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| LOGO | **First Nation**Lands Department Strategic Plan2017- 2020 |

The **FN** Lands Department Strategic Plan: 2016 to 2020 was developed by staff and guided by the vision and direction of the Lands Management Committee (LMC), Chief & Council and most importantly the Community members.

There key focus areas that stem from identified responsibilities under the *Framework Agreement on First Nation Land Management* and the **FN** Land Code. The priorities were identified through several activities and documents. These activities and documents include: The **FN** Land Code, **FN** LMC Terms of Reference, LMC visioning sessions and the *Framework Agreement on First Nation Land Management.*

… *add values and vision statement* …

The strategic plan will be reviewed and updated annually by department staff. The plan will then be presented to the LMC for review, comments and recommendations to Chief and Council for final approval and implementation.

**Key Focus Areas:**

[1. LANDS ADMINISTRATION 2](#_Toc492463114)

[2. LAND MANAGEMENT COMMITTEE 2](#_Toc492463115)

[3. INFORMATION MANAGEMENT 3](#_Toc492463116)

[4. ORGANIZATION STUDY / HUMAN RESOURCES MANAGEMENT 4](#_Toc492463117)

[5. FINANCIAL MANAGEMENT 5](#_Toc492463118)

[6. COMMUNICATIONS & PUBLIC RELATIONS 6](#_Toc492463119)

[7. LAW-MAKING & ENFORCEMENT 8](#_Toc492463120)

[8. DISPUTE RESOLUTION 10](#_Toc492463121)

[9. NATURAL RESOURCE MANAGEMENT 10](#_Toc492463122)

[10. MAPPING 11](#_Toc492463123)

[11. TRADITIONAL TERRITORY 11](#_Toc492463124)

[12. OTHER ISSUES RAISED 12](#_Toc492463125)

*The following are samples, they should be reviewed against your land code and community needs*

