

Appendix A: Phase 1 Dehcho Region Survey Results

The table below is a summary of the Phase 1 Dehcho region survey results regarding anticipated impacts from the MGP. Respondents were asked to give their assessment of how the MGP would impact their community with reference to each topic on the template, as well as to add topics and commentary for any other areas that may have been of concern but were not covered by the template (Dehcho Interim Report 2007).

TOPICS	COMMENTARIES
Population	A majority of respondents agree that there will be an increase in population with comments on several social, infra-structure and economic results from that
Housing	A vast majority of respondents agree that housing is a serious socio-economic problem already and that it will get worse.
Water & Sewer	The majority agree that demand will increase as will requirements for upgrades on existing systems, more delivery trucks and more truck drivers.
Roads & Highways	The vast majority agree that this will be a major problem, call for more funds for maintenance in communities and on highways
Recreation Facilities	A majority recommend more programs, activities & better facilities and equipment
Parks	The majority agree that there will be need for expansions and more maintenance and security at parks
Traffic	The vast majority call for more monitoring & patrols, better highway maintenance for safety, and recognize that there will be more accidental injuries & deaths
Airports	The majority agree that there will be more flights, need for more security, and express safety concerns.
Ferry Services	The vast majority (38 – 2) agree that wait times will be longer, vessels are too small, and bridges would be preferred.
Ambulance	Some communities don't have ambulances. Those that do indicate need for upgrades, extra vehicles, more trained volunteers.
Policing	The majority agree we will need more police, 24 hrs. service, foot patrols, perhaps community police, more enforcement
Medical Services & Health Facilities	Should be able to meet the needs; Services are already taxed. May need new or expanded facilities; More culturally aware;
Education & Training	More funding is needed; Services need to improve; better and more training opportunities are needed
Public Safety	The majority agree that safety will be a problem. Community

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TOPICS	COMMENTARIES
	awareness & training is needed
Control of local councils	Smaller First Nation communities say this won't be a problem, larger mixed communities call for partnerships and support from citizens so councils can do a better job.
Capacity to Implement decisions	If all the people in community worked together this could happen. MGP decisions are not in our hands. We are trying to build capacity with our elders to improve this. Each community is different.
Environmental Safety	This is a big issue. Safety is a major concern. Monitoring is needed. We are taking enormous risks here
Kinds of MGP Influences of People	Negative: Drugs, selfishness, carelessness, disrespect, diseases, mixture of cultures; abuse, racial discrimination; neglect Influences could be positive: work ethic, benefits, training & job opportunities, meeting new people; working together, family income will increase; lifestyles will change; May be opportunity to establish ongoing relationships with industry.
Emotional Disturbances	It already has. Many social problems made worse are raised as evidence of this by most respondents.
Inter-Generational – Gender Issues	Communications is already difficult between the generations. A bunch of people are already angry about this. Elders don't want it; some young people want the work. Tears at the social fabric of the community
Boom & Bust Economics	Seems to be the norm with industry. Don't expand beyond capacity and no problem. We should be the drivers, not the passengers. Look at the effects of Pine Point, where is it now? Long term economic planning (sawmill) for long term growth, employment, growth and prosperity
Effects on Values & Beliefs	The vast majority of respondents agree that their will be cultural effects, some positive, some negative, affecting identity, beliefs and values of the culture of origin
Alcohol & Drugs	The vast majority agree that this will be a major problem
Family Violence	The vast majority of respondents agree this will get worse
Sexual Assault	The vast majority agree that this will increase
Increase Work Loads for people in communities	This will happen as some people will be away at camps and the people at home will have to pick up the slack. Temporary during construction. A few say no, but qualify with depending on how many children you have
Neglect	The majority agree that this will increase as a social problem.
Add On Work For Communities e.g. Access and Benefit Agreements	Yes, but this is something respondents express as having value for the community if access and benefit agreements are of sufficient value

Appendix B: Dehcho Region and Hay River Programs and Services

<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Fort Liard- Pop 591		Core / Project	
Dehcho Health &SSA <ul style="list-style-type: none"> • FL Health Centre • Social Services • Mental Health & Addictions • Homecare 	DHSSA 1 Nurse in Charge 2 Community Health Nurses 1 Nurse Practitioner 1 Community Health Representative 2 Home Support Workers 1 Clerk Receptionist 1 Custodian 2 Social Workers 1 MH & Addictions Counselor 1 Community Wellness Worker 1 Clerk Receptionist	GNWT/ Core	Community Health Services <ul style="list-style-type: none"> • non-emergency medical care • well child/women/man clinics • pre and post-natal clinics • school health • chronic disease clinic • immunization programs • communicable disease surveillance and treatment Community Social Services <ul style="list-style-type: none"> • Child and Family Services • Child Protection • Family Violence Program • Foster Care • Adult Protection Services • Mental Health & Addictions
Fort Liard Community Learning Centre	Aurora College, Echo Dene School 1 employee	Aurora College	Offers adult upgrading and other courses that lead to various certificate or diploma programs.
RCMP	GNWT 4 officers	GNWT/Solicitor General of Canada	Policing services for Fort Liard. Trout Lake and Nahanni Butte. Traffic enforcement on Highway 7.

