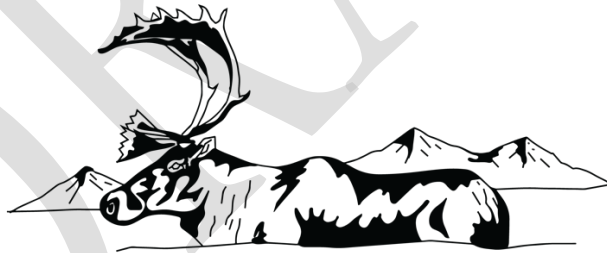


Yeendoo Geenjit Gwitr'it T'agwàa'in

We are working for our future

Strategic Plan 2022-2026



Vuntut Gwitchin Government

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Zhat nohjah eenjit shos idilii

Welcome

Over the past few years, we have experienced hard times. A pandemic took charge of our community; it forced us to put new health and safety measures ahead of what is normal and comfortable – gathering, feasting, celebrating, and laughing together. Our community did an amazing job warding off a major outbreak, yet we still live cautiously as the COVID-19 virus continues to thrive.

During this tumultuous time, Vuntut Gwitchin Government took advantage of a unique opportunity. It looked inwards. We reflected on many things, saw many strengths, but at times it was not easy or pleasant, taking a magnifying glass to an accumulation of bad practices, broken systems, and unhappy staff. In fact, it was one of the most difficult and risky things I have done as your Chief. It was also a learning experience. The process unveiled to me a simple truth: ignoring or denying problems does not make them go away. Nor would putting a bandage on the chaos serve my people, bring us closer to self-determination, or help us realize our vision for our children and grandchildren. Once I had begun the process of looking closely at VGG, my only choices were to fix it, or not. I saw the opportunity to build on the strengths and to make changes, deep changes, so that our government would be set up to support our People through an ever-changing world.

The remedy for what ailed VGG was threefold. First, we took an inventory of the government's functions. This process engaged every single staff member in answering one simple, but critical question: *What do you do?* Second, to ensure government functions were grouped together properly and not being duplicated, we launched a re-organization in which just a few departments were shuffled, such as Housing, which will now receive the attention it deserves as a department of its own under Gwich'in Services. Third, we put together this five-year Strategic Plan to guide the work of the government to support our People.

Yeendoo Geenjit Gwitr'it T'agwàa'in, which translates as “We are working for our future”, maps out the next five years at VGG. It is the culmination of months of contemplation, planning, and revision, by our workforce. It is both ambitious and completely manageable, thanks to the vision and drive of those who created it. I also have faith in this document because of the values and principles entrenched in every word. Now, I hand it over to the community for your contemplation and improvements. This is the Gwich'in Way.

Mahsi' choo,

Chief Dana Tizya-Tramm

Executive Summary

Yeendoo Geenjit Gwitr'it T'agwàa'in is a guide that Vuntut Gwitchin Government (VGG) will follow over the next five years. It maps out our journey with key reminders of *who* we are, and *where* we are going (Vision); *what* our purpose is (Mission), and *how* we will get there (Principles). Steeped in Gwich'in values and constructed with intention and care over the past year, the Strategic Plan ensures that everyone in government is on the same page, and that VGFN Citizens can follow along, engage, and offer feedback as VGG moves forward.

The goals and objectives in the Strategic Plan are the result of countless hours of collaboration between staff, Strategic Leads, the Executive Director, and Chief and Council, under the guidance of a project management expert. Every goal is a landmark that helps keep departments on the right path; objectives are the stepping stones along the way.

The General Assembly (GA), as tenet of government, has directly inspired the Strategic Plan and the April 2022 Re-Organization through various GA Resolutions over the years, which called for improvements to internal structures and governance processes, in addition to demanding more transparency and better communication. In response, VGG has done the following over the past two years:

Developed a Strategic Plan
Expanded the Executive Office to support governance and the General Assembly
Conducted a structural re-organization and introduced Strategic Leads
Hired a permanent, full-time Executive Director
Expanded government through intensive recruitment
Conducted a comprehensive Human Resources review with policy development
Conducted an inventory of government functions
Conducted an organizational audit

The three main parts of the VGG Strategic Plan 2022-2026 include:

1. A New Organizational Structure
2. Vision, Mission, and Principles
3. Goals and Objectives

Workplans are the next step in planning our five-year journey. These provide the details of how to achieve our objectives, much like a checklist of groceries and gear before a hunting expedition. Every staff member will develop an individualized workplan to achieve departmental goals and objectives. This level of detailed planning will enable the government to move forward more gracefully - one task, one objective, and one goal at a time – and *as one*.

With our neighbours and partners over the years, VGG has resolved to collaborate on priorities which continue to guide our work:

- Gwiyiinji Itak Hah T'igweedi'yaa Sriinatr'igwihee'aa - *Gwich'in Nation Accord 2022*
- Gwich'in Niintsyaa - *Resolution to Protect the Relationship between the Gwich'in and Lùk Choo 2022*
- Gwich'in Niintsyaa - *Resolution to Protect the Birthplace and Birthing Grounds of the Porcupine Caribou Herd 2022*
- Ni'inlii Declaration - *Vashraii K'oo 2016*

(The above documents are presented in Appendix A.)

DRAFT

A New Organizational Structure for VGG

In 2015, the General Assembly directed VGG to review its organizational structure to improve efficiency. Following an organizational audit in 2021, VGG's entire staff collaborated in investigating and reviewing its own work, with an eye on the future and the needs of the Vuntut Gwitchin community. It became obvious that VGG's decades-old structure was not evolving with its growing load of responsibilities and opportunities, nor did it have the capacity to fulfill the community's vision for the future. In the absence of frameworks, policies, processes, and procedures, it was found that staff, Citizens, the government, and the community were being negatively affected by the internal chaos. Only a major change could fix the problem.

The new organizational structure, launched April 1, 2022, was developed simultaneously with this Strategic Plan to ensure every function within VGG was thoroughly examined. Both took into account the myriad concerns of staff and Citizens, including issues of productivity, job satisfaction, absenteeism, communication, capacity, efficiency, skill development, service delivery, housing, and more.

VGG departments are now grouped under portfolios, where they benefit strategically due to their commonalities with other departments in the same group. This should encourage departments to work together, for the sake of efficiency and productivity. With the exception of the Executive Office, which is led by the Executive Director, each portfolio is now led by a Strategic Lead, and each department by a Manager.

