boards (e.g. Chairs, Executive Directors) to work together on specific issues.



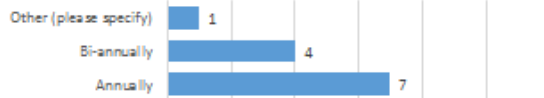
2018-02-15

Meetings

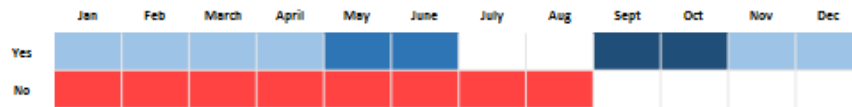
We asked...

You answered...

How often should the NWT Board Forum convene?



What time of year is best to convene the NWT Board Forum meetings for your organization?



Colour legend:

- The darker the green, the more alignment amongst respondents of it being a good time of year for Forum meetings
- Red indicates a bad time by one or more respondents
- Blank indicates that no votes were received

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Framing out the Future of the Forum

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A Deeper Dive on What We Heard

- Who should participate in the Forum and in what capacity?

Participant	Capacity
Boards	<ul style="list-style-type: none"> Keep Board focus Board focus is problematic because other regulators perform board-like functions
Public governments, including Indigenous governments	<ul style="list-style-type: none"> Boards are meant to be independent of governments Governments should not sit as members, but should be invited to participate Need for consistency in government representatives if they are going to be members vs. revolving attendance to date The number of Indigenous governments raises concerns about the practicality of their attendance Need to balance out the number of government representatives Consider allowing representatives of the Intergovernmental Councils to attend in a representative capacity for both public and Indigenous governments
Non-member organizations such as industry associations, NGOs, etc.	<ul style="list-style-type: none"> Should be included when appropriate, based on the meeting theme/relevant issues being discussed

- Determining Forum membership critical to clarifying other aspects of the Forum's future

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A Deeper Dive on What We Heard

- The Forum should focus its efforts on:
 - How Boards can obtain and use relevant information in their decision making processes
 - Developing "products" (i.e. guidelines, outreach/communications materials, training materials, position papers, joint letters)
 - Discussing collaboration around shared challenges within each members' particular mandate and role
 - Sharing resources across Boards (staff, expertise, information, etc.)
 - Innovations in co-management in an evolving Indigenous governance context
 - Building environmental leadership capacity in the North

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A Deeper Dive on What We Heard

- We should be collaborating with other Boards on **specific regulatory / legislative issues affecting all Boards**, such as:
 - Licencing processes and standards across the GNWT
 - Regulatory reviews
 - Preliminary screenings
 - Land use plan conformity issues
 - Proposed legislative amendments and concerns with integration into Board enabling legislation
 - Consultation and engagement in the face of Supreme Court of Canada decisions

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A Deeper Dive on What We Heard

- Meetings have become focused on information updates from a variety of agencies/government departments. There is a need to move back to a “products” and “collaboration” focus
- Using the Forum in a political role (e.g. lobbying for increased funding) is problematic
- Need to clarify Working Group mandates and provide guidelines around participation
- Need to resolve governance issues (i.e. INAC capacity) before success in the area of working together can be measured

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Decision Making

A Deeper Dive on What We Heard

- The Forum should operate on a consensus basis (from all members)
- Decisions should be made by the Chairs
- People in attendance should be able to make decisions vs. "getting back later"



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Meetings

A Deeper Dive on What We Heard

- Majority prefer annual meetings with strong support and interest in participating in working group meetings outside of regular Forum meetings
- Open to additional Forum meetings on a as-needed basis
- Slightly more preference for Fall (September-October) then Spring (May-June) identified as the best time of year to meet

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Appendix D – 2011 Terms of Reference

Terms of Reference

NWT Board Forum

As

Approved November 29, 2011

1) Purpose

To establish a forum of NWT resource co-management/public boards to facilitate discussion on matters of common interest.

