

# TRAINING AND ECONOMIC DEVELOPMENT STRATEGY





**Tłıchǫ Region Economic Development Working Group**  
Community Training & Development  
Community Services  
Behchoko, NT

**Tłıchǫ Region Training & Economic Development Strategy**

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## Contents

<b>Executive Summary .....</b>	<b>ii</b>
<b>1 Introduction.....</b>	<b>1</b>
1.1 Process .....	2
1.2 Structure of the Report.....	2
1.3 Acknowledgements .....	2
<b>2 Economic Overview .....</b>	<b>4</b>
2.1 What is Economy? .....	4
2.2 Tłıchq First Nation Profile - Population .....	4
2.3 Labour Force Activity .....	6
2.4 Income and Education .....	8
2.5 Research.....	8
<b>3 Tłıchq Region Training and Economic Development Strategy.....</b>	<b>9</b>
3.1 Vision Statement.....	9
3.2 Goals.....	9
3.3 Guiding Principles .....	9
3.4 The Development of the Tłıchq Region Training and Economic Development Strategy .....	9
3.4.1 Opportunities.....	10
3.4.2 Barriers.....	12
3.4.3 Training .....	13
3.5 Indicators of Success .....	15
<b>4 Implementation Plan .....</b>	<b>16</b>
4.1 Roles and Responsibilities .....	16
4.1.1 Tłıchq Regional Economic Development Working Group.....	16
4.1.2 Chiefs' Executive Council.....	16
4.1.3 Tłıchq Government.....	16
4.1.4 Tłıchq Government Lands Department.....	17
4.1.5 Community Governments .....	17
4.1.6 Government of the Northwest Territories .....	17
4.1.7 Stakeholders .....	17
4.2 Potential Partnership Resources.....	17
4.3 Monitoring.....	17
4.4 Evaluation and Review.....	18
<b>Glossary and Abbreviations.....</b>	<b>19</b>

Appendix A – Summary of What We Heard

Appendix B – Tłıchq Regional Economic Development Working Group Terms of Reference, Tłıchq Agreement Boundaries Map and Community Maps



## Executive Summary

The *Tłıchq Region Training and Economic Development Strategy* (the *Strategy*) is a document that was commissioned by the Tłıchq Government on behalf of the four Tłıchq communities and the *Tłıchq Region Economic Development Working Group* (referred to as TREDWG). This document provides a foundation for how each Tłıchq community will address and implement their self-invested community priorities and action plans for economic development.

The regional priorities and action plans reflect the support to the four Tłıchq communities in the execution of each of the four Tłıchq community plans.

The *Strategy's* objectives are:

- The traditional economy of the Tłıchq First Nation should be maintained and strengthened; and
- The Tłıchq First Nation should be economically self-sufficient.<sup>1</sup>

The *Strategy* echoes the Tłıchq Government's *Guiding Principles*<sup>2</sup> and the Tłıchq Agreement of supporting a more self-sufficient and self-reliant region. During each community consultation, certain reoccurring *opportunities, barriers and training* areas have been identified, which will:

- support the traditional economy of the Tłıchq First Nation and of individual harvesters, and promote the marketing of renewable resource products and native manufactured goods;
- assist in the development of commercially viable businesses and enterprises for Tłıchq citizens and, when necessary, identify possible sources of financial assistance;
- provide business and economic training and educational assistance to Tłıchq citizens so they may be able to participate more effectively in the northern economy; and
- encourage the employment of Tłıchq citizens, including employment in major projects and developments, in the public service and in public agencies.<sup>3</sup>

Each Tłıchq community has developed a living five-year *Strategic Community Priorities and Action Plan* to meet the above stated objectives.

The *Strategy* states within its **Implementation Plan** how this may be achieved, with identified roles and responsibilities for the *Tłıchq Region Economic Development Working Group* members, Chiefs' Executive Council, Tłıchq Government, Tłıchq community governments, and other invested agencies.

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<sup>1</sup> Tłıchq Agreement – Plainspeak – Chapter 26 - 26.1.1

<sup>2</sup> <http://www.tlicho.ca/sites/default/files/documents/communities/StrategicFramework20092013.pdf>, p.6

<sup>3</sup> Tłıchq Agreement – Plainspeak – Chapter 26 - 26.1.2



The *Strategy* also states the importance of continual monitoring of the *action items* of this report and accountability to its audience. Each Tłıchq Community Priorities and Action Plan refers to several common themes:

- **Tourism**
- **Traditional Tłıchq Economies**
- **Traditional and Local Food Production**
- **Community Services (including Housing)**
- **Trades**
- **Traditional Tłıchq Arts and Crafts**
- **Natural Resources and Energy**
- **Business Services**

The Tłıchq *Regional* Priorities and Action Plans reflect what each Tłıchq *Community* Priorities and Action Plan states. It is anticipated that the Tłıchq Government, and other government agencies and entities, will *support* each Tłıchq Community Priorities and Action Plan.

The region's responsibilities will include active participation within each Tłıchq community plan, to ensure:

- increased economic development for Tłıchq citizens, Tłıchq entities and the Tłıchq Government; and
- relevant training and education for Tłıchq citizens.<sup>4</sup>

This is stated within the Mission Statement of the Terms of Reference of the *Tłıchq Region Economic Development Working Group*:

“To develop collaborative partnerships in the Tłıchq region for the development of a long-term, ongoing framework and strategic economic development plans that meet client, community and regional goals and objectives.”<sup>5</sup>

In summary, the *Strategy* is intended to be a living document. It is expected that the current proposed plans may be changed, modified and revised to reflect each individual Tłıchq community's ever-changing priorities and action plans. The *Strategy* was developed in collaboration with the *Tłıchq Region Economic Development Working Group*, interested community stakeholders and community members. It is anticipated that the implementation process will keep key individuals and organizations accountable, responsible and committed to executing this ambitious and monumental *Strategy*.

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<sup>4</sup> Tłıchq Agreement – Plainspeak – Chapter 26 - 26.2.5

<sup>5</sup> Tłıchq Region Economic Development Working Group – Terms of Reference - 2.1





# 1 Introduction

The Tłıchq Region Training and Economic Development Strategy (the Strategy) objectives are:

- that the traditional economy of the Tłıchq First Nation should be maintained and strengthened; and
- that the Tłıchq First Nation should be economically self-sufficient.

The Strategy was prepared to support and direct the economic development and training initiatives and opportunities for the Tłıchq First Nations. The Chiefs' Executive Council and the senior management of the Tłıchq and community governments recognized the need for a joint strategy to diversify and strengthen the business and employment opportunities for people living in the four Tłıchq communities of Behchokq, Whati, Gamèti and Wekweèti. This will be the first training and economic development opportunities strategy for the Tłıchq First Nations.

It is important to acknowledge the community Chiefs of Behchokq, Whati, Gamèti and Wekweèti for the initiative and support in driving this project.

Collectively, they identified the need to produce a strategy that was developed at the community level, but coordinated and supported throughout Tłıchq lands.

The joint strategy includes realistic action items and priority areas that are community specific and, where necessary, coordinated with a regional focus. The priority areas and supporting action items are based on the feedback received during community consultation.

The Tłıchq Regional Economic Development Working Group (the Working Group) led the development of the Strategy. The objective of this group is to promote sustainable self-sufficiency with the Tłıchq Government, Tłıchq community governments and Tłıchq citizens. Key responsibilities include:

- initiate, coordinate and implement an economic development strategy for the region and four communities; and
- identify ways to proactively and strategically keep money in each of the respective Tłıchq communities and the region to help create more benefits to local residents and governments by creating sustainable employment.

The joint regional and community strategies should provide a roadmap for:

- investigating economic opportunities that build on regional and local resources;
- improving the existing community infrastructure where voids or weakness are a constraint to the regional and local economy;
- improving access to business information;
- improving access to government funding initiatives for business start-up and other financial contributions (Community Futures, NWT Business Development Investment Corporation, etc.);
- identifying training plans for the joint regional and community plans in building local and regional capacity for meeting labour market demands; and
- developing and/or enhancing regional and community-based economic development strategic plans.

This report is a result of a collaborative effort from the Tłıchq Government, the Tłıchq community governments of Behchokq, Whati, Gamèti and Wekweèti, GNWT Department of Industry Tourism and Investment (ITI), GNWT Department of Education, Culture and Employment (ECE) and Aurora College. It was led by the Tłıchq Regional Economic Development Working Group (TREDWG), which is made up of representatives from the following groups:

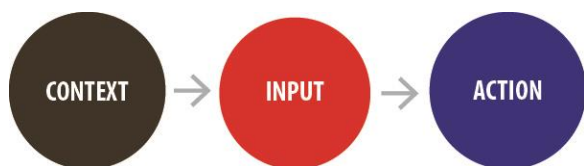
- Tłıchq Government;
- Councils of the Tłıchq community governments;
- Tłıchq Economic Development Officers; Tłıchq Investment Corporation; and
- GNWT ITI.

The result is a joint Community Training and Economic Development Strategy that includes insights into the local context, and an understanding of key opportunities, training needs and barriers in this region. Local input ensures that the plan identifies appropriate regional resources, priorities and action items for implementation.



## 1.1 Process

The process for this project followed three phases.



The first phase provided the *context* for the report and included meetings with the Working Group and a background review that provided an overview of the socio-economics in the Tłıchq region. The second phase derived the *input* for the Working Group and included community and stakeholder engagement. The final phase culminated in the *action*-orientated strategy that highlights key training and economic development themes, priority areas and action items. **To ensure the Strategy is accountable to the communities, an implementation plan was collaboratively designed to meet these objectives within a progressive, yet realistic, five-year timeline.**

In December 2015, the Tłıchq Government hired Dillon Consulting Limited (Dillon) to engage residents, community governments, private businesses, Tłıchq Government representatives and other key stakeholders in a series of discussions about the current state of the economy (at a local and regional scale) and opportunities and constraints for economic development. Engagements were coordinated and supported by the Working Group. Between January and March 2016, events, including community workshops, open houses and stakeholder interviews, were held in each of the four communities in the Tłıchq region.

The community engagement sessions culminated in an action plan workshop held on March 22, 2016. At this workshop, each community identified key training and economic development priority areas, based on the engagement feedback, and a supporting set of action items that will help to implement the Strategy.

## 1.2 Structure of the Report

The Strategy builds on the information and ideas shared during the community engagement sessions and research of the existing demographic and economic conditions in the region based on information obtained through the GNWT Bureau of Statistics.

This report is structured based on the priority areas, which emerged from the community consultations, and a series of regional and local opportunities, with supporting action items.

## 1.3 Acknowledgements

The development of the Strategy would not have been possible without the assistance and input from the engaged community members, leaders and key stakeholders in the communities. Each of the following individuals and groups gave their time and knowledge to this project:

- residents of the four Tłıchq communities for their contributions and feedback that led to the development of the Strategy;
- the Chiefs of the Tłıchq region for recognizing the need for a joint training and economic development strategy and providing the necessary resources and support for this process; and
- the Tłıchq Regional Economic Development Working Group.

