

Nunavut Water Board
Request For Proposals
NWB Regulatory Workflow and Online Public
Registry



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Project Title:	NWB Regulatory Workflow and Online Public Registry
RFP ID Number:	RFP GH 2018-005
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Proposal Submission Deadline:	January 7, 2019

Introduction

The Nunavut Water Board ('NWB' or 'Board') seeks to protect, manage and regulate freshwaters in Nunavut by incorporating Inuit Qaujimajatuqangit and scientific knowledge in decision-making.

The Board was established as an Institution of Public Government in accordance with Article 13 of the *Nunavut Agreement* ("NA"). All substantive powers, function, objectives and duties of the NWB are provided for in the *Nunavut Waters and Nunavut Surface Rights Tribunal Act* ("NWNSRTA"), which received Royal Assent on April 30, 2002.

The Board consists of nine (9) members, including the chairperson, all of whom are appointed by the Minister of Crown-Indigenous Relations and Northern Affairs Canada upon nomination from various stakeholders, as per the provisions of the NA. These 9 members are currently supported by a staff of 13 individuals, who are based at the NWB's head office in Gjoa Haven.

In discharging its primary function of licensing uses of water and deposits of waste, where appropriate, the Board considers any detrimental potential effects to the environment. The NWB solicits and welcomes the active participation of multiple stakeholders, including members of public, during its process. This is often achieved by way of Public Hearings in the community or communities most affected by a particular project. Further, the NWB is required to cooperate with the Nunavut Planning Commission ('NPC') to develop land use plans that affect water, and with the Nunavut Impact Review Board ('NIRB'), to assess environmental and socioeconomic impacts of water related project proposals.

In particular, some of the NWB's activities include:

- approving all water uses and the disposal of waste into water and, where warranted, conducting public hearings before approving applications;
- issuing guidelines to applicants for provision of information;
- collaborating, if appropriate, with competent water authority in review of water applications that would have significant bearing upon water use outside the Nunavut Settlement Area;
- cooperating and coordinating with NPC and NIRB with respect to water applications;
- reviewing and approving technical reports and plans submitted by licensees as conditions of issued licences;
- determining appropriate compensation for loss or damage caused by change in quality, quantity or flow of water through Inuit Owned Lands;
- reviewing and analyzing information provided by applicants in support of application for water use and waste disposal;
- giving the public and interested parties the opportunity to be appraised of information regarding applications and to express concerns or submit oral or written comments to the NWB;
- other administrative processes to support organizational continuity as a whole; and
- conducting public hearings, including technical meetings, pre-hearings and post-hearings, before approving any application.

Purpose

The NWB is seeking to develop, test and implement independent website, Regulatory Workflow Systems, Enterprise Management, Public Registry and other associated processes and technologies, built upon a common framework. The preferred common framework would be a Drupal 7 implementation.

The nature of the work performed by the NWB relies heavily on the management of significant amounts of data. The NWB wishes to develop independent information technology systems so as to:

- render the management of their respective regulatory process more efficient;
- better fulfill their respective transparency obligations and other legal requirements;
- more effectively disseminate and collect information from multiple audiences;
- increase the accuracy of the information the NWB distributes;
- automate tasks where possible.

Internal to the NWB, this project is known as the "Online Project".

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SECTION 1

SUBMISSION INSTRUCTIONS AND GENERAL INFORMATION

Request

Please email the email address specified below to indicate your interest, and request to receive all future issued addenda for this project.

Submission Instructions

Proposal Submission Deadline

Proposals must be received prior to **13:00 (1:00PM) MST local time January 7, 2019**, ('The proposal submission deadline.')

Proposal Submission Methods

Proposals shall be submitted using one of the following methods:

Electronically:

tenders@nwb-oen.ca

Mail:

Wilfrid Bagley, Manager of Special Projects and Information Services
Nunavut Water Board
PO BOX 119
Gjoa Haven, NU X0B 1J0

Proposal Submission Disclaimer

1. Proposals received after the specified Proposal Submission Deadline will be rejected.
2. The NWB shall not accept liability where a Proposal is not considered by reason that the Proposal submitted:
 - does not indicate the Proponent's name, RFP ID Number, Project Title, or the Proposal Submission Deadline;
 - is received after the specified Proposal Submission Deadline; or
 - is delivered by any method other than the Proposal Submission Methods; or
 - is unsuccessfully delivered through the Proposal Submission Methods; or
 - is deemed unresponsive, or deficient, or to contain a defect.
3. Proponents may not amend their Proposal after the Proposal Submission Deadline, unless as a result of negotiations commenced by the NWB, but may withdraw their Proposal at any time.
4. Proponents may make amendments to proposals and these will be accepted subject to the conditions outlined in the Proposal Submission Disclaimer.

General Information

1. Proposals must contain detailed fee structure.
2. All enquiries concerning this Request for Proposals should be in writing and submitted no later than four days (24 hour periods) prior to the proposal deadline. General enquiries should be directed through the contact information detailed in Proposal Submission Methods.

3. This is not a Request for Tenders or otherwise an offer. The NWB is not bound to accept the proposal that provides for the lowest cost to the NWB nor any proposal of those submitted. The NWB reserves the right to reject any or all proposals or any part thereof to waive immaterial technicalities in the quoting.
4. If a contract is awarded as a result of this Request for Proposals, it shall be awarded to a proponent who is deemed to be the most responsible and responsive and whose provides the best potential value to the NWB. "Responsible" means the capability in all respects to perform fully the contract requirements and the integrity and reliability to assure performance of the contract obligations.
5. Notice in writing to a proponent and the subsequent execution of a written agreement shall constitute the making of a contract. No proponent shall acquire any legal or equitable rights or privileges whatever until a contract is signed.
6. A contract entered into with a successful proponent may include all or part of: (1) this Request for Proposals, (2) the successful proposal, and (3) such other terms as may be agreed upon arising from negotiations between the NWB and the successful proponent. It is expected that a contract entered into with a successful proponent will be substantially in the form of a response to this Request for Proposals.
7. In the event of any inconsistency or conflict between the provisions of this Request for Proposals, the successful proposal itself, and the contract with the successful proponent, the provisions of the contract shall govern.
8. The NWB has the right to cancel this Request for Proposals at any time and/or to reissue it for any reason whatsoever without incurring any liability and no proponent will have any claim against the NWB as a consequence.
9. Any amendments made by the NWB to this Request for Proposals will be issued in writing and will be sent to all known prospective proponents and/or to whom this Request for Proposals was sent.
10. The NWB is not liable for any cost associated with the preparation or presentation of proposals, even if this Request for Proposals is cancelled pursuant to paragraph 8.
11. An evaluation committee will review each proposal. The NWB reserves the exclusive right to determine the qualitative aspects of all proposals relative to the evaluation criteria.
12. All information, including documents, submitted to the NWB will be in the custody and control of the NWB and thus subject to the protection and disclosure provisions of the *Access to Information and Protection of Privacy Act*. The Act allows any person a right of access to the records in the custody of, or under the control of, a public body, subject to limited and specific exemptions.
13. The proposal and accompanying documentation submitted by proponents will not be returned.
14. Each proponent is required to disclose any potential conflict of interest. If such disclosures are made, the proponent is required to indicate the manner in which such conflicts will be addressed. Where the NWB is not satisfied with the manner in which the proponent intends to address such conflicts, the NWB, in its sole discretion, may refuse to consider the proponent's proposal.
15. Proposals must contain a detailed list of which browser technologies the proposed development path will be compatible with, in whole or part, specifically, Chrome, Firefox, Edge, Internet Explorer, Android, Iphone.

16. The NWB reserves the right to disqualify a proponent due to a conflict of interest disclosed by another source.
17. As part of the Proposal Submission, proponents must acknowledge each addendum that were received by the Proponent, and verify the Proponent read and understood each addenda received.
18. Verbal responses to any enquiry cannot be relied upon and are not binding on either party.
19. The proposal must represent following agile methodology for software development, and invoicing to support such a development process

END OF SECTION 1

SECTION 2

TECHNOLOGY SYSTEMS

NWB Current Systems

General Communications

Electronic Mail is used as a method of primary communication between the NWB and other parties. Telephone, teleconferencing and IP-based voice services are occasionally used. Video-conferencing is rarely used. Postal mail and facsimile transmission is used to a lesser degree, though sometimes still required.

Data Management: Internal Data

The NWB currently uses a simple folder architecture hosted on a local Windows server to share and circulate its internal data. This arrangement provides i) some contingency in the form of regular, centralized data backups and also ii) convenience in the form of a relatively efficient local file sharing and access (i.e. local access speed). The file architecture reflects the nature of the NWB's operations. It contains a mix of .pdf, .doc, .xls, .ppt, .pps, .txt and other simple formats. Some simple security measures are placed on various folders within the architecture to reflect access control needs of the NWB.

There is no tool available to search across these files, aside from the standard options found in MS- Windows Operating Platform. There is no version control of any sort nor is there any metadata. Remote access is difficult and severely impacted by internet connectivity limitations for staff located in the South. Currently, file nomenclature is used to help define certain file characteristics (date created, version, destination, etc).

The NWB also maintains an interim Drupal 7 website for internal use. This interim site migrated the functions of a previously created legacy Access database. The internal website is used to track the progress and characteristics of files it processes. It is anticipated that the content of this database will be migrated or absorbed by the workflow system detailed below in this document.

Data Management: Public Registry

As obligated by legislation, the NWB maintains an online registry. Currently this is found in the form of a non-indexed, password protected ftp site. For the most part, it contains a series of sometimes large .pdf documents organized in a logical file architecture.

The aggregate size of the data found on the NWB's current public registry is approximately 140 gigabytes. This covers a period of activity spanning approximately 10+ years. The data content of the registry is expected to continue to increase. The NWB is also expected to digitalize the content of approximately 200 legal sized boxes, all of which will be destined for the public registry.

The current public registry is non-searchable and is a difficult resource to use effectively. Every item of its content is manually updated by the NWB. The data itself is hosted on Google Cloud.

FTP site can be found at <ftp://ftp.nwb-oen.ca>

Public Website

The NWB currently has a simple, static ('brochure') public website built in open source software (Drupal 7, LAMP) and hosted in the south on Google Cloud. This was the first iteration of the "online project – public registry and regulatory workflow".

Website can be found at: www.nwb-oen.ca

Office Internet

The NWB maintains an Internet connection through a community based provider using satellite and then routed ('hop') by G4 wireless modem. (This make it necessary for a multi-site deployment in the later stages).

Forms

NWB Form documentation can be viewed by the public at:

<ftp://ftp.nwb-oen.ca/other%20documents/NWB%20GUIDES/>

END OF SECTION 2

SECTION 3

SCOPE OF WORK

The Nunavut Water Board (NWB) is issuing this RFP. The intent of this RFP is to enter into a contract for services to complete the NWB's Online Project. The Board is interested in securing the highest quality of work.

Data & Confidentiality

All data, technical information, materials gathered, oriented, developed, prepared, use or obtained in the performance of the contract, including but not limited to, all reports, surveys, plans, written procedures which are completed for or are a result of services required under this contract shall and remain the property of the Board and shall be delivered to the NWB upon a 30-day notice.

The contractor will sign a material and confidentiality agreement.

All financial, statistical, personnel and/or technical data supplied by NWB to the contractor is confidential. The contractor is required to use reasonable care to protect the confidentiality of such data.

It is prohibited that any use, sale or offering of NWB data in any form by the contractor, or any individual or entity in the contractor's charge or employ, to be offered or released to a 3rd party without written consent of the NWB. Any conduct contrary to the protection of data confidentiality will be considered a violation of this contract and is liable to litigation, and other remedial action such as termination of the contract.

Services

Design, project manage, code, test, implement, document, and integrate technologies to create and/or complete the NWB Online Project, which includes, the Regulatory Workflow, other workflows (rules), the Enterprise Management component, the brochure website, automated tools, file submission (public and private), email communication, data feeds (import/export), reporting tools, GIS mapping tools, and the online Public Registry, as well as defined in **Section 4, Design**.

To follow an agile software development methodology, with deliverables, milestones, and schedules, that support the objectives in **Section 4, Design**, as well as invoicing according to the agile deliverables methodology as outlined in **Section 5, Deliverables**.

END OF SECTION 3

SECTION 4 DESIGN

General

Summary and Integration

Table 1 summarizes the main elements of this project and illustrates the anticipated key differences and commonalities between the proposed systems for the NWB. Each of these Design Elements is further detailed later in this section.

ITEM A: Data Management Regulatory Workflow System	<ul style="list-style-type: none"> ▪ Integrate with portal interface system (internal & external data access) ▪ Integrate with a comment review tool ▪ Interface with website's public registry
ITEM B: Website Renewal	<ul style="list-style-type: none"> ▪ Re-design with added functionality (map, calendar, news feed, articles) ▪ Interface with workflow including linkages with portals ▪ Built-in Content Management System
ITEM C: Enterprise Management System	<ul style="list-style-type: none"> ▪ Local Enterprise Management System for internal data ▪ Integrate with portal interface system
ITEM D: Interfacing Requirements	<ul style="list-style-type: none"> ▪ NWB – NIRB regulatory process coordination ▪ GIS mapping ▪ Water Management Monitoring ▪ System data and mapping

Figure 1 shows the general integration of the various system components.

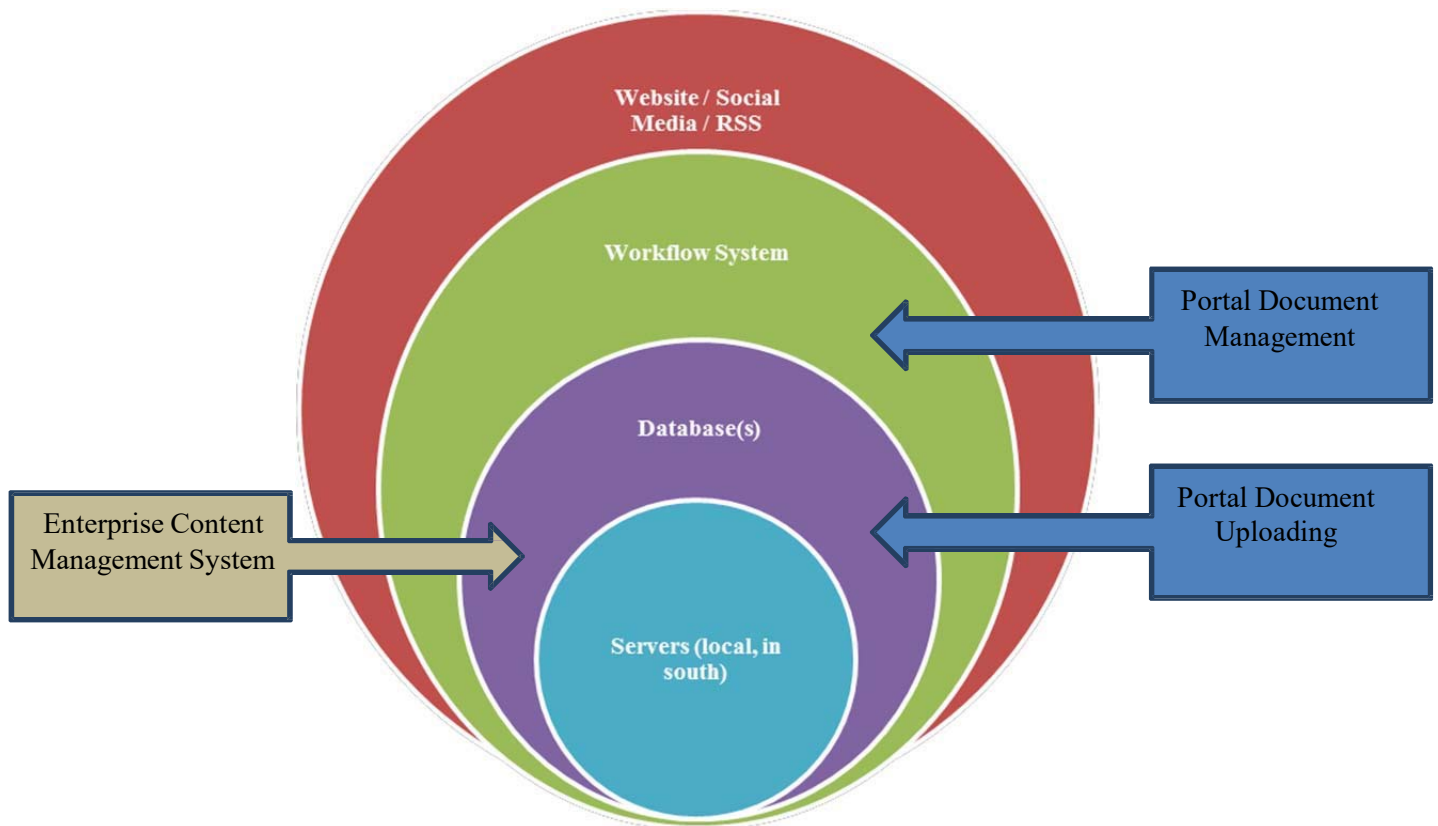


Figure 1: Integration of Overall System Components

Overarching Design Criteria

Although Canada's Far North offers many opportunities for users of information technology to extract its full benefits, it does also pose some unique challenges with respect to its implementation and effective use. As such, **to detail the proposal "back-end" architecture along with the software/platform and other choices in a way which clearly shows, in each case, how to addresses each of the following overarching design considerations.**

