



KWANLIN DÜN  
CULTURAL CENTRE

# Strategic Plan

## 2023-2028

January 12, 2024 (Final)

Dejā ahndey sòsin dahdèl  
Going forward in a good way





# Introduction



**KWANLIN DÜN**  
**CULTURAL CENTRE**

Dänk'e ye  
Dakwänje ye  
Dakwändur

**OUR INDIGENOUS CULTURE, HERITAGE, AND  
LANGUAGE**

Kwänlin Dän  
Najji

**COMMUNITY**

Alhayea

**CONNECTION**

Nàts'etsat

**STRENGTH**



At KDCC, we are **inspired by our ancestors** and **filled with hope and inspiration** as we launch our second decade from a **position of cultural and organizational strength**, with the intent of **deepening our cultural mandate** for our Centre and community.

This includes strengthening our role as a **Kwanlin Dün Cultural Knowledge Keeper** and **cultural education programmer** for our **young people** through impactful collaborations.

# THIS IS AN ERA OF CULTURAL ABUNDANCE, RECIPROCITY, and CELEBRATION

- ▶ The **reclamation of First Nation culture and heritage** is one of the ***foremost achievements*** of and benefits to Indigenous peoples in this self-governance era.
- ▶ **Kwanlin Dün cultural heritage resurgence** is driven by Kwanlin Dün peoples including its artists, the Kwanlin Dün First Nation government, Kwanlin Dün Cultural Centre, and others supporting such important work.



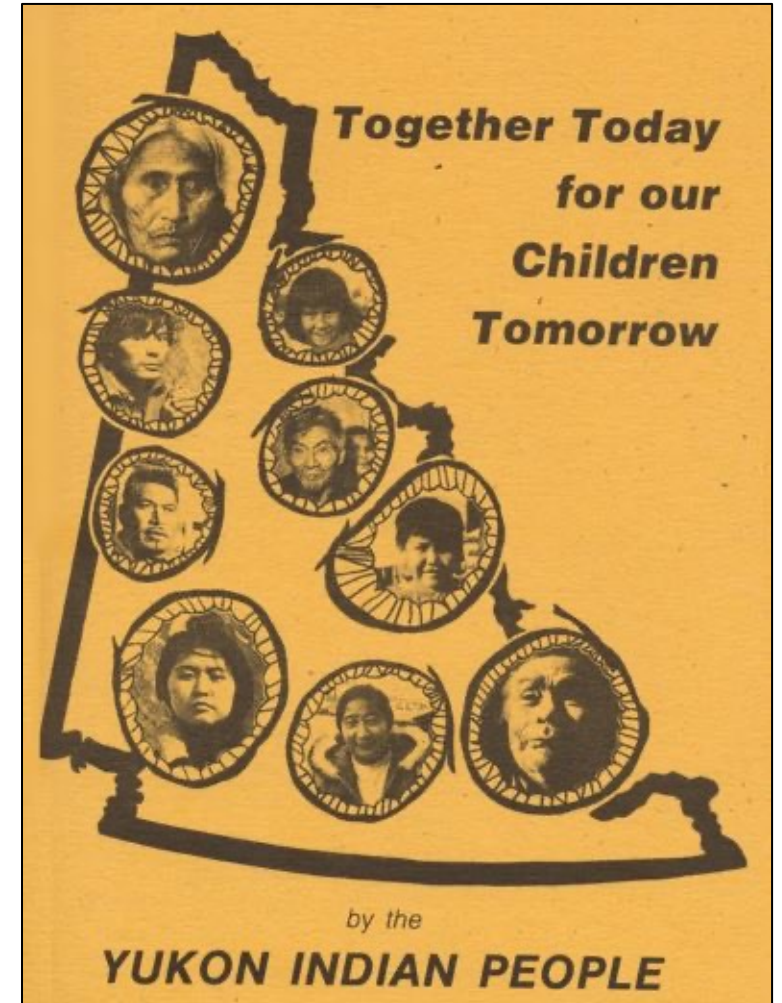
# WE RECLAIM and CELEBRATE OUR CULTURAL HERITAGE

The historic document, ***Together Today For Our Children Tomorrow***, was presented to the Prime Minister of Canada in 1973 by a delegation of Yukon Chiefs.

This paper paved the way for the negotiation of Final and Self-Government Agreements for Yukon First Nations.

The **Umbrella Final Agreement (UFA)** was signed in 1993, and **The Kwanlin Dün First Nation Final Agreement** and **The Kwanlin Dün First Nation Self-Government Agreement** were signed in 2005.

Within these agreements, the creation of the **Kwanlin Dün Cultural Centre (KDCC)** built by the Chu Níikwän (Yukon River) on Settlement Land Parcel C- 70FS was successfully negotiated. The KDCC opened in 2012.





Chief Sean Smith with Dakhká Khwáan Dancers

## BACK TO THE RIVER

Opened in 2012 on the mighty Chu Níkwän (Yukon River) by the **Kwanlin Dün First Nation (KDFN)**, the **Kwanlin Dün Cultural Centre (KDCC)** celebrates, values, and advances the Kwanlin Dün culture, history, teachings, traditions, and languages while being stewards of the building and land on behalf of **Kwanlin Dun First Nation**.

Kwanlin Dün Cultural Centre's facilities and land are owned by the Kwanlin Dün First Nation. **Kwanlin Dün Cultural Society (KDCS)** is a registered not-for-profit organization governing, operating, and stewarding the **Kwanlin Dün Cultural Centre**. The KDCS Governance Council was established in September 2013 through the appointment by KDFN Chief and Council.

KDCS embodies the KDFN Constitution Preamble which states that the Kwanlin Dün expect the Kwanlin Dün First Nation to foster Kwanlin Dün traditional languages, practices, and culture, and, that Kwanlin Dün citizens acknowledge their desire and commitment to honour and carry forward their culture, languages, traditions, clan system, and laws.

Dánän kay ts'än k'àkwädinge

Bless our land.

# TWO PATHS, INTERTWINED

Kwanlin Dün Cultural Centre walks on **two intertwined paths** with its **cultural purpose** and that of a **gathering place**.

dänk'e  
the people's way  
our way

Yukon First Nations Graduates

The **intergenerational transfer**  
of the  
knowledge of  
**culture and language**,  
including that of  
our **Elders** to our  
**young people**,  
is **essential** for **Kwanlin Dün**  
**culture to survive and thrive.**



**Judy Gingell, CM OY**, Current KDCS Governance Council Chair, former Grand Chief of Council of Yukon First Nations, first First Nations Commissioner of Yukon, founding director (1969) and secretary/treasurer (1973) of the Yukon Native Brotherhood, past executive council member of the Yukon Indian Women's Association, and founding director of Northern Native Broadcasting Yukon.



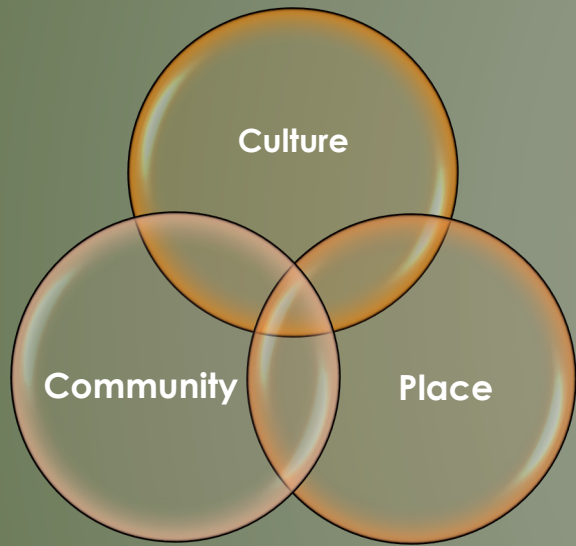
KDFN youth at a KDCC cultural youth workshop.

The vision of **long-term  
preservation, survival, and  
celebration**  
of  
**Kwanlin Dün culture, languages,  
and community**  
is at the core of KDCC cultural  
collections and programming.

We are dedicated to  
supporting our artists.



Duran Henry,  
Kwanlin Dün artist



## ***KDCC AS A CULTURAL CONNECTOR***

KDCC celebrates Kwanlin Dün ways of life for the benefit of the Kwanlin Dün people and to share our culture with other First Nations and the public at large. The Kwanlin Dün Cultural Centre collects and preserves cultural, historic, traditional, contemporary, and artistic objects, replicas, and artefacts.

At the KDCC, Kwanlin Dün artists celebrate and advance Kwanlin Dün's culture and heritage. KDCC operates First Nations emerging and established artist residencies and presents performing arts and community cultural events, including the Yukon First Nations Culture & Tourism Association's renowned Adäka Cultural Festival.

## ***KDCC as a MEETING & CONFERENCE VENUE***

The beautiful and unique Kwanlin Dün Cultural Centre is one of Yukon's premier and busiest venues welcoming thousands of people into the world of Kwanlin Dün culture while creating a great sense of community belonging for the Kwanlin Dün First Nations citizens.