Some key changes include:

- **The Executive Office was expanded** to include Governance and Communications, while also housing Enrolment and the Whitehorse Citizen Liaison Office. It supports Chief and Council, ensures the proper functioning of committees, tracks GA Resolutions, and improves communication between VGG and the community.
- **Nation Building was established** (replacing Intergovernmental Relations and Governance) as a portfolio specifically dedicated to the development of government, and the expansion of opportunities through government-to-government partnerships. Its departments include Strategic Initiatives, Law-Making, Intergovernmental Relations, and Negotiations.
- **Operations has been expanded** to include Infrastructure, to help with municipal services, and Capital Planning, to coordinate and lead construction projects, and Infostructure, which is dedicated to Old Crow's internet and technical needs.
- **Gwich'in Services was established** to oversee the Education, Recreation, and Health and Social departments; it also includes Housing as a new department so that it may benefit from additional attention to policy, strategic planning, and tenant relations.

- **Stewardship and Sustainability was established** to encompass the Natural Resources and Heritage departments, with Energy added as a department.
- **Corporate Services was established** to include the internal functions of government, including Human Resources, Finance, and Policy.

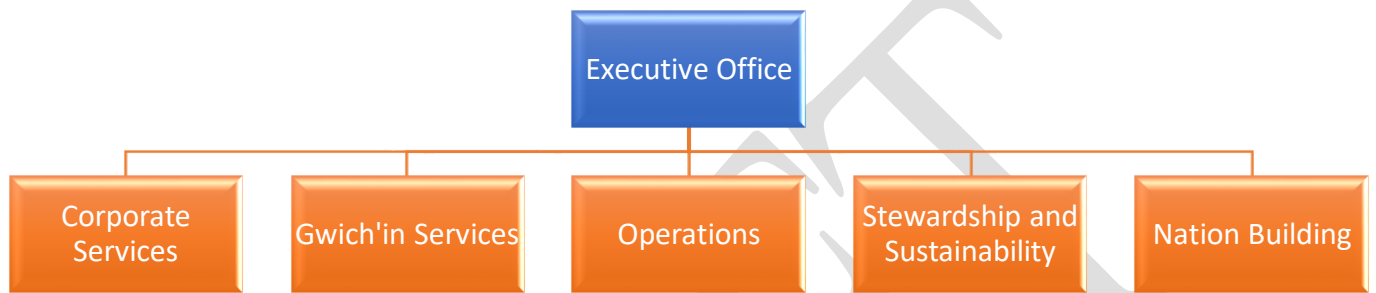


Figure 1. New Portfolio Structure

Vision, Mission, Principles for VGG

VGG's Vision, Mission and Principles were drafted by Chief and Council and fine-tuned by staff. During the all-staff meeting, held May 26, 2022, at Crow Mountain, all departments engaged in the process of fleshing out these statements in order to capture the essence of *Who* we are, *Where* we want to go, *What* our purpose is, and *How* we want to proceed. These touchstones will serve to keep the government grounded in the spirit and intentions of the Vuntut Gwitchin community.

Vision

Who are we? Where are we going?

We, the Vuntut Gwitchin, as both a government and a people, are dedicated to instilling in our children the wisdom of the land, of our ancestors, and the Creator, so that future generations may enjoy a life of self-sufficiency and cultural riches.

Mission

What is our organizational purpose?

Our mission is to promote wellness, self-sufficiency, and prosperity in our community through cultural teachings and environmental stewardship, and by building and maintaining an accountable government that motivates, inspires, and provides opportunities for the Vuntut Gwitchin.

Principles

How do we get there?

We go forward in a good way.

We support community like family.

We care for the land, the water, and the wildlife.

We empower one-another.

We seek wisdom from our Elders and our Youth.

We revitalize and practice Gwich'in language and traditions.

We exercise the rights of our land claim and self-government agreements.

Goals & Objectives for VGG Portfolios

The Strategic Plan sets the direction for our journey over the next five years, with Goals and Objectives acting as visible markers, reminding us of our path. Every department, and nearly every single staff member, has contributed to this Plan, ensuring that the reality of their work relates to the ultimate goal of self-determination and a good life for the Vuntut Gwitchin. Each Goal is a high-level intention including a target timeline, whereas each Objective is a stepping stone toward achieving it.

The Executive Office (EO)

The Executive Office (EO) is the centre of government. Led by the Executive Director, it includes Governance and Communications which support the government as a whole, as well as Chief and Council.

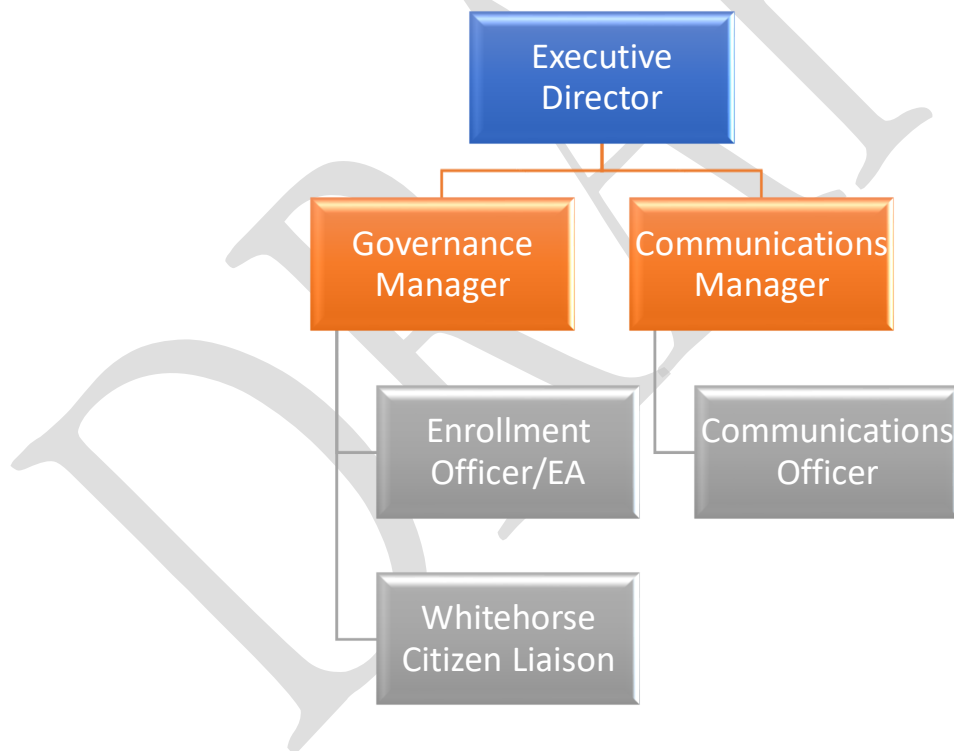


Figure 2. The Executive Office Portfolio.

