

# Kwanlin Dün First Nation Annual Report 2010-2011



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# Message from the Chief

*This report represents the fiscal year that runs from April 1, 2010 to March 31, 2011. For most of this year, Kwanlin Dün First Nation was led by a different Chief and Council. I would like to take this opportunity to thank Chief Mike Smith and Council members Shirley Dawson, Edith Baker, Ray Webb, Jessie Dawson and Jennifer Edzerza for leading our First Nation in its fifth year of implementing our land claims and self-government agreements.*

*As this report highlights, a lot of good work was accomplished over this year. One of the most exciting developments for all of our citizens has been to watch our dream of being back on the river grow from drawings on the paper into a large, beautiful building, the Kwanlin Dün Cultural Centre. It is exciting to think of how this Centre will help revitalize and showcase our culture, and we look forward to the Grand Opening in June of 2012.*

*Another significant milestone last year was the successful Beneficiary Referendum on three important policies. Approval of these policies has allowed KDFN to move forward on managing its investments and land development. Work is continuing on setting up new laws, regulations and policies that will help us take care of our money and our lands and use them wisely for our First Nation's benefit.*

*Last year, KDFN also piloted two important land-based healing camps at Jackson Lake which successfully demonstrated the value, for all Yukoners, of healing on the land and using both cultural and modern approaches. We will continue to seek long-term, stable funding for healing programs at Jackson Lake. Healing in culturally appropriate ways will continue to be a strong focus of our work as we tackle challenging issues such as child welfare and the administration of justice.*

*In 2010-11, we were also involved in a number of important economic development projects such as the development of Whistlebend and Grizzly Valley subdivisions, work on the Whitehorse waterfront and housing for seniors. Our involvement in these projects was a direct result of our land claims agreements, and we will be focusing more on how we can use our agreements, and our lands, to increase revenue and jobs for our First Nation.*

*Following the election on March 16, 2011, our new Council has been working hard to gain a better understanding of the challenges and opportunities facing KDFN.*

*Much effort last year went into negotiations related to our Financial Transfer Agreement (FTA) and Program and Service Transfer Agreements (PSTAs). These agreements provide much of the money our government needs to run and to offer programs and services to our citizens. Ensuring the recognition of KDFN's unique situation, being in an urban environment and serving so many who have joined us from other First Nations, continues to be a challenge. In the fall of 2011 we will be finalizing a new 9 year FTA. As with other Yukon First Nations, this new agreement will see our funding increase at a lower rate than it has in the past. Careful planning will be needed to implement this agreement so that we can make the most of resources for the benefit of our citizens.*

*Housing is another area which requires our immediate attention. A community consultation will be held in October 2011 to provide information on KDFN housing and to seek input from citizens to contribute to the development of a housing policy.*

*While we are taking steps to address pressing challenges, we are also pursuing development opportunities for our Nation and establishing working relationships with other governments. For example, in the coming year, we will be working with Yukon Government and the City of Whitehorse to develop some of our land for residential purposes. This will increase our tax base and also bring in money from the leasing of our lands.*

*The next step for our new Council is to do a review of what is working well and what could be working better in our government. This will help us to do some planning and, in consultation with citizens, determine where we want to go and how we're going to get there.*

*I am honoured to be able to work with our citizens to build on past successes and tackle some of the ongoing challenges. It is also a privilege to work with a great Council including: returning Council members Jessie Dawson and Jennifer Edzerza; and new Council members Alicia Vance, Charlene Charlie, Ray Sydney and Ron MacIntosh; Youth Council representative Sarina Sydney; and Elder Council representative, Judy Gingell.*



Chief Rick O'Brien

# Department Reports

## Community Services

In 2010-2011 Community Services was made up of two programs: Capital Projects; and Housing.

### Highlights – Capital

#### Cultural Centre

The year was busy with the management of the construction of the Cultural Centre. In partnership with Economic Development, we have managed to keep the project on schedule and on budget. Full-on construction got underway in the spring 2010 and kept everyone very busy throughout the year.

#### Community Buildings

Capital Projects is responsible for upgrading and maintaining Kwanlin Dün buildings. Over the 2010-11 fiscal year, we painted the exterior painting of the Health Centre and Nàkwät' à Kù; planned for landscaping and parking lot work; and put a warm-up building for the skating rink and repaired existing lights to allow for night skating.



Kwanlin Dün has acquired the reputation of being the top Firesmart contractor in the Yukon. Every year Community Services oversees one contract.

#### Lot 226 Cleanup

Our lands in the Marwell area, Lot 226, required significant clean-up. The multi-year project started in 2010-11.

#### Back to the Land Initiative

In 2010-11, we developed a Fish Camp on the Yukon River in the area below Mountainview Golf Course. This project provides a safe area for KDFN members to gather and practice traditional

pursuits. In this fiscal year, we put in picnic tables, metal fire pits, two wall tent frames and improved and gated the access road.

#### Firesmart

Firesmart work was done on Lot 226, in the area bordering the river and the wetlands.

### Highlights – Housing

In working towards healthy and strong community we have achieved many upgrades on numerous houses by installing energy efficient hot water heaters, furnaces, windows and by replacing doors.

In 2010-11, there were 32 houses with mortgages that were paid off which means KDFN now fully owns these homes.

### Future Directions – Capital

#### Cultural Centre

Completing the Centre for occupancy will be a significant focus for the coming year. This will involve landscaping, installing lights, audio and staging systems, furnishings and other related jobs. The Whitehorse Public Library will be moving into the Centre in the fall and some KDFN staff will also be moving their offices to the site. There will be a grand opening in June 2012.

#### Community Buildings

We will continue to do ongoing maintenance and upgrading of Kwanlin Dün's buildings. In particular, we will be creating landscaped garden beds, with trees and shrubs; improving the parking lot; and installing a light at the sliding hill adjacent to the Kwanlin Koyote cabin. This hill is very popular for winter recreation and the new light will increase the safety for our Youth and children.



As part of its Back to the Land initiative, Community Services developed a fish camp site on the Yukon River.

### **Lot 226 Cleanup**

Clean-up of this site will continue and the entire area will be surrounded by a chain link fence to prevent people from dropping off old cars and other materials on the site.

### **Back to the Land initiatives**

We are waiting for approval from the Elders before working on re-establishing traditional trails in the Fish Lake area. We want to make them passable once again for our people. We will also be looking at identifying trails for development in other parts of our Traditional Territory.

The Fish camp on the Yukon River will have some additional Firesmart work along the riverbank done in the fall. This will provide a clear view of the river and contribute to a safer environment. We will be completing a boat landing and getting input from Elders on the design of a rack for smoking fish.

### **Firesmart**

In 2011-12, KDFN will be doing a Firesmart contract to treat the Hillcrest South area. This project will employ four KDFN members for five weeks. We will be hiring new recruits to help pass on the skills and pride in workmanship.

