

Kluane First Nation Strategic Plan

Accepted: January 17, 2014

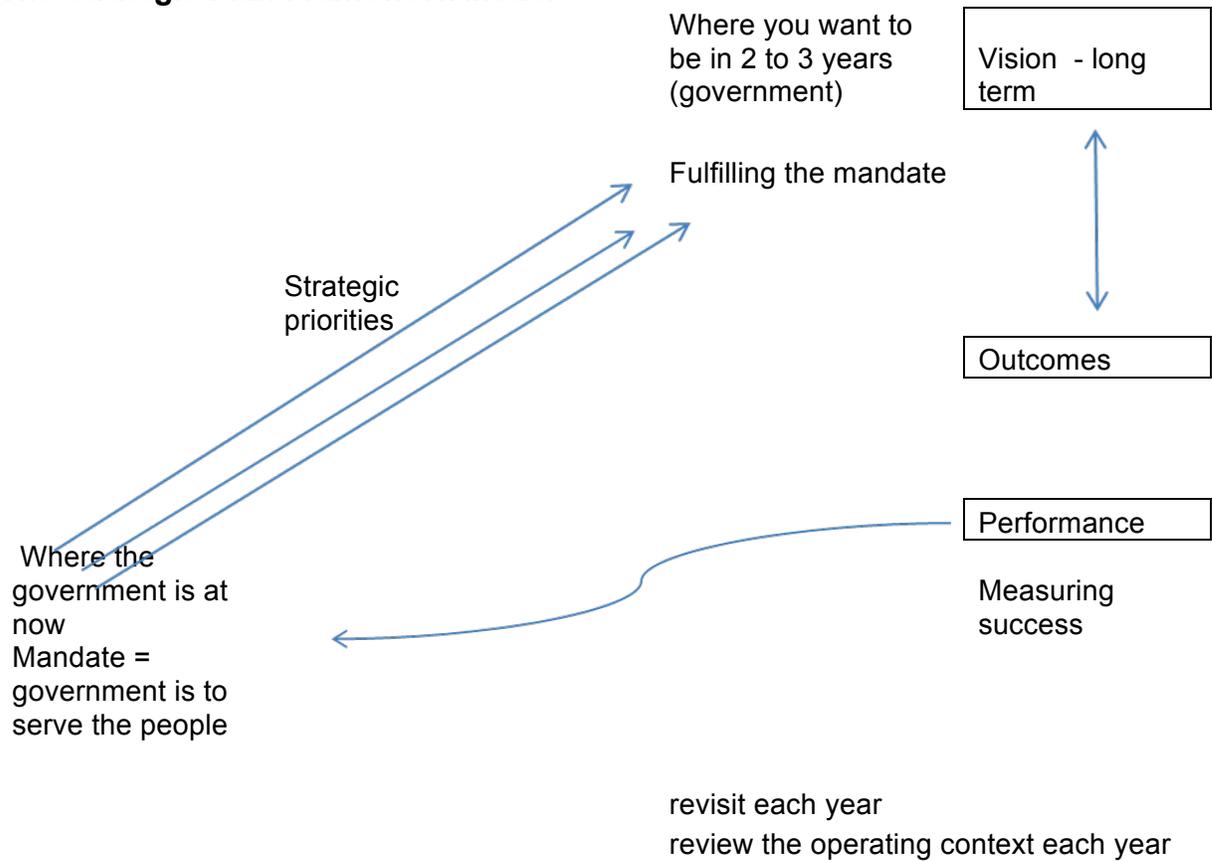
Coordinated by
Darielle Talarico
TIPPING POINT
strategies
It's time to make a shift!

Introduction

This is a high level document that will set the key strategic priorities of Kluane First Nation Government over the next 2 – 3 years, based on the vision of what the government is trying to accomplish.

There are many different ways of doing a strategic plan. The approach being taken here is a simple and practical plan that is easy to understand. This plan should be reviewed every year and updated accordingly. Key strategic priorities provide focus and direct related actions. Chief and council are accountable to these strategic priorities. Government departments carry out actions related to these priorities. Details are left to government Directors and their associated department to implement as described in their operational plans and budgets.

The Strategic Plan Framework Model



Where We Are At

Key Challenge Summary:

- Government continues to have a hard time retaining employees (high turnover) and is presently understaffed in part because there is a need for housing in Burwash.
- Given the size of government and resources available there is a need to identify and develop strategies to improve efficiencies in program and service delivery.
- Self-government requires ongoing progress be made on the development of governance policies and procedures.
- The Development and Community Corporations have made good progress and need to continue to pursue economic opportunities.
- Need to continue to define and communicate beneficiary rights within the self-government model and move away from the Indian Act Band style of governance.
- Need to communicate, how committee and board appointments positions' remuneration and duties are guided by related policy.
- Community wellness is a concern and both traditional and modern tools are available to help.
- Communicating is an ongoing need so all citizens feel connected including those that do not live in Burwash.
- Key political issues need to be identified and related knowledge acquired with the help of partners.