Year 1 Priorities:

- Establish a high-functioning Executive Office that enforces adherence to the Constitution, the Governance Act, and other legislation specific and essential to good governance;

- Re-establish the Elders Council and Standing Committees, and reinvigorate youth participation, and
- Implement the Communications Plan by establishing strong internal and external communications.

Governance

The Governance (GO) department is responsible for supporting Chief and Council, and the Executive Director to ensure transparent and well-informed decision-making guided by VGG laws, especially the Constitution and Governance Act. Governance is responsible for the Whitehorse Citizen Liaison Office, and Enrolment.

Goals & Objectives

- 1. GOAL:** Establish standards of information flow between Council and the Community by fulfilling the following objectives:
 - a. Working with Communications to ensure quarterly distribution of Newsletters
 - b. Coordinating public engagements led by Council, the Executive Director, or the Elders Council
 - c. Coordinating monthly Council meetings, and making them public by 2023
 - d. Supporting Council by providing information to guide decision-making
 - e. Expanding Citizen-reach through enrolment initiatives
 - f. Providing Whitehorse-based Citizens opportunities to engage in government
 - g. Developing with Education a week-long Youth Summit focused on communication
- 2. GOAL:** Empower the General Assembly by fulfilling the following objectives:
 - a. Ensuring the GA Working Group is operational year-round
 - b. Developing a database to track GA Resolutions over time
 - c. Engaging the community on GA procedures and planning
 - d. Facilitating community engagement with departments to keep the GA informed
 - e. Producing a GA Report that is fact-based, thorough, and easy to understand
 - f. Producing a culturally-rich GA event where Citizens are supported and arrive informed
 - g. Conducting post-GA feedback sessions with the GA Chair(s) and the community
- 3. GOAL:** Ensure transparency in high-level decision-making by fulfilling the following objectives:
 - a. Implementing the Governance Handbook and Governance Act
 - b. Establishing Standing Committees for each Portfolio, as per the Governance Act, to lead community engagements on legislation and policy development
 - c. Formalizing the Elders Council, as per the Governance Act, to lead the Standing Committees and perform other governance duties
 - d. Establishing a Youth Council
 - e. Working with Nation Building to complete the Good Governance Project, which affects the Governance Act and the Constitution
 - f. Developing policies, processes, and procedures that encourage transparency and good governance

Communications

The Communications (CO) department is responsible for developing and implementing corporate communications strategies externally and internally.

Goals & Objectives

4. **GOAL:** Provide effective, inclusive, and accessible internal and external communications by achieving the following objectives:
 - a. Update VGG branding and Style Guide
 - b. Establish a Citizen Help Desk at VGG Reception
 - c. Create a new user-friendly Citizen-focused website
 - d. Work with Heritage to infuse language and culture in communications
 - e. Revitalize the publication of quarterly Newsletters
 - f. Develop regular Crow FM programming
 - g. Maintain strong relationships with media and partners
 - h. Develop internal and external communications frameworks, policies, processes and procedures (FP3)



Corporate Services (CS)

Corporate Services (CS) supports the entire government. It includes Human Resources, Finance and Policy.

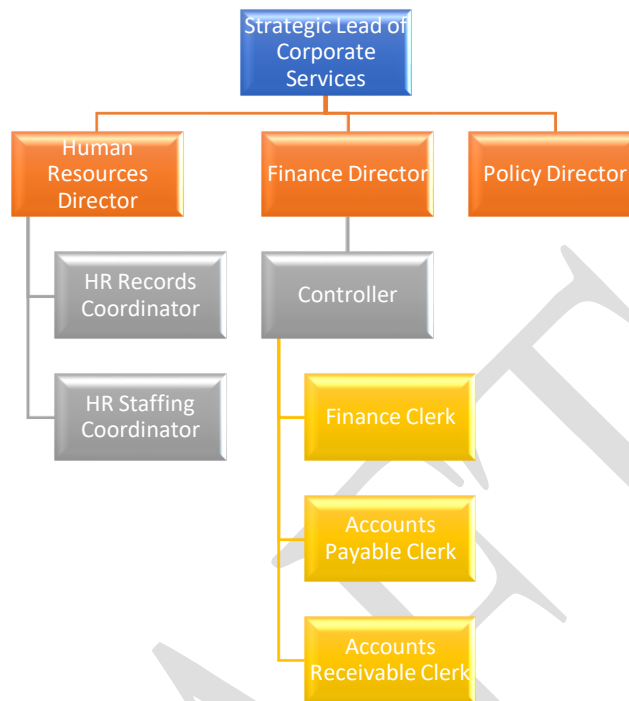


Figure 3. Organizational Structure of Corporate Services.

Year 1 Priorities:

- Implement a new payroll system;
- Develop and implement a foundational policy to guide government operations as a whole;
- Complete a government-wide compensation review; and,
- Conduct a government-wide review on Finance policies and consider the development of a Finance and Administration Law.

Human Resources

The Human Resources (HR) department is responsible for the strategic and effective management of VGG employees. HR is responsible for resource planning, research and analysis, retention strategies, succession planning, employee development and training, compensation and benefits, policies, performance management, employee relations, and health and safety.

Goals & Objectives

5. **GOAL:** Develop HR strategies and systems that support the Strategic Plan by achieving the following objectives:
 - a. Develop a comprehensive Human Resources Plan by September 2022
 - b. Ensure Citizen rights are met with respect to VGG employment
 - c. Work with Elders and develop a Gwich'in approach to employee performance
6. **GOAL:** Ensure VGG is a desirable employer by by achieving the following objectives:

- a. Leading government-wide discussions on what would make VGG a good workplace
 - b. Updating the HR policy with feedback from VGG
 - c. Increasing the number of VGFN Citizens working for VGG
 - d. Connecting with the broader Citizen base to understand skills/aptitudes/interests
 - e. Develop educational pathways to positions within the government
- 7. GOAL:** Develop a compensation and benefits package that attracts and retains employees by achieving the following objectives:
- a. Complete a Benefits Review and Plan by November 2022
 - b. Complete a Compensation Review and Alignment Plan by March 2023
 - c. Complete a re-alignment of all staff in accordance with the outcomes of the reviews by March 2023
- 8. GOAL:** Develop a skilled, knowledgeable workforce that excels in their roles by achieving the following objectives:
- a. Implement mandatory all-staff training by March 2023
 - b. Launch and maintain an Internship Program by 2023
- 9. GOAL:** Introduce user-friendly digital HR practices by achieving the following objectives:
- a. Customize and implement an HR and payroll portal dashboard that fully supports staff by June 2022
- 10. GOAL:** Develop the VGG workforce and increase accountability by achieving the following objectives:
- a. Designing Work Plans
 - b. Providing training resources
 - c. Developing an approach to Records Management

Finance

The Finance (FN) department is responsible for ensuring VGG is financially informed and responsible by providing oversight to ensure financial processes meet regulatory reporting requirements. FN provides timely and accurate recording, processing, and reporting of all financial transactions. It supports VGG by providing leadership in budgeting, forecasting, cashflow, and financial analysis. It contributes to government transparency through implementation of robust internal controls, and by supporting the annual financial audit process.

