



December 13, 2017

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

Northwest Territories Surface Rights Board 2017-2018 Budget

Dear Minister Sebert,

The NWT Surface Rights Board is pleased to submit its 2017-2018 fiscal year budget, updated strategic plan, business plan, and five-year forecast.

2017-18 Fiscal Year Budget

Revenue

GNWT Contribution Agreement (FIDIPPI included)	297,478
Budget Reserve for Processing Applications	50,000
Funds Carried Forward from Prior Year	
Other Sources (Interest etc.)	
Total	<u>\$347,478</u>

Expenses

Communications	6,000
Honorariums	116,900
Insurance and Miscellaneous	4,000
Interest and Bank Charges	1,000
Office Materials	4,200
Office Rent	15,000
Professional Fees	70,278
Telephone	4,000
Travel and Living Expenses	62,200

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



Wages and Benefits & Training	48,000
Website	9,000
Training	6,900
Grand Total	<u>\$347,478</u>

If you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Louie Azzolini".

Louie Azzolini

Chairperson, NWT Surface Rights Board

Copy: Willard Hagen, Deputy Minister of Lands, GNWT, Willard_Hagen@gov.nt.ca
Julia Paille, Senior Legislative Advisor, Lands, GNWT, Julia_Paille@gov.nt.ca
Attachment: (1)

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



**Strategic Plan
2017/18 Business Plan Submission
& Five Year Forecast**

REVISED: MARCH 27, 2017
NORTHWEST TERRITORIES SURFACE RIGHTS BOARD
YELLOWKNIFE, NT

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MESSAGE FROM THE CHAIRPERSON

March 27, 2017

The Northwest Territories Surface Rights Board (SRB or Board) is pleased to present its revised strategic plan, 2017/18 Business Plan Submission & Five Year Forecast. The 2017/18 business plan further evolves the Board's public presence and enhances its capacity to deliver its dispute resolution mandate.

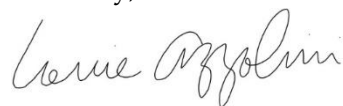
The Board's Strategic Plan provides a carefully considered plan to achieve its immediate challenge of establishing the administrative and management structures to receive Applications and undertake its mandate in a competent and timely manner.

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 over the first five years of its operations. 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 – Tłı̨chǫ, Danny Bayha - Sahtu, Darrell Christie – Inuvialuit, Mike Vaydik - non regional, and Elizabeth Wright - Gwich'in. Alternate members are Vern Christensen - non regional and Ian McCrea - Tłı̨chǫ.

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

- **Fairness:** treating people equitably and impartially through clear, objective, transparent, accessible and reasoned decision making processes.
- **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.
- **Integrity:** honest, ethical and reasonable behavior.
- **Timeliness** – responsive, effective and efficient resolution of disputes.
- **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 generally unknown to the public and potential clients.
- Similarly, the SRB's "fit" with the existing resource management regime is not well understood (e.g., by 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).
- The SRB was contemplated pursuant to settled aboriginal land claims and not through a broadly debated public process. Therefore, while enacted by the Government of the Northwest Territories (GNWT), it may not be publicly accepted as a legitimate organization.
- While acknowledged in aboriginal land claims negotiations, First Nations generally will not have a solid understanding of the provisions of the SRB Act; especially in the unsettled land claim areas.
- 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 overlaps still to be resolved.
- The SRB is on a steep learning curve to achieve 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 is not anticipating any applications for dispute resolution in the near future so there should be time to get sufficiently organized in advance of initiating its first dispute resolution process.

- There also appears to be sufficient time for desirable public and stakeholder education and awareness initiatives in advance of the SRB receiving its first application for dispute resolution.
- 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 the development community as it assures developers that there is a process that will ensure resolution of land access disputes; if the parties cannot successfully resolve the conflict directly.

Internal Factors

Strengths

- The SRB has acquired experienced legal counsel to assist with start-up, training and on-going challenges.
- 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.

Relevant Trends

- The economic trend in the NWT is downward which suggests land use conflicts requiring dispute resolution will be less likely.

- Implementation of the Canada-GNWT Devolution Initiative will have uncertain impacts on the likelihood of land access disputes.
- The younger demographic in the NWT is becoming differently engaged in land management issues (e.g. through social media). Values held by older generations are being questioned.
- Industry is becoming more engaged in securing a social license for its activities.
- Uncertainty continues regarding settlement of outstanding Aboriginal land claims.

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.

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. Part of the answer may need to be in the quality of the documentation left by the current Board members to assist the new Board members when they are appointed. Periodic scenario based conflict resolution training may also be needed.
- 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.
- 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.