Accomplishments from Strategic Priorities 2010-2013

1. Build our Government Foundation
2. Be Proactive about Economic Development
3. Actively live our Culture

Council August 2010 – August 2013

Mathieya Alatini, Chief

Luke Johnson, Deputy Chief

Marissa Mills, Youth Councillor

Mary Jane Johnson, Councillor

Mary Easterson, Elder Councillor from August 2010-August 2012

Gloria Johnson, Elder Councillor from September 2012-December 2012

Vacant, Elder Councillor from January 2013-election 2013

Shortly after the 2010 election the Council spent three days sequestered with a facilitator to review previous Strategic Plans and prioritize remaining activities. The January 2011 session left us with three strategic priorities and their corresponding list of actions. The Strategic Plan is reviewed annually along with the Budget review & approval process.

1. Build our Government Foundation

We were in year 7 of our Final and Self Government Agreements and needed to ensure we were meeting our obligations under the agreements and if we weren't, as a result of strategic planning and implementation, we would be in a position to fully implement the agreements.

Strategy Sessions

1. KFN Strategic Plan 2011-01 and reviewed annually
2. Council & Citizen Caucus re: TransCanada Pipeline 2011-04, 2012-03
3. Economic Development Summit 2011-04 (outcome KC, KCDC, Trust)
4. Mining Summit 2011-06 (outcome was the mining engagement guide)
5. Language Revitalization Session 2011-12, 2012-03
6. Housing Strategy Session 2012-03
7. Final Agreement Implementation Plan Training 2012-02 & 03
8. Financial Transfer Agreement 2012-03
9. Self-Government Agreement Training 2012-03
10. Women's Empowerment Workshop 2012-05
11. Geology 101 for youth & elders 2012-07
12. Organization Review Summit 2012-09
13. Lateral Violence & Non-violent Communication workshop 2012-09
14. Duke Moose Survey Results 2012-10,
15. Health & Wellness Summit 2013-06

Policies Reviewed, Updated or Created:

1. Donations Directive 2011-02
2. Trapper's Incentive Pilot Project 2011-01
3. Recreation & Cultural Pursuits Policy created 2012-02 & updated 2013-02
4. Social Assistance Policy 2012-03
5. Employee Policy reviewed up updated 2012-04

6. Daycare Policy 2012-07
7. Education Policy was worked on in 2012 and still requires more work before being put forward for approval
8. Elder's Benefits & Services policy was updated 2012-11
9. Finance Policy 2012-11
10. Housing Policy 2012-12
11. Land Management Policy 2012-12
12. Council Governance Policy 2013-07

Legislation

1. Lands Act 2012-01
2. Community Land Use Regulations 2012-01
3. Community Land Use Plan 2012-07
4. Land Titles Act-underway with 8 other SGY First Nation
5. Lands Registry-underway with 8 other SGY First Nation
6. Amend Self Government Act, repeal & replace with
 - a. Governance Act 2013-07
 - b. Finance Act 2013-07

Partnerships

1. Land Claims Agreement Coalition – Active member, KFN Chief sits on the LCAC/AANDC working group
2. Council for Yukon First Nation – Active Member – Meetings every 6 weeks. KFN Chief sits on the Chief's Committee on Language.
3. Assembly of First Nations – Active Member
4. Southern Tutchone Tribal Council – worked with neighbor nations to revitalize the organization.
5. TransCanada Pipeline Ltd – negotiated a Benefits Agreement –project on hold
6. Prophecy Platinum – Exploration Agreement 2012-07
7. Teck Resources – Exploration Agreement 2013-07
8. Yukon Government – Intergovernmental Protocol Agreement 2013-07
9. Yukon Electrical Company Limited – Energy 2013-07
10. Renewable Resource Council – Duke Moose Management Strategy
11. Yukon Energy
12. Energy Solutions Centre
13. Yukon College – Heavy Equipment Training
14. University of Calgary – Indigenous Leadership & Engagement
15. Yukon Research Centre
16. Kluane Lake Research Station
17. First Nation Market Housing Fund

Our work has been highlighted at several events, The Chief has been a guest speaker at the 2013 Annual Mineral Round up in Vancouver, BC to discuss Aboriginal Engagement in Mining, Women in Leadership workshops, Facilitating sessions at the National Land Claims Agreement Coalition meetings, presenting at the Assembly of First Nations Annual General Assembly on Economic Development.

2. Be Proactive about Economic Development

KFN council held a three day Economic Development Summit in 2011-04 and invited experts from other organizations to share their experience and wisdom with us about

economic development. The outcome was a structure of three organizations outside of KFN Government. The Kluane Corporation, Kluane Community Development Corporation, and the Kluane Dana Trust.