### **Graveyard cleanup.**

We will be getting a crew of KDFN workers to cut back the brush and cleanup the graveyard at the bottom of Two Mile Hill. We will also work on the Marsh Lake site. This work will be co-ordinated with the Lands and Resources Department to ensure that the work is done in a respectful manner.

## **Future Directions - Housing**

### **Income verification**

We are working with CMHC to resolve some of the issues and backlogs related to income verification and we are extending extra efforts to meet each tenant and complete their income verification.

### **Home Maintenance**

Given we have so many houses with clear title and no access to reserve funds, we will be asking tenants to follow the tenancy agreement and assist us in the maintenance of our homes so we can keep them in a healthy and safe condition.

### **Tenancy Agreement**

We will be updating our tenancy agreements with all of our tenants so that there is a clear understanding of our mutual responsibilities.

### **Home ownership**

By Spring 2012 we'll have another 21 homes fully paid for and owned by KDFN (bringing our total to 68 mortgage-free homes). We will be exploring options for home ownership by KDFN citizens as part of the development of our housing policy.

### **Housing Committee**

We are establishing a Housing Committee to deal with immediate allocations, emergency situations and appeals from tenants as well for general tenant services.

### **Housing Policy**

We will be consulting with the community to collect information on housing needs so that we can complete a housing policy. The goal is to have a policy that will deal with all the issues, from rental to ownership.

# Economic Development

## Highlights

### Cultural Centre

Construction of the new Cultural Centre remained on schedule and on budget. Due to cost and technical difficulties, and after extensive research, the plan to heat and cool the building with ground-source heat pumps and radiant in-floor heating was abandoned. Conventional oil-fired boilers will instead be used.

A Project Development Manager and an Executive Director trainee were hired and are taking the lead on carrying the Cultural Centre project forward. The trainee has been dividing her time between hands-on work and studying for the Canadian Society of Association Executives certification.

The Centre's strategic and business plans were completed and approved by Chief and Council.

### Property Development

With roughly 30 square kilometres (7,400 acres) of Settlement Land in the City of Whitehorse, and a housing shortage pushing demand and prices up, Kwanlin Dün is well placed to begin generating revenue from its lands. This is becoming more of a priority as these lands become liable to property taxes.

In 2010-11, research and planning for land development began. Economic Development and KDFN's Lands and Resources department worked closely together

on developing a property development strategy, and getting the necessary regulations, registries, policies and procedures in place that will enable us to generate revenue from our Settlement Lands within the city.

### Yukon Asset Construction Agreements (YACA's)

Three YACA's were negotiated with Yukon government:

1. The first YACA combined two projects: the Grizzly Valley subdivision (Phase 1) and the construction of the Waterfront Wharf next to the White Pass building at the end of Main Street. Benefits to KDFN include:

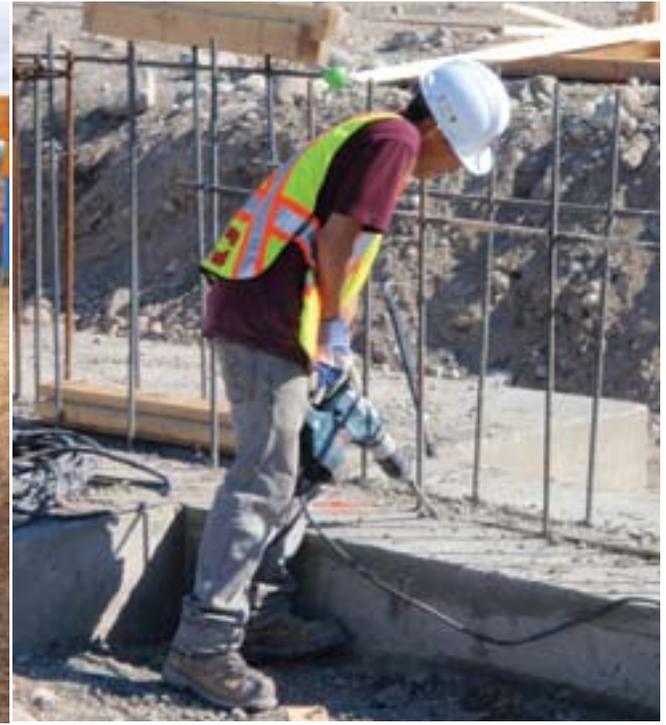
- A sole source contract opportunity for clearing and grubbing the roads;
- Funding for the design and construction of the portion of the riverfront pathway that crosses the Cultural Centre site;
- A funding contribution to the Employment Liaison position within the Economic Development Department;
- Funding for Food Safe Training and Project Officer Training.

2. The second YACA was for Whistle Bend (Phases 1 and 2). The benefits to KDFN include:

- Water and sewer services will be extended to our settlement parcel C-15 on Range Road, which will make the parcel much cheaper to develop in the future;

The Cultural Centre took shape over the year, turning the lines on an architectural plan into reality. The project stayed on schedule and on budget!





The Cultural Centre and other Economic Development projects create new jobs for our citizens.

- Provisions for a sole source clearing and grubbing contract;
- Fires Smart and trail clearing;
- Project employment for a Survey Assistant and a Project Inspector;
- Funding support for an Employment Liaison position.

3. This YACA was for a Senior Residence Housing, and for Energy Mines and Resources storage and resource building. Benefits to KDFN include:

- A sole source contract to build six super-green duplex units;
- Safety Officer training;
- Support for a Employment Liaison position;
- Sole source contract for the landscaping of the new Emergency Response building;
- Sole source contract for the dismantling of the greenhouse at the Forestry building.