Bandwidth Limitations

Context	<ul style="list-style-type: none">• The NWB is located in very small community in the Canadian Arctic. There are considerable bandwidth limitations and some unreliability with internet connectivity.• Frequent power outages are also very common and thus internet connectivity can be impacted.
Design Consideration	<ul style="list-style-type: none">• Internet connectivity is by way of satellite and thus contains a lag in speed;• Bandwidth quotas apply to the NWB's offices. The organization is limited to 50 GB of bandwidth monthly at burst speeds of 2 MBPS (i.e. not a constant and varies according to real time load in community);• Either while on duty travel or because of remote staff require ongoing remote access to their systems;• Northern users may not have regular capacity to download updated browsers for use, so targeting 'lowest common denominator' of users might be required;• Fiber optic connectivity may arrive potentially in a few years' time. The system should be readily adaptable for a context with better internet connectivity.
Design Requirement	<ul style="list-style-type: none">• The design must make use of "server replication" technology (or equivalent) to ensure relatively equivalent high speed and fluid access to data irrespective of point of access (i.e. head office, Nunavut communities and southern Canada);• For document uploading, file size restrictions should be built-in and discretionary;• Real time saving of data should occur to avoid loss when connectivity is disrupted;• A low bandwidth layer of the website should be available upon request by the user.

Legal Considerations

Context	<ul style="list-style-type: none"> As Institutions of Public Government, the NWB is subject to a number of legal requirements that may have design implications.
Design Consideration	<ul style="list-style-type: none"> While coordination is desired between the NWB systems with other IPGs (to the extent of their respective mandates), the NWB must preserve core independence and remain at arm's length; As the public registry component of the System will handle documentation generated both by the NWB-but also documentation received by the Boards from a wide variety of participants and in varying forms, maintaining the integrity of the original documentation, regardless of form, is essential. Further, the removal of all metadata embedded in documentation to be filed on the public registry is required. While content will not be generated fully as part of this project, as the NWB is bound by the Official Languages Act and other related legislation or best practices. The System's design should allow for a multilingual platform including English (default), French, Inuktitut and Inuinnaqtun – across all templates and functionality. The bulk of the public registry content will, for the time being, be mostly in English. The NWB is also subject to Access to Information Act and Privacy Act and thus they require a platform that facilitates both full public access to documentation on the public registry while allowing for some submissions to be handled separately to maintain confidentiality.
Design Requirement	<ul style="list-style-type: none"> The System's design should allow for a multilingual platform including English (default), French, Inuktitut and Inuinnaqtun – across all templates and functionality. The bulk of the public registry content will, for the time being, be mostly in English. Content of the website is expected to be multilingual. The system design should allow for any content to always be provided in multiple languages. It should be noted that in the case of Inuktitut, this implies the use of an uncommon font. Robust contingencies for data backups and data access must be integral to the design and developed in accordance with industry best practices and standards.

Capacity

Context	<ul style="list-style-type: none">• Organizations across Nunavut are challenged to hire, train and retain skilled staff. "Computer skills" are not always prevalent among staff; when they are, a high staff turnover means they are frequently lost.• Public users in Nunavut have limited access to computers and the internet. If access challenges are overcome, limited skills often mean a rudimentary understanding of use. Considerable variations in skill levels exist across individuals.
Design Consideration	<ul style="list-style-type: none">• The respondent should consider including a maintenance plan for the system. This should detail the likely maintenance requirements (and typical related costs) of a proposed system. The expectation is that the general upkeep will be performed by staff and that periodic maintenance may also be required by an outside firm.
Design Requirement	<ul style="list-style-type: none">• The system's functionality should be relatively simple to operate. Particular emphasis should be given to the visual representation of the multi-step complex regulatory process and to the logical categorization of data;• Various automatic tracking and reporting built-in systems must be user-friendly, yet customizable;• Simple customization opportunities must be maximized throughout the system to modify information, grant exceptions, adjust timelines, etc.

Financial

Context	<ul style="list-style-type: none">• The NWB is funded on a yearly basis by the Government of Canada. While additional funding can sometimes be obtained, budget limitations• are often inhibitors to proper maintenance of systems (i.e. servicing, upgrading, etc).
Design Consideration	<ul style="list-style-type: none">• Mindful of the added costs of proprietary software, the NWB would like to use a design which makes use of open source software in all elements where possible..
Design Requirement	<ul style="list-style-type: none">• The system should have minimal maintenance costs and frequency. The potential need for software updates should either be automated and/or controlled with this in mind.

Flexibility

Context	<ul style="list-style-type: none">• The reality of the NWB's respective processes is that they are often requiring the exercise of reasonable discretion. Process steps and associated timelines can be influenced by many unanticipated factors.
Design Consideration	<ul style="list-style-type: none">• The multistep regulatory process followed by both the NWB is derived from legislation and refined with experience. While infrequent, the process is susceptible to change and thus a good workflow design should allow for "re- routing" of the flow and/or for additions/subtractions of process steps, etc.
Design Requirement	<ul style="list-style-type: none">• The system should be designed so as to allow full discretion to administrators. That said, it should be built on a default but should allow for an administrator to override and/or adjust at various point throughout.

ITEM A: Data Management Workflow System

Generally speaking, as regulatory agencies, the NWB is frequently called upon to carry out thorough consultation processes which involve multiple stakeholders. When these consultations are for the review of large undertakings, they include moving along, systematically, a well-defined multi- step process which involves considerable data sharing to/from all those parties involved in the process. The NWB wants to make use of a workflow system to manage this process.

The workflow system is intended to serve as the data management tool which allows for data to be received from various user-input points (i.e. portals), managed as it proceeds through the regulatory process by workflow management controls, reviewed by various users throughout and then posted on a public registry. Each layer displayed on Figure 1 is related to the workflow and thus described below.

Servers

As previously discussed, to accommodate the unique operational conditions experienced by the design must make use of “server replication” technology (or equivalent). This is to ensure relatively high speeds of data access irrespective of point of access (i.e. head-office, Nunavut communities and southern Canada). Respondents should detail in their proposal, at a technical level, how they propose to address this issue.

Furthermore, respondents should pay particular attention to risks associated with combining private / public data in one database and should clearly explain the server-side architecture required by their proposed design.

Database(s)

The public registries involved in this project are the centerpiece of the system. The workflow system is the interface layer which enables a user to control the movement of the data hosted in the database. The current data found in each of the NWB registry spans thousands of documents and about one hundred gigabytes each in size. This is only expected to increase over the coming years – in the case of the NWB, a large scanning project will soon add approximately one hundred gigabytes of historic data.

In any proposed design, a description of the database system upon which their proposed design will rely. This should include the type of software proposed along with expected maintenance, as well as some information with respect to how to migrate the current content found on the FTP site to the new system, all while preserving some categorization information, etc.

Portals

The window of entry into the workflow system should be a portal system. Portals are to be designed according to a common template but each should be customized and assigned different permissions according to user group or account type. Although the overall administrator of the workflow should be able to create any new portals and customize them as needed, some default groups are to be the norm.

Generally, portals should be password protected areas, linked from the main website, and should be tailored with content and tools designed for specific users (see Appendix for details). Portals are the entry point into the workflow system.

The system must be designed for use by multiple audiences, each of which has varying data consumption needs and require specific functionality. Among other, the portal will provide a visual display of the status of the NWB licensing process, as it affects a particular proponent. Some of this status information should also be available to the public, by way of the public registry (which is, technically-speaking, the public content subgroup of information found on private portals).

NWB Data Flow Analysis

The NWB licensing process for which the Workflow must be designed is included in "APPENDIX F: NWB Workflow".

Generally, the Workflow consists of a pre-determined sequence of steps, each of which requires action on the part of a user or users by way of their portal (i.e. on the workflow system). The portals are essentially the tentacles of the database. The rest is generally an exercise in data flow, along with some interfacing with a layer of social media and/or feeds available on the website.

There are a number of features that must be integral to the workflow system. First, is a requirement for an automatic system to log the timing, originator of actions, etc. for generally every use of the workflow system. Second, as there is a time dimension which applies to each regulatory process, a system of (often) automated notification must be built in as well. Thirdly, combining the above 2 systems and others, is a requirement for a variety of task reporting to be carried out by the system users. A practical example of this might be the NWB licensing department getting a summary of outstanding water use fees accounts, of missed deadlines, etc.

As there is a considerable amount of data tagging which is required throughout the NWB regulatory processes, the design should allow for the multiple users to provide for this data. In turn, the tagging should be used for searching and sometimes, to guide the workflow process itself. For details with respect to what tags are required for the NWB , please consult "APPENDIX C: Metadata".

A very important design feature of the design should be a file size limitation for document uploads (3 mb is a reasonable size, but cap should be adjustable). Once uploaded, a document should not be considered as available until replicated on other servers. The status of documents should also be updated in real time as document are processed through the workflow system (i.e. pending review, posted to registry, etc.).

On the application and at other times during the licensing process, the workflow system should provide various information to clarify the purpose of a process step, or instructions on how to fill out a particular part of the application. This information should also be available in the form of guides, available in a customized reference/resource library available in each portal.

Thus, overall and as further detailed in the Appendix, the workflow system should be used to move data collected from portals, to trigger various automated messages, to customize mailing lists, to update the public registry.

ITEM B: Website Renewal

The site should be designed with limited bandwidth considerations in mind and must be adaptable for various platforms, resolutions and browsers.

The NWB should have access to a simple Content Management System to allow their staff to periodically make simple content updates to the website. The sites should be available in 4 languages, as detailed elsewhere in this document.

NWB Website Considerations

The NWB's website renewal should integrate the NWB's rebranded logo and colours. It should include an easy to navigate and informative site which is constantly updated with licensing activity updates. Among other things, compliance status of licensees should be readily available to the public (i.e. expired license can be found) along with a variety of helpful and relevant information (as generated by administrators using the workflow system).

The NWB wishes to enable its site for social media, in particular in the form of RSS feeds, twitter feeds and possibly a scrolling news box. The administrator should be able to disseminate different information to different audiences.

A user should be able to select language of choice (English, French, Inuktitut or Inuinnaqtun) for viewing all website information, however it is expected that RSS feeds or equivalent may be limited to English and French only.

Content should be malleable and easily changeable by a NWB user with very limited technical knowledge and expertise (i.e. Content Management System).

As constant document downloading and viewing is cumbersome (even more so in the case of users from Nunavut given the bandwidth limitations), the respondents should consider including in their design, an online .pdf viewing technology such as (should be integrated to system, not third party):

- <http://digital.ontarioreports.ca/ontarioreports/20120914>
- <http://www.scribd.com/>

The content for the website will not necessarily match what is currently found on the www.nwb-oen.ca website but will be generated by the NWB.

ITEM C: Enterprise Management System

Overview

In addition to workflow system related tools and information, the NWB staff and board members should have access to a variety of internal tools (e.g. shared calendars, announcement boards, task list) by way of their portals.

These would usually contain private information (i.e. internal) and in many ways would enable remote staff to have access to the same tools and information as those available to head office staff. In particular, the portal would serve as the entry point for remote access to the organization's Enterprise Manage System ("EMS") and thus would need to be designed to allow for interfacing with the portal environment.

The EMS should have profiles for users, and types of documents, so that when uploading a document, known meta-data is already auto-filled. The purpose of this would be for classification of the document, for searching a type of document, as well as for automation of retention periods.

The NWB currently does not use any type of EMS. To manage their internal files, the organizations use a simple folder architecture hosted on a local server at their head office. This provides them with i) some contingency in the form of regular, centralized data backups and also ii) convenience in the form of a relatively efficient local file sharing and access. The filing architecture reflects the nature of the NWB's operations. It contains a mix of .pdf, .doc, .xls, .ppt, .pps, .txt and other simple formats. Simple nomenclature of files goes some ways to help define some file characteristics (date created, version, destination, etc).

As indicated previously, the EMS item may be proposed and priced out as a discrete item, provided that it is suitable for portal interface. Any EMS system implemented by the should be user friendly, provide remote access (for remote staff, Board members), allow for version control and for metadata. It should be searchable and the metadata should be used, where applicable, for various reporting requirements and sometimes, for progress tracking.

Considerations

As previously indicated, the respondents are encouraged to clearly indicate what safeguards they include in their design to maintain a firewall between public and private documents. This is especially important for the EMS as its content will often include confidential documents.

A design consideration worth noting is that of having some discretion on what portion of the internal data the NWB wishes to subject to "replication". In other words, while remote users should have equal access to data, there is a portion of the data which they do not require to access. As this might vary over time, some discretion is required, but generally, the system could allow for a partial replication of internal data.

ITEM D: Interfacing

NWB Coordination

The NWB, the NIRB, the NPC, and the Nunavut Wildlife Management Board, are partners in the larger Nunavut regulatory system. In particular, this means that some coordination takes place during the regulatory process and in fact in practice, none happens to be greater than that which exists between the NWB and the NIRB.

In some cases, proponents choose to follow what is known as a “coordinated process” to proceed through the NIRB and the NWB’s processes. From a system design’s standpoint, while independence of system should be maintained, there would be added convenience if some interfacing could exist between the NWB and the NIRB workflow systems. This would occur at specific points on each organization’s workflow system and would likely assist in eliminating duplication across each organization’s registries. Moreover, it would also be of some convenience with respect to overall timelines of a coordinated process.

At times, with the implementation of *Nunavut Planning and Project Assessment Act* (‘NuPPAA’), proponents can “skip” the NIRB environmental screening requirement, and go straight to applying for a water licence, in which case, information may need to be imported from NPC versus NIRB for those situations.

GIS mapping, the “Mapping Application” & the NWB’s Water Management Monitoring

The mapping component of the system should be at once, rigorous, easy to use, fluid and low bandwidth. The mapping component should be completely integrated with the database content so as to allow users to search for NWB licenses by way of maps. The maps should also be conspicuous throughout the website and portals (when looking at specific files), showing location of projects and other relevant aspects of a project.

Additionally, the mapping system should also allow for the NWB to add layers of information pertaining to the conditions of 65 watersheds found in the jurisdiction, as well as adding future data layers by staff in the future.

