

Vuntut Gwitchin Government Strategic Plan 2022-2027



Yeendoo Geenjit Gwitr'it T'agwàa'in

We are working for our future





All photos VGFN unless otherwise noted

Vuntut Gwitchin First Nation

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Message from the Chief

Zhat nohjah eenjit shos idilii

Welcome

Over the past few years, we have experienced hard times. A pandemic took charge of our community and 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.

Vuntut Gwitchin Government, like so many individuals, saw the pandemic as an opportunity to look inward. It was easy to see our strengths, which are embodied in our workforce. What was difficult to confront, however, was the mess of bad practices, broken systems, imbalances, poor accountability, inadequate policy, non-existent legislation, and – worst of all – unhappy staff.

As Chief, accepting that our government was broken was extraordinarily difficult. Deciding to fix it was even harder; probably the most difficult and risky decision I've made during my term. I could not have done it without sage advice and the commitment of our entire staff. We engaged in a long process that unveiled to all of us a simple truth: ignoring problems does not make them go away. Nor would putting a bandage on the chaos serve our 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 Vuntut Gwitchin Government, my only choices were either to fix it, or let the government continue to deteriorate to the detriment of all.

Now, after years of hard work, I am honoured to present to you: Yeendoo Geenjit Gwitr'it T'agwàa'in, which translates as 'We are working for our future'. This strategic plan maps out the government's next five years. It is both ambitious and manageable, thanks to the vision and drive of our workforce, who created it. Best of all, each goal and objective is imbued with Gwich'in values and principles. Now, I hand it over to my community, as this is the Gwich'in way.

Mahsi' choo,



Dana Tizya-Tramm



Yeendoo Geenjit Gwitr'it T'agwàa'in



Yeendoo Geenjit Gwitr'it T'agwàa'in is a Five-Year Strategic Plan. It maps out Vuntut Gwitchin Government's journey ahead, with key reminders:

- Who we are (Gwich'in Values)
- Where we are going (Vision)
- What our purpose is (Mission)

The plan is an extension of the April 2022 Re-Organization, which was inspired by multiple GA Resolutions over the years calling for improvements to government processes. The Re-Organization improved the logic, balance, efficiencies, and effectiveness of VGG's internal structure – and hence its processes and procedures – by doing the following:

- Conducting an organizational audit in 2021
- Hiring a permanent, full-time Executive Director
- Recruiting more staff (to fill gaps in expertise and service)
- Expanding the Executive Office (to increase support for the 3 Pillars of Government; Chief and Council, the General Assembly, and the Elders Council, in addition to Governance, and Communications)
- Creating new departments, including Housing and Recreation (to recognize their importance and increase access to resources)
- Introducing Strategic Leads (to lead multiple, inter-related departments)
- Conducting a comprehensive review of Human Resources
- Creating an inventory of government functions
- Developing a Strategic Plan

The Strategic Plan is steeped in Gwich'in values as it was produced by the entire workforce with intention and care, over several years. As a document, it ensures everyone in government is on the same page, and that Vuntut Gwitchin Citizens can follow along, engage, offer feedback, and assist in keeping their government on track.

Workplans are the next step in our five-year journey. They will provide the details of how to achieve our objectives. Much like a checklist before hunting, workplans list the tools and methods required reach our destination and achieve our objectives. Every staff member will develop a workplan. It is this detailed planning that will enable the government to move forward more gracefully - one task, one objective, and one goal at a time – and as one.

The three main parts of the VGG Strategic Plan 2022-2027 include:

- A New Organizational Structure
- Vision, Mission, and Principles
- Goals and Objectives

A New Organizational Structure

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 with this Strategic Plan to ensure every function within VGG was thoroughly examined. Both took into account the 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.





Vision, Mission, Principles

Led by Elders, during an all-staff meeting at Crow Mountain on May 26, 2022, staff from every department engaged in developing statements that would capture the answers to these key questions: Who are we? Where do we want to go? What is our purpose? How do we want to get there? These touchstones will serve to keep the government grounded in the spirit and intentions of the Vuntut Gwitchin.

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.