## Future Directions

### Cultural Centre

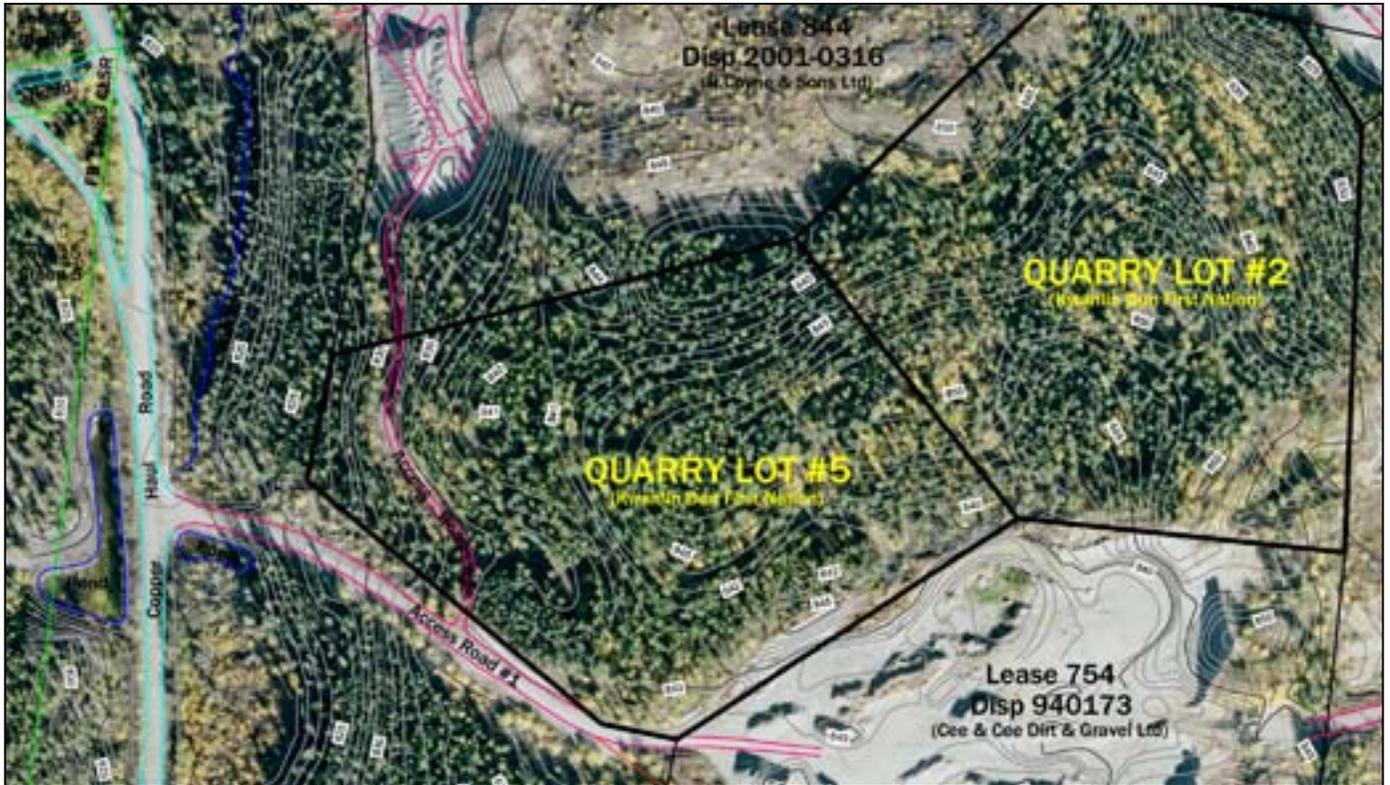
Finalizing the construction and equipping and supplying the Centre will be a major activity for the department. We are expecting to take possession of the building in October, and our long-term tenant, the Whitehorse Public Library, is hopeful of opening its doors to the public by mid-November 2011. We will also be focusing on exhibits, program development, staffing, marketing, bringing in bookings and fundraising. Our Grand Opening is targeted for June 2012.

### Property Development

The second major priority for the department will be getting started on developing our Settlement Lands and generating income. The steps will include:

- Finalizing template lease agreements
- Appraising property values and setting lease rates
- Selecting parcels for development
- Undertaking business planning
- Establishing partnerships with developers
- Working on building design, marketing, and public information.

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KDFN will be developing quarries in the McLean Lake area. This is an important economic development activity for the First Nation.

Development of lots for residential purposes will be the priority as our primary aim is to collect income taxes from new residents living on our Settlement Lands. New home-owners will enter into long-term lease agreements with KDFN. In the short- to mid-term future, the main economic drivers for the First Nation are expected to be revenues from our property leases and the associated income taxes.

As we begin to generate income and develop our properties, we will need to minimize our risk exposure and this will involve the setting up of a holding company.

In the coming year, we will also work closely with Whitehorse Property Management (formerly Kwanlin Development Corporation) as well as Canyon City Construction (Kwanlin Dün's wholly-owned construction company).

### **McLean Lake Quarry**

Our Final Agreement gives us the opportunity to acquire leases from the Yukon government for two quarry lots at McLean Lake – the last undeveloped lots in the area.

We plan to go through the necessary steps to clear and start developing the quarry.

# Education & Social Assistance

Beginning in April 2010, the Education Department was restructured to bring together all aspects of education into a single department. This move allowed us to focus the department's efforts on expanding and improving education services to meet the growing demands of the Nation.

Adult Care was transferred from Education to the Health Department and Human Resources from Education over to Administration. Responsibility for the Dusk'a Head Start Family Learning Centre came to Education from Health. The reorganization of the Department is continuing with the future transfer of responsibility for Social Assistance.

Therefore, in 2010/11, program responsibilities included: Early Childhood Education; K-12 Education; Adult Education; Occupational Health and Safety; and Social Assistance.

## Highlights

The reorganization of Education allowed the Department to focus its efforts on improving services and on developing new initiatives.

### Dusk'a Head Start Family Learning Centre

Following a thorough investigative review of the "Dusk'a Head Start Learning Centre" by Yukon Child Care Services in the early spring of 2010, a political decision was made to reorganize the Centre and undertake major renovations.

The Centre closed for a period of three months and reopened as the "Dusk'a Head Start Family Learning Centre" in September 2010. Significant efforts were devoted to upgrading the Centre's facilities, programming and professional standards.

In 2010-11, the Centre's licensing was renewed through a process of temporary licensing and interim inspections. The Centre has fully

complied with the standards of interim inspections, and is expected to qualify for regular licensing early in 2011-12.

### Adult Education

The KDFN Education Department continued to offer a community-based College Preparation Program, providing choices for further education and employment that are often limited for people who have not completed high school or the equivalent.

In an effort to expand community-based training opportunities, the Department pursued a partnership agreement with Yukon College to build on the success of an existing and unique cost-sharing arrangement that offers half-time instructional support and half-time employment training. This arrangement has allowed the House of Learning to expand its College Preparation and short course offerings.

A growing number of KDFN members took advantage of these offerings over the year; resulting in largest number of students ever. For some participants, it

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House of Learning instructor, Cathy Borsa works with student Rachel MacLeod. There were a record number of students taking courses at the House of Learning in 2010-11.

was the first time they had entered a classroom as a student, for decades.

### **Occupational Health and Safety**

Occupational Health and Safety is an important part of ensuring the wellbeing of the Nation's workplace and community. With the recognition and support of this initiative by Leadership, KDFN set the trend for other First Nations in Canada by complying with regulations, identifying workplace hazards, and avoiding injury through training and the development of safety policy and procedures. The results of these efforts extended across the organization and community and were most evident in high hazard areas such as housing operations and construction.

### **Elementary School Tutoring Program**

A KDFN tutor program begun in the previous year was once again offered successfully in Elijah Smith Elementary School. Negotiations were opened with the Yukon Department of Education and the Yukon Teachers Association to improve the program by allowing tutoring services to be offered during scheduled class hours.

### **Case Management**

The department initiated a case management service in early 2010 to help citizens negotiate the often difficult and complicated steps needed to develop independence and self-reliance through education and employment. The assistance provided in connecting services, resolving complex personal issues and developing paths to independence has proven to be highly successful.