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 a dispute.**
- **Core capacity and administrative requirements are met.**

OBJECTIVES & STRATEGIES

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 and timely dispute resolution

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

- Develop and maintain an internal electronic database of Canadian surface rights decisions – a resource for the SRB to reference when considering a variety of surface rights related legal issues.
- Develop relationships with similar jurisdictions to benefit from their lessons learned and best practices.

Objective – Maintain Board competence and proficiency

- Develop and maintain a Board member and staff professional development and training plan – including topics such as 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.
- Conduct annual mock NWT land access dispute resolution exercises (including pre-hearing and hearing scenarios).
- Issue periodic communications to Board members and staff with respect to relevant on-going cases and developments in surface rights law and administration.



Goal 2 - Respected, trusted and understood by the public and parties to disputes

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

- Build relationships with resource management and other relevant organizations.
- Finalize development of the Board website – as a public portal for information regarding the SRB.
- Finalize 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.

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

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

Goal 3 - Core capacity and administrative requirements are met

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

- Submit annual reports as required.
- Submit annual business plan submissions as required by funder(s).
- Prepare/renew the SRB strategic plan once every 5 years.

Objective – Conduct efficient day-to-day Board operations

- Lease of office space.
- Retain Board Coordinator.
- Identify sufficient funds for Board Honoraria and related travel, meals and accommodation as well as general office supplies, postage & miscellaneous expenses.
- Retain general service providers.
 - Book keeping
 - Legal counsel
 - Financial auditing
 - IT support
 - Website maintenance

- 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.
- Maintain capacity to digitize documents for posting on the Board’s website, public registry and/or internal records management system.
- Identify a standing budget to address Applications as they arise.

Objective – Establish and maintain clear and comprehensive operating procedures

- Maintain on-going currency of the Board’s By-laws.
- SRB Members Questionnaire – to assist the Chair in avoiding conflicts when assigning Members to pre-Hearing and /or Hearing duties.
- SRB Support Guide for Staff and Consultants – to clearly delineate the expectations placed on them by the Board e.g. code of conduct, conflict of interest/apprehension of bias etc.
- SRB Support Guide for members clearly delineating the roles, responsibilities and expectations placed on them e.g. code of conduct, conflict of interest/apprehension of bias etc.
- Develop and maintain the necessary internal operations policies.
- 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).



2017/18 BUSINESS PLAN & FIVE YEAR FORECAST

REVISED: MARCH 27, 2017
NORTHWEST TERRITORIES SURFACE RIGHTS BOARD
YELLOWKNIFE, NT

Strategy	Priority	Outcome(s)	Performance Measures	Required Resources
Goal 1 Ready, competent and timely dispute resolution				
Objective 1A – Establish and continually improve dispute resolution procedures, guidelines and best practices				
Strategy 1A1 - Develop and maintain an internal electronic database of Canadian surface rights decisions	Low	A resource for the SRB to reference (and for training and professional development) when considering a variety of surface rights related legal issues	-Data base formally established -Database updated annually	-\$2,000 in 2017/18 implementation -\$2,000 annual maintenance future years
Strategy 1A2 - Develop relationships with similar jurisdictions to benefit from their lessons learned and best practices	Low	-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 SRB's work	-Number of formal and informal relationships established - Frequency and types of communications	- Staff/Board Overhead -\$5,000/yr. travel budget beginning in 2018/19 -Combine with other travel where possible
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 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	Medium	Knowledgeable Board members	-Members capacity assessment -Member professional development plan established -Professional development undertaken annually	-2018/19 to 2020/21 @ \$15,000/yr. - Budget to increase to \$20,000 in 2021/22
Strategy 1B2 - Conduct annual exercises relating to disputes which may arise within the jurisdiction of the SRB	Medium	- Board members skilled in conduct of dispute resolution methods and legal process	-Priority areas of Board practice to address identified	-\$20,000/yr.

Strategy	Priority	Outcome(s)	Performance Measures	Required Resources
			type and frequency of exercises undertaken	
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	Medium	-Board members current on relevant surface rights activities and decisions	-Semi-annual briefings to the Board	-Staff overheads -Legal advisory support covered by general advice overhead
Goal 2 - Respected, trusted and understood by the public and 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 resource management and other relevant organizations	Medium	- Effective networks for timely access to relevant information and expertise	-Frequency and type of communication	-\$5,000/year expenses various -Board Member/Staff overhead
Strategy 2A2 - Finalize development of the Board website – as a public portal for information regarding the SRB	High	-All public information and resources readily available online	-Website operational, current and readily accessible to public and Board members -Current and regularly updated and compliant with S.94 of the SRB Act	-Future years \$3,000/yr. for on-going website maintenance
Strategy 2A3 - Finalize 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	-Visual identity products finalized -Integrated into the SRB communications plan	-\$2,000 for Contractor costs 2017/18 - future costs estimated to be \$3,000 per year

