



**Kwanlin Dun First Nation
Heritage, Lands and Resources Department**

Strategic Plan

April 2007

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1.0 Introduction

Kwanlin Dun First Nation Heritage, Lands and Resources Department (KDFN HLRD) participated in a strategic planning exercise in February, 2007. The process was facilitated by Hardy Spruce Development at the High Country Inn and involved all KDFN HLRD staff as well as the KDFN Councillors that hold the Department's portfolio. The final result of this planning exercise is the following strategic plan which lays out the organizational goals and strategies for the KDFN Heritage, Lands and Resources Department.

Background

The Kwanlin Dun First Nation signed its land claim and self-governing agreement in February 2005 and it came into force April 1 of that year. Since then, they have established a Heritage, Lands and Resources Department. This Department is mandated to fulfill the relevant requirements of the KDFN Final Agreement and other related responsibilities.

KDFN is the largest First Nation in the Yukon confronted with the challenge of managing growth in a rapidly developing urban environment while managing the more typical land, resource, and heritage considerations throughout its Traditional Territory. The Department is challenged with developing effective lands, resource, and heritage management strategies in a complex environment. Development in and around Whitehorse affecting KDFN settlement land increasingly puts added pressure on the Heritage, Land and Resources Department. KDFN wants to move ahead on use of its land base for the benefit of its citizens. The unique position of KDFN as a First Nation government alongside municipal, territorial, and federal governments requires strong partnerships and strategic planning on the part of the KDFN HLRD. It is critical to develop, conserve and protect KDFN lands and resources, while meeting the needs of KDFN citizens and beneficiaries today and into the future.

2.0 The Strategic Planning Process

The KDFN HLRD spent two days discussing and identifying their vision and mission. The result is the development of a strategic plan with goals and actions for realising the identified vision. The plan is focused on a five year vision, with the intention of reviewing and modifying the plan as required.

The first day of the retreat was spent discussing and identifying a vision and mission statement for the department. The second day was spent solidifying goals and strategies to achieve the vision and mission. A third afternoon was spent developing action items, timelines and responsibilities. The following steps were taken in developing the Strategic Plan:

The Past

The planning process began by examining the past. Participants developed a historical timeline of key factors and events that impacted the way lands and resources are managed and used by KDFN (Appendix A).

The Present

Building on the dialogue that emerged from the past, participants next discussed the current situation of the HLRD. The external environments, as well as the internal development were considered in identifying the organizational life cycle stage of the Department. Participants felt that the work leading up to the signing of the KDFN Final Agreement gave them a certain amount of maturity. Even though self government and the establishment of the HLRD are fairly recent, participants came to the conclusion that they are in a “re-birth” stage of organizational development because at one time (pre-contact) they were fully self governing.

To better understand the current partner relationships of the HLRD, participants developed a ‘partner map’ (Appendix B). This map illustrates which partners HLRD currently works with. It also demonstrates how frequently or closely they work with each partner and what kind of influence these organizations have on decisions that affect KDFN HLRD.

The Future

For the discussion of the future of KDFN HLRD, each staff member and councillor was asked to imagine the Department in five years and ask themselves;

- What does the success of KDFN HLRD's work look like?
- What does KDFN HLRD look like?
- What will KDFN HLRD have accomplished?

Based on the outcome of this exercise, four key themes emerged for the vision of the department; self-reliance, governance, department capacity and development of policy and programs (Appendix C).

Participants were then asked to identify words that would describe the HLRD in the future (Appendix C). Using these words and the themes from the previous exercise, a vision statement was drafted and agreed upon. Four points and values were also developed that captured the purpose of the organization. These points make up the mission statement in the following section.

3.0 Vision and Mission

Based on participants' discussion and dialogue regarding the future of KDFN HLRD, the following vision and mission statements were crafted and agreed upon.

Vision:

“We assert KDFN rights and responsibilities as stewards of our land and resources, guided by the spiritual connection and values of the Kwanlin Dun people.”