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Fort Liard- Pop 591		Core / Project	
Hamlet of Fort Liard <ul style="list-style-type: none"> • Recreation Program • Safety and Protective Services 	Hamlet of Fort Liard Manager Recreation and Leisure Programs Safety and Protective Services Officer	Hamlet of Fort Liard. MACA Hamlet of Fort Liard. MACA	Recreation programs delivered to public. Youth Centre located in community hall and programs delivered to youth Recreation infrastructure includes: baseball diamond, parks, gymnasium, indoor winter skating rink, community hall, and an indoor summer pool. Community safety, including enforcement of by-laws.
Acho Dene Koe First Nation <ul style="list-style-type: none"> • Child Care Centre • Brighter Futures Program • Canada Pre-Natal Nutrition Program • Harvester Support Program 	Acho Dene Koe First Nation Acho Dene Koe First Nation 1 full time, 1 part time Acho Dene Koe First Nation Harvester Council/Acho Dene Koe First Nation	Brighter Futures, GNWT Brighter Futures and DHSSA (\$67,202.00) Health Canada (\$15,856.00) Acho Dene Koe First Nation, IRDA, Industry	13 preschool (in nursery) and 16 after school spaces Youth programs/activities, breakfast program at Echo Dene, youth gatherings connections, family violence week support Nutritional and support sessions to new mothers and babies, food vouchers Enable individuals impacted by petroleum activities to continue harvesting in areas not impacted by petroleum development. Support for harvester education.
Echo Dene School	Dehcho Divisional Education Council 1 Principal, 10 Teachers, 1 Aboriginal Language Specialist, 1 Custodial Worker/full time 3 Special Needs Assist, 1 Clerk Typist, 1 Custodial Worker/part time	GNWT/Core	Kindergarten to grade 12 for 115 students Balance Literacy – focus on guided reading Mathematics mentoring program Evening boxing program Spring camping program

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<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Fort Providence – 814		<i>Core / Project</i>	
Dehcho Health & SSA <ul style="list-style-type: none"> • FP Health Centre • Social Services • MH & Addictions 	DHSSA 1 Nurse in Charge 2 Community Health Nurses 1 Nurse Practitioner 1 Community Health Representative 1 Regional Activity Aide (Homecare) 1 Clerk Receptionist 1 Custodian 2 Social Workers 1 MH & Addictions Counselor 1 Community Wellness Worker 1 Clerk Receptionist	GNWT/Core	Community Health Services <ul style="list-style-type: none"> • non-emergency medical care • well child/women/men clinics • pre and post-natal clinic • school health • chronic disease clinics • immunization programs • communicable disease surveillance and treatment Community Social Services <ul style="list-style-type: none"> • Child and Family Services • Child Protection • Family Violence Program • Foster Care • Adult Protection Services • Mental Health & Addictions
Fort Providence Community Learning Centre	Aurora College, Deh G'ah Elementary and Secondary, 1 employee	Aurora College/GNWT Core	Support programs for anyone older than 17 years

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Fort Providence – 814		<i>Core / Project</i>	
Deh G'ah Got'ie Dene Council <ul style="list-style-type: none"> • Substance Abuse and Awareness • Brighter Futures • Aboriginal Head Start Dezoah Undaa Etleh Koke 	<u>Deh G'ah Got'ie Dene Council</u> Healing Lodge 1 employee Healing Lodge 1 employee 5 employees	Brighter Futures/DHSSA Brighter Futures, Health Canada (\$120,761.00) Aboriginal Head Start, Health Canada	Substance abuse, stress management workshops, AA meetings, trauma and addictions counseling Workshops (e.g. healing, culture, parenting) summer youth activities, youth/ elder gatherings, youth culture camps, traditional and cultural learning spring and fall camps, school breakfast program targeting youth, families and elders Pre school stimulation and school readiness program. Activities are organized around elders. They include day camp at preschool campsite, berry picking, wildlife and nature observation.
Fort Providence Residential School Society <ul style="list-style-type: none"> • Healing Project (to 2010) 	1 employee	Aboriginal Healing Foundation (\$825,933.00)	Strengthen the personal functional skills of Residential School Survivors to be able to heal from Sexual Abuse, spiritual deprivation and cultural deprivation experienced in Residential Schools. Activities include: counselling, support groups and support visits

