



IDENTIFICATION

Department	Position Title	
Industry, Tourism and Investment	Manager, Socio-Economics	
Position Number	Community	Division/Region
63-11332	Yellowknife	Mineral and Petroleum Resource Division

PURPOSE OF THE POSITION

The Manager, Socio-Economics is responsible for providing management and oversight of the socio-economics programs on behalf of the Department, and provides a leadership role in socio-economic programming in the mineral and petroleum resource industry on a Government of the Northwest Territories (GNWT) wide basis.

SCOPE

The Manager, Socio-Economics (Manager) is located in Yellowknife and reports to the Director, Mineral and Petroleum Resources Division (MPRD). The Manager is responsible for leading the planned, effective and efficient execution of agreements, plans, strategies and processes to maximize the positive socio-economic effects and mitigate the negative socio-economic impacts of mineral and petroleum resource development. The Manager is considered the GNWT authority on socio-economic matters related to resource development, and is responsible for providing input into the development of new regulations, policies, and processes for maximizing the positive socio-economic effects and addressing negative socio-economic impacts of mineral and petroleum resource development.

The resource sector is the primary private sector driver of the NWT economy, directly employing over 2,500 people in the NWT and contributing over \$500 million in spending each year. The sector has direct and indirect economic impacts that account for almost a third of NWT's Gross Domestic Product. It is essential to ensure that northerners receive maximum socio-economic benefits from the sector while negative impacts are minimized and effectively mitigated. The manager is directly involved in the development and delivery of policy tools that influence these socio-economic impacts.



Pursuant to the *Mackenzie Valley Resource Management Act* (MVRMA), resource companies are required to seek public approval for a project through an Environmental Assessment (EA).

A key element of an EA is the negotiation and implementation of legally required Socio-Economic Agreement (SEAs) to ensure that socio-economic benefits are maximized; minimize adverse socio-economic impacts; and provide value-added opportunities from major resource development in the NWT.

The negotiation of an SEA is guided by a Cabinet-approved mandate. The Manager plays the key role of leading the negotiation and implementation process by providing strategic leadership in the development of the GNWT negotiating position; collaborating with relevant GNWT Departments to develop the negotiating mandate; gathering input from key stakeholders, and particularly Indigenous governments and organizations; conducting negotiations with resource development companies; and ensuring that department senior managers and Cabinet are informed on the progress of negotiations. The negotiation process requires a full understanding of on-going discussions on the GNWT's socio-economic positions, with various stakeholders including resource developers, Indigenous governments and organizations, the private sector, government departments, civil society, and the public.

The Manager is also responsible for providing advice, analysis, and recommendations on the socio-economic components of the Environmental Assessment process. The Manager is required to make presentations to EA hearings and has the authority to make commitments on behalf of the GNWT within the negotiating mandate.

The Manager is responsible for monitoring, evaluating, and reporting on SEAs once negotiated. Provisions under the SEAs include employment and business opportunities; cultural well-being and traditional economy; community well-being; net effects on government; and public reporting and engagement. The Manager leads GNWT's efforts under each agreement while monitoring how well each company carries out its respective responsibilities. The Manager is responsible to identify gaps and challenges and recommend adaptive management approaches where impacts are identified. The scope of responsibility includes implementation of all current and future SEAs.

The Manager leads the periodic review or evaluation of the SEA program, in order to learn from implementation experience and enable program improvements or re-design to better achieve desired socio-economic outcomes for Northerners.

The GNWT is developing and implementing regulations to legislate socio-economic processes for resource development in the NWT. The regulatory process will fall under the recently developed *Mineral Resources Act* (MRA) and result in defined socio-economic requirements for future resource development operations to ensure the maximization of Indigenous and Northern benefits from resource development.



The Manager leads the development and implementation of these socio-economic regulatory processes, which will be unique in Canada and require in-depth research; collaboration with other GNWT departments including the Departments of Justice and Education, Culture and Employment; as well as consultation with various stakeholders including formal consultations with Indigenous governments under Section 35 of the Consultation Act. The regulations will have significant and long-lasting impacts on how resource development occurs and will ensure socio-economic benefits for northern businesses, employees, and communities.