IMPLEMENTATION

Choice of Design

To help visualize and better understand what is desired in terms of design, some examples of relevant systems are provided below with commentary. It should be noted that none of the following examples capture exactly what is envisioned for this project but rather that it is a combination of multiple elements which is desired.

Public Registries

The following provide some examples of public registry systems:

Example 1: <http://www.reviewboard.ca/registry/>

What we like	What we don't like
<ul style="list-style-type: none"> ▪ Aesthetically pleasing; simple; information easy to find. ▪ Information is categorized and includes a count. ▪ Mapping feature with GPS coordinates. The interactive map. ▪ The information for a project (e.g. http://www.reviewboard.ca/registry/project.php?project_id=72) is well presented. ▪ RSS feed ▪ The approach to the email subscription page (http://www.reviewboard.ca/subscriptions/) 	<ul style="list-style-type: none"> ▪ Although better than some, the mapping feature still lags in fluidity.

Example 2: <http://www.mvlwb.ca/wlwb/Registry.aspx>

What we like	What we don't like
<ul style="list-style-type: none"> ▪ The permalink option for files. ▪ The categorization by phase and the grouping by company, type of use, year, etc. ▪ The integration with other boards' registries ▪ The summarized key information (i.e. status, type of use, project name, etc) 	<ul style="list-style-type: none"> ▪ The absence of an integrated mapping component (only available by way of a "map it" link).

Example 3: http://www.yesab.ca/assessments/public_registry.html

What we like	What we don't like
<ul style="list-style-type: none"> ▪ The integration of the mapping system with the public registry. ▪ The user-friendly legend tab (an example of how to integrate instructions on page) ▪ The "Document View" tab which strikes out documents not selected. ▪ The highlighting of a line when cursor moves on top of it. ▪ The ability to sort columns. ▪ The document file size information showing. 	<ul style="list-style-type: none"> ▪ The speed of the mapping system. ▪ Missing some of the more detailed elements found in other registries. ▪ Broken links and system errors. ▪ The guest only access should a member of the public wish to consult the registry only casually.

Example 4: http://nunavutgeoscience.ca/eo/index_e.html

What we like	What we don't like
<ul style="list-style-type: none">Good demonstration of potential categorization of information	<ul style="list-style-type: none">The mapping tool is deficient.Not a registry per se, so lacks in many areas.

Example 5: <https://www2.gov.bc.ca/gov/content/environment/air-land-water/water/water-licensing-rights/water-licences-approvals/apply-for-a-water-licence>

What we like	What we don't like
<ul style="list-style-type: none">Asks questions to determine if a Water licence is required	

Technologies – General

As stated previously, proponents must list as part of their proposal, the intended technologies to be used to accomplish the intended goals part of this RFP, as well as a brief description on how it will be used to achieve any goal(s); any 3rd party Drupal compatible products either open source or other, and a very rough approximation on how much custom modules and code will be anticipated to achieve the goals.

Technology examples:

HTTPS
MySQL
Apache
Solr
HTML5
Javascript
Openlayers

The NWB uses linux in the cloud, and Microsoft server and network architecture onsite at the main office. However, there is a preference to use linux at the office as part of the Online Project. It would be desirable that the final solution was to work within a Drupal implementation in either the linux or Microsoft ecosystems. It is a requirement that the implementation will work on linux platform.

The NWB strongly encourages that open source technologies are used, but will consider proprietary technologies, if a specific use case, or no other option warrants it. The NWB will not consider an implementation that includes Silverlight. The NWB 'prefers' where it is possible that custom modules are not used.

It is requirement that the Online Project be compatible with Chrome, Firefox, and Edge. It would be preferable if the "Public Registry" and the file submission portions were compatible with Internet Explorer, Android, and Iphone technologies. Proposals must contain a detailed list of which browser technologies the proposed development path will be compatible with, specifically, Chrome, Firefox, Edge, Internet Explorer, Android, Iphone.

Other design aspects:

To continue to use the FTP in parallel (if possible)
Robust and contingencies

END OF SECTION 4

SECTION 5 DELIVERABLES

The NWB would have a high preference, although not required, of a “substantial” completion date of **April 1, 2019**.

Website Development

Website and project development must follow “agile” methodology as this will allow data and process integration while organizational operations continue, which will also allow the staff to acclimatize to the change management process, as well as allow stakeholders to see tangible progress being made

While keeping the over-arching design principals in mind as outlined in **Section 4, Design**, within an agile methodology framework, below is a prescribed timeline for development or agile “sprint” targets that the proposal must include. Should an element or item be highlighted in **Section 4, Design**, but not listed in **Section 5, Deliverables**, it is expected that those items will be worked on in the “Fourth Period” after achieving first the goals in the previous “periods” unless impossible to do so. This should be highlighted in the proposal with a breakdown into individual components and stated milestones.

Should the Proponents wish to change the below timeline for consideration without penalty, the Proponents should highlight this prior to the end of the “question period” measured against the Proposal Submission Deadline with included reasoning, and it must be accepted, acknowledged, and confirmed via Addenda.

Outlined below is a high level overview of how the NWB wishes for the different components to be prioritized as milestones. Note: This assumes using the current website as a foundation to build upon.

First Period Phased Approach

1. Backup System
 - Daily backups
 - Robust and contingency planning
 - Document explaining to the NWB how it is envisioned that the production system or process will back up the data from inception, as well as document how the developer will back up the developing “code” internally to the developer infrastructure.
2. Current Public Website
 - Assess if existing NWB website will be used, or if (very limited) content will be ported over from legacy site. Note: All content must be ported over.
 - Assess if Themes will be tweaked. If new Theme is created, it should “mostly” match existing “flavor” and layout.
 - If development continues on existing site, correct a few quirks in current site.

3. Users Page
 - Details
 - Required: E-mail Address (username is email address)
 - Not Required: First and Last Name, other details
 - Note: The general public does not have to identify themselves to merely access information, such as enroll to a mailgroup
 - Users can self- signup and administrators approve account(s)
 - abuse prevention tools
4. Communication Email Distribution System
 - Self Service by users (general public)
 - Staff can send BCC emails (lists will be BCC)
 - Staff can send attachments, either uploaded or from (current FTP site)
 - Staff can upload the original CSV distribution list from another platform
 - Email from Google Cloud = Sendgrid or other vendor (or manage Google Groups through Drupal?)
5. File Upload
 - Supplemental data or files, for example:
 - Annual Reports
 - Monthly Reports
 - Other data or files (any file)
 - Generic File Uploader page for Staff to receive files from the public (authenticated)
 - Suggestion: One File Node per File for system robustness
6. Calendar
 - Integration
 - Post events
7. Public Registry
 - Search for Documents
 - Search for metadata
 - Search via Map or GIS
 - Assist NWB Staff to setup "search engine"

Second Period of Phased Approach

8. Email – Part II
 - Staff can use email templates
 - Some users in distribution groups (partial) can only be changed by Staff
 - Two system-generated emails sent with attachment
 - Auto-generated list of email addresses who were "sent" the communication
 - Auto-generated list of bouncing emails (optional)
9. Workflow (rules) install
10. File Upload – Part II
 - Publishing rules to accepted files
 - Declarations, legal notifications (supplied by NWB)

11. Users – Part II

- Expand Users Page – other data required to “promote” user level i.e: First & Last Name, address, other
- Roles: Informational User, Applicant, Representative (of Applicant), Regulatory Participant, NWB Staff

12. Server Architecture development

- 2 tier, 3 tier, mesh , or other type of implementation
- Public and Private firewalled from each other
- Please see Appendix B.

13. Web Form Development – content types

- Regulatory Workflow (and organizational rules)
- HTML forms
- Approvals
 - Integration – publishing rules
 - Calendar
 - MAP
 - Email
 - Public Registry
 - Other media

14. Enterprise Management system development

Third Period of Phased Approach

15. Data, meta-data, document integration (optional)

16. Clean-up of implementation issues from First Period Phase (this is actually expected to be addressed if/when it happens)

Fourth Period of Phased Approach

17. Implementation of the components and elements that the Proponent highlighted in their accepted Proposal, which should address all remaining design aspects as highlighted in **Section 4, Design**

18. Clean-up of implementation issues from Second Period Phase (this is actually expected to be addressed if/when it happens)

Timeline

The proposal should include date milestones for points 1 to 18 above. It is incumbent on the proponent to breakdown point 17, with individual milestone targets. Invoicing will match the date milestones achieved in any given month. Should a milestone be partially completed, it will be moved forward to the next month. There will be no invoicing for partial completion of a milestone. Should any milestone take longer than 21 days, then it should be broken down into smaller milestones. Failure to complete a milestone will prevent advancement to the next milestone. During development, should the Proponent/Developer wish to revise the previously accepted milestone timeline, it can be proposed to the NWB in writing and if accepted, can be billed according to the new schedule. It is unlikely that the NWB will accept any changes for milestones outlined in the First and Second periods, after the Proposal Submission Deadline.

Completion

If for any reason the successful Proponent / Developer is unable to fulfill the stated objectives (timelines, design, etc.), as outlined in their submitted “successful” Proposal, the NWB reserves the right to invite the next most responsive vendor to complete any of the remaining tasks in whole or part, after contractual obligations are in place.

Source code

If customized source code is developed as part of this project, it is expected to form part of the deliverables and to become the Intellectual Property of the NWB. As such a system might require amendments over time, access to source code is essential. All relevant code (drupal or otherwise) and supporting files must be submitted to the NWB at each time of invoice, in order for functionality to be verified.

Documentation

A “build book” to support any custom code or 3rd party technologies, as well as necessary information for the proper implementation of a milestone; must accompany the data on how it is intended to be implemented,

- Examples:
 - simply restore this file from backup
 - on first use this module must be setup this way
 - this 3rd party app needs to be installed this way

It should be expected that after the “build book” documentation is verified in the test environment; the code will be implemented on the “Live” Production site.

Other documentation as required for NWB Staff to utilize the technology.

Hosting Proposal

Should provide a detailed system architecture indicating the server-side arrangement and software that are needed to support the proposed system design. It should be noted that data or a file, will typically be “read” at the head office, and then “pushed” back out to the Proponent and/or Public Registry via the Cloud.

It is anticipated that some of the following features may form part of it, at a minimum:

- 2 servers (or more) to enable server replication
- 1 hosted in the south to ensure high speed access (i.e. Google Cloud); 1 hosted in the north at the NWB head office to ensure high speed access locally
- A server replication protocol and related implementation which ensures that no files are posted unless synchronized on both servers, or some kind of associated logic.
- A backup system ensuring rigorous contingencies for all data.
- Capacity to host other software used by the NWB

It is intended that, Section 3, Scope of Work; Section 4, Design; Section 5, Deliverables; associated Appendices; and any anticipated addenda, considered collectively or separately, will give the responding parties to this RFP GH 2018-005, a full understanding of the project and it’s intended functions and goals.

Other considerations

It should be noted here, that after successful completion of RFP GH 2018-005, with the design goals having been achieved, that the NWB intends to further refine the Online Project with more advanced functions, and other data enhancements. The vendor would be looked on favourably for future consideration for any modifications that may be required. This would be based on overall performance, the adherence to the schedule, foresight, project management, and responsiveness.

END OF SECTION 5

SECTION 6

PROPOSAL CONTENT AND FORMAT

The proponent shall set forth their overall technical approach and plans to meet the requirements of the RFP in a narrative format. The narrative should convince the NWB that the proponent understands the objectives that the contract is intended to meet as well as the nature of the required work necessary to successfully complete the contract objectives.

The proposal should follow the format indicated alphabetically below:

- a) Title Page
 - a) Include the firm's name, address, contact person's name, telephone / fax / e-mail address
- b) Table of Contents
 - a) Include a table of contents identifying sections and/or page numbers.
 - b) Letter of Transmittal
 - c) Include a statement of your understanding of the work to be done and briefly describe your approach to reach the objective.
 - d) State names of person(s) who will be authorized to make representations for the proposal. Their title addresses, e-mail address and phone numbers.
 - e) Profile the Firm.
 - i. If your company is Inuit Owned or Nunavut based.
 - f) List five (5), publically available websites, similar to the current project, which the firm has worked on
 - i. Include three (3) or more client references, referencing one of the exemplified websites above, include name, address, phone number
 - g) A description of the Proponents understanding of the NWB, it's administrative work,
 - h) A description of how points 1 to 18, will be met in **Section 5, Deliverables**
 - i. Include a list of technologies, protocols, and 3rd party add-ons that is anticipated to be utilized, whether they are open source or proprietary
 - ii. Confirm this is a Drupal 7 implementation
 - iii. Include a list of custom modules anticipated to be built, highlight basic function, not much detail required
 - iv. Include a list of community provided modules where it is anticipated that the PHP coding of the module will need to be modified, ie. the inverse, should the NWB need to reinstall the module, that no additional alterations to the PHP module code will be required beyond basic configuration
 - v. Include a list of Drupal community modules where the PHP module code that won't be modified beyond basic configuration
 - vi. Include how the requirements in **Section 4, Design** and **Section 3, Scope of Work**, are met
 - vii. Highlight browser compatibility
 - viii. Include how documentation and build book requests will be met
 - ix. Highlight anticipated efficiencies to be realized through the proposed system across the regulatory system as applicable.
 - i) A detailed fee structure
 - i. A list of additional costs, this can include costs as a result of a required 3rd party services, the running of proprietary code, or additional software
 - ii. Breakout items in the pricing scheme that were highlighted as optional
 - iii. Each milestone should have a billable amount associated to it

- j) An agile invoicing schedule, with milestone dates of when “code” will be delivered to the NWB, for verification and payment
- k) A summary of the tasks to be performed by the NWB with respect to preparatory work, and any other tasks necessary during project timelines
- l) Include a methodology and schedule of how project management, and contact with client will be handled throughout project
- m) Include a statement that the Proponent has done a generalized search through the NWB FTP Public Registry, and observed 3 Type A licences with supporting documents, and 3 Type B Licences with supporting documents
- n) Include a statement the the Proponent has searched through all the “other documents” on the NWB FTP site
- o) Include the Proponents willingness of including previous code into the project (if any). While assessment of code may slightly increase costs, inclusion of code would be the goal to reduce overall costs. A methodology of how to evaluate positive outcome situations, and integrate the code. How that would be managed from an invoicing perspective.
- p) Include statement of acknowledgement that each addenda issued has been reviewed.

END OF SECTION 6

SECTION 7 EVALUATION

An evaluation committee will use specific criteria to rate each proposal. Ratings will be confidential and no details will be released to any of the other proponents. Each proposal will be evaluated using the criteria and weighting system listed in the following table:

PROPOSAL RATING FORM

	Rating Criteria	Rating (R)	Weight (W)	Total Points (R)x(W)
1	Design Methodology – level of service		24	
2	Schedule / Timeline		13	
3	Monetary value		12	
4	Knowledge of the NWB		12	
5	Prior Relevant Experience		9	
6	Technologies List		9	
7	Documentation		7	
8	Project Management Methodology		7	
9	Firm Profile		4	
10	Conformity of Proposal		3	
Ratings: Poor 1-3 / Fair 4-6 / Good 7-8 / Excellent 9-10			TOTAL POINTS	

Brief Evaluation Explanation – Scoring criteria characteristics

Design Methodology – level of service

Explanation of how objectives of Sections 3,4,5 are met, overall completeness

Schedule / Timeline

Completion Date, Milestone Dates, Order of Milestones, invoicing dates

Monetary value

Cost vs services offered

Knowledge of the NWB

Demonstrate the Proponent has knowledge of administrative processes and deliverables of the NWB as an organization

Prior Relevant Experience

Examples websites, and references

Technologies List

List of, and completeness of technologies to be used, or absence thereof, custom code, 3rd party, etc.

