



Intergovernmental Council
of the Northwest Territories

Strategic Plan

for the

NWT Intergovernmental Council
on Land and Resource
Management

2021-2025

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Introduction

The *2014 Northwest Territories Intergovernmental Agreement on Lands and Resources Management* (“the Intergovernmental Agreement” or IGA) establishes the Intergovernmental Council on Lands and Resource Management (IGC). The IGC is a key feature of the Devolution Agreement and provides an important opportunity for both public and Indigenous governments¹ to cooperate and collaborate on matters related to lands and resources management across jurisdictions, while respecting the autonomy and authority of each government.²

To advance its work, the IGC began work on strategic planning in 2015 (see Appendix D for a chronology in the development of this plan). In completing a strategic plan, key factors the IGC considered include the diverse nature of each of the parties to the Devolution Agreement, and the challenges these differences create in completing a strategic plan.

Considering this and to fully develop the strategic plan, it was necessary to reflect on the nature of each party’s structural make-up and operating contexts. With these complexities in mind, the IGC identified the following as specific key factors:

- the state of land claims across the NWT is complex and varies with respect to stages of completion, regional or community agreements, and those including self-government, or only lands and resources,
- Parties to the IGA all have different administrative structures and processes for managing lands – no two are alike. Some have dedicated lands units, others do not,
- IGC members have a variety of scope in their authorities,
- geographic differences often dictate the type and extent of land and resource development that takes place within a given region, so priorities are not consistent across regions,

¹ Unless otherwise stated, any mention of “Indigenous Government” in this plan is in reference to those Parties of the Intergovernmental Agreement *other* than the GNWT.

² Chapter 4 of the Devolution Agreement, which established the authority for the IGA, defines “management of Public Lands and Settlement Lands and rights in respect of Waters” as the management of a) those forms of natural resources on, in or under Public Lands and Waters, which natural resources are subject to the transfer of administration and control in section 3.1; and b) the same forms of natural resources described in subsection 4.2(a), which natural resources are located on, in or under Settlement Lands.” This definition excludes Commissioner’s Land.

- two distinct resource management regimes for the regulation of land and water exist in the NWT – the Inuvialuit Settlement Region, and the Mackenzie Valley, each operating under different legislation and authorities, and
- regions and communities also have varying capacity issues as well as differences in access to resources (financial, human and infrastructure).

This Strategic Plan contains two main sections:

1. Part 1 describes the mission, mandate, values and organizational structure of the IGC,
2. Part 2 contains the main elements of the Strategic Plan – Vision, Goals, Objectives, Actions, and Implementation.

Part 1: The Northwest Territories Intergovernmental Council on Land and Resource Management

MISSION

The mission³ of the Intergovernmental Council (IGC) is to efficiently and effectively implement the Intergovernmental Agreement (IGA) – subject to and consistent with rights and responsibilities, including but not limited to those set out in applicable treaties through collaborative government to government relationships, and to promote the cooperative and coordinated management of lands, waters and resources.

MANDATE

Section 5 of the IGA states that the IGC exists to review and recommend changes to the land and resource management systems of each party. Importantly, the IGC is also responsible for advancing important initiatives that are critical to the unique operating context that comes with the 2014 devolution of land and resource management authorities from the federal government.

GUIDING PRINCIPLES

The *Intergovernmental Agreement* is clear that coordination and cooperation are key values underlying sustainable lands and resources management in a post-devolution NWT. The IGA also explicitly highlights the critical significance of respecting Aboriginal rights while also respecting the various jurisdictions and authorities of each IGC government.⁴

To appropriately balance these values, the IGA further highlights the importance of “Aboriginal ways of life, which are based on the cultural and economic relationship between Aboriginal people and the land...”

IGC MEMBERSHIP AND ORGANIZATIONAL STRUCTURE

IGC Membership

Parties to the Intergovernmental Agreement include the following governments:

- Government of the Northwest Territories (GNWT),
- Inuvialuit Regional Corporation (IRC),

³ Summarized from articles 2.1 and 4.1 of the IGA

⁴ As a guideline-document of the *Intergovernmental Agreement* (IGA), the IGC Strategic Plan is also subject to the requirements of any existing or future land claim agreement, self-government agreement, and/or any other applicable rights – as stated in the IGA.

- Gwich'in Tribal Council (GTC),
- Sahtú Secretariat Incorporated (SSI),
- Northwest Territory Métis Nation (NWTMN),
- Tłı̨chǫ Government (TG),
- Acho Dene Koe First Nation (ADKFN),
- Salt River First Nation (SRFN),
- Denínu Kúé First Nation (DKFN),
- Kátł'odeeche First Nation (KFN).

Figure 1 below illustrates the organizational structure of the IGC.

