

Lheidli T'enneh Lands, Resources & Environment Strategic Plan: 2009 to 2012



The Lheidli T'enneh Lands Department Strategic Plan: 2009 to 2012 was developed by staff and guided by the vision and direction of the Lands Authority, Chief & Council and most importantly the Community members. There are 12 key focus areas that stem from identified responsibilities under the *Framework Agreement on First Nation Land Management* and the Lheidli T'enneh Land Code. The priorities were identified through several activities and documents. These activities and documents include: The Lheidli T'enneh Land Code, the Lheidli T'enneh Reserve Land Use Plan, Lands Authority Planning/Visioning sessions and the *Framework Agreement on First Nation Land Management*.

The strategic plan will be reviewed and updated annually by department staff. The plan will then be presented to the Lands Authority for their review, comments and recommendations. Only after the Lands Authority has given the plan endorsement will it go to Chief & Council for final approval and implementation.

Key Focus Area 1: Lands Authority		
Year 1 – 2009/2010		
Priorities	Activities	Measurables
LA member orientation/reorientation	<ul style="list-style-type: none"> • Distribution of orientation handbooks • PowerPoint presentation • Update member bios 	<ul style="list-style-type: none"> • Participation in orientation session by all members • Website to be updated with member bios • Increased knowledge in area of land, resources & environmental governance & management and of the Committee's roles & responsibilities in these activities
Training & professional development	<ul style="list-style-type: none"> • Identify various workshops or courses on topics of interest 	<ul style="list-style-type: none"> • Members participate in at least 1 workshop or course • Increased knowledge and skill base in a specific area
Host Community Information Session	<ul style="list-style-type: none"> • Identify theme for information session • Communicate to membership through website, flyers, mail outs & posters etc. 	<ul style="list-style-type: none"> • Minimum of 1 Community Information Session is held annually
Annual review – creating process	<ul style="list-style-type: none"> • Creation of annual planning and review process • Complete evaluation 	<ul style="list-style-type: none"> • Cohesive sense of direction • Evaluation report • Strategic Plan for 2010-2013



	<ul style="list-style-type: none"> • Revise strategic plan 	<ul style="list-style-type: none"> • Easily accessible accountability structures
Year 2 – 2010/2011		
Priorities	Activities	Measurables
Training & professional development	<ul style="list-style-type: none"> • Identify various workshops or courses on topics of interest 	<ul style="list-style-type: none"> • Members participate in at least 1 workshop or course • Increased knowledge and skill base in a specific area
Host Community Information Session	<ul style="list-style-type: none"> • Identify theme for information session • Communicate to membership through internet, flyers, mail outs & posters etc. 	<ul style="list-style-type: none"> • Minimum of 1 Community Information Session is held annually
Annual review – continued implementation	<ul style="list-style-type: none"> • Review current priorities & objectives • Complete evaluation • Revise strategic plan 	<ul style="list-style-type: none"> • Evaluation report • Strategic Plan for 2011-2014
Year 3 – 2011/2012		
Priorities	Activities	Measurables
LA member orientation/reorientation	<ul style="list-style-type: none"> • Distribution of orientation handbooks • PowerPoint presentation • Member bios updated 	<ul style="list-style-type: none"> • Participation in orientation session by all members • Website updated with member bios • Increased knowledge in area of land, resources & environmental governance & management and of the Committee's roles & responsibilities in these activities
Training & professional development	<ul style="list-style-type: none"> • Identify various workshops or courses on topics of interest 	<ul style="list-style-type: none"> • Members participate in at least 1 workshop or course • Increased knowledge and skill base in a specific area
Host Community Information Session	<ul style="list-style-type: none"> • Identify theme for information session • Communicate to membership through internet, flyers, mail outs & posters etc. 	<ul style="list-style-type: none"> • Minimum of 1 Community Information Session is held annually
Annual review - continued	<ul style="list-style-type: none"> • Review current priorities & objectives • Complete evaluation • Revise strategic plan 	<ul style="list-style-type: none"> • Evaluation report • Strategic Plan for 2012-2015