Documentation

Schedule of documentation to be received, types of documentation, build book

Project Management Methodology

How is communication handled with client, troubleshooting, updates, meetings, client prioritization

Firm Profile

About the Firm and key project participants

Conformity of Proposal

Following Proposal Content and Format


END OF SECTION 7

APPENDICES

APPENDIX A: Portals Design

1. Portal Control Panel (example only)

2.

<h1>Licensing – Person Name</h1> <p>January 1, 2013, 9:13am (last access December 31, 2012, 10:14 am)</p>											
Inbox – 5 new messages <ul style="list-style-type: none">- Message 1- Message 2- Message 3	NWB Bulletin Board <ul style="list-style-type: none">- Announcement 1- Announcement 2- Announcement 3										
NWB Internal Database <ul style="list-style-type: none">- Folder 1- Folder 2- Folder 3 <p>Upload documents</p>	NWB Calendar <p>Add events</p>										
Licensing Activities <table><tr><td>NEW ACTIVITY <u>Applications</u><ul style="list-style-type: none">- New Number 1- New Number 2</td><td><u>Reports</u><ul style="list-style-type: none">- New Number 1- New Number 2- New Number 3- New Number 4- New Number 5</td><td><u>Deadlines</u><ul style="list-style-type: none">- Number 1 report due- Number 2 report due <u>Fees</u><ul style="list-style-type: none">- Number 1 fees not paid- Number 2 fees not paid- Number 3 fees not paid</td></tr><tr><td>PENDING REVIEW <u>Registry</u><ul style="list-style-type: none">- Number 1- Number 2</td><td><u>Technical</u><ul style="list-style-type: none">- Number 1- Number 2</td><td><u>Board</u><ul style="list-style-type: none">- Number 1- Number 2</td></tr><tr><td colspan="3">REPORTS<p>Generate reports</p></td></tr></table>			NEW ACTIVITY <u>Applications</u> <ul style="list-style-type: none">- New Number 1- New Number 2	<u>Reports</u> <ul style="list-style-type: none">- New Number 1- New Number 2- New Number 3- New Number 4- New Number 5	<u>Deadlines</u> <ul style="list-style-type: none">- Number 1 report due- Number 2 report due <u>Fees</u> <ul style="list-style-type: none">- Number 1 fees not paid- Number 2 fees not paid- Number 3 fees not paid	PENDING REVIEW <u>Registry</u> <ul style="list-style-type: none">- Number 1- Number 2	<u>Technical</u> <ul style="list-style-type: none">- Number 1- Number 2	<u>Board</u> <ul style="list-style-type: none">- Number 1- Number 2	REPORTS <p>Generate reports</p>		
NEW ACTIVITY <u>Applications</u> <ul style="list-style-type: none">- New Number 1- New Number 2	<u>Reports</u> <ul style="list-style-type: none">- New Number 1- New Number 2- New Number 3- New Number 4- New Number 5	<u>Deadlines</u> <ul style="list-style-type: none">- Number 1 report due- Number 2 report due <u>Fees</u> <ul style="list-style-type: none">- Number 1 fees not paid- Number 2 fees not paid- Number 3 fees not paid									
PENDING REVIEW <u>Registry</u> <ul style="list-style-type: none">- Number 1- Number 2	<u>Technical</u> <ul style="list-style-type: none">- Number 1- Number 2	<u>Board</u> <ul style="list-style-type: none">- Number 1- Number 2									
REPORTS <p>Generate reports</p>											

License File Visual (example only)

Licensee / Applicant Name

Coordinates

Tabs for each license, license process, applications

Project / License information

- Location (coordinates, region, etc)
- Status of application, etc

Resources

- Library (guides, etc)
- Message center
 - o Inbox – 3 new messages

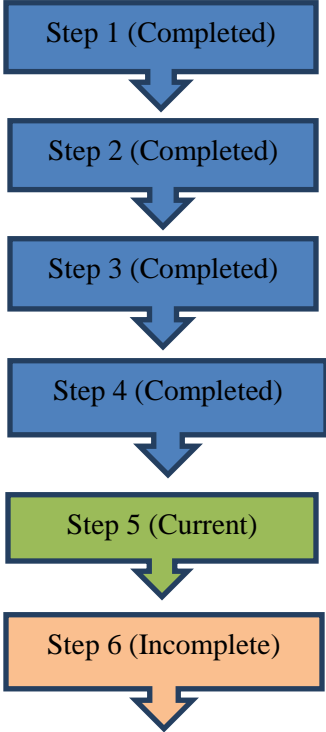
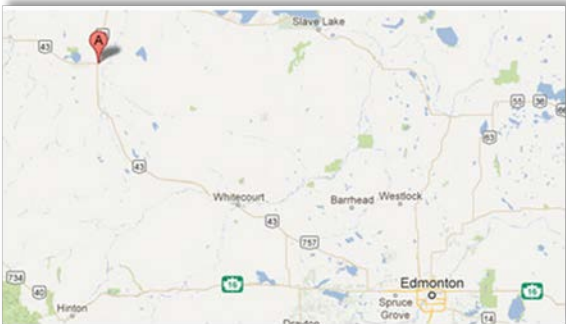

Licensing Process Status

Title	Originator	Type	Date	Status
Title	Originator	Type	Date	Status

Licensing process documents

Options for upload at every step (default max size is 3 megabytes per file but may be changed by licensing administrator).

File status should be updated as file is reviewed.

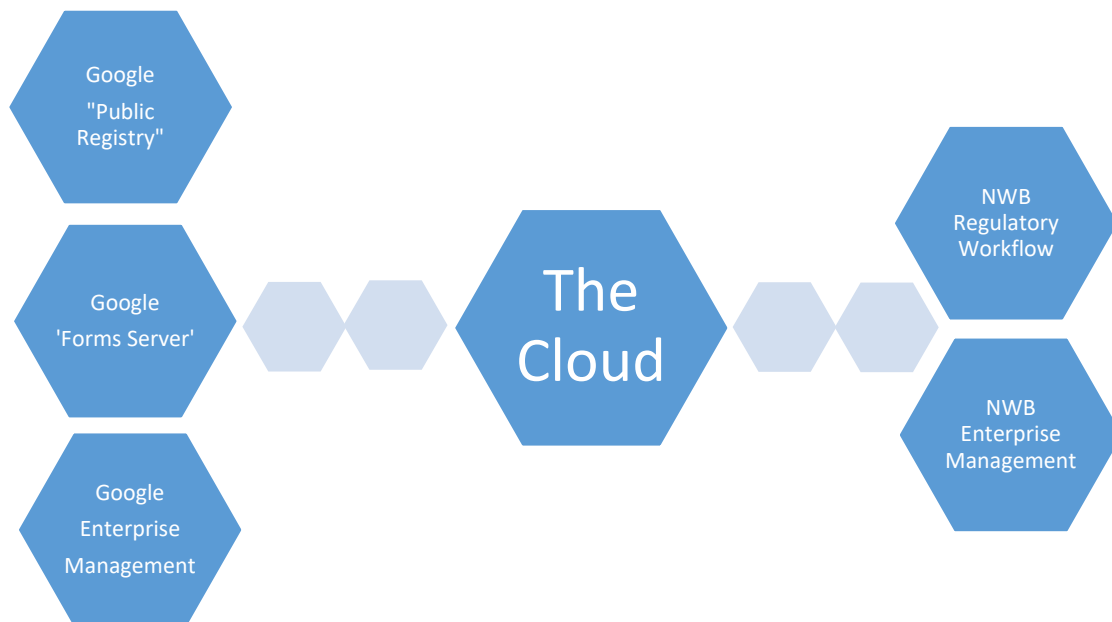


RFP GH 2018-005

Nunavut Water Board
tenders@nwb-oen.ca

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Appendix B – Server Architecture



1. NWB Office
 - a. Two distinct Drupal Sites
 - i. Enterprise Management site – certain files can be “published” to Brochure site
 - ii. Regulatory Workflow site – master server – drives the “logic”
2. Google Cloud
 - a. Three distinct Drupal Sites
 - i. Enterprise Management – mirror – segregated from public registry
 - ii. “Public Registry” and Brochure website as a final destination
 - iii. “Forms” Server open to public and portal for online applications

This is just a wide and simplistic example

APPENDIX C: Metadata

1. NWB Metadata

As data flows through the NWB workflow system, it should take on various characteristics / tags. These tags should then serve to index the information and/or as trigger points to move information throughout the process (i.e. a public tag makes data available on public registry).

i) Public Registry Classification (public)

Type:	Proponent Identification
When collected:	Proponent application stage; validated by NWB.
When / how it is used:	For file identification and information on portals. Used for searching. Appears on flag information on map.
<ul style="list-style-type: none"> ▪ Licensee's or Company's Name <ul style="list-style-type: none"> ○ i.e. Peregrine Diamonds Ltd. ▪ Licensee representative <ul style="list-style-type: none"> ○ licensee holder / representative ▪ Project <ul style="list-style-type: none"> ○ Project Name (i.e. Chidliak Project); 	

Type:	Licensing Characterization
When collected:	Proponent application stage; validated by NWB.
When / how it is used:	For file categorization. Used for searching.
<ul style="list-style-type: none"> ▪ Type of Licence <ul style="list-style-type: none"> ○ A, B, A+B, Use without license ▪ Name of License <ul style="list-style-type: none"> ○ i.e. 2BE-CHIXXX ▪ Term of Licence <ul style="list-style-type: none"> ○ Start date, End date ○ Term requested, Term issued 	

Type:	Undertaking Characterization
When collected:	Proponent application stage; validated by NWB.
When / how it is used:	For file categorization. Used for searching.
<ul style="list-style-type: none"> ▪ Classification <ul style="list-style-type: none"> ○ Industrial, Mining & Milling, Municipal, Power, Agricultural, Conservation, Recreational, Miscellaneous ▪ Type <ul style="list-style-type: none"> ○ Remediation, Hydrostatic Testing, Quarry, Oil and Gas, Watercourse, Exploration, Bulk Sampling; Mining, Camp, Municipality, Lodge <ul style="list-style-type: none"> ▪ Camp <ul style="list-style-type: none"> - Camp, No Camp - Mobile, Temporary, Seasonally, Permanent ▪ Type of deposit <ul style="list-style-type: none"> ○ Diamond, Gold, Copper, Zinc etc. ▪ Nature of Interest in the Land <ul style="list-style-type: none"> ○ Sub- surface <ul style="list-style-type: none"> ▪ Mineral Lease from NTI, Mineral Lease from Crown ○ Surface 	

<ul style="list-style-type: none"> ▪ Crown Land Authorization from Crown ▪ IOL Authorization form KIA ▪ IOL Authorization form KIVIA ▪ IOL Authorization form QIA ▪ Commissioner's Land Use authorization
<ul style="list-style-type: none"> ▪ Water Use <ul style="list-style-type: none"> ○ Amount <ul style="list-style-type: none"> ▪ up to 100 m³/day ▪ 100-300 m³/day ▪ 300-1000 m³/day ▪ 1000-3000 m³/day etc. ○ Single source, Multiple sources ○ Domestic, Drilling, Other ▪ Waste Disposal Facility <ul style="list-style-type: none"> ○ Non-hazardous solid waste; Hazardous solid waste ○ Contaminated Soil Treatment Unit (or Landfarm)

Type:	Geography - DIO Region
When collected:	Proponent application stage; validated by NWB.
When / how it is used:	For file categorization. Used for searching.
<ul style="list-style-type: none"> ▪ Kivalliq only ▪ Kitikmeot only ▪ Qikiqtani only ▪ Kitikmeot – Kivalliq ▪ Kitikmeot – Qikiqtani ▪ Kivalliq – Baffin 	

ii) Administrative Classification (private)

Type:	Organization File Administrator
When collected:	As it progresses through regulatory system.
When / how it is used:	Verify and manage delays in non-NWB party review.
<ul style="list-style-type: none"> ▪ Movement of file through regulatory system for review by other regulators <ul style="list-style-type: none"> ○ NPC, NIRB 	

Type:	Land Use Plan Region
When collected:	As the beginning of the licensing process. Designation given by NWB Licensing staff.
When / how it is used:	Reports can be produced showing the files associated with each category. This should also be compiled for analysis. Can be used for searching.
<ul style="list-style-type: none"> ▪ Keewatin RLUP ▪ North Baffin RLUP ▪ South Baffin ▪ Akunnig ▪ Sanikiluaq ▪ West Kitikmeot ▪ Falls within plan/outside of plan ▪ No Land Use Plan 	

Type:	Watershed Management Area
When collected:	As the beginning of the licensing process. Designation given by NWB Licensing staff.
When / how it is used:	Reports can be produced showing the files associated with each category. This should also be compiled for analysis. Can be used for searching. This is also used for mapping.
<ul style="list-style-type: none"> ▪ 65 Management Areas (new regulations, effective January 8, 2013) ▪ 4 to 7 Management Areas (effective prior to January 8, 2013) <ul style="list-style-type: none"> ○ 4 – Arctic Islands except Baffin ○ 5 – Baffin Island ○ 6 – Mainland to HB & FB ○ 7 – All other waters 	

Type:	NWB File Administrator Assignment
When collected:	At the time of file assignment by the NWB Licensing Staff. Can be amended during the process.
When / how it is used:	This is primarily used to move the file through the workflow system. Reports can be produced showing the number of files associated with individuals. Some metric of productivity should be generated by applying a time dimension to file host.
<ul style="list-style-type: none"> ▪ Administrative Assistant ▪ License Administrator ▪ Manager Licensing 	

Type:	NWB Technical Advisor Assignment
When collected:	At the time of file assignment by the NWB Licensing Staff. Can be amended during the process.
When / how it is used:	This is primarily used to move the file through the workflow system. Reports can be produced showing the number of files associated with individuals. Some metric of productivity should be generated by applying a time dimension to file host.
<ul style="list-style-type: none"> ▪ 	

Type:	Current File Status
When collected:	As the file moves through the steps of the licensing process. Designation given by NWB Licensing staff.
When / how it is used:	This is primarily used to move the file through the licensing system using the workflow. Reports can be produced showing the files associated with each category. This should also be compiled for analysis.
<ul style="list-style-type: none"> ▪ Approved ▪ Cancelled by Applicant ▪ Cancelled by NWB ▪ Incomplete Application ▪ On hold Re Applicant 	

<ul style="list-style-type: none"> ▪ On hold Re INAC ▪ On hold Re NIRB ▪ Out for Comments ▪ Pending Additional Info ▪ Pending Board ▪ Pending DTS ▪ Pending Legal ▪ Pending NIRB ▪ Pending NPC ▪ Pending PTR ▪ Withdrawn

Type:	Type of Application
When collected:	As the beginning of the licensing process. Designation given by NWB Licensing staff.
When / how it is used:	This is primarily used to move the file through the licensing system using the workflow. Reports can be produced showing the files associated with each category. This should also be compiled for analysis. Can be used for searching.
<ul style="list-style-type: none"> ▪ Amend Renew ▪ Amendment ▪ Assignment ▪ Cancellation ▪ New ▪ Renewal 	

Type:	Classification of Undertaking
When collected:	As the beginning of the licensing process. Designation given by NWB Licensing staff.
When / how it is used:	Reports can be produced showing the files associated with each category. This should also be compiled for analysis. Can be used for searching.
<ul style="list-style-type: none"> ▪ 1-Industrial ▪ 2-Mining & Milling ▪ 3-Municipal ▪ 4-Power ▪ 5-Agriculture ▪ 6-Conservation ▪ 7-Recreation ▪ 8-Miscellaneous 	

