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INTRODUCTION

The <FN> Land Governance Office Strategic Plan 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 are key focus areas that stem from identified responsibilities under the *Framework Agreement on First Nation Land Management* and the <FN> Land Code. The priorities are identified through several activities and documents. These activities and documents include: The <FN> Land Code, 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 support the <FN> Land Code responsibilities by identifying any activities and deliverables which will be presented to the LMC for review, comments and recommendations to Chief and Council for final approval and implementation. The plan will support the <FN> Land Code responsibilities by identifying any activities and deliverables which will be presented to the LMC for review, comments and recommendations to Chief and Council for final approval and implementation.

RC Knowledge Sharing Services

The Resource Centre (RC) is committed to assist operational communities in identifying their priorities, needs, and work planning for successful implementation of their Land Code. Under the Training, Mentorship and Professional Development (TMPD) strategy, the RC continues to develop and deliver fundamental and technical Lands Governance training under the Framework Agreement.

The RC staff are available to assist communities directly in identifying their priorities, needs, and work planning. If you are interested in this service, we encourage you to contact us and we can set a time to discuss your needs and work to design specific workshops to provide capacity training for your community.

- <add FN Shared Folder that connects to the samples below>

LAND GOVERNANCE OFFICE STRATEGIC PLANNING GUIDE

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

1. LANDS GOVERNANCE AUTHORITIES			
Priorities	Activities	Deliverables	Roles & Responsibilities
Year 1 – 2021/2022			Review LC
Land Code Authorities	<ul style="list-style-type: none"> Review the Land Code for authorities and responsibilities - Land Governance Chart 	<ul style="list-style-type: none"> Identify and confirm any delegations of Council authority and the Land Governance Director Identify the financial authorities and confirm accounting requirements Identify and confirm how the organizational chart supports the Land Governance Office Discuss and identify priorities for Land Code and Land Governance Office 	Land Governance Director (LGD) Council LMC
Year 2 – 2022/2023			
Land Code Authorities	<ul style="list-style-type: none"> Annual Review 	<ul style="list-style-type: none"> Identify any updates 	LGD, Council, LMC
Year 3 – 2023/2024			
Land Code Authorities	<ul style="list-style-type: none"> Annual Review 	<ul style="list-style-type: none"> Identify any updates 	LGD, Council, LMC
2. LANDS ADMINISTRATION			
Priorities	Activities	Deliverables	Roles & Responsibilities
Year 1 – 2021/2022			Review LC
Land Registry System	<ul style="list-style-type: none"> Identification of organizational and infrastructure requirements Prepare policy & procedure and template documents Revision and approval 	<ul style="list-style-type: none"> Policy & Procedures document Land registry forms Encumbrance check & land status forms 	Land Governance Director (LGD) Council LMC
Interests & Licences	<ul style="list-style-type: none"> Monitoring & Compliance - Identify actions by Minister under leases (rent review, insurance, etc.) Monitor active interests Create electronic inventory Develop schedule & forms for council review & approval Identify actions by Minister under leases (rent review, insurance, etc.) 	<ul style="list-style-type: none"> Identify actions by Minister under leases (rent review, insurance, etc.) Implementation of electronic inventory Post approved land registry forms to website 	LGD Council

Surveys	<ul style="list-style-type: none"> • Budget & tools required • Develop process and forms • Add into policy or create law • 	<ul style="list-style-type: none"> • Metal detector 	LGD
Year 2 – 2022/2023			
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 	Council LGD
Interests & Licences	<ul style="list-style-type: none"> • Monitoring and compliance of electronic inventory 	<ul style="list-style-type: none"> • Monitor active interests 	LGD
Year 3 – 2023/2024			
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 	Council LGD
Interests & Licences	<ul style="list-style-type: none"> • Monitoring and compliance of electronic inventory 	<ul style="list-style-type: none"> • Monitor active interests 	LGD