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<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Fort Providence – 814		<i>Core / Project</i>	
Zhahti Koe Public Library	1 librarian	ECE/ Dehcho Divisional Education Council/GNWT	School library transformed into a public library in late 2007
Zhahti Koe Friendship Centre <ul style="list-style-type: none"> • Family Life Program • Canada Pre-Natal Nutrition Program • Youth Centre • Food bank 	Zhahti Koe Friendship Centre program coordinator 1 family life counsellor 1 CPNP coordinator (part time) 1 Youth intervention worker (part time) volunteers	DHSSA CPNP Health Canada \$25,103.00 Urban Multi-Purpose Aboriginal Youth Centre, Heritage Canada	Provides awareness around family violence as well as referrals to shelters. Programs include: a cooking circle, sewing groups and activity nights for women, families and youth. Nutritional and practical support to new mothers and babies, food supplements, vouchers, meal bag program, and home visits Youth programming Food to community members in need
Deh G’ah Elementary and Secondary School	Dehcho Divisional Education Council/GNWT Deh G’ah Elementary and Secondary School 1 Principal 12 Teachers 1 cultural and language teacher, 2 Custodians (full time) 3 Special Needs Assistants 2 Clerk Typists (part time), 2 Custodians	Dehcho Divisional Education Council/GNWT	Kindergarten to grade 12 for 166 students Activities for Senior students (e.g. Career and Technology Studies credits, SNAP initiative, preparing meals-on-wheels for elders, Jr. Ranger training, organized buffalo hunts) Adopt-a-Cop program. RCMP members have been adopted by primary and elementary classrooms to help in the classroom, with soccer practices, the skiing program and evening instruction in Karate. Adult Day Independent Learning to identify and work with

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	1 school community counsellor		adults who wish to attain a high school graduation diploma.
<u>Zhahti Koe Public Library</u>	1 librarian	ECE/ Dehcho Divisional Education Council/GNWT	School library transformed into a public library in late 2007
Fort Providence Metis Council	Fort Providence Metis Council	Government, DFN and NWT Metis Development Corporation	Provides culture, political and social advisory services to Dene/Metis members and public. Released a Metis history book in 2007
Fort Providence Hamlet • Recreation Program	Fort Providence Hamlet 1 Recreation Director	Fort Providence Hamlet/MACA	Arena, seasonal pool, hockey
Fort Providence Housing Association	Fort Providence Housing Association 1 secretary/manager 1 Finance Clerk 1 clerk/receptionist 1 tenant relations officer housing maintenance serviceman 1 custodian 1 senior home caretaker 1 plumber	NWT Housing Corporation	Delivers administration, maintenance and tenant relations services. Program delivery for NWT Housing Corporation homeownership, public housing programs
RCMP	GNWT 3 officers	GNWT/Solicitor General of Canada	Policing services for Fort Providence and Kakisa Lake

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<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Fort Simpson – 1,211		<i>Core / Project</i>	
<p>Dehcho Health & SSA</p> <ul style="list-style-type: none"> • FS Health Centre • Long Term Care • Homecare • Social Services • Mental Health & Addictions <p>(Programs and services provided to satellite communities on a monthly basis by Health Services, Social Services, Mental Health & Addictions)</p>	<p>DHSSA</p> <p>1 Nurse Administrator 5 Community Health Nurses 1 Nurse Practitioner 2 Locum Physicians 1 Regional Public Health Coordinator 2 Health Promotion Officers 1 Community Health Representative 1 Clinic Aide 3 Clerk Receptionists 1 Records Management Clerk 3 Kitchen staff 3 Housekeeping staff 1 Medical Travel Officer 1 LTC Nurse Supervisor 5 Licensed Practical Nurses 4 Residential Care Aides 1 Homecare Coordinator 3 Home Support Workers</p> <p>5 Social Workers</p> <p>1 Clinical Supervisor 2 MH & Addictions Counselor 2 Community Wellness</p>	<p>GNWT/ Core</p>	<p>Community Health Services</p> <ul style="list-style-type: none"> • non-emergency medical care • well child/women/men clinics • pre and post-natal clinics • school health • chronic disease clinic • immunization programs • communicable disease surveillance and treatment <p>Long Term Care</p> <ul style="list-style-type: none"> • nursing care • respite care • palliative care • rehab services <p>Homecare</p> <ul style="list-style-type: none"> • nursing assessment and care • intervention services • referral services • palliative care • homesupport <p>Community Social Services</p> <ul style="list-style-type: none"> • Child and Family Services • Child Protection • Family Violence Program • Foster Care • Adult Protection Services

