



Department of  
**Lands:**  
**Integrated Risk-based  
Strategic Plan**  
2016/17 – 2020/21



October 21, 2016

Government of  
Northwest Territories



## MINISTER'S MESSAGE

This Integrated Risk-based Strategic Plan is a first for the Department of Lands. The Plan was completed between May 2015 and February 2016 following the one-year anniversary of the devolution of responsibilities from the federal government to the Government of the Northwest Territories (GNWT).

The Plan sets the foundation for the Department by identifying the mission, vision, values, goals and objectives. The approach used to develop the Plan combined elements of risk assessment with traditional strategic planning – an approach that is considered efficient, empowering, and innovative. As a result, risks to achieving the goals were also identified and reflect the realities and challenges of establishing a new organization.

Although the Plan was developed prior to the release of the Mandate of the 18th Legislative Assembly, it was reviewed in Spring 2016 to ensure it aligns with the direction of the new government. The Department will continue to adjust the Plan over time to respond to other changes in the operating environment, including economic and fiscal realities, new research, and other directional documents. As we continue into the life of the 18th Legislative Assembly, refreshing the plan is an important step to make sure that as a maturing department, we are charting the right course.



Minister Louis Sebert

## INTRODUCTION

The Department of Lands' Integrated Risk-based Strategic Plan was developed through five workshops style sessions with the participation of a core team of staff including the Deputy Minister and the Senior Management Committee. The Plan will guide operations over the next five years.

The inclusion of risk assessment in this document sets this strategic plan apart from other plans, and further supports the Department in identifying critical areas where we need to focus resources and efforts to achieve goals and align with the priorities of the 18th Legislative Assembly. In 2019/20, the Department will conduct a comprehensive review of the Plan, including the risk profile, and update as required.

## PURPOSE

This plan sets the vision, mission, goals, objectives and potential key risks to the Department for the next five years. It will guide the Department's operations, inform annual business planning and annual work plans, and support the Department to respond to the priorities of the 18th Legislative Assembly.

## AUDIENCE

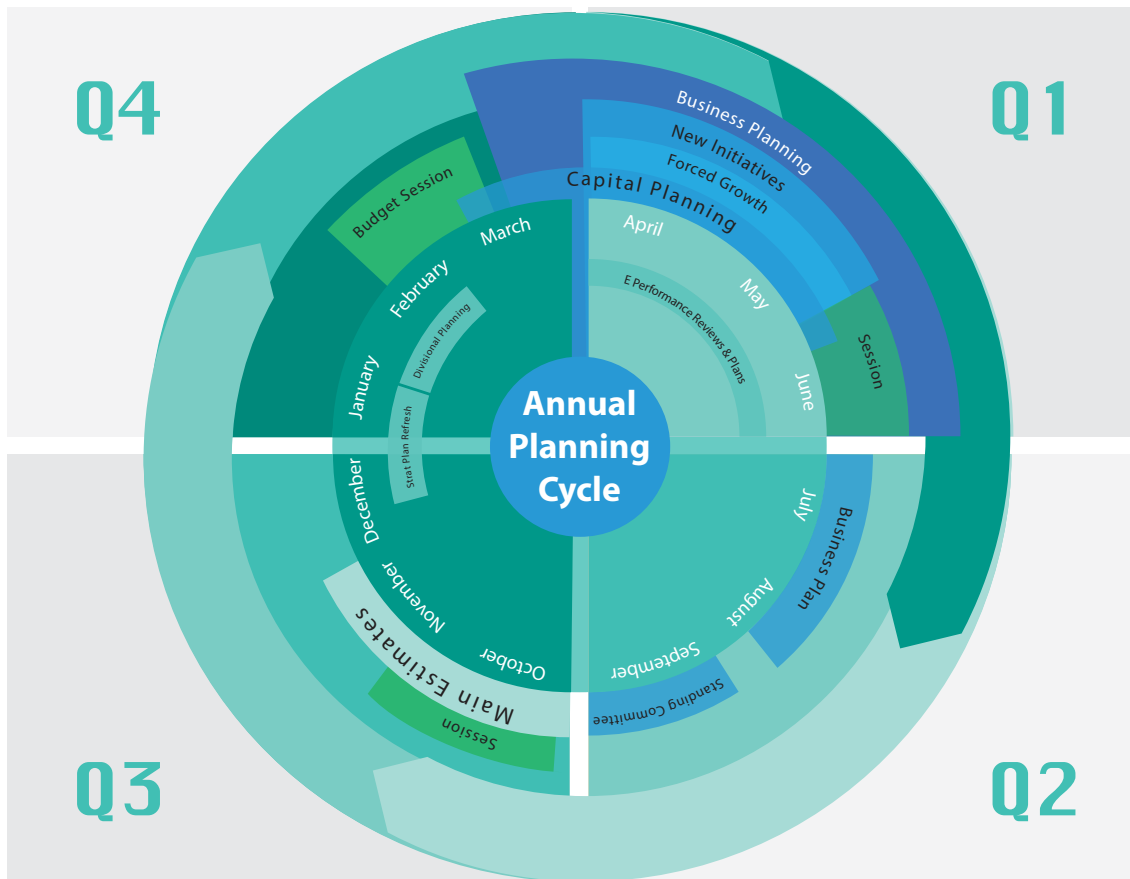
As the first strategic plan for the Department of Lands, this plan focuses inward while the Department is still evolving, and provides overarching direction to staff through identifying the vision, mission, goals, objectives and key risks to the Department achieving these ends. These are foundational elements for the Department and will support Divisions and Regions to plan and prioritize work efforts over the short and longer term.