Goals & Objectives

- 11. GOAL:** Increase VGG's efficiency and effectiveness by achieving the following objectives:
- a. Introducing a new payroll software for streamlining and automating payroll processes in 2023
 - b. Introducing a new electronic funds payment system for streamlining and automating accounts payable processes in 2023
 - c. Introducing a financial forecasting system for supporting VGG operations management in 2023
 - d. Introducing certified procurement by March 2023

- 12. GOAL:** Improve reliability and relationships by achieving the following objectives:
 - a. Ensuring all VGG invoices are sent out within 10 business days
 - b. Ensuring all vendor invoices are paid electronically within 30 days
 - c. Ensuring all staff expenses paid electronically within 10 days
- 13. GOAL:** Improve overall support to government by achieving the following objectives:
 - a. Updating Finance Policies by 2024
 - b. Completing a Financial Information needs analysis by 2024
 - c. Completing a Financial Information Systems modernization project by 2025
 - d. Providing regular month-end financial reports by 2024
 - e. Conducting financial review meetings with managers
 - f. Developing a long-term financial plan and capital plan by the end of 2023

Policy

Policy (PO) supports the development of all VGG frameworks, policies, processes, and procedures (F3P) for the government. PO works with all portfolios and departments to identify policy needs and to ensure policies are developed and managed in a standardized manner.

Goals & Objectives

- 1. GOAL:** Increase clarity, transparency and trust internally and externally with regards to VGG policies by achieving the following objectives:
 - a. Developing a Gwich'inized General Administration Manual (GAM)
 - b. Modernizing the Social Assistance Policy with community input
 - c. Developing a Housing Strategy following community engagement

Gwich'in Services (GS)



The Gwich'in Services (GS) portfolio includes the Health and Social Services, Education, Recreation, and Housing departments, which serve the community by providing health and mental wellness supports, cultural education and programming, and housing for the community.

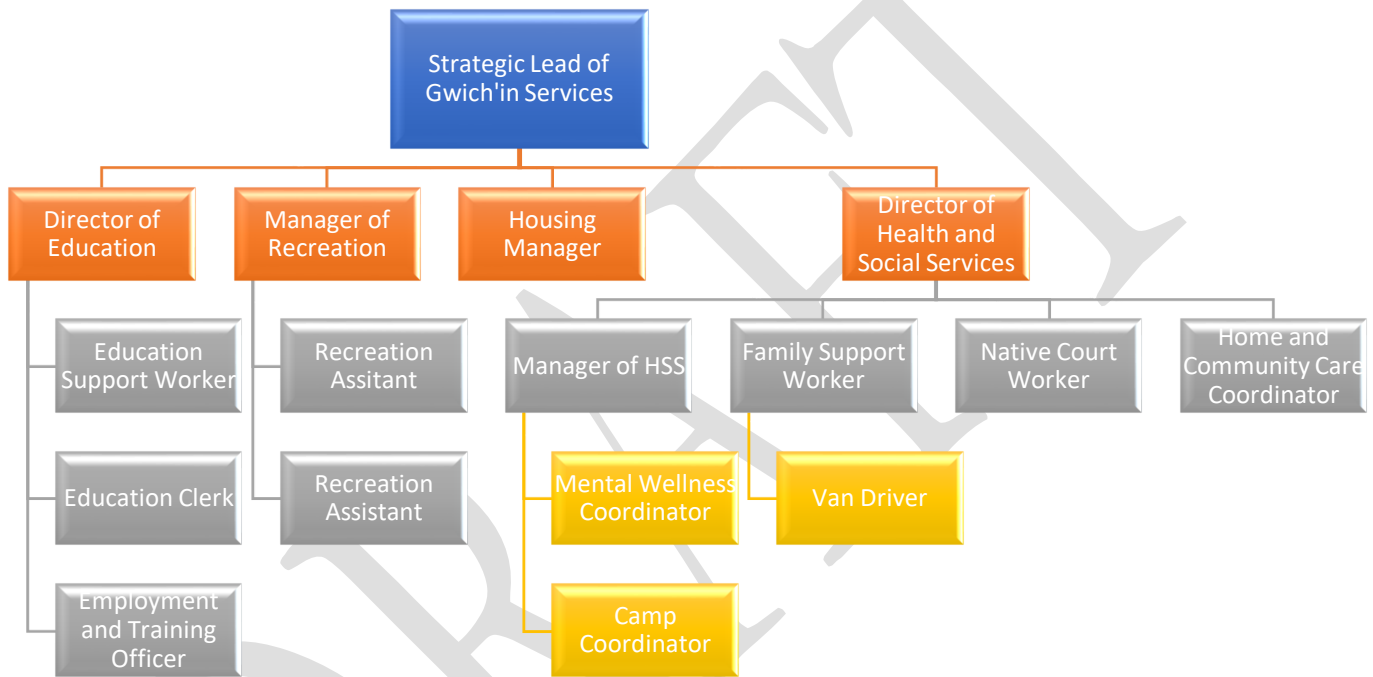


Figure 3. Gwich'in Services Portfolio.

Year 1 Priorities:

- Develop a Housing Strategy
- Review all Health and Social Services programs and services
- Develop and launch on-the-land healing camps

Health and Social Services

The Health and Social Services (HSS) department focuses on providing services that assist with the physical and mental wellbeing of Citizens. HSS is responsible for the development and revision of policies, coordinates home support services, elder care, and follow-up client care plans. HSS also acts as a liaison between the courts and clients.