Mission:

1. Maintain Kwanlin Dun peoples' relationship with the land and resources in the Traditional Territory of the Kwanlin Dun First Nation now and for future generations;
 2. Preserve and enhance KDFN culture and values as they relate to heritage, land and resources.
 3. Practice efficient and effective land and resource, heritage management.
 4. Empower, engage and educate Kwanlin Dun people in realising the HLRD vision.
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4.0 Goals and Strategies

During the vision and mission exercises, some key themes emerged. These themes were grouped and isolated to form goals. After discussing and identifying the priorities of the HLRD, participants were asked to mark their five goals based on this dialogue. The results of this exercise are the following five goals and related strategies that the Department's Strategic Plan is based on:

Goal #1

Develop a land and resource management regime on settlement land

Strategies

- Develop land and resource legislation and a framework for administering it
- Complete land use planning
- Traditional knowledge and other heritage information gathering
- Environmental assessment of settlement land
- Complete survey of settlement land

Goal #2

Assert KDFN rights and responsibilities for land and resource management in Traditional Territory

Strategies

- Develop government to government relationships
- Land use planning for Traditional Territory
- Implement final agreement provisions related to lands and resources
- Meaningful participation in management of land and resources
- Facilitate Traditional Knowledge influence on land and resource management

Goal #3

Develop and enhance KDFN community participation in heritage, lands and resources management Strategies

Strategies

- Communicate with broader community as to how citizens can participate in management of lands and resources
- Increase participation in working groups to guide HLRD
- Meaningful participation and management of land and resources
- Engage community in identifying and recording Traditional Knowledge

Goal #4

Allow Department to realise its full potential (capacity)

Strategies

- Complete a capacity assessment and development plan
- Maintain a positive, healthy and supportive work environment
- Engage in succession planning

Goal #5

Clearly communicate KDFN HLRD goals, values and activities

Strategies

- External communication
- Internal communication
- Clarify KDFN HLRD messages

5.0 KDFN HLRD Strategic Action Plan

After prioritizing and agreeing on the goals and strategies for the plan, participants discussed each strategy and came up with a number of actions that would move the strategy forward. These actions were then described in more detail, assigned responsibilities and given an estimated timeframe for completion.

* KDFN HLRD final agreement obligations are italicized in bold

Goal #1: Land and resource management on settlement land

Strategies and Actions	Details	Lead and Participants Within KDFN	Timeframe
Strategy 1: Develop land and resource legislation and a framework for administering it			
Establish a Lands Committee	- Council appointment	Council/Tom	Now
Develop Beneficiaries Land Policy (BLP)	- Approval by meeting of beneficiaries - Referendum	Rosanna/Tom/HLRD/ Secretariat/lands committee/Council	Immediate – summer 2007
Develop interim guidelines – management policies	- Do this concurrently with development of BLP	Rosanna/Tom/HLRD	September 2007
Develop policy in respect to land disposition on lot 226 and C41		Rosanna/Tom/HLRD	September 2007
Develop and Implement land and resource legislation and regulations		HLRD/Council	After development of BLP

Strategies and Actions	Details	Lead and Participants Within KDFN	Timeframe
Strategy 2: Land use planning			
Identify potential cemetery or burial sites	<ul style="list-style-type: none"> - Develop work plan - Work with Elders in identifying location options - Site visits - Community consultation - Report to Chief and Council on preferred site 	Gillian/Les/Lands Committee	fall 2007
Establish the approach for the planning on settlement land <ul style="list-style-type: none"> - S sites - C lands - R blocks 	<ul style="list-style-type: none"> - Identify appropriate process and requirements for planning 	Tom/Gillian	April 2007
Initiate planning for Sites specific settlement lands	<ul style="list-style-type: none"> - Community goals/visioning exercise with community for the land - Identify interests in parcels - Complete S specific land use plans (1st priority) 	Gillian/Les/Lands Committee	Summer 2007 Fall/winter 2007/2008
Initiate planning for community settlement lands	<ul style="list-style-type: none"> - Secure funding for land use and economic development planning of community settlement lands - Community goals/visioning exercise with community for the land - Identify interests in parcels - Complete C lands land use plans (2nd priority) 	Gillian/Tom Gillian/Les/Lands Committee	Summer 2007 Summer 2007 April 2008