This Plan is not an action plan and is not intended to identify the specific actions supporting each of the goals and objectives of the Department. Rather, it provides high level strategic direction for the Department of Lands. Specific actions or work objectives are built into the Department's annual divisional work plans. Implementation details may be included in the next major iteration of the Plan stemming from the 2019/20 review.

## ANNUAL PLANNING CYCLE

The Department engages in a variety of planning processes throughout the fiscal year. A graphic of the annual planning cycle is provided below that demonstrates how planning efforts are related and align (Figure 1). The annual cycle considers major planning requirements including strategic planning, business planning, Main Estimates, and annual work planning. The annual Business Plan outlines the short-term actions the Department is taking to meet its goals and the Mandate of the 18th Legislative Assembly.

*Figure 1 Department of Lands Annual Planning Cycle*



# DEPARTMENT OF LANDS' INTEGRATED RISK-BASED STRATEGIC PLAN

## VISION

The Department of Lands is a leader and innovator in northern land and resource management. The Department is recognized as a valued collaborator and advisor, and as a fair, open and transparent steward of Northwest Territories' land and resources. The work of the Department reflects the interests of present and future citizens; the spiritual and cultural value of the land to all people of the Northwest Territories; the importance of maintaining the abundance and natural features of the land; and the role of the land in providing social and economic benefits.



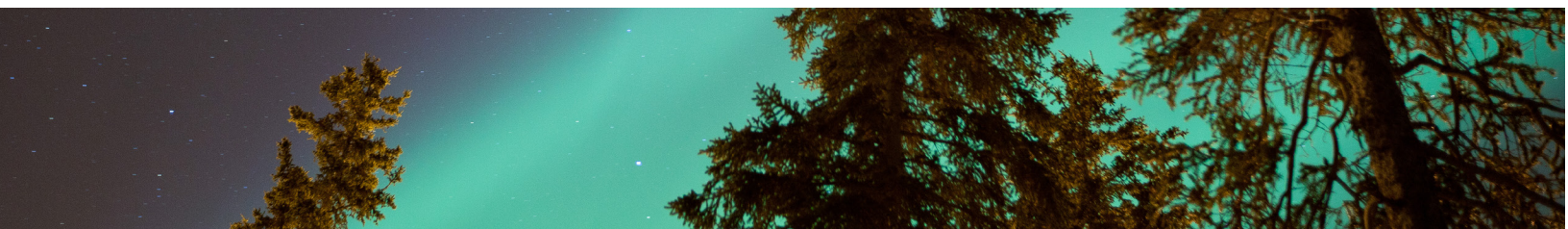
## MISSION

Manage, administer and plan for the sustainable use of public land in the Northwest Territories in a fair and transparent manner that reflects the interests of the people of the Northwest Territories.