KDCC hosts 1,200 events a year within a diversity of spaces appropriate for conferences and conventions, community meetings, workshops, weddings, cultural events, artist residencies, and experiences.

2023-2028

KDCS

Strategic

Plan

Däñk'e ye Dakwänje ye  
Dakwändur

Our Indigenous Culture,  
Heritage, and Language



Bear Frontlet by Karen Bien

# VISION

By connecting people and place, we ensure Kwanlin Dün culture, languages, and traditions thrive for many generations.



# MISSION

We walk on intertwining paths  
by celebrating, honouring, and  
advancing Kwanlin Dün  
culture and languages while  
being a gathering place and  
outstanding venue.



Kwanlin is our Southern Tutchone name for the canyon (currently called Miles Canyon) that carries Chu Níkwän ("Shining Waters") - the Yukon River - into Whitehorse.

Kwanlin means "water through the canyon." Dün is our word for People.

# MISSION FOR OUR COLLECTION

The mission for our collection is the continued preservation, protection, and representation of material culture, and the resurgence of Kwanlin Dün cultural arts, languages, and activities.

**KDCC Core, Living, Working, and Digital Collections**

*Crow Boy and Bear Cub*  
by Kitty Smith



Kwanlin Dün core beliefs determine that we act as stewards for the land, listen to our Elders, and pass on knowledge and traditions to future generations.

Each object in our collection carries a story, and those stories need to be cared for and shared. The KDCC maintains its collections with these cultural values in practice.

# MANDATE /1

Kwanlin Dün Cultural Centre embraces the KDFN Heritage mandate.\*

**A. ENGAGEMENT:** We promote public awareness, appreciation, and understanding of all aspects of culture and heritage in the Yukon and respect and foster the culture and heritage of the Kwanlin Dün people;

**B. PRESERVATION:** We promote the recording and preservation of traditional languages, beliefs, oral histories for the benefit of future generations;



\*The Kwanlin Dün First Nation Agreement, Chapter 13, Heritage  
[https://www.kwanlindun.com/wp-content/uploads/2020/03/Final\\_Agreement.pdf](https://www.kwanlindun.com/wp-content/uploads/2020/03/Final_Agreement.pdf)

# MANDATE /2

**C. HERITAGE RESOURCES:** We promote the use of generally accepted standards of Heritage Resources management to ensure the protection and conservation of Heritage Resources;

**D. ACCESS:** We facilitate reasonable public access, except where the nature of the Heritage Resource or other special circumstances warrant otherwise;

**E. ORAL HISTORY:** We recognize that oral history is a valid and relevant form of research.

\*The Kwanlin Dün First Nation Agreement, Chapter 13, Heritage  
[https://www.kwanlindun.com/wp-content/uploads/2020/03/Final\\_Agreement.pdf](https://www.kwanlindun.com/wp-content/uploads/2020/03/Final_Agreement.pdf)



Kwanlin Dün First Nation  
Chief Sean Smith

# KDCS GUIDING PRINCIPLES /1

Responsible for KDCC's overall stewardship, we the Governance Council believe in the following guiding principles.

## A. SPIRIT OF POTLATCH

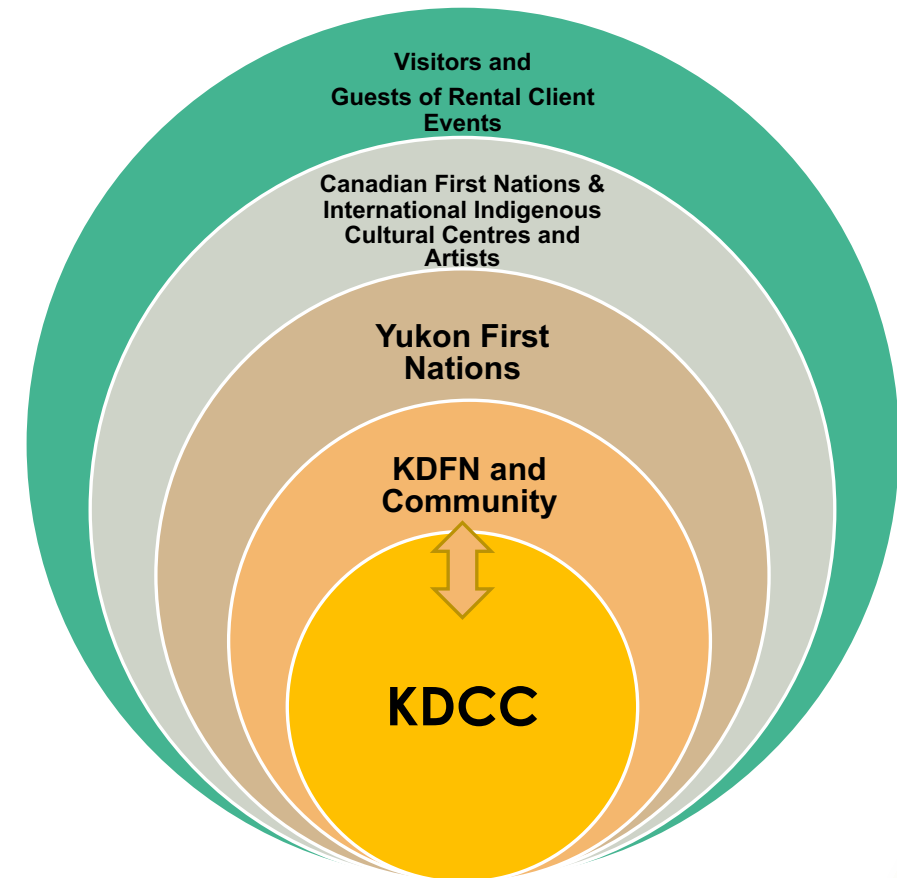
We believe in the spirit of the Potlatch, where KDCC is a safe, caring, healing, and inclusive place that fosters a great sense of learning, belonging, and respect for all.

## B. YOUTH

We believe in providing a pathway for change for KD/YFN youth through cultural engagement to enable an increased sense of First Nations identity and community.

## C. KWANLIN DŮN FIRST NATION

We believe in a strong and positive relationship with KDFN.



# KDCS GUIDING PRINCIPLES /2

## **D. ARTISTS & KNOWLEDGE KEEPERS**

We believe in actively supporting Kwanlin Dün and other Indigenous artists and knowledge keepers.

## **E. EXCELLENCE & PRIDE OF SERVICE**

We believe in a devoted commitment to excellence in service and host our visitors and event participants with a spirit of pride and reciprocity.

## **F. FIRST NATION EMPLOYMENT AND LEADERSHIP**

We believe that it is important to recruit, train, and mentor Kwanlin Dün citizens.

## **G. SUSTAINABILITY**

We believe in working hard to maintain and ensure the KDCC's long-term sustainability.



Ann Smith, renowned Kwanlin Dün weaver, former KDFN Chief, and current KDCS Governance Council Member

# KDCS STRATEGIC PRIORITIES 2023-2028



**1. DEEPENING  
CULTURE  
MANDATE**



**2. YOUTH  
ENGAGEMENT  
& BELONGING**



**4. FUTURE  
CONFERENCE CENTRE  
RELATIONSHIP**



**5. SUSTAINABILITY:**  
*Financial and  
Property  
Management*



**3. OUR KDCS PEOPLE  
and FIRST NATION FOCUSED  
GOVERNANCE & LEADERSHIP**



# Priority Projects 2023-2028

## A. DEEPENING CULTURAL MANDATE

- **Digital Collection** as resources for KDFN & public – leading to KDCC as **KD Cultural Knowledge Keeper** (2023-2026)
- **Youth Engagement programs** in collaboration with KDFN Circle of Care programs and with other First Nations youth programs (2024-2028)
- **Collection building** with traditional and contemporary KD and YFN cultural works and artifacts (2023-2028)
- **Annual Winter Storytelling Festival** establishment with collaborating partners (2026/27)
- **KDCC River Corridor Revitalization** (main lobby display space) and creation of an engaging visitor cultural experience for the KDCC 15<sup>th</sup> Anniversary (2027/28)
- **Year-Round Shakaat Artist Village** (winterized cabins) logistical and funding research, including that for eco-friendly energy and heating (2027/28)

## B. COLLABORATIVE RELATIONSHIP WITH NEW CONFERENCE CENTRE (2026)

- **Operating and financial feasibility study** (2024/25)
- **Final contractual relationship** (2025/26)
- **Project Management Participation** in architectural design and organizational governance and structure with CNLP, YCB, YG (2023-2026)
- **KD/YFN Art Gallery and Retail Space** (2023-2026)
- **Construction scheduling** – logistics including business interruption funding and moving of KDCC smaller buildings and items (2024-2026)

## C. REVENUE DIVERSIFICATION

- KDCC **Funding/Fundraising** Research, Plan, and Program Establishment (2024)
- KDCC First Nation **retail** operation (2024/25 at KDCC, 2026/27 at Conference Centre)



Sákw.  
To be.