Goals & Objectives

2. **GOAL:** Develop a 12-month calendar of mental wellness events by achieving the following objectives:
 - a. Developing land-based treatment camps with a specific focus, such as grief, trauma, teens, women, etc.
 - b. Planning events in recognition of Family Week, National Addictions Awareness Week, and Mental Health Week
 - c. Developing an on-the-land healing program
 - d. Hosting a Gwich'in Nation Health Summit
 - e. Coordinating a Community Wellness Working Group to gain inter-departmental perspectives and program support
 - f. Hosting regular workshops that promote emotional and physical wellbeing through traditional activities, such as jigging, jitsu, sewing, speaking Gwich'in, identifying and harvesting traditional plants.
3. **GOAL:** Improve and expand HSS programming by achieving the following objectives:
 - a. Conducting a comprehensive review, or audit, of programs and services
 - b. Introducing a program that addresses Seasonal Affective Disorder (SAD)
 - c. Working with Education to develop a Life Skills program
 - d. Working with Communications to develop a wellness campaign for social-media
 - e. Securing funding for the Healthy Moms, Healthy Babies program
 - f. Re-introducing Meals on Wheels and Adult Care
 - g. Expanding mental health services, such as assessments and referrals
 - h. Reviewing the Social Assistance Policy
 - i. Hiring a full-time counsellor based in Old Crow
 - j. Hiring a Traditional Land Camps Coordinator

Education

The Education (EDU) department coordinates education and training for beneficiaries and advocates for improvements and cultural enhancements to the public school curriculum through various committees, including the Chiefs Committee On Education (CCOE), First Nations Education Commission (FNEC), Yukon First Nations Grad Committee, and the Alice Frost Community Campus Committee.

Goals & Objectives

4. **GOAL:** Enhance educational opportunities by achieving the following objectives:
 - a. Developing cultural programming, including regular Gwich'in language training
 - b. Developing an education and skills program for adults
5. **GOAL:** Enhance educational supports for early childhood, pre-school, elementary school, and pre-school students by achieving the following objectives:
 - a. Hiring a full-time daycare worker and re-opening the daycare
 - b. Launching a Gwich'in Preschool Pilot Program for ages 2-5 by March 2024.
 - c. Developing a Gwich'in Guardianship program that qualifies as a high-school credit
 - d. Strengthening the relationship with the school collaborate on activities for students

6. **GOAL:** Determine the success and benefits of regular programming, such as the nutritional hot lunch program, winter clothing, home support, cultural support, cross-country skiing, bus transportation, and school supplies programs in both Old Crow and Whitehorse by achieving the following objectives:
 - a. Conduct a comprehensive review of programs and services
7. **GOAL:** Elevate community literacy by achieving the following objectives:
 - a. Introducing reading circles
 - b. Developing a reading rewards program for parents and children
 - c. Providing supplemental reading and comprehension activities
 - d. Establishing an 'Old Crow Reads' program by March 2024
8. **GOAL:** Establish a fair and transparent education funding system by achieving the following objectives:
 - a. Developing frameworks, policies, procedures, processes (F3P) for each of the funds administered by EDU

Recreation

The Recreation (REC) department provides ongoing community recreation activities and events in Old Crow for all age groups.

Goals & Objectives

9. **GOAL:** Provide a comprehensive recreation program accessible to the entire community by achieving the following objectives:
 - a. Establishing a Recreation Committee to identify recreation priorities and conduct recreation planning
 - b. Developing a 12-month annual Recreation Calendar
10. **GOAL:** Ensure recreation facilities are built, maintained, and operational by achieving the following objectives:
 - a. Advocating for new or improved facilities according to the recommendations of the Recreation Committee
 - b. Continuing repairs on the skating rink and make it operational by fall 2022
 - c. Setting up the workout gym in the Darius Elias Community Centre and make it operational by fall 2022
11. **GOAL:** Provide inclusive and fun programming for youth by achieving the following objectives:
 - a. Engaging youth in developing programming ideas
 - b. Developing summer camps for youth

Housing

The Housing (HOU) department is responsible for the effective implementation of the Housing Policy, which involves engaging the Housing Committee, maintaining a housing inventory, overseeing applications for housing, assessing the condition of houses, submitting work orders on behalf of tenants, and overseeing renovations.

Goals & Objectives

- 12. GOAL:** Ensure the fair and consistent application of the Housing Policy by achieving the following objectives:
 - a. Reviewing the Housing Policy
 - b. Re-establishing the Gwitch'in Services Standing Committee to review the Housing Policy and lead community engagement
 - c. Developing a Housing Strategy to deal with ownership, arrears, lifecycle planning, renovations, damage repayment, and maintenance prioritization
- 13. GOAL:** Complete five housing renovations per year that align with the Energy Plan by achieving the following objectives:
 - a. Identifying houses requiring major renovations
 - b. Hiring a contractor to perform renovations
 - c. Developing a work order system integrated with an Asset management
- 14. GOAL:** Empower homeowners to manage regular maintenance of homes by achieving the following objectives:
 - a. Developing operational manuals for houses by 2024

Operations (OP)

The Operations (OP) portfolio is responsible for a wide range of government services including capital planning, property management, warehouse management, public works, and maintenance of VGG technology and information systems.