## VALUES

The Department of Lands' senior management team came together in the summer and early fall of 2015 to develop a set of core values for the Department. The values define how we behave and what people can expect of us, and will enable us to uphold our reputation and high standards of conduct.



**Table 1 Department of Lands' Core Values**

Value/Description	This means that we...
<p><b>Act as honest brokers</b></p> <p>As honest brokers, we are empathetic facilitators of informed decisions</p>	<ul style="list-style-type: none"> <li>• Play a facilitation/mediation role</li> <li>• Act as a regulator and driver of the mandate – the “point person” – and balance that dual role</li> <li>• Champion land principles, building understanding</li> <li>• Facilitate and champion informed decisions – both those that we make and those that we contribute to</li> <li>• Tell people the truth, not just what they want to hear</li> <li>• Have the courage to make difficult and potentially unpopular decisions and recommendations, transparently, independently, and free from personal bias</li> <li>• Listen to, understand and respect differences of opinion</li> <li>• Test all views by reflecting and providing the rationale for solutions and outcomes</li> <li>• Present facts and find the best way forward in a collaborative manner</li> <li>• Admit our shortcomings, and engage others in support</li> </ul>
<p><b>Respect our resources</b></p> <p>We uphold public interest and public trust, particularly in those things entrusted in us by the public – land, water, and resources – and we understand the importance of the land to the NWT in the context of way of life, environmental stewardship, and economic opportunities</p>	<ul style="list-style-type: none"> <li>• Plan for the sustainable use of public land in the Northwest Territories in a fair and transparent manner</li> <li>• Act in the interests of the public good by considering ecological, social, cultural, recreational and economic values</li> <li>• Ensure the best uses of the resources we manage</li> <li>• Make careful, prudent and effective use of the public dollars, assets and resources entrusted to us</li> <li>• Consider the present and long-term effects that our actions have on people and the environment</li> <li>• Demonstrate balanced decision making and a consistent, solution-based approach</li> <li>• Don't take the easy path over the right path</li> </ul>
<p><b>Own our results</b></p> <p>We are accountable and responsible, we keep it real, practical and relevant, and we are trusted advisors, adding value with our knowledge and expertise</p>	<ul style="list-style-type: none"> <li>• Take ownership of our work</li> <li>• Learn from our successes and failures</li> <li>• Act in an accountable and responsible manner</li> <li>• Invest our time and energy where it is most needed to achieve the desired results</li> <li>• Act with honesty, transparency and flexibility</li> <li>• Own and be true to our positions and beliefs (research and analyze to passionately and consistently defend our positions)</li> <li>• Admit mistakes... and learn from them</li> <li>• Speak truth to power</li> </ul>

Value/Description	This means that we...
<p><i>Value and learn from each other</i></p> <p>We recognize that we are more than the work we do, and are committed to a supportive work environment</p>	<ul style="list-style-type: none"> <li>• Foster a respectful workplace</li> <li>• Inspire and allow ourselves to be inspired, always keeping an open mind to new ideas and perspectives</li> <li>• Create and maintain a safe environment to review results and share ideas</li> <li>• Complete “lessons-learned” exercises</li> <li>• Use mentorships, wherever possible</li> <li>• Truly believe that “many minds are better than one”</li> </ul>
<p><i>Unleash the future</i></p> <p>We promote new, creative, leading-edge practices and approaches through forward-thinking to capture the potential of innovation</p>	<ul style="list-style-type: none"> <li>• Embrace continuous improvement and innovation by anticipating change and shaping outcomes through new tools, strategies, and partnerships</li> <li>• Remove barriers, while understanding and accepting the risks involved</li> <li>• Are open to new ideas and approaches, and help bring them to life</li> <li>• Seek out and implement best practices</li> <li>• Develop and build on others’ suggestions and ideas that lead to new approaches and improvements</li> <li>• Challenge the status quo and come to a better (innovative) approach</li> <li>• Employ creativity and support innovation</li> <li>• Challenge and arrive at better solutions that are responsive, relevant, and forward-thinking</li> <li>• Look for efficiency in processes</li> </ul>





## GOALS, OBJECTIVES AND RISKS

The Department's goals, objectives and risks are presented below (Table 2). The objectives represent the strategic areas of focus that will guide Divisions as they develop annual work plans.