The individuals who were part of the initial training and economic development meeting that led to the conception of the Working Group include:

- Grace Angel (former SAO, Community Government of Wekweèti)
- Larry Barron (former Deputy SAO, Community Government of Whatı)
- Gord Bohnet (Tłıchq Area Superintendent, GNWT Department of ITI)
- Violet Camsell-Blondin (former SAO, Community Government of Behchokò)
- Paul Cressman (Program Officer, Tłıchq Government)
- Judal Dominicata (SAO, Community Government of Gamèti)
- Vickie Francisco (Training and Development Coordinator, Tłıchq Government)
- Robin Laboline (Council Member, Community Government of Wekweèti)
- Diane Lafferty (Business Development Officer, GNWT Department of ITI)
- Amy Lizotte (Regional Tourism Coordinator, GNWT Department of ITI)
- Alfonz Nitsiza (Chief, Community Government of Whatı)





- David Wedawin (Chief, Community Government of Gamèti)
- Lisa Nitsiza (SAO, Community Government of Whatì)
- Sonny Zoe (Council Member, Community Government of Whatì)

The members of the TREDWG who championed this process include:

- Eddie Erasmus (Grand Chief, Tłıchq Government)
- Johnny Arrowmaker (Chief, Community Government of Wekweèti)
- Clifford Daniels (Chief, Community Government of Behchokò)
- Alfonz Nitsiza (Chief, Community Government of Whatì)
- David Wedawin (Chief, Community Government of Gamèti)
- Laura Duncan (Tłıchq Executive Officer, Tłıchq Government)
- Celine Zoe (Senior Director of Administration, Tłıchq Government)
- Vickie Francisco (Training and Development Coordinator, Tłıchq Government, **TREDWG Chair**)
- Larry Barron (Former Deputy SAO, Community Government of Whatì, **TREDWG Secretary**)
- Giselle Marion (Representative, Community Government of Behchokò)
- Diane Lafferty (Business Development Officer, GNWT Department of ITI)
- Judal Dominicata (SAO, Community Government of Gamèti)
- Belinda Blackduck (Economic Development Officer, Tłıchq Government in Gamèti)
- Lisa Nitsiza (SAO, Community Government of Whatì)
- Susan Nitsiza (Economic Development Officer, Tłıchq Government in Whatì)
- Adeline Football (Representative, Community Government of Wekweèti)
- Carol Arrowmaker (Economic Development Officer, Tłıchq Government in Wekweèti)
- Kelly Brenton (Chief Executive Officer, Tłıchq Investment Corporation)
- Gord Bohnet (Tłıchq Area Superintendent, GNWT Department of ITI)

- John Hazenburg (Former Acting SAO, Community Government of Behchokò)
- Residents of the Tłıchq communities and interested stakeholders

The agencies that provided financial contributions:

- Tłıchq Government
- GNWT - ITI
- GNWT - ECE
- CanNor

Dillon Consulting Limited provided support in facilitating the development of this Strategy.



## 2 Economic Overview

### 2.1 What is Economy?

In a report commissioned by the Denendeh Development Corporation, titled “Choosing a Path Forward”, there is a section that discusses the current state of development. The author discusses the relationship between economic growth and well-being. It was believed that the greater the growth, the better the overall well-being of the population. However, modern economics now recognizes that this link is not as strong and that society should be judged by the progress of the people and not just by changes in income (*Impact Economics (2016). Choosing a Path Forward; A Long-term Outlook for Denendeh*).

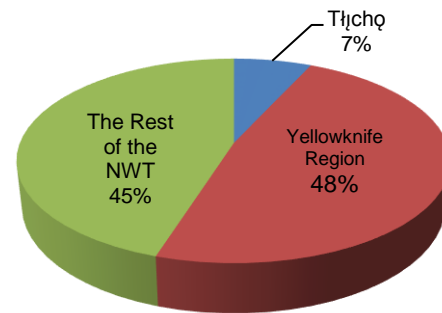
The focus of the Strategy is to think of the economy as not just an increase in monetary growth, but also as improvements to the well-being and capabilities of the residents in the Tłıchq region.

### 2.2 Tłıchq First Nation Profile - Population

Tłıchq lands are located in the middle of the Northwest Territories and begin at the tip of the North Arm of Great Slave Lake. The area is filled with lakes and rivers and an abundance of wildlife that has sustained the Tłıchq people for generations. Tłıchq lands are a total of 39,000 km<sup>2</sup>.<sup>6</sup> The Tłıchq Government came into effect on August 4, 2005, after the signing and ratification of the Tłıchq Agreement.

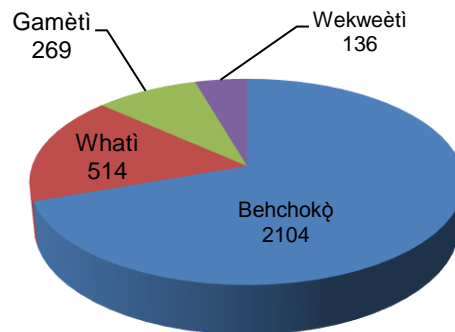
The 2014, the GNWT Bureau of Statistics estimated that 3,023 people resided in the area, representing approximately 7% of the total NWT population.<sup>7</sup>

NWT Population



There are four communities in the area: Behchokq is the largest with 2,104 people; followed by Whati (514); Gameti (269); and Wekweeti (136).

Tłıchq Community Populations (2015)



All four communities included in the Tłıchq Agreement were included for the Strategy. For the purpose of this report it will be referred to as the region.

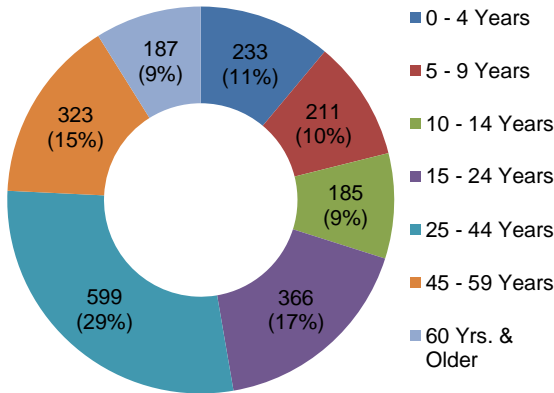
As part of the community engagement discussions, participants were presented the population profile as reported by the GNWT Bureau of Statistics for the 2015 Community Profiles. At each community workshop, participants were asked if the information was correct. Responses are described under each respective chart that follows:

<sup>6</sup> Tłıchq lands owned with surface and subsurface rights and entitlements by the Tłıchq Government

<sup>7</sup> NWT Bureau of Statistics, 2014 NWT Community Survey



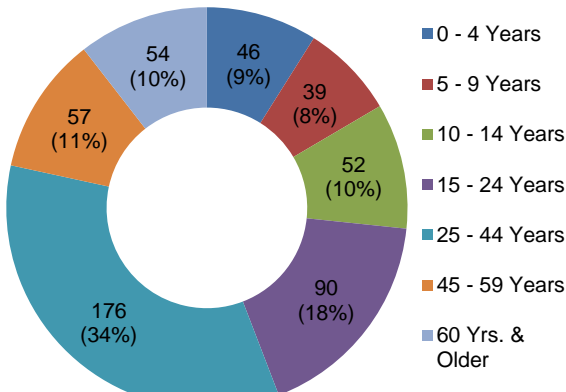
### Behchokò Population



Employable population 1,427 over 15

Participants in Behchokò noted that according to the federal registries there are approximately 2,300 people living in the community, of which approximately 200 residents are not Tłıchq citizens. It was noted that the population count did not include the “shadow”<sup>8</sup> population, residents who are living in Behchokò but their primary residence is elsewhere. Participants felt this would be valuable to include as it does impact the community’s economy and demand on community services.

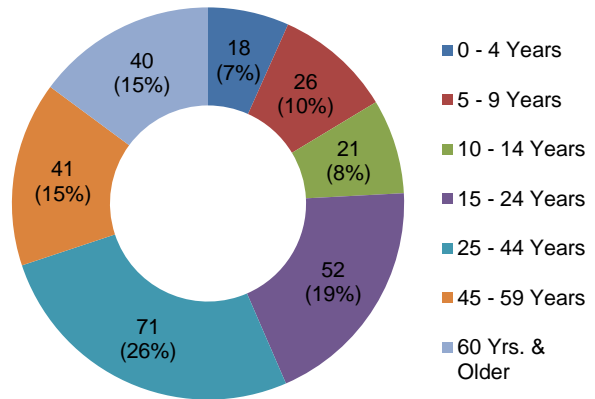
### Whatì Population



Employable population 376 over 15

Participants in Whatì noted that the population is actually higher than 514 people and is estimated by the Tłıchq Community Services Agency (TCSA) at 550 to 560 citizens. The difference in the GNWT’s statistics and TCSA’s statistics are a result of regular movement of people from one community to another. People will stay in one of the other three Tłıchq communities for an extended period of time and, as a result, are not counted on the population list. It was noted that the high cost of living and lack of available housing does limit people from staying in or moving to the community of Whatì.

### Gamèti Population



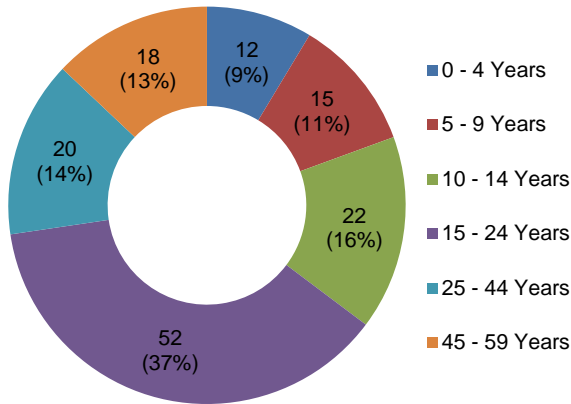
Employable population 227 over 15

Participants noted that a community survey conducted in 2015 counted 350 people living in Gamèti. The difference in population was attributed to the movement in people between the four Tłıchq communities. It was noted that the community population is not expected to grow because of limited resources, including opportunities for education, programs for children and youth, and the quality of job prospects for those who have left for school and want to return to their home community.

<sup>8</sup> Shadow population are residents who work or go to school in the community, but have a permanent resident somewhere else.



### Wekweèti Population



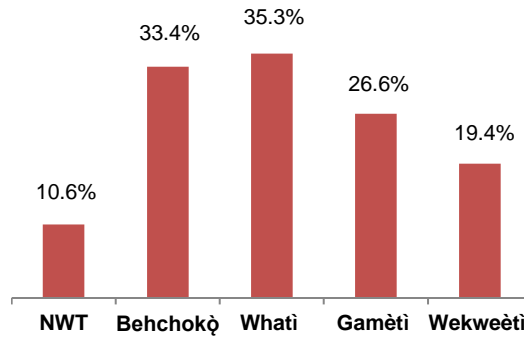
Employable population 97 over 15

Participants noted that the population was actually 110 people and not 146, but it is acknowledged that the population fluctuates regularly. As was discussed in other communities, residents move around frequently between the four Tłıchq communities. The young people have to leave the community to finish high school, as do people with health issues because there is a lack of local health care facilities and services. Available jobs and the housing limitations make it difficult for people to stay in Wekweèti and, as a result, growth is a challenge.

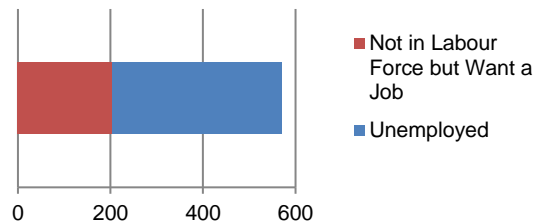
### 2.3 Labour Force Activity

The region's unemployment rates are significantly higher than the NWT average. In 2014, the average rate of unemployment in the NWT was 10.6%, which is lower than in the Tłıchq communities. The following chart shows the unemployment rates in the Tłıchq communities compared to the NWT.

### Unemployment Rates



The NWT Labour Supply<sup>9</sup> suggests that the total available labour supply in the region (those who are currently not employed and could take advantage of new job opportunities) is 570. Of those, 367 people are unemployed and 203 people are not in the labour force, but want a job.

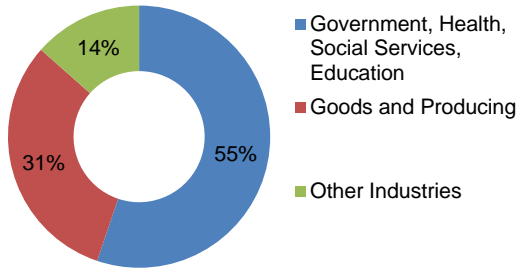


It was identified during the community engagement sessions that the smaller communities have lower unemployment rates because there are fewer people requiring jobs. The number of available jobs is not proportional to the number of people living in each community. As a result, the larger communities, Behchokq and Whati, have higher unemployment rates. In all four communities, the different levels of government are the largest sector providing jobs.