### **Financial Assistance for Training and Education**

The upward trend in demand for post-secondary education and training continued in 2010-11, creating pressure on limited student financial assistance funding and driving the need for policy reforms in the Post Secondary Student Financial Assistance and ALFA programs.

As a result, the Department began to examine both assistance programs with a view to recommending changes that would benefit the greatest number of citizens and forward the development of the Nation.

## **Future Directions**

The main challenge facing the department is its capacity to meet growing demand. In the coming year, the Department will work toward solidifying the gains it has made in past year, integrating services to make them more effective, improving programs to make them more efficient, and building new initiatives with the help of external partnerships and new funding.

### **Dusk'a Head Start Family Learning Centre**

The Dusk'a Head Start Family Learning Centre, will continue to move forward with the Nation's commitment to its youngest children. We will be furthering the integration of aboriginal language and culture into the Head Start Program, developing an early childhood community resource centre, further improving the children's playground, replacing the Centre's van to meet current safety standards, and providing specialized support for families of young children.

### **Elementary School Tutoring Program**

Education will work with the Elijah Smith Elementary School and Yukon Education to continue the tutoring program and extend this service to Takhini Elementary. We will also explore, with the Health Department, the feasibility of offering a community-based tutoring/recreation program.

### **Occupational Health and Safety**

The department will finalize and implement an Occupational Health and Safety policy for KDFN, provide continuing training for staff and assist in the development of a work climate that is committed to the well being and safety of employees.



Many community members learned about safe boating practices at a boating course offered at the House of Learning. This was one of a number of community-based training programs offered in 2010-11.

### **Adult Education**

The department will continue in its efforts to support access to adult training and education opportunities. New funding sources may be identified and pursued once the agreement with Yukon College has been achieved for the development of a joint KDFN/Yukon College Community Learning Centre.

### **Employment Services**

With the assistance of YACA funding, the Department will develop and offer a wide range of employment services in the coming year, integrating job search support with career and life planning, job retention support, and job readiness support. The new service will also assist KDFN with related initiatives including human resource development planning, staff development and the development of training and educational offerings.

### **Financial Assistance for Training and Education**

The policy review initiatives begun in 2010-11 will continue in the coming year with the intention of ensuring that limited funding serves as many citizens as possible and the interests of a developing Nation.

### **Social Assistance**

The transfer of Social Assistance responsibilities remains an objective of the Department to offset the capacity challenges of assuming responsibilities for the Dusk'a Head Start Family Learning Centre and Employment Services.

Prior to the transfer of Social Assistance the Department will initiate some of the basic program development work needed to assist social assistance clients wishing to pursue a path of independence and self reliance.

# Governance Secretariat

The Secretariat has been responsible for coordinating Self-Government and Final Agreement implementation, overseeing Financial Transfer Agreements and Programs and Services Transfer Agreement negotiations, and conducting intergovernmental affairs. In addition, the Secretariat was responsible for coordinating and conducting government-wide policy development and legislative review and design.

## Highlights

### Beneficiary Referendum

In the spring of 2010, the Secretariat was kept busy with overseeing the Beneficiary Referendum on three important policies that dealt with investment governance; settlement land; and consultation. Beneficiaries overwhelmingly voted in favour of all three policies on June 15th.

### Policy Development

Based on the success of the referendum, work proceeded within KDFN on the three policies. Draft terms of reference and a proposed policy development process were submitted to Council in January.

Staff also worked with other departments on issue specific policies such as the Post Secondary Education Support Policy.



The Beneficiary Referendum was held June 2010. We had a great voter turnout and people voted strongly in favour of three policies on investment, settlement land and consultation.

### Training and Capacity Building

The Secretariat organized a workshop on Self-Government in March 2011. Additionally, our Implementation Coordinator Trainee, Lily Sembsmoen, shadowed the Director and is also taking courses as part of the First Nations Governance and Public Administration Program.

### FTAs

KDFN's Financial Transfer Agreement (FTA) with Canada, which provides us with about \$10 million a year, came up for renewal. To prepare and to strengthen our position, we worked with three other First Nations whose land claim agreements became legal after 2002 (Ta'an Kwach'an Council, Kluane First Nation and Carcross/Tagish First Nation). Working together as the Coalition of Northern Aboriginals for Self-Determination, our goal was to ensure that the provisions of the FTAs best met our unique needs. This work also involved a number of meetings with Yukon and Canada officials, legal reviews and research.

### Communications

This past year we focused on improving our communications with our citizens. Regular quarterly newsletters were produced, a Facebook page was set up, and updates to our website were initiated. We also did extensive outreach as part of the Beneficiary Referendum.

### Chief and Council Election

The Secretariat coordinated the March 2011 election of Chief and Council. This work included updating our voters list, working on amendments to election rules (although the old ones were used this time), and finding a Chief Returning Officer to run an arms-length election process.

## Support for Governing Bodies

The Secretariat provides support to KDFN's governing bodies. In 2010-11, we organized a meeting of the Youth Council youth to discuss the vision and operations of the Council and to select a spokesperson, Sarina Sydney. We organized the General Assembly, coordinating the resolution process, minute taking and other logistics. We also prepared orientation materials and initiated a broad range of orientation sessions for the new Chief and Council.

## Future Directions

### Restructuring and Renaming

In September 2011, the Governance Secretariat was restructured and renamed. It is now known as the Executive Council Office (ECO) and reports directly to Chief & Council.

### FTAs

We will be signing a new nine-year Financial Transfer Agreement in the fall of 2011.

### Training and Capacity Building

ECO will continue to focus on capacity building for all staff and leaders in KDFN. We are working on a new governance manual and will be hosting further governance and leadership training workshops for leaders, directors and managers in KDFN.

### Support of Governing Bodies

Supporting and building the capacity of the new Chief and Council will be a significant focus in 2011. In addition to preparing and delivering orientation and training activities, we will be strengthening procedures for Chief and Council and the Elders Council and supporting strategic planning. We will continue to support the Youth Council (including work on a summer Youth Camp) and the Elders



Kwanlin Dün's Council member, Jessie Dawson (middle) welcomed delegates to the Assembly of First Nation's Building on Success conference, September 2010. She is joined on stage by Chief Brenda Sam of Ta'an Kwach'an Council (left) and Elder Hazel Bunbury.

Council (including developing a proposal for a KDFN cultural dance group).

### Legislation and Policy Development

There are many policies that we will be either supporting the development of or taking a lead on in the coming fiscal year. This includes policies on vehicle use, finances, consultation on changes to the Final Agreement, health and safety, and housing. We are also working with the Lands and Resources department on completing the Lands Act and implementing a lands registry.