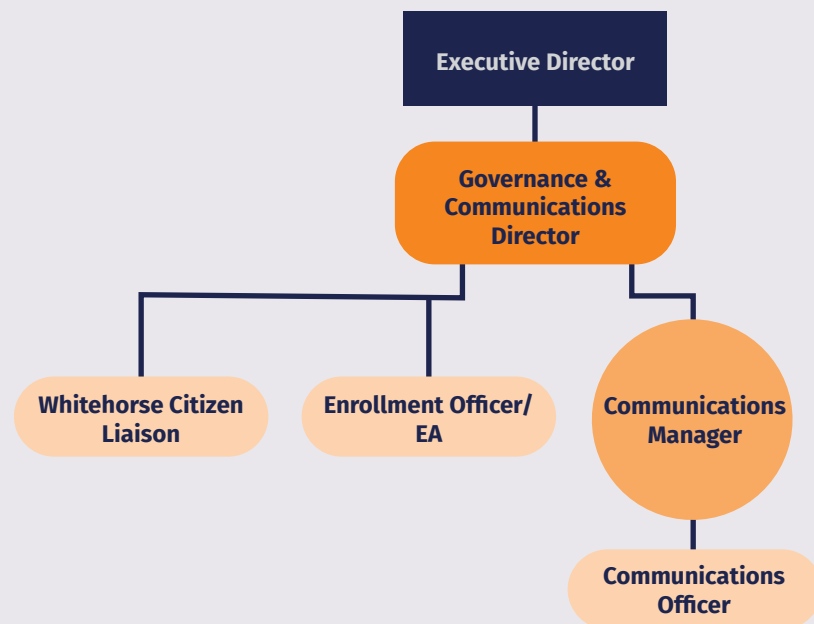
Goals & Objectives for VGG Portfolios

The Strategic Plan sets the direction for our journey over the next five years, with Goals and Objectives 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 destination of self-determination and a good life for the Vuntut Gwitchin.

Each goal is a high-level intention; a landmark in the distance. Every objective is a stepping stone that brings us closer.

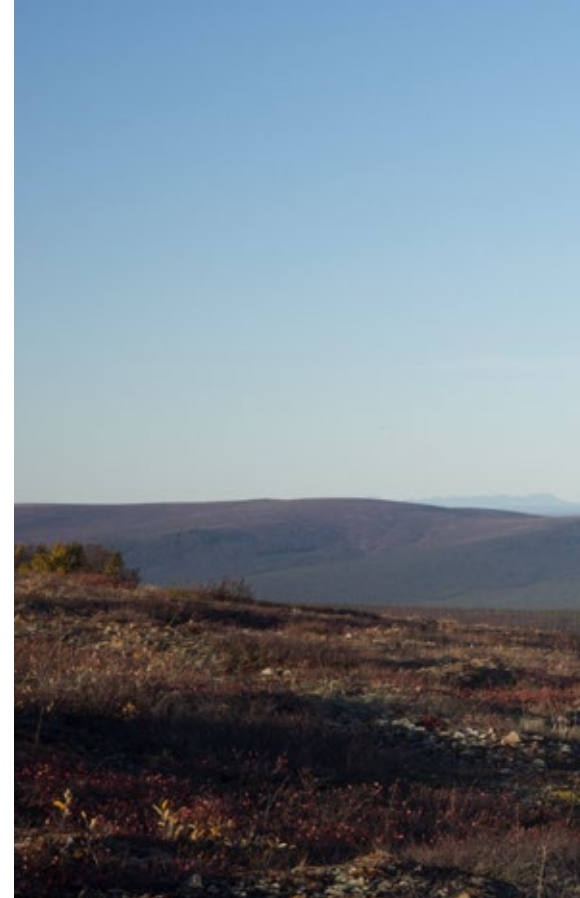
The Executive Office

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.



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.



GOAL: Establish standards of information flow between Council and the Community by fulfilling the following objectives:

- Working with Communications to ensure quarterly distribution of Newsletters
- Coordinating public engagements led by Council, the Executive Director, or the Elders Council
- Coordinating monthly Council meetings, and making them public by 2023
- Supporting Council by providing information to guide decision-making
- Expanding Citizen-reach through enrolment initiatives
- Providing Whitehorse-based



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.

Citizens opportunities to engage in government

- Developing with Education a week-long Youth Summit focused on communication

GOAL: Empower the General Assembly by fulfilling the following objectives:

- Ensuring the GA Working Group is operational year-round
- Developing a database to track GA Resolutions over time
- Engaging the community on GA procedures and planning
- Facilitating community engagement with departments to keep the GA informed
- Producing a GA Report that is fact-based, thorough, and

easy to understand

- Producing a culturally rich GA event where Citizens are supported and arrive informed
- Conducting post-GA feedback sessions with the GA Chair(s) and the community

GOAL: Ensure transparency in high-level decision-making by fulfilling the following objectives:

- Implementing the Governance Handbook and Governance Act
- Establishing Standing Committees for each Portfolio, as per the Governance Act, to lead community engagements on legislation and policy development