# KDCS GOALS

2023 – 2028

*Raven Releases the Light*  
By Mark Preston



**GOAL 1:**



**We will ensure that the long-term survival and celebration of Kwanlin Dün culture and languages are at the core of KDCC cultural and heritage collections and programming.**

# GOAL 1:

## CULTURAL MANDATE OBJECTIVES

### OBJECTIVE A – Advance our Cultural Mandate and Building our Collection

We will uphold, grow, and deepen our cultural and collections mandate to preserve and celebrate our culture.

We will build our collection with Kwanlin Dün and YFN traditional and contemporary cultural works and artifacts.

### OBJECTIVE B – Increase Participant Engagement and Belonging

We will achieve fuller participant engagement and a sense of belonging with our community.

### OBJECTIVE C – Be a Kwanlin Dün Knowledge Keeper

We will be a reputable Kwanlin Dün cultural knowledge keeper by establishing a KDCC digital collection on cultural practices with its active future use by the KDFN community.

### OBJECTIVE D – Support Kwanlin Dün and Other Indigenous Artists

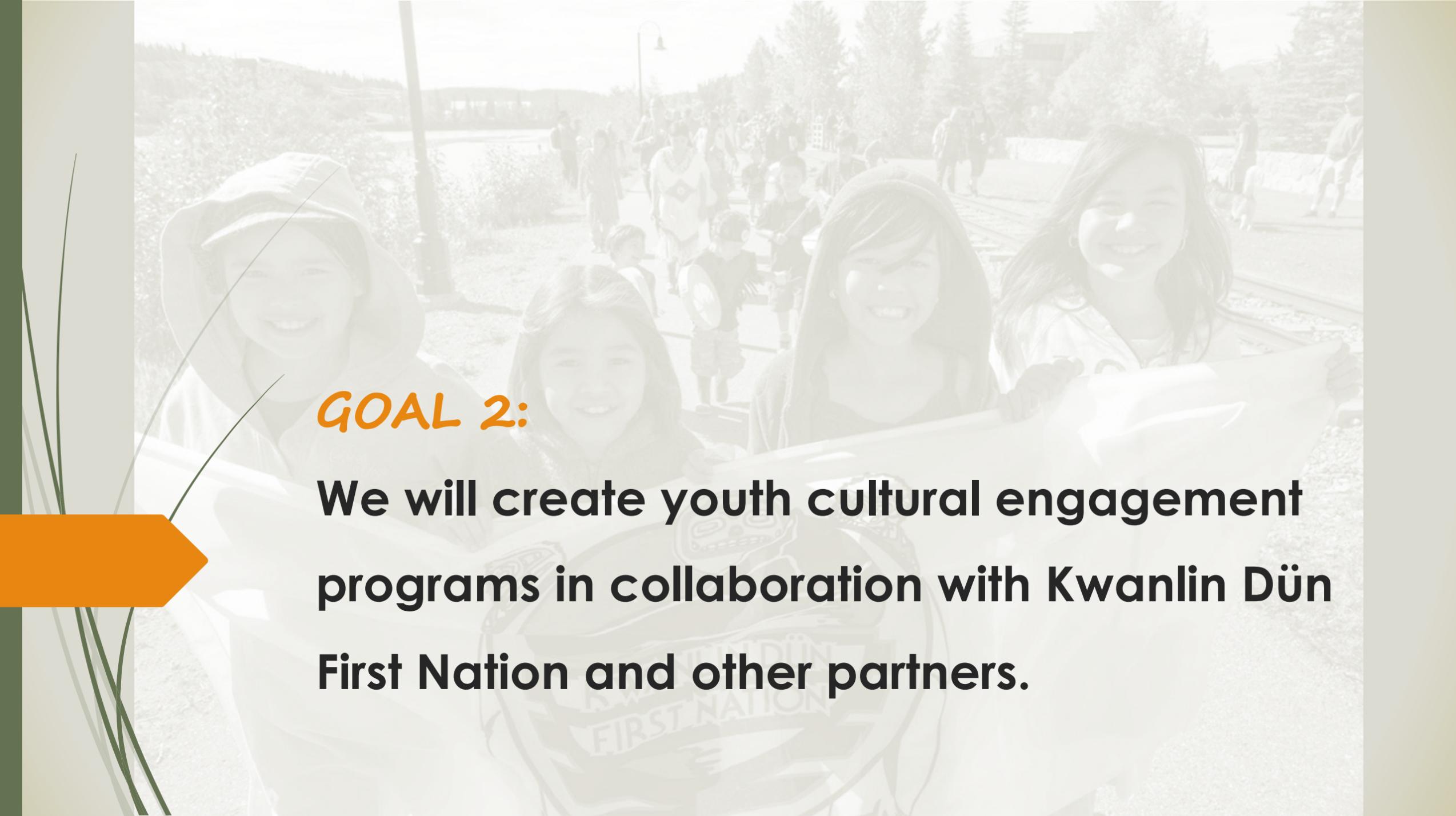
We will support Kwanlin Dün and other Indigenous artists in our exhibits, events, artist residencies, and increased opportunities for artists to sell their works.

### OBJECTIVE E – Embark on Cultural Collaborations with KDFN

We will grow our relationship and cultural collaborations, such as those with KDFN and the Adäka Cultural Festival, to increase KDCC's benefit for Kwanlin Dün citizens.



Caribou mukluks by Annie Smith

The background of the slide features a faded photograph of four young children of Indigenous descent smiling and holding a large, unfolded map. In the center of the map, there is a circular logo for the Kwanlin Dün First Nation, which includes a traditional Indigenous design and the text 'KWANLIN DÜN FIRST NATION'. The scene is set outdoors on a path with other people and trees in the background.

**GOAL 2:**

**We will create youth cultural engagement programs in collaboration with Kwanlin Dün First Nation and other partners.**

## GOAL 2:

# YOUTH ENGAGEMENT OBJECTIVES

### OBJECTIVE A – Create High Impact Youth Engagement through Collaborations

We will explore the co-creation of ongoing and financially sustainable KDFN/YFN youth cultural engagement programs with collaborating partners such as KDFN.

### OBJECTIVE B – Create KDCC Youth Engagement Programs

We will explore and launch high-impact youth engagement programs at KDCC.





### **GOAL 3:**

**We will intentionally develop future KDCC  
First Nation governance and staff leadership  
and ensure a caring and professional  
working environment for all our staff.**



Wolf Crow Moiety Panel by  
Justin Smith

## **GOAL 3:** **HUMAN RESOURCES AND FIRST NATION LEADERSHIP OBJECTIVES**

### **OBJECTIVE A – Being Intentional on KDCC First Nation Leadership**

We will deliberately identify and nurture relationships with future KDFN and YFN candidates with the potential for executive leadership and staff.

### **OBJECTIVE B – Ensure Succession Planning**

We will ensure succession planning within the KDCS Governance Council for future leadership positions.

### **OBJECTIVE C – Provide Governance Training**

We will institute governance and leadership training for our Governance Council members to ensure the knowledge of responsibilities and the KDCC mandate.

### **OBJECTIVE D – Ensure Staff Development and Support**

We will provide our permanent and auxiliary staff with a caring, professional working environment with effective training, wellness support, and professional development opportunities.



**GOAL 4:**

**We will establish a successful and mutually beneficial relationship with the new Conference Centre.**

## GOAL 4:

# CONFERENCE CENTRE OBJECTIVES

### OBJECTIVE A – Research Logistical and Financial Requirements

We will do our due diligence in researching the Conference Centre's logistical and financial requirements with CNLP.

### OBJECTIVE B – Develop Collaborative Relationship with Conference Centre

We will ensure a mutually beneficial relationship with the new Conference Centre including the creation of an Indigenous Gallery and retail space.





Woosh eet yidashí.

Help each other.

## ***GOAL 5:***



**We will ensure financial and operational excellence and sustainability.**

## GOAL 5:

# EXCELLENCE & SUSTAINABILITY OBJECTIVES

### OBJECTIVE A – Ensure Financial Best Practices

We will commit to financial sustainability through best financial management practices.

### OBJECTIVE B – Diversify Revenue Sources

We will diversify our revenues by establishing a philanthropy program and retail operation.

### OBJECTIVE C – Ensure Pride of Service

We will ensure excellence in our services and that our venue, services, and equipment meet contemporary meeting and conference requirements.

### OBJECTIVE D – Ensure Venue Maintenance and Repair

We will ensure the maintenance and repair of our building and land for long-term sustainability.

Woosh eet yidashí.

Help each other.





# New KDCC Philanthropy Program

The purpose of our new philanthropy program is:

- to help KDCS realize its vision and mission to improve and enrich the lives within our community with cultural programs and gathering spaces through access to new project and operating revenues
- to contribute to the Kwanlin Dün Cultural Centre's sustainability, and
- to contribute to the flourishing of Kwanlin Dün cultural heritage for generations to come.

# Benefits of our Philanthropy Program

The purpose of philanthropy is to invest in and benefit others.

