Corporate Strategy 2026-2030

Kluane Danā Shäw
LIMITED PARTNERSHIP

Generational Wealth & Shared Prosperity

Contents

01
Introduction

This Strategic Plan sets the long-term direction for Kluane Dana Shaw Corporation for the period 2026 to 2030. It provides a framework to guide Board decision making, investment strategy, and organizational priorities in support of Kluane First Nation's economic well-being.

The plan focuses on strategy and governance rather than operational procedures. Detailed actions, timelines, and responsibilities will be developed and maintained through a separate Operational Plan.

Kluane Dana Shaw Corporation exists to manage and grow financial assets on behalf of Kluane First Nation. As the Nation's development and investment corporation, KDSC plays a central role in creating long-term economic strength, supporting self-determination, and contributing to shared prosperity for present and future generations.

This Strategic Plan is grounded in Dän k'é (our way) and KDSC's Values, which inform the Strategic Principles and Priority Objectives that shape decision making over the 2026–2030 period.

The Board of Directors and Management will use this plan to guide strategic decisions, evaluate major opportunities and risks, and align annual priorities and budgets with long-term objectives.

The Strategic Plan defines what KDSC seeks to achieve and why. A separate Operational Plan will define how those priorities are implemented through annual actions, budgets, and work plans.

02
Corporate History and Evolution

The Kluane Dana Shaw Corporation (KDSC) was created with the mandate to be the for-profit, wealth generating business arm for the Kluane First Nation (KFN). In September 2013, KDSC was provided and authorized to manage a starting cash equity position of $4.5 million (CAD). This initial money came from the KFN Self-Government Settlement Agreement (Treaty) under Chapter 22 – Economic Measures, Strategic Economic Development Investment Fund (SEDIF).

Over time, KDSC has evolved from a small investment vehicle into a structured development and investment corporation with a diversified portfolio and established governance practices. Key milestones include the formalization of corporate policies, the development of limited partnership and trust structures, and the gradual growth of assets under management.

The organization has moved through several phases:

- Formation and early investments
- Development of governance and investment frameworks
- Expansion of partnerships and portfolio diversification
- Transition toward long-term stability and sustainability

A historical timeline beginning in 2003 illustrates this evolution and highlights key governance and organizational milestones as well as the growth of the investment fund to its current value.

This timeline reflects KDSC's transition from an early-stage investment entity to a mature development and investment corporation. The growth and maturity have led to a benchmark aspiration that most new investments should produce a 12% return (rolling average).

2003
Kluane First Nation (KFN) signs Self-Government Agreement

2005
Kluane Dana Shaw Corporation (KDSC) is created (aka 19145 Yukon Inc.)

2011
Kluane Community Development Corporation (KCDC) is created

2012
KFN, KSDC, and KCDC sign MOU's and a KFN resolution approves the 19145 Yukon Inc. Investment Policy

2013
SEDIF funding provided

2014
KDSC makes first investments into Yukon based businesses

2015
KCDC and KDSC establish separate boards

2016
KDSC on its own with no more KFN Economic Development support

2017
KCDC and KDSC Limited Partnerships with Kluane Dana Trust

2019
KDSLP completes investment policy framework

2025
Fund exceeds $14Million

03
Corporate Structure and Roles & Responsibilities

KDSC operates within a corporate and legal structure designed to support investment management, risk control, and long-term wealth protection for Kluane First Nation.