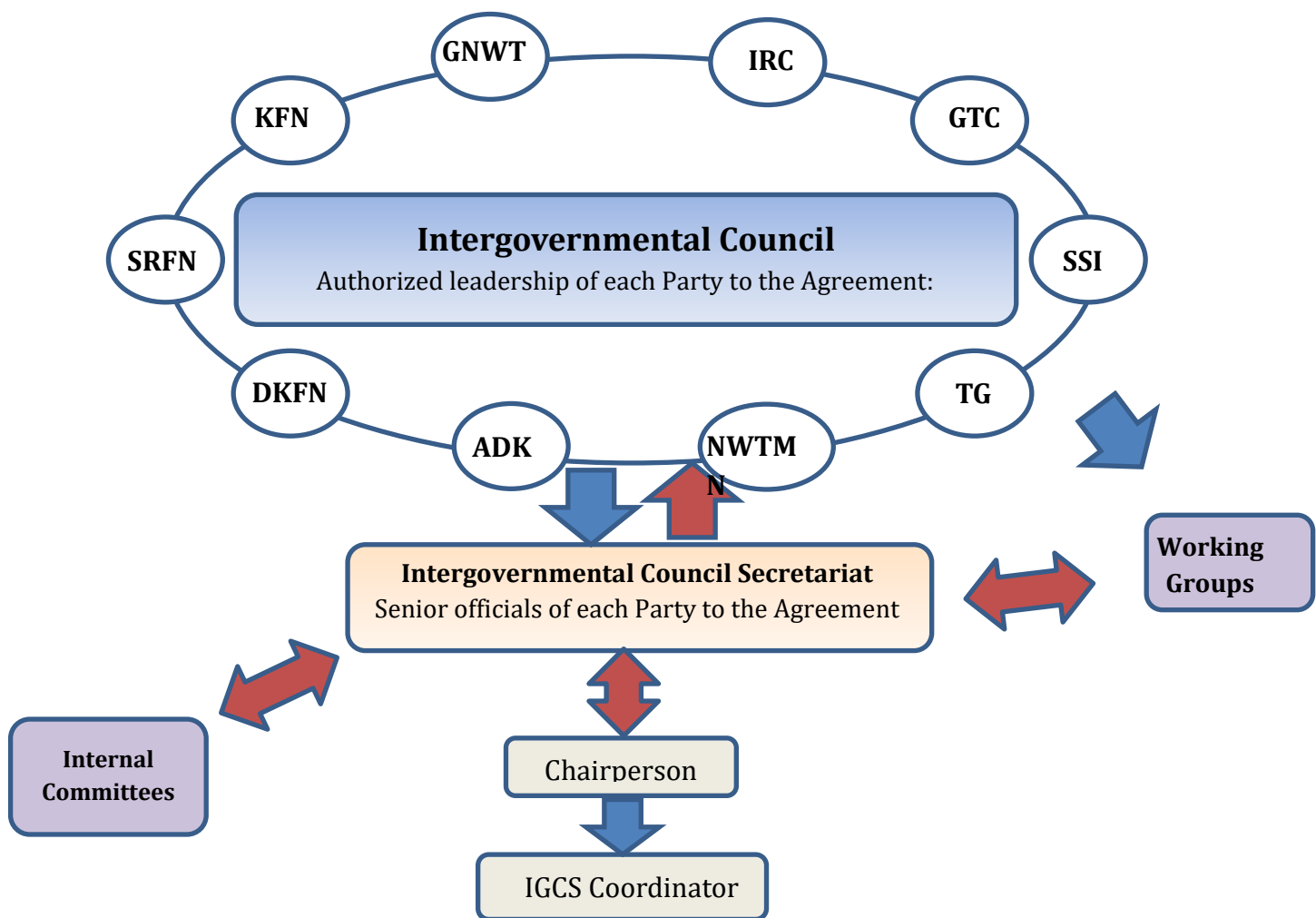


Figure 1. Organizational Structure of the Northwest Territories Intergovernmental Council on Lands and Resource Management

Since Parties⁵ to the Intergovernmental Agreement are NWT governments (that may also have lands outside of the NWT), representatives that sit on the IGC include:

- a) the Minister or Ministers of the GNWT responsible for the management of Public Lands and rights in respect of Waters, and
- b) the duly authorized leader, or other duly authorized representative, of each Aboriginal Party.

IGC Secretariat

The Secretariat to the Intergovernmental Council ("IGC Secretariat" or the "Secretariat") is responsible for planning, coordinating and providing administrative support to the IGC within the framework of the *IGC Secretariat Terms of Reference*.

The IGC Secretariat consists of senior officials of IGC member governments, and responsibilities of the Secretariat include:⁶

- implementing the instructions of the IGC,
- arranging agendas and briefing materials and providing logistical support for IGC meetings,
- assisting with the drafting of meeting documents, including minutes and decision documents,
- establishing and maintaining records of IGC meetings and correspondence,
- facilitating the exchange of information among the Parties to the IGA,
- designing and implementing communications strategies on behalf of the IGC,
- providing direction and guidance to working groups established by the IGC, including approval of work plans and guidelines developed by working groups and reviewing reports from these working groups,
- providing direction to and reviewing the activities of contractors hired by the IGC, and
- developing work plans to guide the activities of the Secretariat on an annual basis for the consideration of the IGC.

⁵ GNWT and Canada maintain an open invitation to non-IGC Indigenous governments to sign the Devolution Agreement.

⁶ Intergovernmental Council of the Northwest Territories. *Secretariat to the Intergovernmental Council on Lands and Resource Management. Terms of Reference and Procedures* (pp. 14).

Working Groups

Working groups are established by the IGC to address specific tasks or issues. The IGC Secretariat provides direction and guidance to working groups established by the IGC. Working groups are accountable to the IGC and operate according to their respective Terms of Reference. Working groups do not have any decision-making authority.

Organizational Profiles

The first duty listed under S. 5.1 of the Intergovernmental Agreement is to “review the land and resource management systems of each Party.” The IGC carried out work to develop organizational profiles and gap analyses of its member organizations over the fall and winter of 2017-2018. The results are presented in a standalone report, entitled “IGC Member Organizational Profiles and Emerging Strengths, Challenges and Organizational Priorities.” The organizational profiles and emerging strengths, challenges and priorities helped to inform the directions in this strategic plan.

Part 2: 2021-2025 Strategic Plan

PURPOSE

The purpose of the 2021-2025 Intergovernmental Council Strategic Plan (the Strategic Plan) is to outline the vision, goals, objectives and actions that will guide the work of the IGC over the next four years.

IGC VISION

The IGC's vision statement is:

Subject to and consistent with rights and responsibilities, including but not limited to those set out in applicable treaties, the IGC respects and recognizes the respective and overlapping jurisdictions, encourages open and clear communications, blends knowledge systems, supports adequate governance capacity, and leads to collaborative and sustainable use of lands, waters and resources in the NWT for the benefit of all northerners. The Intergovernmental Council plays a key and ongoing role in the sustainability of this government to government arrangement in its attention to the management of lands, water and resources.

CHALLENGES

As a multilateral arrangement that respects the autonomies and operating contexts of each member government, the IGC requires an approach that overcomes the natural distinctions that distinguish Parties to the IGA. In this light, the following represents key challenges that IGC members resolve to overcome through determined implementation of the IGC Strategic Plan.

Limited financial and human resource capacity of IGC members

Active participation by IGC members in IGC matters is constrained by financial and human resource capacity. This is true to some extent for all members, but particularly smaller Indigenous governments.

Limited IGC shared operating budget

Indigenous government members are expected to participate in the IGC and IGC Secretariat using the resources transferred to them through the Devolution Agreement. GNWT Departmental representatives participate largely through existing departmental resources with the exception of the IGC Secretariat Coordinator, a position created specifically to resource the work of the IGC. Beyond members' in-kind contributions, the IGC as an organization has limited shared resources with which to advance its mandate.

Existing system structures

A collaborative, government to government approach is still relatively new. As such, the IGC continually encounters entrenched systems and policies that served prior political goals. It will take time, persistence, awareness, and political will to create systems and policies that facilitate government to government relationships.

Evolving System

The land and resource management system remains incomplete and continues to evolve. For instance, land use plans are not yet complete in all areas. In addition, where complete, systems are still being implemented and tested, making the process of accurately identifying common challenges and inconsistencies across jurisdictions difficult.

Diversity of priorities

IGC member needs and priorities are diverse and complex, emerging from many differences, including differences in governance structures, resource pressures and status of claims.

PRIORITIES, GOALS AND OBJECTIVES OF THE IGC STRATEGIC PLAN

Notably, in November 2019 Indigenous Governments who are Parties to the IGA voiced their collective priorities for lands and resources management. Appendix E lists these priorities in full. The IGC Strategic Plan seeks to address these priorities through explicit and measurable goals and objectives.

Within this plan, **Goals** flow from both the IGC Vision and also integrates these collective priorities where appropriate. Goals also indicate the broad areas of focus where the IGC expects to dedicate its time and resources over the next four years. Some of the goals flow directly from the IGC's mandate, and some are related to processes the IGC has agreed need to be in place in order to meet the spirit and intent of Intergovernmental Agreement.

Objectives identify key milestones towards achieving the Goals, breaking down broader aims into concrete and measurable activities.

Lastly, each **Intent** statement gives context to why the objective is important to fulfilling both the mandate and vision of the Intergovernmental Agreement.