Key Focus Area 2: Land Use Planning and Land Development

Year 1 – 2009/2010

Priorities	Activities	Measurables
Zoning Law & Development Process – draft *Contingent upon funding approvals*	<ul style="list-style-type: none"> • Advertise & hire contractor • Develop a work plan & budget for projected activities • Establish Steering Committee • Communication strategy developed • Information gathering • Develop checklist for development • Draft law & maps • Develop policy & procedures • Develop templates • Review approval process 	<ul style="list-style-type: none"> • Work plan & budget completed & approved • Completed final draft Zoning Law & development process documents • Community meeting to introduce the final draft of the Zoning Law & Development Process • Internal department orientation and introduction to draft law
Trail & Parks Plan	<ul style="list-style-type: none"> • Develop work plan & budget • Seek out funding sources • Prepare funding proposals 	<ul style="list-style-type: none"> • Work plan & budget completed & approved • Submission of written proposals for funding

Year 2 – 2010/2011

Priorities	Activities	Measurables
Zoning Law & Development Process – enact & implement	<ul style="list-style-type: none"> • Enact law • Complete implementation plan • Promote & education law 	<ul style="list-style-type: none"> • Hold community information sessions • Update website • Distribute communication materials
Trail & Parks Plan	<ul style="list-style-type: none"> • Information gathering • Community engagement strategy e.g. visioning sessions, steering committee • Communication strategy • Draft plan & maps 	<ul style="list-style-type: none"> • Steering committee meetings • Community visioning sessions • Final draft of Trail & Parks plan completed • Report back to Community
Land Use Plan Review	<ul style="list-style-type: none"> • Conduct a comprehensive review of the current land use plan and of the short, med & long term priorities 	<ul style="list-style-type: none"> • Report outlining recommendations for areas to be updated • Report back to Community

Year 3 – 2011/2012

Priorities	Activities	Measurables
Zoning Law & Development Process – review & amend	<ul style="list-style-type: none"> • Assess, evaluate & revise as necessary • Ongoing communication • Preliminary expansion planning 	<ul style="list-style-type: none"> • Evaluation report with recommendations
Trail & Parks Plan	<ul style="list-style-type: none"> • Implementation plan • Education & promotion of plan in the community 	<ul style="list-style-type: none"> • Completed implementation plan • Information sharing completed



Land Use Plan Amendment	<ul style="list-style-type: none"> • Develop communication strategy • Develop communication materials on the proposed amendments • Contact our election officer • Prepare election materials 	<ul style="list-style-type: none"> • Community information session where proposed amendments are presented • Communication materials distributed to create awareness
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Key Focus Area 3: Law Making and Enforcement

Year 1 – 2009/2010

Priorities	Activities	Measurables
Domestic Animal Law	<ul style="list-style-type: none"> • Information gathering • Review of existing FN laws • Community engagement • Draft law • Review processes 	<ul style="list-style-type: none"> • Surveys/questionnaires completed & distributed • Information session held • Draft of law completed

Year 2 – 2010/2011

Priorities	Activities	Measurables
Domestic Animal Law	<ul style="list-style-type: none"> • Formal review & enacting • Prepare implementation, compliance & enforcement plan 	<ul style="list-style-type: none"> • Law is enacted • Implementation, compliance & enforcement plan completed
Enforcement	<ul style="list-style-type: none"> • Needs assessment for current enforcement needs • Articulating processes based upon required structures under each law • Exploration of partnership options 	<ul style="list-style-type: none"> • Report outlining enforcement needs and recommendations

Year 3 – 2011/2012

Priorities	Activities	Measurables
Expropriation Law	<ul style="list-style-type: none"> • Information gathering • Review of existing FN laws • Prepare position paper 	<ul style="list-style-type: none"> • Position paper completed & presented
Enforcement	<ul style="list-style-type: none"> • Building capacity for enforcement • Coordinating pieces under each law (budgets, staffing, resources, equipment, training etc.) 	