Strategies and Actions	Details	Lead and Participants Within KDFN	Timeframe
Initiate planning for rural settlement lands	<ul style="list-style-type: none"> - Community goals/visioning exercise with community for the land - Identify interests in parcels - Complete R blocks land use plans (3rd priority) 	Gillian/Les/Lands Committee	Summer 2007 2010
Prepare land use plan for lot 226	<ul style="list-style-type: none"> - Develop central plan 	Gillian/Les	May 2007?[don't know if this is a priority anymore?]
Strategy 3: Traditional knowledge and other heritage information gathering			
Gather and map traditional knowledge/use of land – new hire	<ul style="list-style-type: none"> - Hire/contract someone to compile traditional knowledge - Identification of traditional trails, trapping areas and historic use 	Tom/HR	Ongoing
Source funding for heritage component	<ul style="list-style-type: none"> - KDFN funded - Initiate the funding under the final agreement - Heritage TK working group/Yukon Heritage Resources Board 	Tom/Dave	Ongoing
Strategy 4: Environmental assessment of settlement land			
<i>Fulfill responsibilities under YESSA</i>	<ul style="list-style-type: none"> - Act as decision body when required - Establish filing system for all YESAB applications KDFN has provided comments on - Provide KDFN comments to 	Rosanna/HLRD	Ongoing

Strategies and Actions	Details	Lead and Participants Within KDFN	Timeframe
	YESSA		
Strategy 5: Survey of settlement land			
<i>Complete survey of settlement land</i>	- Work with Settlement Land Committee to complete this work	Tom/Les	Ongoing

Goal #2: Asserting KDFN rights and responsibilities in land and resource management in the Traditional Territory

Strategies and Actions	Details	Lead and Participants Within KDFN	Timeframe
Strategy 1: Develop government to government relationships			
Establish working relationships with other governments	<ul style="list-style-type: none"> - Initiate negotiation of a protocol agreement between YG and KDFN and City of Whitehorse and KDFN - Initiate government to government dialogue - Initiate regular committee meetings with key partners 	HLRD/Council/Secretariat	Ongoing
Development of workshops for YG and City of Whitehorse employees on KDFN HLRD rights and responsibilities	<ul style="list-style-type: none"> - Specific partner workshops - Work with Staff Development for YG workshop series involvement 	HLRD/HR	September 2007
Strategy 2: External land use planning for Traditional Territory			
State of the Traditional territory assessment	<ul style="list-style-type: none"> - Engage other First Nations and community groups - Compile and analyse information on state of traditional territory lands in and around Whitehorse - Workshop on lands, cumulative effects 	Gillian/Rosanna/Les/Dave	Summer/fall2007/2008
Engage with YG in cooperative planning	<ul style="list-style-type: none"> - Forestry planning - Fish Lake planning - Develop terms of reference - Establish budgets, source of funds 	Gillian/Lands Committee	Late 2007