Strategy	Priority	Outcome(s)	Performance Measures	Required Resources
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	-Operational public registry -Board decisions are available and readily accessible to the public online per S.94 of the SRB Act	-Live registry online maintained	-Contractor costs of \$3,000 in 2018/19 to consider adding languages translating module
Strategy - 2B2 Develop a communications strategy and key messaging to be conveyed to the public and potential parties to the Board's processes	Medium	-Successful positioning of the SRB in the minds of those that might require access to the SRB	-Established communications strategy - critical success indicators monitored and tracked e.g. volume, frequency nature and type of communications	- Contractor costs of \$7,000 in 2019/20
Goal 3 - Core capacity and administrative requirements are met				
Objective 3A – Maintain timely and current Strategic and Business Plans and Reports				
Strategy 3A1 - Submit annual reports as required	High	-Annual Report submitted	-Submitted on time -Acknowledgment of and posting of the document on the website	Overhead -\$2,500/yr. for graphic design support starting in 2017/18
Strategy 3A2 - Submit annual business plan submissions as required by funder(s)	High	- Annual business plan submitted	-Funding received and expended in conformance with the business plan as amended during the year	Overhead -\$5,000/yr for graphic design support starting in 2018/19

Strategy	Priority	Outcome(s)	Performance Measures	Required Resources
Strategy 3A3 - Prepare/renew the SRB strategic plan once every 5 years	High	-Renewal of the strategic plan -Review of the impact of the previous strategic plan	Timely renewal of Strategic Plan completed	Overhead -\$5,000 honoraria for SP Committee work in 2020/21 - and \$20,000 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 - Lease office space/boardroom space/secure storage area and purchase required furnishings	High	-Office meeting and storage requirements met -Compliance with s.20 of the SRB Act	-Lease in place - Furniture purchased	Years 2017/18 to 2021/22 - \$15,000/yr
Strategy 3B2 - Retain Board Coordinator	High	-Competent Professional Board Coordinator	-Annual performance review	\$48,000/year
Strategy 3B3 – Identify sufficient funds for Board Honoraria and related travel, meals and accommodation as well as general office supplies, postage & misc. expenses	High	-Fixed costs for Board meetings and regular operations are met	-Number and types of meetings to conduct Board business. -Annual budget variance for Board meetings and regular operations	- 2017/18 \$122,300 - 2018/19 and future years @ \$94,225 - Frequency of Board meetings will decrease as start-up phase is being completed
Strategy 3B4 - Retain general service providers o Book keeping o Legal counsel	High	-Required support service available for Board operations	-Contracts in place -Board satisfaction with services delivered	\$58,500/year

Strategy	Priority	Outcome(s)	Performance Measures	Required Resources
<ul style="list-style-type: none"> o Financial auditing o IT support o Website maintenance 				
Strategy 3B5 - 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	-Clearly understood and applied records management with supporting documentation and control in place	-Records management policy or procedure in place and applied -Compliance with 94.2 of the <i>SRB Act</i>	\$3,000 per year for annual software licensing fees and technical support
Strategy 3B6 - Maintain capacity to digitize documents for posting on the Board's website, public registry and/or internal records management system	Low	-Capacity to transfer paper media into digital media	-Monitoring of backlogs if any of paper documents required to be digitized	Commercial digitizing services at \$1,200 per year
Strategy 3B7 – 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	\$50,000 per year for honoraria, legal, travel and other related expenses. Budget to increase to \$64,000 in 2021/22
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 supported by by-laws as amended from time to time	-Approved by-laws in place	\$2,000 per year for legal review support
Strategy 3C2 - SRB Members Questionnaire – to assist the Chair in avoiding conflicts when assigning Members to pre-Hearing and /or Hearing duties	Low	-Preparation of the member questionnaire	-Questionnaire in place and being used	Overhead Commence in 2018/19