- Formalizing the Elders Council, as per the Governance Act, to lead the Standing Committees and perform other governance duties
- Establishing a Youth Council
- Working with Nation Building to complete the Good Governance Project, which affects the Governance Act and the Constitution
- Developing policies, processes, and procedures that encourage transparency and good governance

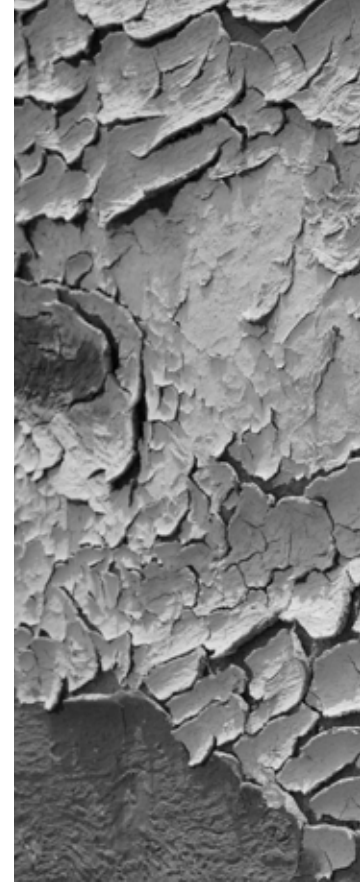


Communications

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

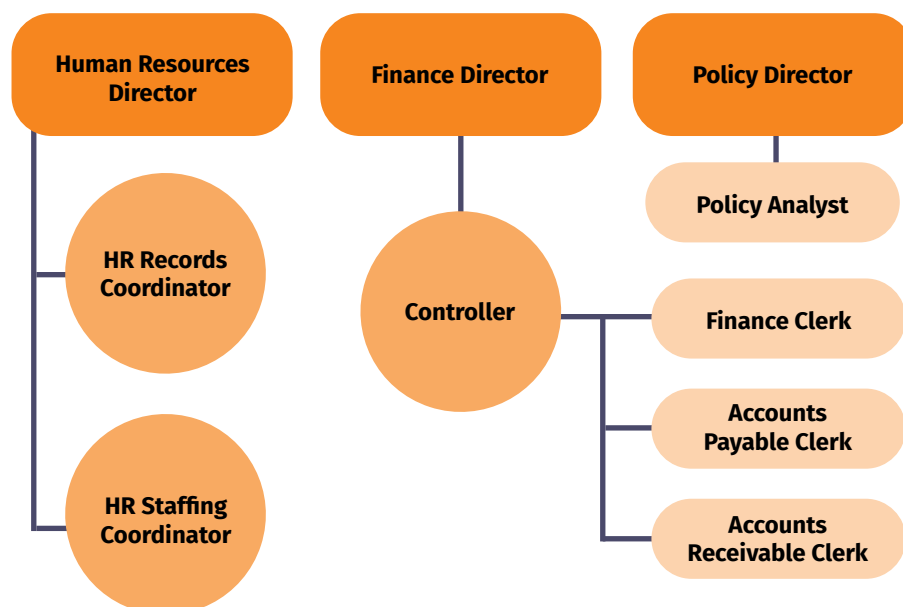
GOAL: Provide effective, inclusive, and accessible internal and external communications by achieving the following objectives:

- Update VGG branding and Style Guide
 - Establish a Citizen Help Desk at VGG Reception
 - Create a new user-friendly Citizen-focused website
 - Work with Heritage to infuse language and culture in communications
 - Revitalize the publication of quarterly Newsletters
 - Develop regular Crow FM programming
- Maintain strong relationships with media and partners
 - Develop internal and external communications frameworks, policies, processes, and procedures (FP3)



Corporate Services

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



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.



GOAL: Develop HR strategies and systems that support the Strategic Plan by achieving the following objectives:

- Develop a comprehensive Human Resources Plan by 2022
- Ensure Citizen rights are met with respect to VGG employment
- Work with Elders and develop a Gwich'in approach to employee performance

GOAL: Ensure VGG is a desirable employer by achieving the following objectives:

- Leading government-wide discussions on what would make VGG a good workplace
- Updating the HR policy with feedback from VGG
- Increasing the number of VGFN Citizens working for VGG
- Connecting with the broader Citizen base to understand skills/aptitudes/interests
- Develop educational pathways to positions within the government

GOAL: Develop a compensation and benefits package that attracts and retains employees by achieving the following objectives:

- Complete a Benefits Review and Plan by 2022
- Complete a Compensation Review and Alignment Plan by 2023

- Complete a re-alignment of all staff in accordance with the outcomes of the reviews by 2023

GOAL: Develop a skilled, knowledgeable workforce that excels in their roles by achieving the following objectives:

- Implement mandatory all-staff training by 2023
- Launch and maintain an Internship Program by 2023

GOAL: Introduce user-friendly digital HR practices by achieving the following objectives:

- Customize and implement an HR and payroll portal dashboard that fully supports staff by June 2022

GOAL: Develop the VGG workforce and increase accountability by achieving the following objectives:

- Designing Work Plans
- Providing training resources
- 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.