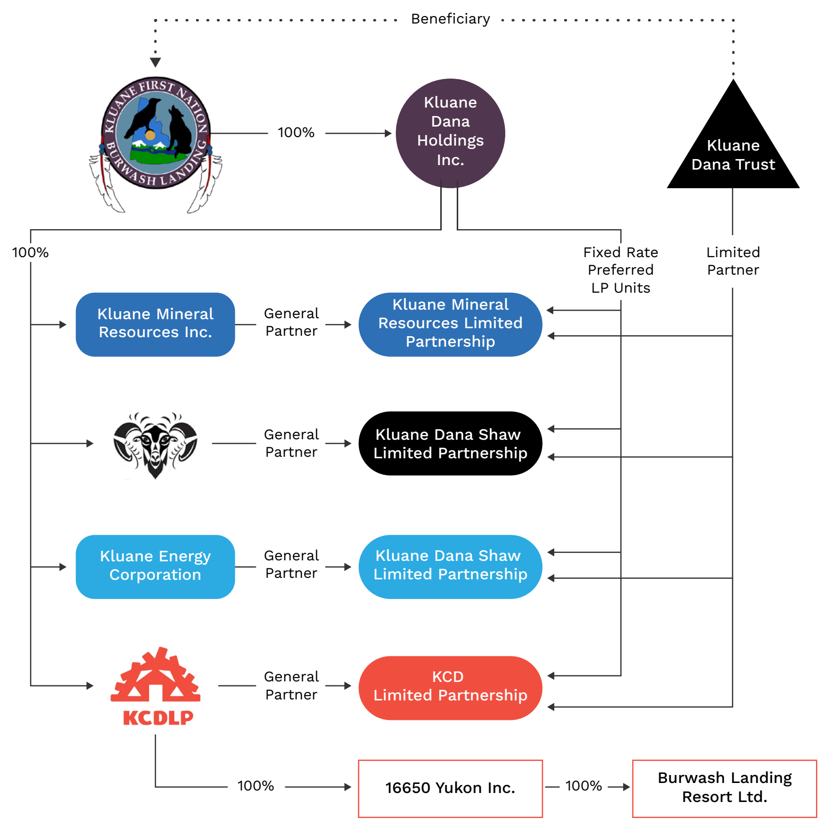
This structure includes:

Kluane First Nation as the shareholder and beneficiary

A Trust to protect and grow long-term assets (self-governing funds)

Kluane Dana Shaw Corporation as higher risk/return investment vehicle

Kluane Community Development Corporation for community focused initiatives



Roles and Responsibilities

Kluane First Nation (KFN) provides the mandate, long term direction, and community accountability framework within which its entities operate. Its role is to:

- Establish broad community, cultural, and economic priorities
- Appoint Boards of Directors
- Receive regular reporting on performance, activities, and outcomes
- Ensure that economic activities remain aligned with community values, culture, and land management
- Maintain accountability to Citizens for how collective assets are managed and protected
- Protect the long-term interests of present and future generations

The Trust provides a mechanism for long-term asset protection and intergenerational benefit. Their role is to:

- Safeguard assets using a low to medium risk investment strategy
- Support long-term wealth objectives
- Ensure continuity beyond individual investment cycles

Kluane Dana Shaw Corporation (KDSC) advances investment and business activities that grow long-term wealth for Kluane First Nation. Its role is to:

- Act as KFN's primary growth-oriented investment arm
- Pursue higher return opportunities using managed risk
- Invest beyond the local and regional economy to expand reach
- Build strategic partnerships that strengthen capacity and share risk

Kluane Community Development Corporation (KCDC) supports local economic development and community prosperity for Kluane First Nation (KFN) citizens and the Burwash Landing region. Their role is to:

- Advance local economic development and business opportunities
- Support entrepreneurship, training, and community capacity building
- Deliver community projects and infrastructure that create employment and services
- Operate commercial services and enterprises that benefit the community

ROLE OF SUPPORTING ENTITIES

In addition, several related corporations and limited partnerships exist within the corporate structure. These entities are primarily project-specific or structural in nature. They are used to:

Provide appropriate legal and financial structures for individual investments and joint ventures