With trust-based philanthropic support through the new KDCS philanthropy program, we are **creating spaces** of:

- Learning
- Innovation
- Relationship-building
- Co-creation, and
- Activation.



# Philanthropic Values

Our philanthropic values are based on our ability to share our own culture, languages, and stories in the spirit of **ABUNDANCE**:

In the spirit of **RECIPROCITY**

In the spirit of **COLLABORATION**

In the spirit of **GRATITUDE**

In the spirit of **ACCOUNTABILITY**  
and **TRANSPARENCY**

In the spirit of **DISCOVERY**

In the spirit of **CELEBRATION**.

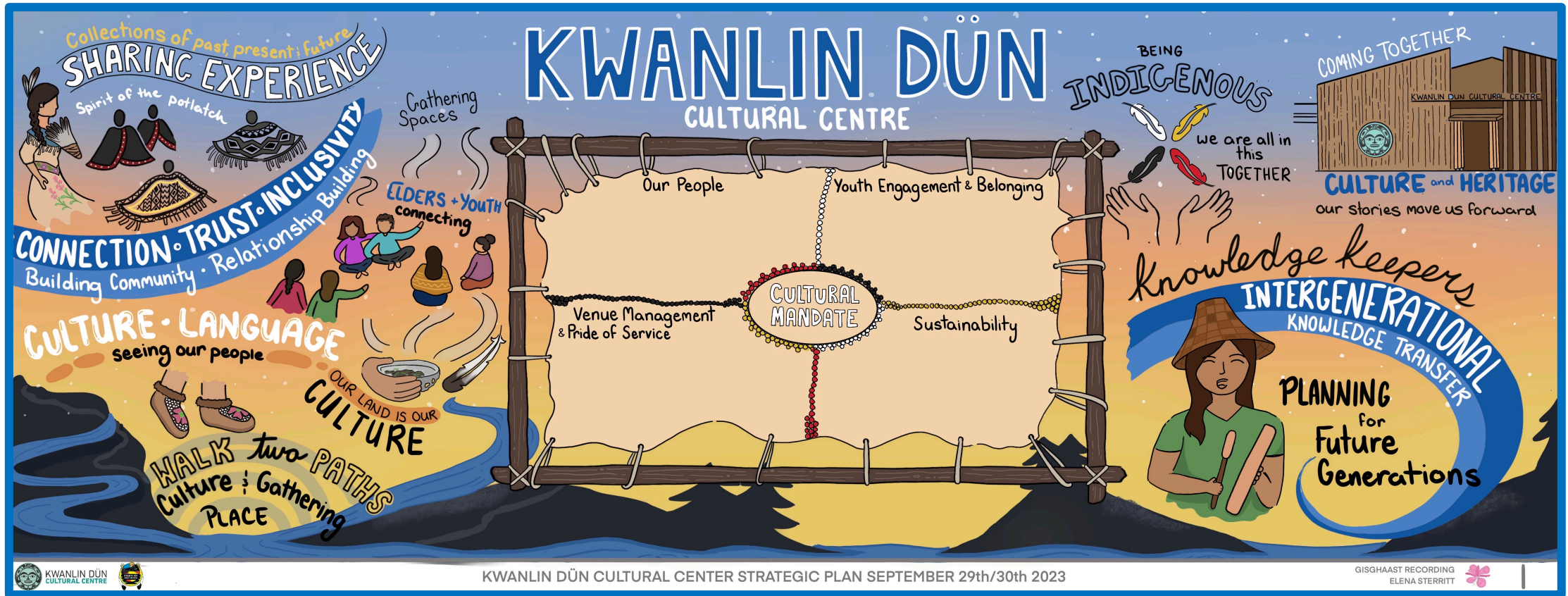


# Goals of Retail Operation

- To partner with and **support Kwanlin Dün and First Nations Artists** as well as experts in the cultural retail field.
- To enrich the **visitor experience** enabling visitors to “take home” a part of their KDCC experience.
- To build a **new revenue stream** at KDCC as potentially at the new Conference Centre.



Mike Smith Dak'laweidí Vest by Wanda Webb



KWANLIN DÜN CULTURAL CENTER STRATEGIC PLAN SEPTEMBER 29th/30th 2023

Graphic Illustration of the collaborative KDCS strategic planning sessions by Elena Sterritt.



Gunatchîsh, Mähsi' cho,  
Shäw níthän, Sógá sénlá, Thank you

**Kwanlin Dün First Nation**

**KDCS Governance Council and Staff**

**Many Community Stakeholders - Individuals and Organizations  
and our Consulting Team:**

**Lord Cultural Resources**

Gail Lord, President

Kathleen Brown, Vice President

Hanna Cho, Associate Consultant

**Sa'hetxw Consulting**

Jamie Sterritt, President

**Gisghaast Recording**

Elena Sterritt,

Graphic Recorder

**Ry Moran** (for Digital Collection)

Inaugural Associate University Librarian - Reconciliation,  
U. Vic.,

Founding Director of the National Centre  
for Truth and Reconciliation



**KWANLIN DÜN  
CULTURAL CENTRE**

Thank you KDCS team for all your wisdom, ideas, and work in this collaborative planning process that is very appreciated.

## KDCS Governance Council

Judy Gingell, Chair

Cheryl McLean, Secretary/Treasurer

Stormy Bradley

Gavin Gardner

Karen Lepine

Ann Smith

Teagyn Vallevand

Alicia Vance

Joan Viksten

Colleen Williams

### KDFN Staff

Dorothy Sam, Acting ED, KDFN

Caleb Kelly, Director of Finance



## KDCS Staff

Tricia Baldwin, Executive Director

Kailen Gingell, Cultural Director

Adam Easton, A/V Services Manager

Patrick Matheson, Operations Manager

Jackueline Rodrigue, Comptroller and Anna Dai, Bookkeeper

Danette Skakun, Events Manager

Shirley Smith, Elder-in-Residence

Hannah Tolman, Collections Specialist

Ella Vallevand, Acting Cultural Assistant

Anita Golpaldresg, Acting Reception/Events Coordinator

### Client Services Team (CST)

Henry Taylor, Client Service Team Supervisor

Dion Sheldon, CST Shift Supervisor

Stewart Bond, Brianna Cabot-Blanc, Connor Cathers, Nigel Charlie, Michelle Charlie, David Guenette, Mandeep Kaur, Shabadjot Kaur, Kiawana Leas, Cameron Lindstrom, Mohit Mahajan, Isaac O'Brien, Philip Peterson, Romeo Ponto, Ben Power, Joellen Sheldon, Gurpartap Singh



# APPENDIX I

## IMPLEMENTATION:

### Action Steps



“ \* ”

marks activities  
that will be  
repeated in  
subsequent years

## GOAL 1: DEEPEN CULTURAL MANDATE

**OBJECTIVE A:** We will uphold, grow, and deepen our cultural and collections mandate to preserve and celebrate our culture.

Year	Action Steps
2023/24	<ul style="list-style-type: none"><li>• Implementation of <b>3D scanned objects</b> into permanent display and for Digital Collection</li><li>• Research into potential partnerships (e.g., Gwaandak Theatre, Nakai's Pivot Theatre Festival) for a future Annual Winter Storytelling Festival</li><li>• Purchase a new work for the Collection*</li><li>• Creation of <b>KDCC Collections Booklet</b></li><li>• Organization and protection of <b>physical collection</b></li><li>• To develop a national Indigenous network, renew Canadian Museum Association membership and join Indigenous Curatorial Collective*</li></ul>
2024/25	<ul style="list-style-type: none"><li>• KD language named collections and gallery space.</li><li>• Community and youth engagement plans accompany the launch of all new exhibits</li><li>• Launch Winter Storytelling event (leading up to the creation of a Winter Story Telling Festival in 2026/27) – in-bound and outbound (e.g. KDCC, First Nation seniors' homes, KDFN Potlatch House), film KDFN storytellers for Digital Collection*</li><li>• To connect KDCC regionally, nationally, and internationally, visit Yukon, Northern (Yellowknife, Iqaluit), Canadian cultural centres for learning, building relationships and networks, and possible collaborations and exchanges, and participate in regional, national, and international (in future years) conferences/gatherings*</li><li>• A/V and other departmental support of Cultural Programming*</li><li>• Visit Canada House UK for Honouring our Future exhibition to grow international contacts, with Travel Grant support</li><li>• Cultural onboarding package developed for all new staff so that all staff know KDCC's cultural purpose*</li><li>• Create year's cultural activity listing, ensure event listings through KDFN newsletter*</li></ul>

## GOAL 1: DEEPEN CULTURAL MANDATE

**OBJECTIVE A - continued:** We will uphold, grow, and deepen our cultural and collections mandate to preserve and celebrate our culture.