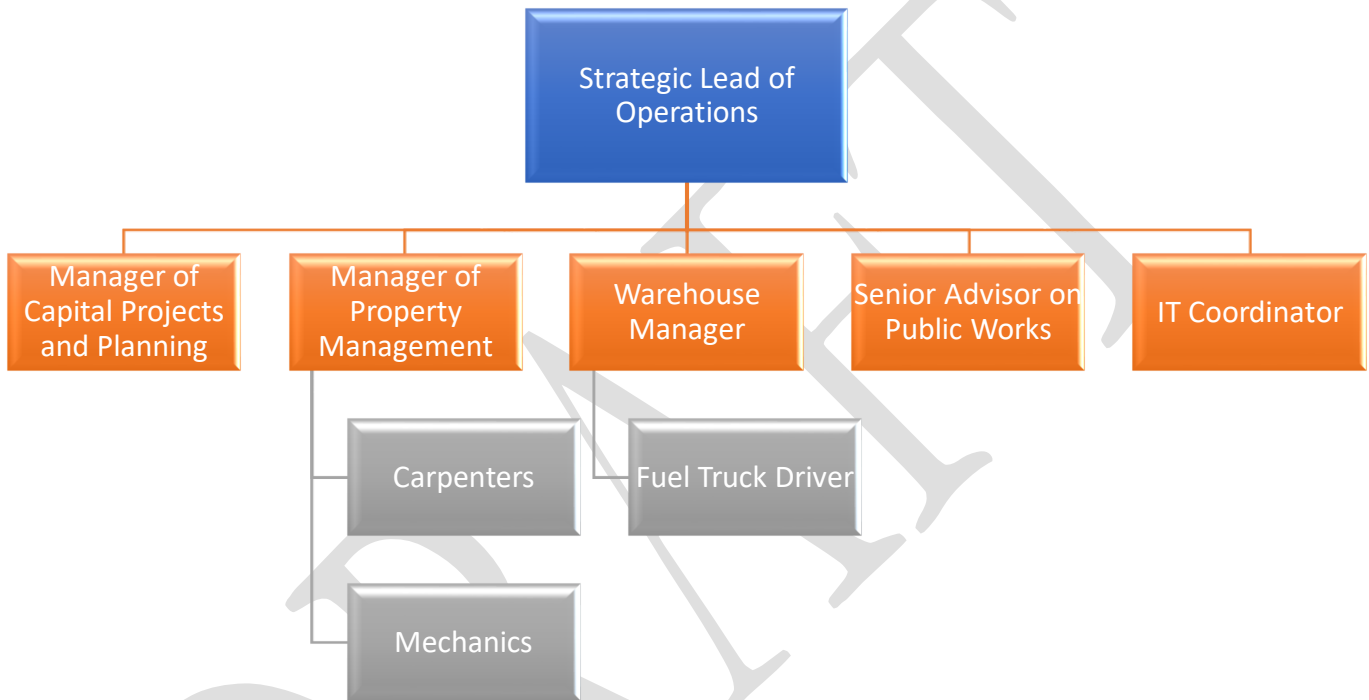


Figure 4. Organizational structure for the Operations Portfolio.

Year 1 Priorities:

- Update SiteMinder to ensure fuel is available year-round without issue
- Digitize the warehouse
- Develop a Capital Plan
- Establish a Capital Planning Working Group

Capital Planning

The Capital Planning (CP) department oversees all government capital projects, working closely with Nation Building to secure additional funding.

Goals & Objectives

- 15. GOAL:** Develop a 10-year VGG Capital Spending Plan that meets the needs of the community by 2023 by achieving the following objectives:

- a. Hiring a Capital Planning Manager
- b. Establishing a Capital Planning Working Group
- c. Collaborating with Yukon government on shared projects
- d. Ensuring the Community Energy Implementation Plan (CEIP) is integrated into capital planning

16. GOAL: Provide housing to those in need by achieving the following objectives:

- a. Completing construction of four new homes on the North Road
- b. Completing construction of the Elders Complex
- c. Building 12 modular homes

Property Management

The Property Management (PM) department ensures that all government buildings and homes are maintained.

Goals & Objectives

17. GOAL: Provide high standards of functionality and repair of government buildings by achieving the following objectives:

- a. Hiring additional staff
- b. Identifying work to outsource, such as maintaining boiler systems
- c. Offering training to increase capacity

18. GOAL: Ensure timely maintenance and repair of homes and buildings by achieving the following objectives:

- a. Developing a policy that clarifies VGG responsibilities for maintenance
- b. Introducing an electronic work-order system
- c. Developing a plan for retrofits on VGG buildings

19. GOAL: Develop a long-term plan for managing supplies and equipment inventory by achieving the following objectives:

- a. Establishing an ordering system in collaboration with the Warehouse
- b. Identifying vehicle and equipment needs for the next five years

Warehouse Management

The Warehouse Management (WM) department is responsible for ordering and maintaining an inventory of repair and renovation supplies and equipment, and oversees fuel delivery in the community.

Goals & Objectives

20. GOAL: Increase efficiency and quality of warehouse management by achieving the following objectives:

- a. Introducing an electronic Asset Management system by March 2024
- b. Building another warehouse

21. GOAL: Increase the reliability of fuel delivery by achieving the following objectives:

- a. Hiring additional staff for fuel delivery
- b. Introducing a fuel software system that does not freeze

Public Works

The Public Works (PW) department works closely with Nation Building to enhance municipal infrastructure services provided by Yukon Government (YG), and oversees the provision of services.

Goals & Objectives

- 22. GOAL:** Expand and improve municipal services in Old Crow by March 2024 by achieving the following objectives:
- a. Negotiating an improved Water-Sewer Agreement with YG
 - b. Negotiating an improved fuel delivery partnership with Air North
 - c. Securing resources to launch a recycling program
 - d. Conducting a review of local fuel rates
 - e. Establishing a volunteer fire department
 - f. Hiring a Senior Advisor of Public Works
 - g. Identifying an alternative to burning garbage in keeping with climate change goals

Infostructure

The Infostructure (IT) department oversees all the government's information technology infrastructure.

Goals & Objectives

- 23. GOAL:** Advance and improve the government's technological infrastructure by achieving the following objectives:
- a. Creating a tracking system for requests to facilitate timely support
 - b. Tracking equipment installation to maintain a cycle of equipment upgrades

Stewardship and Sustainability (SS)

The Stewardship and Sustainability (SS) portfolio strives to manage the land, water and wildlife of the VGFN Traditional Territory with an ecosystem-based approach; it promotes Vuntut Gwich'in culture, oral history and language, and educates and empowers VGFN citizens to protect and maintain the integrity of the land, water and wildlife for future generations.