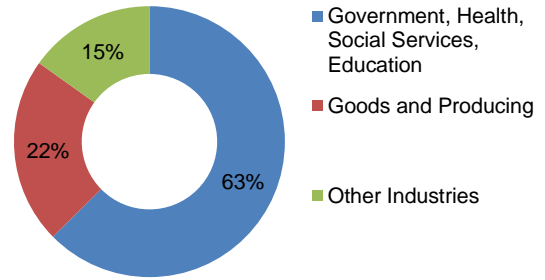
<sup>9</sup> NWT Bureau of Statistics, 2014 NWT Community Survey



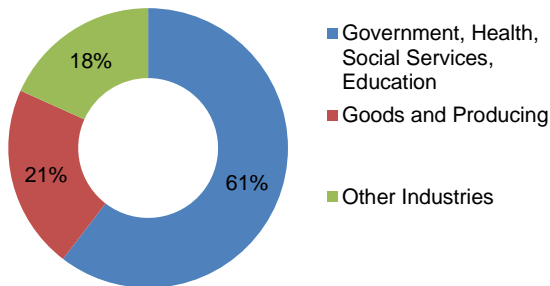
**Percentage of Jobs by Sector  
Behchok̄**



**Percentage of Jobs by Sector  
Wekweèti**



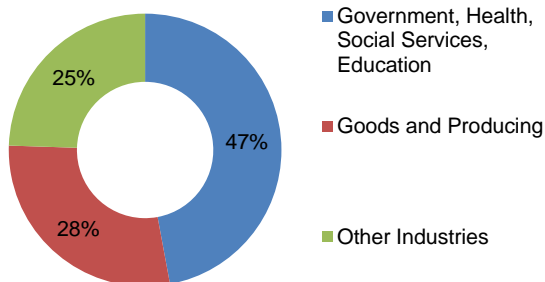
**Percentage of Jobs by Sector  
Whati**



During the community engagement sessions, an estimated job count in each community was taken. Although this is not an accurate count of all jobs, it does provide a snap-shot of the local jobs. (Note: This does not include individuals employed at a job outside of the community.)

A significant number of jobs are government-related. With the exception of people working at the diamond mines, most are jobs that support the servicing of the community.

**Percentage of Jobs By Sector  
Gamèti**



	Behchok̄	Whati	Gamèti	Wekweèti
<b>Government</b>	239	79	48	35
<b>Services</b>	40	17	4	9
<b>Other</b>	n/a	30	17	8
<b>Total</b>	279	125	69	52



## 2.4 Income and Education

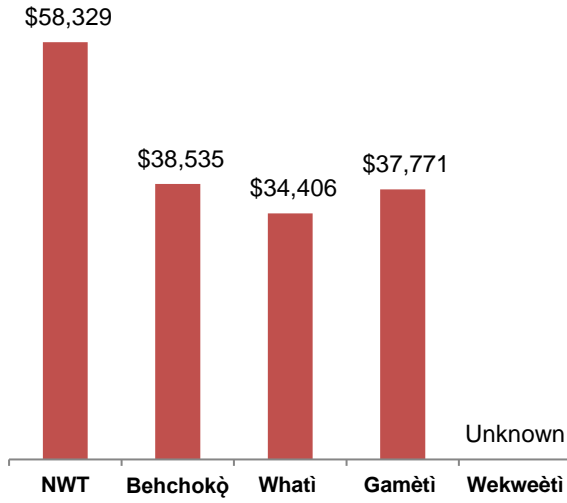
Behchokò is the largest community in the region and the major administrative centre for the Tłı̨chq Government. However, due to its proximity to the city of Yellowknife, the commercial services in the community are limited.

The average personal income levels in the region are lower than the total average of the NWT by more than \$20,000.<sup>10</sup>

## 2.5 Research

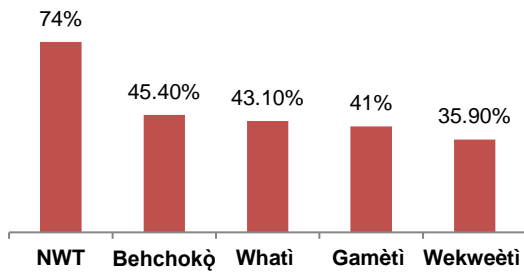
The statistics provided in this section come from the GNWT Bureau of Statistics and provide a high-level snap-shot of the existing economic conditions of the region. However, the community engagement sessions did note that to get a better understanding of how the economy works in the region, a more detailed data collection and analysis needs to be completed. This has been identified as an action item in the Regional Action Plan.

### Income Comparisons



Behchokò has the highest rate of high school graduates at 45.4%. This is significantly lower than Yellowknife at 88.7% and the NWT average of 73.6%.<sup>11</sup>

### Graduation Rates



<sup>10</sup> NWT Bureau of Statistics, 2014 NWT Community Survey

<sup>11</sup> NWT Bureau of Statistics, 2014 NWT Community Survey



### 3 Tłıchq Region Training and Economic Development Strategy

The Strategy is developed based on the feedback heard during the community and stakeholder engagement sessions. It respects and supports the vision and guiding principles set by the Tłıchq Government, and focuses on communication between the Tłıchq Government, community governments and other agencies as well as opportunities that will directly impact the residents of the Tłıchq region.

#### 3.1 Vision Statement

The Strategy will help guide the economic self-sufficiency of the region, focusing on building local capacity and maximizing the opportunities that support Tłıchq values.

#### 3.2 Goals

The goals of the Strategy are:

- to increase the number of jobs in the region through the creation of new businesses and economic ventures;
- to improve education levels and job readiness so that existing and future available jobs in the region are held by Tłıchq citizens; and
- to support self-sufficiency so that essential services are provided by businesses that are led by Tłıchq citizens and are located in the region.

#### 3.3 Guiding Principles

The guiding principles of the Strategy are:

- economic growth will be supported by training and capacity building;
- opportunities will support a more self-sufficient region;
- economic opportunities will support Tłıchq values and way of life; and
- Action Plans will be joint for the four individual communities and there will be one regional consolidated Strategy that will focus on economic opportunities that are unique to the communities' needs, but will also support regional opportunities that are related.

### 3.4 The Development of the Tłıchq Region Training and Economic Development Strategy

Economic development and training opportunities were identified and prioritized based on the public engagement feedback at a TREGWG Action Plan Workshop held on March 22, 2016. The opportunities were categorized as “regional” or “community”. Regional opportunities will focus on research needs and items that will require collaboration; community opportunities will focus on specific priority items that will support training and economic development directly in each community.

The results of the community engagements were summarized and grouped into three broad categories:

- *opportunities* represent the potential for economic development;
- *barriers* represent those things that are preventing training and economic opportunities from being realized within the region; and
- *training* represents the priority training areas required to support the economic development plans.

For each of the categories, feedback was grouped into themes. A definition of each theme is provided in section 3.4.1, 3.4.2 and 3.4.3. Detailed summary tables that correspond to what we heard by community stakeholders and members can be found in Appendix A.



### 3.4.1 Opportunities

Opportunities represent the potential for economic development.

Opportunities	Definition
<b>Trades</b>	Includes the manual work by qualified skilled workers in areas, including, but not limited to: <ul style="list-style-type: none"><li>• carpentry</li><li>• electrical</li><li>• plumbing</li><li>• heavy equipment operator</li><li>• auto mechanics</li><li>• home painting</li><li>• welding</li><li>• furnace and woodstove installation and services</li></ul>
<b>Natural Resources and Renewable Energy</b>	Includes the harvesting and/or processing of natural products and renewable energies, including, but not limited to: <ul style="list-style-type: none"><li>• timber</li><li>• plants</li><li>• animals</li><li>• mushrooms</li><li>• fish</li><li>• biomass</li><li>• solar</li><li>• hydro-electricity</li><li>• environmental monitoring and on-the-land programs</li></ul>
<b>Traditional Economy</b>	Includes the harvesting of traditional foods and products that could be sold for profit or shared in the community to off-set the cost of living. This includes, but is not limited to: <ul style="list-style-type: none"><li>• animal hides</li><li>• fur</li><li>• plants and berries</li></ul>
<b>Arts and Crafts</b>	Includes arts and crafts items that can be sold for profit or supplied to community members to off-set the cost of store-bought items. This includes, but is not limited to: <ul style="list-style-type: none"><li>• slippers</li><li>• gloves</li><li>• vests</li><li>• hats</li><li>• traditional drums</li><li>• painting</li><li>• carvings</li><li>• other items of clothing</li></ul>
<b>Tourism</b>	Includes local destination attractions and activities, and the support services for tourists coming to visit the community. This could include, but is not limited to: <ul style="list-style-type: none"><li>• fishing trips</li><li>• cultural tours</li><li>• wilderness excursions</li><li>• canoe trips</li></ul>





Opportunities	Definition
<b>Services</b>	<p>Includes opportunities that would service the current residents. This could include:</p> <ul style="list-style-type: none"> <li>• home day care services</li> <li>• motor vehicle office</li> <li>• small support businesses (e-services, accounting, hairdressing)</li> <li>• business licence process</li> <li>• catering and restaurant services</li> <li>• teachers</li> <li>• social workers</li> <li>• nurses</li> <li>• bylaw officers</li> </ul>
<b>Business</b>	<p>Includes local for-profit business opportunities at a community level that could provide retail and service options for residents. This could include:</p> <ul style="list-style-type: none"> <li>• restaurant</li> <li>• hardware store</li> <li>• bulk staging areas</li> <li>• social establishments</li> <li>• highway gas station and rest stops</li> <li>• retail stores</li> <li>• automotive partnerships with dealers in Yellowknife</li> </ul>
<b>Infrastructure Proposed and/or Realized</b>	<p>Includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>• Tłıchq all-season road</li> <li>• housing</li> <li>• hotels and cafes</li> <li>• Behchokò sportsplex</li> </ul>



### 3.4.2 Barriers

Barriers represent those things that are preventing training and economic opportunities from being realized within the region.

Barriers	Definitions
<b>Lack of Clarification and Information</b>	<p>There is a perception of larger established business entities having an advantage over small, new start-up and existing small to medium sized businesses and entrepreneurs. This stems from a lack of knowledge and understanding regarding economic opportunities.</p> <p>Processes and procedures as they relate to economic activity within the Tłıchǫ region are still evolving.</p>
<b>Funding</b>	<p>Funding is available from a variety of agencies, but access to the funds has been difficult because of capacity issues for reasons that include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• lack of understanding on how to complete an application; and</li> <li>• lack of means to satisfy the financial reporting requirements.</li> </ul>
<b>Rules and Regulations</b>	<p>Includes rules and regulations that require certifications or licences that are preventing capable individuals from pursuing a particular business opportunity or line of work.</p> <p>There is a perception by community members that economic development and entrepreneurship must be done a certain way and requires appropriate training. What has traditionally been practiced in trading and bartering (and still occurs informally) is not being recognized as economic development.</p>
<b>Isolation and Infrastructure</b>	<p>Includes isolation of the community and lack of infrastructure, such as roads and housing, which increases the difficulty of realizing possible economic opportunities. This could include climate changes impacting travel.</p>
<b>Mandatory Job Requirements/Certifications</b>	<p>Includes the required certifications in trades and other fields that prevent skilled labour from accessing local jobs or providing much needed services.</p>
<b>Approach to Work</b>	<p>Includes work ethics, attitudes and ideas about jobs and the wage economy that prevents people from actively participating or seeking opportunities for training.</p>
<b>Literacy Levels</b>	<p>Includes written skills in both English and Tłıchǫ that affects their ability to apply for jobs or receive higher levels of education.</p>
<b>Education Approaches</b>	<p>Includes the mainstream approach to education and how it doesn't support the educational needs of residents in the Tłıchǫ region.</p>
<b>Traditional Economy</b>	<p>Includes the hurdles that prevent people from seeing the traditional economy as an opportunity for economic development. This includes:</p> <ul style="list-style-type: none"> <li>• lack of market with quick return on investment; and</li> <li>• up-front costs for participating in traditional activities (cost of equipment, etc.).</li> </ul>



### 3.4.3 Training

Training represents the priority training areas required to support economic development.

