



February 14, 2020

The Honourable Shane Thompson
Minister of Lands
P.O. Box 1320, Yellowknife, NT X1A 2L9
Via email: Shane_Thompson@gov.nt.ca

Northwest Territories Surface Rights Board 2020-2021 Budget

Dear Minister Thompson,

The NWT Surface Rights Board is pleased to submit its 2020-2021 fiscal year budget. Related to the budget, please find attached (1) Main Estimates Page, (2) Budget with Historical Data, (3) Budget by Goals and Objectives, and (4) 2020/21 Business Plan.

We would also like to serve a reminder that our current five-year contribution agreement runs through to March 31, 2020 as do the terms of all of the SRB members. We remain hopeful that the members' terms and the contribution agreement will all be renewed prior to that date and we will have a smooth transition beginning on April 1, 2020.

I would be pleased to answer any questions that you may have.

Sincerely,

Louie Azzolini
Chairperson,

Enclosures: As stated

Copy: Sylvia Haener, Deputy Minister of Lands, GNWT

Northwest Territories Surface Rights Board

(thousands of dollars)

	2020-2021 Budget	2019-2020 Revised Budget	2019-2020 Budget	2018-2019 Actuals
OPERATING RESULTS				
Revenue				
Government of the Northwest Territories				
Current year contribution	313	306	306	303
Contributions carried forward from prior years	-	50	50	44
	313	356	356	347
Expenses				
Compensation and Benefits	60	50	50	68
Information Technology and Computer Costs	17	20	20	12
Board Honoraria, Travel and Other Costs	117	111	111	90
Rent	21	21	21	16
Insurance	6	6	6	2
Other Expenses	92	148	148	159
	313	356	356	347
Annual Surplus (Deficit)	-	-	-	-
Accumulated Surplus (Deficit), beginning of year	-	-	-	-
Accumulated Surplus (Deficit), end of year	-	-	-	-

NWT Surface Rights Board
Statement of Operations for 2018/19 and
Budgets for 2019/20 and 2020/21

	2018/19 Actuals \$	2019/20 Budget \$	2020/21 Budget \$
REVENUE			
GNWT Contribution Agreement	302,595	306,490	313,189
Budget Reserve for Processing Applications		50,000	0
Funds Carried Forward from Prior Year	44,120	0	0
Other Sources (Interest etc.)	622	0	0
Total	347,337	356,490	313,189
EXPENSES			
Application Processing		50,000	6,699
Advertising and external communications	492	2,000	0
Board Travel and other costs	24,749	44,138	48,750
Board Honoraria			
Board Meetings and Analytical	51,851	53,200	55,500
Training and Professional Development	12,960	13,700	12,550
Information technology, computer, and website	64,811	66,900	68,050
Insurance and miscellaneous	11,941	19,500	17,000
Interest and bank charges	1,744	6,000	6,500
Office and other supplies	374	1,000	1,000
Professional Fees	5,937	1,000	1,000
Rent	150,702	84,902	75,690
Staff Travel	15,745	21,000	21,000
Telephone, fax, and internet	0	5,550	3,000
Wages and Benefits	3,322	4,500	4,500
GRAND TOTAL	67,520	50,000	60,000
ANNUAL SURPLUS (DEFICIT)	347,337	356,490	313,189
	-	-	-

NWT Surface Rights Board - 2020/21 Business Plan

Strategy	Priority (High, Medium or Low)	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 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.	-Data base formally established -Database updated annually	\$8,990 in 2020/21
Strategy 1A2- Develop relationships with similar jurisdictions to benefit from their lessons learned and best practices	Medium	-Ongoing 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.	-Number of formal and informal relationships established - Frequency and types of communications	- Staff charge to O/H - 2020/21 \$5,500 Honoraria & travel budget -Combine with other travel where possible

Strategy	Priority (High, Medium or Low)	Outcome(s)	Performance Measures	Required Resources
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 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	Knowledgeable Board members	-Member professional development plan established -PD undertaken annually	-2020/21 \$15,000
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.	-Priority areas of board practice and training aligned. -Type and frequency of exercises undertaken	-\$16,000 in 2020/21
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.	-Staff overheads -Legal advisory support covered by general advice O/H

Strategy	Priority (High, Medium or Low)	Outcome(s)	Performance Measures	Required Resources
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 governments, resource management and other relevant organizations	Medium	- Effective networks for timely access to relevant information and expertise	-Frequency and type of communication	-\$8,000 in 2020/21
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	-Web site operational, current and readily accessible to public and board members -Current and regularly updated and compliant with S.94 of the SRB Act.	- Nil funds budgeted for 2020/21.
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.	-Visual identity products in-place and periodically reviewed. -Integrated into the SRB communications plan	- Nil funds budgeted for 2020/21.

Strategy	Priority (High, Medium or Low)	Outcome(s)	Performance Measures	Required Resources
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.	-Potential areas of conflict identified -Processes in place to address potential conflicts.	- Nil funds budgeted for 2020/21.
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.	- Nil funds budgeted for 2020/21.
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 - Public registry operational and complies with s.94 of SRB Act. - Design of Public Registry periodically reviewed.	-Contractor costs of \$2,000 annual maintenance/refinement

Strategy	Priority (High, Medium or Low)	Outcome(s)	Performance Measures	Required Resources
Strategy - 2B2 Maintain a communications strategy and key messaging to be conveyed to the public and potential parties to the Board's processes	Medium	-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.	-Established communications strategy - critical success indicators monitored and tracked e.g. volume, frequency nature and type of communications	- in-house resources to be utilized.
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 and mid-year reports as required	High	-Annual and mid-year reports submitted	-Submitted on time -Acknowledgment 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	-Funding received and expended in conformance with the business plan as amended during the year. - Funding approved for new fiscal year.	Overhead -\$10,000 for Board honoraria in 2020/21

Strategy	Priority (High, Medium or Low)	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	Overhead honoraria for SP Committee work in 2020/21 using overhead and business planning budgets (3A2)- and design and implement a survey questionnaire for environmental scan and analysis tool to assess effectiveness of previous Strategic Plan – to be undertaken in 2019/20 (i.e. current year).
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.	2020/21 at \$90,000
Strategy 3B2 - Maintain Executive Director position	High	-Competent Professional Board Coordinator retained by the SRB	-Annual performance review conducted and performance feedback provided	\$60,000 in 2020/21

Strategy	Priority (High, Medium or Low)	Outcome(s)	Performance Measures	Required Resources
Strategy 3B3 – Maintain sufficient funds for Board Honoraria and related travel, meals and accommodation.	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	- 2020/21 @ \$77,000 - Frequency of Board meetings set at 4 per year
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	-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.	2020/21 -at \$10,000
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	\$6,699 available in 2020/21. - Budget to be drawn from 1B1 and 1B2 if the need arises.

Strategy	Priority (High, Medium or Low)	Outcome(s)	Performance Measures	Required Resources
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 bylaws and attendant schedules in place as amended from time to time	\$2,000 for legal review support.
Strategy 3C2 - 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	\$2,000 budgeted in 2020/21 for Policy Committee honoraria and legal support as required –

Strategy	Priority (High, Medium or Low)	Outcome(s)	Performance Measures	Required Resources
Strategy 3C3 – 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	- Nil funds budgeted for 2020/21.