Key Focus Area 4: Environmental Management

Year 1 – 2009/2010

Priorities	Activities	Measurables
Environmental Management Agreement (EMA) Process Step 2: Develop the EMA *Contingent upon INAC commitment to negotiations & funding approvals *	<ul style="list-style-type: none"> Develop work plan & budget Including: designation of environmental responsibilities – Lands; Setting priorities for development of environmental protection laws; Review of environmental protection laws for LTFN EMA consideration; Consideration of development & implementation options for adoption by LTFN regarding each of identified Step 1 priorities Develop community engagement & communication strategy 	<ul style="list-style-type: none"> Approved work plan, budget & funding approvals Agreement with INAC on process to develop EMA
Environmental Management Framework (EMF) – Review & Update	<ul style="list-style-type: none"> Invite task force members to sit on review committee Review framework Incorporate changes Retrieve approval for review Develop implementation plan 	<ul style="list-style-type: none"> Completed draft updated EMF Implementation plan

Year 2 – 2010/2011

Priorities	Activities	Measurables
EMA Process Step 3	<ul style="list-style-type: none"> Based upon results of Step 2, develop work plan & budget to complete the draft EMA EMA negotiation with INAC, Province & other identified parties Continued community engagement & communications 	<ul style="list-style-type: none"> Approved work plan & budget for EMA negotiation Hold information sessions, mailouts, website updates to keep membership informed Final draft of EMA
EMF - Implementation	<ul style="list-style-type: none"> Carryout fulfillment of identified staffing, office, infrastructure requirements identified in implementation plan Seek out funding sources 	<ul style="list-style-type: none"> Identify funding sources to assist with EMF implementation

Year 3 – 2011/2012

Priorities	Activities	Measurables
EMA Process Step 4	<ul style="list-style-type: none"> To be determined 	



Key Focus Area 5: Natural Resource Management

Year 1 – 2009/2010		
Priorities	Activities	Measurables
Natural Resources Law	<ul style="list-style-type: none"> • Prepare work plan & budget for funding approval • Information gathering • Review of existing FN laws • Community engagement • Draft law • Review processes • Formal review & enacting in accordance with Lands Code • Prepare implementation, compliance & enforcement plan 	<ul style="list-style-type: none"> • Obtain work plan & budget approvals • Surveys/questionnaires completed & distributed • Information session held • Draft of law completed • Law is enacted • Implementation, compliance & enforcement plan completed
Timber Permit Regulations	<ul style="list-style-type: none"> • Information gathering • Review existing permit processes – FNs, government • Draft policy & procedures, templates 	<ul style="list-style-type: none"> • Final draft policy & procedures, templates • Approvals obtained
Year 2 – 2010/2011		
Priorities	Activities	Measurables
Natural Resources Law	<ul style="list-style-type: none"> • Implementation • Communication 	<ul style="list-style-type: none"> •
Mineral Permit Regulations	<ul style="list-style-type: none"> • Information gathering • Review existing permit processes – FNs, government • Draft policy & procedures, templates 	<ul style="list-style-type: none"> • Final draft policy & procedures, templates • Approvals obtained
Year 3 – 2011/2012		
Priorities	Activities	Measurables

Key Focus Area 6: Information Management

Year 1 – 2009/2010		
Priorities	Activities	Measurables
Land Registry System	<ul style="list-style-type: none"> • Identification of organizational and infrastructure requirements • Map out physical design and layout • Prepare policy & procedure 	<ul style="list-style-type: none"> • Design map done • Policy & Procedures document • Templates e.g. application forms, search forms (encumbrance check/ land



	<ul style="list-style-type: none"> and template documents • Revision and approval 	status forms)
Filing System	<ul style="list-style-type: none"> • Outline requirements i.e. space, equipment, legal for entire office • Remedial measures to deal with current documentation • Mapping out filing system 	<ul style="list-style-type: none"> • Implementation of the filing system map
Electronic Filing System - Design	<ul style="list-style-type: none"> • Needs Assessment • Identification of organizational requirements • Exploration of design options • Drafting regulations & procedures 	<ul style="list-style-type: none"> • Articulation of design