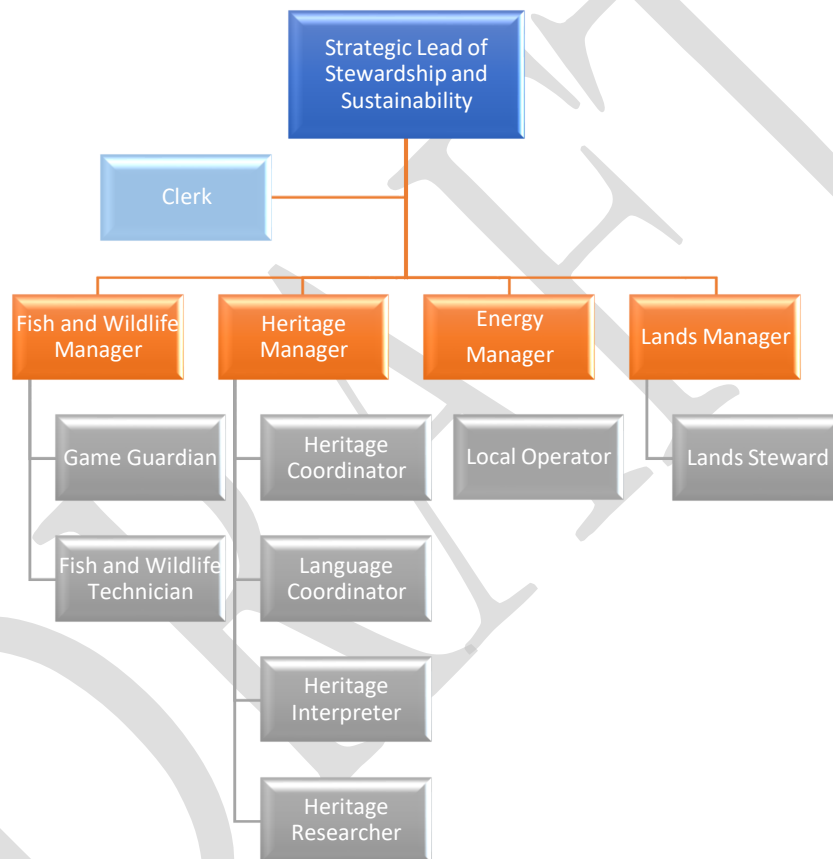


Figure 5. Organizational structure for the Stewardship and Sustainability Portfolio.

Year 1 Priorities:

- Grow capacity in the departments
- Expand education and outreach
- Expand stewardship opportunities
- Engage in a transboundary strategies with other Gwich'in governments and Yukon First Nations

Heritage

The Heritage (HE) department is focused on the documentation, preservation, and promotion of Vuntut Gwitchin history, language, traditions, and culture.

Goals & Objectives

1. **GOAL:** Increase stewardship of cultural resources by achieving the following objectives:
 - a. Developing cultural experiential education units for students
 - b. Increasing accessibility to the Van Tat Gwich'in Archives
 - c. Hiring and training summer students
 - d. Conducting summer field work with Elders
 - e. Developing a plan to erect place name signs in Gwich'in
 - f. Hiring an intern to facilitate Elder-mentor translations
 - g. Providing language classes
 - h. Coordinating reconstruction work at Rampart House
 - i. Updating the Rampart House and LaPierre House Management Plan
 - j. Expanding linguistic initiatives
2. **GOAL:** Revitalize culture in the community by achieving the following objectives:
 - a. Engaging the community in the oral history book-writing process
 - b. Engaging the community in developing a Van Tat Gwich'in Atlas
 - c. Publishing the third and fourth Gwich'in textbooks
 - d. Providing Direct Acquisition Language teacher training to community and staff
 - e. Establishing a Language Nest program
 - f. Developing John Tizya Centre workshops and interpretive programs

Lands

The Lands (LD) department is responsible for the management, planning and administration of VGFN Settlement Lands through the co-management of harvesting and access rights, and by protecting its cultural, historical significance.

Goals & Objectives

3. **GOAL:** Establish clear land management practices by achieving the following objectives:
 - a. Finalizing the Lands and Resources Act
 - b. Developing the policies and procedures required to implement the Act
4. **GOAL:** Reinforce Oil and Gas industry engagement protocols
5. Exercise clear Oil and Gas industry engagement protocols by achieving the following objectives:
 - a. Hiring a Senior Advisor on Oil and Gas
 - b. Finalize a Benefits and Stewardship Agreement by 2023
6. **GOAL:** Enhance municipal planning by achieving the following objectives:
 - a. Updating the Old Crow Community Plan through community engagement
 - b. Engaging the community in YESAB assessments
7. **GOAL:** Advance land-use planning as prescribed by the Agreements by achieving the following objectives:
 - a. Implementing the North Yukon and Peel Watershed regional land use plans

- b. Developing a sub-regional land use plan for the Porcupine Headwaters by 2026
- c. Implementing the management plans for Ni'iinlii Njik, Ch'ihilii Chik HPA and Van Tat K'atr'anahtii
- d. Completing the management plan for Dàadzàii Vàn Territorial Park with YG

- GOAL:** Uphold VGFN treaty rights in Crown consultations by achieving the following objectives:
- a. Participating fully in Yukon Environmental Socio-Economic Assessment Board (YESAB) processes
 - e. Advocating for “Free, Prior and Informed Consent” on all development projects occurring within Traditional Territory

Fish and Wildlife

The Fish and Wildlife (FW) department is focused on the monitoring, conservation, and sustainable harvest of fish and wildlife in the Vuntut Gwitchin Traditional Territory through advocacy and participation with the Porcupine Caribou Management Board, the Yukon Salmon Sub-Committee, the Yukon Fish and Wildlife Management Board, and the Yukon First Nation Salmon Stewardship Alliance.

Goals & Objectives

- 8. **GOAL:** Ensure the community can succeed in harvesting sufficient traditional foods by achieving the following objectives:
 - a. Documenting changes on the land through twice-per-year monitoring
 - b. Monitoring harvest surveys
- 9. **GOAL:** Increase the number of community members engaged in on-the-land activities by achieving the following objectives:
 - a. Supporting other departments in developing on-the-land camps
 - b. Launching a campaign with other departments that encourages on-the-land activities

Energy

The Energy (EN) department works to reduce greenhouse gas emissions by advancing VGG's transition to sustainable energy generation and consumption by increasing the community's renewable energy infrastructure, and advancing energy conservation initiatives.

Goals & Objectives

- 1. **GOAL:** Reach carbon neutrality by 2030 by achieving the following objectives:
 - a. Developing a Community Energy and Implementation Plan
 - b. Investing in clean energy infrastructure
 - c. Increasing 'energy literacy' in the community and in government by engaging the Energy Task Force in energy discussions and planning
 - d. Developing energy curriculum in partnership with Yukon University, Alice Frost Campus, and Chief Zzeh Gittlit School
 - e. Transferring the management and ownership of Sree Vyaa to Old Crow Development Corporation (OCDC)

Nation Building (NB)

The Nation Building (NB) Portfolio includes Intergovernmental Relations, Self-Determination, Strategic Initiatives, Negotiations, and Law-Making departments. NB is focussed on developing government capacities by securing funding and managing relationships with other First Nations and the governments of Yukon and Canada.

