

March 12, 2019
 The Honourable Louis Sebert
 Minister of Lands
 P.O. Box 1320, Yellowknife, NT X1A 2L9
 Via email: Louis_Seibert@gov.nt.ca

Northwest Territories Surface Rights Board 2019-2020 Budget

Dear Minister, Sebert,

The NWT Surface Rights Board (SRB) is pleased to submit its revised 2019/20 fiscal year budget. The budget was developed through the SRB's annual strategic and business planning process wherein the SRB's priorities were established, budgeted, and henceforth tracked for performance assessment purposes.

REVENUE

GNWT Contribution Agreement	306,490
Budget Reserve for Processing Applications	50,000
Funds Carried Forward from Prior Year	
Other Sources (Interest etc.)	
Total	<u>356,490</u>

EXPENDITURES

Objective 1A – Establish and continually improve dispute resolution procedures, guidelines and best practices

1A1 - Develop and maintain an integrated hearing process support system	15,000
1A2 - Develop relationships with similar jurisdictions	8,000
1A3 - Plan/implement provision of French and Aboriginal language services	

Objective 1B – Maintain Board competence and proficiency

1B1 - Board member and staff professional development and training	17,000
1B2 - Conduct regular dispute resolution exercises relating to SRB jurisdiction	16,000
1B3 – Periodic communications to Board members and staff re relevant news	

Objective 2A – Improve public awareness and understanding of the Board's role and dispute resolution process

2A1 - Build relationships with resource management and other relevant organizations	7,000
2A2 - Continually improve the Board website	2,000
2A3 - Develop a SRB visual identity (branding) graphics standards	2,000
2A4 - Identify/clarify conflicts between SRB Act and land claim agreements	
2A5 - Deliver presentations/information to interested parties re the SRB	2,000

Objective 2B - Establish ready public access and transparency to the Board's dispute resolution process and its decisions

2B1 Finalize and maintain a Public Registry of Board Decisions	2,000
2B2 Develop a communications strategy and key messaging	3,702

Objective 3A – Maintain timely and current Strategic and Business Plans and Reports

3A1 - Submit annual and mid-year reports as required	
3A2 - Submit annual business plan	10,000
3A3 - Prepare/renew the SRB strategic plan once every 3 (or 5) years.	

Objective 3B – Conduct efficient day-to-day Board operations

3B1 - Ensure general operating requirements are met	90,000
3B2 - Maintain Executive Director	50,000
3B3 – Board Honoraria, travel, meals, accommodation	69,788
3B4 - Develop and implement a formal records management system	
3B5 - Develop and maintain Board members IT capacity	10,000
3B6 – Identify a standing budget to address applications as they arise	50,000

Objective 3C – Establish and maintain clear and comprehensive operating procedures

3C1 - Maintain on-going currency of the Board's By-laws	2,000
3C2 - SRB Members Questionnaire	
3C3 - SRB Guide for Bd members/Staff/Service Providers re code of conduct etc.	
3C4 - Electronically accessible Bd member orientation/reference manual	
3C5 - Maintain necessary internal operations policies	
3C6 - Process Directives, Reference Bulletins and Guidance Documents	

TOTAL **\$356,490**

As always, I am available at your pleasure to discuss the SRB's 2019/20 budget and operations.

Sincerely,



Louie Azzolini
Chairperson,
NWT Surface Rights Board

Copy: Willard Hagen, Deputy Minister of Lands, GNWT, Willard_Hagen@gov.nt.ca
Julia Paille, Legislative Advisor, Department of Lands, GNWT, Julia_Paille@gov.nt.ca

Attachment: (1)



**Strategic Plan
2019/20 Business Plan & Five-Year
Budget Forecast**

REVISED:
DECEMBER 17, 2018
MARCH 12, 2019

YELLOWKNIFE, NT



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MESSAGE FROM THE CHAIRPERSON

January 2, 2019

The Northwest Territories Surface Rights Board (SRB or Board) is pleased to present its revised strategic plan and its 2019/20 Business Plan & Five-Year budget forecast. The 2019/20 business plan further evolves the Board's public presence and enhances its capacity to deliver its dispute resolution mandate.

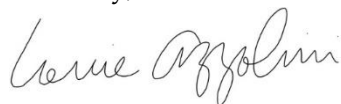
The Board's Strategic Plan provides a carefully considered plan to solidify its administrative and management systems to receive Applications and undertake its mandate in a competent and timely manner.