The Manager has been mandated to lead the development of cultural wellness indicators which are designed to determine the cultural impacts of resource development on Indigenous peoples of the NWT. Developing the indicators requires in-depth research as well as close collaboration with Indigenous governments, organizations, and leaders. This process must be conducted with tact and respect for the guidance and leadership of Indigenous partners.

The Manager is required to keep current on socio-economic assessment and performance management trends and best practices across Canada and internationally. The Manager must lead socio-economic studies on a variety of research topics relevant to achieving desired NWT socio-economic outcomes, using quantitative and qualitative methods, while engaging partners and stakeholders.

Work is performed under the general direction of the Director. The Manager has significant latitude provided that the policies, guidelines and interests of the GNWT are complied with. The position requires a high level of political and cultural sensitivity in advancing GNWT socio-economic interests as the possibility exists for considerable conflict between project proponents and stakeholders; and political repercussions from stakeholders, including Indigenous Governments and Indigenous organizations, project proponents and mine operators. Judgment, diplomacy, and tact are required in interactions with all partners and stakeholders.

The Manager must have expert knowledge of the legal basis for environmental assessments found in a continually changing suite of federal, territorial and international acts, agreements and frameworks including the federal *Mackenzie Valley Resource Management Act* (MVRMA); *Canadian Environmental Assessment Act* (2012); *Inuvialuit Final Agreement*; *Nunavut Planning and Project Assessment Act*; *Yukon Environmental and Socio-Economic Assessment Act* along with Settled Lands, Resources and Self-Government Agreements; the Northwest Territories Lands and Resources Devolution Agreement and Delegation Instruments associated with the agreement and the MVRMA. The Manager must have an expert understanding of the socio-economic risks and benefits of resource development as well as the negotiation, management and evaluation of environmental assessments and socio-economic agreements.



RESPONSIBILITIES

1. Leads all aspects of the negotiation and implementation of Socio-Economic Agreements (SEAs) to maximize resource development benefits and mitigate socio-economic impacts.

- Provides expert advice to senior management and decision makers regarding GNWT positions and priorities on the negotiation and implementation of SEAs.
- Develops negotiating mandates, in collaboration with relevant Departments, and supports the Minister to seek Executive Council approval.
- Guides negotiations with project proponents, in collaboration with relevant Departments, to ensure that Cabinet-approved negotiation mandates are met.
- Researches and analyzes socio-economic and impact/benefit agreements associated with resource projects in other jurisdictions, nationally and internationally, in order to identify lessons and best practices that GNWT can build on for its SEAs.
- Leads and participates in interdepartmental and multi-organizational socio-economic working groups, working group actions and deliverables.
- Plans, organizes and reports on stakeholder engagement activities.
- Presents on socio-economic related topics in public and formal settings and quasi-judicial hearings.
- Tracks and monitors the ongoing fulfillment of the commitments under the SEAs and related socio-economic activities and makes recommendations for adaptive recommendations where warranted by circumstances.
- Participates in Federal, Provincial and Territorial working groups related to resource sector socio-economics.
- Organizes and prepares support materials for GNWT and departmental decision makers related to socio-economic topics/activities (including updates, briefings, correspondence and other related documents).

2. Leads monitoring, evaluation and reporting on the effectiveness of SEAs in maximizing benefits and mitigating impacts.

- Tracks and monitors the ongoing fulfillment of the commitments under the SEAs and related socio-economic activities by resource developers.
- Gathers qualitative and quantitative data on socio-economic benefits and impacts in such areas as employment, business development, training and cultural development.
- Maintains on-going discussions with relevant departments, resource developers, Indigenous governments and organizations and other stakeholders on socio-economic benefits and impacts.
- Reviews and evaluates detailed socio-economic reports provided by resource developers and others concerning socio-economic impacts.
- Makes recommendations for adaptive measures where warranted by circumstances.
- Leads development of communication materials for complex socio-economic reporting interdepartmentally and to public audiences.