### Organizational Effectiveness

Part of the Executive Council Office's role is to strengthen and support the functions of the whole KDFN government. As part of this, we will be reviewing our organizational effectiveness, strengthening support to our boards and committees, improving our information management and tracking, and consolidating our legislation. Effective organizations also have effective communications so we will be hiring new communications staff and working on improving both internal and external communications.

# Health

## Highlights

Last year, the Department made changes and advancements in how we delivered our services. Responsibility for the Dusk'a Learning Centre was transferred to Education and our Justice program officially became its own department. We also restructured our programs and created a new service to increase our community support and impact.

### New Program Areas created

The three main programs and services areas we created are: Health Promotion; Home and Community Care; and Clinical Counselling Services.

#### *Health Promotion:*

Health Promotion integrated a series of programs and services covering health education, disease prevention, harm reduction and health promotion. The program also provides walk-in clinic nursing services, community wellness services and programming to Kwanlin Dün citizens involved in corrections.

Many different educational and outreach activities, for all ages of people, were carried out by this section of the department in 2010-11.

#### *Home and Community Care:*

Home and Community Care provides advocacy and support services for people being discharged from the hospital as well as biweekly physician services. In April 2010, this area of Health also took on the Elder Care Program.

We conducted a risk management analysis which resulted in some major change to services. All staff working in the program were required to have training in First Aid/CPR, WHIMIS and Food Safe to minimize risk to our clients.

#### *Clinical Counselling Services:*

This brand new program was set up to provide comprehensive, and culturally appropriate, therapeutic, mental wellness, addictions and family violence services to adults, children/youth and families. The service allows citizens to have access



Many healthy activities, such as sewing and other arts and crafts, were organized by Health as part of National Aboriginal Addictions Awareness Week (NAAAW).

to professional counselling right in the Kwanlin Dün community. Outreach counselling services were also provided to Kwanlin Dün citizens accessing Whitehorse Corrections and Blood Ties Four Directions services.

### **Working holistically**

Health Centre staff acknowledge that there are many things that affect our physical and emotional health. For example, a person's housing, education, environment and economic situation can all have an impact on their health. Therefore, Health frequently worked with other departments as a way of holistically approaching the health and well-being of our community and citizens.

For example, in 2010/11, we worked with Justice to deliver healing programs at Jackson Lake. We worked with Education to revise the management and programming at the Dusk'a Family Learning Centre. Health has also been working with Community Services (Housing) to create a team approach on doing home assessments.

Additionally, staff held community celebrations—like the celebration of our outgoing Chief, the celebration of the incoming council and the awards for role models and for sobriety—to honour individuals and build unity.

### **Working across the life span**

We focused on providing programming that addressed health needs across a person's life span and we worked with other organizations on the clients' behalf when they were accessing services or trying to navigate the system.

Health Centre staff promoted resilience, motivation and independence. We also delivered educational sessions on topics identified by community members. Health centre nurses and counsellors provided daily drop-in clinic and counselling services.

An important focus in 2010/11 was the development of a recreation program, especially for youth. KDFN staff enhanced youth recreation programming last June and we pulled together a team which developed a successful funding proposal to explore the creation of a new recreation department.

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## **Clients served**

In 2010/11, the Health Centre served over 1600 different people. However, we see many of these people many times; our staff had over 17,000 separate contacts with people in this one year.

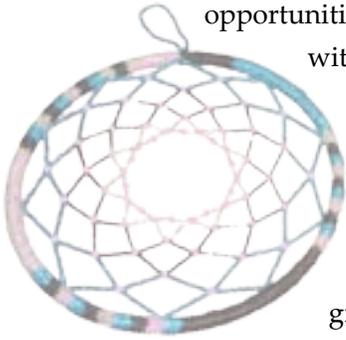
The breakdown of our clients was 66% from Kwanlin Dün First Nation, 30% from other First Nations and 4% non First Nation.

Some additional statistics from individual Health programs for 2010-11:

- The Home Care program cooked and delivered a “meals on wheels” program two times per week for a total of 1638 meals.
- The Doctor's clinic provided clinics two days per week with 162 community members accessing the services (for a total of 545 separate contacts).
- There were approximately 11-15 clients, at any given time, accessing Elder Care.
- The counselling program saw 157 different clients (for a total of 1458 separate contacts).
- The Outreach Van saw 1811 individuals (with a total number of contacts of over 12,400!). Two-thirds of the van's clients are male and one-third are female.

### **Honouring cultures and traditions**

Our staff know that the honouring of culture and traditions supports health and well-being. In the past year, we promoted eating and using traditional foods, promoted and provided more



opportunities for citizens to connect with the land, incorporated language into programming and signage at the Center, supported the Blue Feather Music Festival, encouraged drumming and dance groups during celebrations and programming, purchased

local art for the Health Center, and encouraged spiritual practice within the community.

Health Centre staff also used the concepts of the Medicine Wheel to help them provide culturally-based programming. Additionally, we developed a new “Cultural Orientation Tool Kit” which will be used to ensure our staffs have the opportunity to better understand the culture they are working in.

### **Building & strengthening our team**

The Health Centre management team worked together to update policies, procedures and quality control measures and to provide programming that was effective, coordinated, integrated and harmonized.

The Health Centre program teams convened weekly staff meetings and annual staff retreats for ongoing evaluation and program planning.

We also worked to strengthen our whole team through training and capacity building initiatives. Funding was received from Health Canada for training our team of nurses and some courses were offered to all staff at the Centre (as well as to staff in other departments). The courses included: Frontline Leadership; Diabetes – Community Capacity Building; Psychosocial First Aid; First

Aid/CPR; Food Safe; WHMIS; Transportation of Dangerous Goods; Immunization Competencies; Motivational Interviewing; Occupational Health and Safety; Spirometry Certification; and Wound Care Management.

We also have been strengthening our team by mentoring existing staff who have taken on new roles as managers.

### **Future Directions**

Much of the future work in Health will be focused on continuing to meet community needs by honing and strengthening our existing services. However, there are a few things that we will also be emphasizing in the coming fiscal year.

#### **Recreation programming**

As we successfully secured funding to pilot a new recreation program, in 2011/12 there will be a number of new developments in recreation. We have already hired a new Recreation Developer/Planner who will be undertaking community consultations, doing strategic planning, creating work-plans, developing job descriptions, and piloting four-months of recreation programming for all ages. The focus will be on creating ongoing, consistent recreation programming.

#### **Cultural Orientation**

Using the Cultural Orientation Kit we developed in 2010/11, we will be piloting cultural orientation for our staff.

#### **Social Worker Services**

Our Clinical Counselling program has highlighted a need for someone who can work with the counsellors to support the many non-counselling needs of the clients we see. In 2011/12 we will do an assessment of what we need in terms of a social worker position within the department and how we could support such a position.



Kwanlin Koyote kids meet at the ski chalet every Tuesday and Thursday after school for healthy snacks and skiing. The Health Department will be working on increasing recreational opportunities for youth.