The strategic plan provides a succinct vision and statement of values that guide the Board as it fairly resolves disputes in a timely manner. It also sets out goals and objectives that will guide the Board toward the medium and longer term. Finally, the plan provides specific prioritized strategies the Board intends to deliver. It is based on an assessment of its relevant operating environment including key challenges and opportunities.

The *Surface Rights Board Act* is an Act of the Northwest Territories Legislative Assembly and came into force on April 1, 2014. The substantive functions of the SRB come into force on April 1, 2016. It provided for the Government of the NWT to appoint five Board members and a Chairperson as well as five alternate members. One Board member and one alternate must be a Gwich'in, Inuvialuit, Sahtu and Tłı̨chǫ resident. The purpose of the SRB is set out in section 8.(1) of the Act; being "to resolve matters in dispute relating to access to Gwich'in lands, Sahtu lands, and Tłı̨chǫ lands, and the waters overlying those lands, and Inuvialuit lands and non-designated land."

Members of the SRB and respective residential areas are Louie Azzolini Chairperson – M̄q̄whì Gogha Dè N̄ı̄tlèè, Danny Bayha - Sahtu, Mike Vaydik - non-regional, and Elizabeth Wright - Gwich'in. Alternate members are Vern Christensen - non-regional and Ian McCrea - M̄q̄whì Gogha Dè N̄ı̄tlèè.

Sincerely,



Louie Azzolini
Chairperson



MISSION

To fairly resolve disputes regarding access to lands in the NWT and waters overlying those lands in the Mackenzie Valley.

The SRB's mission describes its core purpose or "reason for being" and the contribution it makes to society.

VISION

Respected and trusted to resolve land and water access disputes in a fair and timely manner.

The SRB's vision represents the preferred "ultimate" state the Board would like to achieve in the long run. The Vision outlives the current membership's tenure and guides short and intermediate term actions.

VALUES

1. **Fairness** – treating people equitably and impartially through clear, objective, transparent, accessible and reasoned decision-making processes
2. **Respect** – sensitivity to the diversity of the parties to the Board's processes and the peoples of the NWT; and the unique values they attach to lands
3. **Integrity** – honest, ethical and reasonable behaviour
4. **Timeliness** – responsive, effective and efficient resolution of disputes
5. **Professionalism** – being competent and proficient while striving for improvement through continuous review and application of lessons learned

The SRB's values reflect its corporate culture and guide its actions.

ENVIRONMENTAL SCAN

The environmental scan identifies key trends and developments relevant to the SRB's operations and legislative mandate that directly impact its ability to deliver its functions in a fiscally prudent and judicious way.

External Factors

Challenges

- The SRB is a new dispute resolution Board in the NWT (opened for business on April 1, 2016) and is unknown to the public and potential clients.
- The existing resource management regime is not well understood by the public, Land and Water Boards, Land Use Planning Boards, the Mackenzie Valley Review Board and Renewable Resources Boards, Inuvialuit Game Council, Federal and NWT Government officials.
- On July 26, 2017, the Supreme Court of Canada released its decision in the case of *Clyde River (Hamlet) v. Petroleum Geo-Services Inc.* In it, the Supreme Court of Canada states clearly that government regulatory tribunals (of which the NWT SRB is one) have, in varying degrees, a duty of consultation with respect to impacts on the rights of Aboriginal people. This decision may affect how the SRB ensures adequate consultation in its land and water access dispute resolution process(es).
- No "case based" funding is provided to the SRB to resolve specific disputes as and when Applications are made.
- There is some uncertainty in jurisdiction of the SRB with land claimant organizations due to specific geographic and legislative overlaps still to be resolved.
- The SRB is on a steep learning curve to achieve and maintain an acceptable state of competence and readiness to resolve disputes.
- Board vacancies may pose a challenge for addressing disputes in a timely manner.

Opportunities

- The SRB appears to be adequately resourced for its core activities.
- The SRB office is centrally located in relation to the GNWT, Federal Government offices, the Mackenzie Valley Review Board, the Mackenzie Valley Land and Water Board and the Board Relations Secretariat; all located in Yellowknife. This will facilitate ready day-to-day communications; ready access to GNWT and Board Forum sponsored training events, as well as access to their infrastructure and other resources (e.g. board rooms) when not in use.
- The GNWT is supportive to the SRB getting organized and operational.
- The Nunavut Surface Rights Tribunal is a similar organization to the SRB operating in Nunavut. It has been very helpful in sharing its expertise and experience with the SRB and appears willing to be as supportive as possible as the SRB gets its "feet on the ground".