Implementation, Review and Amendment

Under section 4.10 of the *Intergovernmental Agreement*, the IGC “shall strive to carry out its duties by consensus.” As such, approval of each version of the *IGC Strategic Plan* is subject to IGC consensus. As and where appropriate, the IGC may delegate certain decisions and other work to the IGC Secretariat through majority decision via email or through face to face or virtual meetings.

The IGC reports annually on its progress against the goals, objectives and actions identified in this Strategic Plan. The IGC will review this Plan in its final year to begin planning for the next four-year period. The IGC notes that a four year cycle will prevent GNWT’s sensitivities related to the NWT general election.

Action Planning

In Appendix A, the IGC identifies the concrete steps required to achieve the goals and objectives, including:

- actions (and in some cases tasks within those actions) and the party responsible for carrying them out,
- timelines and/or milestones to complete the actions,
- required resources - human, financial, and
- indicators of success - how to determine when the objective is successfully fulfilled.

GOAL 1: DEVELOP STRONG GOVERNANCE, ADMINISTRATION, PLANNING AND COMMUNICATIONS SYSTEMS FOR THE IGC.

OBJECTIVE 1.1: Develop various protocols and process conventions that explicitly capture the special government to government relationships under the IGA, and that enable the Secretariat to deliver results.

Intent:

The GNWT has, to date, created and funded an IGC Secretariat Coordinator position within the Department of Executive and Indigenous Affairs (EIA), consistent with Section 8 of the Northwest Territories Intergovernmental Agreement on Lands and Resources Management Act, which states that: "The Minister may designate one or more employees of the public service to contribute to the functions of the secretariat of the IGC referred to in article 4.7 of the Intergovernmental Agreement, or to perform other functions for the purposes of that IGA."

Housing the Secretariat Coordinator position within GNWT's Department of the Executive and Indigenous Affairs takes advantage of GNWT's substantial administrative capacity and avoids a costly and burdensome administrative system. In addition, EIA has tended to cover the costs of rental space and meeting refreshments for IGC and Secretariat meetings.

However, as per section 4.5 of the IGA "Each Party is responsible for its own costs of participation on the Council." The IGC does not have, therefore, a specific operating budget with which to work. To date, when additional funding has been required for initiatives prioritized by the IGC, funding has either been negotiated by the Parties or unassigned devolution funding has been re-allocated by consensus to the initiative.

Given that every organization already experiences considerable capacity challenges, IGC Secretariat representatives have noted that they have limited capacity to take on the detailed work needed to move many IGC initiatives forward. Moreover, when the IGC identifies priority initiatives, clear funding mechanisms are not in place to implement them, leaving the Secretariat Coordinator with unclear resources to carry out their work.

The commitment to reconciliation with Indigenous Peoples is changing the way in which the GNWT interacts with Indigenous governments and carries out its responsibilities. The IGC is the ideal forum for the GNWT and Indigenous governments to explore and codify this evolving governance approach. The GNWT and Indigenous governments have been working collaboratively on legislative amendments and the development of new legislation, developing their process for collaboration as they go. Reviewing the successes and challenges and lessons learned within the legislative review context can inform processes and protocols for both future legislative reviews and the broader government to government relationship.

This process will require an open, iterative and respectful dialogue about what it means to work together. The intent is to create a document that operationalizes the broader principles of a government to government relationship into concrete steps and protocols applicable to the variety of contexts in which the government to government relationship exists. Additionally, further definition is necessary regarding the nature and scope of the relationship that IGA signatories have with respect to natural divisions of power within the Government of the Northwest Territories. This would include but not be limited to researching whether and how the Legislative Assembly relates to the IGC's Indigenous Governments.

OBJECTIVE 1.2 Strengthen internal communications mechanisms.

Intent: The IGC members have varying degrees of human resource capacity. Some organizations have only one or two people handling all land, waters and resource management files, and scheduling conflicts prevent them from attending IGC meetings or staying current on various initiatives. The GNWT is moving towards integration of its communications related to lands, waters and resources management in order to integrate its priorities and activities, thus reducing the volume and pace of required communications, but this will take time. The actions below are intended to support members to stay current in an efficient manner and to encourage continuous progress towards coordinated communications, identifying inconsistencies where they remain.

OBJECTIVE 1.3 Collaboratively develop a Strategic Communications Plan to identify common messages, audiences and communication methods for the IGC's external communications.

Intent: The intent of this objective is to have the IGC members collaborate on external communications on key land, waters and resource management issues, to strengthen the awareness of leaders, MLAs and the public about IGC initiatives.

OBJECTIVE 1.4 Ensure ongoing communications and awareness on the development and implementation of land and resources initiatives.

Intent: The IGC and the IGC Secretariat have been effective forums for on-going information sharing among NWT governments. It is important for all IGC members to

share information about their major initiatives related to lands and resources so that opportunities for collaboration and synergies may be identified, and lands and resource management capacity can be built for all member governments in the process.

The GNWT has developed a number of initiatives over the last few years related to lands, waters and resources, such as the:

- Water Stewardship Strategy,
- Land Use and Sustainability Framework,
- Recreational Leasing Management Framework,
- NWT Mineral Development Strategy,
- NWT Transportation Strategy 2015-2040,
- Draft NWT Climate Change Strategic Framework,
- Draft 2030 Energy Strategy, and
- "Healthy Land, Healthy People: GNWT Priorities for Advancement of Conservation Network Planning 2016-2021" plan.

As the primary body for coordination and collaboration on lands, waters and resources planning, the IGC is interested in maintaining an awareness about how these policies are implemented to ensure that they are done in a coordinated and collaborative manner. For some of these initiatives, such as the Water Stewardship Strategy, the GNWT has formed collaborative partnerships with Indigenous governments to implement them (the Aboriginal Steering Committee). Others are being implemented internally. The intent is to formalize communications between the planning/implementing bodies and the IGC and strengthen the awareness of IGC members about each other's major initiatives.

OBJECTIVE 1.5: Share information on federal communications and initiatives and collaborate where mutually beneficial.

Intent: The IGC and IGC Secretariat present an ideal opportunity for collaborative messaging to the federal government respecting issues of shared interest, such as presenting a united northern voice on the development of new legislative or policy initiatives or discussing funding and capacity needs. IGC and IGC Secretariat meetings provide the opportunity for members to share information and interests related to federal initiatives, and develop shared messaging where interests align. Recent examples where IGC member organizations have agreed to collaborate include developing a northern approach to the Arctic Policy Framework, hosting a Northern Summit on economic development, and maximizing federal government Indigenous funding programs.

GOAL 2: COLLABORATIVELY PRIORITIZE, REVIEW AND DEVELOP LANDS, WATER AND RESOURCES LEGISLATION, POLICIES AND INITIATIVES PERTAINING TO PUBLIC AND SETTLEMENT LANDS

OBJECTIVE 2.1: Collaboratively develop and articulate IGC legislative and policy priority interests for public lands.