Year	Action Steps
2025/26	<ul style="list-style-type: none"><li>• Establish <b>3-year exhibit planning framework</b> for main and touring exhibitions*</li><li>• Research the creation of a <b>collection acquisition fund through fundraising and government grants</b> to enable constant growth of the KDCC collection</li><li>• With the Culture Committee, determine what objects currently do not meet the criteria of the Collections Policy and what to do with them (deaccession)</li><li>• Plan KDCC 15<sup>th</sup> anniversary – including revamping the KDCC River Corridor to be <i>more 3-dimensional, experiential, participative with deeper knowledge sharing</i>, seek \$150,000 in funding, seek contractor help to organize this</li></ul>
2026/27	<ul style="list-style-type: none"><li>• <b>KDCC 15<sup>th</sup> Anniversary - revamp River Corridor Interpretive displays</b> and ensure <b>Kwanlin Dün citizen representation</b> of hanging photos</li><li>• <b>Annual Winter Storytelling Festival</b> established with collaborating partners*</li></ul>
2027/28	<ul style="list-style-type: none"><li>• Develop a <b>Yukon First Nation Cultural Centre Summit</b></li><li>• Visit to New Zealand Māori and Scandinavian Sámi cultural centres for learning, building relationships and possible collaboration, with travel grants</li></ul>

## GOAL 1: DEEPEN CULTURAL MANDATE

**OBJECTIVE B:** We will achieve fuller participant engagement and a sense of belonging with our community.

Year	Action Steps
2023/24	<ul style="list-style-type: none"><li>• Professional Development on community and digital engagement strategies with Hanna Cho, Lord Cultural Resources</li><li>• Research funding for a Community and Youth Outreach Manager</li><li>• Creation of collection booklet for KDCC staff and GC to broaden collective knowledge</li><li>• Create event marketing plan and templates</li></ul>
2024/25	<ul style="list-style-type: none"><li>• <b>Youth and community engagement plans</b> accompany the launch of all new exhibits*</li><li>• Ensure <b>event marketing</b> online and at KDFN*</li><li>• Research on roles of Elders in Residence</li><li>• Research partnerships for KD/YFN artistic workshops</li><li>• Build relationship with Queer Yukon for increased Indigenous Pride programming and increase presence during Pride Month (August) and become a leader in promoting and facilitating Indigenous Pride in Whitehorse.</li><li>• QR code information on River Corridor exhibited items to provide greater context for the visitors and staff</li></ul>
2025/26	<ul style="list-style-type: none"><li>• Work with KDFN Elder's Council to learn what they would like to see and do at KDCC</li><li>• <b>Shakaat Mentor/mentee program</b> established*</li></ul>
2026/27	<ul style="list-style-type: none"><li>• See above</li></ul>
2027/28	<ul style="list-style-type: none"><li>• See above</li></ul>

## GOAL 1: DEEPEN CULTURAL MANDATE

**OBJECTIVE C:** We will grow our role as a reputable Kwanlin Dün cultural knowledge keeper by establishing a KDCC digital collection on cultural practices with its active future use by the KDFN community.

Year	Action Steps
2023/24	<ul style="list-style-type: none"><li>• \$388,000 Canadian Heritage Funding Secured</li><li>• Determine project scope, project/archival staffing/consultant roles and responsibilities, budget, secure advisory services from Ry Moran, founding director of the National Centre for Truth and Reconciliation, now at UVic, and Tracy Makarewich for archival system advice</li><li>• Project management and partnerships for the multi-media Digital Collection articulated</li><li>• KDFN-KDCC Guiding Document for shared Digital Collection Policy</li><li>• Initial research on archival and front-end access software and the physical computer home</li><li>• Research into how restricted access for KDFN citizens will be operationalized</li><li>• Research into legal copyright, ownership of content, Informed Consent Contracts for Year 2 contracting</li><li>• Content creators chosen and contracted*</li><li>• 3-D scanning of collection</li><li>• Cashflow and Year 1 reports to Canadian Heritage</li></ul>
2024/25	<ul style="list-style-type: none"><li>• Content Creation for the Digital Collection – in sync with Shakaat artist residencies and Winter Storytelling events</li><li>• Apply for Digital Museum Canada Funding to create front/user end of collection</li><li>• Apply for Archives Canada funding (with KDFN) for archive software funding</li><li>• Translations started (Athabaskan languages, French)*</li><li>• Finalization of front end and backend software and where this will be stored and maintained.</li><li>• Development of the shared cataloguing system for KDFN and KDCC</li><li>• Confirmation on how restricted access for KDFN/YFN citizens will be operationalized</li><li>• A/V support of content creation</li><li>• Cashflow Year 2 reports to Canadian Heritage</li></ul>

**GOAL 1: DEEPEN CULTURAL MANDATE**

**OBJECTIVE C - continued:** We will grow our role as a reputable Kwanlin Dün cultural knowledge keeper by establishing a KDCC digital collection on cultural practices with its active future use by the KDFN community.

Year	Action Steps
2025/26	<ul style="list-style-type: none"><li>• Cataloguing and labeling of data</li><li>• Testing of user access and security</li><li>• Front end user access development</li><li>• Public launch</li><li>• Working with KDFN and KDFN community to train on access</li><li>• Research on user satisfaction</li><li>• Cashflow and Year 3 reports to Canadian Heritage</li></ul>
2026/27	<ul style="list-style-type: none"><li>• Further KDFN Education and engagement activities</li><li>• Cleaning up of Digital Collection access issues</li><li>• Annually add modules to Digital Collection*</li></ul>
2027/28	<ul style="list-style-type: none"><li>• See above</li></ul>

Goal 1: DEEPEN CULTURAL MANDATE

**OBJECTIVE D:** We will support Kwanlin Dün and Indigenous artists in our exhibits, events, artist residencies, and increased opportunities for artists to sell their works.

Year	Action Steps
2023/24	<ul style="list-style-type: none"><li>• Research mechanisms and collaborations to create curated but limited KDCC retail space for KDFN/YFN artistic sales (e.g., beaded work such as jewelry) with Unorthodox</li><li>• NIPD artist sales*</li><li>• Shakaat artist residencies and sales*</li><li>• Research funding to support increased Culture Department staff funding</li></ul>
2024/25	<ul style="list-style-type: none"><li>• Continue research and set up of retail operations<ul style="list-style-type: none"><li>◦ Create the criteria for the Culture Committee to assess submission, and create the criteria for KDFN/YFN artists to submit their submissions</li><li>◦ With Finance, set up inventory system</li><li>◦ Set up terms and agreement with Unorthodox Yukon</li></ul></li><li>• Branded <b>KDCC First Nation retail store opens</b></li><li>• Research conference centre related funding on the creation and funding for four-season cabins for ongoing KDFN/YFN artist creations and sales (in sync with Conference Centre plans of moving the cabins) for an “Artists Village”</li><li>• <b>Hire third member of the Culture Department</b> for community outreach, youth outreach, KDFN/YFN artist retail sales</li></ul>
2025/26	<ul style="list-style-type: none"><li>• See above</li></ul>
2026/27	<ul style="list-style-type: none"><li>• See above</li></ul>
2027/28	<ul style="list-style-type: none"><li>• Research the creation of a year-round <b>Shakaat Artist Village (winterized cabins)</b></li></ul>

## GOAL 1: DEEPEN CULTURAL MANDATE

**OBJECTIVE E:** We will grow our relationship and cultural collaborations with KDFN for the increased benefit of KDCC for Kwanlin Dün citizens.

Year	Action Steps
2023/24	<ul style="list-style-type: none"><li>• Annual Presentations to KDFN Chief and Council and KDFN General Assembly*</li><li>• See Objective C for KDCC-KDFN Digital Collection collaboration</li><li>• Create a guiding document for shared digital resources</li><li>• <b>KDCS-KDFN Agreement</b> (may be delayed with KDFN staff change)</li></ul>
2024/25	<ul style="list-style-type: none"><li>• Create an <b>MOU</b> for KDCS and KDFN (Education, Lands &amp; Heritage) on how we work together</li><li>• Explore in-bound, out-bound collaborations at KDFN and KDCC such as Winter Storytelling event</li><li>• Work with KDFN Elder's Council to learn what they would like to see and do at KDCC</li><li>• Explore <b>Elder(s) in Residence role</b> development</li><li>• Research transportation solutions for participation</li></ul>
2025/26	<ul style="list-style-type: none"><li>• See Objective B re: KDFN Elder collaboration research</li></ul>
2026/27	<ul style="list-style-type: none"><li>• KDCC-KDFN Education department youth collaborations*</li><li>• KDCC-KDFN Elder Council and Elder collaborations*</li></ul>
2027/28	<ul style="list-style-type: none"><li>• See above*</li></ul>

GOAL 2: KD/YFN YOUTH ENGAGEMENT

**OBJECTIVE A:** We will explore the co-creation of ongoing and financially sustainable KDFN/YFN youth cultural engagement programs with collaborating partners.