- The SRB Act provides comfort to all parties with an interest in land because it provides a process that will ensure resolution of land access disputes; if the parties cannot successfully resolve the conflict directly.
- The GNWT review of the NWT Lands Act and Commissioner's Lands Act and development of a new Mineral Resources Act provides an opportunity to improve its understanding of the SRB's roles and responsibilities.
- Northern Resource Management Board operations are unique compared to southern Canada. There is a large body of northern Board experience to assist the SRB in designing operational approaches and processes appropriate to the NWT.

Internal Factors

Strengths

- The SRB has acquired experienced legal counsel and staff to assist with training and on-going operations.
- The SRB has also retained a competent suite of service providers to address financial, book keeping, IT and website design needs.
- Regular and Alternate Board members have a relevant and broad base of experience and knowledge.
- Board members have a good understanding of their role as members of the SRB.
- Cornerstone documents are now in place and the SRB is operational.

Weaknesses

- The SRB is still maturing in terms of operational readiness.
- The cost of each future dispute resolution process is unknown.
- There is a general lack of locally available training resources to address the needs of Board members and staff. As a result, this often requires the Board to access more expensive training resources from southern Canada.

Relevant Trends

- The economic trend in the NWT is uncertain which suggests land use conflicts requiring dispute resolution are difficult to predict.
- The younger demographic in the NWT has become differently engaged in land management issues (e.g. through social media). Industry appears to be more engaged in securing a social licence for its activities.
- Uncertainty continues regarding settlement of Aboriginal self-government negotiations, settlement of outstanding Aboriginal land claims and implementation of land use plans.
- Increasing efforts by governments in settled land claim areas to address unauthorized occupancies may result in disputes.

Workload Drivers

- Professional development needs must continue to be addressed to ensure Board readiness to address disputes.



- The administrative requirements (e.g. reporting) of the legislation and the GNWT funder must be satisfied.
- The more people are aware of the SRB's role and how to access the Board, the more work that may be referred to the Board.
- Completing the foundational work of the SRB.

Issue(s)

- How to maintain a "state of readiness" if there are few or no Applications for many years. This issue may be more problematic at times when there is turnover in Board membership.
- The lack of clarity of jurisdiction between the SRB and authorities in certain land claim agreements may cause process confusion when disputes occur in those areas.
- How to ensure the SRB and land and water regulators have a common understanding regarding the role of the SRB within the NWT resource management regime.
- The lack of awareness of the SRB and its processes among the public, industry, land administrators, land use planning boards, government officials and other relevant individuals.

GOALS

The SRB seeks to achieve these priorities over the next to 5-10-years.

- **Ready, competent and timely dispute resolution.**
- **Respected, trusted and understood by the public and parties to disputes.**
- **Core capacity and administrative requirements are met.**

OBJECTIVES & STRATEGIES & PRIORITIES

The SRB's objectives are realistic, results-oriented statements of what the Board expects to achieve in the short term on the way to accomplishing its goals. Objectives are closely linked to strategies.

The SRB's strategies are specific actions that help accomplish an objective in the next one to five years. The SRB's strategies are "do-able" given its resources, and each strategy has an intended outcome and priority. These are the SRB's strategies organized by goal and objective.

Goal 1 - Ready, Competent & Timely Dispute Resolution

Objective A – Establish and continually improve dispute resolution procedures, guidelines and best practices

- 1 Develop and maintain an integrated hearing process support system consisting of an NWT Surface Rights Law and Policy database, which is electronically linked to the SRB rules of procedure. HIGH PRIORITY
- 2 Develop relationships with similar jurisdictions to benefit from their lessons learned and best practices. MEDIUM PRIORITY
- 3 Develop and implement an operational plan to provide French and Aboriginal language services. LOW PRIORITY

Objective B – Maintain Board competence and proficiency

- 1 Develop and maintain a Board member and staff professional development and training plan – including topics such as dispute resolution, surface rights law, running fair hearings, review of relevant Aboriginal land claim agreements, administrative law, resource management law in the NWT and interest-based negotiation. HIGH PRIORITY
- 2 Conduct regular dispute resolution exercises relating to disputes which may arise within the jurisdiction of the SRB. HIGH PRIORITY
- 3 Issue periodic communications to Board members and staff with respect to relevant on-going cases and developments in surface rights law and administration. LOW PRIORITY