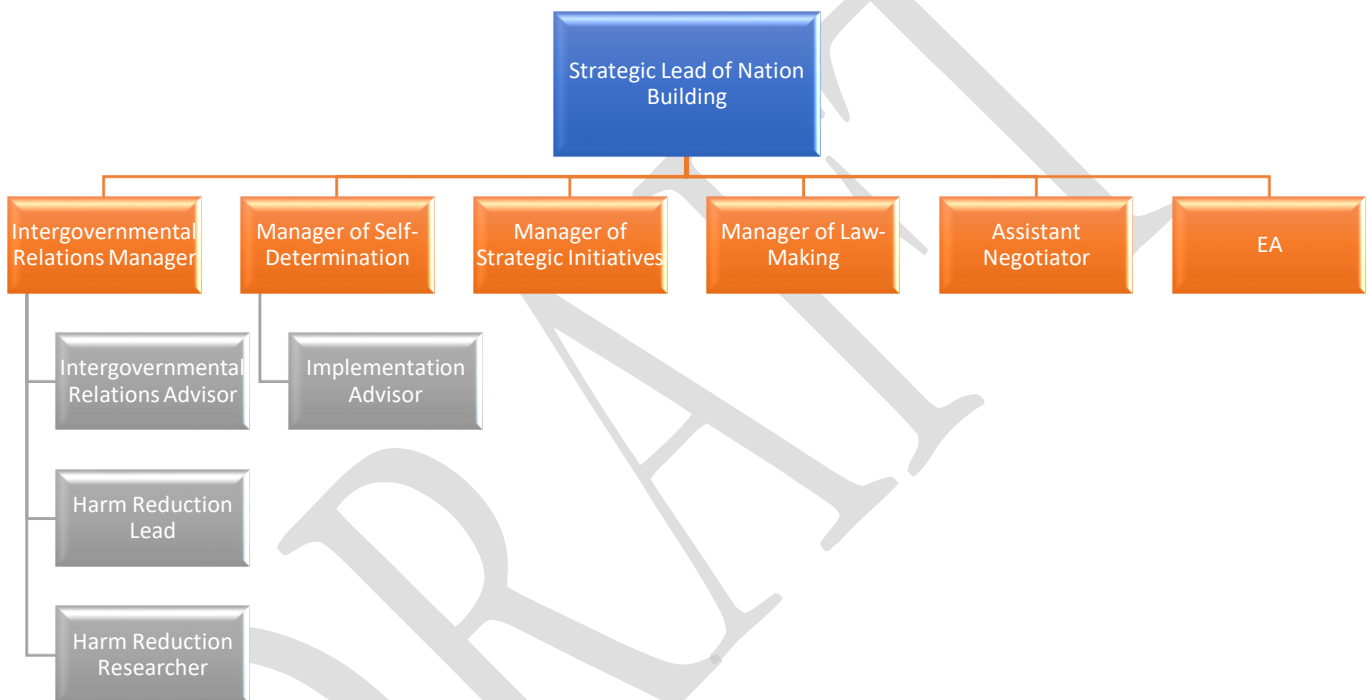


Figure 6. Organizational Structure for the Nation Building Portfolio.

Intergovernmental Relations

Intergovernmental Relations (IR) supports VGG's various departments through lobbying and by securing funding for mental health, community wellness, self-determination, infrastructure, and climate change.

Goals & Objectives

1. **GOAL:** Secure beneficial partnerships with other governments by achieving the following objectives:
 - a. Finalizing the VGG-YG Intergovernmental Accord, which identifies joint priorities
 - b. Increasing opportunities for community representation and participation external forums and gatherings
 - c. Developing a communications policy and process for consultations with other entities

- d. Introduce computer software to track and manage partner relationships
- 2. **GOAL:** Maximize advocacy and lobbying efforts by achieving the following objectives:
 - a. Developing a Government Relations and Advocacy Strategy
 - b. Tracking VGG priorities and funding needs to ensure appropriate representation at the regional, national, and international levels

Self-Determination

The Self-Determination (SD) department is now a specific function within the Nation Building portfolio, focused on leveraging commitments and partnerships in the best interest of VGG.

Goals and Objectives

- 1. **GOAL:** Improve the efficiency and focus of implementation activities by achieving the following objectives:
 - a. Reviewing and updating VGG's Implementation Plan by March 2024
 - b. Identifying all legacy implementation issues and opportunities by March 2024
 - c. Aligning departmental goals with implementation efforts
 - d. Collaborating on shared priorities with other Modern Treaty nations

Negotiations

The Negotiations department has been established to provide a clear process for negotiating on behalf of VGG.

Goals and Objectives

- 1. **GOAL:** Negotiate the best outcomes to advance self-determination by achieving the following objectives:
 - a. Developing a negotiations framework with policies, processes, and procedures (FP3)
 - b. Developing a Negotiations Strategy
 - c. Establishing an 'issues' database
 - d. Establishing an 'agreements' database
 - e. Tracking negotiations progress for the sake of reporting
 - f. Creating a mandate development process by 2024
 - g. Establish a Negotiations Team by 2023
 - h. Developing an Administration of Justice Strategy with negotiation priorities by 2023

Law-Making

The Law-Making department has been introduced to focus on legislation development on behalf of the entire government.

Goals and Objectives

1. **GOAL:** Develop a legislative ecosystem that supports all departments and all aspects of self-determination by achieving the following objectives:
 - a. Developing a Legislation Development Framework by 2023
 - b. Completing the Good Governance Project, which aligns the Elections Act, Governance Act and Constitution, and introduces new, constitutionally-prescribed legislation by 2025
 - c. Developing a Law Registry by 2023

Strategic Initiatives

Strategic Initiatives (SI) is a new department in Nation Building that will focus on research and development, opportunity management, and economic development to align departmental goals and enhance VGG's ability to act strategically.

Goals and Objectives

1. **GOAL:** Continuous innovation that ensures a strong traditional culture, while responding to the challenges and opportunities of the ever-changing world. by achieving the following objectives:
 - a. Establishing an Innovation Working Group
 - b. Developing a five-year Research and Development Plan
 - c. Identifying high-profile or special projects
 - d. Developing an Opportunity Management policy by 2024
 - e. Developing a Proposals and Funding Agreements Planning Framework
 - f. Conducting a review and assessment of VGG records by January 2024
 - g. Developing a Tourism Strategy with the governments of Yukon and Canada by 2024
 - h. Assessing trusts, corporations, and subsidiaries to determine whether they align with the Agreements, VGG goals and objectives, and GA Resolutions by 2024

Next Steps

VGG will advance its work under the umbrella of this strategic plan in a more coordinated fashion. VGG will report on implementation of the plan to the General Assembly as well as at regular intervals to Chief and Council. A review will be conducted midway through the plan to see how the plan is rolling out and if any changes or updates are needed.

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