Type:	Application Class (Type of License)
When collected:	As the beginning of the licensing process. Designation given by NWB Licensing staff.
When / how it is used:	Reports can be produced showing the files associated with each category. This should also be compiled for analysis. Can be used for searching.
<ul style="list-style-type: none"> ▪ Type A ▪ Type B ▪ Non Licensed Use 	

Type:	Category of Undertaking
When collected:	As the beginning of the licensing process. Designation given by NWB Licensing staff.
When / how it is used:	Reports can be produced showing the files associated with each category. This should also be compiled for analysis. Can be used for searching.
<ul style="list-style-type: none"> ▪ Agriculture ▪ Bulk Sample ▪ Camp ▪ Conservation ▪ Construction ▪ Drilling ▪ Exploration ▪ Hydro Power ▪ Hydrostatic Testing ▪ Lodge ▪ Mining ▪ Municipality ▪ Oil & Gas ▪ Quarry ▪ Tannery ▪ Watercourse 	

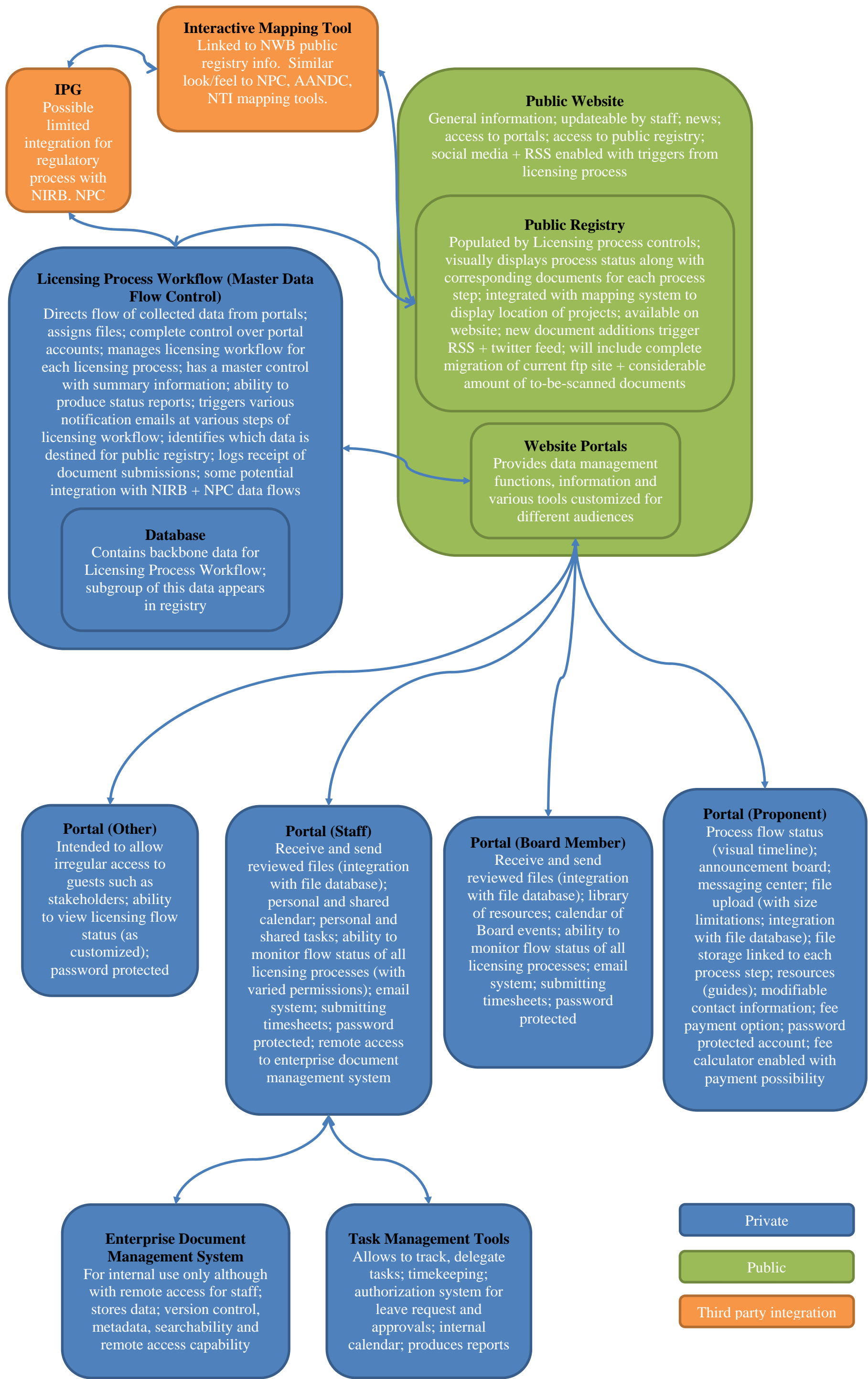
Type:	Board Decision
When collected:	At the end of the licensing process. Designation given by NWB Licensing staff it has collected decision from the Board.
When / how it is used:	Reports can be produced showing the files associated with each category. This should also be compiled for analysis. Can be used for searching.
<ul style="list-style-type: none"> ▪ Approved ▪ Cancelled ▪ Not Approved ▪ Rescinded ▪ Rejected 	

APPENDIX D: Overall Integration of Modules

1. NWB Modular Integration

See Figure 1: NWB Conceptual System Overview

Figure 1: NWB Conceptual System Overview (the portal description is better detailed in Appendix E)



APPENDIX E: Portal Content

1. NWB Portal Elements (draft)

Category	Component	Internal					External Private						External Public
		Licensing (NWB)	Technical (NWB)	Corporate Services (NWB)	Executive Services (NWB)	Board Members (NWB)	Proponent	Licensing Process Stakeholders	Partners	Enforcement (AANDC)	IPG	Default	Public Registry
Information	Staff Contact Information	All staff information available	All staff information available	All staff information available	All staff information available	All staff information available	Key staff information available (remainder on website)	Key staff information available (remainder on website)	Key staff information available (remainder on website)	Key staff information available (remainder on website)	All staff information available	Key staff information available (remainder on website)	None - available on website.
	Licensee / Proponent Contact Information	All Licensee / Proponent information available	All Licensee / Proponent information available	All Licensee / Proponent information available	All Licensee / Proponent information available	All Licensee / Proponent information available		All Licensee / Proponent information available	General Licensee / Proponent information available	All Licensee / Proponent information available	All Licensee / Proponent information available	General Licensee / Proponent information available	General Licensee / Proponent information available
	License / Project site geographic coordinates (GPS coordinates of polygon)	Available	Available	Available	Available	Available	Available	Available	Available	Available	Available	Available	Available
	License / Project site geographic coordinates (polygon mapping)	Available	Available	Available	Available	Available	Available	Available	Available	Available	Available	Available	Available
	Technical Guides	Administrator (author and customizes availability on other portals)	Available	Available	Available	Available	Available	Available	Available	Available	Available	Available	Available
	Other Resources	Administrator (author and customizes availability on other portals)	Available (may customize own resource library)	Available (may customize own resource library)	Available (may customize own resource library)	Available (may customize own resource library)	Initial default Available (may customize own resource library)	Initial default Available (may customize own resource library)	Initial default Available (may customize own resource library)	Initial default Available (may customize own resource library)	Initial default Available (may customize own resource library)	Initial default Available (may customize own resource library)	n/a

Category	Component	Internal					External Private						External Public
		Licensing (NWB)	Technical (NWB)	Corporate Services (NWB)	Executive Services (NWB)	Board Members (NWB)	Proponent	Licensing Process Stakeholders	Partners	Enforcement (AANDC)	IPG	Default	Public Registry
General Tools (Licensing Process)	User Account/Portal creation	Administrator (can create, delete and modify accounts)	Account created by NWB	Account created by NWB	Administrator (can create, delete and modify accounts)	Account created by NWB	Can self-create account	Can self-create account	Can self-create account	Can self-create account	Can self-create account	Can self-create account	n/a
	Account/Portal password recovery	Administrator access (can change all other passwords)	Available	Available	Administrator access (can change all other passwords)	Available	Available	Available	Available	Available	Available	Available	n/a - not protected
	Contact Information user updating tool	Can update information (and all other with administrator access)	Can update information	Can update information	Can update information (and all other with administrator access)	Can update information	Can update information	Can update information	Can update information	Can update information	Can update information	Can update information	n/a
	Messaging center	May contact all	May contact all	May contact all	May contact all	May contact Technical, Licensing, Corporate Services, Executive Services	May contact Licensing, Technical, Executive Services	May contact Licensing, Technical, Executive Services	May contact Licensing, Technical, Executive Services	May contact Licensing, Technical, Executive Services	May contact Licensing, Technical, Executive Services	May contact Licensing, Technical, Executive Services	n/a
	Licensing Process Calendar	Customizable calendar (public/private events, aggregate/itemized, by project, by type of project, etc)	Customizable calendar (public/private events, aggregate/itemized, by project, by type of project, etc)	Customizable calendar (public/private events, aggregate/itemized, by project, by type of project, etc)	Customizable calendar (public/private events, aggregate/itemized, by project, by type of project, etc)	Customizable calendar (public/private events, aggregate/itemized, by project, by type of project, etc)	Customizable calendar for proponent licensing activities (calendar events same as process workflow events)	Customizable calendar for all public licensing activities across licenses (events same as process workflow events)	Customizable calendar for all public licensing activities across licenses (events same as process workflow events)	Customizable calendar for all public licensing activities across licenses (events same as process workflow events)	Customizable calendar for all public licensing activities across licenses (events same as process workflow events)	Customizable calendar for all public licensing activities across licenses (events same as process workflow events)	General calendar of major public events available

Category	Component	Internal					External Private						External Public
		Licensing (NWB)	Technical (NWB)	Corporate Services (NWB)	Executive Services (NWB)	Board Members (NWB)	Proponent	Licensing Process Stakeholders	Partners	Enforcement (AANDC)	IPG	Default	Public Registry
	Licensing Process Workflow Status	Administrator of process workflow; controls changes in progress and event creation/deletion, etc.	Vizualization of public status of process events. Aggregate select status updates available on RSS feeds, on twitter and newsroll feeds	Vizualization of public status of process events. Aggregate select status updates available on RSS feeds, on twitter and newsroll feeds	Vizualization of public status of process events. Aggregate select status updates available on RSS feeds, on twitter and newsroll feeds	Vizualization of public status of process events. Aggregate select status updates available on RSS feeds, on twitter and newsroll feeds	Vizualization of public status of process events. Aggregate select status updates available on RSS feeds, on twitter and newsroll feeds	Vizualization of public status of process events. Aggregate select status updates available on RSS feeds, on twitter and newsroll feeds	Vizualization of public status of process events. Aggregate select status updates available on RSS feeds, on twitter and newsroll feeds	Vizualization of public status of process events. Aggregate select status updates available on RSS feeds, on twitter and newsroll feeds	Vizualization of public status of process events. Aggregate select status updates available on RSS feeds, on twitter and newsroll feeds	Vizualization of public status of process events. Aggregate select status updates available on RSS feeds, on twitter and newsroll feeds	Vizualization of public status of process events. Aggregate select status updates available on RSS feeds, on twitter and newsroll feeds
	Licensing Process Workflow Documents	Administrator of document posting (i.e. determines when public, etc)	All documents available (associated with each process steps)	All documents available (associated with each process steps)	Administrator of document posting (i.e. determines when public, etc)	All documents available (associated with each process steps)	All documents available (associated with each process steps)	All documents available (associated with each process steps)	All documents available (associated with each process steps)	All documents available (associated with each process steps)	All documents available (associated with each process steps)	All documents available (associated with each process steps)	All documents available (associated with each process steps)
	Licensing Process Workflow Commenting Tool	Administrator of opening and closing commenting tool	All documents available (associated with each process steps)	All documents available (associated with each process steps)	Administrator of document posting (i.e. determines when public, etc)	All documents available (associated with each process steps)	All documents available (associated with each process steps)	All documents available (associated with each process steps)	All documents available (associated with each process steps)	All documents available (associated with each process steps)	All documents available (associated with each process steps)	All documents available (associated with each process steps)	All documents available (associated with each process steps)
	Support online chat	Available					Available with Licensing	Available with Licensing	Available with Licensing	Available with Licensing	Available with Licensing	Available with Licensing	
	Water Fees Calculator	May modify rates as they change					Available for use						
	Notifications: RSS feeds, email distribution	Customizable subscription available	Customizable subscription available	Customizable subscription available	Customizable subscription available	Customizable subscription available	Customizable subscription available	Customizable subscription available	Customizable subscription available	Customizable subscription available	Customizable subscription available	Customizable subscription available	Customizable subscription available
General Tools (Internal)	News board / Community Board	May read and edit board	May read and edit board	May read and edit board	May read and edit board	May read and edit board							

		Internal					External Private						External Public
Category	Component	Licensing (NWB)	Technical (NWB)	Corporate Services (NWB)	Executive Services (NWB)	Board Members (NWB)	Proponent	Licensing Process Stakeholders	Partners	Enforcement (AANDC)	IPG	Default	Public Registry
	Online Chat	Available	Available	Available	Available	Available							
	Messaging center	Available message trail to follow files. General internal messaging.	Available message trail to follow files. General internal messaging.	Available message trail to follow files. General internal messaging.	Available message trail to follow files. General internal messaging.	Available message trail to follow files. General internal messaging.							
	Biographical Website Notes	Can update (for website)	Can update (for website)	Can update (for website)	Can update (for website)	Can update (for website)							
Administrator Tools	User account/portal creation, approval, modifications, deletion, locking (temporary)	Full controls			Full controls								
	Exception granting	Full controls			Full controls								

2. NWB Portal Data Flows (draft)

		Internal					External Private						External Public
	From / To	Licensing	Technical	Corporate Services	Executive Services	Board Members	Proponent	Stakeholders	Partners	Enforcement (AANDC)	IPG	Default	Public Registry
Internal	Licensing	- File assignment and changes (within dept.)	- File assignment; - Action Notices (license application review, technical documents to review, etc)	- Invoices from Board members (license review honoraria)	- Action Notices (Document review, authorization requests, official correspondence, etc.)	- Action Notices (license review, document review, etc)	- Notice of application and document receipts; - Action Notice (process steps, etc) - Notice of document review; - License issuance;	- Notice of document receipt; - Action Notice (process steps, attendance confirmation, etc)	- Notice of document receipt; - Action Notice (process steps, attendance confirmation, etc)	- Status of administrative compliance - Status of license (expired, cancelled, active)	- NPC & NIRB licensing steps coordination		- Notice (hearing, document receipt, document addition to registry, license issuance) - Action Notice (public comments on file)

	Technical	- Action Notice (document review, document upload, etc)	- File assignment changes (within dept.)			- License clarifications, information	- License clarifications, information	- License clarifications, information	- License clarifications, information	- License clarifications, information			
	Corporate Services	- Receipt from Board (license approval decisions)											
	Executive Services												
	Board Members	- Action Notice (License review decision) - License review invoices	- License request for clarification, information	- Travel receipts submitted for reimbursements									
External Private	Proponent	- Action Notices (application, document upload, etc) - Water fees invoices and payment	- License request for clarification, information										
	Stakeholders												
	Partners												
	Enforcement (AANDC)	- Action Notice (non-compliance); - Notices (inspection reports, ect)											
	IPG	- To Corporate Service Department (invoices for license approvals)											
	Default												
Public Registry	Public Registry	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

APPENDIX F: NWB Workflow (draft)

Virtual Space		LORNA	
Users	Space	Definition	Acronym
Proponent	Proponent Portal	Project Summary Report	PSR
NWB Technical Department	NWB Technical Department Portal	Status Report	SR
NWB Licensing Department	NWB Licensing Department Portal	Technical Meeting	TM
NWB Corporate Services Department		Pre Hearing Conference	PHC
NWB Board	NWB Board Portal		
Stakeholders	Stakeholders Portal		
Public	Public Registry and Website		
Minister			
System (Automatic)	System Background		