**Table 2 Department of Lands' Goals, Risks and Objectives**

Goal 1		
Balance perspectives and maximize benefits	RISK	OBJECTIVES
<p>The Department's land management policies and practices maximize the benefits of our land for present and future generations, and minimize negative effects. Land management balances economic, social, environmental, cultural, and spiritual considerations.</p>	<p>#1. If the GNWT does not hold adequate securities to cover reclamation of land in the event a land use operation is abandoned, it could be exposed to liability.</p>	<p>1.1 Human resource gaps are identified and addressed</p>
	<p>#2. If the Department of Lands does not effectively coordinate administrative and regulatory processes, including its land use planning implementation responsibilities, decision-making in these areas will be inadequately informed.</p>	<p>1.2 Our partners, stakeholders and public are informed about Lands programs and services</p>
	<p>#6. If stakeholders and other departments perceive their interests are not understood or being adequately considered in land decisions, they may not have confidence in the Department's land decisions or want to participate in engagement or consultation opportunities.</p>	<p>1.3 LUSF is implemented across the Department and integrated into day-to-day work</p>
		<p>1.4 Departmental programs, policies and legislation meet the post-devolution departmental mandate</p>
		<p>1.5 Land use planning meets the needs of the GNWT, our Aboriginal partners, stakeholders and the public</p>
Goal 2		
Uphold public trust	RISK	OBJECTIVE
<p>The business of the Department of Lands is open and transparent. Northerners have confidence that land management decision-making in the NWT is coordinated, consistent and sustainable.</p>	<p>#4. If residents do not understand the differences and similarities in the application of the <i>Commissioner's Land Act</i> and the <i>Northwest Territories Lands Act</i>, the public is more likely to question land management decisions.</p>	<p>2.1 Compliance and enforcement programs and activities are consistent, timely and well communicated</p>
	<p>#9. If stakeholders perceive compliance and enforcement actions are inadequate and inconsistently applied, they could lose confidence in the Department's ability to deliver on our mandate and undermine the Department's authority and credibility.</p>	<p>2.2 Land administration is consistent and clear across NWT</p>
	<p>#11. If the objectives of the Land Use and Sustainability Framework (LUSF) are not unilaterally understood and agreed upon across the GNWT, it will limit the framework's effectiveness in guiding decisions on land use and land management in the NWT.</p>	
	<p>Unranked. If the Department does not review existing policies, processes and procedures and make adjustments where required, the GNWT may face legal challenges from lessees and land claimants.</p>	

Goal 3		
<b>Innovative land management</b>  The Department's policies, service delivery, and use of technology are innovative and relevant for our people and geography. Decisions are grounded in best practice, evidence-based research, and capitalize on opportunities for integration across programs.	<b>RISK</b>  #12. If the Department does not support or pursue technology and process innovation, it may miss opportunities to capitalize on enhancements / efficiencies in programs and service delivery.	<b>OBJECTIVE</b>  3.1 Make wise information and technology investments with an emphasis on risk reduction and service innovation
		3.2 Create a culture that supports innovation and acknowledges success
Goal 4		
<b>Collaborate and advise effectively</b>  The Department and its staff are effective collaborators and our expert advice is valued and respected. Our work with partners aligns and inspires all involved to achieve a shared vision for land management in the NWT.	<b>RISK</b>  #5. If other government departments do not understand our roles and responsibilities related to land and resource management and planning, it could lead to duplication of efforts and lack of oversight.	<b>OBJECTIVE</b>  4.1 Lands plays a neutral role in land administration when working with partner departments across the GNWT
		4.2 Build and maintain relationships with Aboriginal governments through the Intergovernmental Council on Land and Resources
		4.3 Lands engages and consults with Aboriginal partners, stakeholders, and the public on land administration in the NWT
		4.4 Policies, procedures and program data are accessible and shared across programs