3. LAND MANAGEMENT COMMITTEE (LMC)			
Priorities	Activities	Deliverables	Roles & Responsibilities
Year 1 – 2021/2022			Review LC
LMC Selection & Orientation	<ul style="list-style-type: none"> • Elections • Distribution and review of orientation binders & LMC Terms of Reference (TOR) • Oath of Office • Update list of LMC members and bios 	<ul style="list-style-type: none"> • Participation in orientation session by all members • Increased knowledge in area of land, resource and environmental governance/management 	Council LGD LMC
Roles & Responsibilities	<ul style="list-style-type: none"> • Clear understanding of LMC’s roles & responsibilities under Land Code • 	<ul style="list-style-type: none"> • update LC Authority Chart to better understand LMC's roles and responsibilities under Land Code • 	
Community Information <i>creating process</i>	<ul style="list-style-type: none"> • Communicate to membership through website, flyers, mail outs & posters • Community information session 	<ul style="list-style-type: none"> • Quarterly updates via newsletter • Minimum of 1 community information session is held annually 	Council LGD LMC
Annual review <i>creating process</i>	<ul style="list-style-type: none"> • Creation of annual planning and review process • Complete evaluation • Revise strategic plan 	<ul style="list-style-type: none"> • Cohesive sense of direction • Evaluation report • Strategic Plan • Easily accessible accountability structures 	Council LGD LMC
LMC training & professional development	<ul style="list-style-type: none"> • Identify training needs and training priorities • Increase knowledge and skill base in a specific area • Identify various topics of interest • Identify budget • Identify at least 1 workshop or course annually 	<ul style="list-style-type: none"> • Complete TMPD Individual Training Plan (contact RC) • Record of completed course/activity (Knowledge Paths Tool) 	Council LGD LMC
Year 2 – 2022/2023			
Community Information <i>continue process</i>	<ul style="list-style-type: none"> • Communicate to membership through website, flyers, mail outs & posters • Community information session 	<ul style="list-style-type: none"> • Quarterly updates via newsletter • Minimum of 1 Community Information Session is held annually 	Council LGD LMC
Annual review <i>continue process</i>	<ul style="list-style-type: none"> • Creation of annual planning and review process • Complete evaluation • Revise strategic plan 	<ul style="list-style-type: none"> • Cohesive sense of direction • Evaluation report • Strategic Plan for 2016-2020 • Easily accessible accountability structures 	Council LGD LMC

<p>LMC training & professional development</p>	<ul style="list-style-type: none"> • Identify various topics of interest • Identify workshops or courses • Identify budget • Identify training needs & priorities • Coordinate at least 1 workshop or course annually 	<ul style="list-style-type: none"> • Increased knowledge and skill base in a specific area • Record of completed course/activity 	<p>Council LGD LMC</p>
<p>Year 3 – 2023/2024</p>			
<p>LMC training & professional development</p>	<ul style="list-style-type: none"> • Identify various topics of interest • Identify workshops or courses • Identify budget • Identify training needs & priorities • Coordinate at least 1 workshop or course annually 	<ul style="list-style-type: none"> • Increased knowledge and skill base in a specific area • Record of completed course/activity 	<p>Council LGD LMC</p>

4. INFORMATION MANAGEMENT			
Priorities	Activities	Deliverables	Roles & Responsibilities
Year 1 – 2021/2022			Review LC
Information Management	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Needs assessment report • Implementation of the filing system • Archiving structure – indexing requirements 	Council LGD
Request for Files	<ul style="list-style-type: none"> • Letter to ISC • Workplan 	<ul style="list-style-type: none"> • Receive and record ISC files into LGO file system 	
LMC	<ul style="list-style-type: none"> • Orientation binder 	<ul style="list-style-type: none"> • Produce list of reserves and maps for LMC orientation binders 	LGD
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 	Council LGD
Year 2 – 2022/2023			
Implementation	<ul style="list-style-type: none"> • Begin implementing recommendations • Seek additional funds for training and equipment 	<ul style="list-style-type: none"> • Established processes of infrastructure development - ready for annual review 	Council LGD
Information Management	<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 	Council LGD
Electronic Filing System – TBD	<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 	Council LGD

Year 3 – 2023/2024			
Review & Evaluation	<ul style="list-style-type: none"> • Evaluation and revision of Needs Assessment (year 1) • Development of expansion plan and mentorship program 	<ul style="list-style-type: none"> • 	Council LGD
Information Management	<ul style="list-style-type: none"> • Assessment of policy & procedures • Monitor information needs 	<ul style="list-style-type: none"> • 	Council LGD
Archival System	<ul style="list-style-type: none"> • To Be Determined 	<ul style="list-style-type: none"> • Implementation of filing and archive system 	Council LGD