Year	Action Steps
2023/24	<ul style="list-style-type: none"><li>• Learn about KDFN Education plans</li><li>• Research on <b>youth and Indigenous training funding to ensure multi-year sustainability</b> of significant, impactful cultural youth programs</li><li>• Focus on ways to strengthen the youth-Elder connection</li></ul>
2024/25	<ul style="list-style-type: none"><li>• Research on youth engagement collaborations with KDFN through their Circle of Care programs, NCES, YFNed, First Nations School Board (FNSB)</li><li>• Research on possibility of accreditation or certificates of completion</li><li>• Research on youth training <b>funding</b> with <b>Yukon University and First Nation School Board</b></li><li>• Explore in-bound, outbound education activities at KDFN and KDCC, transportation solutions to lower barriers of participation</li><li>• Seek youth input into what they want and need from youth cultural education and engagement programs</li></ul>
2025/26	<ul style="list-style-type: none"><li>• Ensure a <b>holistic approach to training programs</b> including expertise on artistic activity, cultural learning, life skills for resilience, building community and support network, time with Elders, land-based learning, and leadership skills</li><li>• Build KDCC and NCES, YFN, FNSB collaborations*</li><li>• Test drive collaborative youth engagement program around a specific art form or activity that involves ongoing touch points with the youth cohort</li></ul>
2026/27	<ul style="list-style-type: none"><li>• Youth program curriculum development</li><li>• Test drive collaborative youth engagement program around a specific art form or activity that involves ongoing touch points with the youth cohort with youth participant feedback</li><li>• Youth Council established</li><li>• KDCC-KDFN Education department youth collaborations*</li><li>• KDCC-KDFN Elder-Youth collaborations*</li></ul>
2027/28	<ul style="list-style-type: none"><li>• Significant <b>Youth Cohort learning and leadership training programs fully operational</b></li><li>• Plan for youth exchange program in 2028/29</li></ul>

## GOAL 2: KD/YFN YOUTH ENGAGEMENT

**OBJECTIVE B:** We will explore and launch high-impact youth engagement programs at KDCC.

Year	Action Steps
2023/24	<ul style="list-style-type: none"><li>• Cultural youth workshops and displays of KDFN/YFN youth work*</li><li>• Including youth artwork in the gallery*</li></ul>
2024/25	<ul style="list-style-type: none"><li>• Research feasibility of a <b>co-op or placement program</b> for First Nations youth with various KDCC departments</li><li>• Foster youth-Elder connection in youth engagement programs*</li></ul>
2025/26	<ul style="list-style-type: none"><li>• Explore and research the foundation of a KDCS Youth Council</li><li>• Use KDCC A/V technologies to support language revitalization</li><li>• KDCC-KDFN Education department youth collaborations– inbound at KDCC and outbound at KDFN</li></ul>
2026/27	<ul style="list-style-type: none"><li>• <b>Youth Council established</b></li></ul>
2027/28	<ul style="list-style-type: none"><li>• See above</li></ul>

**GOAL 3: OUR KDCS PEOPLE, FIRST NATION LEADERSHIP AND EMPLOYMENT**

**OBJECTIVE A:** We will deliberately identify and nurture relationships with future KDFN and YFN candidates with the potential for KDCS First Nations executive leadership and staff.

Year	Action Steps
2023/24	<ul style="list-style-type: none"><li>Identify talented and experienced KDFN or YFN cultural or facility leaders.</li></ul>
2024/25	<ul style="list-style-type: none"><li>Job fair at KDFN*</li><li>Employment posters at KDFN*</li><li>Establish a relationship through conversations or activities such as presentations to enable all parties to be familiar with each other*</li></ul>
2025/26	<ul style="list-style-type: none"><li>See above</li></ul>
2026/27	<ul style="list-style-type: none"><li>See above</li></ul>
2027/28	<ul style="list-style-type: none"><li>See above</li></ul>

### GOAL 3: OUR KDCS PEOPLE, FIRST NATION LEADERSHIP AND EMPLOYMENT

**OBJECTIVE B:** We will ensure succession planning within the KDCS Governance Council for future leadership positions.

Year	Action Steps
2023/24	<ul style="list-style-type: none"><li>Recruit 4 new Governance Council Members bringing First Nation, cultural, financial, and legal expertise</li><li>New Chair and Secretary/Treasurer appointed</li></ul>
2024/25	<ul style="list-style-type: none"><li>Identify future Governance Council leadership (succession planning)*</li><li>Assign committee roles and job descriptions</li><li>Ensure Vice Chair role is filled, with ideally one of the non-Chair Executive Council members identified as the future Chair</li><li>Establish mentor relationship with current Governance Council</li></ul>
2025/26	<ul style="list-style-type: none"><li>Governance Council recruitment based on the balanced desired skillsets, and future Kwanlin Dün governance leadership*</li></ul>
2026/27	<ul style="list-style-type: none"><li>See above</li></ul>
2027/28	<ul style="list-style-type: none"><li>See above</li></ul>

### GOAL 3: OUR KDCS PEOPLE, FIRST NATION LEADERSHIP AND EMPLOYMENT

**OBJECTIVE C:** We will institute governance and leadership training for our Governance Council members to ensure the knowledge of responsibilities and the KDCC mandate.

Year	Action Steps
2023/24	<ul style="list-style-type: none"><li>• Review and update 2014 Governance Council Terms of Reference (governance policies) with Governance Council</li><li>• Create individual Governance Council agreements</li><li>• Update Bylaws</li><li>• Ensure Governance Policies and Agreements are in sync with updated Bylaws</li><li>• Creation of Governance binder</li></ul>
2024/25	<ul style="list-style-type: none"><li>• Annual Governance workshop*</li><li>• Governance session and mentor for new members*</li></ul>
2025/26	<ul style="list-style-type: none"><li>• See above</li></ul>
2026/27	<ul style="list-style-type: none"><li>• See Above</li></ul>
2027/28	<ul style="list-style-type: none"><li>• Review 2023/24 Governance Council Terms of Reference (governance policies)</li><li>• Review 2023/24 Bylaws</li><li>• Ensure Governance Policies and Agreements are in sync with updated Bylaws</li></ul>

**GOAL 3: OUR KDCS PEOPLE, FIRST NATION LEADERSHIP AND EMPLOYMENT**

**OBJECTIVE D:** We will provide our permanent and auxiliary staff with a caring, professional working environment with effective training, wellness support, and professional development opportunities.

Year	Action Steps
2023/24	<ul style="list-style-type: none"><li>• <b>Collective strategic planning with Governance Council, staff, and renowned cultural consultants</b> - Lord Cultural Resources and Sa'hetxw Consulting</li><li>• Creation of <b>Joint Health and Safety Committee (JHSC)</b> with collective responsibility for a physically and psychologically safe workplace, JHSC staff training, JHSC Terms of Reference, monthly inspections, WHMIS updating of KDCS Chemical Safety Data Sheets, project management system through the minutes</li><li>• Distributed <b>personal wellness resources</b> to permanent and auxiliary staff</li><li>• Trying out <b>drop-in in-house counselling</b> for personal wellness</li><li>• Create updated <b>Emergency Response Manual</b> that now outlines responses to forest fires and floods</li><li>• CST <b>Staff training</b></li><li>• CST <b>supervisor training</b></li><li>• Establish CST Shift Supervisor role</li><li>• <b>Document CST processes</b></li><li>• <b>First Aid Certification</b> for participating staff</li><li>• Conflict Management workshops for de-escalation</li><li>• <b>Emergency/evacuation training</b></li><li>• <b>Budgeting training</b></li><li>• Strengths-based annual feedback</li><li>• <b>Professional development</b> opportunities</li></ul>

### GOAL 3: OUR KDCS PEOPLE, FIRST NATION LEADERSHIP AND EMPLOYMENT

**OBJECTIVE D - continued:** We will provide our permanent and auxiliary staff with a caring and professional working environment.

Year	Action Steps
2024/25	<ul style="list-style-type: none"><li>• Cultural learning orientation and opportunities for staff*</li><li>• Focus on Personal Wellness training, resources for all staff*</li><li>• Review auxiliary to permanent staff practices and future processes</li><li>• Increase number of full staff meetings*</li><li>• Continue CST Training Manual compilation*</li><li>• Reviewing organizational structure to assess whether it is meeting our needs</li><li>• Staff Training: Invest in staff and supervisors for professional development and training to ensure consistent completion and quality of work*</li><li>• Provide onboarding training for all new CST employees and cultural training for all new employees*</li><li>• Recruitment: If a position opens, promote opportunities for advancement. Advertise at KDFN to ensure KDFN citizen opportunities as well as through YuWin that mentions KDFN preferred hiring policy*</li></ul>
2025/26	<ul style="list-style-type: none"><li>• Produce a video for new staff on the purpose of the KDCC and its history</li><li>• See above</li></ul>
2026/27	<ul style="list-style-type: none"><li>• See above</li></ul>
2027/28	<ul style="list-style-type: none"><li>• See above</li></ul>

GOAL 4: NEW CONFERENCE CENTRE

OBJECTIVE A: We will do our due diligence in researching the Conference Centre's logistical and financial requirements.