|  |  |
| --- | --- |
| 1. LANDS ADMINISTRATION
 |  |
| **Priorities** | **Activities** | **Measurables** | **Roles & Responsibilities** |
| **Year 1 – 2017/2018** |  |  |  |
| Land Registry System | * Identification of organizational and infrastructure requirements
* Prepare policy & procedure and template documents
* Revision and approval
 | * Policy & Procedures document
* Templates e.g. application forms, search forms (encumbrance check/ land status forms)
 | Lands ManagerCouncilLMC |
| Interests & Licences | * Monitoring & Compliance
* Create electronic inventory
* Develop schedule & forms
 | * Monitor active interests
* Identify actions by Minister under leases (rent review, insurance, etc.)
 | Land Manager |
| Surveys | * Develop process and forms
* Add into policy or create law
 | * Metal detector ($56-$800)
 |  |
| **Year 2 – 2018/2019** |  |  |  |
| Land Registry System | * Continued implementation
* Monitoring & maintenance
 | * Up-to-date & searchable registry system
* Documented issues as they arise
 | CouncilLands Manager |
| Interests & Licences | * Monitoring and compliance of electronic inventory
 | * Monitor active interests
 | Land Manager |
| **Year 3 – 2019/2020** |  |  |  |
| Land Registry System | * Continue implementation
* Monitoring & maintenance
 | * Up-to-date & searchable registry system
* Documented issues as they arise
 | CouncilLands Manager |
| Interests & Licences | * Monitoring and compliance of electronic inventory
 | * Monitor active interests
 | Land Manager |
| 1. LAND MANAGEMENT COMMITTEE
 |  |
| **Priorities** | **Activities** | **Measurables** | **Roles & Responsibilities** |
| **Year 1 – 2017/2018** |  |  | **Review LC** |
| LMC Selection & Orientation | * Elections
* Distribution and review of orientation binders & LMC TOR
* Oath of Office
* Update list of LMC members and bios
 | * Participation in orientation session by all members
* Understanding of LMC’s roles & responsibilities under Land Code
* Increased knowledge in area of land, resource and environmental governance/management
 | CouncilLands ManagerLMC |
| Community Information - creating process | * Communicate to membership through website, flyers, mail outs & posters
* Community information session
 | * Quarterly updates via newsletter
* Minimum of 1 community information session is held annually
 | CouncilLands ManagerLMC |
| Annual review – creating process | * Creation of annual planning and review process
* Complete evaluation
* Revise strategic plan
 | * Cohesive sense of direction Evaluation report
* Strategic Plan
* Easily accessible accountability structures
 | CouncilLands ManagerLMC |
| LMC training & professional development | * Increased knowledge and skill base in a specific area
* Identify various topics of interest
* Identify budget
* Identify at least 1 workshop or course annually
 | * Law Development Workshop- Date - Lawyer (TBD)- Review section from RC LGM
 | CouncilLands ManagerLMC |
| **Year 2 – 2018/2019** |  |  |  |
| Community Information - continue process | * Communicate to membership through website, flyers, mail outs & posters
* Community information session
 | * Quarterly updates via newsletter
* Minimum of 1 Community Information Session is held annually
 | CouncilLands ManagerLMC |
| Annual review - continue process | * Creation of annual planning and review process
* Complete evaluation
* Revise strategic plan
 | * Cohesive sense of direction Evaluation report
* Strategic Plan for 2016-2020
* Easily accessible accountability structures
 | CouncilLands ManagerLMC |
| LMC training & professional development | * Identify various topics of interest
* Identify workshops or courses
* Identify budget
 | * Coordinate at least 1 workshop or course annually
* Increased knowledge and skill base in a specific area
 | CouncilLands ManagerLMC |
| **Year 3 – 2019/2020** |  |  |  |
|  |  |  |  |
| 1. INFORMATION MANAGEMENT
 |
| **Priorities** | **Activities** | **Measurables** |  |
| **Year 1 – 2017/2018** |  |  |  |
| Information Management | * Filing System
* Outline requirements i.e. space, equipment, legal for entire office
* Remedial measures to deal with current documentation
* Mapping out filing system
* Identify future needs – electronic file & mapping system, etc.
 | * Needs assessment report
* Implementation of the filing system
* Archiving structure – indexing requirements for moving lands documents to Iron Mountain (UBC)
 | CouncilLGD |
| LMC | * Orientation binder
* Reserve maps
 | * Produce maps for LMC binders
 | LGD |
| Needs Assessment | * Conduct needs assessment / gap analysis
* Infrastructure review (staffing, training, equipment etc.)
* Identify filing / archival requirements
* Explore opportunities for partnership and skill development
 | * Needs assessment completed with recommendations
 | CouncilLGD |
| **Year 2 – 2018/2019** |  |  |  |