Intent: Given the depth and breadth of GNWT's authorities and jurisdictions, each legislative cycle can be a significant driver of workload for the IGC's Indigenous Governments. Additionally, the setting of GNWT's mandate without consideration of IGC's collective priorities can create a substantial imbalance affecting the ability of all members to "...promote the harmonization of legislation, policy and programs in areas of common interest..."⁷ It is apparent that there is a benefit to having the IGC articulate a unified set of interests to inform each Legislative Assembly.

However, given the nature of parliamentary democracies and attendant divisions of power it is important for the IGC to carefully consider the IGC's relationship to NWT's Legislative Assembly as a body of duly elected members whose duties include implementing parliamentary procedure. The IGA also speaks to this important consideration.⁸ Another significant factor affecting achievement of this objective will be reconciling that the Executive Branch of the GNWT takes direction from the Legislative Assembly, and not vice versa.

Reconciling how the Intergovernmental Agreement interfaces with the Legislative Assembly as well as exploring other important nuances will be an important part of Goal 2.

OBJECTIVE 2.2: Collaboratively develop and articulate IGC legislative and policy priority interests for supporting Indigenous Governments in their administration and management of current and future settlement lands.⁹

Intent:

Declaration 'C' of the Intergovernmental Agreement specifies that *Settlement Lands* fit within the mandate of the IGC. The IGA also highlights the importance of

⁷ IGA subparagraph 2.1(e)(iv).

⁸ Declaration 'J' of the IGA states that "...The Parties desire that the respective jurisdiction and authorities of Aboriginal Governments and the GNWT be recognized and respected..."

⁹ IGA section 3.1 states "Nothing in this Agreement shall be construed so as to abrogate or derogate from, or to prejudice, limit or restrict:...(a) any existing Aboriginal or treaty right recognized and affirmed under section 35 of the *Constitution Act*, 1982, including any right under Treaty 8 or Treaty 11..."

“harmonization,” “information sharing,” and most importantly “mutual consultation in respect of the Management of Lands and Resources.”¹⁰

The IGC acknowledges that fully achieving the spirit and intent of the IGA as well as that of Goal 2 requires recognition of the inherent differences between public laws and Indigenous law. Exploring these differences will most likely reveal those areas where the IGC can find opportunities for harmonization between lands and resources management regimes, including for settlement lands.^{11 12}

OBJECTIVE 2.3 Identify and address legislative and policy requirements for benefit agreements relating to resource development.

Intent: The Intergovernmental Agreement identifies that a duty of the IGC is to “address legislative requirements for benefit agreements relating to resource development (IGA 5.1 (c)).”

The IGC Secretariat completed a review of current legislative and policy guidelines related to Benefit Agreements applicable to NWT as well as legislative and policy requirements from other jurisdictions and made recommendations respecting best practice and specific scope, objectives and nature of benefit plan requirements. Key findings that could be explored or applied within an NWT context included:

- establish triggers that require proponents to enter into negotiations for benefit agreements,
- require benefit plans that are legally binding for the life of the project (including remediation), and enforceable, unless an Indigenous Government chooses otherwise,
- require benefit plans for all major natural resource development projects including both oil and gas and mining,
- provide sufficient direction, subject to the requirements of any existing or future land claim or self-government agreement, so as to ensure benefit plans / processes avoid protracted negotiations, provide community benefits, promote responsible resource development, and create regulatory and political certainty,
- establish or clarify expectations, and a process for negotiations, and
- direct relations between proponents and Indigenous Governments.

As Benefit Agreements are being considered within the context of current legislative

¹⁰ Part 3 of the IGA – notably sections 3.1 through 3.6 – speaks to the aspects of the IGA that function to preserve “Aboriginal rights.”

¹¹ Section 4.12 of the IGA notes that “Decisions of the Council are not binding on the Parties, and are subject to authorization or ratification by the Parties, where required.”

¹² Section 6.1 states that “Each party shall consider recommendations of the Council in its respective decision-making processes, and shall give written reasons to the other parties if it does not implement a recommendation of the Council.”

review processes for the NWT Mineral Resources Act and the Oil and Gas Operations Act, the IGC is currently focussing resources on these collaborative processes. Legislation is currently being developed. Subsequently, regulations and policy will be developed and the IGC Secretariat will continue to collaborate on their development.

GOAL 3: BUILD INDIGENOUS GOVERNMENT AND GNWT CAPACITY IN LAND, WATER AND RESOURCE MANAGEMENT.

OBJECTIVE 3.1 Support IGC members to understand and share each other's approaches and priorities for land and resource management.

Intent: The Intergovernmental Agreement called for the IGC to review the land and resource management systems of each Party. The IGC members are a diverse group in many ways: some are regional organizations while others are community organizations; some have completed land claims or treaty land entitlement agreements while some are in progress; some are large, well-funded organizations while others struggle with a few staff and consultants. Each organization approaches land, waters and resource management with its own perspectives and priorities. Sharing this information and keeping it regularly updated will help IGC members to find common priorities and perspectives in its efforts to coordinate and collaborate on initiatives.

As part of the process to develop this strategic plan, organizational profiles were completed for all IGC members and shared among the Secretariat. These profiles inform decisions and actions made in other parts of this strategic plan. Research emerged as a key shared interest where increased collaboration among IGC members would be mutually beneficial. Appendix C contains a listing of priority areas for capacity building for IGC members.

OBJECTIVE 3.2: Develop, present, prioritize and pursue options for building land and resource-related capacity and overall capacity within the IGC's Indigenous governments.

Intent: The Indigenous Government Capacity Working Group was established by the IGC to make recommendations on options for building capacity in land and resource related expertise in Indigenous governments, and options for building overall capacity in Indigenous governments.

The Background Report "IGC Organizational Profiles and Emerging Strengths, Challenges and Organizational Priorities" identifies training and capacity building needs and priorities (see also Appendix C). The IGC Secretariat can work to address the capacity and training needs identified through specific actions listed in Appendix A.

OBJECTIVE 3.3: Identify priorities, capacity constraints and resource needs to enable IGC's Indigenous governments to meaningfully engage in GNWT legislative, policy and program initiatives.

Intent: Individual GNWT departmental mandates have created large demands on Indigenous governments to participate in a variety of simultaneous legislative and policy reviews, which has put undue pressure on some Indigenous governments. The GNWT is moving towards integration of its communications and activities related to lands, waters and resource management in order to prioritize its activities, better control the volume of consultation and engagement, and develop processes to facilitate more meaningful Indigenous government participation, but this will take time.

In the meantime, the IGC needs to find workable solutions to ensure meaningful participation in current legislative and policy initiatives. This could include ideas such as:

- sharing capacity (having one or two Indigenous governments take the lead on certain initiatives they have specific expertise and interest in, leaving other Indigenous governments more time to participate and engage on their priority initiatives),
- identifying additional funding to engage expertise related to specific reviews, or
- delaying or piggybacking specific engagement sessions to alleviate scheduling constraints.

GOAL 4: FACILITATE AND REVIEW THE PROGRESSIVE IMPLEMENTATION OF THE INTERGOVERNMENTAL AGREEMENT AND RELEVANT SECTIONS OF THE DEVOLUTION AGREEMENT.