Training	Definitions
<b>Trades</b>	Includes formal training and apprenticeships for the following trades: <ul style="list-style-type: none"><li>• carpentry</li><li>• electrical</li><li>• plumbing</li><li>• heavy equipment operator</li><li>• auto mechanics</li><li>• home painting</li><li>• welding</li><li>• furnace and woodstove installation and service</li><li>• road construction</li></ul>
<b>Natural Resources and Renewable Energy</b>	Includes training for the following: <ul style="list-style-type: none"><li>• environmental monitoring</li><li>• wilderness safety training program</li><li>• alternative energy entrepreneurship</li></ul>
<b>Traditional Economy and Arts and Crafts</b>	Includes training youth and others who require support for key traditional activities such as: <ul style="list-style-type: none"><li>• trapping</li><li>• hunting</li><li>• tanning</li><li>• arts and crafts</li><li>• living off the land skills to supplement their living expenses or develop products for sale</li></ul>
<b>Tourism</b>	Includes training to prepare communities for potential tourists. Topics may include: <ul style="list-style-type: none"><li>• hospitality (how to welcome and interact with guests)</li><li>• wilderness safety training program</li><li>• first aid</li><li>• marketing and branding</li><li>• web development</li></ul>
<b>Services</b>	Includes training, education and promotion for in-demand occupations that are required in each community, which are currently not held by Tł̓ch̓q citizens. These jobs include: <ul style="list-style-type: none"><li>• senior administrative officers</li><li>• finance officers/accountants</li><li>• teachers</li><li>• social workers/counsellors</li><li>• bylaw officers</li><li>• nurses</li><li>• day care professional</li><li>• agriculture</li><li>• other professional services</li></ul>



Training	Definitions
<b>Business Services</b>	<p>Includes the skills required to run a business, including:</p> <ul style="list-style-type: none"> <li>• accounting/bookkeeping</li> <li>• business development</li> <li>• customer services</li> <li>• human resources</li> <li>• mentorships</li> <li>• restaurateur services</li> <li>• access to funding sources</li> <li>• computer skills               <ul style="list-style-type: none"> <li>○ Microsoft Office</li> <li>○ email etiquette</li> <li>○ internet research</li> <li>○ online training navigation</li> <li>○ e-services (including banking, filling out online forms etc.)</li> </ul> </li> </ul>
<b>People Readiness</b>	<p>Includes training that focuses on key life skills that will help prepare residents for employment. Training could include:</p> <ul style="list-style-type: none"> <li>• parenting skills</li> <li>• financial literacy</li> <li>• employment transition</li> <li>• online literacy</li> <li>• language skills (especially in young children)</li> </ul>
<b>Method of Training</b>	<p>Includes alternative methods of training that could encourage people to participate and become engaged in a variety of jobs at a community and regional level.</p>



### 3.5 Indicators of Success

To evaluate the success of the Strategy, key indicators have been developed. The indicators are:

- increase in education levels;
- increase in the number of jobs held by Tłıchq citizens within the region;
- increase in the number of small/medium businesses;
- increase of spent dollars being kept in the Tłıchq communities; and
- increase in population within the Tłıchq region.



## 4 Implementation Plan

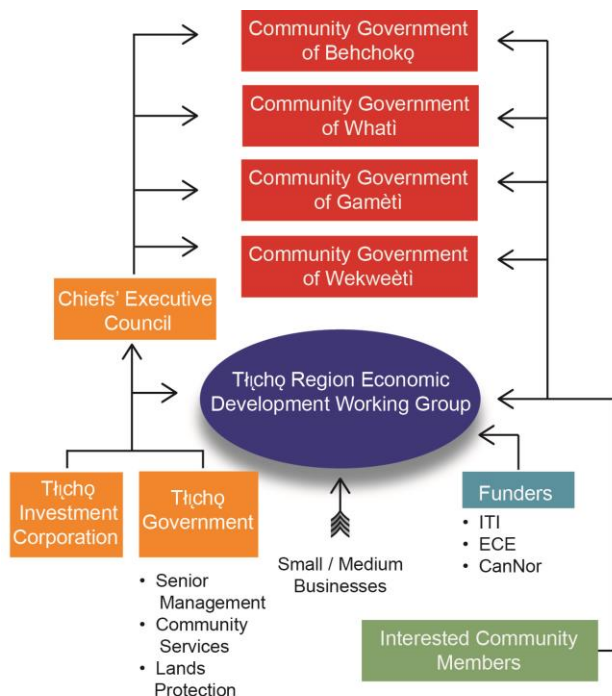
Five-year Action Plans will be developed for the region and each of the Tłıchq communities:

- Behchokq̃
- Whatì
- Gamètì
- Wekweètì

The Action Plans will be living documents and subject to change as the communities' priorities and economy change. Each plan will include a set of action items that will help achieve each community's economic priorities as well as contribute to the regional priorities.

### 4.1 Roles and Responsibilities

The Strategy is meant to guide and assist communities, individuals and the Tłıchq Government to foster and grow opportunities that help the region achieve a greater level of **self-sufficiency**. The key themes and priority areas are based on what was heard during the Tłıchq regional engagement sessions. The flow chart below visually displays how the agencies will work together.



A description of each key agencies' roles in implementing this Strategy is outlined below.

#### 4.1.1 Tłıchq Regional Economic Development Working Group

The Working Group was developed by the Tłıchq community Chiefs to maximize economic development opportunities in the Tłıchq region and to create a strategic economic development plan.<sup>12</sup> Their mission statement is as follows:

- to develop collaborative partnerships in the Tłıchq region for the development of a long-term, ongoing framework and strategic economic development plans that meet client, community and regional goals and objectives; and
- to be known as the first point of contact for new and existing businesses and economic development within the Tłıchq region.

The Terms of Reference for the Working Group is found in Appendix B.

The Working Group and the Tłıchq Chiefs' Executive Council championed the development of the Strategy; moving forward, they will monitor the implementation of the Strategy. The community representatives will work closely with community governments and local stakeholders to help achieve the action items in the Community Action Plans.

#### 4.1.2 Chiefs' Executive Council

The Tłıchq Chiefs' Executive Council (CEC) will direct and support the actions of the Working Group and local stakeholders.

The CEC established the Terms of Reference that guides the Working Group and their associated roles, responsibilities and priorities.

#### 4.1.3 Tłıchq Government

The Tłıchq Government, represented by the Department of Community Services and the Implementation Facilitator, Training and Development, will be responsible for implementing

<sup>12</sup> Taken from the TREDWG Terms of Reference.



the Regional Action Plan. The Tłıchq Government will also provide support for research and securing potential funding sources to help communities achieve their individual Action Plans.

#### 4.1.4 Tłıchq Government Lands Department

The Tłıchq Government Lands Department will contribute to clarify the process of land use, and the harvest of plants, animals, wood and other natural resources.

#### 4.1.5 Community Governments

Community governments, who are supported by the Tłıchq Government's Economic Development Officers, will be responsible for implementing the Action Plans for their respective communities.

#### 4.1.6 Government of the Northwest Territories

Many resources, including funding opportunities and support programs identified for the action items, are programs implemented by GNWT departments and Aurora College. The departments will coordinate with the Working Group, as needed, to support the action items to be included in the Community and Regional Action Plans.

#### 4.1.7 Stakeholders

The Working Group will work with stakeholders on an as-needed basis to help achieve the action items associated with each of the identified opportunities.

### 4.2 Potential Partnership Resources

The potential partnership resources and funding to support the implementation of this Strategy may come from various government initiatives. Some of the represented organizations are:

- Tłıchq Government – all departments and programs
- Tłıchq Community Service Agency
- Tłıchq community governments
- Tłıchq Investment Corporation
- Canadian Northern Economic Development Agency (CanNor)
- Employment Skills Development Canada (ESDC), Government of Canada
- Indigenous and Northern Affairs Canada, Government of Canada
- Environment Canada – Climate Change, Government of Canada
- Department of Fisheries and Oceans, Government of Canada

- Department of Industry, Tourism and Investment, Government of the Northwest Territories
- Department of Education, Culture and Employment, Government of the Northwest Territories
- Department of Environment and Natural Resources, Government of the Northwest Territories
- Department of Municipal and Community Affairs, Government of the Northwest Territories
- Department of Transportation, Government of the Northwest Territories
- Department of Public Works and Government Services, Government of the Northwest Territories
- Arctic Energy Alliance

### 4.3 Monitoring

The Strategy is a living document that is intended to be implemented, monitored and reviewed on a frequent basis. The Working Group is accountable for supporting the implementation of the Plan and will report to the Chiefs' Executive Council (CEC) and the Tłıchq Executive Officer (TEO) quarterly.

Each community is required to report to the Chair of the Working Group, who will coordinate and report directly to the CEC and the TEO. A monthly report will be submitted to TREDWG with the following information:

- What are the specific action items?
- Who is responsible for completing the action item?
- What is the proposed time-line for the activity?
- What was completed?
- Who was engaged?
- What are the successes or challenges?
- Does the action item need to be re-evaluated?

An agenda item will be added to the monthly Working Group meetings to discuss progress and required support for each updated Community Action Plan.

An annual meeting will be held in each community to review the community's Action Plan, revise it as necessary and to provide input into the annual



evaluation report. The meeting will be led by the Chair of the Working Group and will include representatives from the community governments, Tłıchq Government, TCSA, Aurora College, Tłıchq Investment Corporation, local Elders and youth.

#### 4.4 Evaluation and Review

To support the implementation of the Strategy, an evaluation will be developed to monitor and track the success of the activities identified in Community and Regional Action Plans. Information will be tracked based on three categories: *opportunities, barriers and training*.

The following information will be tracked for *opportunities*:

- Number of part-time and full-time jobs in the region
- Number of existing small and medium businesses
- Number of new small and medium businesses
- Number of new industries
- Number of new projects and initiatives

The following information will be tracked for *barriers*:

- Number of solutions identified for the barriers listed in section 3.4.2 of the Strategy
- Number of identified solutions implemented
- Number of participants

The following information will be tracked for *training*:

- Number of training workshops held
- Number of participants
- Budget and money spent to deliver workshops
- Number of participants employed after the workshop
- Number of participants that return to school

The Chair of the TREDWG will coordinate with each Tłıchq community and stakeholders to complete an annual evaluation. A review of the results with the progress of each community's and the regional *Priorities and Action Plan* will identify the success of each activity. Should an activity not be successful, the members of TREDWG and their partners will access and adapt the plans.

The Chair of the TREDWG will prepare an annual report for the CEC, Tłıchq Government's senior management, invested stakeholders and the [tlicho.ca](http://tlicho.ca) website. The report will highlight TREDWG's activities for the reported year, the results of the annual evaluation, and strategies for addressing activities that did not indicate success.





## Glossary and Abbreviations

**CanNor** – refers to the Canadian Northern Economic Development Agency.

**CEC** – refers to the Tłıchq Government Chiefs' Executive Council, which is made up of the Grand Chief, elected by Tłıchq citizens, and a Chief from each of the four Tłıchq community governments.

**Employable Population** – refers to the total number of people between the ages of 15 and 66 who are considered able to work in the labour force by Statistics Canada.

**Employed** – refers to person who, during the reference week (of the GNWT Bureau of Statistics counts): i) did any work at all, excluding housework, maintenance around the home and volunteer work; or ii) were absent from their job or business because of vacation, illness, on strike or locked out, etc.

**Employment Rate** – the percentage of persons 15 years of age and over who were employed during the reference week (referring to the survey conducted by the GNWT Bureau of Statistics).

**Government** – when not identified as a specific government it refers to a combination the Tłıchq Government, Government of the Northwest Territories and Government of Canada.

**GNWT – ECE** – refers to the Government of the Northwest Territories Department of Education, Culture and Employment.

**GNWT – ITI** – refers to the Government of the Northwest Territories Department of Industry, Tourism and Investment.

**Labour Force** – refers to persons who were either employed or unemployed during the reference week.

**Not in the Labour Force** – refers to persons who do not participate in the labour force as they are neither employed or not unemployed.