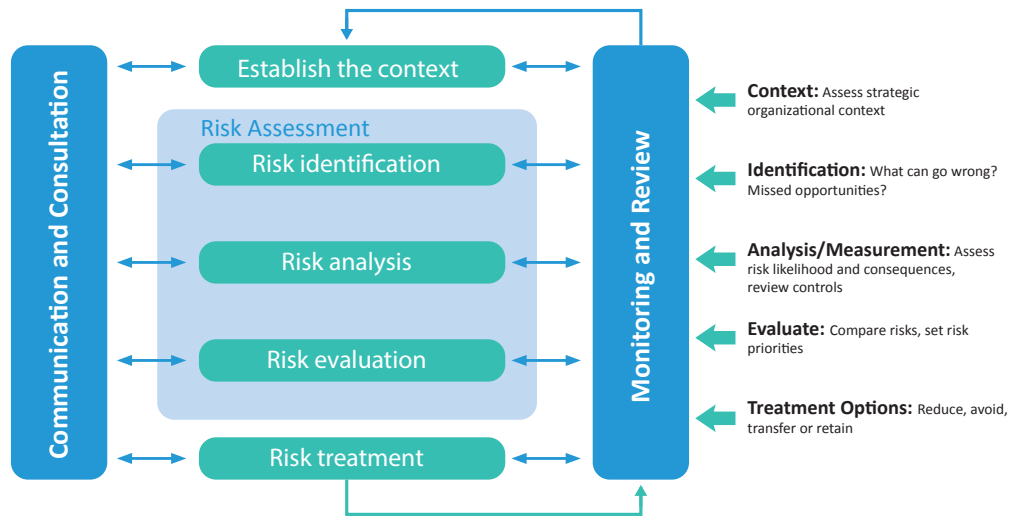
Goal 5		
<p><b>Use resources efficiently</b></p> <p>The Department and its staff are nimble and align our resources strategically to achieve our priorities. We are accountable, open and transparent in the use of resources in relation to our achievement of results.</p>	<p><b>RISK</b></p> <p>#10. If operational requirements and organizational design gaps are not addressed in a coordinated, timely and effective manner, it impedes the Department’s ability to deliver programs tailored to client needs and GNWT priorities.</p>	<p><b>OBJECTIVE</b></p> <p>5.1 Financial and technology resources are aligned to meet Departmental needs</p>
		<p>5.2 Use risk-based management practices to ensure resource allocations are strategic</p>
		<p>5.3 Organizational structure and design adapts to Departmental strategic priorities and fiscal realities</p>
		<p>5.4 Maximize opportunities for new and existing revenue streams</p>
Goal 6		
<p><b>Maintain and develop internal capacity</b></p> <p>The Department’s staff are well-trained, engaged, productive and committed. Our culture is positive and attracts highly qualified workers.</p>	<p><b>RISK</b></p> <p>#3. If the Department loses corporate history and knowledge and is unable to fill key positions, it may not be able to deliver on its mandate.</p> <p>#7. If information required to support decision-making is not available or accessible, decision-makers may be ill-informed and decisions may not be timely.</p> <p>#8. If legacy applications and systems are unsustainable and planning for the replacement or upgrading of technology is not in place, the Department may not be able to meet its objectives.</p>	<p><b>OBJECTIVE</b></p> <p>6.1 Human resource planning is grounded in best practice, considers the current environment and anticipates future needs</p>
		<p>6.2 Augment internal capacity through performance planning which links individual and organizational priorities, identifies professional development opportunities, and effectively manages employee performance</p>
		<p>6.3 The Department of Lands is viewed as an employer of choice where staff feel engaged, valued, challenged and supported</p>

## RISK PROFILE

The Department's approach to risk management is based on the International Organization for Standardization (ISO) 31000 Risk Management – Principles and Guidelines and the supporting Guide 73 Risk Management – Vocabulary, referred to as the Standard.

The Standard provides the overall approach for risk management as depicted in Figure 2.

**Figure 2 Risk Management Approach**



ISO 31000: 2009 (E) "Risk Management - Principals and Guidelines"

All GNWT departments are required to develop a risk profile. The Department of Lands' risk profile was created by incorporating risk management into the strategic planning process. This allowed the Department to identify and assess risks as they relate to the six strategic goals. By integrating risk-based approaches with planning, the Department is better prepared to address factors that could limit its success. This integration also enables the Department to focus and align resources, which allows us to achieve our intended results more efficiently.