Kluane Corporation

The Corporation has been re-instated (previously known as 19145 Yukon Inc) to look after the Strategic Economic Development Funds as per Chapter 22 of our Final Agreement. This Corporations mandate is wealth generation outside of KFN traditional territory.

Kluane Community Development Corporation

This corporation is mandated to work along with the KFN Government to build an economy in the Kluane area. This is done through community projects and supporting entrepreneurs. KFN Government has found that contracting out economic development services to KCDC is an efficient way of meeting objectives and leveraging dollars.

Kluane Dana Trust

Established to replace the Investment Committee and to protect the settlement dollars of the Kluane First Nation.

Kluane Wind-Diesel Project

Plans are underway to establish a small wind farm by the old rifle range and it could replace up to 30% of the diesel electricity, producing 570,000 kWh/ yr. Approximately 590,000 liters of diesel fuel are consumed annually at between D Bay and Burwash for electricity generation alone. This project could offset as much as 160,000 liters of diesel annually and generate revenues.

Solar Net-metering Project

There is a photovoltaic (PV) system on the roof of the red garage that is producing more electricity than is being consumed. We have an interim agreement with Yukon Electric for credit to our account for the KW hours produced. This is necessary as there is not an Independent Power Producers Policy in Yukon. This is an item we are addressing with Yukon Government through our Intergovernmental Protocol Agreement

3. Actively live our Culture

Language Nest

We are the lead nation on the Language Revitalization work through the Self Government Secretariat. Our Language nest has funding to the end of March 2015. The language nest now has a coordinator and is fully engaging elders to work with the children at the daycare. The program is so successful that we have parents now asking for language programming so they can keep up with their children.

Annual Harvest Camp

The intent is to bring community together out on the land at the end of August and camp for 4-5 days. We pick berries, set a net, clean and prepare a lot of fish, and cleaned a moose skin. We had fresh sheep meat last year which was a treat. There was even a dry meat making contest. These skills are getting passed on to our children. We took the

opportunity to have discussion on the Traditional Knowledge Policy/Protocol at both camps. 2011-08 & 2012-08

Trapper's Incentive Pilot Project Fund

The Trapper's Incentive Pilot Project Fund (TIPPF) is a result of January 2011 KFN GA.Resolution #5 – Support Active Trappers. The TIPPF is designed to get trappers back on the land, create an economy and predator control. This program was very well received and has been extended. There is a lot of buzz about the project across the Yukon and how it could be carried out by their own First Nations.

Duke River Moose

KFN Government has been working closely with Parks Canada, Yukon Government department of environment, the Dan Keyi Renewable Resource Council on developing a strategy to actively manage the moose population that is in crisis.

Moose Survey

As a result of the Kluane National Park Duke Moose numbers, KFN Government approached the Yukon Government and the Kluane National Park to conduct a Moose Survey in November, 2011 as a tri-partite activity. The purpose was to determine if the low moose numbers were isolated to the Duke River Valley or not. The results show a low number of moose in what we are referring to as the Kluane Moose Management Unit (Lewis Creek to Donjek).

Recent:

- Four-plex is being built
- Burwash Landing Resort is purchased by KCDC
- Personnel Policy is completed
- Contract Policy is completed
- Health and Social Policy is completed
- First Voices language nest (0 – 5 years)
- Annual harvest camps are established
- Annual muskrat camp

Strategy Mandate 2013-2016

To develop the political and administrative government that serves our citizens and protects our lands.

Vision

A strong sustainable Kluane First Nation with healthy independent people.

Principles

Our actions and activities are guided by our core values:

- Responsible management
- Realistic expectations
- Transparency
- Collaborative work ethic
- Informing our citizens
- Respectful behaviors
- Fairness
- Teamwork
- Accountability
- Innovative solutions
- Due diligence
- Efficient
- Aging in place
- Life long learning
- Language first
- Stewardship
- Sustainability

Strategic Priorities

1. Strengthening connections
2. Embracing self-government
3. Actively live our culture

Cutting across each strategic priority is the understanding that each of the following are at play and important.

- Partnership
- Communications
- Community wellness

Strategic Priorities

Strategic Priority #1 – Strengthening Connections

We will strive to strengthen the connections between our citizens and others by creating gatherings and other activities that encourage dialogue, healing, friendship and economic wellbeing.