**NWT Labour Supply** – takes into account those persons that are unemployed and those that are not in the labour force, but want a job.

**Participation Rate** – the percentage of persons 15 years of age and over who are in the labour force.

**SAO** – refers to Senior Administrative Officer, the most senior employee of a community government.

**Strategy** – refers to the Tłıchq Region Training and Economic Development Strategy.

**TEO** – refers to the Tłıchq Executive Officer.

**TG** – refers to the Tłıchq Government.

**TIC** – refers to the Tłıchq Investment Corporation.

**Tłıchq Agreement** – refers to the Agreement made between the Government of Canada and the Tłıchq First Nations.



**Unemployed** – refers to persons who, during the reference week (of the GNWT Bureau of Statistics counts):  
i) were without work, had actively looked for work in the previous four weeks and were available for work;  
ii) had been on temporary lay-off and expected to return to their job; or iii) had definite arrangements to start a new job within the next four weeks.

**Unemployment Rate** – the percentage of the labour force who were unemployed during the reference week (referring to the survey conducted by the GNWT Bureau of Statistics).

**Working Group** – refers to the Tłıchq Region Economic Development Working Group (TREDWG).



## Appendix A

### What We Heard Summary



Themes	Wekweètì	Gamètì	Whatì	Behchokò	Regional
<b>Lack of Clarification and Information</b>			Perception that larger established business entities have an advantage over new start-up businesses and or existing small to medium sized entrepreneurs.	Perception that larger established business entities have an advantage over new start-up businesses and or existing small to medium sized entrepreneurs.	
<b>Funding</b>	Lack of understanding or capacity to complete a funding application  Lack of practical experience on how to manage and report on funds received through a grant or loan.	Lack of understanding or capacity to complete a funding application  Lack of practical experience on how to manage and report on funds received through a grant or loan.	Lack of understanding or capacity to complete a funding application  Lack of practical experience on how to manage and report on funds received through a grant or loan.	Lack of understanding or capacity to complete a funding application  Lack of practical experience on how to manage and report on funds received through a grant or loan.	Lack of coordination for funding opportunities.
<b>Rules and Regulations</b>		People cannot get jobs at the mine because they cannot pass the criminal record checks or do not have valid I.D. or birth certificate	People want to start a business, but there are too many rules or red tape so they stop	If have a job, worried about leaving it to go to school (could lose home)  Education funding requires that you are training for a particular job.  Developing new homes is difficult, hard to get land	
<b>Isolation and Infrastructure</b>	Youth have to leave the community go finish high school. The only affordable option is CJBS, but young people are not always treated well  Freight costs  Community population is too small for full government services; this deters more people from living here.	Limited services in the community such as hair care, pet care. People have to go to Yellowknife for these services.	Particular jobs are only available in larger centers.  Lack of all-season road raises the price of goods. Winter road can be unpredictable.	Family hires family.  People do not understand what resources are out there  Available childcare options  Yellowknife is so close, Behchokò is a bedroom community and it is hard to compete  Services are being hired out of Yellowknife that could be completed by people in Behchokò (Janitors, supplies and services and expediting)	Getting Tłıchǫ trained professional back to the community is hard because of lack of housing

Themes	Wekweèti	Gamèti	Whati	Behchokò	Regional
<b>Mandatory Job Requirements/Certifications</b>	<p>It is hard to get youth certified and stay in the region.</p> <p>Liability when performing tasks that one is not officially trained for (i.e. plumber, or electrical work)</p>	<p>A lot of people have skills but are not certified. This prevents full-time employment</p> <p>Students have to outside of the community for training</p> <p>People are sensitive to funding cuts and realize this could mean programs are cut at the college.</p>	<p>Existing T.G. and other agencies have mandatory requirements for jobs (example traditional language skills).</p> <p>Hard to find people with all the skill sets (culture, language and writing skills)</p>	<p>People with less qualifications who have jobs are worried about bringing in well-educated youth into the organization for fear of losing their job</p>	
<b>Approach to Work</b>	<p>People who are able to work but are choosing not to</p> <p>People do not have consistent secure jobs.</p> <p>Life style choices that affect people's ability to hold regular jobs.</p> <p>Social assistance has created a dependency on the Government.</p> <p>Sometimes more jobs available than there are people to work the jobs.</p>	<p>Lots of people unemployed who could be employed.</p> <p>There are not enough jobs in the community.</p>	<p>People feel they are unemployable.</p> <p>Willingness to work - what can we do to encourage those who are not in the workforce to participate?</p>	<p>Youth feel high school is enough to get a good job.</p> <p>Some youth go to high school but do not graduate because of fear of change and new places.</p> <p>Lots of ideas, but people have the inability to implement.</p> <p>Department of Education and Social Services are not working together.</p> <p>People accept the status quo, there isn't a drive to do or be better.</p> <p>Lack of ownership in homes and personal livelihood</p>	
<b>Literacy Levels</b>		<p>Education offered at the learning center does not match the jobs available in the community.</p>	<p>People have the skills, but struggle writing it down on paper.</p> <p>Computer is used for consumption not creation</p> <p>E-services online (banking, filling out applications etc.)</p>	<p>Speech and language skills are a problem for young children entering school.</p>	<p>Capacity development with the T.G. is incremental and doesn't always lead to an end</p>

Themes	Wekweèti	Gamèti	Whati	Behchokò	Regional
<b>Education Approaches</b>	<p>High school curriculum is focused on academic skills and not the trade skills</p> <p>Sending youth to Behchokò for high school is hard. Difficult to find safe appropriate housing</p>	Pre-employment barriers such as life-style that keep people from getting jobs.	Youth are not being held to the same standard in school.	<p>People do not want to go to Adult Education at the Learning Centre because it is too basic. People also cannot take 3 months off work to attend, need something more flexible</p> <p>High school standards are not what they use to be</p> <p>Use to be tutors available at the school, but now not available</p>	
<b>Traditional Economy</b>	Craft sales are very informal and not instant.		Finding appropriate people to run cultural programs - need to have strong skills in both Tłıchq and English	<p>Traditional harvesting is good, but it takes a lot money and up-front costs.</p> <p>Many people do not have these resources (snowmobile, gas, boat etc.)</p>	

Themes	Wekweèti	Gamèti	Whati	Behchokò	Regional
<b>Trades</b>	Tiny house manufacturing  Local painter (interior and exterior)  Local Mechanic  House Maintainer	Establish cabinetry and carpentry services (allow people to build their own homes)  Welding	Build on local contracting skills  Carpentry  Furnace Service  Mechanic (cars, equipment, skidoos, boats etc.)	Build local homes (or cabins)  Promote women in Trades.	More cooperation and shared services would be good for the region. Shared services could include: - mechanics (small and large engine) - Electricians - Plumbers - Carpenters  Develop and grow a group of Tłıchq trades people.
<b>Natural Resources and Renewable Energy</b>	Sawmill operation/woodlot provide small logs for construction.  Pick mushrooms in the burn areas close to the community.  Training to maintain household woodstoves.	Local food production  Encourage skilled labour to come and support the industry through Farm Stay Programs  Hydro, wind, solar  Wood harvest for heating fuel	Local food production (gardening)  Wood Harvest for fuel  Solar energy	Commercial Fishing - is it possible?  Farming (food and native plants)  By-pass existing supply chains for morel mushrooms.  Wood Chipping with burnt wood for fuel.	Establish regional environmental monitoring services.  Mobile Sawmill that goes to all communities.
<b>Traditional Economy</b>	Local hides could be tanned and used locally for sewing  Elders potential  Embrace families that choose to live off the land.		Dry fish production and sale in Community.  Tanning hides, still a lot of people, who know how, could run workshops throughout the entire NWT.	Harvest traditional foods - need to understand what the Tłıchq Agreement says about this.  Traditional foods could be harvested and sold online (Tłıchq Store)  Alternative housing options for people who want to live a more traditional life-style and would prefer not to have the added expenses of maintaining a home. '	
<b>Arts and Crafts</b>	Arts and crafts sales  Run workshops on how to make traditional crafts (slippers/drums etc.)	Could sell more products - through the Tłıchq Online Store or Facebook.	Arts and Craft available and displayed.	Crafts could be sold in a craft shop at the junction of the Highway.	Tłıchq Fashion Show
<b>Tourism</b>	On the land guides.  Wekweèti Culture Camp	Destination tourism opportunities  Potential for Bed and Breakfast  Traditional activities could be tourism activities	Develop destination tourism packages  Develop tourism activities for business travelers  Build a hotel  Restaurant	People can run small guiding businesses out of small cabins.  North Arm Park  Campground  Tłıchq Visitors Centre	Tłıchq need to dialogue on how they can embrace tourism (what is ok)

Themes	Wekweèti	Gamèti	Whati	Behchokò	Regional
<b>Services</b>	<p>A local trained full-time nurse</p> <p>Small scale expeditors</p> <p>Day care</p> <p>Car wash</p>	Limited services offered, this could be an opportunity to introduce more services.	<p>Motor Vehicle Office</p> <p>Community Bank</p> <p>On-line e-service support</p> <p>Small business accounting support</p> <p>Staging areas for supplies going to Gamèti and Wekweèti on the Winter Road</p>	<p>One-stop-shop for permit and business licensing (ENR/T.G./ITI/C.G)</p> <p>Community Government provide "lottery license"</p> <p>Behchokò Sportsplex will be opening soon.</p> <p>Opportunities could include:-jobs as recreation support-coaching-host large events- restaurant or canteen-facility maintainers</p> <p>Provide and stock paper supplies to the Tłıchq Government and other Government Agencies</p> <p>Catering and camp cooking services.</p> <p>Tool rentals (local)</p>	<p>More regional community partnerships to have trained people who can provide necessary services with reasonable demand.</p> <p>Noted, not enough demand at the local level, but there could be at a regional level.</p> <p>Re-think how jobs are provided. Job sharing, spreading the opportunities around.</p>
<b>Business</b>		Catering	<p>Hardware Store</p> <p>Small Automotive Store</p> <p>Partnerships with YK Automotive shops (individual trained by YK, but located in the Community.</p> <p>Retail Store (groceries and other services)</p> <p>Catering</p>	<p>Bulk Staging Area to supply good to Tłıchq Communities</p> <p>Provide "social establishments" in Behchokò.</p> <p>Community Futures</p> <p>Edzo highway stop and destination.</p> <p>Set-up a co-op space where people could run small businesses.</p>	Set-up standard business licenses for the Tłıchq region
<b>Infrastructure Proposed and/or Realized</b>	<p>Culture Camp</p> <p>Housing</p>	<p>Housing</p> <p>Culture Camp</p>	<p>Tłıchq All-season road</p> <p>Hotel and restaurant</p> <p>Housing</p>	<p>Behchokò Sports-plex</p> <p>Tłıchq All Season Road</p> <p>Restaurant</p> <p>Housing</p>	Tłıchq All Season Road



Themes	Wekweèti	Gamèti	Whatì	Behchokò	Regional
<b>Trades</b>		<p>Training could be tied to casual/seasonal jobs that are available.</p> <p>Community Government has a shop that could be used by Aurora College to provide local training in the trades</p> <p>Welding</p> <p>House Maintenance</p>	<p>Heavy Equipment Operator</p> <p>Road construction</p> <p>Other Construction skills</p>	<p>Behchoko has heavy equipment. T.I.C could run heavy equipment operator training.</p>	
<b>Natural Resources and Renewable Energy</b>					
<b>Traditional Economy and Arts and Crafts</b>	<p>Hold workshops to teach youth skills such as tanning, trapping, sewing etc.</p> <p>Take a kid trapping</p> <p>Living off the land</p>	<p>Environmental Monitoring</p>	<p>Cultural-on-the land training.</p>	<p>Wilderness training</p>	
<b>Tourism</b>	<p>Hospitality Training</p> <p>Wilderness First Aid</p> <p>Management Training</p> <p>Safety Training</p> <p>Marketing Research</p> <p>Web Development (social marketing)</p>		<p>Hospitality Training (dealing with people)</p>		