Overall Design Notes:

All logging should be exportable for analysis in MS Excel
Time dimension layer is checked against progress and triggers alerts & related reporting when delays occur
All parties' calendars are updated accordingly

Phase	Stage	Task #	Originator	Task	Task Description	Page Information	NWB Todo prepare for Web Programmers	Time Dimension Approx. Duration (days)	Functionality within Step	Other	Log	Triggered by Step	Task Dependencies
NWB, NPC	0	18		NPC conformity NWB Sensing				Minimum 45 (extension possible)					
PRELIMINARY		20	Proponent	Create account on NWB portal.	If no previous account: account created by filling out form on portal. Portal accessible from website. If account exists: log into account, create new application	Form includes: contact information (mailing and address), authorized consultants, password recovery, address change form (effective from date, etc)	Design form, information it will collect.		Proponents to have access to drop down menus to self identify. Option to create new name available if name not showing on list.	Contact information should be amendable over time by proponent or NWB. License from same proponents should be housed within same portal and be available in tab format.	Account creation time and originator logged. Change of contact information reports to Control Panel.	New accounts reports to Control Panel. Clickable. Change of contact information reports to Control Panel.	
APPLICATION		22	Proponent	Complete license application.	PSR is completed GIS Geo-database data is collected.	This PSR should include the following information: a. Company name; b. Project name; c. Location or Region (Kitikmeot, Kivalliq, Qikiqtaaluk); d. Type of License sought (none required, A or B); e. Classification of Undertaking (a drop-down list of 8 Classifications - Industrial, Mining & Milling, Municipal Power, Agricultural, Conservation, Recreational, Miscellaneous); f. Type of Undertaking (a drop-down list of Remediation, Hydrostatic Testing, Quarry, Oil and Gas, Watercourse, Exploration, Bulk Sampling, Mining, Camp, Municipality, Lodge); g. If Mining & Milling - Type of deposit (a drop-down list of diamond, gold etc.); h. Geographic Coordinates: project extents, Camp; i. Watershed Management Area (a drop-down list of 65 management Areas); j. Total Water Quantity required; k. Purpose of water: Domestic use, Drilling, other purposes; l. Type of Waste to be generated (a drop-down list of sewage, grey-water, non-hazardous solid, hazardous solid, metal/bulky items); m. Licence Term requested (Start Date, End Date; each using a calendar)	Define content of application form. Build guides and other information related to this step (to integrate on page) Any document uploading at this stage?	Variable; determined by applicant.	Applicant may not be able to provide all information (or check all boxes). It should be easy to update and add info on it during all stages of application process by Licensing-Technical Departments. Submission of geographic data should trigger location on map. Proponent can confirm if location is accurate	Geographical input entered on PSR should be automatically importable (or easy to convert) to the ArcGIS Geo-database that would be automatically updated with the update of the PSR.		Application available on portal with up-to-date status.	
		23	Proponent	Submit application to NWB.			Draft automatic email.	Variable; determined by applicant.	Submit button used to submit form. Thank you page upon submission.		Application submission time and originator logged; Automatic email sent-time and originator logged	New application received reported to Control Panel Clickable. Upon submission, automatic email sent to proponent to indicate receipt of application by NWB.	
PRELIMINARY REVIEW		25	NWB Licensing Department	Licensing department receipt of application and start of administration of preliminary review. Updating the PSR and generating a SR. Confirmation of Type (A/B) of Licence.	Review for administrative completeness. Updating the PSR and generating a SR. Confirmation of Type (A/B) of Licence.	The SR would include the following: a. Info about the Licensee (Name, Project name, License Name, Status of application) same as in PSR; b. List and Status of Administrative Items (NPC Conformity, NWB Decision, Administrative and Water Use fees) with a Yes/No checkboxes; c. List and status of documents included with the application with Yes/No Checkboxes whether or not the require Board approval; whether or not approval of Specific Plan is granted by Board with the issuance of Licence (Yes/No); a. If the Board approval of Specific Plan is not granted with the issuance of Licence what are deadlines for documents to be revised or submitted to the Board (maybe a Calendar); b. Whether or not an Addendum will be needed for the Specific Plan approved by the Board (Yes/No) specifying the deadline (maybe a Calendar); d. If the application is for a Renewal/Amendment/Cancellation of existing Licence in addition of above noted items a list and status of outstanding documents should also be indicated specifying whether or not the outstanding documents were for Board approval (Yes/No). a. If Board's approval was required for outstanding document what was the deadline? (maybe a Calendar); e. Info about the status of application processing with a drop-down list (additional info from Applicant; pending NDC, NWB, AANDC, Aandic, Out for Comments)		5 (15 if Type "A")	Ability to identify deficiencies: drop down menu for common reasons with ability to add new ones to the list and to customize answer with respect to reasons. The timeline of 5 (15 if Type "A") is only with respect to Administrative checking of application as many items listed in SR (i.e. Specific Plans included with application may be approved or not with Licence issuance, or Amendments will be needed for specific plans, deadline for additional plans or addenda etc.) as to be answered not by Licensing but by Technical Department during the technical review stage. Also, the Licensing Department may ask additional info to have administratively complete application. So this timeline may be Proponent driven.	SR or Form generated by NWB Licensing Department and should be easy to update by NWB Licensing-Technical Departments during all stages of application processing.	First review time and originator logged;	Determination of state of application decides next step.	
		26	NWB Licensing Department	Send file to Technical Department for preliminary review.	Technical Department must make preliminary review of file.				Licensing department has a re-direct flow option to send file to Technical Department.	Technical department should see the result of the Licensing department review.	Time sent to technical department and originator logged.	New application received is reported to Control Panel of Technical Department member. Clickable	
		27	NWB Technical Department	Technical department receipt of application	Start of preliminary review by Technical Advisors in whom files is assigned						First review time and originator logged;		
		28	NWB Technical Department	Preliminary Technical Completeness Checking. Updating the PSR and SR. Confirmation of Type (A/B) of Licence.	Among other things, Tech verify Geo-database information and may confirm the Watershed Management Area. Technical department must make determination on completeness of the file.	Technical department must determine among options: complete application, incomplete application, requires more information. Applicant may be required to provide additional info.		7 to 15	Technical department can see Licensing review of application outcome. Ability to identify deficiencies: drop down menu for common reasons with ability to add new ones to the list and to customize answer with respect to reasons.		First review time and originator logged;		
		29	NWB Technical Department	Return file to Licensing Department					Technical department has a re-direct flow option to send file to Licensing Department.		Time sent to licensing department and originator logged;	Technical Department preliminary reviewed file is received by Licensing Department and reported on Control Panel of Technical Department member. Clickable.	28
		30	NWB Licensing Department	Licensing department receipt of reviewed application from Technical Department.							Time and originator of receipt of reviewed document is logged;		29

	A	31	NWB Licensing Department	Choice A: Licensing department replies to proponent on the status of application. Confirms the type of license.	Acknowledgement email is sent with related information.		Draft automatic email.		If applicable, ability to identify deficiencies: drop down menu for common reasons with ability to add new ones to the list and to customize answer with respect to reasons. Portal of proponent opens with applicable process flow (i.e. hearing) and shows current step.			Submit button sends automatic email and updates status on repository of file. Email includes information compiled from reasons, contact information submitted by proponent, etc. Review of final email available prior to sending. Email indicates that the process map now appears on the proponent's portal.	30
	B	32	NWB Licensing Department	Choice B: Applicant may be required to provide additional info.	Acknowledgement email is sent with related information.		Draft automatic email.		If applicable, ability to identify deficiencies: drop down menu for common reasons with ability to add new ones to the list and to customize answer with respect to reasons. Portal of proponent opens with applicable process flow (i.e. hearing) and shows current step.		Acknowledgement email sent to time and originator logged	Submit button sends automatic email and updates status on repository of file. Email includes information compiled from reasons, contact information submitted by proponent, etc. Review of final email available prior to sending. Email indicates that the process map now appears on the proponent's portal.	30
	C	33	NWB Licensing Department	Choice C: Application is rejected for incompleteness.	Acknowledgement email is sent with related information.		Draft automatic email.		If applicable, ability to identify deficiencies: drop down menu for common reasons with ability to add new ones to the list and to customize answer with respect to reasons. Portal of proponent opens with applicable process flow (i.e. hearing) and shows current step.			Submit button sends automatic email and updates status on repository of file. Email includes information compiled from reasons, contact information submitted by proponent, etc. Review of final email available prior to sending. Email indicates that the process map now appears on the proponent's portal.	30
Type B Track (determined by the Technical / Licensing department)													
		37	NWB Licensing Department	Notice of Application to Parties for comments with respect to the application.	NPC and NIRB are included with the notice if Conformity and Screening Reports weren't provided originally.		Draft email.		Licensing department has a re-direct flow option to send file to Stakeholders for review. The message should provide instructions on where to find the review tool for the given application. Licensing department also updates all portals with documentation submitted.	On control panel, Licensing department should see the amount of time remaining on commenting period for each active application.	Time sent to stakeholders and originator logged.	Feed on website (twitter, RSS, newswall) indicates that an application is up for comments and instructions on where to access it. Process flow updated across all portals.	18
		38	Stakeholders	Create account on NWB portal.	If no previous account: account created by filling out form on portal. Portal accessible from website. If account exists: log into account, create new application	Form includes: contact information (mailing and address), password recovery, address change form (effective from date, etc)	Design form, information it will collect.		To avoid duplication, stakeholder to have access to drop down menus to self-identify. Option to create new name available if name not showing on list.	Contact information should be amendable over time by stakeholder or NWB.	Account creation time and originator logged. Change of contact information logged: time, originator, old contact information.	New accounts reports to Control Panel. Clickable. Change of contact information reports to Control Panel.	
		39	Stakeholders	Review period	Stakeholder review application as submitted by the proponent and released by the NWB.		Further define review goals and functionality needs	Minimum 30 (extension possible)	Review process is done using the online form system.	On their control panel, stakeholders should be able to see a countdown of time remaining on the commenting period for each active application.			
		40	Stakeholders	Written representations are finalized by stakeholder and provided to the NWB Licensing Department.					Stakeholders have a submit button which sends their final comments. The comments remain available and documented on their portal.		Comments updating / uploading time and originator logged.	Comment submission reported to Control Panel of Licensing Portal. Clickable.	
		41	NWB Licensing Department	Licensing department closes commenting period.	Licensing Department receives all comments and re-directs to Technical Department.		Draft extension of time email		Licensing department has a closing of comment option on control panel. Licensing department has re-direct flow option to send file to Technical Department. When comment period is closed, locks the commenting tool. The tool is just available for download and viewing of submission.	Licensing department has discretion to extend review period. If used, triggers automated email customized for chosen time of extension.	Time of comment period closing and originator logged	Process flow updated with conclusion of this step.	
		42	NWB Technical Department	Technical department receives go-ahead from Licensing Department to review comments received	Technical department to decide whether application suitable for hearing or not.	Applicant may be required to provide additional info.	Draft template for automatic email requesting additional information from proponent.	10 to 20 days	Assessment by the Technical Department should result in a decision point of Type A, Type B with hearing, Type B without hearing. Use without License. Technical Department should have option of sending message to proponent requesting additional information. If this is done, automated email notification should reach the proponent and their portal should be updated with request.			The determination of this step should trigger the process flow and activate it across portals and public registry.	41
	A	43	NWB Technical Department	Option A: Determination that Public Hearing is not required.	NPC and NIRB positive decisions must exist.				Technical Department unable to advance the file if no NPC + NIRB decisions exist. If NPC + NIRB decision exist, advance the file to Licensing department	Technical department drafts and uploads a licence by way of the portal. This is an unapproved licence and thus is internal until approval.		Process flow updated with conclusion of this step.	18
	B	44	NWB Technical Department	Option B: Determination that Public Hearing is required, the "B" application processing would be similar to Type "A" process. Technical review; if NPC and NIRB positive decisions are taken drafting of licence and sending the draft to the Licensing Department.	NPC and NIRB positive decisions must exist.			Applicant, NPC or NIRB driven.	Technical Department unable to advance the file if no NPC + NIRB decisions exist. If NPC + NIRB decision exist, advance the file to Licensing department			This would move the process to the Type A process. Process flow updated with status of this step.	18
		45	NWB Technical Department	File returned to Licensing Department for next steps.					Technical department has a re-direct flow option to send file to Licensing Department. This should appear in control panel of licensing department.	At this point, the determination of Type A, Type B or without licence changes the workflow on the file and appears on all portals.	Time sent to Licensing Department and originator logged.		43
		46	NWB Licensing Department	Receives draft licence from Technical Department.					Licensing department has a re-direct flow option to send file to Board.	Licensing department can specify and customize mailing list of Board members.	Time received by the Licensing department originator logged.		
		47	NWB Licensing Department	Draft Licence is distributed to the Board Members for Approval.					Licensing department has a re-direct flow option to send file to Board Members for review.		Time distributed by the Licensing department originator logged		
		48	NWB Board	Board members receive email notifying of new license for approval			Draft notification email. Draft reminder email.		Automatic email setting can be adjusted. Reminder email sent out if not approved nearing deadline.	Board member portal can be updated by user. However, they are initially created by Licensing Department.			