Year	Action Steps
2023/24	<ul style="list-style-type: none"><li>• Write <b>RFP for an Operational, Financial, and Market Demand Feasibility study</b> for future release with partners covering a study of operations aspects such as:<ul style="list-style-type: none"><li>• Organization chart and logistical requirements</li><li>• Market feasibility</li><li>• Market segment research on corporate, association, not-for-profit, government, post-secondary/university, and other sectors</li><li>• Hotel Accommodation feasibility</li><li>• Labour feasibility</li><li>• Out of territory air transportation availability/feasibility</li><li>• Financial feasibility with 5-year pro forma statements created to identify net loss (and need for annual YG funding)</li><li>• Governance options</li></ul></li></ul>

## GOAL 4: NEW CONFERENCE CENTRE

**OBJECTIVE A – continued:** We will do our due diligence in researching the Conference Centre's logistical and financial requirements with CNLP.

Year	Action Steps
2024/25	<ul style="list-style-type: none"><li>Review Conference Centre <b>construction schedule - Disruption timeframes</b> when KDCC cannot rent and <b>support for this lost revenue</b></li><li>Work with CNLP on <b>conference centre design and moveable properties</b> (gas tank, canoe pavilion, cabins, sacred garden)</li><li>Disruption timeframes when KDCC cannot rent and support for this lost revenue (possible cancellation of KDCC rental contracts?)</li><li>Ensure that the <b>Financial, Operating, and Market Demand Feasibility Study</b> (RFP already written) is funded (currently, CNLP has \$75k for this study) and released and the winning expert proponent completes the study.</li><li>Review Feasibility Study with the KDCS Governance Council, distribute study to YCB, CNLP, KDFN, YG in collaboration with Conference Centre organizing committee for discussion on <b>KDCS's role in operating the conference centre</b>.</li><li>Assuming the <b>Conference Centre</b> will be set up as a <b>separate entity</b> for financial and legal reasons, <b>review options</b>:<ul style="list-style-type: none"><li>KDCC as full operator</li><li>Shared service model – with identified services only (as is the case with KDCC providing CST services to WPL), with New Co as the operator</li><li>KDCC and Conference Centre completely separate operators</li><li>KDCC as part of the conference booking for use of KDCC space</li><li>KDCC as booker for local/regional events, YCB does the MICE booking and we figure out some accountability for goals on their end</li><li>Other options or combination of options.</li></ul></li><li>Ensure that <b>YG annual operating funding</b> is in place for the 25-year period for the identified difference between revenues and expenses for the Conference Centre (a loss leader that produces a large economic impact for the region)</li></ul>
2025/26	<ul style="list-style-type: none"><li><b>Operating and booking policies, role definition</b> with YCB</li><li>Staff and organizational planning</li><li><b>Construction disruption</b> timeframes when KDCC cannot rent spaces or be open and <b>support for this lost revenue</b></li><li><b>Collaboration and Service Agreement</b> negotiated with CNLP and KDFN.</li></ul>
2026/27	<ul style="list-style-type: none"><li><b>Opening of Conference Centre (Fall 2026)</b> – in collaboration with CNLP, YG, Federal Government, Yukon Convention Bureau</li></ul>
2027/28	<ul style="list-style-type: none"><li>Ongoing development and analysis of policies and procedures</li></ul>

## GOAL 4: NEW CONFERENCE CENTRE

**OBJECTIVE B:** We will ensure a mutually beneficial relationship with the new Conference Centre including the creation of an Indigenous Gallery and retail space.

Year	Action Steps
2023/24	<ul style="list-style-type: none"><li>• Participate in Conference Centre planning with CNLP, YCB, YG</li><li>• Work with CNLP on design, moveable properties (gas tank, canoe pavilion, cabins, sacred garden)</li><li>• Work with CNLP on \$5M allocated to KDCC improvements</li></ul>
2024/25	<ul style="list-style-type: none"><li>• Participate in Conference Centre planning with CNLP, YCB, YG</li><li>• CNLP-YFN contract negotiations – mitigate impact on KDCC</li><li>• KDCS Cultural Spaces Canada application for Category A art gallery, retail space, and/or winterized Shakaat cabins – with plans coordinated with CNLP and Conference Centre organizing committee</li><li>• Work with CNLP on \$5M allocated to KDCC improvements</li><li>• Identify and articulate the level of operational collaboration between KDCC and the new Conference Centre</li><li>• Identify KDCS and YCB booking responsibilities</li><li>• Identify ongoing income to KDCC for ongoing use of KDCC premises (e.g., fee, building and land upkeep, consumables)</li><li>• Negotiate governance structure of Conference Centre with a match of responsibility and authority to make decisions</li></ul>

## GOAL 4: NEW CONFERENCE CENTRE

**OBJECTIVE B - continued:** We will ensure a mutually beneficial relationship with the new Conference Centre including the creation of an Indigenous Gallery and retail space.

Year	Action Steps
2025/26	<ul style="list-style-type: none"><li>• Cultural Spaces Canada funding decision for First National art gallery and retail space</li><li>• Negotiate agreement with CNLP on operational and financial relationship with KDCS</li><li>• Conference Centre human resource planning and organizational structure</li><li>• Management staff hiring for Conference Centre</li><li>• KDCS human resource planning including possible restructuring</li><li>• Final governance structure of the Conference Centre</li><li>• Recruit Board of Directors, determine ex-officio members of the Board</li><li>• Conference Centre bookings</li></ul>
2026/27	<ul style="list-style-type: none"><li>• Further staff hiring for Conference Centre</li><li>• Media preparation for opening</li><li>• Fall 2026 opening</li></ul>
2027/28	<ul style="list-style-type: none"><li>• Further tuning of the relationship and activities</li></ul>

**GOAL 5: OPERATIONAL AND FINANCIAL SUSTAINABILITY**

**OBJECTIVE A:** We will commit to financial sustainability through best financial management practices.

Year	Action Steps
2023/24	<ul style="list-style-type: none"><li>• See Objective B for plans to diversify and increase revenues</li><li>• New rental and AV services pricing developed for 2024/25 and 2025/26</li><li>• Institute quarterly forecasts and KDCS and PMT financial trend documents 2016/17-present</li><li>• Training and Involving KDCS managers in forecasts and budgeting of their areas</li><li>• Create Finance Manual documenting financial processes and timelines</li><li>• Organize digital files by season to compile institutional knowledge and the inheritability of institutional knowledge in the future</li><li>• Transition to Cloud computing and updating of local server to ensure preservation of financial and organizational data</li><li>• Comprehensive asset plan with replacement values and warranty expiration for insurance and asset planning purposes.</li><li>• Provide KDFN with KDCS asset list</li><li>• Negotiate financial support for projects and staff salaries</li><li>• Cleaning up of KDCS and PMT early records so that financial records are clean going forward.</li><li>• Create Fundraising Plan</li><li>• Create Marketing Plan</li><li>• Research collection valuation options</li><li>• Create Master list of building services suppliers to be distributed to staff and incorporated in Emergency Response Plan</li><li>• Negotiate/Update KDCS-KDFN Agreement</li><li>• Full Asset list creation</li></ul>

## GOAL 5: OPERATIONAL AND FINANCIAL SUSTAINABILITY

**OBJECTIVE A - continued:** We will commit to financial sustainability through best financial management practices.

Year	Action Steps
2024/25	<ul style="list-style-type: none"><li>• Continue quarterly forecasts for KDCS and PMT</li><li>• EFT payment research and implementation</li><li>• Update Asset Plan*</li><li>• Collection valuation</li><li>• Institute revenue building in fundraising and marketing plans</li><li>• <b>Building A/V Business:</b> Advertise KDCC AV Services to clients booking events, accompanied by Technical Specifications list, update website and paperwork showcasing A/V department and value</li><li>• <b>Relationship Building with KDCC Rental Clients:</b> Create a KDCC client list (from 2018 – present) to create ongoing communications on:<ul style="list-style-type: none"><li>• Links to website for availability of each KDCC room</li><li>• KDCC A/V Services</li></ul></li><li>• Convert PMT on Quickbooks to Sage</li></ul>
2025/26	<ul style="list-style-type: none"><li>• Continue quarterly forecasts for KDCS and PMT, fundraising, marketing*</li><li>• Update room rental pricing, coordinating with Conference Centre*</li></ul>
2026/27	<ul style="list-style-type: none"><li>• See above</li></ul>
2027/28	<ul style="list-style-type: none"><li>• See above</li></ul>

GOAL 5: OPERATIONAL AND FINANCIAL SUSTAINABILITY

OBJECTIVE B: We will diversify our revenues by establishing a philanthropy program and retail operation.