Act as general partner entities where required for limited partnerships

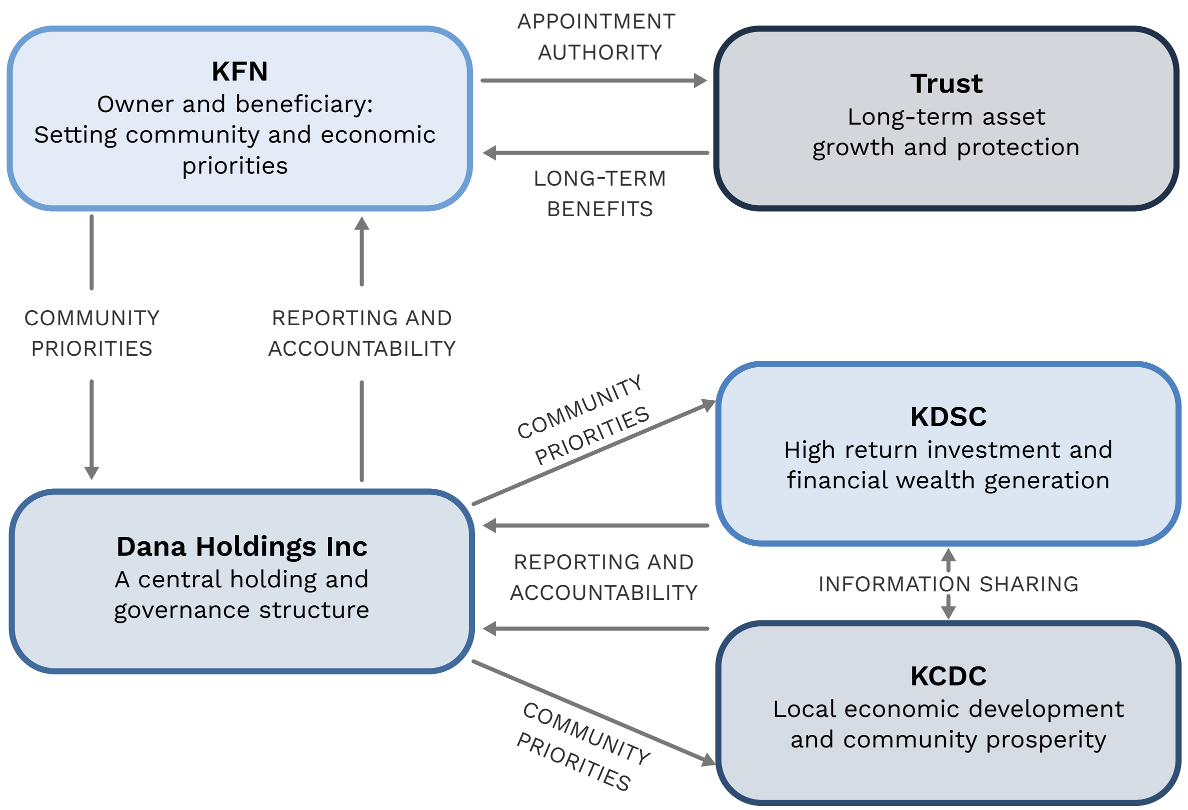
Isolate risk within specific projects or business activities

Support financing, contracting, and ownership arrangements

Enable participation in sector-specific opportunities such as energy, mining, or community development

These entities do not operate independently as strategic bodies. Rather, they function as vehicles to implement and manage specific investments, partnerships, or projects within the

FUNCTIONAL ROLES AND RESPONSIBILITIES BETWEEN KFN ENTITIES



ALL ENTITIES OPERATE UNDER SHARED PRINCIPLES OF:

Respect for mandates and authorities

Information sharing and transparency

Alignment with KFN priorities

Cooperation rather than competition

Long-term benefit over short-term gain

04
Financial Overview

KDSC manages a diversified investment portfolio designed to support higher return long-term growth and financial sustainability for Kluane First Nation.

This Strategic Plan presents financial information at a high level. It focuses on portfolio allocation rather than individual investments or transactions. The intent of this section is to demonstrate the strategic approach to financial management rather than to provide detailed financial reporting, which is addressed through regular Board reports and audited statements.

The portfolio is structured across major asset classes such as:

- Equities
- Alternative investments
- Fixed income
- Cash and liquid assets

Investment policies establish target ranges for each asset class to maintain diversification and reduce exposure to market volatility.

The allocation reflects a higher return growth orientation balanced with risk management and liquidity needs.