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Fort Simpson – 1,211		<i>Core / Project</i>	
Regional Administration	Workers 1 Chief Executive Officer 1 Director, Community Programs & Services 1 Director, Finance 1 Finance Officer 1 Accounts Receivable Clerk 1 Accounts Payable Clerk 1 Quality Assurance/Risk Mgmt. 1 Manager, Health Services 1 Manager, Social Services 1 Manager, Continuing Care 1 Manager, MH & Addictions 1 Facility Administrator 1 Executive Assistant 1 Clerk Receptionist		<ul style="list-style-type: none"> • Mental Health & Addictions
Dehcho First Nations. <ul style="list-style-type: none"> • Aboriginal Training Fund • Dehcho First Nations Scholarship Policy • Dehcho First Nations Master Trust • Dehcho Elders Council 	Dehcho First Nations.	DFN/HRDC DFN Indian and Northern Affairs Canada ARHDA, ASEP (\$15 million)	An agreement for the delivery of aboriginal training funds. Support for Dehcho First Nation member students enrolled in certificate, diploma and graduate programs A fund for the identification and implementation of economic development opportunities related to the Mackenzie Gas Project Advice on any matter. Presentation to Joint Review Panel

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Fort Simpson – 1,211		<i>Core / Project</i>	
Liidlii Koe First Nation <ul style="list-style-type: none"> • Brighter Futures • Canadian Prenatal Nutrition Program • FASD • National Aboriginal Youth Suicide Prevention Strategy • Daycare Melaw Childcare Centre • Local Training Authority 	Liidlii Koe First Nation	Brighter Futures Health Canada (project \$143,495.00) Canadian Prenatal Nutrition Program Health Canada (project \$21,510.00) Health Canada (project \$35,000.00) Health Canada (project \$24,230) Dehcho Health and Social Services ARHDA, Aboriginal Human Resources Strategy, ECE	Workshops, family and spousal assault counseling Nutritional and practical support to new mothers and babies, childcare, games, food supplements or meal bag program, transportation and prizes or incentives. FASD awareness and prevention activities for high risk women Training, workshops, conferences, awareness activities designed to reduce suicide for Aboriginal youth Daycare center programming Job training for First Nations
Bompas Elementary	Dehcho Divisional Education Council1 Principal, 8 Teachers, 1 Classroom Assist. 1 Secretary, 1 Custodial Worker/full time 1 Teacher, 3 Special Needs Assist/part time	Dehcho Divisional Education Council/GNWT	Kindergarten to Grade 6 (120 students) Effective Behaviour Support Balance Literacy focus on guided reading Butthead program (smoking cessation) offered to all students Extra curricular activities- skating, speed skating, curling, fiddle classes, choir club, book club, hockey camp Drum-making workshop

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Thomas Simpson Secondary	Dehcho Divisional Education Council/GNWT 1 Principal, 12 Teachers, 3 Special Needs Assist, 2 Custodial Workers/full time 1 Clerk Typist/part time	Dehcho Divisional Education Council/GNWT	Grade 7 to grade 12 (127.50 students) CTS course on Renewable Energy Mackenzie Regional Youth Conference offered students from across the NWT opportunities to network and engage in fun learning experiences.
NWT Career Centre and the NWT/Canada Service Centre	GNWT, ECE 1 Regional Superintendent 2 Career Development Officers 1 Corporate Services Officer 1 Client Service Officer	GNWT, ECE Human Resources Development Canada	Career development services including: work search and career planning resources; educational resources; employer services Training and employment programs including: apprenticeship; apprenticeship training on the job; occupational certification; building essential skills, youth employment program Community programs including: literacy projects, skills for work; employment assistance services; early childhood program; healthy children initiative; workplace educational programs Financial assistance programs: childcare subsidy program (daycare), income assistance for clients 19 years and older who are not able to pay for basic needs Cultural programs including: cultural project contributions; NWT Arts Council Contributions support to northern performers Post secondary support including: northern transition program; student financial support
Fort Simpson Community Learning Centre	Aurora College 1 adult educator instructor	Aurora College, GNWT/core	Offers adult upgrading and other courses that lead to various certificate or diploma programs. (E.g. developmental studies (high school upgrading); environmental monitoring; simply accounting training;