5. ORGANIZATION STUDY / HUMAN RESOURCES MANAGEMENT			
Priorities	Activities	Deliverables	Roles & Responsibilities
Year 1 – 2021/2022			Review LC
Organizational Strategic Plan	<ul style="list-style-type: none"> Assess current capacity Development and expansion plan Create organizational flow chart Identification of priorities, actions & deliverables for each area in the Lands Office 	<ul style="list-style-type: none"> List of identified priorities, actions & deliverables for each area in the Lands Office 	Council LGD
	<ul style="list-style-type: none"> Departmental Planning 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 	<ul style="list-style-type: none"> Projected organizational chart 	Council LGD
Staff Training & Performance	<ul style="list-style-type: none"> Review and update job descriptions Conduct annual performance reviews Staff Training and Development Plan Capture baseline data for each employee Updated job descriptions and compensation Trackable capacity 	<ul style="list-style-type: none"> List of updated job descriptions Complete Individual Training Plans 	LGD
Year 2 – 2022/2023			
Organizational Strategic Plan	<ul style="list-style-type: none"> Implementation of planned activities Begin collaborative interdepartmental planning 	<ul style="list-style-type: none"> Annual planning situated within larger 5 year plan Established learning and development plans for staff 	Council LGD
Year 3 – 2023/2024			
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 	Council LGD

6. FINANCIAL MANAGEMENT			
Priorities	Activities	Deliverables	Roles & Responsibilities
Year 1 – 2021/2022			Review LC
Administration <i>create process</i>	<ul style="list-style-type: none"> • Create departmental working group • Structural mapping process – how it all fits together • Identification of manual contents 	<ul style="list-style-type: none"> • Terms of reference for departmental working group • Draft an outline of content manual/law • Report to Council, LMC, Membership 	Council LGD
Fee Schedule	<ul style="list-style-type: none"> • Review if needed • Billing and receipting process • Policy to waive fees for members • Identifying processing time • Online requests 	<ul style="list-style-type: none"> • 	
Operational Funding	<ul style="list-style-type: none"> • Ensure Tier funding and revenues been received • Ask INAC for a breakdown of how Tier level was determined 	<ul style="list-style-type: none"> • Establish revenue account according to Land Code • Determine potential to move categories in new OFF contributions 	Council / LGD Finance
Financial Management Processes & Procedures <i>create process</i>	<ul style="list-style-type: none"> • Review LC/FAL for legal requirements • Departments to develop implementation plan/schedule • Development of policy & procedures for Lands finances 	<ul style="list-style-type: none"> • Implementation plan/schedule completed • Annualized budget templates • Implementation of policy & procedures for Lands finances 	Council LGD LMC
Annual Audit	<ul style="list-style-type: none"> • review audit process and develop separate LC presentation(s) 		Finance
Rent Reviews	<ul style="list-style-type: none"> • xRef: Lands Administration • collection system • coordinate how to track receipts <ul style="list-style-type: none"> - Lands, Lot/PIN - Finance, Owner - Taxation, Folio # 	<ul style="list-style-type: none"> • system to track late fees, penalties and collection of outstanding accounts 	Lands Finance Taxation
Relationships	<ul style="list-style-type: none"> • Property Taxation • Assessment Authority 		
Year 2 – 2022/2023			
Administration <i>review process</i>	<ul style="list-style-type: none"> • Draft the content Revision 	<ul style="list-style-type: none"> • Creation of draft manual/law 	Council LGD

Financial Management Processes & Procedures	<ul style="list-style-type: none">• Implementation	<ul style="list-style-type: none">• Implementing policy & procedures accordingly	Council LGD LMC
Year 3 – 2023/2024			
Administration - implementation	<ul style="list-style-type: none">• Revision	<ul style="list-style-type: none">• Manual introduction to all staff• Implementation	Council LGD
Financial Management Processes & Procedures	<ul style="list-style-type: none">• Evaluation and review	<ul style="list-style-type: none">• Revision as required	Council LGD LMC

7. COMMUNICATIONS & PUBLIC RELATIONS			
Priorities	Activities	Deliverables	Roles & Responsibilities
Year 1 – 2021/2022			Review LC
Successful Ratification Vote	<ul style="list-style-type: none"> • Celebration • Newsletters, etc. 		
Website, Branding & Brochures	<ul style="list-style-type: none"> • Review and prepare materials 	<ul style="list-style-type: none"> • 	LGD Communications
3 rd Party Open House	<ul style="list-style-type: none"> • Discuss need for a Lands Forum/Open House for professional community 	<ul style="list-style-type: none"> • Target date after guideline document is complete 	LGD Property Tax Administrator Lawyer (TBD)
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 newsletter distributed to membership via internet, mail out 	Council LGD LMC
Annual 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 	Council LGD LMC
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 	Council LGD LMC
Education (systems)	<ul style="list-style-type: none"> • 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	<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 	Council LGD LMC
Year 2 – 2022/2023			