Strategy	Priority	Outcome(s)	Performance Measures	Required Resources
Strategy 3C3 - SRB Support Guide for Staff and Consultants – to clearly delineate the expectations placed on them by the Board	Low	-Preparation of a staff guide	-Guide finalized	Overhead Commence in 2018/19
Strategy 3C4 - Support Guide for members clearly delineating the expectations placed on them e.g. code of conduct, avoiding conflict of interest/apprehension of bias etc.	Medium	-Preparation of a Board member guide	-Guide finalized	Overhead Commence in 2018/19
Strategy 3C5 - Develop and maintain the necessary internal operations policies	Medium	-A robust management framework for the Board - For example; Finance Policy, Media Spokespersons Policy, Legal Services Policy; Policy on the Retention and Use of Expert Advisors; Records Management Policy; Board Minutes Disclosure Policy and Aboriginal and French language services policy	-Types and number of policies in place	Overhead -2018/19 and 2019/20 \$5,000 each year for Board Committee honouraria and contractor support as required
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)	Medium	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	Volume 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	For professional advice 2017 - \$2,978 2018/19 – \$10,674 2019/20 - \$10,340 2020/21 - \$1,050 2021/22 - \$10,805

Surface Rights Board 2017/18 Budget and Five Year Forecast (\$)	Legend	High Priority	Medium Priority	Low Priority	
	2017/18	2018/19	2019/20	2020/21	2021/22
Revenue					
GNWT Contribution Agreement (Increasing by est. FIDIPPI)	297,478	301,099	304,765	308,475	312,230
Funds Carried Forward from Prior Year	50,000	50,000	50,000	50,000	50,000
Other Sources (Interest etc.)					
Total	\$347,478	\$351,099	\$354,765	\$358,475	\$362,230
Expenditures					
Goal 1 Ready, competent and timely dispute resolution					
<i>Objective 1A – Establish and continually improve dispute resolution procedures, guidelines and best practices</i>					
1A1 - Electronic database of Canadian surface rights decisions	2,000	2,000	2,000	2,000	2,000
1A2 - Develop relationships with similar extra-territorial jurisdictions		5,000	5,000	5,000	5,000
<i>Objective 1B – Maintain Board competence and proficiency</i>					
1B1 - Board member and staff professional development and training		15,000	15,000	15,000	20,000
1B2 - Conduct annual exercises relating to disputes	20,000	20,000	20,000	20,000	20,000
1B3 – Issue periodic communications to Board members and staff					
Goal 2 - Respected, trusted and understood by the public and stakeholders					
<i>Objective 2A – Improve public awareness and understanding of the Board's role and dispute resolution process</i>					
2A1 - Build relationships with resource management and other relevant organizations	5,000	5,000	5,000	5,000	5,000
2A2 - Finalize development of the Board website	3,000	3,000	3,000	3,000	3,000
2A3 - Develop a SRB visual identity (branding) graphics standards	2,000	3,000	3,000	3,000	3,000
<i>Objective 2B - Establish ready public access and transparency to the Board's dispute resolution process and its decisions</i>					
2B1 Establish a Public Registry of Board Decisions		3,000			

	2017/18	2018/19	2019/20	2020/21	2021/22
2B2 Develop a communications strategy and key messaging			7,000		
Goal 3 - Core capacity and administrative requirements are met					
<i>Objective 3A – Maintain timely and current Strategic and Business Plans and Reports</i>					
3A1 - Submit annual reports as required	2,500	2,500	2,500	2,500	2,500
3A2 - Submit annual business plan submissions	5,000	5,000	5,000	5,000	5,000
3A3 - Prepare/renew the SRB strategic plan once every 3 (or 5) years.				25,000	
<i>Objective 3B – Conduct efficient day-to-day Board operations</i>					
3B1 - Lease office space/boardroom space/secure storage area and purchase required furnishings	15,000	15,000	15,000	15,000	15,000
3B2 - Retain Board Coordinator	48,000	48,000	48,000	48,000	48,000
3B3 – Board Honoraria, travel, meals, accommodation, general office supplies, postage, misc. expenses	122,300	94,225	94,225	94,225	94,225
3B4 - Retain general service providers	58,500	58,500	58,500	58,500	58,500
3B5 - Develop and implement a formal records management system	3,000	3,000	3,000	3,000	3,000
3B6 - Secure capacity to digitize documents / Use Professional Service	1,200	1,200	1,200	1,200	1,200
3B7 – Identify a standing budget to address applications as they arise	\$50,000	\$50,000	\$50,000	\$50,000	64,000
<i>Objective 3C – Establish and maintain clear and comprehensive operating procedures</i>					
3C1 - Maintain on-going currency of the Board's By-laws	2,000	2,000	2,000	2,000	2,000
3C2 - SRB Members Questionnaire					
3C3 - SRB Support Guide for Staff and Consultants					
3C4 - Support Guide for members delineating the expectations					
3C5 - Develop and maintain necessary internal operations policies	5,000	5,000	5,000		
3C6 - Process Directives, Reference Bulletins and Guidance Documents	2,978	10,674	10,340	1,050	10,805
Total	\$347,478	\$351,099	\$354,765	\$358,475	\$362,230