Year 2 – 2010/2011

Priorities	Activities	Measurables
Land Registry System	<ul style="list-style-type: none"> • Continued implementation • Monitoring & maintenance 	<ul style="list-style-type: none"> • Up-to-date & searchable registry system • Documented issues as they arise
Filing System	<ul style="list-style-type: none"> • Development of policy & procedure for filing and data access/storage 	<ul style="list-style-type: none"> • Finalized policy & procedures for filing and archival system
Electronic Filing System - Implementation	<ul style="list-style-type: none"> • Charting of electronic system layout and secured storage system • Identification of infrastructure needs (software – search, tracking renewal dates, rent reviews, mortgages, insurance etc.) • Equipment purchase • Staff training & development 	<ul style="list-style-type: none"> • System map • Storage & access policies
Lands & Natural Resources Library - Design	<ul style="list-style-type: none"> • Conduct a needs assessment • Identify design options and associated costs 	<ul style="list-style-type: none"> • Report outlining needs, costs & proposed design options

Year 3 – 2011/2012

Priorities	Activities	Measurables
Land Registry System	<ul style="list-style-type: none"> • Continue implementation • Monitoring & maintenance 	<ul style="list-style-type: none"> • Up-to-date & searchable registry system • Documented issues as they arise
Electronic Filing System - Monitoring and Maintenance	<ul style="list-style-type: none"> • Ongoing system maintenance and trouble-shooting • Staff training and development 	<ul style="list-style-type: none"> • Maintenance records updated regularly
Archival System	<ul style="list-style-type: none"> • To Be Determined 	<ul style="list-style-type: none"> • Implementation of filing and archive system



Lands & Natural Resources Library - Implementation	<ul style="list-style-type: none"> Identify possible funding sources Complete implementation plan 	<ul style="list-style-type: none"> Implementation plan completed Funding secured
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Key Focus Area 7: Finance & Administration

Year 1 – 2009/2010		
Priorities	Activities	Measurables
Administration Manual	<ul style="list-style-type: none"> Create development working group Structural mapping process – how it all fits together Identification of manual contents 	<ul style="list-style-type: none"> Terms of reference for wg Draft an outline of content (Table of contents)
Financial Management Processes & Procedures	<ul style="list-style-type: none"> Review Land Code for legal requirements Consultation with GM and Finance Manager to develop implementation plan/schedule 	<ul style="list-style-type: none"> Implementation plan/schedule completed Annualized budget templates Development of policy & procedures for Lands finances
Year 2 – 2010/2011		
Priorities	Activities	Measurables
Administration Manual	<ul style="list-style-type: none"> Draft the content Revision 	<ul style="list-style-type: none"> Creation of draft manual
Financial Management Processes & Procedures	<ul style="list-style-type: none"> Implementation 	<ul style="list-style-type: none"> Implementing policy & procedures accordingly
Year 3 – 2011/2012		
Priorities	Activities	Measurables
Administration Manual	<ul style="list-style-type: none"> Revision 	<ul style="list-style-type: none"> Manual introduction to all staff Implementation
Financial Management Processes & Procedures	<ul style="list-style-type: none"> Evaluation and review 	<ul style="list-style-type: none"> Revision as required

Key Focus Area 8: Dispute Resolution

Year 1 – 2009/2010		
Priorities	Activities	Measurables
Dispute resolution panel - design	<ul style="list-style-type: none"> Explore promising practices Identify possible partnerships for policy sharing Outline community participation 	<ul style="list-style-type: none"> Draft policy including protocol and accountability structures Community information sharing which results in members being more



	<ul style="list-style-type: none"> • Creation of policy and protocol • Establish evaluation and oversight processes • Skill development for panel members through workshops & courses 	<p>informed about dispute resolution</p> <ul style="list-style-type: none"> • Increased knowledge & skill development in area of dispute resolution
Year 2 – 2010/2011		
Priorities	Activities	Measurables
Dispute Resolution Panel - Implementation	<ul style="list-style-type: none"> • Skill building and mentorship for panel members • Community education 	<ul style="list-style-type: none"> • Fully functioning dispute resolution panel • Increased community member understanding of dispute resolution • Membership utilizing dispute resolution panel to resolve conflicts and disputes
Year 3 – 2011/2012		
Priorities	Activities	Measurables
Dispute Resolution Panel - Maintenance	<ul style="list-style-type: none"> • Ongoing skill development for panel members through workshops & courses • Review & evaluate panel activities 	<ul style="list-style-type: none"> • Increased knowledge & skill development in area of dispute resolution • Evaluation report with recommended areas for improvement & further development