Year	Action Steps
2023/24	<div><div>FUNDRAISING</div><div><ul style="list-style-type: none"><li>Funder/donor research for government funding, foundations, local/national corporations.</li><li>Create case for support.</li><li>Creation of a Fundraising Plan and Program with funding priorities, case for support, and timeline</li></ul></div><div>RETAIL</div><div><ul style="list-style-type: none"><li>Ensuring quality items, initiate discussions with Unorthodox for a limited retail operation for KDFN/YFN artists' works with a commission flowing to KDCC</li><li>Begin work on inventory systems</li><li>Determine sales personnel required during tourist season</li></ul></div></div>

GOAL 5: OPERATIONAL AND FINANCIAL SUSTAINABILITY

OBJECTIVE B - continued: We will diversify our revenues by establishing a philanthropy program and retail operations

Year	Action Steps
2024/25	<div><b>FUNDRAISING</b><ul style="list-style-type: none"><li>• Explore Charitable Status with KDFN with possibility of creation of a KDFN/KDCS Foundation</li><li>• Explore Collaborative Fundraising with other organizations</li><li>• Research major gifts (individuals) with major gift process: → <b>Identify</b> prospects → <b>Qualify</b> their interest and ability to support KDCS → <b>Cultivate</b> relationship → <b>Solicit</b> major gift → <b>Recognize and steward</b> the donor and the gift</li><li>• Create Circles of Philanthropy as advisory groups, e.g., Connector Circle, Advisory Circle, Promising Futures Circle (for Youth Programs)</li><li>• Create donor stewardship policy and practices</li><li>• Fundraising proposals for priority requests for Foundations, Government Grants, including Cultural Spaces Canada for potential Conference Centre First Nation Art Gallery and retail space*</li><li>• Relationship building with potential funders/donors*</li></ul></div> <div><b>RETAIL</b><ul style="list-style-type: none"><li>• Develop system and criteria with Culture Committee for whose art will be exhibited and sold</li><li>• Develop systems for KDFN/YFN artists to make a submission for their works to be displayed/sold</li><li>• Develop retail policies, procedures, retail logistics, staff sales training, and inventory systems</li><li>• Creation of a limited retail space with a branded presence</li><li>• Analyze sales and demand for specific products*</li><li>• Explore display and retail space in the Conference Centre</li></ul></div>

## GOAL 5: OPERATIONAL AND FINANCIAL SUSTAINABILITY

**OBJECTIVE B - continued:** We will diversify our revenues by establishing a philanthropy program and retail operation.

Year	Action Steps
2025/26	<b>FUNDRAISING</b> <ul style="list-style-type: none"><li>• Explore creation of events (e.g., fundraising dinners, auctions, or parties) and participatory fundraising (e.g., walk-a-thons)</li><li>• Ongoing Fundraising</li></ul> <b>RETAIL</b> <ul style="list-style-type: none"><li>• Retail logistics and inventory systems</li></ul>
2026/27	<b>FUNDRAISING</b> <ul style="list-style-type: none"><li>• Ongoing Fundraising</li></ul> <b>RETAIL</b> <ul style="list-style-type: none"><li>• Operating First Nations retail space in Conference Centre (tbc)</li></ul>
2027/28	<b>FUNDRAISING</b> <ul style="list-style-type: none"><li>• Fundraising proposals for priority requests</li><li>• Relationship building with potential funders/donors</li></ul> <b>RETAIL</b> <ul style="list-style-type: none"><li>• Retail logistics and inventory systems</li><li>• Operating First Nations retail space in Conference Centre (tbc)</li></ul>

GOAL 5: OPERATIONAL AND FINANCIAL SUSTAINABILITY

**OBJECTIVE C:** We will ensure excellence in our services and that our venue, services, and equipment meet contemporary meeting and conference requirements.

Year	Action Steps
2023/24	<ul style="list-style-type: none"><li>• CST Staff training*</li><li>• CST supervisor training*</li><li>• Establish CST Shift Supervisor role</li><li>• Document CST processes</li><li>• Create <b>KDCC Technical Specifications document</b> for clients</li><li>• Create comprehensive <b>KDCC Asset List</b></li><li>• Create updated <b>KDCC Emergency Response Manual</b></li><li>• Master list of building services suppliers</li><li>• Annual Evacuation training*</li><li>• Annual Lift training review*</li><li>• Year-end strength-based reviews</li></ul>

## GOAL 5: OPERATIONAL AND FINANCIAL SUSTAINABILITY

**OBJECTIVE C - continued:** We will ensure excellence in our services and that our venue, services, and equipment meet contemporary meeting and conference requirements.

Year	Action Steps
2024/25	<ul style="list-style-type: none"><li>• Rigorous training for new employees using training documents to ensure completeness of training and including the Kwanlin Dün purpose of the building</li><li>• Developing the leadership position of KDCC A/V services and advertise to clients</li><li>• A/V team training on new equipment – lighting board, Tricaster features, research plug and play streamers beyond the OWL and laser short-throw projectors (2)</li><li>• Develop A/V packages for clients</li><li>• Continue to ensure that supervisors get supervisor training in assigning and following up on task completion to ensure consistent completion and quality of work</li><li>• If a position opens, promote opportunities for advancement. Advertise at KDFN to ensure KDFN citizen opportunities as well as through YuWin</li><li>• Research opportunities for longer-tenured auxiliary staff to become permanent staff, create policy approved by GC</li><li>• Add position of wedding host as a billable service</li><li>• Add one more shift supervisor to ensure all CST shifts have a supervisor who is assigning and following up on tasks</li></ul>
2025/26	<ul style="list-style-type: none"><li>• See above for continuous training</li><li>• Prepare for Conference Centre tasks and responsibilities assigned to KDCCS</li><li>• Prepare training documents for Conference Centre training</li></ul>
2026/27	<ul style="list-style-type: none"><li>• Conference Centre staff hiring, contracting, and training</li></ul>
2027/28	<ul style="list-style-type: none"><li>• Conference Centre staff hiring, contracting, and training</li></ul>

GOAL 5: OPERATIONAL AND FINANCIAL SUSTAINABILITY

OBJECTIVE D: We will ensure the maintenance and repair of our building and land for long-term sustainability.

Year	Action Steps
2023/24	<ul style="list-style-type: none"><li>• Identify capital projects for future seasons (e.g., Fire Pit, Longhouse Front Doors, KDCC lettering/signage) in discussion with KDFN.</li><li>• Apply for Fire Pit construction funding</li><li>• Expand the Emergency Fund definition and funds from 2023/24 to include equipment replacement</li><li>• Purchase of Meyer speakers for audio excellence</li><li>• Purchase of new lighting board for greater lighting design possibilities</li><li>• Purchase of Smart Board for current meeting practices.</li><li>• <b>KDFN/KDCC agreement:</b> Responsibilities for capital projects, repairs, and upkeep to ensure KDCC continues to be the jewel in the crown and does not fall into disrepair. Clarify existing practices in writing. Clarify process for approval of capital and large repair projects</li></ul>

GOAL 5: OPERATIONAL AND FINANCIAL SUSTAINABILITY

OBJECTIVE D - continued: We will ensure the maintenance and repair of our building and land for long-term sustainability.

Year	Action Steps
2024/25	<ul style="list-style-type: none"><li>• <b>Capital Plan (Part 1, tied into Conference Centre Plans)*:</b> Create a 4-year capital plan and budget in collaboration with KDFN and in sync with CNLP Conference Centre plans in alignment with available KDFN funding or other grants:<ul style="list-style-type: none"><li>• Longhouse entrance</li><li>• Fire Pit</li><li>• LED conversion</li><li>• HVAC</li><li>• Solar and wind power</li><li>• Ceiling fans at reception, near kitchen lobby, north entrance</li><li>• Exterior KDCC signage</li><li>• Acoustical treatment of Longhouse, Multi-Purpose Room, River Corridor as per the acoustic engineer recommendations ca. 2014</li><li>• Staff room ("Cave") – larger, more amenities</li><li>• Storage solutions and potential consolidation</li></ul></li><li>• <b>Property Use Plan</b> in sync with Conference Centre (CNLP, KDFN)<ul style="list-style-type: none"><li>• Landscaping</li><li>• Waterfront – Wayfinding and Knowledge Sharing</li><li>• Sacred Garden – new location</li><li>• Canoe Pavilion and Cabins – new location</li><li>• Sea cans – new location</li></ul></li><li>• <b>Equipment Replacement Plan:</b> From the Asset List, identify aging equipment that may need to be replaced within the next 4 years. Ensure equipment balance sheet fund has regular investment to help fund big purchases.</li><li>• <b>Conference Services:</b> Identify conference services technology options and prices and apply for funding to underwrite this equipment. Research funding to purchase equipment.</li><li>• Conference Centre related actions</li></ul>

**GOAL 5: OPERATIONAL AND FINANCIAL SUSTAINABILITY**

**OBJECTIVE D - continued:** We will ensure the maintenance and repair of our building and land for long-term sustainability.

Year	Action Steps
2025/26	<ul style="list-style-type: none"><li>• Capital Plan Part 2 (see 2024/25)*</li><li>• Reduction of carbon footprint in sync with Stantec Report and Conference Centre build</li><li>• Purchase conference services technology</li><li>• Conference Centre related actions</li></ul>
2026/27	<ul style="list-style-type: none"><li>• Capital/Property/Equipment plan implementation*</li><li>• Conference Centre related actions*</li></ul>
2027/28	<ul style="list-style-type: none"><li>• See above</li></ul>