Goal 2 - Respected, Trusted & Understood by The Public & Parties to Disputes

Objective A – Improve awareness and understanding of the Board’s role and dispute resolution process with relevant organizations and individuals

- 1 Build relationships with governments, resource management and other relevant organizations MEDIUM PRIORITY
- 2 Continually improve the Board website – as a public portal for information regarding the Surface Rights Board. HIGH PRIORITY
- 3 Maintain SRB visual identity (branding) graphics standards to govern the “look and feel” of the Board website, graphics design for Board publications, business cards, letterhead, public notices etc. MEDIUM PRIORITY
- 4 Identify and clarify potential areas of jurisdictional conflict between the SRB Act and land claim agreements including overlapping land claim agreements from neighbouring jurisdictions and implement a process to address these potential conflicts. LOW PRIORITY
- 5 Deliver presentations and information sessions to interested parties regarding the SRB’s roles and responsibilities. MEDIUM PRIORITY

Objective B – Establish ready public access and transparency to the Board’s dispute resolution process and its decisions

- 1 Finalize and maintain a Public Registry of Board Decisions to be posted on the Board website HIGH PRIORITY
- 2 Develop a communications strategy and key messaging to be conveyed to the public and potential parties to the Board’s processes MEDIUM PRIORITY

Goal 3 - Core Capacity & Administrative Requirements are Met

Objective A – Maintain timely and current Strategic and Business Plans and Reports

- 1 Submit annual and mid-year reports as required HIGH PRIORITY
- 2 Submit annual business plan as required by funder(s) HIGH PRIORITY
- 3 Prepare/renew the SRB strategic plan once every 5 years. HIGH PRIORITY

Objective B – Conduct efficient day-to-day Board operations

- 1 Ensure general operating requirements are met; including:
 - a. Leased office space, board room space and secure storage space
 - b. General office supplies
 - c. Communications expenses (phones, postage, internet etc.)
 - d. Book keeping services
 - e. Legal counsel services
 - f. Financial auditing services
 - g. IT support services
 - h. Website hosting services
 - i. Document digitizing capacity (for the website, public registry and internal records management)
 - j. Janitorial services
 - k. Budget for minor miscellaneous expenses to address the Board’s day-to-day operating requirements. HIGH PRIORITY
- 2 Maintain Executive Director position HIGH PRIORITY
- 3 Maintain sufficient funds for Board Honorariums and related travel, meals and accommodation HIGH PRIORITY
- 4 Develop and implement a formal records management system for the storage and retrieval of current and archival records that addresses both paper and digital formats. MEDIUM PRIORITY
- 5 Develop and maintain Board member IT capacity to carry out duties and responsibilities. HIGH PRIORITY
- 6 Identify a standing budget to address Applications as they arise. HIGH PRIORITY

Objective C – Establish and maintain clear and comprehensive internal operating procedures

- 1 Maintain on-going currency of the Board’s By-laws MEDIUM PRIORITY
- 2 SRB Members Questionnaire – to assist the Chair in avoiding conflicts when assigning Members to pre-Hearing and /or Hearing duties. LOW PRIORITY



- 3 SRB Support Guides for Board members, Staff and Service Providers – to clearly delineate the expectations placed on them by the Board e.g. code of conduct, conflict of interest/apprehension of bias etc. LOW PRIORITY
- 4 Develop and maintain an electronically accessible Board member orientation/reference manual. HIGH PRIORITY
- 5 Maintain the necessary internal operations policies. MEDIUM PRIORITY
- 6 Develop and maintain supplementary Process Directives, Reference Bulletins and Guidance Documents to further clarify the Board’s processes for parties to disputes and the public (prioritized list to be developed). LOW PRIORITY