| Implementation | * Begin implementing recommendations
* Seek additional funds for training and equipment
 | * Establish processes for annualized review of infrastructure development
 | CouncilLGD |
| Information Management | * Development of policy & procedure for filing and data access/storage
 | * Finalized policy & procedures for filing and archival system
 | CouncilLGD |
| Electronic Filing System – TBD | * 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
 | * System map
* Storage & access policies
 | CouncilLGD |
| **Year 3 – 2019/2020** |  |  |  |
| Review & Evaluation | * Evaluation and revision
* Development expansion plan and mentorship program
 |  | CouncilLGD |
| Information Management | * Assessment of policy & procedures
 | * Monitor information needs
 | CouncilLGD |
| Archival System | * To Be Determined
 | * Implementation of filing and archive system
 | CouncilLGD |
| 1. ORGANIZATION STUDY / HUMAN RESOURCES MANAGEMENT
 |  |
| **Priorities** | **Activities** | **Measurables** |  |
| **Year 1 – 2017/2018** |  |  |  |
| Organizational Strategic Plan | * Assess current capacity
* Development and expansion plan
* Create organizational flow chart
 | * Identification of priorities, actions & measurables for each area in the Lands Office
 | CouncilLands Manager |
|  | * Departmental Planning
* Projected organizational chart
* Capacity building proposal (xRef: education)
* Succession Planning and promotion
 | * Establish Mandate
* Creation of annualized work plans and operating budgets
* Develop skills and tools to engage in annual planning
 | CouncilLands Manager |
|  | * Staff Training and Development Plan
 | * Review and update job descriptions
* Conduct annual performance reviews
* Capture baseline data for each employee
* Updated job descriptions and compensation
* Trackable capacity
 | CouncilLands Manager |
| **Year 2 – 2018/2019** |  |  |  |
| Organizational Strategic Plan | * Implementation of planned activities
* Begin collaborative interdepartmental planning
 | * Annual planning situated within larger 5 year plan
* Establish learning and development plans for staff
 | CouncilLands Manager |
| **Year 3 – 2019/2020** |  |  |  |
| Inter-office Policy development (fits with Administrative Policy development) | * Continued implementation and review (To Be Determined)
* Creation of desktop manual for each position
 | * Knowledge transfer
* Succession planning
 | CouncilLands Manager |
| 1. FINANCIAL MANAGEMENT
 |  |
| **Priorities** | **Activities** | **Measurables** |  |
| **Year 1 – 2017/2018** |  |  |  |
| Administration- create process | * Create departmental working group
* Structural mapping process – how it all fits together
* Identification of manual contents
 | * Terms of reference for departmental working group
* Draft an outline of content manual/law
* Report to Council, LMC, Membership
 | CouncilLands Manager |
| Fee Schedule | * Review if needed
* Billing and receipting process
* Policy to waive fees for members
* Identifying processing time
* Online requests
 |  |  |
| Operational Funding | * Ensure Tier funding and revenues been received
* Ask INAC for a breakdown of how Tier level was determined
 | * Establish revenue account according to Land Code
* Determine potential to move categories in new OFF contributions
 | Council / LGDFinance |
| Financial Management Processes & Procedures- create process | * Review LC/[FAL](http://www.fnfmb.com/core-documents/) for legal requirements
* Departments to develop implementation plan/schedule
 | * Implementation plan/schedule completed
* Annualized budget templates
* Development of policy & procedures for Lands finances
 | CouncilLands ManagerLMC |
| Annual Audit  | * review audit process and develop separate LC presentation(s)
 |  | Finance |
| Rent Reviews | * xRef: Lands Administration
* collection system
 | * coordinate how to track receipts- Lands, Lot/PIN- Finance, Owner- Taxation, Folio #
* late fees, penalties and collection of outstanding accounts
 | LandsFinanceTaxation |
| Relationships | * Property Taxation
* Assessment Authority
 |  |  |
| **Year 2 – 2018/2019** |  |  |  |
| Administration- review process | * Draft the content Revision
 | * Creation of draft manual/law
 | CouncilLands Manager |
| Financial Management Processes & Procedures | * Implementation
 | * Implementing policy & procedures accordingly
 | CouncilLands ManagerLMC |
| **Year 3 – 2019/2020** |  |  |  |
| Administration - implementation | * Revision
 | * Manual introduction to all staff
* Implementation
 | CouncilLands Manager |
| Financial Management Processes & Procedures | * Evaluation and review
 | * Revision as required
 | CouncilLands ManagerLMC |
| 1. COMMUNICATIONS & PUBLIC RELATIONS
 |  |
| **Priorities** | **Activities** | **Measurables** |  |
| **Year 1 – 2017/2018** |  |  |  |
| Successful Ratification Vote | * Celebration