*Risk - a possible event or circumstance that could affect the achievement of the Department's goals.*

## PROCESS

The Department's staff developed the risk profile through several workshop style sessions as part of the overall strategic planning process. Once the goals were determined, participants then identified the risks associated with each goal, as well as strategies already in place to address each risk. Using a risk matrix and predetermined rating criteria, participants individually ranked each risk by assigning ratings for inherent and residual risk based on the probability of the risk occurring (likelihood) and the possible magnitude of the risk (impact). Individual scores were entered into voting software which calculated the overall risk rankings. A heat map of the Department's risks was also generated which illustrates the priority ranking. Participants then identified additional actions that could be taken to further reduce the risks.

The risks, should they come to fruition, are the major barriers to attaining the goals. The Department is a relatively new organization. The risks identified are where we are today and focus on many of the challenges ahead, such as how to work more effectively with partners and stakeholders, improving communications with stakeholders and the public, staffing challenges, and how to better utilize technology to deliver services to the public.

Twelve risks were identified and are presented in prioritized ranking below along with their associated mitigations (Table 3). Following the initial identification and ranking, an additional risk was added to the register.

The risks will be monitored, and mitigations adjusted as required and this information will contribute to the development of future annual business plans and work plan efforts.

*Inherent risk - the risk that exists assuming no controls/mitigation strategies are in place.*

*Residual risk - the risk that remains after controls have been put in place to mitigate the inherent risk.*

**Table 3 Department of Lands' Risks and Mitigations**

Department of Lands Risks and Mitigations		
Rank	Risk Statement	Mitigation
1	If the GNWT does not hold adequate securities to cover reclamation of land in the event a land use operation is abandoned, it could be exposed to liability.	The revamped Securities Coordination Unit will finalize guidelines, process protocols and other tools to support securities management, including roles and responsibilities related to securities for resource development and land use projects. In 2016-17 the unit is developing a Securities and Administration Processing System to track and manage securities; system implementation will begin in 2017-18.
2	If the Department of Lands does not effectively coordinate administrative and regulatory processes, including its land use planning implementation responsibilities, decision-making in these areas will be inadequately informed.	The Department continues to work with GNWT departments and other governments to better define and streamline roles and responsibilities for business processes across departments. It also conducts environmental screening of land use permit applications on public land in the Inuvialuit Settlement Region, and issues land use permits on public land in that settlement region. Specific policies are being developed, including the Project Assessment Policy, which will help mitigate this risk. Along with this work, the Department has offered educational materials, including the Northern Land Use Guidelines, and Operating Ground Rules developed with the Department of ENR, to clarify roles responsibilities. It has developed and is piloting training modules for GNWT staff to better understand land use plans, including implementation responsibilities.
3	If the Department loses corporate history and knowledge and is unable to fill key positions, it may not be able to deliver on its mandate.	The Department is developing a human resources plan in 2016-17 that is aligned with the Department of Human Resources' (HR) 20/20: A Brilliant North NWT Public Service Strategic Plan, and is working with HR to identify and apply creative human resource strategies and maximize internal development for staff. The HR plan will provide rigor and oversight to the strategies already in place to support recruitment and succession planning, including internship programs, participation in job fairs, and where available the use of developmental staffing programs within program areas. To support knowledge transfer, the Department will ensure the ongoing and appropriate storage of business information, and provide regular training to new and longer-term staff.