2) Objectives

- To increase mutual awareness by NWT resource co-management/public boards regarding their respective activities;
- To identify and develop collaborative approaches to resolve issues of common concern;
- To collaborate on strategic and operational planning initiatives where beneficial;
- To identify opportunities to share resources and expertise (e.g., cost sharing certain initiatives, sharing human resources and/or information technology, sharing “lessons learned” and “best practices”);
- To provide a forum for the NWT resource co-management/public boards to hear from industry, government and other interest groups on issues of common interest not specific to a development under active consideration by a co-management/public board; and
- To pursue collaborative training and development initiatives where beneficial.

3) Membership

Membership of the Board Forum comprises the Chairs, or designated alternates, of all resource co-management/public boards created under the Mackenzie Valley Resource Management Act (MVRMA), the NWT Waters Act (NWTWA), the Inuvialuit Final Agreement (IFA), the Gwich'in Comprehensive Land Claim Agreement, the Sahtu Dene-Metis Comprehensive Land Claim Agreement, the Tlicho Land Claims and Self Government Agreement, the Regional Director General of Aboriginal Affairs and Northern Development Canada, NT Region or designated alternate, a designate from the National Energy Board (NEB), and a senior designate (Deputy Minister or Assistant Deputy Minister) of the Government of the Northwest Territories.

As land claims are settled, new co-management boards/institutions of public government are deemed to be added.

4) Organizational Responsibilities

Business Planning Agenda

The business agenda for the meeting(s) of the Board Forum will be approved by the co-management/public board Chairs.

Meeting Host

The opportunity to host the meeting (s) of the Board Forum will rotate from board to board.

Administration and Co-ordination Support

The Board Relations Secretariat of the NT Regional Office, Aboriginal Affairs and Northern Development Canada provides administrative and co-ordination support for the operations of the Board Forum.

Funding

Travel and accommodation costs will be covered by participants. The Board Relations Secretariat will provide a share of common logistical costs.

5) Conduct Meetings

The Chair, or designated alternate, of the host board shall Chair the meetings of the NWT Board Forum.

The Executive Director of the board hosting the next meeting of the Board Forum shall Chair any special meetings that may be required by the Board Forum.

Actions and decisions are generally consensual. If necessary, Robert's Rules of Order shall apply to the conduct of the Board Forum or related committee or working group meetings

6) Meetings, Schedules and Locations

1. Meetings of the Board Forum will be held in the fall and spring of each year. At each meeting of the Board Forum, a board will be selected to host the next meeting. The host board will select the community in which the next Board Forum will be located.
2. Standing Committees and Working Groups may be established by members and they will determine their structure and meeting requirements.
3. Other special meetings may be scheduled by Board Forum members.

7) Forum Secretariat – Working Group

Operational support for the NWT Board Forum will be provided by a Secretariat comprised of the following individuals:

1. Executive Director, Mackenzie Valley Environmental Impact Review Board
2. Executive Director, Mackenzie Valley Land and Water Board
3. Executive Director, Inuvialuit Joint Secretariat
4. Manager, Board Relations Secretariat – NT Regional Office, Aboriginal Affairs and Northern Development Canada
5. Associate Deputy Minister, Department of Environment and Natural Resources, Government of Northwest Territories or designate,
6. Executive Directors from previous and upcoming Board Forum host Boards, and
7. Other Executive Directors as interested.

The Forum Secretariat is responsible to:

- Plan and organize the draft business agenda for the meetings of NWT co-management/public board Executive Directors, in consultation with (to the extent possible) NWT Board Forum members;
- Coordinate the review and approval of the agenda by a transition team of Chairs from Committees as well as previous and upcoming Board Forum host Chairs;
- Maintain the records of the Board Forum;
- Facilitate day-to-day communication and operations within the Board Forum; and
- Facilitate communication between the Board Forum and other interested individuals and organizations.

8) Review of Terms of Reference

The Board Forum will review its Terms of Reference as a standard agenda item at its fall meeting and make modifications as deemed necessary by members.