Key Focus Area 9: Communications & Public Relations

Year 1 – 2009/2010		
Priorities	Activities	Measurables
Evaluation of Community understanding of Lands, resources & environmental topics and issues	<ul style="list-style-type: none"> • Develop questionnaire or survey that gauges the level of lands, resources & environment issues, topics, governance etc. • Distribute questionnaire or survey via mail out, email, put on website • Host community information session • Compile data • Draft report 	<ul style="list-style-type: none"> • Report outlining the results of the questionnaires/surveys and includes a list of recommendations for areas of focus for future communication initiatives
Newsletter	<ul style="list-style-type: none"> • Produce newsletter updating membership on issues and topics of lands, resources & environment 	<ul style="list-style-type: none"> • Quarterly Lands, Resources & Environment newsletter distributed to membership via internet, mail out



Annual Lands, Resources and Environment Open House	<ul style="list-style-type: none"> • Choose date, theme • Confirm details • Produce communication materials 	<ul style="list-style-type: none"> • Host the Open House
Annual Report to membership	<ul style="list-style-type: none"> • Prepare an annual report to membership on all the lands, resources & environment activities for the year 	<ul style="list-style-type: none"> • Present report at Annual Open House

Year 2 – 2010/2011

Priorities	Activities	Measurables
Overall Lands, Resources & Environment Communication Strategy	<ul style="list-style-type: none"> • Develop overall communication strategy based upon results of the previous report 	<ul style="list-style-type: none"> • Overall communication strategy completed
Newsletter	<ul style="list-style-type: none"> • Produce newsletter updating membership on issues and topics of lands, resources & environment 	<ul style="list-style-type: none"> • Quarterly Lands, Resources & Environment newsletter distributed to membership via internet, mail out
Annual Lands, Resources and Environment Open House	<ul style="list-style-type: none"> • Choose date, theme • Confirm details • Produce communication materials 	<ul style="list-style-type: none"> • Host the Open House
Annual Report to membership	<ul style="list-style-type: none"> • Prepare an annual report to membership on all the lands, resources & environment activities for the year 	<ul style="list-style-type: none"> • Present report at Annual Open House

Year 3 – 2011/2012

Priorities	Activities	Measurables
Communication Strategy	<ul style="list-style-type: none"> • Revise & update annually 	<ul style="list-style-type: none"> • Up-to-date communication strategy
Newsletter	<ul style="list-style-type: none"> • Produce newsletter updating membership on issues and topics of lands, resources & environment 	<ul style="list-style-type: none"> • Quarterly Lands, Resources & Environment newsletter distributed to membership via internet, mail out
Annual Lands, Resources and Environment Open House	<ul style="list-style-type: none"> • Choose date, theme • Confirm details • Produce communication materials 	<ul style="list-style-type: none"> • Host the Open House
Annual Report to membership	<ul style="list-style-type: none"> • Prepare an annual report to membership on all the lands, resources & environment activities for the year 	<ul style="list-style-type: none"> • Present report at Annual Open House



Key Focus Area 9: Matrimonial Real Property

Year 1 – 2009/2010		
Priorities	Activities	Measurables
Communications	<ul style="list-style-type: none"> Update membership on results of amendment vote Prepare MRPL overview /executive summary & distribute Update Website 	<ul style="list-style-type: none"> MRPL mail out Website updated
MRPL Implementation	<ul style="list-style-type: none"> Educating members on and promoting the inter-spousal contracts 	<ul style="list-style-type: none"> Promotional materials developed MRPL Workshop held Members completing and registering inter-spousal contracts
Dispute Resolution under MRPL	<ul style="list-style-type: none"> Implement dispute resolution panel as per MRPL Prepare terms of reference 	<ul style="list-style-type: none"> Panel is identified Terms of Reference completed
Year 2 – 2010/2011		
Priorities	Activities	Measurables
MRPL Implementation	<ul style="list-style-type: none"> Educating members on and promoting the inter-spousal contracts 	<ul style="list-style-type: none"> Distributing promotional materials Members completing and registering inter-spousal contracts
Year 3 – 2011/2012		
Priorities	Activities	Measurables