	A	49	NWB Board	Licence is approved by a quorum.	A quorum is required to approve licence.		Draft form. Draft invoice for License review billing.		5	Licence can be reviewed online or downloaded in pdf form for review. Board members can contact Technical Department or Licensing Department for clarifications while reviewing. Board members should have space to add comments. Approval requires a submit button, with a prerequisite disclaimer. When quorum is reached AND decision stands no chance of being reversed by additional Board Members, the approval period is closed and no more members are required to approve the license. If quorum is reached and there is a risk of the decision changing with additional members, decision period remains open until deadline; at deadline or whenever irreversible vote is reached by quorum, closing of decision period.		Time of receipt by each Board member is logged	Real time count on Licensing Department control panel. Clear indication when license is approved as per the logic outlined in this step.	
	B	50	NWB Board	Not approved with reasons for refusing approval.	A quorum is required to not approve a license.					Licence can be reviewed online or downloaded in pdf form for review. Board members can contact Technical Department or Licensing Department for clarifications while reviewing. Board members should have space to add comments and reasons. Not approval requires a submit button, with a prerequisite disclaimer. When quorum is reached AND decision stands no chance of being reversed by additional Board Members, the approval period is closed and no more members are required to (dis)approve the license. If quorum is reached and there is a risk of the decision changing with additional members, decision period remains open until deadline; at deadline or whenever irreversible vote is reached by quorum, closing of decision period.		Time of receipt by each Board member is logged	Real time count on Licensing Department control panel. Clear indication when license is not approved as per the logic outlined in this step.	
		51	NWB Licensing Department	Receipt of Board decisions with respect to license.	The Licensing Department receives the final decision after system provides it. Approves invoice creation for Board member payments.		Draft notification email.			If license is approved, Licensing Department sends it to Public Registry Portal. This is added to the file which should already exist.		Time of receipt of final decisions by Board. Logs invoice created, time of creation and originator.	Licensing Department triggers invoice creation for Board Member who provided decision on license. The invoices are sent to NWB Corporate Services Portal (control panel). License application decision triggers RSS Feed, newfeed, twitter feed	
		52	NWB Corporate Services Department	Corporate Services Department downloads invoices for License approvals.						Available by way of the NWB Corporate Services Portal				
		54	NWB Licensing Technical Departments	PSR (Geo-database with) and SR are updated.				5						
Type A Track (determined by the Technical / Licensing department)														
PROJECT SPECIFIC GUIDELINES		59	NWB Technical Department	Determination of whether project Specific Guidelines for preparation of application will be drafted.					30	Technical department selects yes or no to the choice of Project Specific Guidelines.		Time and originator of decision with respect to Project Specific Guidelines		
	A	60	NWB Technical Department	Project Specific Guidelines for preparation of application are issued and distributed for Parties comments.						Technical Department has a re-direct flow option to send the file to the Licensing department.		Time and originator of sending to Licensing Department.		
	B	61	NWB Technical Department	Project Specific Guidelines for preparation of application are not issued.						Technical Department has a re-direct flow option to send the file to the Licensing department.		Time and originator of sending to Licensing Department.		
		62	NWB Licensing Department	Receipt of determination with respect to Project Specific Guidelines. If produced, circulation to parties. If not produced, skip the above.	If this step occurs, then proceed to Task #72		Draft email.			Licensing department has a re-direct flow option to send file to Stakeholders for review. The message should provide instructions on where to find the review tool for the given application. Licensing department also updates all portals with documentation submitted.	On control panel, Licensing department should see the amount of time remaining on commenting period for each active application.	Time sent to stakeholders and originator logged.	Feed on website (twitter, RSS, newscroll) indicates that an application is up for comments and instructions on where to access it. Process flow updated across all portals.	
		63	Stakeholders	Create account on NWB portal.	If no previous account: account created by filling out form on portal. Portal accessible from website. If account exists: log into account, create new application	Form includes: contact information (mailing and address), password recovery, address change form (effective from date, etc)	Design form, information it will collect.			To avoid duplication, stakeholder to have access to drop down menus to self identify. Option to create new name available if name not showing on list.	Contact information should be amendable over time by stakeholder or NWB.	Account creation time and originator logged. Change of contact information logged: time, originator, old contact information.	New accounts reports to Control Panel. Clickable. Change of contact information reports to Control Panel.	
		64	Stakeholders	Review period for Project Specific Guidelines.	Stakeholder review Project Specific Guidelines as circulated by the Licensing Department.		Further define review goals and functionality needs			Review process is done using the online form system.	On their control panel, stakeholders should be able to see a countdown of time remaining on the commenting period for each active application.			
		65	Stakeholders	Written representations are finalized by stakeholder and provided to the NWB Licensing Department.						Stakeholders have a submit button which sends their final comments. The comments remain available and documented on their portal.		Comments updating / uploading time and originator logged.	Comment submission reported to Control Panel of Licensing Portal. Clickable. Process flow updated with the completion of the step.	
		66	NWB Licensing Department	Licensing department closes commenting period.	Licensing Department receives all comment and re-directs to Technical Department.		Draft extension of time email.			Licensing department has a closing of comment option on control panel. Licensing department has re-direct flow option to send file to Technical Department. When comment period is closed, locks the commenting tool. The tool is just available for download and viewing of submission.	Licensing department has discretion to extend review period. If used, triggers automated email customized for chosen time of extension.	Time of comment period closing and originator logged	Process flow updated with conclusion of this step.	
		67	NWB Technical Department	Determination of whether applicant requires Project Specific Application.						Technical Department has a re-direct flow option to send the file to the Licensing department.		Time and originator of sending to Licensing Department.		
		68	NWB Licensing Department	Indicates to applicant if project specific application is required.			Draft both affirmative and negative emails.			Determination is communicated by status update on proponent's portal and also by automated email to proponent.		Time and originator of sending of notification to proponent from Licensing Department.	Process flow updated with conclusion of this step.	
		69	Proponent	If required, a Project Specific Application is prepared and submitted to the NWB.				Applicant driven; clock paused.		Applicant submits revised application by way of portal Sent to Licensing Department.		Time and originator of submission of application.	Process flow updated with status change (i.e. pending review) once application is submitted. Once sent, Licensing Department receives update in Control Panel.	

		70	NWB Licensing Department	Receipt of License Application (if applicable)			Draft confirmation email.		Receipt of Application is sent by Licensing Department. File is re-directed by flow re-direct option to the Technical Department.		Time and originator of sending of notification to proponent from Licensing Department. Time and originator of re-directing file to the Technical Department.	Process flow updated with conclusion of this step.	
CONCORDANCE REVIEW	7	72	NWB Technical Department	Receipt from Licensing Department and conducting Concordance Assessment (analysis of the presence or absence of required information).			Template to capture gaps (i.e. to communicate to the Licensing department and proponent)		Send back using re-direct of flow to Licensing Department with indication of whether more information is required. If more information required, clear explanation on what is needed must be submitted.		Time sent to licensing department and originator logged.	Updates licensing department control panel.	
		73	NWB Licensing Department	Communicates outcome of Concordance review to Proponent.			Draft email.		Licensing department has a re-direct flow option to send file to Stakeholders requesting more information. The message should provide instructions on which information is missing and how to submit it (if applicable)		Time sent to stakeholders and originator logged.		
	A	74	Proponent	Applicant required to provide additional information.					If required, applicant to upload additional information requested by way of portal. Submits to Licensing Department.		Time and originator of receipt. Time sent to licensing department and originator logged.	Licensing Department has status change in control panel.	
	B	75	Proponent	Applicant not required to provide additional information.	Receives confirmation by way of email and simultaneous status change.						Time sent to stakeholders and originator logged.		
NOTICE OF APPLICATION		77	NWB Licensing Department	Notice of Application to Parties for comments with respect to the application.	NPC and NRB are included with the notice if Conformity and Screening Reports weren't provided originally.		Draft email.		Licensing department has a re-direct flow option to send file to Stakeholders for review. The message should provide instructions on where to find the review tool for the given application. Licensing department also updates all portals with documentation submitted.	On control panel, Licensing department should see the amount of time remaining on commenting period for each active application.	Time sent to stakeholders and originator logged.	Feed on website (twitter, RSS, newswall) indicates that an application is up for comments and instructions on where to access it. Process flow updated across all portals.	0
		78	Stakeholders	Create account on NWB portal.	If no previous account: account created by filling out form on portal. Portal accessible from website. If account exists: log into account, create new application	Form includes: contact information (mailing and address), password recovery, address change form (effective from date, etc)	Design form, information it will collect.		To avoid duplication, stakeholder to have access to drop down menus to self-identify. Option to create new name available if name not showing on list.	Contact information should be amendable over time by stakeholder or NWB.	Account creation time and originator logged. Change of contact information logged: time, originator, old contact information.	New accounts reports to Control Panel. Clickable. Change of contact information reports to Control Panel.	
		79	Stakeholders	Review period	Stakeholder review application as submitted by the proponent and released by the NWB.		Further define review goals and functionality needs		Review process is done using the online form system.	On their control panel, stakeholders should be able to see a countdown of time remaining on the commenting period for each active application.			
		80	Stakeholders	Written representations are finalized by stakeholder and provided to the NWB Licensing Department.					Stakeholders have a submit button which sends their final comments. The comments remain available and documented on their portal.		Comments updating / uploading time and originator logged.	Comment submission reported to Control Panel of Licensing Portal. Clickable. Process flow updated with the completion of the step.	
		81	NWB Licensing Department	Licensing department closes commenting period.	Licensing Department receives all comment and re-directs to Technical Department.		Draft extension of time email (used as required). Draft additional information email for proponent.		Licensing department has a closing of comment option on control panel. Licensing department has re-direct flow option to send file to Technical Department. When comment period is closed, locks the commenting tool. The tool is just available for download and viewing of submission. The Licensing Department may notify the Proponent that more information is required.	Licensing department has discretion to extend review period. If used, triggers automated email customized for chosen time of extension.	Time of comment period closing and originator logged. Time and originator of request for more information to proponent is recorded	Process flow updated with conclusion of this step.	
		82	Proponent	Applicant may be required to provide additional information.					If required, applicant to upload additional information requested by way of portal. Submits to Licensing Department.		Time and originator of receipt. Time sent to licensing department and originator logged.	Licensing Department has status change in control panel.	
TECHNICAL MEETING / PRE-HEARING CONFERENCE		84	NWB Technical Department	Drafts notice of TM-PHC			Draft standard notice.		Send back notice using re-direct of flow to Licensing Department.		Time sent to licensing department and originator logged.	Updates licensing department control panel.	
		85	NWB Licensing Department	Receipt of notice of TM-PHC	The PM-PHC details must be approved by the Board or Panel.		Draft email that accompanies notice.		Licensing department has a re-direct flow option to send file to Board or Panel members for review. Licensing department also updates Board member portals with documentation submitted.		Time sent to Board Members and originator logged.	Updates Board members control panels. Calendars for Board/Panel meeting are updated. Automatic reminder emails are built in a certain points.	
		86	NWB Board	Board members receive email notifying of meeting for TM-PHC detail approval	A teleconference call or meeting is setup.								
		87	NWB Licensing Department	Updates outcome of Board / Panel on file. Notice of Application to Parties for comments, providing timing for Technical Meeting (TM) and Pre-Hearing Conference (PHC).	The PM-PHC details must be approved by the Board or Panel.		Draft email that accompanies notice.		Licensing department has a re-direct flow option to send notice of TM-PHC to all parties. Licensing department also updates all portals with notice submitted.		Time sent to Board Members and originator logged.	Feed on website (twitter, RSS, newswall) indicates that an application is up for comments and instructions on where to access it. Process flow updated across all portals.	86
		88	NWB Technical Department	Holding TM and PHC.	Applicant may be required to provide additional info.								
TM-PHC DECISION PREPARATION AND ISSUANCE		91	NWB Technical Department	Drafts the TM-PHC reports.					Send back notice using re-direct of flow to Licensing Department.		Time sent to licensing department and originator logged.	Updates licensing department control panel.	
		92	NWB Licensing Department	Receipt of TM-PHC reports.	The PM-PHC reports must be approved by the Board or Panel.		Draft email that accompanies notice.		Licensing department has a re-direct flow option to send file to Board or Panel members for review. Licensing department also updates Board member portals with documentation submitted.	Automatic email sent to Board Secretary to setup a Panel / Board member meeting.	Time sent to Board Members and originator logged.	Updates Board members control panels. Calendars for Board/Panel meeting are updated. Automatic reminder emails are built in a certain points.	
		93	NWB Board	Board members receive email notifying of meeting for TM-PHC detail approval.	Occurs by way of teleconference call or meeting.								
		94	NWB Licensing Department	Issuing PHC Decision (with a deadline of written interventions for Parties).			Draft email for notice of decision. Draft email for additional information from Proponent.		Licensing department has a re-direct flow option to send file to all parties for review. The message should provide instructions on where to find the review tool for the given application. Licensing department also updates all portals with documentation submitted. Request for information may be sent to the proponent.	On control panel, Licensing department should see the amount of time remaining on commenting period for each active application.	Time sent to all parties and originator logged. Time for request for additional information from proponent and originator.	Feed on website (twitter, RSS, newswall) indicates that an application is up for comments and instructions on where to access it on public registry. Process flow updated across all portals.	93

		95	Proponent	Provides additional information, as directed in PHC decision.					If required, applicant to upload additional information requested by way of portal. Submits to Licensing Department.		Time and originator of receipt. Time sent to licensing department and originator logged.	Licensing Department has status change in control panel.	
NOTICE OF PUBLIC HEARING AND WRITTEN INTERVENTIONS		97	NWB Licensing Department	Issuing a notice of Public Hearing (PH)			Draft email.	At least 60 days before commencement of PH.	Licensing department has a re-direct flow option to send notice to all parties. The message should provide instructions on where to find the review tool for the given application. Licensing department also updates all portals with documentation submitted.	On control panel, Licensing department should see the amount of time remaining on commenting period for each active application.	Time sent to all parties and originator logged.	Feed on website (twitter, RSS, newsworld) indicates that an application is up for comments and instructions on where to access it on public registry. Process flow updated across all portals.	93
		98	Stakeholders	Create account on NWB portal.	If no previous account: account created by filling out form on portal. Portal accessible from website. If account exists: log into account, create new application	Form includes: contact information (mailing and address), password recovery, address change form (effective from date, etc)	Design form, information it will collect.		To avoid duplication, stakeholder to have access to drop down menus to self-identify. Option to create new name available if name not showing on list.	Contact information should be amendable over time by stakeholder or NWB.	Account creation time and originator logged. Change of contact information logged: time, originator, old contact information.	New accounts reports to Control Panel. Clickable. Change of contact information reports to Control Panel.	
		99	Stakeholders	Review period	Stakeholder review application as submitted by the proponent and released by the NWB.		Further define review goals and functionality needs		Review process is done using the online form system.	On their control panel, stakeholders should be able to see a countdown of time remaining on the commenting period for each active application.			
		100	Stakeholders	Written representations are finalized by stakeholder and provided to the NWB Licensing Department.				45 days and at least 15 days before the commencement of PH.	Stakeholders have a submit button which sends their final comments. The comments remain available and documented on their portal.		Comments updating / uploading time and originator logged.	Comment submission reported to Control Panel of Licensing Portal. Clickable. Process flow updated with the completion of the step.	
		101	NWB Licensing Department	Licensing department closes review period.	Licensing Department receives all comment and re-directs to Technical Department.		Draft extension of time email (used as required).		Licensing department has a closing of comment option on control panel. Licensing department has re-direct flow option to send file to Technical Department. When comment period is closed, locks the commenting tool. The tool is just available for download and viewing of submission. The Licensing Department may notify the Proponent that more information is required.	Licensing department has discretion to extend review period. If used, triggers automated email customized for chosen time of extension.	Time of comment period closing and originator logged. Time and originator of request for more information to proponent is recorded	Process flow updated with conclusion of this step.	
PUBLIC HEARING PREPARATION		103	NWB Technical Department	Parties review intervention and prepare for Public Hearing.				Typically min. of 15 days	All portals are used to review accumulated documents they host. Commenting tools have the compilation of submissions available to all.	Calendars available in portals are updated with hearing information.		Feed on website (twitter, RSS, newsworld) indicates that public hearing is approaching and instructions on where to access it on public registry. Process flow updated across all portals.	97
		104	Stakeholders			Countdown to the hearing is updated in real time on portal.							
		105	Proponent										
PUBLIC HEARING		107	NWB Technical Department	Holding of Public Hearing				5 days				Feed on website (twitter, RSS, newsworld) indicates that public hearing is occurring and instructions on where to access it on public registry. Process flow updated across all portals.	103
		108	NWB Licensing Department	Holding of Public Hearing									
		109	Stakeholders	Attendance at Public Hearing									
		110	Proponent	Attendance at Public Hearing									
		111	NWB Board	Board closes its record.									
		112	NWB Licensing Department	Inform all parties that the record is closed.			Draft email for notice of closed record.			Licensing department has a re-direct flow option to send notification to all parties of the NWB closed record. Licensing department also updates all portals accordingly by way of this notice.		Time sent to all parties and originator logged.	Feed on website (twitter, RSS, newsworld) indicates that an application is up for comments and instructions on where to access it on public registry. Process flow updated across all portals.
BOARD MEETING FOR DELIBERATION AND DECISION		114	NWB Technical Department	Drafts the Public Hearing report and suggested licence conditions for the Board.					Send back notice using re-direct of flow to Licensing Department.		Time sent to licensing department and originator logged.	Updates licensing department control panel. All status of portals are updated with time ticker.	
		115	NWB Licensing Department	Receipt of Public Hearing report and suggested license for the Board.	The license must be approved by the Board or Panel.		Draft email that accompanies notice.	Typically within 30-45 days following closing of PH	Licensing department has a re-direct flow option to send file to Board or Panel members for review. Licensing department also updates Board member portals with documentation submitted.	Automatic email sent to Board Secretary to setup a Panel / Board member meeting.	Time sent to Board Members and originator logged.	Updates Board members control panels. Calendars for Board/Panel meeting are updated. Automatic reminder emails are built in a certain points.	114
		116	NWB Board	Board / Panel meeting and decision with respect to license. Issuing the Decision to the Minister to Approve or Not to Approve of application with reasons.	Occurs by way of teleconference call or meeting.				Must be able to record reasons.				
		117	NWB Licensing Department	Receipt of Board decisions with respect to license and sending to Minister.	The Licensing Department receives the final decision after system provides it.		Draft notification email.		If license is recommended, Licensing Department sends it to Public Registry Portal. This is added to the file which should already exist. License document should be sent to Minister by way of re-direct of flow. Should prompt twice for accuracy.		Time of receipt of final recommendation by Board. Logs date sent to Minister.	License application notice triggers RSS Feed, newsworld, twitter feed	116
MINISTER'S REVIEW	A	119	AANDC Minister	Reviews and does approve NWB recommendation.				45 days that may be extended for a further 45 days if NWB is notified within first 45 days.					
	B	120	AANDC Minister	Reviews and does NOT approve NWB recommendation.									
		121	NWB Licensing Department	Receipt of Minister's decision. Notice to parties.			Draft email that accompanies notice of receipt.		Licensing department has a re-direct flow option to send file to Board or Panel members for review. Licensing department also updates Board member portals with documentation submitted.	Decision received probably directly. Licensing Department uploads scanned document.	Time of upload of decision logged. Time sent to Board Members and originator logged.	License application notice triggers RSS Feed, newsworld, twitter feed	
		123	NWB Technical Department	PSR (Geo-database with) and SR are updated.				5					