**2019/20 BUSINESS PLAN
& FIVE-YEAR BUDGET
FORECAST**

**REVISED:
DECEMBER 17, 2018
MARCH 12, 2019**

YELLOWKNIFE, NT



STRATEGY	PRIORITY (High, Medium Or Low)	OUTCOME(S)	PERFORMANCE MEASURES	REQUIRED RESOURCES (Years 1, 2, 3, 4, 5)
Goal 1 Ready, Competent & Timely Dispute Resolution				
Objective 1A – Establish and continually improve dispute resolution procedures, guidelines and best practices				
Strategy 1A1 - •Develop and maintain an integrated hearing process support system consisting of an NWT Surface Rights Law and Policy database, which is electronically linked to the SRB Rules of Procedure.	High	A resource for the SRB to reference (and for training and professional development) when considering a variety of surface rights related legal issues.	<ul style="list-style-type: none"> • Data base formally established • Database updated annually 	\$15,000 in 2019/20 & 1920/21 for legal/paralegal costs
Strategy 1A2- Develop relationships with similar jurisdictions to benefit from their lessons learned and best practices	Medium	<ul style="list-style-type: none"> • On-going collegial relationship with similar boards in Canada and other management and regulatory bodies in the NWT. • Effective network of formal and informal relationships to advance all aspects of the SRBs work. 	<ul style="list-style-type: none"> • Number of formal and informal relationships established • Frequency and types of communications 	<ul style="list-style-type: none"> • Staff charge to O/H • 2019/20 \$8,000 Honorariums & travel budget • Future years at \$5,000/yr. • Combine with other travel where possible
Strategy 1A3 – Develop and implement an operational plan to provide French and Aboriginal language services.	Low	Obligations pursuant to the <i>NWT Official Languages Act</i> are met.	Official languages operational plans in place and implemented	Annual costs covered by overhead budgets or to a specific application budget as appropriate
Objective 1B – Maintain Board competence and proficiency				
Strategy 1B1 - Develop and maintain a Board member and staff professional development and training plan– including topics such as dispute resolution, surface	High	Knowledgeable Board members	<ul style="list-style-type: none"> • Member professional development (PD) plan established 	2019/20 to 2023/24 at \$17,000/yr.

STRATEGY	PRIORITY (High, Medium Or Low)	OUTCOME(S)	PERFORMANCE MEASURES	REQUIRED RESOURCES (Years 1, 2, 3, 4, 5)
rights law, running fair hearings, review of relevant Aboriginal land claim agreements, administrative law, resource management law in the NWT and interest-based negotiation.			<ul style="list-style-type: none"> • PD undertaken annually 	
Strategy 1B2 - Conduct regular dispute resolution exercises relating to disputes which may arise within the jurisdiction of the SRB.	High	- Board members skilled in conduct of their work.	<ul style="list-style-type: none"> • Priority areas of Board practice and training aligned • Type and frequency of exercises undertaken 	\$15,000/yr.
Strategy 1B3 – Issue periodic communications to Board members and staff with respect to relevant on-going cases and developments in surface rights law and administration.	Low	-Board members current on relevant surface rights activities and decisions	Number and nature of updates by legal counsel	<ul style="list-style-type: none"> • Staff overheads • Legal advisory support covered by general advice O/H
Goal 2 - Respected, Trusted & Understood by The Public & Parties to Disputes				
Objective 2A – Improve awareness and understanding of the Board’s role and dispute resolution process with relevant organizations and individuals				
Strategy 2A1 - Build relationships with governments, resource management and other relevant organizations	Medium	Effective networks for timely access to relevant information and expertise	Frequency and type of communication	<ul style="list-style-type: none"> • \$7,000 in 2019/20 • \$5,000/year expenses various in future years • Staff costs charged to O/H
Strategy 2A2 - Continually improve the Board website – as a public portal for information regarding the Surface Rights Board.	High	All public information and resources readily available online	<ul style="list-style-type: none"> • Web site operational, current and readily accessible to public and Board members • Current and regularly updated and 	<ul style="list-style-type: none"> • 2019/20 • 2020/21 at \$2,000/yr. for on-going website design • \$1000/yr. budgeted for 2021/22-2023/24