### **Increased Doctor and Nursing Services**

Health will be looking at new funding opportunities and approaches that will allow us to increase our doctor services (from the current 2 days a week up to 3.5 days a week).

We have also initiated, in partnership with the Yukon government and the Salvation Army, a once a week nursing clinic downtown. By running the clinic out of the Salvation Army building we are increasing accessibility to health services for many clients.

### **Risk management and quality assurance**

The increase of doctor and nursing services and other client contacts at the Health Centre leads to an increase of risk. Therefore, this year we will continue to focus on enhancing our quality assurance and risk

management plans. Our goal is to secure funding to conduct a comprehensive review and approach that professionalizes our department, one that leads to increased accountability, improved communications, and safer, more consistent service delivery. Our target is to successfully seek accreditation from Accreditation Canada.

### **Challenges of Space**

The ongoing growth of our programs and services has created challenges when it comes to finding space for everyone in the Centre! We will be exploring how to deal with space limitations in the coming year.

# Justice

Once part of Health, Justice became its own department in 2010-11.

## Highlights

### Strategic Planning

With the creation of a stand-alone Justice Department, strategic planning became a priority in 2010-2011. A three-year strategic plan was completed and presented to the KDFN General Assembly in November 2010.

### Police Review and Task Force on Acutely Intoxicated Persons at Risk

Kwanlin Dün undertook community-based research and consultation that formed the basis of reports being submitted to two Yukon government led processes: the Review of Yukon's Police Force; and the Task Force on Acutely Intoxicated Persons at Risk.

KDFN was the only Yukon First Nation to access the funds and expertise necessary to complete their own community process and reports. The two reports—combined with the broad support of other Yukon First Nations and coordinated advocacy efforts—substantially influenced the direction and recommendations contained in final reports. The department will continue to monitor and support the implementation of the recommendations documented in both reports.

### Land-Based Healing

The Justice Department led the fundraising, program design and planning for the 2010 land-based healing program delivery at Jackson Lake. The substantial effort resulted in the delivery of two programs: a five week woman's program and a three week men's program.

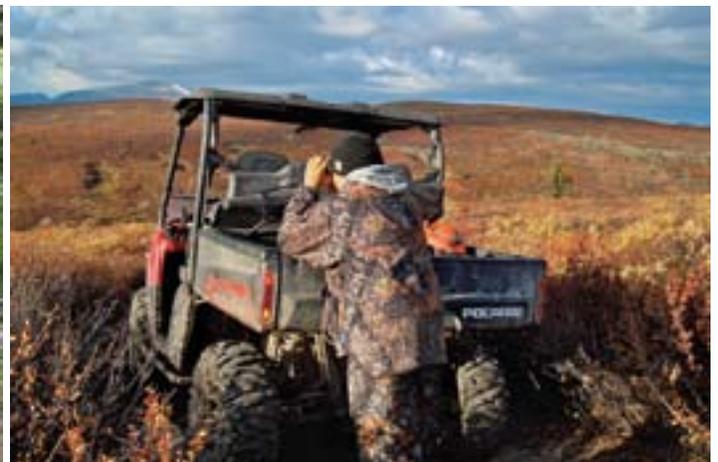
A comprehensive evaluation was completed on the women's program and through the winter the department worked on securing longer-term funding for programming at Jackson Lake.

### Administration of Justice

Justice completed its first year of community engagement under a funding agreement with Indian and Northern Affairs Canada. In March 2011, community meetings were held with Elders, Youth and other community members to explore administration of justice, restorative justice, child welfare and land based healing. A research framework was also completed that sets out a plan for gathering information from the community members as well as other sources in the Yukon and nationally.

### Child Welfare

In September 2010, as a result of problematic communications and interventions impacting KDFN families, Kwanlin Dün informed the Yukon's Health



Two land-based healing camps were held at Jackson Lake in 2010-11. The women's camp included learning how to butcher a moose and handle the meat. The men's camp included a hunt.

and Social Services (H&SS) that they should not come on to KDFN lands without first contacting KDFN staff.

The Justice Department, being responsible for child welfare, became extensively involved in the renegotiation of roles and responsibilities between KDFN and H&SS. A new KDFN-H&SS Liaison Committee was established and it began negotiations on an Immediate Measures Agreement (IMA). This agreement is intended to guide more collaborative relationships and arrangements for Yukon government program and service delivery to KDFN.

### **Community Justice**

KDFN continues to provide assistance and support to KDFN citizens and their families in conflict with the law or in need of support in victim services, probation, corrections or court related services. This is done through a range of programs and services founded on First Nation values, restorative justice principles and practices where possible.

### **Kwanlin Dün First Nation Judicial Council**

The Judicial Council is a council of citizens appointed to assist the Kwanlin Dün First Nation Government and citizens in resolving disputes outside of the court. The Justice Department is responsible for the Council's administrative and financial functions and for filling vacancies on the Council.

In 2010, Judicial Council had one active appeal and a number of inquiries requesting information in regards to what type of matters can Judicial Council deal with.

### **Special Events and Initiatives**

On May 26th Justice partnered with CYFN and CAIRS to host a Yukon-wide celebration marking the National Day of Healing.

The department also established a new partnership with Northern Cultural Expressions Society for the delivery of a series of culturally-based workshops with high risk youth as the primary target group.



The booklet *UyidYnji Tl'aku (I let it go now)*, was based on a healing gathering KDFN hosted in 2009. The booklet was released by Justice November 2010 along with audio CDs of keynote speeches from the gathering.

These workshops focused on traditional teaching, sewing and carving.

In November, during restorative justice week, the Justice department released and distributed the booklet, *UyidYnji Tl'aku – "I let it go now"*, and audio CDs of keynote speeches made at the healing gathering held the previous year.

During restorative justice week the Justice Department coordinated a four-day sacred fire. Following a series of 17 deaths in the community over the year, the intent of the event was to provide a traditional ceremonial way for people to express their grief, seek help and connect with support.

## **Future Directions**

### **Administration of Justice Community Engagement and Negotiations**

A second Administration of Justice funding agreement will be signed for 2011-2012. This funding agreement will allow us to do more community education, consultation and research, and may include negotiations of a formal framework. The research will include reviewing the KDFN experience in implementing restorative justice, including circle sentencing; further development of restorative justice practices; and implementation. The overall goal is

*continued on next page*



Child welfare issues have been a strong focus of Justice. In November 2010, Justice hosted a meeting with the Child and Youth Advocate office to become more informed about child welfare laws and rights and to allow community members to raise their concerns.

developing KDFN's authority and capacity in priority areas such as policing, land-based alternatives in corrections, support of community members and prevention.

We are also working with the First Nations justice network to secure funds to host a Yukon wide Elders traditional laws summit.

### **Land-Based Healing Fundraising**

Funding has been secured to support the delivery of one three week men's program in September 2011 and the evaluation and further development of the program model and materials.