Strategies and Actions	Details	Lead and Participants Within KDFN	Timeframe
Participate in planning exercises with the City of Whitehorse	<ul style="list-style-type: none"> - Strategic Plan - Porter Creek Bench - Takhini North subdivision - Waterfront Development 	Gillian	Spring 2007
Engage with YG in cooperative planning for SGA s. 30 new local area planning and plan reviews	<ul style="list-style-type: none"> - Marsh Lake, Ibex, Hotsprings Rd. Mt. Lorne, Deep Creek, Golden Horn 	Gillian	Ongoing
cooperative planning during City of Whitehorse OCP review	<ul style="list-style-type: none"> - Determine involvement in OCP process 	Gillian/Tom	Late 2007
KDFN Integrated Community Sustainability Plan	<ul style="list-style-type: none"> - Determine KDFN's interest in undertaking ICSP - Complete template - Carry out planning 	Tom Gillian/Tom	Pending
Initiate conversations with regional planning council and other First Nations regarding regional/sub-regional planning (Chpt 11)	<ul style="list-style-type: none"> - Meet to discuss opportunity time frame, requirements for planning 	Gillian/Council	June 2007
Strategy 3: Implement final agreement provisions related to lands and resources			
<i>Participate in YESSA process</i>	<ul style="list-style-type: none"> - Provide comments on YESSA applications in Traditional Territory 	Rosanna/HLRD	Ongoing
<i>Whitehorse Fishway project</i>	<ul style="list-style-type: none"> - Participate in the planning and management of the Whitehorse Fishway as outlined in 16.3.2.2 of the Final Agreement 	Tom/Dave	
<i>Work to establish and participate in working groups and steering committees that are required to be established under the Final Agreement</i>	<ul style="list-style-type: none"> - Lewes Marsh Habitat Protection Area Steering Committee - Basic needs allocation of salmon 	HLRD/Council	Ongoing

Strategies and Actions	Details	Lead and Participants Within KDFN	Timeframe
	<ul style="list-style-type: none"> - Southern Lakes Wildlife Coordinating Committee - Fresh Water Fish Waterbodies Steering Committee, Kuswa Park Steering Committee, Salmon sub-committee - Yukon River Watershed Management Working Group - Kwanlin Dun Waterfront Heritage Working Group - Canyon City Historic Site Steering Committee - Ibex Renewable Resource Council 		
<i>Resolve Traditional Territory overlap issues with other Yukon First Nations</i>	<ul style="list-style-type: none"> - Initiate negotiations for overlap discussions 	HLRD/Secretariat/Council	Pending
<i>Develop Yukon Asset Construction Agreements (YACA) as required</i>	<ul style="list-style-type: none"> - Negotiate protocol and framework agreement with YG - Negotiate specific YACAs for eligible projects 	Tom	Ongoing
Strategy 4: Meaningful participation in management of land and resources			
Participate in Aboriginal Pipeline Coalition		Tom/HLRD/Council	Ongoing
Reviewing parcel specific plan amendments, rezoning and subdivision applications		Gillian	Ongoing
Participate in YG Environment programs	<ul style="list-style-type: none"> - Wildlife surveys - Recovery programs for wildlife - Game guardian program - Wolf trapping program 	Dave	Ongoing

Strategies and Actions	Details	Lead and Participants Within KDFN	Timeframe
	<ul style="list-style-type: none"> - Trapper education program - Hunter education and ethics development 		
Participation in Successor Resource Legislation Working Group	<ul style="list-style-type: none"> - Yukon Forest Act - Yukon Lands Act - Yukon Waters Act - Yukon Minerals Act 	Tom/Gillian/Rosanna	Ongoing
Participate in YG Climate Change Action Plan		Dave/Rosanna	Fall 2007
Continue to lead Michie Creek/McIntyre Creek salmon enhancement projects		Dave	Ongoing
Review of development applications (land, agriculture, forestry)		Rosanna/HLRD	Ongoing
Strategy 5: Utilize Traditional Knowledge			
Identify and organize traditional knowledge and historic use of key areas	<ul style="list-style-type: none"> - Compile easily accessible TK in order to better respond to outside interests 	- New hire	Ongoing

Goal #3: Develop and enhance KDFN community participation in heritage, lands and resources management