Themes	Wekweèti	Gamèti	Whatì	Behchokò	Regional
<b>Services</b>		Agriculture	By-law enforcement	Key jobs to be filled by people who are going to be in the community long term. This includes:  - Teacher - Social Workers -nurses -management -other professionals	
<b>Business Services</b>	Bush radio skills need to be revived	Increase business admin training  Retail and customer service  Microsoft Office Training  Internet research skills  Facebook etiquette  Ability to complete online training using the computer	Set up mentoring program for individuals going into business (example CESO).  Provide support through educational trainee programs and mentorship. Those who have been successful should be mentoring those that show promise.  Funding sources - is there someone who knows where and how to access funding?  Business services training.  Restaurateur training  Business Service and Development training  Microsoft Office Training  Email etiquette  Online literacy  Report writing	Entrepreneurial spirit is growing - need training.  Human Capital - identify what skills and competency exist in the community.  Microsoft Office Training	
<b>People Readiness</b>	Financial Literacy  Parenting Training		On-line literacy Financial Literacy  Life Skills  Gardening	Financial Literacy  Employment Transition Officers - have them in the community for support.  Language skills (young children before they enter school)  Opportunities for youth to teach/train Elders  Access to internet and computers in low income households  Use smartphones as a tool	Focus on training the 25-44 age group to get them into the workforce

Themes	Wekweèti	Gamèti	Whatì	Behchokò	Regional
<b>Method of Training</b>	<p>Get young people involved in programs that allow them to expand their worldview (Northern Youth Abroad).</p> <p>How to instructional videos that could be offered locally.</p> <p>Tłıchq App - ask question in English it responds in Tłıchq</p> <p>Re-think how to fund post-secondary education. (i.e. have games and competitions such as jeopardy, if someone wins the money goes towards a college fund</p> <p>Find alternatives to sending youth to CJBS</p> <p>Cultural Shift</p>	<p>On-the job</p> <p>Travelling training instructors</p> <p>Year round training (even in the summer)</p> <p>Match training to actual jobs that exist.</p>	<p>Work readiness - geared towards part-time, not full-time jobs.</p> <p>On-the-job mentorships</p> <p>Exposure to what exists beyond Whatì</p>	<p>Up-grade learning centers or offer grade 13 but make it flexible so students can attend at odd hours (not just 9 to 5pm September to June.</p> <p>Hold a big career symposium that draws a big breath of jobs to expose students.</p> <p>Profile skills of successful CJBS Alumni</p> <p>Set-up mentoring program for youth with people from different professions.</p> <p>Campaign to approach people and encourage people to change and actively participate in jobs</p>	<p>Tłıchq Katimavik Program</p> <p>Take bright youth students who demonstrate an interest and have the potential and switch them between communities. This can help build community.</p> <p>Tłıchq leadership training program.</p>

## Appendix B

**Tłıchǫ Regional Economic Development Working Group**

**Terms of Reference**

**Tłıchǫ Agreement Boundaries Map**

**Tłıchǫ Community Maps**





## **Tłchq Government**

### **Tłchq Region Economic Development Working Group**

#### **Terms of Reference**

##### **1. BACKGROUND**

1.1. The Tłchq Region Economic Development Working Group was developed by the Tłchq Government to maximize economic development opportunities in the Tłchq region and to create a strategic economic development plan.

##### **2. MISSION STATEMENT**

- 2.1. To develop collaborative partnerships in the Tłchq region for the development of a long term, ongoing framework and strategic economic development plans that meet client, community and regional goals and objectives.
- 2.2. To be known as the first point of contact for new and existing business and economic developments within the Tłchq region.

##### **3. PURPOSE**

- 3.1. To create, implement and coordinate in a strategic manner, to ensure that the Tłchq Region Economic Development Working Group are providing relevant and community supported economic development strategic plans and frameworks within the Tłchq Region.
- 3.2. To maximize the resources available for individual community economic development plans and regional economic development plans in strategic ways.
- 3.3. To implement these objectives, in a collaborative and credulous way to support client, community and regional short and long term goals and objectives.

##### **4. PRINCIPLES**

- 4.1. The members commit to this working group and the strategic plans that come forth from this working group, by attending and participating in meetings in person, Skype, conference call or by alternate.

##### **5. WORKING GROUP MEMBERSHIP**

- 5.1. The councils of the Tłchq Community Governments, the Tłchq Investment Corporation and the GNWT – ITI may appoint one member and an alternate to the working group.
- 5.2. The Tłchq Government will appoint a member and an alternate to the working group. The Tłchq appointee will serve as working group chair.
- 5.3. The Tłchq Government Economic Development Officers will be members of the working group.

*Approved by CEC: October 7, 2015*

## **6. WORKING GROUP MEMBERS' ROLES & EXPECTATIONS**

- 6.1. To attend all working group meetings either in person, Skype, conference call or by alternate.
- 6.2. To participate fully in the development, implementation and coordinated effort of the Tłıchq region's economic development strategic plans and frameworks in a collaborative manner.
- 6.3. To participate in the development of community economic development strategic plans and frameworks in a collaborative manner.
- 6.4. To work in partnership with other working group members in a respectful manner.
- 6.5. To always adhere to the Tłıchq Government's and the four Tłıchq Community Government's mission statements, visions, values and foremost, the protection and promotion of Tłıchq language, culture and way of life.
- 6.6. To provide regular updates to each respective and supervising organization that each working group member represents as well as Tłıchq citizens, the general public and other government departments and/or agencies.

## **7. WORKING GROUP EXPECTED OUTCOMES**

- 7.1. It is anticipated that this working group and its members will be more of an action working group as oppose to an advisory committee.
- 7.2. The working group will conduct research and analysis, draft strategic plans, and consult with stakeholders and provide their findings to the Tłıchq Executive Officer.
- 7.3. The Tłıchq Executive Officer makes strategic plan and framework recommendations to the Chiefs Executive Council.
- 7.4. The Chiefs Executive Council is responsible for approving all strategic plans for the Tłıchq Government.
- 7.5. The working group will strive to make decisions by consensus.

## **8. LOCATION OF MEETINGS**

- 8.1. Meetings will be held within the Tłıchq region, whenever feasible, on a monthly basis, to be determined prior to the end of the previous monthly meeting.

## **9. CALENDAR OF MEETINGS**

- 9.1. To be set the *second Wednesday* of every month unless this date lands on a designated holiday in which this meeting will be moved to the following Wednesday.

## **10. RECORD OF MEETINGS**

- 10.1. The working group secretary (or alternate) will be responsible for recording the minutes of all working group meetings and will ensure that the minutes of such meetings will be distributed to the working group membership within **14** calendar days after the recorded meeting.

## **11. COMMUNICATIONS:**

- 11.1. Members will communicate with each other through emails and distribution of meeting minutes.
- 11.2. A regional manager who sits on both the Tłıchq Region Economic Development Working Group and any regional and/or community working group will be tasked with providing a *ten minute, maximum update* to both these working groups.

- 11.3. The Tłıchq Government's *Economic Development Officers* (Whatì, Gamètì and Wekweètì) and the GNWT's *Business Development Officer* (Behchokò) will be expected to provide a *ten minute, maximum update* representing their work within their respective community, on a monthly basis at each working group meeting.

## **12. CONFIDENTIALITY**

- 12.1. Confidentiality is of the utmost importance especially when dealing with new business contemplating coming into the Tłıchq region. It is expected and demanded that all working group members will not discuss any confidential information, outside of the members of this working group.

## **13. RELATIONSHIPS TO OTHER ECONOMIC DEVELOPMENT WORKING GROUPS**

- 13.1. The Tłıchq Region Economic Development Working Group will be represented by one of the regional managers at any North Slave regional working group meetings which will be shared with *all* working group members.

## **14. RESOURCES AND BUDGET**

- 14.1. Participating organizations are responsible for their own costs until such time as this working group has secured sufficient funds in supporting its members in any costs incurred related to their participation in this working group.
- 14.2. Day to day administration of this working group shall be administered through a Tłıchq Government appointed employee.

## **15. REPORTING & ACCOUNTABILITY**

- 15.1. The Tłıchq Region Economic Development Working Group reports to and takes direction from the Chiefs Executive Council.
- 15.2. Tłıchq Government policies and procedures shall govern over any conflict with a policy or decision of the working group.
- 15.3. Unless there is prior approval, the working group cannot, in any manner whatsoever, commit or purport to commit the Tłıchq Government, with respect to any of its activities, to any liability, debt or financial obligation to any person, government, firm or corporation.

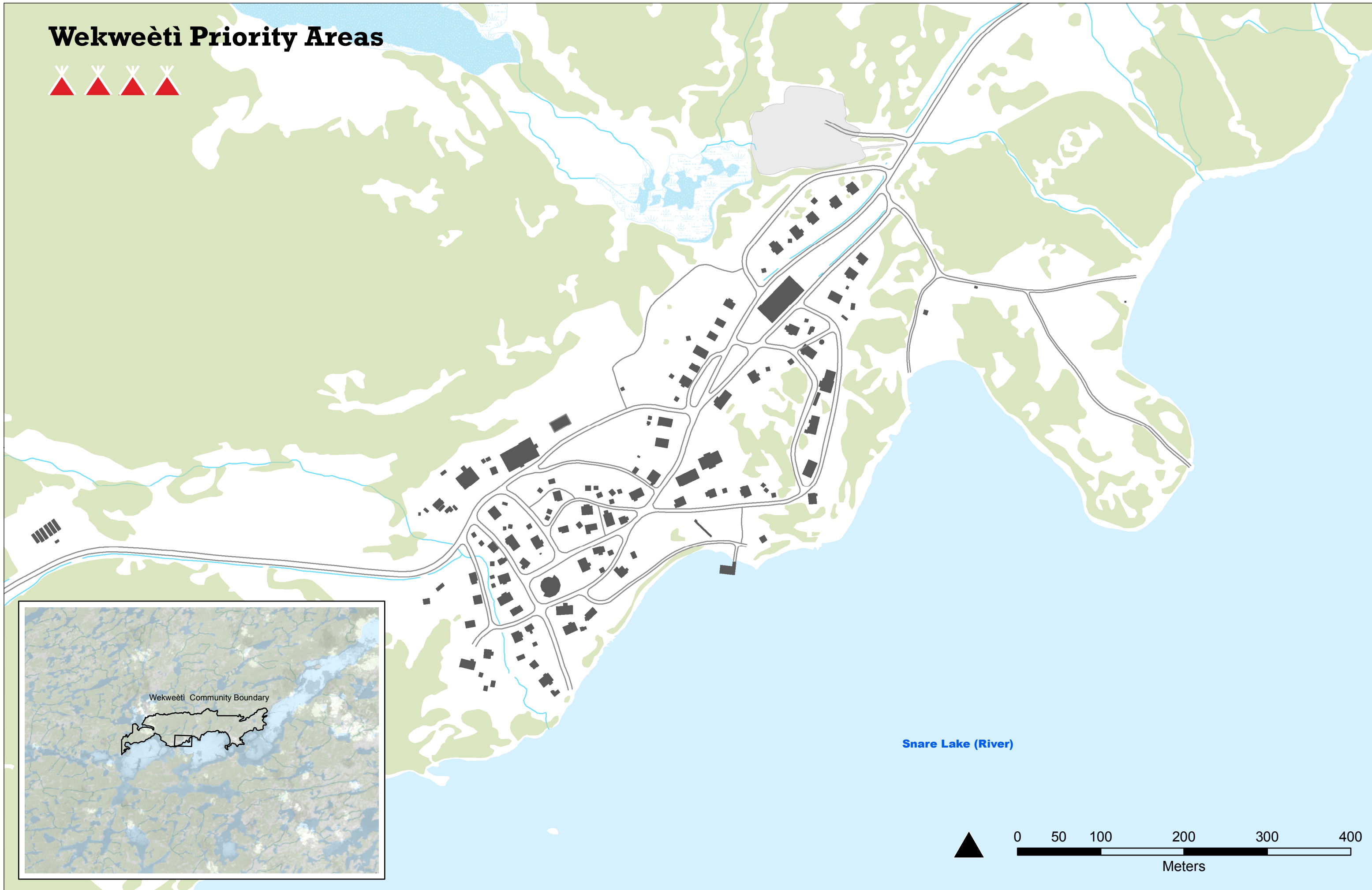
## **16. AMENDMENTS & UPDATES**

- 16.1. Amendments and updates to these Terms of References shall be approved by Chiefs Executive Council.