* Newsletters, etc.
 |  |  |
| Website, Branding & Brochures | * Review and prepare materials
 |  | LGDCommunications |
| 3rd Party Open House | * Discuss need for a Lands Forum/Open House for professional community
 | * Target date after guideline document is complete
 | LGDProperty Tax AdministratorLawyer (TBD) |
| Newsletter | * Produce newsletter updating membership on issues and topics of lands, resources & environment
 | * Quarterly newsletter distributed to membership via internet, mail out
 | CouncilLands ManagerLMC |
| Annual Open House | * Choose date, theme
* Confirm details
* Produce communication materials
 | * Host the Open House
 | CouncilLands ManagerLMC |
| Annual Report to membership | * Prepare an annual report to membership on all the lands, resources & environment activities for the year
 | * Present report at Annual Open House
 | CouncilLands ManagerLMC |
| Education (systems) | * Interactive tools
* Connectivity of membership and the land
* Document developmental and implementation process/progress
 |  |  |
| Evaluation of Community understanding of Lands, resources, environmental topics and issues | * 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
 | * Report outlining the results of the questionnaires/surveys and includes a list of recommendations for areas of focus for future communication initiatives
 | CouncilLands ManagerLMC |
| **Year 2 – 2018/2019** |  |  |  |
| Communication Strategy | * Develop overall communication strategy based upon results of the previous report
 | * Overall communication strategy completed
 | CouncilLands ManagerLMC |
| Newsletter | * Produce newsletter updating membership on issues and topics of lands, resources & environment
 | * Quarterly newsletter distributed to membership via internet, mail out
 | CouncilLands ManagerLMC |
| Annual Open House | * Choose date, theme
* Confirm details
* Produce communication materials
 | * Host the Open House
 | CouncilLands ManagerLMC |
| Annual Report to membership | * Prepare an annual report to membership on all the lands, resources & environment activities for the year
 | * Present report at Annual Open House
 | CouncilLands ManagerLMC |
| **Year 3 –2019/2020** |  |  |  |
| Communication Strategy | * Revise & update annually
 | * Up-to-date communication strategy
 | CouncilLands ManagerLMC |
| Newsletter | * Produce newsletter updating membership on issues and topics of lands, resources & environment
 | * Quarterly newsletter distributed to membership via internet, mail out
 | CouncilLands ManagerLMC |
| Annual Open House | * Choose date, theme
* Confirm details
* Produce communication materials
 | * Host the Open House
 | CouncilLands ManagerLMC |
| Annual Report to membership | * Prepare an annual report to membership on all the lands, resources & environment activities for the year
 | * Present report at Annual Open House
 | CouncilLands ManagerLMC |
|  |  |  |  |
| 1. LAW-MAKING & ENFORCEMENT
 |  |
| **Priorities** | **Activities** | **Measurables** |  |
| **Year 1 – 2017/2018** |  |  |  |
| Law-Making Process - create process\*Contingent upon funding approvals\*Law Development- create process | * Develop a work plan & budget
* Seek out funding sources
* Prepare funding proposals
* Establish working group
* Develop communication strategy
* Information gathering
* Develop checklist
* Draft law & appendices, maps
* Develop policy & procedures
* Develop templates
* Review approval process
 | * 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
 | CouncilLands ManagerLMC |
| * Information gathering
* Review of existing FN laws
* Community engagement
* Draft law
* Review processes
 | * Surveys/questionnaires completed & distributed
* Information session held
* Draft of law completed
 | CouncilLands ManagerLMC |
| Identify Laws | * Law Development Workshop (LABRC)
 | * Hold workshop to assist with Identifying priorities (RC)
* Process to include cultural principles and language
* Development of policy and procedure
 | LGD LMCCouncilRC |
| * Information gathering
* Community engagement strategy
* Communication strategy
* Draft plan & maps
 | * Working group meetings
* Community visioning sessions
* Final draft of Trail & Parks plan completed
* Report back to Community
 |  |
| * Identify & Prioritize
* Survey community (elders/youth mtgs, culture nights, community mtgs)
 | * Land Use Planning & Protection
* Zoning & Development
* Environmental (EMP/EA)
* Natural Resource
* Allotment & Custom Holdings
* Expropriation
* Domestic Animal Law / Grazing
* Heritage & Cultural Preservation
* Trail & Parks Plan
 |  |
| MRP/FMIRHA | * Review and comparative chart to communicate with membership
 | * workshop – FMIRHA, Healthy Community support, child & family agreements, safe house/family (justice institute funding)
* membership survey on law development
* mandate
* review draft MRP, move forward