Strategies and Actions	Details	Lead and Participants	Timeframe
Strategy 1: Communicate with broader community as to how citizens can participate in management of lands and resources			
Identify an “occasion” or an event to discuss land use planning and how citizens can be involved	<ul style="list-style-type: none"> - Let the community know planning is in progress - “HLRD day” BBQ 	Gillian/HLRD/Secretariat	Ongoing
Encourage KDFN citizens to get out on the land using incentive programs	<ul style="list-style-type: none"> - An “on the land” event/education session - Development of Wilderness Camp 	Gillian/HLRD/Secretariat/Consultant	Summer 2007
Identify funding resources for community events	<ul style="list-style-type: none"> - Make room in the next budget 	Tom/Secretariat	Ongoing
Encourage KDFN citizens to work with the HLRD through a community engagement training program	<ul style="list-style-type: none"> - Identify potential KDFN representative/project for training - Identify funding sources 	Gillian	Fall 2007
Strategy 2: Increase participation in working groups to guide HLRD			
Encourage participation of KDFN citizens who could be potential group members	<ul style="list-style-type: none"> - Instigate one on one conversations with citizens who could be future committee members 	HLRD	Ongoing
Provide training to Lands Committee members	<ul style="list-style-type: none"> - Create training that is participatory, interesting and visual 	Rosanna/Les	End of May 2007
Encourage and maximize Councillors participation on HLRD working groups	<ul style="list-style-type: none"> - Invite Councillors to participate - Provide briefings for those unable to attend 	Tom/HLRD	Ongoing

Goal #4: Department is realising its full potential – capacity

Strategies and Actions	Details	Lead and Participants	Timeframe
Strategy 1: Complete a capacity assessment and development plan			
Finish strategic planning		HLRD/Hardy Spruce Development	March 2007
Develop capacity assessment process and development plan		HLRD/HR/key partners/Hardy Spruce Development	April 2007
Identify adequate physical space and equipment needs	<ul style="list-style-type: none"> - Examine office space for more efficient use or look for new space - Identify space for new staff - Identify equipment requirements (e.g. ATV, trailer) 	HLRD	April 2007
Apply for funding to complete capacity development process		Rosanna/Hardy Spruce Development	April 2007
Strategy 2: Maintain a positive, healthy and supportive work environment			
Provide opportunities for staff growth and development in the department	<ul style="list-style-type: none"> - Training opportunities - Opportunities for promotion 	HR/HLRD Managers	Ongoing
Recruit and retain employees through an incentives/benefits program	<ul style="list-style-type: none"> - Create new and highlight existing incentives and benefits - Review the probationary requirement for new staff to be at lowest salary level for first 3 months 	HR/HLRD Managers	Ongoing
Establish timelines, work plans and clear priorities for staff responsibilities	<ul style="list-style-type: none"> - Review strategic plan quarterly - Review work plan at regular meetings 	HLRD Managers/HR	Ongoing

Strategies and Actions	Details	Lead and Participants	Timeframe
Provide opportunities for Department staff to spend time on the land	<ul style="list-style-type: none"> - Encourage field work, field trips and on the land training - Find opportunities to hold meetings on the land 	Tom/HLRD Managers	Ongoing
Strategy 3: Succession planning			
Develop a department HR plan with a focus on retention and recruitment	<ul style="list-style-type: none"> - Plan should include job coaching/shadowing 	HR/HLRD	Pending HR Capacity
Ensure that job descriptions are up to date and well understood by the responsible staff person	<ul style="list-style-type: none"> - KDFN wide job description review (underway) - Provide for some overlap in job responsibilities in case of losing a staff member 	HR/Council/HLRD Managers	June 2007
Develop an easy to use system for filing HLRD documents	<ul style="list-style-type: none"> - KDFN wide - Identify funding sources for filing and archiving 	Rosanna/Tom	May 2007
Organize and file maps etc.	<ul style="list-style-type: none"> - Archiving 	Les	May 2007