Allocation Target Ranges

ASSET	MINIMUM %	TARGET %	MAXIMUM %
Cash	1	5	10
Fixed Income (e.g. bonds)	-	5	10
Security / Equity	15	30	40
Alternative	40	60	70

05
Corporate Strategy Context (SWOT)

A survey was conducted with board members and staff to determine key themes to focus on during a facilitated workshop session. At the facilitated session, a SWOT analysis was conducted, as summarized below, to help inform the strategic thought process. While some of the past items remain relevant, only new or significant areas have been outlined:

Strengths

- Strong governance foundation
- Established investment and partnership experience
- Positive reputation and credibility
- Long-term capital base
- Alignment with KFN values and mandate

Weaknesses

- Limited organizational capacity relative to opportunity scale
- Complexity across multiple related entities
- Dependence on a small leadership group
- Need for clearer coordination among KFN economic entities

Opportunities

- Federal First Nations procurement policies
- Infrastructure and energy development in the region
- Partnerships with other First Nation development corporations
- Growth in sectors such as energy, training, technology, and services
- Increasing demand for Indigenous-led businesses
- Northern Security investments

Threats

- Market volatility and economic uncertainty
- Political and policy changes
- Competition from other development corporations
- Capacity constraints due to population growth and housing pressures
- Shifts in government priorities

Strategic Implications of the SWOT

KDSC must:

- Strengthen governance and coordination
- Focus on partnerships that match its capacity
- Balance growth with prudent risk management
- Maintain flexibility in a changing economic environment
- Invest in leadership continuity and organizational maturity

06
Vision and Mission

Vision

Generational wealth and shared prosperity for the people of Kluane First Nation.

Mission

Invest in economic opportunities that maximize value for Kluane First Nation shareholders and its partners. We create wealth and build partnerships in a manner that honours our culture and values.

07
Values

Grounded in Dän k'é (our way)

Values describe what KDSC believes in and the culture it seeks to uphold.

LONG-TERM PERSPECTIVE

Decisions consider impacts on future generations and support sustainable growth.

INTEGRITY AND REPUTATION

KDSC operates with honesty, accountability, and respect in all relationships.

RESPECT FOR CULTURE, LAND, AND COMMUNITY

Economic activity reflects KFN culture and responsibility to the land and people.

COLLABORATION AND PARTNERSHIP

Progress is achieved through cooperation with trusted partners.

INNOVATION AND STRATEGIC THINKING

KDSC seeks new opportunities while remaining grounded in sound judgment.

TRANSPARENCY AND ACCOUNTABILITY

Clear reporting and responsible governance underpin trust and performance.

These Values form the foundation for the Strategic Principles and Priority Objectives.

08
Strategic Principles

The Strategic Principles describe how Kluane Dana Shaw Corporation will carry out its mandate and make decisions over the 2026–2030 planning period. They translate KDSC's Values and Dän k'é (our way) into practical direction for governance, investment, and partnerships.

The Principles remain consistent with those adopted in the previous Strategic Plan. Their descriptions have been refined to be more action-oriented and to provide clearer guidance for project decision making at the triage stage.

PROFITABILITY

KDSC will pursue investment and business opportunities that generate sustainable long-term financial returns. Decisions will balance growth with prudent risk management and will be guided by approved investment policies.

REPUTATION

KDSC will conduct its business in a manner that strengthens trust, credibility, and long-term relationships with Kluane First Nation, partners, and stakeholders. Ethical conduct, consistency in decision making, and respect for commitments will guide all activities and partnerships.

RESILIENCE

KDSC will build financial, organizational, and leadership resilience by planning for change, managing uncertainty, and ensuring continuity of governance and operations. This includes strengthening systems, supporting leadership succession, and maintaining flexibility to respond to economic and policy shifts.

RESPECT

KDSC will ensure that all decisions and activities respect Kluane First Nation values, culture, land, and community priorities. Economic development and investment activities will reflect Dän k'é (our way) and balance financial objectives with cultural and social responsibility.

TEAMWORK

KDSC will work collaboratively across its related entities and with external partners to align priorities, share knowledge, and advance economic initiatives. Cooperation and mutual support will guide relationships among KFN economic entities and with strategic partners.

COMMUNICATION

KDSC will communicate clearly, consistently, and transparently with Kluane First Nation and related entities to support understanding, accountability, and confidence in its role and performance. Communication will be coordinated, timely, and accessible.