3. Leads all aspects of the development of socio-economic regulations under the *Mineral Resources Act*.

- Conducts in-depth research and analysis on new MRA regulatory processes that do not exist in other Canadian jurisdictions.
- Researches and analyzes policies and regulations related to socio-economic and impact/benefit agreements in other jurisdictions, including enforcement and incentive mechanisms, to inform SEA and benefit agreement regulation development, implementation and improvement in NWT.
- Leads formal consultation processes under Section 35 of the *Constitution Act* with Indigenous government and organizations.
- Leads engagement processes with all other impacted parties including the resource development industry, resource developers, private sector, civil society, federal government departments and the public.
- Liaises with impacted GNWT departments including Education, Culture and Employment, Health and Social Services, Environment and Natural Resources, and Lands.
- Prepares in-depth reports and briefing notes for senior managers and cabinet on the progress of the development of regulations and to assist decision making related to the MRA, and the benefits regulations.
- Works closely with the departments of Executive and Intergovernmental Affairs and Justice in formulating the regulations.
- Reviews actions or proposals related to MRA regulations to determine the impact on the operationalization of the benefits regulations.
- Reviews and approves content of material before submission to departmental senior management, Minister, and/or Legislative Assembly Standing Committees.
- Participates in the preparation of the draft regulations and provides final copy/edit review for approval by the Deputy Minister.
- Develops policy implementation instruments (e.g., Directives, guidance documents) for project proponents based on the socio-economic regulations under the MRA.

4. Leads the strategic direction of MPRD in meeting EA procedural requirements and regulatory responsibilities to ensure the most effective, efficient and targeted use of resources.

- Identifies strategic priorities concerning EA and regulatory review responsibilities.
- Builds effective and collaborative relationships with key partners and stakeholders including within ITI, other GNWT and Federal Government departments, Indigenous governments and organizations, regulatory review boards and industry.
- Represents the department in regulatory proceedings, including providing expert testimony.



- Leads socio-economic measure implementation with multi-partner and multi-stakeholder working groups, and reports to a GNWT senior management steering committee.
 - Plans and leads Indigenous and community engagement in socio-economic measure implementation.
 - Plans and leads the development, data collection, and analysis of multi-source qualitative and quantitative socio-economic indicators.
 - Plans and leads the monitoring, evaluation and reporting on socio-economic measures.
 - Identifies and recommends socio-economic measure program and policy improvements through the development and delivery of GNWT documentation supporting such recommendations.
- 5. Represents the Department's position on improving socio-economic outcomes relating to remediation activity in the NWT**
- Acts as Department lead on various committees relating to the implementation of Remediation of mineral exploration sites, mines, oil and gas sites and associated activities
 - Provides strategic advice on maximizing benefits from remediation activity
- 6. Leads the development of cultural well-being indicators to evaluate the impact of resource development on cultural vitalization**
- Collaborates and works closely with Indigenous governments and organizations to identify, develop, monitor, evaluate and report on key cultural indicators.
 - Meets with resource developers, civil society, and other stakeholders concerning the development and implementation of cultural indicators.
 - Prepares reports and briefing notes for senior management on the progress of the cultural well-being activities.
 - Makes recommendations to senior management and Cabinet on agreed upon cultural well-being indicators, metrics, and evaluation processes.
- 7. Manages the human resources, financial and administrative functions of the unit to provide effective and efficient services within budgeted frameworks**
- Develops and implements annual work plans that establish short and long-term objectives.
 - Manages human resource functions within the unit including staffing, direction setting, and performance evaluations.
 - Manages the annual budget for the unit (\$1.0 million) and projects future budget requirements in a fiscally responsible manner.
 - Oversees contract management and administration of contribution agreements provided to various stakeholders to foster participation in socio-economic initiatives and processes.



- Prepares terms of reference and statements of work to direct contractors.
- Develops objectives and performance indicators for the Unit including individual staff goals, ensuring they are complimentary to the Division's and Department's goals and objectives.
- Provides positive leadership and advice to Mineral and Petroleum Resources Branch staff.
- Encourages employee development through performance appraisals, training plans, and professional development opportunities.
- Supports objectives of succession planning within the unit and the Division.
- Participates as a member of the Divisional management team in planning the short and long-term objectives for the Division.

WORKING CONDITIONS

Physical Demands

No unusual demands.

Environmental Conditions

No unusual demands.