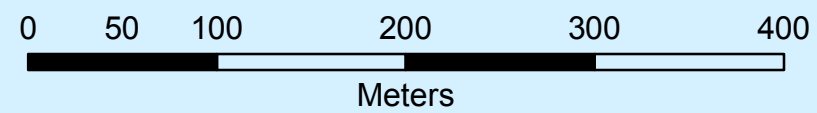
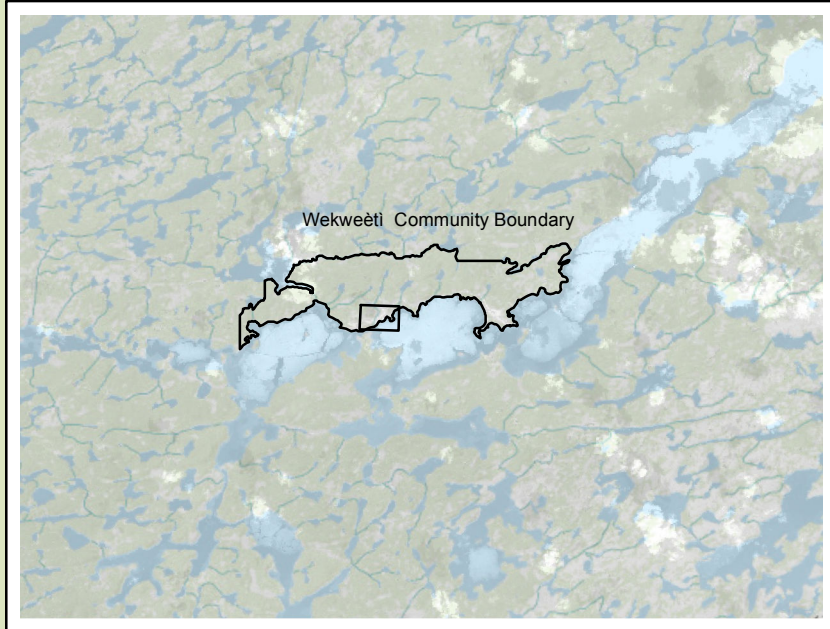
## **17. OUTSIDE INTERESTED PARTIES**

- 17.1. Interested parties and/or agencies, other than those appointed to this working group, maybe *invited* to working group meetings.

# Wekweètì Priority Areas



Snare Lake (River)

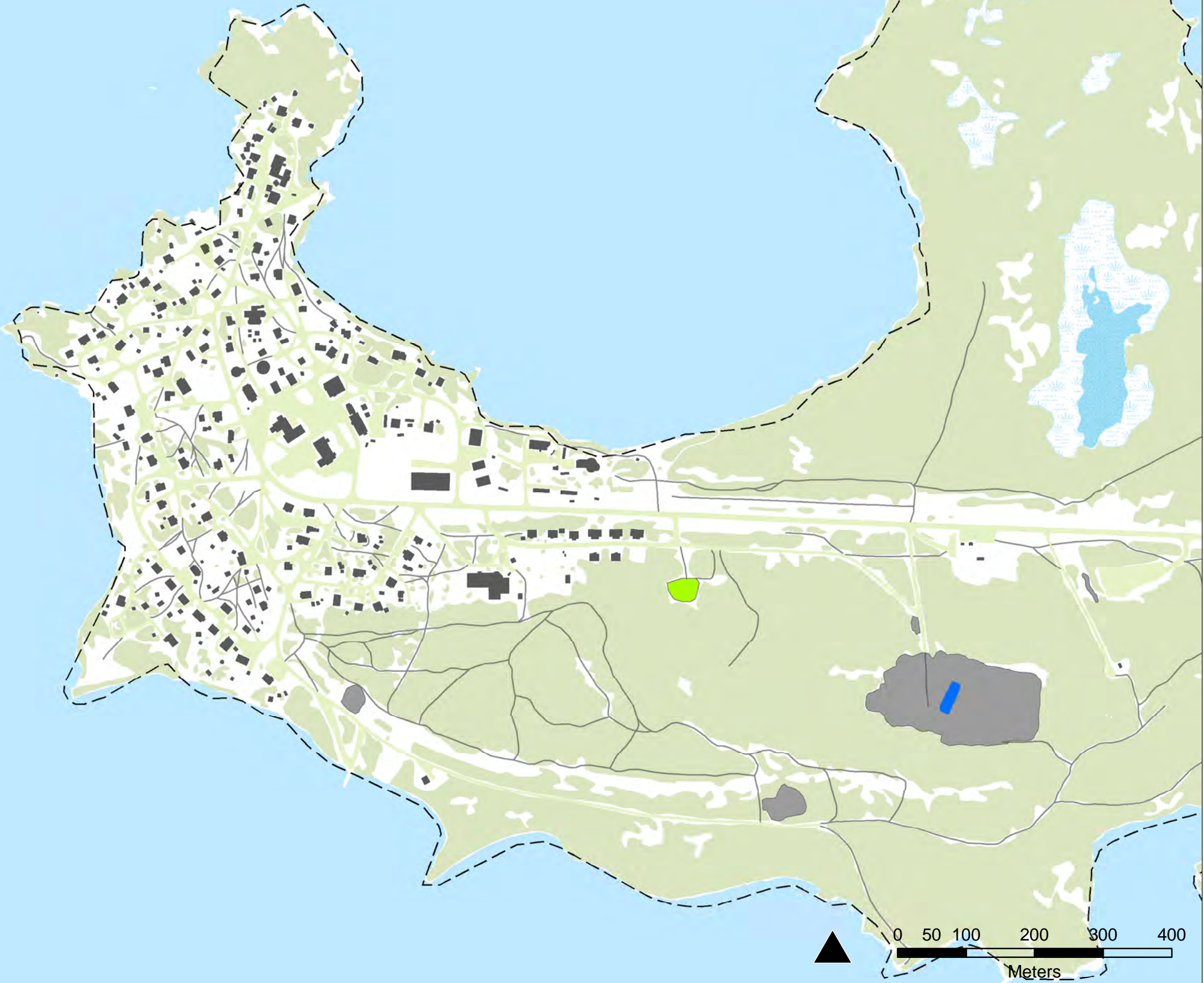




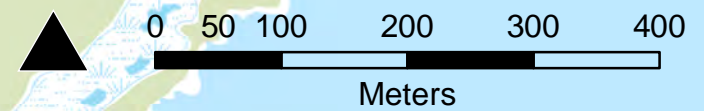
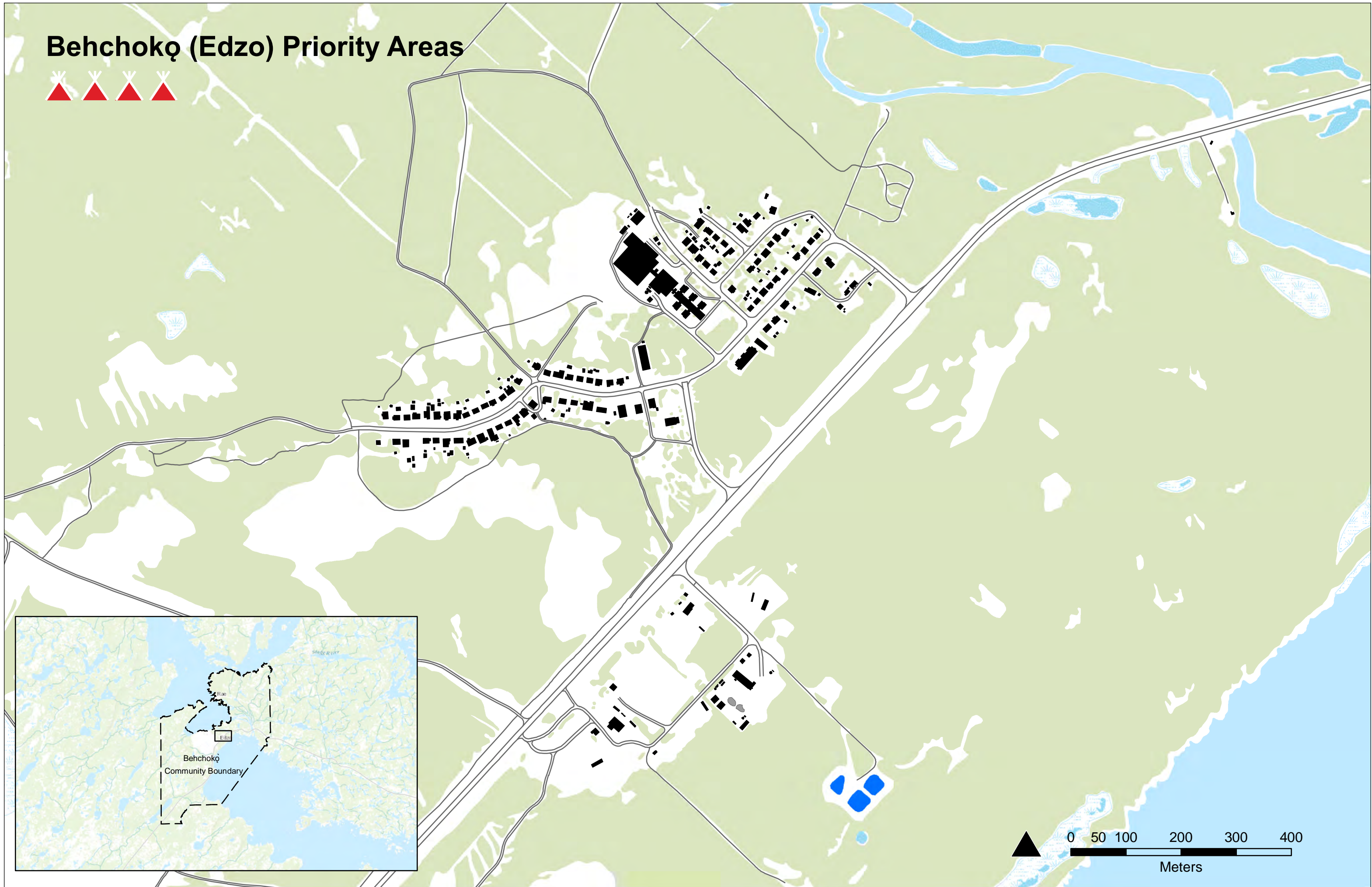
# Gamètì Priority Areas