OBJECTIVE 4.1: Review the provisions of the Devolution Agreement respecting the Mackenzie Valley Resource Management Act (MVRMA), as per section 3.18 of the Devolution Agreement.

Intent: As per section 3.18 of the Devolution Agreement, the MVRMA remains federal legislation, with various authorities delegated by the federal Minister to certain territorial Ministers. Section 3.18 of the IGA specifies that, "No earlier than the fifth anniversary of the Transfer Date, the Parties shall conduct a review of the provisions of this Agreement respecting *the Mackenzie Valley Resource Management Act (Canada)*. As soon as is practicable after such fifth anniversary of the Transfer Date, the Parties shall commence negotiations to develop terms for such reviews mutually agreed by the Parties, which terms may include a review by an independent third party mutually agreed to by the Parties. Such review shall be carried out in accordance with the terms agreed to by the Parties." April 1, 2019 marked the fifth-year anniversary of the transfer date.

OBJECTIVE 4.2 Review the Intergovernmental Agreement as per S. 8.4 of the Intergovernmental Agreement.

Intent: The Intergovernmental Agreement (IGA) came into effect on February 27, 2014. Section 8.4 of the IGA requires the Parties to conduct a review of the IGA commencing on the 7th anniversary of the date the IGA came into effect, and on every 7th anniversary thereafter, unless otherwise agreed. The first 7-year review is therefore due to begin on February 27, 2021. The IGC member organizations could decide that a review is not required (i.e. if deemed premature), or decide that a review is warranted and specify the scope (whether comprehensive or targeted at specific provisions).

This is also an opportunity for the IGC to review its own progress against the duties listed in the IGA, and select priorities to action in the next strategic planning period. The review in turn would determine if amendments are, or are not needed to the IGA and/or IGC Strategic Plan. Under section 8.5, the IGA may only be amended by consent of the Parties, given in writing.

APPENDIX A: IGC Action Planning

GOAL 1: DEVELOP STRONG GOVERNANCE, ADMINISTRATION, PLANNING AND COMMUNICATIONS SYSTEMS FOR THE IGC.

OBJECTIVE 1.1: Develop various protocols and process conventions that explicitly capture the special government to government relationships under the IGA, and that enable the Secretariat to deliver results.

Actions	Timelines
1. Conduct a comprehensive review of the operational context of the IGC Secretariat.	Use results of comprehensive review to develop and analyze options for influencing the next Strategic Plan
2. Reach agreement about how to create annual budgets to resource the work of the IGC Secretariat.	Annually
3. Development of protocol(s) or Process Conventions that more explicitly define the nature of the relationship(s) between Parties to the Intergovernmental Agreement.	Ongoing throughout four-year plan duration
4. Implement the Strategic Plan, report annually on its progress, and renew halfway through every GNWT Legislative Assembly.	Ongoing throughout four-year plan duration. Review, develop new plan in last year of the four-year plan

Resources: Management Plan and Budget will require IGC staff or consultant to carry out the detailed work.

The Strategic Plan is used to guide the work of the IGC, the IGC Secretariat and the IGC Secretariat Coordinator.

Indicators of Success:

- Key date ranges for comprehensive review set in advance, in addition to dates identified for:
 - selecting a contractor for completion of comprehensive review, and

- completing review on time for next iteration of Strategic Plan in 2026.
- IGC members reach agreement on potentially using portions of Retained Amounts to fund an IGC budget.
- IGC Secretariat achieves at minimum 65% of the IGC Strategic Plan's Action items during its four-year period.
- The Strategic Plan is used to guide the work of the IGC, the IGC Secretariat and the IGC Secretariat Coordinator.
- The IGC Secretariat reports annually to the IGC on progress to implement the strategic plan.

OBJECTIVE 1.2 Strengthen internal communications mechanisms.

Actions	Timelines
1. Optimize and continuously promote the IGC's website as a core communication tool and information repository for IGC members.	Ongoing
2. Continue regular monthly meetings for the IGC Secretariat.	Ongoing
3. Hold IGC leadership meetings at least once each year with additional meetings as needed and as agreed.	Ongoing
4. Continue IGC member efforts to integrate coordinated messaging when communicating with each other.	Ongoing
5. Continue implementing commitment that GNWT land and natural resource departments have senior management present at IGC Secretariat meetings (including teleconferences) as pertinent to the agenda.	Ongoing

Resources: Actions 1 and 2 can be achieved with existing resources. For action 3, additional funding will be required to cover costs of additional leadership meetings, when held. For action 4, internal time/resources of each IGC member will be needed to solicit internal input from other departments/divisions as needed prior to IGC Secretariat and IGC leadership meetings.

Indicators of Success:

- Improved general utility and engagement of IGC website.
- IGC members have access to all relevant files and information on a regular and timely basis and are using the website (e.g. files are uploaded in advance of meetings and reports shortly after meetings).
- Good attendance at quarterly meetings by IGC members and members are better informed.
- Information flow is integrated and prioritized before being disseminated to other IGC members.

OBJECTIVE 1.3 Collaboratively develop a Strategic Communications Plan to identify common messages, audiences and communication methods for the IGC's external communications.

Actions	Timelines
1. Coordinate a half day meeting of the Secretariat to discuss content, audiences, and messages.	Between 1 and 6 months after Strategic Plan approval
2. IGC Secretariat members to finalize contents of communications plan for approval at IGC meeting and identify implementation budget.	18 months after Strategic Plan approval
3. IGC members will implement the plan.	Ongoing throughout duration

Resources: GNWT continues to offer in-kind internal support to the IGCS - GNWT communications staff could build the skeleton of a plan as a starting point for discussions at the IGC Secretariat level. Developing the plan may require the support of an external consultant depending on the level of work that is possible / realistic by GNWT staff in-kind. The plan is likely to require an implementation budget.

Indicators of success:

- Completed Communications Plan that all IGC members support.

- Improved communications between IGC Secretariat representatives, government officials, and external audiences receiving IGC communications, illustrating an improved understanding of the IGC mandate.
- Other indicators of success may be added as the communications plan is developed and the audiences and objectives are more thoroughly detailed.

OBJECTIVE 1.4 Ensure ongoing communications and awareness on the development and implementation of land and resources initiatives

Actions	Timelines
1. All IGC Secretariat members will continue to use the quarterly meetings as an opportunity to brief each other on land and resource initiatives.	Annually
2. The IGC Secretariat will request annual updates from GNWT staff, the Aboriginal Steering Committee, and other similar partnerships on the implementation of initiatives relating to land, waters and resource management.	Ongoing

Resources: Existing

Indicators of Success:

- IGC and its members are informed and aware of the implementation progress of major initiatives related to land, waters and resources.
- Existing and new initiatives reflect Indigenous Governments' rights and interests.

OBJECTIVE 1.5: Share information on federal communications and initiatives and collaborate where mutually beneficial.