Related key actions:

1. Create more face-to-face community events and activities.
 - Mixed age groups
 - Popular activities like crib and bingo
2. Organize more cultural activities for all age groups.
 - Children and youth drumming and dancing
 - Hand Games
 - Story telling
3. Develop a series of pro-social recreation activities (some gender specific).
4. Develop more opportunities for personal healing
5. Develop the Health and Social department to carry out Council's direction ensuring that Burwash Landing strives towards building a Healthy Community; That opportunities are identified and provided for both community and individual healing and that in all programs and services, the Government supports the social determinants of health to ensure an increased quality of life.
6. Organize a joint Elder Council meeting with CAFN and KFN.
7. Organize the Anniversary and Family Reunion for the summer of 2014.
8. Continue to provide guiding policy direction to act as a framework for the actions taken by the Development Corporation and Community Corporation.
9. Develop a Kluane First Nation economic strategy that also addresses industry opportunities in the region including tourism and mining.
10. Continue to seek benefits and economic partnership opportunities from businesses working in our Traditional Territory.
11. Continuation of the community food security project.
12. Continue to work on the community renewable energy project.
13. Create infrastructure and supports for entrepreneurs and business development.

Strategic Priority #2 – Embracing Self-government

Building a government to move our Nation forward.

Related key actions:

1. Maintain policies that guide internal government processes, decision making and payment processes. This includes roles of chief & council, Elder council, board members, committee members, staff and consultants.
2. Develop an education strategy and related policy that addresses preschool, elementary, high school, post secondary and life long learning. As well, the strategy will address leadership training, capacity training including coaching and mentoring.
3. Develop a comprehensive KFN Government Human Resource Strategy that addresses:
 - Recruitment
 - Retention
 - Organization structure
 - Employee benefits i.e. staff housing
 - Succession planning
 - Coordination of services with other First Nations
 - Best practices and alternative arrangements
4. Strengthen communications with government (management and staff meetings) and to citizens (newsletters, social media, meetings etc.).
5. Develop a Housing Strategy that includes a needs assessment, capital inventory status, land status, infrastructure options to meet needs, sources of funding and possible partners.
6. Continue to update and monitor progress being made on policy and legislative work.
7. Formalize the existence of a Management Team with an appropriate Terms of Reference listing their responsibilities and authorities.
8. Utilize measures of success and accountability procedures to gauge both department and governance progress.
9. Build Connections with the Southern Tutchone Tribal Council in the priority strengthening our culture, language and heritage

Strategic Priority #3 – Actively live our culture.

We will strive to live our culture so we are prioritizing its capture and using it in our daily lives.

Related key actions:

1. Develop a heritage component of the Land, Resource and Heritage Department. Develop protocols related to heritage resources.
2. Continue to lead on Yukon language revitalization with CYFN.
3. Develop a Kluane First Nation language fluency and literacy strategy with more opportunities for all age groups to learn our language.
 - Develop Adult Immersion opportunities
 - Continue to Liaison with the Kluane Lake School and Language Nest
4. Continue to develop the Southern Tutchone Language Nest Curriculum with neighbouring nations.
5. Continue to provide our citizens opportunities to experience and practice our culture including camps i.e. trappers incentive program, language nest, harvest camps etc.
6. Document existing oral history and preserve heritage resources. Work with Yukon archives on a timeline project with historic photos.
7. Work with the Elders to organize more traditionally based activities like: group hunts, heritage trail revitalization, ceremonies, regalia production, drumming and dance troupe, song sharing, beading, traditional medicine, rites of passage, parenting, etc. These events will be recorded.
8. Bring back a program like “healing broken connections” with Parks Canada.

Benchmarks / Measuring Success

The following are ways of measuring success. Eventually, these items can form a yearly report card for presentation to members at the general assembly. As well, at the general assembly information for the situation analysis will be gathered. Leadership will use this information to revisit the strategic plan (in the fall) and set priorities for the next year. The Strategic Plan will then guide staff in the development of their operational or work plans and budgets.

Measures and Outcomes

- Employee recruitment and retention is more successful.
- Governance laws and policies are in place.
- Development Corporation's is making a profit.
- Community Corporation's is creating jobs.
- Heritage Department is in place.
- There is enough of the right variety of affordable housing including single, family, elder and staff.
- Citizens are healthy and fit and enjoying recreation activities.
- Government is self-sufficient.
- Implementing community land use plan that has been reconciled with hazards mapping.

Work Plan Notes

Social Wellbeing

- Youth workshop (BYTE)
- Traditional parenting (Skookum Jim)
- Residential School Trauma (CARES)
- Men's on the land based healing – James Allen / Phil Gatensby / Joe Migwams
- Community Safe workshop – Andy Nieman
- Family support Beyond Blame – Mazi Copper
- Ladies on the land based healing – Natasha
- Lateral violence – Leslie Williamson
- Counseling – Nimco and Associates, Many Rivers , Dr. Phil
- Go Girl – Selena Newman
- Healthy Dating – Teresa Harris Sue Bowman
- Roots of Empathy
- RCMP – Dare
- Yukon College – Conflict Resolution, Crisis Intervention
- Yukon Government – Alcohol and Drug services
- Jackson Lake Healing Camp
- Poundmakers – Treatment
-