Plans are underway to hold a summit on land-based healing among Yukon First Nations. We will be visiting a First Nation treatment program on Vancouver Island to assist in developing connections and supporting funding negotiations. Funding commitments to date have been very limited and new strategies will be employed to ensure the development and sustainability of a range of programs to serve KDFN citizens and the Yukon.

### **Child Welfare**

The completion of the negotiations of the Immediate Measures Agreement (IMA) is expected prior to the end of 2011 and its implementation will be a focus of the department for the initial implementation period.

Securing additional human and financial resources to support implementation is a priority as this area has created a heavy workload for a small department.

Our other priority will be to ensure culturally safe and culturally competent program and service delivery. We want to see cultural plans that include community connection for all children in care.

Following the initial implementation period KDFN may proceed to the next step of negotiating an Interim Arrangements Agreement (IAA). This agreement would look at different ways of delegating or designating specific powers for child welfare.

### **Building Capacity**

In order to meet the broad range of our responsibilities, our small department needs to expand and strengthen its foundation. For example, we need to do additional program and policy development to guide our work. We also need a qualified social worker, and staff to work on victim services and corrections reintegration. We need people who can work with all Yukon First Nations to collaborate or take leadership on programs and services in Whitehorse that are open to all Yukon First Nations citizens and, in some cases, all Yukoners.

# Lands, Resources & Claims Implementation

The Lands, Resources and Claims Implementation Department changed its name in 2010 to better reflect its work.

The department manages land and resources on Settlement Land, and implements the parts of the land claim agreement that affect land and natural resources. We are responsible for legislation, policy and planning. We manage harvest on Settlement Lands and participate in environmental assessment throughout the Traditional Territory.

## Highlights

### Lands Administration & Planning

The department worked on building the foundation for a system that will be able to make land available for citizens and bring revenue to the First Nation.

The survey of Settlement Land is now complete and we have made significant progress with the Lands Act. We took a draft of this legislation through first reading with Council this past spring. We also completed



Les Wilson recorded information at the Marsh Lake cemetery as part of the planning for expansion of the cemetery.

research on mortgaging and leasing (KDFN Mortgage and Leasing Guide) and developed templates for Commercial and Residential Leases.

Additionally, staff continued to review and respond to development applications. The Yukon Electrical Company (YECL) application for a two-year extension to its water license for the Fish Lake Hydro Project consumed considerable time and resources. We presented recommendations through the YESAA process that primarily dealt with concerns about high water levels.

In 2010-11, we either removed or legitimized several encroachments on Settlement Land. Until we are able to lease or make use of the land ourselves, these parcels will be vacant or they will be earning money to offset property taxes or contribute to KDFN revenues.

As per the Final Agreement, Kwanlin Dün will be able to exercise their option to develop quarry resources at McLean Lake. The department developed and used a Quarry Development Plan as the basis for getting authorizations (i.e. YESAA and City of Whitehorse) to develop this quarry. Economic Development will be carrying this development work forward.

We also initiated a cooperative planning process for the Marsh Lake local area. Almost 50% of the Marsh Lake area is made up of KDFN Settlement Land and the purpose of this process is to promote compatible land use on Settlement and non-Settlement Land. We developed a schedule and framework for comprehensive public consultation and decision-making for the coming year.

Our Land and Resource Inventory Project continued in 2010-2011. We also made progress on our Archaeological Inventory Project in the M'Clintock watershed. Tools to better plan and manage our lands are almost ready.

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## **Fish and Wildlife Management**

The department participated in a review of the draft Yukon Wolf Conservation and Management Plan. We also continued to participate in the Southern Lakes Wildlife Coordinating Committee, assessing wildlife in the Southern Lakes area and developing recommendations on management of game species such as caribou, moose, and sheep.

We also continued monitoring and managing a major chinook salmon spawning area at Michie Creek. We participated in the Yukon elk harvest program by issuing permits for harvest on Settlement Land and tracking harvest data.

## **Future Directions**

### **Lands Act**

The Lands Act will be reviewed by experts at the Government of Yukon and the City of Whitehorse; we will revise the Act, and the associated Land Authorization Regulation, to ensure consistency with their laws. Final drafts will go to second reading and community review in the fall. The Act and accompanying regulations will be completed in the coming year. This will enable us to be involved in the leasing and development of Settlement Land.

### **Fish Lake Hydro Project**

We will be participating in the Water Board relicensing process for the Fish Lake Hydro project this spring and we expect the YECL to apply for a 25-year renewal of their water license for this same project as soon as December 2011. We will be reviewing and responding to this proposal.

### **Alaska Highway Pipeline Projects**

The department will undertake two projects with funding from the Alaska Pipeline Project (APP). The Kwanlin Dün History Project will document the history of the Kwanlin Dün people, as it relates to the

make-up of the Kwanlin Dün community today, and how our community has responded to change brought on by developments such as the Alaska Highway. The Land Use Project will identify the KDFN settlement lands that will be affected by the APP and will identify measures to mitigate negative impacts and enhance opportunities to protect and benefit KDFN.

### **Planning**

Issues delaying the Kusawa Park planning process have recently been resolved and the process is again underway. We will continue to work on the Marsh Lake Local Area Plan and expect a draft plan to be complete by summer 2012.

Field work, analysis and reporting for the Land and Resource Inventory project and for the Archaeological Inventory project will be completed this winter. A community presentation on the archaeology project will be held in early 2012.

Conceptual plans for a new cemetery along the Long Lake Road and the expansion of the Marsh Lake cemetery have been developed. The next steps include a geophysical investigation of the proposed site, expansion of the Marsh Lake cemetery and a cleanup of existing cemeteries.

Within the City, the department will be participating in the Kwanlin Dün Waterfront Heritage Working Group which is dedicated to presenting Kwanlin Dün history along the Whitehorse waterfront. Kwanlin Dün has just recently begun discussions with both Canada and Yukon to initiate this important provision of the Final Agreement.

Finally, the department is participating in the Porter Creek D working group. This group is looking at a proposed housing development in the City, along McIntyre Creek. Identification of values of the area and related recommendations will assist and inform Whitehorse City Council as they make their decisions about the area.

# Financial Summary Statements 2010-11

## MANAGEMENT'S STATEMENT OF RESPONSIBILITY

The accompanying non-consolidated financial statements of Kwanlin Dun First Nation ("First Nation") and all the information in this annual report are the responsibility of the First Nation's management and have been approved by the Chief and Council ("Council").

These financial statements have been prepared in accordance with accounting principles as disclosed in Notes 1 and 2 to the non-consolidated financial statements and, where appropriate, include amounts that are based on management's best estimates and judgments.

Management has established and maintained internal control systems to ensure that the non-consolidated financial information is objective, reliable and accurate and that First Nation assets are appropriately accounted for and adequately safeguarded.