Actions	Timelines
1. IGC member organizations will provide updates on federal communications and initiatives that may be of shared interest to IGC members at IGC and IGC Secretariat meetings, and invite	Ongoing, through IGC and IGC Secretariat

collaboration from other members where it is reasonable and beneficial to do so.	Meetings
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Resources: Existing

Indicators of Success:

- IGC members aware of each other's interests and activities regarding federal initiatives.
- Development of joint communications / submissions to the federal government on matters of mutual interest.

GOAL 2: COLLABORATIVELY PRIORITIZE, REVIEW AND DEVELOP LANDS, WATER AND RESOURCES LEGISLATION, POLICIES AND INITIATIVES PERTAINING TO PUBLIC AND SETTLEMENT LANDS

OBJECTIVE 2.1: Collaboratively develop and articulate IGC legislative and policy priority interests for public lands.

Actions	Timelines
1. The IGC members will meet internally and with GNWT departments to collaboratively inform the IGC's identification of priority interests.	Ongoing
2. The IGC will explore whether and how the IGA allows for innovative ways for the IGC to inform various processes and steps inherent in the development of the Legislative Assembly.	

Resources: Existing – can be done by IGC Secretariat members through meetings with support from Secretariat Coordinator.

Indicators of success:

- The development of a set of shared IGC priorities for communication to the successive Legislative Assemblies immediately post-election (November 2019 collective priorities if the IGC's Indigenous Governments are available in Appendix E).
- Explicit best practices and methods – reflecting the IGA – for how IGC priorities are incorporated into future Legislative Mandates and land and resource initiatives.

OBJECTIVE 2.2: Collaboratively develop and articulate IGC legislative and policy priority interests for current and future settlement lands.

Actions	Timelines
1. The IGC members will meet internally and with GNWT departments to collaboratively identify where the IGA can find full expression with specific regard to current and future settlement lands.	Ongoing
2. Under the IGA, the IGC makes non-binding recommendations. Through this mechanism, the IGC can identify and recommend options for consideration in the harmonized management of settlement lands as appropriate.	

Resources: Existing – can be done by IGC Secretariat members through meetings with support from Secretariat Coordinator.

Indicators of success:

- a listing of the various ways that the IGC is able to find intersections for harmonization between public law and Indigenous law in the IGA context.
- A listing of specific recommendations relating to harmonized lands and resources management in various current and future settlement lands in the NWT.

OBJECTIVE 2.3 Identify and address legislative and policy requirements for benefit agreements relating to resource development.

Actions	Timelines
1. The IGC will continue to work on Benefit Agreement requirements through the <i>Mineral Resources Act</i> and <i>Oil and Gas Operations Act</i> legislative review processes.	Ongoing
2. The IGC will review and act on outstanding items related to Benefit Agreement requirements remaining after the <i>Mineral Resources Act</i> and <i>Oil and Gas Operations Act</i> legislative review processes	Ongoing

are complete.	
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Resources: Existing - The IGC Secretariat has been using the internal resources of its members and resources provided to Indigenous governments to participate in the legislative review processes.

Indicators of Success:

- Benefit Agreement provisions that are supported by the IGC's Indigenous governments are embedded in the Acts, regulations and policy.
- The provisions result in appropriate benefit to Indigenous communities and NWT residents.

GOAL 3: BUILD INDIGENOUS GOVERNMENT AND GNWT CAPACITY IN LAND, WATER AND RESOURCE MANAGEMENT.

OBJECTIVE 3.1 Support IGC members to understand and share each other's approaches and priorities for land and resource management.

Actions	Timelines
1. The IGC Secretariat will assess opportunities for collaborative research activities.	Ongoing
2. The IGC Secretariat will update and review organizational profiles every four years to inform subsequent reviews of the IGC's Strategic Plan.	Ongoing

Resources:

- Action 1 will require IGC staff or consultant to carry out the detailed work.
- Action 2 could be updated by each IGC member organization and the IGC Secretariat Coordinator.

Indicators of success:

- IGC has identified joint research priorities.
- IGC members collaborate on research of shared interest.
- Organizational profiles are updated every four years and used to inform subsequent strategic plans.

OBJECTIVE 3.2: Develop, present, prioritize and pursue options for building land and resource-related capacity and overall capacity within the IGC's Indigenous governments.

Actions	Timelines
1. The IGC Secretariat will review the results of the Organizational Profiles relating to capacity and training priorities, explore the existing and emerging opportunities, and advance promising and achievable initiatives.	Ongoing
2. The IGC Secretariat will promote training and capacity building opportunities to IGC member organizations when they become available.	Ongoing

Resources: New resources will be identified as required.

Indicators of Success:

- New capacity building initiatives advanced as required.
- As capacity grows and as appropriate, IGC Indigenous governments taking on new areas of land, water and resource management within their jurisdiction.

OBJECTIVE 3.3: Identify priorities, capacity constraints and resource needs to enable IGC's Indigenous governments to meaningfully engage in GNWT legislative, policy and program initiatives.

Actions	Timelines
1. The IGC Secretariat will continually assess the capacity of IGC's Indigenous governments to meaningfully engage in current legislative, policy and program initiatives.	Ongoing
2. Identify opportunities for collaboration by sharing capacity and expertise between all IGC members.	

Resources: Existing

- IGC member priorities, capacity and resource needs have been documented through Organizational Profiles.
- Discussions to align priorities and identify options and solutions could happen through regular IGC Secretariat meetings.

Indicators of Success:

- IGC members participate equitably in current and future legislation, program and policy initiatives.
- Resource sharing initiatives, such as secondments or staff sharing and other approaches, are identified and implemented.

GOAL 4: FACILITATE AND REVIEW THE PROGRESSIVE IMPLEMENTATION OF THE INTERGOVERNMENTAL AGREEMENT AND RELEVANT SECTIONS OF THE DEVOLUTION AGREEMENT.

OBJECTIVE 4.1: Review the provisions of the Devolution Agreement respecting the Mackenzie Valley Resource Management Act (MVRMA), as per section 3.18 of the Devolution Agreement.

Actions	Timelines
1. Bring IGC Secretariat members together to develop a shared understanding of the scope and implications of the provisions of the Devolution Agreement respecting the MVRMA.	As soon as is practicable
2. Develop a clear process for collaboration between the parties to develop a terms of reference to undertake a review of MVRMA transition pursuant to s. 3.18 of the Devolution Agreement.	TBD
3. Implement the review process.	TBD

Resources: TBD – May require an independent third-party reviewer and/or facilitator.

Indicators of Success:

- IGC and IGC Secretariat members develop a shared understanding of the context for and scope of review respecting the transition of the MVRMA.
- IGC members reach agreement on a process forward.

OBJECTIVE 4.2 Review the Intergovernmental Agreement as per S. 8.4 of the Intergovernmental Agreement.

Actions	Timelines
1. The IGC will discuss the need for, scope, mechanism (e.g. new working group, contractor or other) and resources needed to review the IGA.	Beginning as early as 2021
2. If necessary, the IGC will implement the agreed upon scope and mechanism of review and recommend amendments (if any) to the IGC.	TBD
3. If necessary, the IGC will approve, revise or reject any recommended amendments to the IGA.	TBD

Resources: Likely – will depend on scope and mechanism chosen to undertake the review.