Key Focus Area 10: Heritage & Cultural Resources Management

Year 1 – 2009/2010		
Priorities	Activities	Measurables
Heritage & Cultural Preservation Law - design	<ul style="list-style-type: none"> Prepare work plan & budget for funding approval Information gathering Review of existing FN laws Community engagement Draft law Review processes 	<ul style="list-style-type: none"> Obtain work plan & budget approvals Surveys/questionnaires completed & distributed Information session held Draft of law completed
Year 2 – 2010/2011		
Priorities	Activities	Measurables
Heritage & Cultural Preservation Law – enacting & implementation	<ul style="list-style-type: none"> Formal review & enacting in accordance with Lands Code 	<ul style="list-style-type: none"> Law is enacted Implementation, compliance



	<ul style="list-style-type: none"> • Prepare implementation, compliance & enforcement plan 	& enforcement plan completed
Designation of Church as protected site under Heritage & Cultural Preservation Law	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Identification of other sites for possible designated protection	<ul style="list-style-type: none"> • Review traditional use information • Information gathering in community through questionnaires, interviews & community session 	<ul style="list-style-type: none"> • Report outlining other possible heritage & cultural sites for protection
Year 3 – 2011/2012		
Priorities	Activities	Measurables

Key Focus Area 11: Organization Study / Human Resources Management

Year 1 – 2009/2010		
Priorities	Activities	Measurables
Organizational Strategic Plan	<ul style="list-style-type: none"> • Assess current capacity • Forecasting • Development and expansion plan • Create organizational flow chart 	<ul style="list-style-type: none"> • Identification of priorities, actions & measurables for each area in the Lands Office
	<ul style="list-style-type: none"> • Departmental Planning 	<ul style="list-style-type: none"> • Establish Mandate • Creation of annualized work plans and operating budgets • Develop skills and tools to engage in annual planning
	<ul style="list-style-type: none"> • Staff Training and Development Plan 	<ul style="list-style-type: none"> • Conduct annual performance reviews • Capture baseline data for each employee • Updated job descriptions and compensation • Trackable capacity development
Year 2 – 2010/2011		
Priorities	Activities	Measurables
Organizational Strategic Plan	<ul style="list-style-type: none"> • Implementation of planned activities 	<ul style="list-style-type: none"> • Annual planning situated within larger 5 year plan
	<ul style="list-style-type: none"> • Begin collaborative interdepartmental planning 	<ul style="list-style-type: none"> • Establish learning and development plans for staff



Year 3 – 2011/2012		
Priorities	Activities	Measurables
Inter-office Policy development (fits with Administrative Policy development)	<ul style="list-style-type: none"> Continued implementation and review (To Be Determined) Creation of desktop manual for each position 	<ul style="list-style-type: none"> Knowledge transfer Succession planning

Key Focus Area 12: Geographical Information Systems		
Year 1 – 2009/2010		
Priorities	Activities	Measurables
Needs Assessment	<ul style="list-style-type: none"> Conduct needs assessment / gap analysis Infrastructure review (staffing, training, equipment etc.) Identify filing / archival requirements Explore opportunities for partnership and skill development 	<ul style="list-style-type: none"> Needs assessment completed with recommendations
Year 2 – 2010/2011		
Priorities	Activities	Measurables
Implementation	<ul style="list-style-type: none"> Begin implementing recommendations Seek additional funds for training and equipment 	<ul style="list-style-type: none"> Establish processes for annualized review of infrastructure development
Year 3 – 2011/2012		
Priorities	Activities	Measurables
Review & Evaluation	<ul style="list-style-type: none"> Evaluation and revision Development expansion plan and mentorship program 	