STRATEGY	PRIORITY (High, Medium Or Low)	OUTCOME(S)	PERFORMANCE MEASURES	REQUIRED RESOURCES (Years 1, 2, 3, 4, 5)
			compliant with S.94 of the SRB Act	
Strategy 2A3 - Maintain SRB visual identity (branding) graphics standards to govern the “look and feel” of the Board website, graphics design for Board publications, business cards, letterhead, public notices etc.	Medium	Visual identity readily recognized by the public.	<ul style="list-style-type: none"> Visual identity products in place and periodically reviewed Integrated into the SRB communications plan 	<ul style="list-style-type: none"> \$2,000 for Contractor costs 2019/20 Future costs estimated to be \$1,000 per year
Strategy 2A4 – Identify and clarify potential areas of jurisdictional conflict between the SRB Act and land claim agreements including overlap agreements from neighbouring jurisdictions and implement a process to address these potential conflicts.	Low	SRB jurisdiction is clarified with respect to land claim agreements.	<ul style="list-style-type: none"> Potential areas of conflict identified Processes in place to address potential conflicts 	<ul style="list-style-type: none"> \$5,000 prelim assessment 2021/22 \$4,490 finalize comprehensive assessment 2022/23 \$10,000 next steps 2023/24
Strategy 2A5 - Deliver presentations and information sessions to interested parties regarding the SRB’s roles and responsibilities.	Medium	Informed stakeholders	Portfolio of stock presentations and information available. Number of presentations delivered and to whom. Information distributed and where	\$2,000 in 2019/20 and future years regarding delivery costs
Objective 2B - Establish ready public access and transparency to the Board’s dispute resolution process and its decisions				
Strategy - 2B1 Finalize and maintain a Public Registry of Board Decisions to be posted on the Board website	High	<ul style="list-style-type: none"> Operational public registry Board decisions are available and readily accessible to the public online per S.94 of the SRB Act. 	<ul style="list-style-type: none"> Live registry online maintained Public registry operational and 	Contractor costs of \$2,000 annual maintenance /refinement



STRATEGY	PRIORITY (High, Medium Or Low)	OUTCOME(S)	PERFORMANCE MEASURES	REQUIRED RESOURCES (Years 1, 2, 3, 4, 5)
			<ul style="list-style-type: none"> complies with s.94 of SRB Act Design of Public Registry periodically reviewed 	
Strategy - 2B2 Develop a communications strategy and key messaging to be conveyed to the public and potential parties to the Board's processes	Medium	<ul style="list-style-type: none"> Awareness of the SRB in the minds of those that might require access to the SRB SRB is prepared to deliver strategic messaging to stakeholders. 	<ul style="list-style-type: none"> Established communications strategy Critical success indicators monitored and tracked e.g. volume, frequency nature and type of communications 	Contractor costs of \$3,702 in 2019/20
Goal 3 - Core Capacity & Administrative Requirements Are Met				
Objective 3A – Maintain timely and current Strategic and Business Plans and Reports				
Strategy 3A1 - Submit annual and mid-year reports as required	High	Annual and mid-year reports submitted	<ul style="list-style-type: none"> Submitted on time Acknowledgement of and posting of the annual report on the website 	Overhead
Strategy 3A2 - Submit annual business plan as required by funder(s)	High	Annual business plan submitted	<ul style="list-style-type: none"> Funding received and expended in conformance with the business plan as amended during the year Funding approved for new FY 	<ul style="list-style-type: none"> Overhead \$10,000/yr. for Board honorariums



STRATEGY	PRIORITY (High, Medium Or Low)	OUTCOME(S)	PERFORMANCE MEASURES	REQUIRED RESOURCES (Years 1, 2, 3, 4, 5)
Strategy 3A3 - Prepare/renew the SRB strategic plan once every 5 years.	High	<ul style="list-style-type: none"> • Renewal of the strategic plan • Review of the impact of the previous strategic plan 	Timely renewal of Strategic Plan	<ul style="list-style-type: none"> • Overhead • \$5,000 honorariums for Strategic Planning Committee work in 2020/21 • \$8,414 to design and implement a survey questionnaire for environmental scan and analysis tool to assess effectiveness of previous Strategic Plan
Objective 3B – Conduct efficient day-to-day Board operations				
Strategy 3B1 - Ensure general operating requirements are met	High	Day-to-day operating needs are addressed.	Required day-to-day operating budgets, facilities and service providers are secured	Years 2019/20 and future years budgeted at \$90,000 per year
Strategy 3B2 - Maintain Executive Director position	High	Competent Professional Executive Director retained by the SRB	Annual performance review conducted, and performance feedback provided	\$50,000/year
Strategy 3B3 – Maintain sufficient funds for Board Honorariums and related travel, meals and accommodation.	High	Fixed costs for Board meetings and regular operations are met	<ul style="list-style-type: none"> • Number and types of meetings to conduct Board business • Annual budget variance for board 	<ul style="list-style-type: none"> • 2019/20 @ \$69,788 • Frequency of Board meetings set at 4 per year

