

## NWT Surface Rights Board - 2020/21 Business Plan

Strategy	Priority (High, Medium or Low)	Outcome(s)	Performance Measures	Required Resources
<b>Goal 1 Ready, competent and timely dispute resolution</b>				
<b>Objective 1A – Establish and continually improve dispute resolution procedures, guidelines and best practices</b>				
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

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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.
<b>Objective 1B – Maintain Board competence and proficiency</b>				
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

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<b>Goal 2 - Respected, trusted and understood by the public and parties to disputes</b>				
<b>Objective 2A – Improve awareness and understanding of the Board’s role and dispute resolution process with relevant organizations and individuals</b>				
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.

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

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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.
<b>Goal 3 - Core capacity and administrative requirements are met</b>				
<b>Objective 3A – Maintain timely and current Strategic and Business Plans and Reports</b>				
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

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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).
<b>Objective 3B – Conduct efficient day-to-day Board operations</b>				
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

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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.

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<b>Objective 3C – Establish and maintain clear and comprehensive operating procedures</b>				
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 –

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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.