Department of Lands Risks and Mitigations		
Rank	Risk Statement	Mitigation
4	If residents do not understand the differences and similarities in the application of the <i>Commissioner's Land Act</i> and <i>Northwest Territories Lands Act</i> , the public is more likely to question land management decisions.	<p>The Department is reviewing the <i>Commissioner's Land Act</i> and the <i>Northwest Territories Lands Act</i> from an operational and administrative perspective to determine where policies and legislation can be updated or developed to ensure land management practices are as effective and consistent as possible. The end goal is greater system alignment, consistency in application and increased clarity for all users. We will be looking at legislative amendments that are technical or administrative in nature, and be supported by other departmental activities that will help achieve departmental goals. More significant legislative changes will be made in the longer-term.</p> <p>Other non-legislative initiatives that help mitigate this risk include: the restructuring of Commissioner's Land Administration to ensure consistent application of legislation and policies in regional offices, and will create a one-stop shop for generalized information regarding Commissioner's Land Administration functions, similar to the Territorial Lands Administration model.</p> <p>Furthermore, the Recreational Land Management Framework (RLMF) will modernize and clarify leasing practices and processes. Consistency and transparency in leasing and land management practices and process will improve public understanding. The framework also identifies a public education component which will include materials such as a Cabin Owners Handbook.</p>
5	If other government departments do not understand our roles and responsibilities related to land and resource management and planning, it could lead to duplication of efforts and lack of oversight.	<p>The Department strives for procedural excellence in providing impartial and objective coordination of the government's input on the environmental assessment and land use planning processes, coordinating the GNWT's approach to project environmental securities and leading the delivery of the sustainability vision set out by the Land Use and Sustainability Framework. The Department leads interdepartmental working groups on issues that require GNWT-wide decision-making. It participates on Deputy Minister committees related to land and resource management, and engages with a variety of resource management and planning boards and other governments. These all provide opportunities to clarify and reinforce the Department's roles and responsibilities. The Department has also created several internal committees to share information and guide decision-making.</p>

## Department of Lands Risks and Mitigations

Rank	Risk Statement	Mitigation
6	If stakeholders and other departments perceive their interests are not understood or being adequately considered in land decisions, they may not have confidence in the Department's land decisions or want to participate in engagement or consultation opportunities.	<p>The Department of Lands is committed to building strong relationships with governments, other departments, Aboriginal governments and organizations, resource management bodies and other stakeholders in the NWT. It will use those relationships to obtain expert advice, and build capacity and understanding to ensure the Department makes informed decisions. The Department will continue to reach out to stakeholders through public engagement activities, Aboriginal governments via consultation efforts, and to government partners through interdepartmental working groups and the Intergovernmental Council, to ensure the regular flow of information and input into decisions on land use and land management. At the senior levels, Deputy Minister and Cabinet Committees also support ongoing collaboration and coordination between departments, and with other land and resource partners in the NWT.</p> <p>The Department will continue to strive for clarity and transparency in decision-making. It will also employ structured decision-making techniques to be explicit in decision criteria and trade-offs and to communicate these to help stakeholders see and understand how their interests are taken into account. Feedback mechanisms such as the production of "What we heard" reports will also be used for various engagement activities.</p>
7	If information required to support decision-making is not available or accessible, decision-makers may be ill-informed and decisions may not be timely.	<p>The Department fosters a culture of information sharing internally and between departments, considering who needs to know what information and when, and taking the necessary steps to make sure that information exchange occurs. The Department will continue to develop and refine processes to share information within and with other Departments.</p> <p>The Informatics Shared Services Centre enables more effective and efficient information sharing by ensuring that the Department has strong technology infrastructure in place. The use of the GNWT's corporate records management system (Digital Integrated Information Management System (DIIMS)) and the accompanying records management policies, guidelines and standards which have been developed and implemented, allow for information sharing which supports sound, informed decision-making across the Department.</p>



**Department of Lands Risks and Mitigations**

Rank	Risk Statement	Mitigation
8	<p>If legacy applications and systems are unsustainable and planning for the replacement or upgrading of technology is not in place, the Department may not be able to meet its objectives.</p>	<p>The Department strives to meet its objectives as efficiently as possible. Protocols and guidelines are applied to software development. Staff are heavily involved in testing and piloting projects before they are released broadly. Having Informatics Shared Services Centre (ISSC) situated in the Department ensures that inter-departmental connections are made. The Department of Lands reviews legacy applications to identify those that have the highest risk of failure because they are outdated and develop application-specific action plans that consider risk and opportunity for innovation and consolidation. The Department emphasizes off-the-shelf solutions as the preferred choice when feasible. ISSC will work with program areas to develop funding submissions to ensure investments align with capital funding intake cycles.</p> <p>ISSC is currently engaged in two significant projects with Commissioner’s Lands Administration within Operations to improve the functionality and responsiveness of the Administration of the Territorial Lands Act System (ATLAS). They are also working to create greater stability and further efficiencies in the Land Administration System (LAS).</p>