The Kwanlin Dun First Nation Council is responsible for overseeing management in the performance of its financial reporting responsibilities and for approving the non-consolidated financial statements. The Council fulfils these responsibilities by reviewing the non-consolidated financial information prepared by management and regularly meeting and discussing relevant matters with management and external auditors. The Council is responsible for recommending the appointment of the First Nation's external auditors.

The non-consolidated financial statements have been audited by the independent auditors, M. McKay & Associates Ltd., Certified General Accountants. The independent auditors have full access to both the Council and management to discuss their audit findings. Their report outlines the nature of the audit and expresses an opinion on the non-consolidated financial statements.

  
\_\_\_\_\_  
Chief  
\_\_\_\_\_  
Councillor  
\_\_\_\_\_  
Finance Director

## INDEPENDENT AUDITORS' REPORT

To the Members of  
Kwanlin Dun First Nation:

We have audited the accompanying non-consolidated financial statements of Kwanlin Dun First Nation (the "First Nation") which comprise the non-consolidated statement of financial position as at March 31, 2011, and the non-consolidated statement of operations, non-consolidated statement of changes in net financial assets and non-consolidated cash flows statement for the year then ended, and a summary of significant accounting policies and other explanatory information.

### **Management's responsibility for the financial statements**

Management is responsible for the preparation and fair presentation of these non-consolidated financial statements in accordance with Canadian generally accepted accounting principles for First Nation governments in Canada and for such internal control as management determines is necessary to enable the preparation of the non-consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's responsibility**

Our responsibility is to express an opinion on these non-consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the non-consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the non-consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the non-consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the non-consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Basis for Qualified Opinion**

As explained in Note 2 to the financial statements, these financial statements have been prepared on a non-consolidated basis. Generally accepted accounting principles require financial statements to be prepared on a consolidated basis. Also, the public sector accounting board requires section PS 3150 to be applied to local governments for years starting after January 1, 2009. This section requires that the First Nation disclose the historical cost and accumulated amortization by major category of tangible capital assets. As previous accounting principles did not require these details, no comprehensive list of tangible capital assets and their related historical costs were maintained. Therefore, we were not able to satisfy ourselves as the completeness of tangible capital assets recorded on the financial statements.

**Qualified Opinion**

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion paragraph, these non-consolidated financial statements present fairly, in all material respects, the financial position of Kwanlin Dun First Nation as at March 31, 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles for First Nation Government.

**Other Matter**

The prior year comparative figures were audited by another firm.



**M. McKay & Associates Ltd.**  
**Certified General Accountants**

**Whitehorse, Yukon**  
**September 21, 2011**

**KWANLIN DUN FIRST NATION  
NON-CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
AS AT MARCH 31, 2011**

STATEMENT 1

	<u>2011</u>	<u>2010</u> <i>(As restated - Note 3)</i>
<b>FINANCIAL ASSETS</b>		
Cash	\$ 2,466,475	\$ 5,752,050
Accounts receivable	2,940,729	1,876,240
Grants receivable	2,153,704	2,125,070
Restricted cash (Note 4)	33,719,448	36,662,129
Long-term investments (Note 5)	3,205,967	3,611,341
	44,486,322	50,026,831
 <b>LIABILITIES</b>		
Accounts payable and accrued liabilities	5,902,510	6,738,478
Deferred revenues (Note 7)	426,594	312,806
Canada Mortgage and Housing Corporation replacement reserves	2,155,915	2,039,335
Long-term debts (Note 8)	4,147,823	5,022,565
	12,632,842	14,113,184
 <b>NET FINANCIAL ASSETS</b>	 31,853,480	 35,913,646
 <b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets (Note 14)	36,273,965	21,157,622
Prepaid expenses	1,000	4,105
	36,274,965	21,161,727
 <b>ACCUMULATED SURPLUS (Note 15)</b>	 \$ 68,128,445	 \$ 57,075,373
 <b>Contingent liabilities (Note 12)</b>		

Approved:

  
 \_\_\_\_\_ Chief  
  
 \_\_\_\_\_ Councillor

M. McKay & Associates Ltd.  
Certified General Accountants

See accompanying Notes to the Non-consolidated Financial Statements

**KWANLIN DUN FIRST NATION  
NON-CONSOLIDATED STATEMENT OF OPERATIONS  
FOR THE YEAR ENDED MARCH 31, 2011**

STATEMENT 2

	<u>Budget</u>	<u>2011</u>	<u>2010</u>
<b>Revenue</b>			
Government of the Yukon	\$ 1,853,115	\$ 11,301,706	\$ 682,504
Government of Canada - Financial Transfer Agreement	8,918,803	10,296,190	9,867,469
Rentals	342,348	1,382,098	1,480,984
Personal Income Tax and First Nation Goods Services Tax	161,123	928,323	824,209
Compensation payment	-	862,212	862,212
Health and Welfare Canada	918,624	927,136	920,680
Canada Mortgage and Housing Corporation	-	505,232	62,511
Administration fees	541,433	419,282	658,284
Interest income	400,000	300,322	205,113
Aboriginal Labour Force Alliance	390,809	287,733	221,463
Government of Canada - Others	149,222	247,178	-
Indian and Northern Affairs Canada	199,066	213,847	454,048
Transferred from deferred revenue	-	82,810	347,783
Council of Yukon First Nations	93,515	69,944	-
Others	793,031	241,832	1,442,361
Repayable to funding agencies	-	(54,999)	-
Transferred to deferred revenue	-	(224,675)	-
	<u>14,761,089</u>	<u>27,786,171</u>	<u>18,029,621</u>
<b>Expenses</b>			
Governance and Implementation	3,366,308	3,705,822	1,871,361
Natural and Cultural Resources	1,198,486	927,452	809,125
Health	2,809,307	2,699,714	2,464,794
Human Resources, Education and Social Assistance	5,370,936	4,462,683	4,534,012
Capital, Operations and Community Services	3,128,387	5,384,207	4,068,389
Administration and Finance	2,039,286	1,733,907	1,992,916
Economic Development	868,144	674,205	1,721,176
	<u>18,780,854</u>	<u>19,587,990</u>	<u>17,461,773</u>
<b>Excess of revenue over expenses</b>	(4,019,765)	8,198,181	567,848
Transfer from restricted cash	-	4,000,000	-
Allocation to land claims compensation fund	-	(862,214)	-
Interest income allocation to equity funds	-	(282,895)	-
<b>Annual surplus</b>	\$ (4,019,765)	\$ 11,053,072	\$ 567,848
<b>Accumulated surplus, beginning of year</b>	<u>57,075,373</u>	<u>57,075,373</u>	<u>56,507,525</u>
<b>Accumulated surplus, end of year</b>	<u>\$ 53,055,608</u>	<u>\$ 68,128,445</u>	<u>\$ 57,075,373</u>

See accompanying Notes to the Non-consolidated Financial Statements

*M. McKay & Associates Inc.*  
Certified General Accountants

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