Goal #5: Clearly communicate KDFN HLRD goals, values and activities

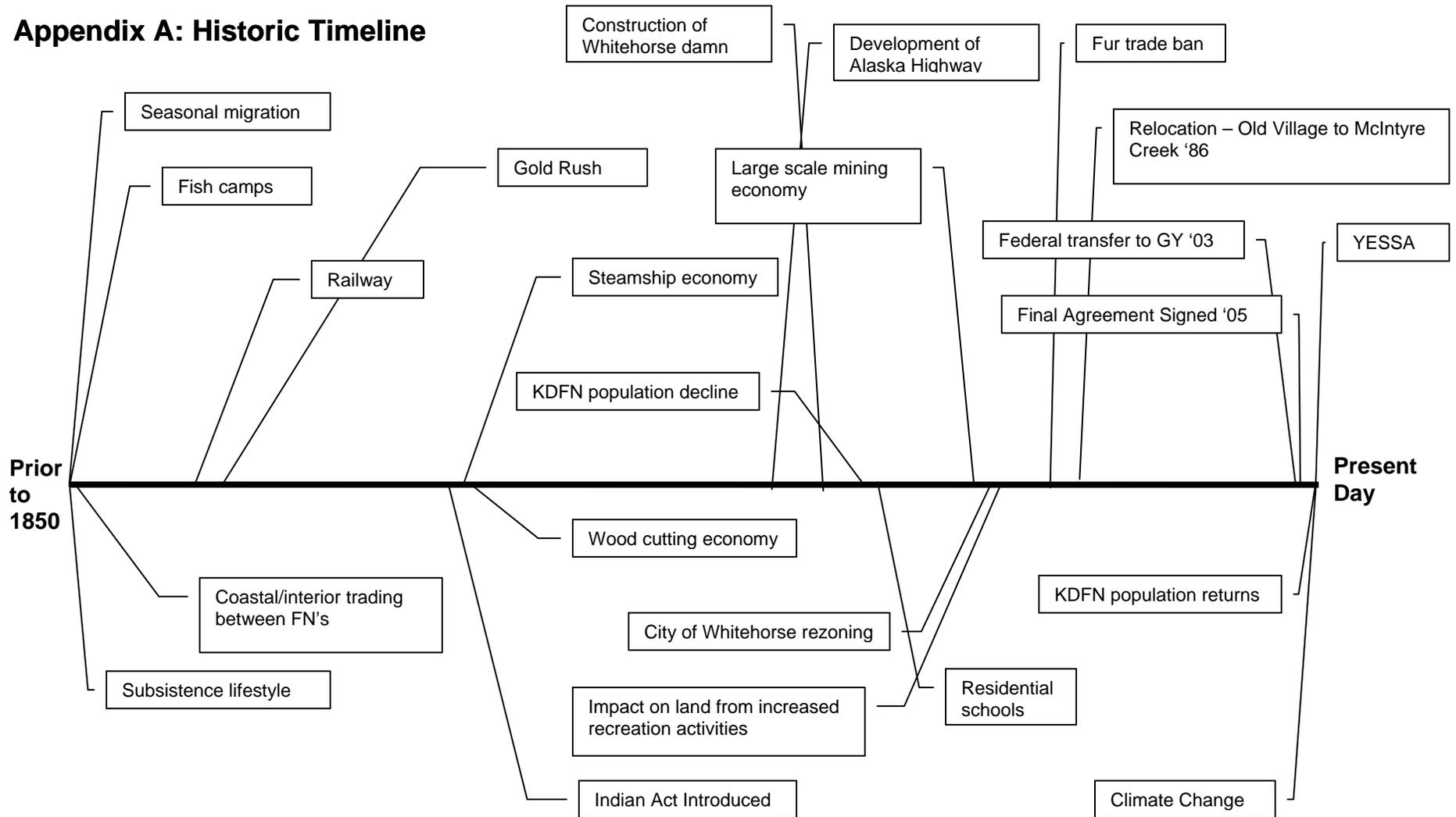
** Fully realising this goal is dependent upon the hire of a KDFN Communications Officer*