GOAL: Increase VGG's efficiency and effectiveness by achieving the following objectives:

- Introducing a new payroll software for streamlining and automating payroll processes in 2023
- Introducing a new electronic funds payment system for streamlining and automating accounts payable processes in 2023
- Introducing a financial forecasting system for supporting VGG operations management in 2023
- Introducing certified procurement by 2023

GOAL: Improve reliability and relationships by achieving the following objectives:

- Ensuring VGG invoices are sent out within 10 business days
- Ensuring vendor invoices are paid electronically within 30 days
- Ensuring staff expenses are paid electronically within 10 days

GOAL: Improve overall support to government by achieving the following objectives:

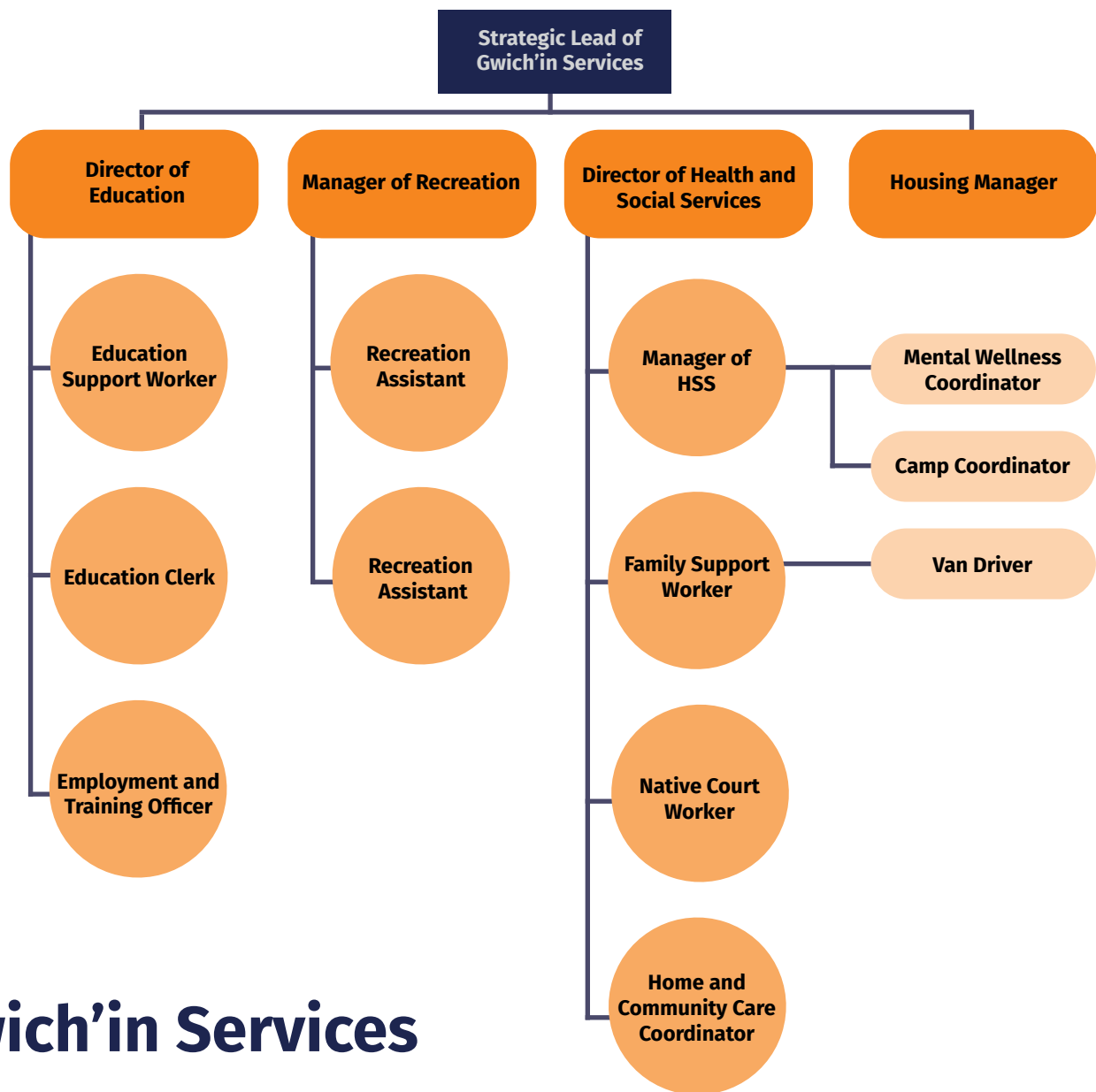
- Updating Finance Policies by 2024
- Completing a Financial Information needs analysis by 2024
- Completing a Financial Information Systems modernization project by 2025
- Providing regular month-end financial reports by 2024
- Conducting financial review meetings with managers
- Developing a long-term 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.