RELATIONSHIP TO VALUES AND STRATEGIC GOALS

The Principles connect KDSC's Values and Dän k'é (our way) to practical governance and strategic action. They serve as an upfront test for major initiatives and ensure that long-term stewardship, cultural responsibility, and financial sustainability remain central to decision making.

09

Strategic Goals and Priority Objectives (2026–2030)

The Strategic Goals organize KDSC's long-term direction into five core areas that have been carried forward from the previous Strategic Plan: Investment, Governance, Operations, Capacity, and Communications.

Under each Strategic Goal, Priority Objectives describe the specific areas of focus for the 2026–2030 planning period. These objectives reflect Board workshop direction and translate the Vision, Mission, Values, and Guiding / Strategic Principles into clear long-term outcomes.

The Priority Objectives guide Board decision making and inform annual Operational Plans.

Strategic Goal 1: Investment

Advance strategic investment and economic opportunities that support long-term financial sustainability and Kluane First Nation priorities.

1.1 Pursue priority investment and business opportunities. Position KDSC to actively identify and pursue investment and business opportunities that align with Kluane First Nation priorities and emerging economic trends.

1.2 Capitalize on government and infrastructure spending opportunities. Engage strategically in regional and government-driven infrastructure and development initiatives where KDSC can add value and manage risk responsibly.

1.3 Develop and advance Federal First Nations procurement opportunities. Strengthen KDSC's role in procurement-based business development and partnerships that create long-term economic benefits for Kluane First Nation.

1.4 Strengthen partnerships with other First Nation development corporations. Build and maintain collaborative partnerships that share risk, leverage expertise, and advance mutually beneficial economic initiatives.

1.5 Provide strategic advisory support to Chief and Council. Support Chief and Council through strategic advice on major economic and investment opportunities consistent with KDSC's mandate and Principles.

EXPECTED OUTCOME BY 2030:

KDSC is actively engaged in priority investment and procurement opportunities, is a trusted strategic partner in economic development, and consistently balances long-term financial returns with responsible risk management and Kluane First Nation values.

Strategic Goal 2: Governance

Focus on Board, leadership, and structural alignment.

2.1 Maintain a capable and well-prepared Board of Directors. Ensure that Board roles, responsibilities, and competencies support effective oversight and decision making.

2.2 Strengthen leadership continuity and succession planning. Support leadership development and succession planning to ensure long-term stability and organizational resilience.

2.3 Promote strategic alignment and coordination among KFN economic entities. Encourage regular strategic dialogue and collaboration among KDSC, Trust structures, and related development entities.

2.4 Review and update governance frameworks and bylaws. Ensure that governance documents remain current, aligned, and supportive of coordinated decision making across KFN entities.

2.5 Strengthen performance oversight and accountability. Maintain governance practices that support clear oversight of financial performance, risk, and strategic outcomes.

EXPECTED OUTCOME BY 2030:

KDSC operates with strong, stable governance, clear leadership continuity, and improved alignment and coordination across KFN economic entities.

Strategic Goal 3: Operations

Focus on planning, coordination, and execution alignment.

3.1 Clarify roles and responsibilities among KFN economic entities. Ensure that mandates and responsibilities are clearly understood and coordinated to avoid duplication and misalignment.

3.2 Strengthen operational coordination of planning and priorities. Align annual planning processes and strategic priorities across KDSC and related entities.

3.3 Support efficient use of shared resources. Encourage cooperation and shared use of resources where appropriate to improve efficiency and effectiveness.

3.4 Strengthen strategic management of opportunity pipelines. Maintain a strategic view of emerging opportunities to support informed decision making and prioritization.

EXPECTED OUTCOME BY 2030:

Operational activities are better coordinated, roles and responsibilities are clear, and opportunities are managed strategically rather than reactively.

Strategic Goal 4: Capacity

Build organizational capacity and future readiness to support long-term stewardship and growth.

4.1 Utilize available resources to strengthen organizational capacity. Leverage government programs and training opportunities to support organizational development.

4.2 Support youth engagement and future leadership development. Encourage initiatives that build skills, experience, and pathways for future KFN leaders in economic development.