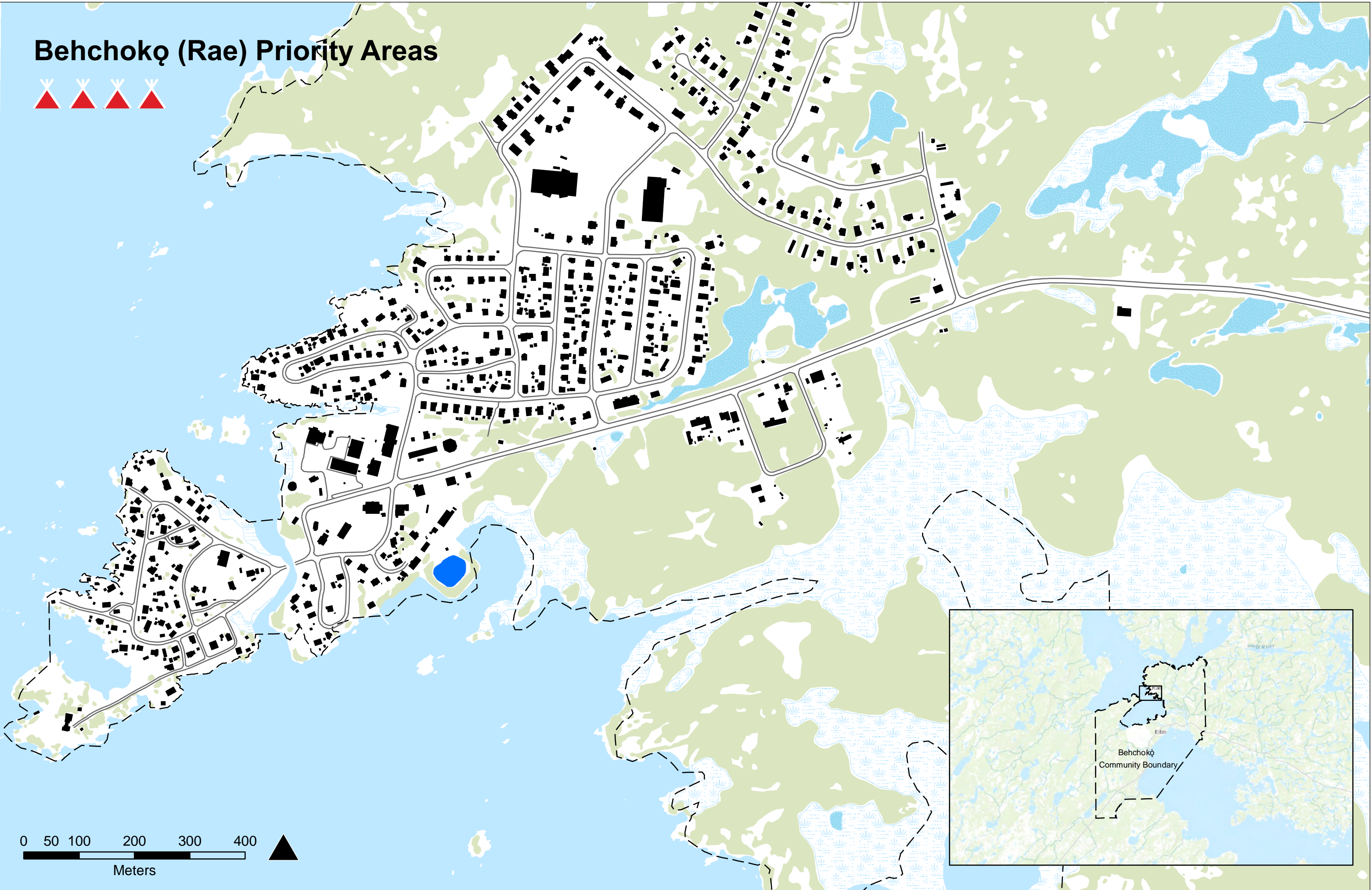
Rae Lake



# Behchokq̓ (Edzo) Priority Areas



# Behchokq̄ (Rae) Priority Areas

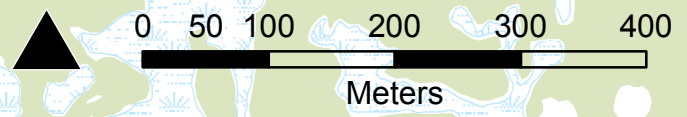
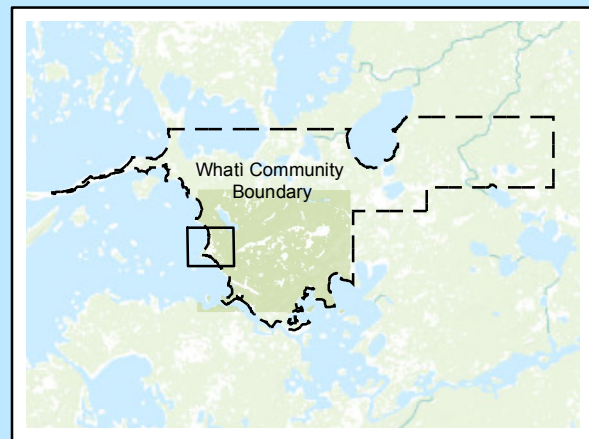
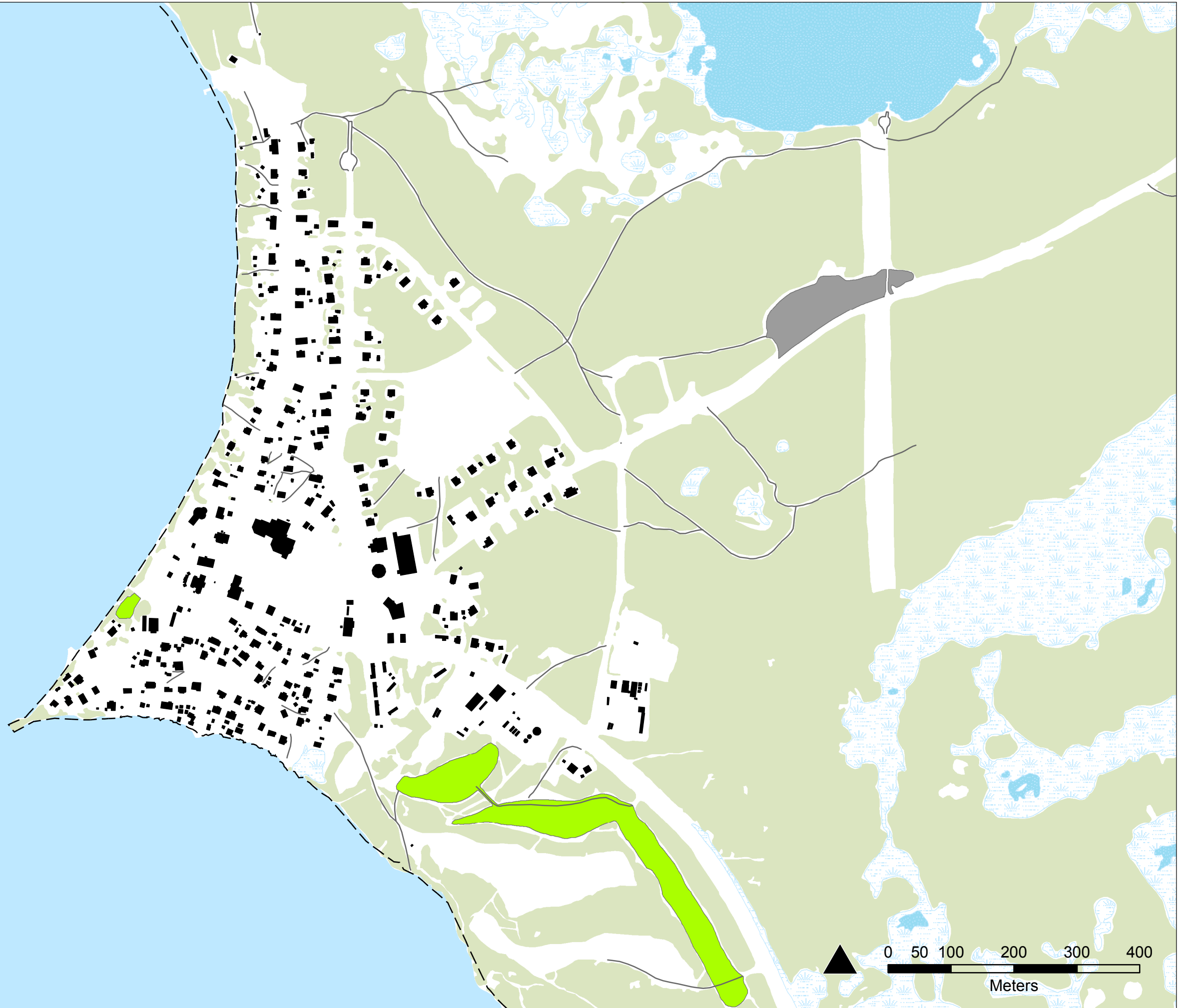


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Meters

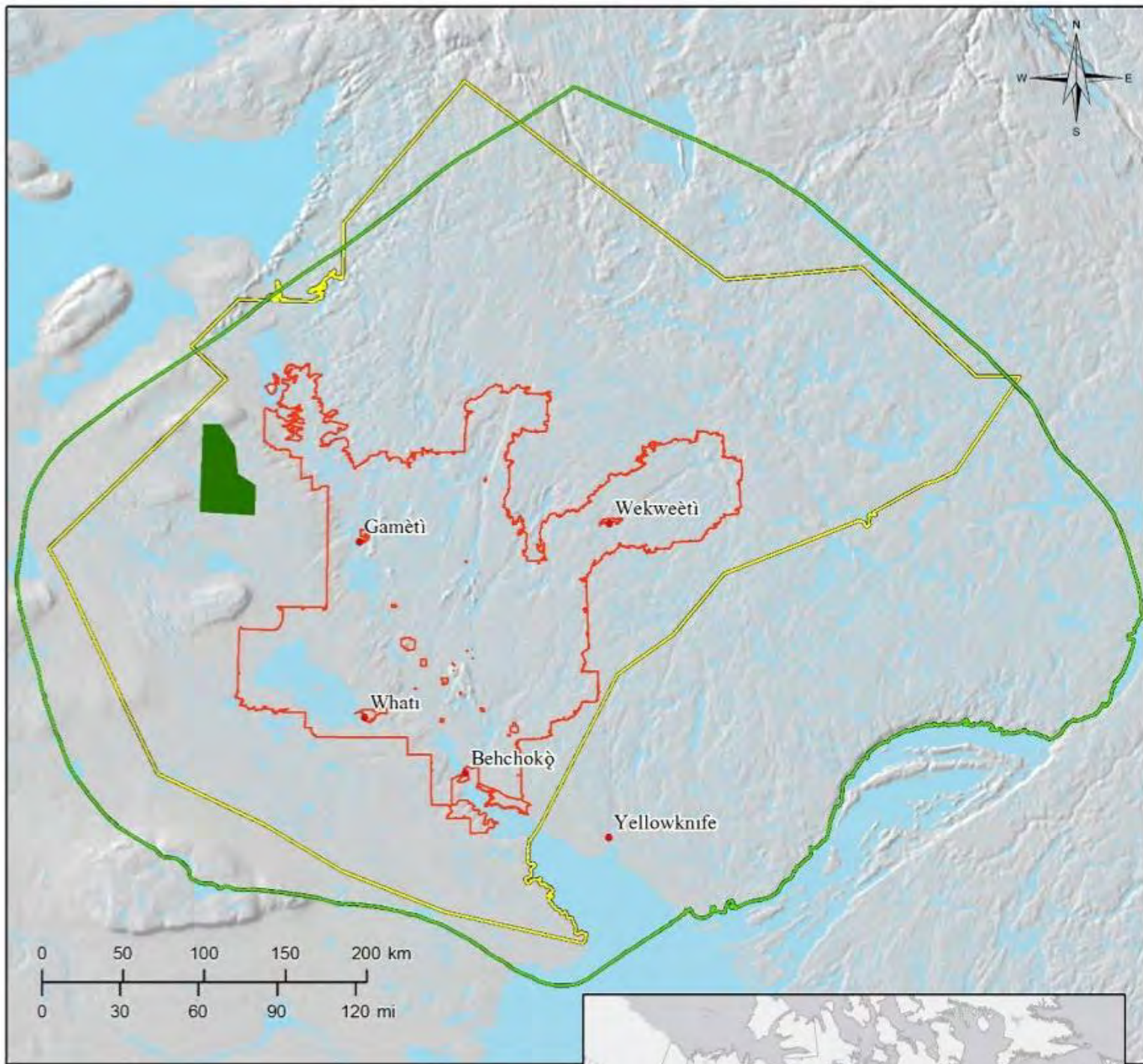






# Whatì Priority Areas





# Tłı̨chǫ Agreement Boundaries



-  Mòwihì Gogha Dè Nùlèè Boundary\*
-  Wek'èezhì Boundary
-  Tłı̨chǫ Boundary
-  Ezqòdzìtì