GOAL: Increase clarity, transparency, and trust internally and externally with regards to VGG policies by achieving the following objectives:

- Developing a Gwich'inized General Administration Manual (GAM)
- Modernizing the Social Assistance Policy with community input
- Developing a Housing Strategy following community engagement



Gwich'in Services

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.

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.

GOAL: Develop a 12-month calendar of mental wellness events by achieving the following objectives:

- Developing land-based treatment camps with a specific focus, such as grief, trauma, teens, women, etc.
- Planning events in recognition of Family Week, National Addictions Awareness Week, and Mental Health Week
- Developing an on-the-land healing program
- Hosting a Gwich'in Nation Health Summit
- Coordinating a Community Wellness Working Group to gain inter-departmental perspectives and program support



- 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.

GOAL: Improve and expand HSS programming by achieving the following objectives:

- Conducting a comprehensive review, or audit, of programs and services
- Introducing a program that addresses Seasonal Affective Disorder (SAD)
- Working with Education to develop a Life Skills program
- Working with Communications to develop a wellness campaign for social media
- Securing funding for the Healthy Moms, Healthy Babies program
- Re-introducing Meals on Wheels and Adult Care
- Expanding mental health services, such as assessments and referrals
- Reviewing the Social Assistance Policy
- Hiring a full-time counsellor based in Old Crow
- 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.

GOAL: Enhance educational opportunities by achieving the following objectives:

- Developing cultural programming, including regular Gwich'in language training
- Developing an education and skills program for adults

GOAL: Enhance educational supports for early childhood, pre-school, elementary school, and pre-school students by achieving the following objectives:

- Hiring a full-time daycare worker and re-opening the daycare
- Launching a Gwich'in Preschool Pilot Program for ages 2-5 by 2024.
- Developing a Gwich'in Guardianship program that qualifies as a high-school credit
- Strengthening the relationship with the school collaborate on activities for students

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:

- Conduct a comprehensive review of programs and services

GOAL: Elevate community literacy by achieving the following objectives:

- Introducing reading circles
- Developing a reading rewards program for parents and children
- Providing supplemental reading and comprehension activities
- Establishing an 'Old Crow Reads' program by 2024

GOAL: Establish a fair and transparent education funding system by achieving the following objectives:

- 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.

GOAL: Provide a comprehensive recreation program accessible to the entire community by achieving the following objectives:

- Establishing a Recreation Committee to identify recreation priorities and conduct recreation planning
- Developing a 12-month annual Recreation Calendar

GOAL: Ensure recreation facilities are built, maintained, and operational by achieving the following objectives:

- Advocating for new or improved facilities according to the recommendations of the Recreation Committee
- Continuing repairs on the skating rink and make it operational by fall 2022
- Setting up the workout gym in the Darius Elias Community Centre and make it operational by fall 2022



GOAL: Provide inclusive and fun programming for youth by achieving the following objectives:

- Engaging youth in developing programming ideas
- 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.

GOAL: Ensure the fair and consistent application of the Housing Policy by achieving the following objectives:

- Reviewing the Housing Policy
- Re-establishing the Gwich'in Services Standing Committee to review the Housing Policy and lead community engagement
- Developing a Housing Strategy to deal with ownership, arrears, lifecycle planning, renovations, damage repayment, and maintenance prioritization

GOAL: Complete five housing renovations per year that align with the Energy Plan by achieving the following objectives:

- Identifying houses requiring major renovations
- Hiring a contractor to perform renovations
- Developing a work order system integrated with an Asset management

GOAL: Empower homeowners to manage regular maintenance of homes by achieving the following objectives:

- Developing operational manuals for houses by 2024



Operations

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.

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.



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

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

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

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

Property Management

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

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

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

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

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

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

- Establishing an ordering system in collaboration with the Warehouse
- 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.

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

- Introducing an electronic Asset Management system by 2024
- Building another warehouse

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

- =Hiring additional staff for fuel delivery
- 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.

GOAL: Expand and improve municipal services in Old Crow by 2024 by achieving the following objectives:

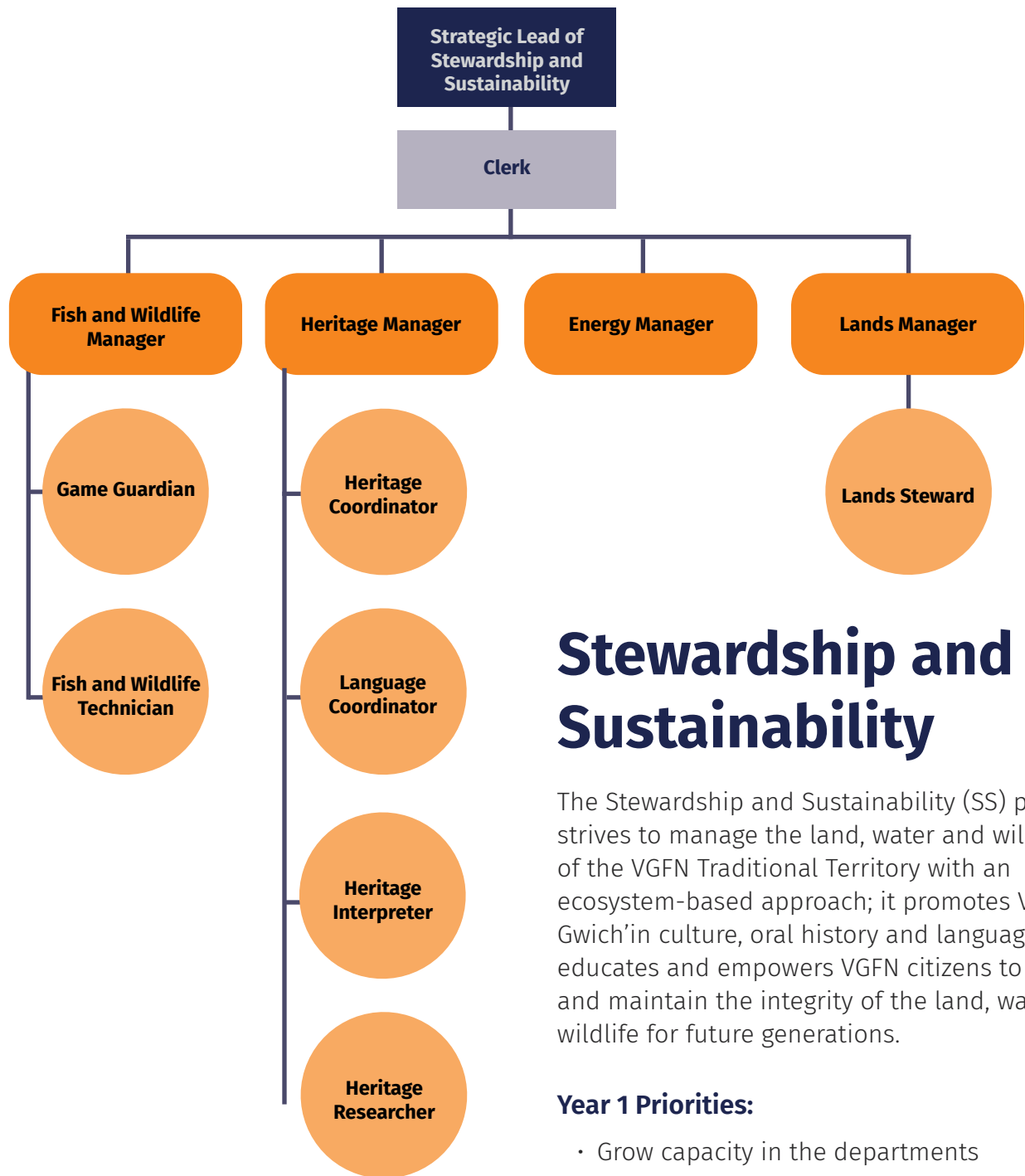
- Negotiating an improved Water-Sewer Agreement with YG
- Negotiating an improved fuel delivery partnership with Air North
- Securing resources to launch a recycling program
- Conducting a review of local fuel rates
- Establishing a volunteer fire department
- Hiring a Senior Advisor of Public Works
- 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.

GOAL: Advance and improve the government's technological infrastructure by achieving the following objectives:

- Creating a tracking system for requests to facilitate timely support
- Tracking equipment installation to maintain a cycle of equipment upgrades



Stewardship and Sustainability

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.

Year 1 Priorities:

- Grow capacity in the departments
- Expand education and outreach
- Expand stewardship opportunities
- Engage in 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.

GOAL: Increase stewardship of cultural resources by achieving the following objectives:

- Developing cultural experiential education units for students
- Increasing accessibility to the Van Tat Gwich'in Archives
- Hiring and training summer students
- Conducting summer field work with Elders
- Developing a plan to erect place name signs in Gwich'in
- Hiring an intern to facilitate Elder-mentor translations
- Providing language classes
- Coordinating reconstruction work at Rampart House
- Updating the Rampart House and LaPierre House Management Plan
- Expanding linguistic initiatives



GOAL: Revitalize culture in the community by achieving the following objectives:

- Engaging the community in the oral history book-writing process
- Engaging the community in developing a Van Tat Gwich'in Atlas
- Publishing the third and fourth Gwich'in textbooks
- Providing Direct Acquisition Language teacher training to community and staff
- Establishing a Language Nest program
- 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.

GOAL: Establish clear land management practices by achieving the following objectives:

- Finalizing the Lands and Resources Act
- Developing the policies and procedures required to implement the Act

GOAL: Reinforce Oil and Gas industry engagement protocols

- Exercise clear Oil and Gas industry engagement protocols by achieving the following objectives:
- Hiring a Senior Advisor on Oil and Gas
- Finalize a Benefits and Stewardship Agreement by 2023

GOAL: Enhance municipal planning by achieving the following objectives:

- Updating the Old Crow Community Plan through community engagement
- Engaging the community in YESAB assessments

GOAL: Advance land-use planning as prescribed by the Agreements by achieving the following objectives:

- Implementing the North Yukon and Peel Watershed regional land use plans
- Developing a sub-regional land use plan for the Porcupine Headwaters by 2026
- Implementing the management plans for Ni'iinlii Njik, Ch'ihilii Ch'ik HPA and Van Tat K'atr'anahtii
- Completing the management plan for Dàadzàii Vàn Territorial Park with YG

GOAL: Uphold VGFN treaty rights in Crown consultations by achieving the following objectives:

- Participating fully in Yukon Environmental Socio-Economic Assessment Board (YESAB) processes
- 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.

GOAL: Ensure the community can succeed in harvesting sufficient traditional foods by achieving the following objectives:

- Documenting changes on the land through twice-per-year monitoring
- Monitoring harvest surveys

GOAL: Increase the number of community members engaged in on-the-land activities by achieving the following objectives:

- Supporting other departments in developing on-the-land camps
- Launching a campaign with other departments that encourages on-the-land activities

Energy

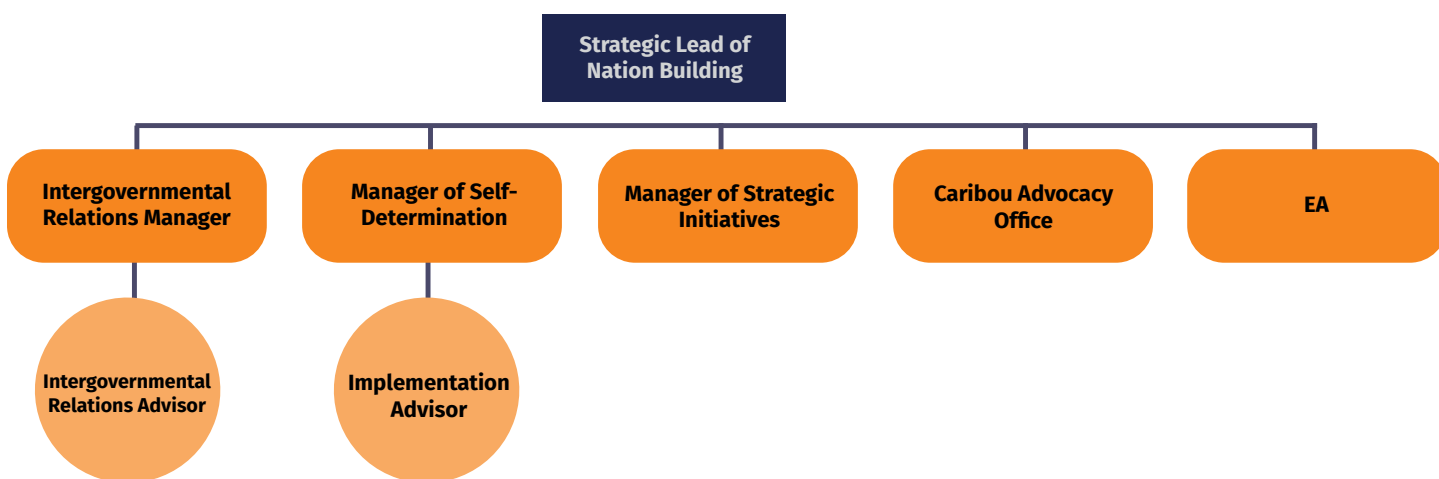
The Energy (EN) department works to reduce greenhouse gas emissions by advancing VGG's transition to sustainable energy generation and consumption by increasing the community's renewable energy infrastructure, and advancing energy conservation initiatives.

GOAL: Reach carbon neutrality by 2030 by achieving the following objectives:

- Developing a Community Energy and Implementation Plan
- Investing in clean energy infrastructure
- Increasing 'energy literacy' in the community and in government by engaging the Energy Task Force in energy discussions and planning
- Developing energy curriculum in partnership with Yukon University, Alice Frost Campus, and Chief Zzeh Gittlit School
- Transferring the management and ownership of Sree Vyàa to Old Crow Development Corporation (OCDC)

Nation Building

The Nation Building (NB) Portfolio includes Intergovernmental Relations, Self-Determination, and Strategic Initiatives 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.



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.

GOAL: Secure beneficial partnerships with other governments by achieving the following objectives:

- Finalizing the VGG-YG Intergovernmental Accord, which identifies joint priorities
- Increasing opportunities for community representation and participation external forums and gatherings
- Developing a communications policy and process for consultations with other entities

- Introduce computer software to track and manage partner relationships

GOAL: Maximize advocacy and lobbying efforts by achieving the following objectives:

- Developing a Government Relations and Advocacy Strategy
- Tracking VGG priorities and funding needs to ensure appropriate representation at the regional, national, and international levels



Caribou Advocacy Office

Permanent advocacy for Porcupine caribou began in 1995 following a General Assembly Resolution. It was in response to the threat of oil and gas development in the calving grounds of the Porcupine caribou herd in the Arctic National Wildlife Refuge. The work focuses on coordinating local, regional, national, and international efforts toward the permanent protection of Iizhik Gwats'an Gwandaii Goodlit (The Sacred Place Where Life Begins). VGG continues to take direction from Gwich'in Niintsyaa (Resolution to Protect the Birthplace and Nursery Grounds of the Porcupine Caribou Herd), penned at the 1988 Gwich'in Gathering in Arctic Village.

GOAL: Establish a strong, strategic, political position on a global scale for advocacy of the Porcupine caribou herd by fulfilling the following objectives:

- Educating and engaging Council, Citizens, and VGG staff about opportunities for partnership, intervention, and advocacy;
- Coordinating and developing processes that support cross-border intervention and advocacy;
- Promoting the cross-boundary efforts of the Gwich'in Steering Committee Board and Gwich'in International Youth Council.

GOAL: Secure and maintain partnerships that strengthen our position on the international stage by fulfilling the following objectives:

- Lobbying governments, corporations, and organizations to become partners or allies;
- Participating in cross-boundary working groups such as the Arctic Refuge Defense Campaign and the Parties of the Porcupine Caribou Management Agreement;
- Maintaining relationships with existing partners and allies.

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.

GOAL: Improve the efficiency and focus of implementation activities by achieving the following objectives:

- Reviewing and updating VGG's Implementation Plan by 2024
- Identifying all legacy implementation issues and opportunities by 2024
- Aligning departmental goals with implementation efforts
- Collaborating on shared priorities with other Modern Treaty nations

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.



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:

- Establishing an Innovation Working Group
- Developing a five-year Research and Development Plan
- Identifying high-profile or special projects
- Developing an Opportunity Management policy by 2024
- Developing a Proposals and Funding Agreements Planning Framework
- Conducting a review and assessment of VGG records by 2024
- Developing a Tourism Strategy with the governments of Yukon and Canada by 2024
- 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's future work will be guided by this Five-Year Strategic Plan. Implementation details, including departmental workplans, will be presented to Citizens at the General Assembly and during regular Council Meetings and public engagements. A review will be conducted midway to see how the plan is rolling out and if any changes or updates are needed.





Vuntut Gwitchin Government