4.3 Strengthen institutional knowledge and continuity. Promote systems and practices that preserve knowledge and support continuity over time.

4.4 Encourage sustainable workload and delegation. Support organizational practices that balance opportunity with capacity and avoid over-extension.

EXPECTED OUTCOME BY 2030:

KDSC has the organizational capacity, leadership depth, and institutional knowledge needed to support long-term stewardship and future generations.

Strategic Goal 5: Communications

Strengthen communication, coordination, and accountability to Kluane First Nation and related entities.

5.1 Participate in community-led communication initiatives. Contribute to coordinated approaches for sharing information with Kluane First Nation members and stakeholders.

5.2 Improve coordination of communication among KFN entities. Ensure consistent and aligned messaging across economic and governance organizations.

5.3 Strengthen communication protocols and tools. Use existing communication tools and processes to provide regular, understandable updates on KDSC's role and progress.

5.4 Promote understanding of KDSC's mandate and achievements. Support awareness of KDSC's purpose, activities, and contributions to long-term community benefit.

EXPECTED OUTCOME BY 2030:

KDSC communicates clearly and consistently with Kluane First Nation and related entities, strengthening trust, accountability, and understanding of its role and results.

10

Implementation, Monitoring, and Accountability

This Strategic Plan establishes the long-term direction for Kluane Dana Shaw Corporation for the 2026–2030 period. Its effectiveness depends on disciplined implementation, regular monitoring, and clear accountability.

ROLE OF THE BOARD

The Board of Directors is responsible for the guidance and stewardship of this Strategic Plan. This includes:

- Providing oversight of strategic direction and major decisions
- Ensuring alignment with Kluane First Nation priorities and Values
- Applying the Guiding / Strategic Principles when evaluating significant opportunities and risks
- Approving major policies and investment frameworks
- Monitoring progress toward the Strategic Goals and Priority Objectives

The Board will review progress against the Strategic Plan on a regular basis and confirm continued relevance in light of changing circumstances.

ROLE OF MANAGEMENT

Management is responsible for implementing the Strategic Plan through annual Operational Plans. These plans will:

- Translate Priority Objectives into specific actions and annual priorities
- Identify required resources and budgets
- Support coordination among KDSC, Trust structures, and development entities
- Ensure that operational activity aligns with the Strategic Goals and Principles

The Operational Plan is the primary tool for day-to-day implementation and will be updated annually.

MONITORING AND REPORTING

Progress toward the Strategic Plan will be monitored through:

- Regular Board reporting on strategic initiatives and financial performance
- Annual review of the Strategic Goals and Priority Objectives
- Periodic assessment of strategic risks and emerging opportunities

Reporting will focus on outcomes and alignment with the Strategic Plan rather than operational detail.

REVIEW AND ADJUSTMENT

This Strategic Plan is intended to guide KDSC over a five-year period. It will be reviewed annually by the Board to ensure that it remains relevant and responsive to changing economic, regulatory, and community conditions.

Significant amendments to the Strategic Plan will require Board approval. Minor adjustments may be made through the annual Operational Plan where appropriate.

RELATIONSHIP TO THE OPERATIONAL PLAN

The Strategic Plan defines what KDSC seeks to achieve and why. The Operational Plan defines how those priorities are implemented, in any given year, based on capacity, timing, and opportunity.

Together, they provide a clear structure for long-term direction and annual action while maintaining an appropriate separation between governance and management responsibilities.

11
Conclusion

This Strategic Plan establishes the Board's direction for Kluane Dana Shaw Corporation for the 2026–2030 period.

It will guide strategic decision making and the development of annual Operational Plans and will be reviewed regularly to ensure continued alignment with Kluane First Nation priorities and changing conditions.

Through this Plan, the Board affirms its responsibility for the long-term management of KDSC's assets on behalf of current and future generations.

12
Related Documents

This Strategic Plan is supported by the following related governance and planning documents:

- Yearly Operational Plan
- Board Manual
- Financial Policy and Procedures
- Investment Policy Framework
- Yearly Financial Reports
- Equity Policy Statement

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