STRATEGY	PRIORITY (High, Medium Or Low)	OUTCOME(S)	PERFORMANCE MEASURES	REQUIRED RESOURCES (Years 1, 2, 3, 4, 5)
			meetings and regular operations	
Strategy 3B4 - Develop and implement a formal records management system for the storage and retrieval of current and archival records that addresses both paper and digital formats.	Medium	<ul style="list-style-type: none"> • Clearly understood and applied records management with supporting documentation and control in place • Compliance with 94.2 of the SRB Act 	Records management policy or procedure in place and applied	Costs covered by Board overhead budgets
Strategy 3B5 – Develop and maintain Board member IT capacity to carry out duties and responsibilities.	High	Board members properly equipped with IT hardware and software.	Each Board member has ready access to necessary IT equipment	2019/20 - \$10,000 2020/21 and future years- \$5,000
Strategy 3B6 – Identify a standing budget to address Applications as they arise.	High	SRB has capacity to proceed with Applications in a timely manner when received	Standing budget in place	<ul style="list-style-type: none"> • \$50,000 per year for honorariums, legal, travel and other related expenses • Budget to increase to \$54,490 in 2021/22 and \$55,000 in 2022/23 and \$59,490 in 2023/24
Objective 3C – Establish and maintain clear and comprehensive operating procedures				
Strategy 3C1 - Maintain the on-going currency of the Board’s By-laws	Medium	Effective internal Board governance procedures in place	Approved by-laws and attendant schedules in place as amended from time to time	\$2,000 per year for legal review support
Strategy 3C2 - SRB Members Questionnaire – to assist the Chairperson in avoiding conflicts when assigning Members to pre-Hearing and /or Hearing duties.	Low	To prevent the possibility of conflicts of interest or reasonable apprehension of bias from arising.	Questionnaire in place and being used	Costs covered by overheads



STRATEGY	PRIORITY (High, Medium Or Low)	OUTCOME(S)	PERFORMANCE MEASURES	REQUIRED RESOURCES (Years 1, 2, 3, 4, 5)
Strategy 3C3 - Support Guides for Board members, Staff and Service Providers to clearly delineate expectations placed on them by the SRB.	Low	To clearly delineate the expectations placed on them by the Board.	Guide finalized and reviewed periodically	Costs covered by overheads
Strategy 3C4 - Develop and maintain an electronically accessible Board member orientation/reference manual.	High	Ready reference of Board documents available to Board members.	Manual in place and readily accessible	Overhead
Strategy 3C5 - Develop and maintain the necessary internal operations policies.	Medium	A robust management framework for the Board. For example; Finance Policy, Communications Policy, Personnel Policy, Legal Services Policy; Records Management Policy; Board Minutes Disclosure Policy and Aboriginal and French language services policy.	Types and number of policies in place	<ul style="list-style-type: none"> • Nil budgeted in 2019/20 • \$2,000 budgeted annually in 2020/21 and future years for Policy Committee honorariums and legal support as required for professional advice
Strategy 3C6 – Develop and maintain supplementary Process Directives, Reference Bulletins and Guidance Documents to further clarify the Board’s processes for parties to disputes and the public (prioritized list to be developed).	Low	Parties to disputes and the public have clear descriptions of Board process in addition to the Board’s interpretation of specific provisions of the SRB Act where further certainty maybe helpful.	Number of questions regarding uncertainty by parties to disputes and the public about SRB process or the provisions of the SRB Act (that are not covered by SRB Process Directives, Reference Bulletins and guidance documents, policies and procedures) is reduced	<ul style="list-style-type: none"> • 2021/22 - \$10,000 • 2022/23 - \$10,000



Surface Rights Board 2019/20 Budget Submission and Five-Year Forecast (\$)