## Department of Lands Risks and Mitigations

Rank	Risk Statement	Mitigation
9	If stakeholders perceive compliance and enforcement actions are inadequate and inconsistently applied, they could lose confidence in the Department's ability to deliver on our mandate and undermine the Department's authority and credibility.	<p>The Department of Lands is committed to maintaining inspections standards by ensuring compliance and enforcement functions are robust and staffed. The Department has a proven Risk Assessment model that it applies to all land use projects it inspects to help identify an appropriate inspection frequency of authorized activities. This approach helps Inspectors place appropriate focus on higher risk projects versus those that pose a lesser risk to the environment.</p> <p>The Department continues to use Operations' management meetings, bi-annual Superintendent meetings, and annual Inspectors' meetings for greater coordination across the Department and regions. The Department is also developing a mechanism to track training for Inspectors and Land Officers and assist with identifying needs and opportunities for cross regional training.</p> <p>The Department's work on the Recreational Land Management Framework will further mitigate this risk, as it will help clarify leasing practices and processes, encourage compliance with lease terms and conditions and promote public awareness. The Department's website will serve as a means to update/inform the public of rules and regulations.</p> <p>On the education and public communications front, the Department is developing fact sheets on leasing and unauthorized occupancy. These fact sheets will be posted on the Department's website in 2017.</p>
10	If operational requirements and organizational design gaps are not addressed in a coordinated, timely and effective manner, it impedes the Department's ability to deliver programs tailored to client needs and GNWT priorities.	<p>The Department is developing a four-year Human Resources (HR) Plan in 2016-17. This work will help fulfill the Department's mandate by ensuring it continues to have key human resources in place and that succession planning is implemented. This work also helps mitigate the Departmental risk #3 related to maintaining resources in key positions. The plan will include a workforce analysis, key issues, goals and objectives, and an action plan. It will also review the Department's post-devolution organization design to ensure it uses effective, efficient and creative ways to address any identified resource gaps. The Department has also established a Natural Resource Management Coordinating Committee to discuss cross-divisional operational issues and develop plans for moving forward.</p>

**Department of Lands Risks and Mitigations**

Rank	Risk Statement	Mitigation
11	If the objectives of the Land Use and Sustainability Framework (LUSF) are not unilaterally understood and agreed upon across the GNWT, it will limit the framework's effectiveness in guiding decisions on land use and land management in the NWT.	<p>The Land Use and Sustainability Framework (LUSF) is the GNWT's guiding document for sustainable land and resource management. The Department of Lands is developing a inter-departmental implementation approach for the LUSF. It will define a set of collective sustainability objectives for the GNWT and an approach to support and report on those objectives. The Department of Lands will formally engage GNWT Departments with land and resource responsibilities in Fall 2016 and may establish an interdepartmental group to advance coordination efforts related to advancing the LUSF.</p> <p>Ultimately, this work will ensure that all departments understand how to implement the LUSF into GNWT decisions and how to measure the degree to which GNWT decisions are contributing to the collective objectives.</p>
12	If the Department does not support or pursue technology and process innovation, it may miss opportunities to capitalize on enhancements / efficiencies in programs and service delivery.	The Department is progressing on the implementation of a departmental Informatics Steering Committee to advise on information and technology investments, emphasizing risk reduction and service innovation. The Department encourages innovation at all levels and is finding ways to modernize, adopt technology and increase service into work planning and performance management programs.
Unranked	If the Department does not review existing policies, processes and procedures and make adjustments where required, the GNWT may face legal challenges from lessees and land claimants.	The Department has developed and continues to review, revise and build upon its processes and procedures for departmental operations in areas including environmental assessment coordination, inspections, and lease issuance and others. The Department is also currently reviewing the <i>Commissioner's Land Act</i> and the <i>Northwest Territories Lands Act</i> from an operational and administrative perspective to determine where policies and legislation can be updated or developed to ensure land management practices are as effective and consistent as possible. The end goal is greater system alignment, consistency in application and increased clarity for all users. We will be looking at legislative amendments that are technical or administrative in nature, and be supported by other departmental activities that will help achieve departmental goals. The Department is also reviewing several of its policies and will update as required.