Sensory Demands

No unusual demands.

Mental Demands

The incumbent is exposed to tight deadlines and large workload with competing priorities and demands. There can be a lack of control over the work pace, with competing priorities that may lead to mental fatigue or stress.

This position potentially deals with confidential and politically sensitive information.

Travel, including to NWT and other northern communities and occasionally remote locations, is required. Occasional overtime is also required. This position travels approximately eight weeks per year – on various trips.

KNOWLEDGE, SKILLS AND ABILITIES

- Specialized knowledge of policy evaluation methods to conduct SEA Program review analysis and on-going policy evaluation at the operational level, to make recommendations regarding regulations, operational policies, operational policy options, and program redesign.



- Knowledge of typical project impacts including socio-economic and cultural impacts, and mitigative techniques for a variety of developments including mining, oil and gas;
- Knowledge of settled and unsettled land claims, Treaty Land Entitlements and Indigenous Rights.
- Knowledge of the management of interdisciplinary research, and project management techniques to plan, organize, integrate, and co-ordinate the development of a complete socio-economic program review and redesign.
- Knowledge of the history, culture, political, and economic aspirations of Indigenous people and other Northerners and of land rights and land use.
- Knowledge of key partners and stakeholders including industry, NGOs, Indigenous governments, municipal governments, and federal departments.
- Knowledge of relevant legislation, regulation, and best practices related to environmental impact assessment, the mitigation of socio-economic impacts of resource development and the maximization of positive socio-economic effects.
- Knowledge of consultation and public participation techniques.
- Knowledge of basic principles of law, common-law and the development of regulations and regulatory practices.
- Knowledge of the relative positions of all stakeholders in the NWT, as it relates to the socio-economic aspects of resource development, to gauge responses to departmental initiatives relating to mineral and petroleum resource management and to analyze and provide expert advice accordingly.
- Knowledge of other jurisdictions' (Canada and abroad) socio-economic benefit maximization and impact mitigation practices.
- Knowledge of negotiation, project management, performance management theories, methods, and practices.
- Knowledge and skills in reviewing, analyzing and contributing to the development of complex legal, regulatory and policy instruments.
- Knowledge of theory and practice related to socio-economic research and analysis.
- Project management, organizational, and time management skills.
- Supervisory, performance management, and motivation skills.
- Proficient computer skills including word processing, database, spreadsheet, graphics, internet and electronic mail.
- Ability to communicate and collaborate effectively and represent divisional, departmental and GNWT interests before a wide range and size of audiences including politicians, senior officials, scientists and specialists, business leaders, interest groups, communities, and the public.
- Ability to conduct and manage in-depth research and report on findings in an effective, efficient manner.
- Ability to exercise tact and diplomacy in dealings with colleagues, operators, and external stakeholders.
- Ability to communicate complex subjects clearly and concisely, orally and in writing.



- Ability to work independently and as part of a team.
- Ability to quickly develop and apply creative, innovative solutions to problems.
- Ability to think innovatively in the field of socio-economics.
- Ability to commit to actively upholding and consistently practicing personal diversity, inclusion and cultural awareness, as well as safety and sensitivity approaches in the workplace.

Typically, the above qualifications would be attained by:

A relevant Bachelor's degree combined with 5 years of applied experience in the field of socio-economics combined with supervisory experience. Experience in private and/or public sector resource development is preferred,

Equivalent combinations of education and experience will be considered.

ADDITIONAL REQUIREMENTS

Position Security (check one)

- ☐ No criminal records check required
- ☐ Position of Trust – criminal records check required
- ☒ Highly sensitive position – requires verification of identity and a criminal records check

French language (check one if applicable)

- ☐ French required (must identify required level below)

Level required for this Designated Position is:

ORAL EXPRESSION AND COMPREHENSION

Basic (B) ☐ Intermediate (I) ☐ Advanced (A) ☐

READING COMPREHENSION:

Basic (B) ☐ Intermediate (I) ☐ Advanced (A) ☐

WRITING SKILLS:

Basic (B) ☐ Intermediate (I) ☐ Advanced (A) ☐

- ☐ French preferred

Indigenous language: Select language

- ☐ Required
- ☐ Preferred