Legend

High Priority	
Medium Priority	
Low Priority	

	2019/20	2020/21	2021/22	2022/23	2023/24
Revenue					
GNWT Contribution Agreement (Increasing by est. FDIPPI at 1.0171811 per year)	306,490	306,490	306,490	306,490	306,490
Budget Reserve for Processing Applications	50,000	50,000	50,000	50,000	50,000
Funds Carried Forward from Prior Year					
Other Sources (Interest etc.)					
Total	\$356,490	\$356,490	\$356,490	\$356,490	\$356,490
Expenditures					
Goal 1 Ready, Competent & Timely Dispute Resolution					
Objective 1A – Establish and Continually Improve Dispute Resolution Procedures, Guidelines and Best Practices					
1A1 - Develop and maintain an integrated hearing process support system	15,000	15,000	2,000	2,000	2,000
1A2 - Develop relationships with similar jurisdictions	8,000	5,000	5,000	5,000	5,000
1A3 - Plan/implement provision of French and Aboriginal language services					
Objective 1B – Maintain Board Competence and Proficiency					
1B1 - Board member and staff PD and training	17,000	17,000	17,000	17,000	17,000
1B2 - Conduct regular dispute resolution exercises relating to SRB jurisdiction	16,000	16,000	16,000	16,000	16,000
1B3 – Periodic communications to Board members and staff re relevant news					
Goal 2 - Respected, Trusted & Understood by the Public & Stakeholders					
Objective 2A – Improve Public Awareness and Understanding of the Board’s Role and Dispute Resolution Process					
2A1 - Build relationships with resource management and other relevant organizations	7,000	5,000	5,000	5,000	5,000
2A2 - Continually improve the Board website	2,000	2,000	1,000	1,000	1,000
2A3 - Develop a SRB visual identity (branding) graphics standards	2,000	1,000	1,000	1,000	1,000
2A4 - Identify/clarify conflicts between SRB Act and land claim agreements			5,000	4,490	10,000
2A5 - Deliver presentations/information to interested parties re the SRB	2,000	2,000	2,000	2,000	2,000
Objective 2B - Establish Ready Public Access and Transparency to the Board’s Dispute Resolution Process and Its Decisions					
2B1 Finalize and maintain a Public Registry of Board Decisions	2,000	2,000	2,000	2,000	2,000
2B2 Develop a communications strategy and key messaging	3,702				

The Finn Hansen Building, 5105-50 St, Yellowknife
PO Box 2580 Yellowknife NT X1A 2P9



	2019/20	2020/21	2021/22	2022/23	2023/24
Goal 3 - Core Capacity & Administrative Requirements are Met					
Objective 3A – Maintain Timely and Current Strategic and Business Plans and Reports					
3A1 - Submit annual and mid-year reports as required					
3A2 - Submit annual business plan	10,000	10,000	10,000	10,000	10,000
3A3 - Prepare/renew the SRB strategic plan once every 3 (or 5) years.		13,414			
Objective 3B – Conduct Efficient Day-to-day Board Operations					
3B1 - Ensure general operating requirements are met	90,000	90,000	90,000	90,000	90,000
3B2 - Maintain Executive Director	50,000	50,000	50,000	50,000	50,000
3B3 – Board Honorariums, travel, meals, accommodation	69,788	69,076	77,000	77,000	77,000
3B4 - Develop and implement a formal records management system					
3B5 - Develop and maintain Board members IT capacity	10,000	5,000	5,000	5,000	5,000
3B6 – Identify a standing budget to address Applications as they arise	50,000	50,000	54,490	55,000	59,490
Objective 3C – Establish and Maintain Clear and Comprehensive Operating Procedures					
3C1 - Maintain on-going currency of the Board's By-laws					
3C2 - SRB Members Questionnaire					
3C3 - SRB Guide for Bd members/Staff/Service Providers re code of conduct etc.					
3C4 - Electronically accessible Bd member orientation/reference manual					
3C5 - Maintain necessary internal operations policies					
3C6 - Process Directives, Reference Bulletins and Guidance Documents			10,000	10,000	
TOTAL	\$356,490	\$356,490	\$356,490	\$356,490	\$356,490



2019-20 Fiscal Year Budget

Revised March 12, 2019

Revenue

GNWT Contribution Agreement (FIDIPPI included)	\$306,490
Budget Reserve for Processing Applications	50,000
Funds Carried Forward from Prior Year	
Other Sources (Interest etc.)	
Total	<u>\$356,490</u>

Expenses

Application Processing	\$ 50,000
Advertising and external communications	2,000
Board travel and other cost	44,138
Honoraria:	
Board Meetings and Analytical	53,200
Training and Professional Development	13,700
Information technology, computer, and website	19,500
Insurance and miscellaneous	6,000
Interest and bank charges	1,000
Office and other supplies	1,000
Professional Fees	84,902
Rent	21,000
Staff Travel	5,550
Telephone, fax, and internet	4,500
Wages and Benefits	50,000
Grand Total	<u>\$356,490</u>