 |  |
| Enforcement | * Needs assessment for current enforcement needs
* Articulating processes based upon required structures under each law
* Exploration of partnership options
 | * Report outlining enforcement needs and recommendations
* Range riders and patrol
* Water & Range Act - impacts on reserve
 | CouncilLands ManagerLMC |
| **Year 2 – 2018/2019** |  |  |  |
| Law Implementation- create process | * Enact law
* Complete implementation plan
* Promote & education law
 | * Hold community information sessions
* Update website
* Distribute communication materials
 | CouncilLands ManagerLMC |
| Law Review- create process | * Formal review & enacting
* Prepare implementation, compliance & enforcement plan
 | * Law is enacted
* Implementation, compliance & enforcement plan completed
 | CouncilLands ManagerLMC |
| Enforcement | * Building capacity for enforcement
* Coordinating pieces under each law (budgets, staffing, resources, equipment, training etc.)
 |  | CouncilLands ManagerLMC |
| **Year 3 – 2019/2020** |  |  |  |
| Law review- create process- MRP | * Conduct a comprehensive review of the short, med & long term priorities of the law
* Assess, evaluate & revise as necessary
* Ongoing communication
* Preliminary expansion planning
 | * Evaluation report outlining recommendations for areas to be updated
* Report back to Community
 | CouncilLands ManagerLMC |
|  |  |  |  |
| 1. DISPUTE RESOLUTION
 |  |
| **Priorities** | **Activities** | **Measurables** |  |
| **Year 1 – 2017/2018** |  |  |  |
| Dispute resolution panel - design | * Explore promising practices
* Identify possible partnerships for policy sharing
* Outline community participation
* Creation of policy and protocol
* Establish evaluation and oversight processes
* Skill development for panel members through workshops & courses
 | * Draft policy including protocol and accountability structures
* Community information sharing which results in members being more informed about dispute resolution
* Increased knowledge & skill development in area of dispute resolution
 | CouncilLands ManagerLMC |
| **Year 2 – 2018/2019** |  |  |  |
| Dispute Resolution Panel - Implementation | * Skill building and mentorship for panel members
* Community education
 | * Fully functioning dispute resolution panel
* Increased community member understanding of dispute resolution
* Membership utilizing dispute resolution panel to resolve conflicts
 | CouncilLands ManagerLMC |
| **Year 3 – 2019/2020** |  |  |  |
| Dispute Resolution Panel - Maintenance | * Ongoing skill development for panel members through workshops & courses
* Review & evaluate panel activities
 | * Increased knowledge & skill development in area of dispute resolution
* Evaluation report with recommended areas for improvement & further development
 | CouncilLands ManagerLMC |
| 1. NATURAL RESOURCE MANAGEMENT
 |  |
| **Priorities** | **Activities** | **Measurables** |  |
| **Year 1 – 2017/2018** |  |  |  |
| Natural Resource Topics | * Environment
* Fishing/Water
* Timber
* Minerals
* Others…
 | * Identify Needs
* Research
 | CouncilLGDLMC |
| Timber Permit Regulations | * Information gathering
* Review existing permit processes – FNs, government
* Draft policy & procedures, templates
 | * Final draft policy & procedures, templates
* Approvals obtained
 | CouncilLands ManagerLMC |
| Cemetery / burial sites | * Ground water study
 |  |  |
| **Year 2 – 2018/2019** |  |  |  |
| Natural Resources Law | * Implementation
* Communication
 |  | CouncilLands ManagerLMC |
| **Year 3 – 2019/2020** |  |  |  |
|  |  |  |  |
| 1. MAPPING
 |  |
| **Priorities** | **Activities** | **Measurables** |  |
| **Year 1 – 2017/2018** |  |  |  |
| LMC | * Reserve maps
 | * Produce maps for LMC binders
 | Lands Manager |
| Needs Assessment | * Conduct needs assessment / gap analysis
* Infrastructure review (staffing, training, equipment etc.)
* Identify filing / archival requirements
* Explore opportunities for partnership and skill development
 | * Needs assessment completed with recommendations
 | CouncilLands Manager |
| **Year 2 – 2018/2019** |  |  |  |
| Implementation | * Begin implementing recommendations
* Seek additional funds for training and equipment
 | * Establish processes for annualized review of infrastructure development
 | CouncilLands Manager |
| **Year 3 – 2019/2020** |  |  |  |
| Review & Evaluation | * Evaluation and revision
* Development expansion plan and mentorship program
 |  | CouncilLands Manager |
| 1. TRADITIONAL TERRITORY
 |  |
| **Priorities** | **Activities** | **Measurables** |  |
| Trespass |  |  | Council |
| Natural Resources |  |  | Council |
| ATR / TLE |  |  | Council |
| Specific Claims |  |  | Council |
| Other |  |  | Council |
| 1. OTHER ISSUES RAISED
 |  |
| **Issue** | **Activities** | **Measurables** |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |