



KLUANE
NATIONAL PARK
MANAGEMENT
BOARD

Däzhän K'e Ndasädiye

This is the way we work

STRATEGIC PLAN 2021-2024

Final Version Approved by Board: February 7, 2022

Table of Contents

INTRODUCTION.....	3
OUR TEAM	3
BOARD STRUCTURE AND MANDATE	4
STRATEGIC APPROACH.....	5
SWOT ANALYSIS	6
VISION	7
MISSION	7
GUIDING PRINCIPLES	8
STRATEGIC GOALS.....	10
STRATEGIES AND DELIVERABLES.....	11
A Nigha shaw nīdhān dākēyi làadal yu.....	11
B Dāzhān k'e ndasādiye.....	12
C Shadāth'i k'è sòhān ghākenādān	12
D Dān ts'ān kwishe k'è sòhān jenníth'a.....	13

INTRODUCTION

The Kluane National Park Management Board (KNPMB), ‘the Board’ was established in 1995 with the signing of the Champagne & Aishihik First Nations (CAFN) Final Agreement. In 2003 Kluane First Nation (KFN) ratified their Final Agreement joining the Board.

The Final Agreements and the mandate of the Board guide the cooperative management of Kluane National Park and Reserve (KNPR). The Board is a direct link between KNPR and the communities bordering the park, ensuring a local perspective to cooperative management.

The Board is comprised of representatives from three parties, CAFN, KFN and Government of Canada. Each party has equal representation with 2 voting seats each. There is a non-voting, ex-officio seat for the Site Manager of KNPR.

Prior to completing the Strategic Plan 2021-2024, KNPMB participated in a series of strategic exercises. The outcome was that the Board wants to move beyond the status quo, exploring and expanding the concept of co-operative management. The intent is to become a more balanced and meaningfully engaged co-operative management board.

OUR TEAM

BOARD MEMBERS

Mickey Beattie, Board Member (Champagne and Aishihik First Nations)

Ellen Bielawski, Board Member (Government of Canada)

Matthew Brown, Board Member (Champagne and Aishihik First Nations)

Robin Chambers, Vice-Chair (Kluane First Nation)

Elsabé Kloppers, Chair (Government of Canada)

Linaya Workman, Ex-Officio (Site Manager, Kluane National Park and Reserve)

Vacant, Board Member (Kluane First Nation)

STAFF

Christa Egli, Office Manager

BOARD STRUCTURE AND MANDATE

The authority, role and responsibility of KNPMB is currently defined as an advisory body to Parks Canada which directly makes recommendations to the Minister of Environment and Climate Change Canada.

It is the role of KNPMB to ensure that the implementation of the Kluane National Park Management Plan considers the recognition, respect and support of First Nations' Land Claims agreements and to act as a conduit for local people to participate in park management areas such as:

- Ecological monitoring
- Cultural reintegration
- Identify, understand, communicate and protect Southern Tutchone cultural resources
- Heritage tourism
- Interpretation and outreach
- First Nation opportunities
- Recreational use
- Visitor services
- Harvest zones
- Trails, routes, and air access

The Board may make recommendations to the Minister on all matters pertaining to the development and management of the Park and Thechàl Region, including:

- routes, methods and modes of access for harvesting
- harvest limits, including allowable harvests, and seasons for harvesting
- locations and methods of harvesting
- the management of Heritage Resources
- designating or modifying No Harvesting Zones
- revisions to the Park Management Plan
- matters related to the development or management of the Park Reserve and Park forwarded to the Board by the Minister
- proposed Park Reserve and Park boundary adjustments

- co-ordinating the management of Fish and Wildlife populations which cross the boundary of the Park Reserve and Park with the Fish and Wildlife Management Board, affected Renewable Resources Councils and other responsible agencies
- existing and proposed Legislation relating to the Park Reserve and Park
- means to integrate traditional and scientific knowledge in the management of the natural and cultural resources of the Park Reserve and Park.

The Board is obligated to meet 12 times per year

STRATEGIC APPROACH

The strategic planning process was undertaken with the purpose to:

- Review and update the vision, mission, values and priorities;
- Establish strategic goals and priorities for the next 3 years;
- Clarify roles, responsibilities, and expectations; and,
- Strengthen communications and community relations.

The Board began preliminary work on a new Strategic Plan in 2019, but engaged Diyet van Lieshout of Creative North, in September 2021 to complete the strategic plan with a renewed focus. Creative North met with the Board on October 30th to review the work done to date and continue the discussion of strategic goals.

The collected feedback included ideas on how to improve in the areas of board development, project success, communication, meaningful inclusion of First Nations perspectives, traditional knowledge and language, community engagement and exploring the areas of what "advisory capacity" means within the guiding documents. The following strategic sections of this document expound on previous strategies and incorporate the new strategies received throughout the strategic planning process.

SWOT ANALYSIS

<p>Internal Strengths:</p> <ul style="list-style-type: none"> • Board Members bring diverse perspectives and backgrounds • There is Board momentum – forward thinking and engaged • Strong secretariat that has the resources available to complete the work at hand • Strong relationship between the First Nations and KNPR • Functional conduit – able to respond quickly to opportunities 	<p>Internal Weaknesses:</p> <ul style="list-style-type: none"> • Staffing and Board turnover directly affects the effectiveness of the Board • Clarity of the mandate - the understanding of the mandate seems to be evolving
<p>External Opportunities:</p> <ul style="list-style-type: none"> • Ability to promote reconnections and build relationships through functions in the KNPR • Can initiate cooperative functions • Opportunities to build up the Youth/Elder engagement • Ability to communicate directly with the community • Can advocate ideas that are supported from the community directly to the Minister • Opportunity to incorporate more First Nations language, culture and perspective into recommendations and activities 	<p>External Threats:</p> <ul style="list-style-type: none"> • Appointments are the responsibility of the Minister, therefore any time delays for new Board member appointments can affect quorum • Maintaining staggered appointments can be difficult and takes time • The timeline of many issues is out of Board Control • The recommendation process to the Federal Minister is rigid • External factors can affect Board timelines and agenda. Negative historical perceptions of legacy of the Park and old Board issues can affect current relationships with the community • A lack of public knowledge about what the Board does can lead to low interest from the community and First Nations in being involved

VISION

A place where Parks Canada, the Board, the First Nations and the people come together to celebrate and share a deep connection to the land, welcoming visitors to learn about First Nation traditions and culture.

MISSION

To fulfill the Board's mandate as set out in the Final Agreements, and to ensure meaningful connection of the CAFN, KFN and local community to the park.

GUIDING PRINCIPLES

The Guiding Principles for the Board align with those developed with our park co-operative management planning partners.

Kwiyaajàl' – Welcome

Kluane National Park and Reserve is a place for everyone, a place to learn and experience, and a place where connections can be made.

*Drums are a voice, of stories, celebration or sadness.
Drums welcome, invite dance or bookend stories.
Each drum has its own voice and together they speak
for a time and place.*



Nàts'jt'är - Respect

It is important to listen and to learn from each other so we can build strong relationships, trust each other, and work together for our common goals.

A long time ago, it was a chaotic time in the world of animals. Beaverman organized the animals so they all had their own niche in the world and could interact and live with one another in a way that benefited all, over time.



Kwädäy kwändür jenīth'a k'e kīdän

– We listen and learn the long ago teachings

Sharing our knowledge is a circular process from elder to youth and is based on generations of experiences that can be passed on to our future leaders.

A mother bear teaches her young how to thrive and survive in the world. This knowledge is passed on, generation to generation. The feather snare makes a background circle and represents traditional knowledge and technology. It is made of simple resources, but its application is effective. It is fragile, yet portable and replaceable.



Dāzhān nān kāy yè dàkeyi dāghàshūr t'ù ghàkwīnjì

**– We are all thankful for our land,
it gives us all that we need for life**

Everything is connected and our strength and resilience comes from our connections to our land and water. We must work together to ensure that those connections remain to support a healthy environment and people.

A watershed. The air and mountains create a landscape that permits plants, animals and people to thrive. The mycelia encircling the landscape represents interconnectedness that nurtures. The bead floral design represents people and balance.



Nłāye uk'anjthāt

– You people are thinking about it together

We guide our decisions by using land-based traditional knowledge and scientific information to form one vision.

The two trees are separate species yet they support each other. The ochre circles represent human ideas and tradition. There are four, indicating the four directions. The sprout represents new ideas that come from sharing.



Shàwthan kuk'āts'ānātà dāzhān nān kāy

– Everyone look after the land very well

As caretakers, we have a responsibility to ensure that our decisions reflect our values and that the connections between the land, the water and the people who live here remain forever.

Our hands on the land represent care and intent.

STRATEGIC GOALS

A. **Nigha shāw nīdhān dákéyi làádal yu**

We are happy you have come to our country

This goal is focused on strengthening relationships and making connections. Be a listening partner that continually supports and cultivates the relationships with the First Nations and the local communities. Following the lead of the First Nations, help to create space and opportunities to incorporate Traditional Knowledge in all aspects of discussion and recommendations.