Strategies and Actions	Details	Lead and Participants	Timeframe
Strategy 1: External communication			
Identify key stakeholders and partners that HLRD would like to improve communication with	- Examine stakeholder map for relationships to improve on	Tom/HLRD	Pending Communications Officer Hire
Submit HLRD updates in community newsletter	- Highlight opportunities for community members to participate in upcoming activities	HLRD	Pending Communications Officer Hire
Communicate HLRD values and goals at orientation sessions and workshops	- Piggy back on community and intergovernmental workshops and events	HLRD	Pending Communications Officer Hire
Develop HLRD webpage within KDFN website	- Make the page user friendly and interesting (i.e. lots of photos)	Les	Pending Communications Officer Hire
Distribute and manage KDFN signage on settlement land	- Additional signage	Dave/Les	Winter 2008
Leverage KDFN HLRD public profile through media relations	- Develop list of key media contacts - Identify key media issues and respond	HLRD	Pending Communications Officer Hire

Strategies and Actions	Details	Lead and Participants	Timeframe
Strategy 2: Internal communication			
Request specific HLRD meetings with Council		Tom	Ongoing
Work closely with Councillor's who carry the HLRD portfolio	<ul style="list-style-type: none"> - Invite Councillors to meetings and events - Provide briefings for those unable to attend 	HLRD	Ongoing
Update other KDFN Departments of HLRD activities and progress	<ul style="list-style-type: none"> - Have a presence at other Departments meetings/events - Identify areas of interest/overlap with HLRD for other Departments 	HLRD	Ongoing
Develop HLRD webpage within KDFN website	<ul style="list-style-type: none"> - Make the page interesting and relevant to other KDFN Departments 	Les	Fall 2007
Strategy 3: Clarify KDFN HLRD messages			
Individual familiarity with HLRD vision and mission within the Department	<ul style="list-style-type: none"> - Learn to answer the question, "What does KDFN HLRD do?" 	HLRD	March 2007
Identify key messages for talking with stakeholders		Communications officer/HLRD	Pending Communications Officer Hire

6.0 Appendices

Appendix A: Historic Timeline



Appendix B: Partner Map

This map captures the partners that KDFN HLRD works with; larger circles represent partners with a stronger more influential relationship with the Department, while smaller circles represent less influence. The distance of the circle from the centre of the illustration represents the amount of contact KDFN HLRD has with that partner.



Appendix C: Vision and Mission Dialogue

Visions of KDFN HLRD in 10 years...

Capacity

- HLRD is at full capacity
- Trained resource managers are KDFN people
- More educated community members to draw from
- More involved youth in mentorship
- Community based – the HLRD work reflects the values and priorities of the KDFN people
- Friendly professional staff
- Young people employed

Self-reliance

- Sustainable development of lands
- Integrated eco-system approach
- We treat land, water, fish in a holistic way
- Earning money, leasing land, self sufficient
- Businesses operating

Policy and Programming

- Land-use plans in place for TT
- Effective HLR programs in place
- Clearly defined role for KDFN land management
- Adequate resources in place to manage HLR
- Cultural centre is up and running

Governance

- Solid and positive working relationships internally and with other governments
- Strong department with a good government to government relationships
- Other government understanding the role of our government
- To be respected and treated like an actual government
- Transparent land management policy in place
- Develop partnerships
- Communication has improved

Visioning Key Words

- Responsible
- Accountable
- Efficient
- Role model
- Sustainable
- Identity
- Strong programs
- Traditional
- Respect
- Financially secure
- Competent
- Culture
- Education, hands-on
- Transparent
- Cultural awareness
- Preservation
- Stewardship
- Protect
- Present, future, past
- Part of the land, part of the water
- Integrated
- Resourceful
- Empowered
- Rooted in KDFN values
- Community based
- Relationships