Use without License Track (determined by the Technical / Licensing department)

TBD														

Post Issuance

POST ISSUANCE COMPLIANCE	134	Proponent	Payment of water use fees and submission of annual and updated Technical reports.				Ongoing	Applicant submit yearly reports and has access to water fees calculator on portal.		Time and originator of submission of documents and water fees.	Process flow updated with status change (i.e. pending review) once reports and water fees are submitted. Once sent, Licensing Department receives update in Control Panel.	
	135	Stakeholders	Monitoring of compliance related issues.				Ongoing	Receives control panel updates on state of compliance. Ability to upload compliance reports to submit to Department of Licensing.		Time and originator of compliance documents sent.		
	136	NWB Licensing Department	Monitoring on report submissions from proponent. Monitor of compliance related reporting from Enforcement.			Draft reminder emails; draft receipt of documents email. Draft email for receipt of enforcement documentation.	Ongoing	Ongoing monitoring of submissions via portal of various reports by proponent. Re-direct of technical reports to technical department. Compliance reports from Enforcement can be re-directed to registry.		Time and originator of receipt of documents.	Automatic Licensing control panel updates when proponent not in compliance with timelines and when automatic reminders are sent. Automatic reminder emails ahead of when reports are due. Compliance information available on AANDC enforcement portal's control panel.	134
	137	NWB Technical Department	Review of Technical Reports					Receives control panel update when receipt of new Technical Report. Review and update of document status. Send back notice using re-direct of flow to Licensing Department.		Time sent to licensing department and originator logged.	Updates licensing department control panel.	136
	138	NWB Licensing Department	Online calculator for fees.	Automated calculator available on proponent's portal.		Draft reminder emails; draft receipt of water fees email.	Ongoing	Ongoing monitoring of water fees payment. Fees calculator available on proponent portal.		Time and originator of receipt of water fees.	Automatic Licensing control panel updates when proponent not in compliance with timelines and when automatic reminders are sent. Automatic reminder emails ahead of when fees are due. Compliance information available on AANDC enforcement portal's control panel.	134
CANCELLATION	140	Proponent	Application for cancellation of license.				Ongoing	Applicant may log into portal and submit cancellation request. Water fee balance should show. Outstanding compliance issues should show.		Time and originator of cancellation request.	Process flow updated with status change (i.e. pending review). Once sent, Licensing Department receives update in Control Panel.	
	141	NWB Licensing Department	Decision with respect to cancellation request.			Draft receipt email for cancellation request. Draft email for decision.	Ongoing	Can approve or disapprove (with reasons) the cancellation request. Should offer updated information regarding Water fees and compliance to assist Licensing decision. Decision circulated in the form of notice to stakeholders and uploaded on public registry.		Time and originator of notice of cancellation or response to proponent of refusal.	Feed on website (twitter, RSS, newswell) indicates that a cancellation request is up for comments and instructions on where to access it on public registry Process flow updated across all portals.	140
EXPIRY	143	NWB Licensing Department	Confirmation of expiration.			Draft receipt email for expiration.	Ongoing	Can confirm or not confirm the expiry. Should offer updated information regarding Water fees and compliance to assist Licensing decision. Confirmation circulated in the form of notice to stakeholders and uploaded on public registry. Without confirmation, conditions remain valid.		Time and originator of notice of expiry or response to proponent of refusal.	Feed on website (twitter, RSS, newswell) indicates that a cancellation request is up for comments and instructions on where to access it on public registry Process flow updated across all portals.	

APPENDIX G
SAMPLE CONTRACT
(next page)



NUNAVUT WATER BOARD

<Date>

Project No: RFP GH 2018-005

THIS AGREEMENT is made as of the _____ day of _____, 201__.

BETWEEN:

The Nunavut Water Board, an Institution of Public Government established under the Nunavut Agreement ("NWB or Board")

AND:

_____, an independent entity, having an address at • (the "Contractor")

collectively "the Parties"

WHEREAS:

- A. The NWB requires the specific services outlined in Schedule A ("the Services");
- B. The Contractor is an independent entity who has specialized experience and expertise in the area(s) required to provide the Services and is familiar with all the requirements necessary to provide the Services in a timely, efficient and cost-effective manner; and
- C. The NWB wishes to engage the Contractor and the Contractor wishes to provide the Services to the NWB on the terms and conditions set out in the text that follows.

THE PARTIES AGREE as follows:

1. ENGAGEMENT

Subject to the terms and conditions of this Agreement, the NWB agrees to engage the Contractor to provide the Services during the term of this Agreement (as set out in Schedule A) and the Contractor accepts such engagement from the NWB.

2. TERM

Unless terminated as set out in Section 7, the term of the Contractor's engagement pursuant to this Agreement will commence on the Effective Date set out in Schedule A and will continue during the term set out in Schedule A (the "Term"). The NWB and the Contractor may, at any time, extend or amend this Agreement, including the Term of this Agreement, upon mutual written consent.

3. SERVICES OF THE CONTRACTOR

- (a) The Contractor agrees to professionally and diligently provide the Services described in Schedule "A" to the NWB.
- (b) This Agreement is a contract for services, and no partnership, joint venture or agency will be created or will be deemed to be created by this Agreement or by any action of the parties under this Agreement.

- (c) The Contractor will remain responsible for payment to the proper authorities of all premiums, contributions, withholdings, remittances and taxes relating to the Contractor's performance of the Services.
- (d) The Contractor agrees to indemnify and save harmless the NWB and its Board members, directors, employees and agents from:
 - (i) any and all liability for any premium, contribution, remittance, tax, assessment, penalty, interest, wages or any other amount of any kind whatsoever, arising under one or more statutes relating to income tax, Employment Insurance, Canada Pension Plan, workers' compensation, employment standards, human rights or any other similar statute of Canada or the Territory of Nunavut that may arise in connection with the performance of the Services under this Agreement; and
 - (ii) any and all costs, charges, legal fees and expenses reasonably incurred by the NWB or such persons identified in this section in connection with defending any civil, criminal, statutory or administrative action, proceeding or other remedy with respect to any such alleged liability.
- (e) The NWB will not be liable to the Contractor, his or her assigns, or any other party for any damages, liabilities, penalties, interest or costs suffered by the Contractor's failure to make the statutorily required deductions or payments.

4. FEES & EXPENSES

- (a) As full consideration for the Services and other covenants and agreements provided by the Contractor under this Agreement, the NWB shall pay the Contractor the fees set out in Schedule A ("Fees"), upon satisfactory completion of the corresponding milestones.
- (b) The Contractor will invoice the NWB as detailed in Schedule A. Each invoice submitted to the NWB by the Contractor will detail the nature of the Services performed, the Fees payable, and the basis upon which the calculation of the Fees has been made. Invoices with respect to expenses will be accompanied by relevant receipts.
- (c) Invoices will be paid by the NWB within forty-five (45) days of receipt, unless otherwise agreed in Schedule A.

5. CONFLICT OF INTEREST

- (a) The Contractor recognizes that the Contractor is engaged by the NWB in a position of responsibility and trust and agrees that during the Contractor's engagement with the NWB, the Contractor will not engage in any activity or otherwise put the Contractor in a position which conflicts with the NWB's interests, unless the Contractor receives prior written authorization from the NWB.

6. CONFIDENTIAL INFORMATION AND NON-DISCLOSURE

- (a) For the purposes of this Agreement, "**Confidential Information**" means information, know-how and data (which may be oral, written, graphic,

demonstrative, machine recognizable or otherwise) disclosed to the Contractor or developed by the Contractor pursuant to this Agreement, including without limitation the computer programs, processes, specifications, samples, reports, financial information, information concerning employees, customers, licensors, licensees and/or vendors of the NWB, and any information that the NWB may from time to time designate as being confidential information, and any Third Party Information. “

- (b) **Third Party Information**” means any Confidential Information (including those types of information enumerated in the definition of Confidential Information) owned by a third party and disclosed to the Contractor by the NWB or pursuant to performance of the Services. Confidential Information will not include information, know how or data which:
- (i) was legally known to or in the possession of the Contractor, as evidenced by written records at the time of disclosure to the Contractor by the NWB, and without obligation of confidentiality;
 - (ii) is or has become part of the public domain through no fault of the Contractor; or
 - (iii) has been disclosed to the Contractor by a third party without breaching any contractual, confidential, statutory or common law obligation to the NWB.
- (c) The Contractor hereby certifies that the Contractor has not brought and will not bring to the NWB or use while performing the Services for the NWB any confidential information of a former or existing employer, client or third-party. The Contractor understands that while consulting for the NWB, the Contractor is not to breach any obligation of confidence or duty that the Contractor may have to any third parties and the Contractor agrees that it will observe all such obligations during its retainer with the NWB.
- (d) With respect to Confidential Information that might be disclosed to the Contractor pursuant to or in connection with the Services, the Contractor acknowledges and agrees as follows:
- (i) that all Confidential Information received by the Contractor is proprietary to the NWB, or to the third party in the case of the Third Party Information, has been designed, developed, accumulated at great expense and over lengthy periods, and is secret and constitutes the exclusive property of the NWB, or the third party in the case of Third Party Information; and
 - (ii) that, during the Term of this Agreement and thereafter:
 - (A) the Contractor will hold and keep all Confidential Information in the strictest confidence, and will not remove without approval any Confidential Information or work product owned by the NWB from the NWB’s place of business, and will not retain any such products or information in the Contractor’s sole possession unless expressly permitted by the NWB in writing;
 - (B) except as specifically authorized in writing by the NWB, the Contractor will not, directly or indirectly, (unless required to do so by applicable law), use, disseminate, disclose, lecture upon, publish, make copies of or otherwise summarize the Confidential Information; and
 - (C) the Contractor will ensure that all Confidential Information, and copies thereof, are clearly marked or otherwise identified as

confidential and proprietary to the NWB, and that all Confidential Information and all copies thereof are stored in a secure location while in the Contractor's possession, control, charge or custody.

- (e) It should be noted that all information, including documents, submitted to the NWB are in the custody or under the control of the NWB and thus subject to the protection and disclosure provisions of the *Access to Information and Protection of Privacy Act (ATIP)*. The Contractor acknowledges that the NWB may be required to release, in whole or in part, the contract and any other information or documents in the NWB's possession or control relating to this contract pursuant to *ATIP*.

7. TERMINATION

- (a) The Contractor or the NWB may terminate this Agreement at any time, with or without cause, by giving not less than thirty (30) days prior written notice to the other Party.

8. MISCELLANEOUS

- (a) **Independent Relationship.** The relationship between the Contractor and the NWB is one of independent contractors, and neither party will have the authority to bind or act as the agent for the other, nor be responsible for the actions, contracts, debts, or liabilities of the other by virtue of this Agreement.
- (b) **Waiver of Liability.** The Contractor hereby agrees to release the NWB from any and all actions, causes of action, claims and demands for damages, loss or injury, which may hereafter be sustained by the Contractor while providing Services or otherwise as a consequence of the performance of the Contractor's duties under this Agreement, save for death or bodily injury caused by the NWB's negligence. In no event will the NWB, its directors', officers' and employees' total collective liability arising under or in connection with this Agreement exceed the amount of the Fees owing to the Contractor pursuant to Section 3.
- (c) **Assignment.** The obligations under this Agreement are personal to the Contractor, and the Contractor agrees that he or she may not assign or otherwise transfer any of the Contractor's rights, duties or obligations under this Agreement without the prior written consent of the NWB.
- (d) **Severability.** In the event that any part, article, section, clause, paragraph or subparagraph of this Agreement is held to be indefinite, invalid, illegal or otherwise voidable or unenforceable, the entire Agreement will not fail on the account thereof, and the validity, legality and enforceability of the remaining provisions will in no way be affected or impaired thereby.
- (e) **Governing Law.** This Agreement will be subject to, governed by and interpreted in accordance with the laws of the Territory of Nunavut, and the laws of the Canada in force therein, without regard to any conflict of law rules.
- (f) **Notices.** All notices, demands or requests required under this Agreement shall be required to be provided in writing to the other party at the addresses set out below, by way of: (i) Express Post mail; (ii) personal delivery; or (iii) e-mail, receipt of which has been acknowledged by the recipient.

To the NWB:

Raymond Quqshuun,
Director of Corporate Services
Nunavut Water Board
P. O. Box 119
Gjoa Haven, NU X0B 1J0
Telephone: 867.360.6338 ext 23
Fax: 867.360.6369
Email: raymond.quqshuun@nwb-oen.ca

Contractor:

[Name]

[Address]

[City/Postal Code]

Attention: ●

Fax: ●

Notice will be deemed to have been received upon physical receipt by the recipient, as confirmed by e-mail time stamp or as evidenced by the return receipt. Notices received after 6:00 p.m. local time, or on a Saturday, Sunday or public holiday in the place of receipt, shall be deemed to have been received at 9:00 a.m. on the next business day.

- (g) **Entire Agreement.** This Agreement, including Schedule A, the Request for Proposal (RFP GH 2018-005), associated published amendments to RFP GH 2018-005, and the accepted Proposal from the Contractor constitutes the complete agreement between the parties with respect to the subject matter cancels and supersedes all previous understandings, promises, agreements, representations and warranties, oral or written, express or implied, between the parties relating to the matters contained herein. This Agreement may not be modified or altered except in writing duly executed by both parties.
- (h) **Conflicts.** In the event of any inconsistency or conflict between the provisions of the Request for Proposals (RFP GH 2018-002), the successful proposal itself, and the contract with the successful proponent, the provisions of the contract shall govern
- (i) **Counterparts.** This Agreement may be signed in counterparts, or facsimile counterparts, each of which when executed by any of the parties will be deemed to be an original and such counterparts when taken together will constitute one Agreement.

IN WITNESS WHEREOF the NWB and the Contractor have executed this Agreement on the date(s) indicated below, but intend it to be effective as of the Effective Date.

NUNAVUT WATER BOARD

By: _____

Name, Title

SIGNED, SEALED AND DELIVERED
in the presence of

)
)
)
)
)
)

Witness Signature

[Witness Name]

[Witness Address]

Contractor Name

[Witness Occupation]

SCHEDULE A
THE SERVICES

Effective Date:

.

Term:

.

Description of Services:

The Services to be provided by the Contractor will include:

Fees:

[fill in as appropriate]

Invoicing:

Monthly on the last day of the month.