B. **Dāzhān k'e ndasādiíye**

This is the way we work

This goal is focussed on actively pursuing the Board Mandate. Fulfill the mandate of the Board as outlined in Chapter 10 of the CAFN and KFN Final Agreements, and especially those areas whose boundaries can be explored while capturing the “spirit and intent” of the Agreements.

C. **Shadàth'i k'è sòthān ghàkenādān**

They all learn well sitting in a circle

This goal is focused on building a strong and effective Board. Advance the capacity of the Board through streamlining internal processes and educating external community on the authorities of the Board.

D. **Dān ts'ān kwíshe k'è sòthān jennítth'ā**

When I talk to people, I understand well

This goal is focussed on enhancing communications and engagement. Strengthen communication protocols and practices that improve engagement with the communities with the strategy to meet people where they are at.

STRATEGIES AND DELIVERABLES

A | Nighā shāw nīdhān dákéyi ǵáadal yu

Be a listening partner that continually supports and cultivates the relationships with the First Nations and communities. Following the lead of the First Nations helps to create space and opportunities to incorporate Traditional Knowledge in all aspects of discussion and recommendations.

SP-A1	Increase representation in the community	Actively engage the public by having more meetings in community and/or finding new ways to have the public attend meetings	
		Relationships are cultivated in the community in the hopes that more people will be willing to serve as Board members in future	
		Create opportunities to meet and gather, engaging the Community, Youth, Elders and Seniors to participate and contribute	
		Communicate the intentions of the Board to listen respectfully, incorporate input and report back to the community.	
		Invite First Nation staff to attend our Board Meetings online or in person as appropriate.	

SP-A2	Incorporate Traditional Knowledge and Indigenous ways of knowing and doing into discussions and recommendations process	Use First Nations Language in documents, internal proceedings and at events, as appropriate.	
		Work with the community and knowledge-keepers to incorporate their perspectives and language in Board recommendations	
		Connect with the First Nations communities to ask how they would like to be engaged and discover new ways of making connections and sharing space that make sense to the community.	

B | Dāzhān k'e ndasādiye

Fulfill the mandate of the Board as outlined in guiding documents and examine those areas where boundaries can be explored considering the “spirit and intent” of the Agreements.

SP-B1	Investigate the boundaries of the mandate.	Review Chapter 10 of the CAFN and KFN Final Agreements with a view to exploring the boundaries of what more the Board can do beyond making recommendations.	
		Capitalize on the areas the Board can pursue independently	

C | Shadāth'i k'è sòthān ghākenādān

Advance the capacity of the Board through reviewing internal processes, making improvements, identifying gaps and investing in the growth of Board members.

SP-C1	Review internal processes with a view to finding efficiencies and improvements.	Processes and operations are reviewed for effectiveness and improvements noted and planned for.	
		Develop practices to ensure the corporate history is recorded and kept up to date. Including, Board operations, procedures, planning and changes to the guiding documents.	
		Invest in building the capacity of the Board through ongoing training, ensuring all Board members are equally prepared. For example: review the relevant Chapters in the Final Agreements together.	
		Develop a workflow matrix that captures what stage the Board is at on various recommendations and projects.	
		Prioritize outstanding items that need to be completed	

D | Dän ts'än kwíshe k'è sòhän jenníth'ą

Strengthen communication protocols and practices that improve engagement with the communities with the agenda to meet people where they are at.

SP-D1	Clear up public perceptions of what the Board does.	Communicate the facts about the Board’s operational powers and ability to influence the Parks Act and Regulations in plain language on Board website, social media, and in print.	
		Share Park information and a “What We’ve Heard” communication back the community through FAQ on the website, social media, newsletter, and/or at public meetings	
		Increase community awareness and knowledge about the Board’s mandate.	

SP-D2	Take a proactive approach to sharing information and communicating results of recommendations.	Develop a process for sharing the results of recommendations made to the Minister, to the community that extend beyond what the Board is currently doing.	
		Develop innovative ways for the community to engage with the Board i.e., gathering feedback online	
		Invite the public to attend our meetings online, or in person. Set the meeting dates in advance and advertise them via email, social media and website.	

[Back cover]

Kluane Park Management Board
Management Board Secretariat
PO Box 2132
Haines Junction, Yukon
Y0B 1L0

Office: (867) 634-2746
Fax: (867) 634-2606
kluanepmb@gmail.com
www.kluanepmb.ca