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 	Council LGD LMC
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 newsletter distributed to membership via internet, mail out 	Council LGD LMC
Annual 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 	Council LGD LMC
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 	Council LGD LMC
Year 3 –2019/2020			
Communication Strategy	<ul style="list-style-type: none"> • Revise & update annually 	<ul style="list-style-type: none"> • Up-to-date communication strategy 	Council LGD LMC
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 newsletter distributed to membership via internet, mail out 	Council LGD LMC
Annual 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 	Council LGD LMC
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 	Council LGD LMC

8. LAW-MAKING & ENFORCEMENT			
Priorities	Activities	Measurables	Roles & Responsibilities
Year 1 – 2017/2018			Review LC
Law-Making Process - create process	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Complete work plan & budget for review and approval • Initiate law draft process documents • Community meeting to introduce the final draft of the Law & Development Process • Internal department orientation and introduction to draft law 	Council LGD LMC
Law Research	<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 	Council LGD LMC
Identify Laws Priorities	<ul style="list-style-type: none"> • Law Development Workshop (LABRC) • Identify & Prioritize Laws • Survey community (elders/youth mtgs, culture nights, community mtgs) 	<ul style="list-style-type: none"> • Hold workshop to assist with Identifying priorities (RC) • Process to include cultural principles and language • Development of policy and procedure 	LGD LMC Council RC
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 	Council LGD LMC
Year 2 – 2018/2019			
Law Implementation - create process	<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 	Council LGD LMC
Law Review - create process	<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 	Council LGD LMC
Enforcement	<ul style="list-style-type: none"> • Building capacity for enforcement 		Council LGD

	<ul style="list-style-type: none"> • Coordinating pieces under each law (budgets, staffing, resources, equipment, training etc.) 		LMC
Year 3 – 2019/2020			
Law review - create process	<ul style="list-style-type: none"> • Conduct a comprehensive review of the short, med & long-term priorities of the law • Assess, evaluate & revise as necessary • Ongoing communication • Preliminary expansion planning 	<ul style="list-style-type: none"> • Evaluation report outlining recommendations for areas to be updated • Report back to Community 	Council LGD LMC

9. DISPUTE RESOLUTION			
Priorities	Activities	Measurables	Roles & Responsibilities
Year 1 – 2017/2018			Review LC
Dispute resolution panel - design	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	Council LGD LMC
Year 2 – 2018/2019			
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 	Council LGD LMC
Year 3 – 2019/2020			
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 	Council LGD LMC

10. NATURAL RESOURCE MANAGEMENT			
Priorities	Activities	Measurables	Roles & Responsibilities
Year 1 – 2017/2018			Review LC
Natural Resource Topics	<ul style="list-style-type: none"> • Environment • Fishing/Water • Timber • Minerals • Others... • Identify Needs • 	<ul style="list-style-type: none"> • Identify Needs (Needs are identified) • Research completed OR Research acquired • 	Council LGD LMC
Timber Permit Regulations	<ul style="list-style-type: none"> • Information gathering • Review existing permit processes – <FN>s, government • Draft policy & procedures, templates 	<ul style="list-style-type: none"> • Final draft policy & procedures, templates • Approvals obtained 	Council LGD LMC
Cemetery / burial sites	<ul style="list-style-type: none"> • Ground water study 	<ul style="list-style-type: none"> • 	
Year 2 – 2018/2019			
Natural Resources Law	<ul style="list-style-type: none"> • Implementation • Communication 	<ul style="list-style-type: none"> • 	Council LGD LMC
Year 3 – 2019/2020			
	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	

11. MAPPING			
Priorities	Activities	Measurables	Roles & Responsibilities
Year 1 – 2017/2018			Review LC
LMC	<ul style="list-style-type: none"> • Reserve maps • Produce maps for LMC binders 	<ul style="list-style-type: none"> • Maps in the LMC binders 	LGD
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 	Council LGD
Year 2 – 2018/2019			
Implementation	<ul style="list-style-type: none"> • Begin implementing recommendations • Seek additional funds for training and equipment • Establish processes for annualized review of infrastructure development 	<ul style="list-style-type: none"> • Established processes for annualized review of infrastructure development 	Council LGD
Year 3 – 2019/2020			
Review & Evaluation	<ul style="list-style-type: none"> • Evaluation and revision • Development expansion plan and mentorship program 	<ul style="list-style-type: none"> • 	Council LGD

12. TRADITIONAL TERRITORY			
Priorities	Activities	Measurables	
Trespass	•	•	Council
Natural Resources	•	•	Council
ATR / TLE	•	•	Council
Specific Claims	•	•	Council
Other	•	•	Council
13. OTHER ISSUES RAISED			
Issue	Activities	Measurables	
	•	•	
	•	•	
	•	•	
	•	•	