Indicators of Success:

- A decision is made on need, scope, mechanism and resources for a review.
- An assessment of how well the IGA has been working, and recommendations for amendment (or the conclusion that no amendment is necessary).
- Amendment of the IGA, approved by the Parties in writing.

APPENDIX B: Specific excerpts from 2014 NWT Intergovernmental Agreement on Land and Resource Management

The duties of the Council are to¹³:

- a) Review the land and resource management systems of each Party;
- b) Review and develop any proposed changes to the systems described in a), including:
 - i. Any associated legislative, policy or organizational changes that are necessary to further the purpose and objectives listed in section 2.1 (*see Guiding Principles below*)
 - ii. The manner in which revenues from lands and resources are generated;
- c) Address legislative requirements for benefit agreements relating to resource development;
- d) Without limiting subsections b) and c), review and develop any proposed changes to the legislation that the GNWT is required to substantially mirror on the Transfer Date pursuant to the Devolution Agreement, including the development of new resource management legislation;
- e) Develop protocols to ensure that the management of Public Lands and resources and rights in respect of waters is consistent with the duties associated with the honour of the Crown, including the duty to consult and where appropriate accommodate;
- f) Provide a forum for information sharing and discussion of interests of the Parties in connection with the Canada-NWT Post Devolution Resource Development Cooperation Arrangement, to ensure that the interests of the Aboriginal Parties are considered under that arrangement.
- g) Provide a forum for discussion regarding the review contemplated at section 3.18 of the Devolution Agreement respecting the *Mackenzie Valley Resource Management Act*;
- h) Provide a forum for discussion on any future transfers of powers and authorities from Canada to GNWT related to the control of public lands, water and the disposal of waste; and
- i) Carry out any other activities related to the foregoing, as may be agreed by the Parties.

¹³ IGA S. 5.1

As a matter of priority and without limiting the duties listed above, the Council shall review and assess the existing land and resource management systems in the NWT to¹⁴:

- a) Identify priority areas for potential changes and approaches; and
- b) Develop a work plan to address such changes and approaches.

In carrying out its duties above, the Council shall give consideration to, among other matters, the following¹⁵:

- a) Regional capacity building;
- b) Integrated land use permitting and water licencing;
- c) The potential coordination of activities or reallocation of functions related to land and resource management;
- d) The use of regional strategic environmental assessment to promote efficiency and avoid duplication in environmental assessment processes;
- e) Coordinated approaches to waste sites management; and
- f) Coordinated approaches to inspections, monitoring and enforcement.

In addition to the duties described in 5.1 – 5.3 of the IGA, the IGC is also mandated under 8.4 to “conduct a review of this Agreement commencing on the 7th anniversary of the date this Agreement comes into effect and on every 7th anniversary thereafter” unless otherwise agreed.

The IGC’s mandate is constrained by S. 3 of the IGA, which states:

3.1 Nothing in the Agreement shall be construed so as to abrogate or derogate from, or to prejudice, limit or restrict:

- a) Any existing Aboriginal or treaty right recognized and affirmed under section 35 of the *Constitution Act, 1982*, including any right under Treaty 8 or Treaty 11;
- b) Any fiduciary duty or obligation of the Crown to the Aboriginal Peoples of Canada, including any obligation arising from the Constitution of Canada; or
- c) Any executive, prerogative or statutory powers or any legislative authority of the GNWT of the Legislative Assembly of the Northwest Territories, as the case may be, to affect any rights referred to in subsection a) or arising from any duty or obligation referred to in subsection b), in a manner consistent with the Constitution of Canada.

¹⁴ IGA S. 5.2

¹⁵ IGA S. 5.3

3.2 For great certainty, this Agreement is not a treaty of a land claim agreement within the meaning of sections 25 and 35 of the *Constitution Act, 1982*.

3.3 For greater certainty, this Agreement does not vary, replace, limit or affect any rights, powers, duties or obligations of the Parties under Settlement Agreements or Self-Government Agreements.

3.4 For great certainty, nothing in this Agreement affects any existing obligations of the GNWT in relation to any Aboriginal Government that is not a Party.

3.5 This Agreement shall not be construed so as to delay, impair, or impede any negotiation processes among the Aboriginal peoples of the NWT, Canada and the GNWT or the commencement of those processes.

3.6 Nothing in this Agreement shall be construed so as to preclude any person from advocating before the courts any position on the existence, nature, or scope of any Aboriginal or treaty right of Aboriginal peoples of Canada, or of any fiduciary obligation, or of any other constitutional obligation to the Aboriginal peoples of Canada...

...Section 2.1 of the IGA sets out the purpose and objectives of the Agreement. These statements identify the Guiding Principles or values the IGC will use in making decisions¹⁶:

- a) Public lands, waters and resources in the Northwest Territories should be managed in accordance with Settlement Agreements, and in keeping with the honour of the Crown including any requirement for consultation and if appropriate, accommodation;
- b) Public lands, waters and resources in the Northwest Territories should be managed under a system of policies and legislation that reflects regional and Aboriginal Parties' approaches and decision-making;
- c) Settlement lands and other lands, waters and resources subject to the jurisdiction of Aboriginal governments should be managed in accordance with the Settlement Agreements and Self-Government Agreements for the benefit of Aboriginal peoples by the applicable Aboriginal Government or other organizations;
- d) The Management of Lands and Resources in the NWT is fundamentally important to the people of the NWT and should be carried out in an integrated manner;
- e) The Parties, in carrying out their responsibilities for Management of Lands and Resources, should:

¹⁶ Intergovernmental Agreement S. 2.1

- i. Respect Aboriginal and treaty rights,
- ii. Allow for mutual consultation in respect of the Management of Lands and Resources;
- iii. Provide for meaningful participation in decision-making in the Management of Lands and Resources;
- iv. Promote the harmonization of legislation, policy and programs in areas of common interest;
- v. Encourage sustainable development of lands and resources;
- vi. Build capacity of the GNWT and Aboriginal governments to carry out their jurisdictions and authorities;
- vii. Develop employment, training, and business development opportunities for Aboriginal people in resource development at the local and regional levels;
- viii. Take into account opportunities for strategic development of lands and resources in the NWT;
- ix. Take into account the desire for land and resource management systems to be affordable, effective, coordinated, and economically competitive; and
- x. Consider other ways to cooperate to achieve efficiency and effectiveness...

APPENDIX C: IGC Priorities for Training and Capacity Building

IGC Secretariat Representatives identified the following as shared priorities for training and capacity building during the processes to develop organizational profiles and to inform the strategic plan.

Training (Training existing staff):

- Land management and administration,
- GIS training,
- Data management and platforms for land/water-based monitoring,
- Wilderness first aid training to support on-the land activities, and
- Basic understanding of land claims agreements across the NWT and the various obligations of the GNWT with respect to these agreements.

Capacity Building (Building organizational capacity to expand or take on new roles):

- Inspections, mining recorder, land administration, technical review of applications,
- Middle management and administration,
- Resource law,
- Environmental specialists, marine biologist and data management expert,
- GIS,
- Negotiations and community engagement,
- Resource Management Training for leadership.

Discussions at the Strategic Planning Workshop explored ideas for how IGC members could work together to share knowledge, expertise, and opportunities to collaboratively build capacity within the identified areas. IGC members felt these ideas could be further explored, prioritized and advanced by the Indigenous Government Capacity Working Group. Examples included:

- Develop shared land inspection services (positions shared between and reporting to both the GNWT and Indigenous governments),
- Develop joint training programs to build effective land administrators and administration programs,
- Use internship programs such as the GTC pilot project,
- Coordinate an annual forum with working level personnel from across governments to develop, present, prioritize and pursue options for building land and resource-related capacity,
- Develop procedures the IGC members should follow to notify other members of changes in their representation,
- Develop briefing materials the IGC can use to brief new Indigenous Government Leadership in a more coordinated, comprehensive way (similar to how new MLAs and cabinet ministers are briefed), and
- Develop and share quarterly briefing notes on IGC and IGC Secretariat activities and topics of shared interests that can be distributed within IGC member organizations.

APPENDIX D: Chronology of Strategic Plan Development

The IGC began work on strategic planning with an initial workshop in November 2015. A draft Strategic Plan Framework was developed in October 2016, which was primarily a desktop compilation of previous work and decisions carried out by the IGC. In 2017, the IGC committed to developing organizational profiles for the member organizations and completing the Strategic Plan. PlanIt North was contracted to carry out this work. The following steps were undertaken:

1. A draft strategic planning questionnaire and draft organizational profile templates for GNWT Departments and Indigenous government members were developed with input from the IGC Secretariat between August and October, 2017. The profile templates sought feedback on each IGC member's internal organizational structures (governance, management, administration), as well as challenges, strengths, gaps and priorities. The strategic planning questionnaire explored strengths, challenges and priorities of the IGC itself.
2. From October 2017 to January 2018, the planning team worked with Secretariat representatives to complete the templates and questionnaire. GNWT representatives collaborated to complete an integrated GNWT response. Results were compiled into a draft organizational profile document in early March 2018.
3. A preliminary strategic plan was also developed as a *straw dog* based on the framework document, the organizational profiles and the strategic planning questionnaire and circulated in early March 2018.
4. A strategic planning workshop was held in Yellowknife on March 12th and 13th to review and build on prior work and co-create the outstanding elements of the strategic plan. A workshop report is available under separate cover.
5. A draft strategic plan was prepared for April 2018, identifying where further information would be needed to complete the plan (specifically around Action Planning). Detailed feedback was provided by GNWT representatives in June 2018, though it did not address the information gaps around Action Planning. No comments were received by Indigenous Government representatives.
6. The planning team provided a briefing to the IGC Secretariat in October 2018, highlighting areas that required further direction and feedback. A revised plan (this document) was submitted for Secretariat review at the end of December 2018. Revisions were made to address GNWT comments, align content with the IGC's mandate, ensure the plan's actions are group actions (whole of IGC rather than directed at one party only), and align the flow of ideas from goals to objectives to actions, while maintaining the integrity of the IGC Secretariat's group input through the workshop.

APPENDIX E: Collective priorities of Indigenous Government Parties to the IGA – Fall 2019

Key Points from IGC Indigenous Governments:

Following priorities should feed GNWT Mandate in relation to the Intergovernmental Council:

1. Reaffirm co-governance relationships:

- GNWT needs to work with us on a government to government basis.
- Our leaders are the premiers for our people and our regions, and we see the Premier and Cabinet as our equals.
- GNWT needs to have a coherent approach to legislation.
- This needs to happen quickly and in conjunction with government to government relationship.
- The Federal government is establishing co-governance models and this new government has an opportunity to do better respecting our co-governance relationship and creating effective mechanisms.

2. Strengthen the lands and resources co-governance relationship

- Honouring historical and existing treaties.
- Legislative drafting protocol agreement – at the GNWT departmental level
- Review of Legislative Assembly process for legislation
- Coordination of common processes between governments (e.g., securities, reclamation plans)
- Binding protocol for Protected Areas Act (e.g., to address NWTMN concerns)
- Aligning programming and policies
- Regional land/resource discussions
- Coordination of event calendars for governments
- Collaborative messaging from IGCS governments
- GNWT presence in the communities (e.g., there are many communities that don't have any GNWT staff)
- Relieve funding and capacity for rights/treaty/claim implementation
- Negotiations – land claims, self-government, agreements
- NWT Governance Forum
- MVRMA review
- Overlap protocols/agreements
- Reconciliation including finalizing land claims)
- Northern decision-making framework

3. Co-consolidate the current lands and resources legislative/ policy regime before embarking on new legislative initiatives.

- Finish Forest Act and regulations
- Develop regulations for:
 - Mineral Resources Act
 - Protected Areas Act
 - Petroleum Act
- Royalty regime
- Tlicho want to make laws for resource development for their lands
- Guidance on ministerial discretion re: regulations
- Land use planning
- Benefits plans for Oil/Gas developments – clarity of process
- Pre-bid qualifications for Oil/Gas developments
- Review Recreational Land Management
- Advance existing legislation
- Bring the Public Land Act into force
- Enforcement of BA/IBAs – clarity of responsibilities

4. Ensure collaboration at all levels of lands and resources management (ex. monitoring and enforcement/ capacity building and sharing).

- Wildlife and fish management
- Climate change monitoring, mitigations and adaptation
- Environmental stewardship and management
- Caribou conservation and recovery
- Caribou habitat and protection planning
- Transboundary agreements/issues
- Watershed management (South Slave)
- Inspections, monitoring and enforcement – review process
- Land and wildlife monitoring
- Assess quality and sustainability of services
- Build local capacity for land/resource management (e.g., IGOs trying to develop systems for responsibilities like lands inspections collaboratively with others including GNWT)
- Regulatory engagement
- Build relationships (IGOs, regulators)

5. Co-establishing a traditional cultural foundation to lands and resources management.

- Maintaining cultural beliefs and values as a foundation
- Address the effects of loss of language and culture
- Culture and language revitalization
- Social issues
- Education

6. Sustainable and diversified resource-based economic development.

- Work together to seek community infrastructure funding under the Arctic and Northern Policy Framework
- Economic development (mining, oil/gas, quarries, community woodlots)
- Economic growth and diversification
- Remediation projects as an opportunity for economic development
- Development of several regional Mineral Resources Strategies

In addition, the IGC Indigenous Governments would like to add that although these encompass areas broader than the IGC mandate:

7. Implementation of UNDRIP overrides all of our priorities.

- 8.** Our languages, culture and way of life is inextricably linked and cannot be separated from land and resource issues, therefore, we need co-governance forums to work together on the social envelope issues (eg. education, health and wellness, housing, child welfare, justice).

9. Developing shared infrastructure goals

- Resource and infrastructure development
- Resource development (with clarity of process)
- Interest in Oil/Gas development
- Mackenzie Valley Highway
- Infrastructure for remote communities
- Infrastructure strategy.