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Fort Simpson – 1,211		<i>Core / Project</i>	
			driver training; computer training; safety training
Fort Simpson Housing Authority	Fort Simpson Housing Authority 8 employees	GNWT, NWT Housing Corporation	Low rental housing program, tenant education, maintenance
Dehcho Friendship Centre <ul style="list-style-type: none"> • Youth Drop In • Community Justice Program • Youth Employment • Fitness Centre and Gym • FASD 	Dehcho Friendship Centre Justice coordinator	Urban Multi-Purpose Aboriginal Youth Centre, Heritage Canada GNWT, Justice Young Canada Works for Aboriginal Urban Youth HRDC FASD Health Canada \$7,000	Internet services for kids. food hampers, resource center, Sentencing circles, counseling, victim offender mediation Summer youth employment program at Friendship Centre Sports and Fitness Program Education and awareness
Open Sky Society <ul style="list-style-type: none"> • Open Sky Festival • Programs 	Open Sky Society Festival coordinator Administrator	Dehcho First Nations, Canadian Heritage, Canada Council For the Arts, GNWT	Celebration of the arts and crafts talent found within the Northwest Territories. Arts & cultural service organization as well as presentation & artist outreach opportunities in the Dehcho. Professional forum for research, production, presentation, promotion & dissemination of new works in contemporary

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Fort Simpson – 1,211		<i>Core / Project</i>	
			arts & traditional Dene crafts as well as networking & educational opportunities, & a general resource centre.
Fort Simpson Historical Society <ul style="list-style-type: none"> Fort Simpson Heritage Centre 	Fort Simpson Historical Society 1 part time	Heritage Canada, GNWT ITI, INAC	Heritage site restoration, artifact and photograph collection. Currently restoring the Parish as a Heritage Centre
Open Doors Society <ul style="list-style-type: none"> Family Resource Centre Early Start Program 	Open Doors Society 9 employees	Community Action Program for Children (CAPC) Public Health Agency of Canada Healthy Children's Initiative	Child development information, community kitchen/cooking group, moms and tots, parenting programs, provision of resources (e.g., food, toy lending, resource library, clothing exchange) target Aboriginal and low income children, pre school but open to public
Metis Nation Local #52	Metis Nation Local #52 1 worker		Assistance in fundraising for seniors and for student activities
RCMP	GNWT 6 members, 1 public servant	GNWT/Solicitor General of Canada	Community policing services including Jean Marie River, Wrigley, Tungsten and traffic from Junction of Highway 1 and 7
Village of Fort Simpson <ul style="list-style-type: none"> Recreation Visitor Information Bylaw Enforcement John Tsetso Memorial Library 	Village of Fort Simpson 1 recreation coordinator summer seasonal workers Community constable/Bylaw officer Librarian	Village/MACA Village/ITI Village/MACA Village/MACA	Recreational programming for children and youth including operations of arena, curling rink, community gym and hall. Get Winter Active Campaign Seasonal operation of visitor information centre Enforcement of bylaws (e.g. traffic, dog) Library services, literacy programs and activities, Christmas bazaar, movies, Internet
Community Justice <ul style="list-style-type: none"> Regional Justice coordinator 	GNWT Justice Regional Justice coordinator	Department of Justice, GNWT	Supports the direction and measures chosen by the community (e.g. information, training, some funds).

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Fort Simpson – 1,211		<i>Core / Project</i>	
<ul style="list-style-type: none"> • Probation • Court services 	<p>Probation Officer</p> <p>Court worker</p>		<p>Supports Community Justice Committees. Serves Ft. Liard, Jean Marie River, Nahanni Butte, Trout Lake, Fort Simpson</p> <p>Responsible for pre-sentence and other court reports. Supervision of convicted offenders. Parole and temporary absence supervision</p> <p>Serves Fort Simpson, Fort Liard, Nahanni Butte, Jean Marie River, Wrigley, Trout Lake and Fort Providence</p> <p>Help people who come into contact with the justice system. (e.g. applications for legal aid, information and referrals to services inside and outside the justice system, guidance with respect to the court system, public education, and representation for individuals without lawyers.</p>

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Jean Marie River - 71		<i>Core / Project</i>	
<p>Dehcho Health & SSA</p> <ul style="list-style-type: none"> • Health Services 	<p>DHSSA</p> <p>1 Community Health Worker</p>	GNWT/ Core	<p>Community Health Services</p> <ul style="list-style-type: none"> • basic and emergency care • referral services • health education
<p>Jean Marie River</p> <p>TthedzehK'edeli First Nation</p> <ul style="list-style-type: none"> • Brighter Futures 	<p>Jean Marie River</p> <p>TthedzehK'edeli First Nation</p>	Brighter Futures Health Canada (\$15,515)	Support for arts and cultural workshops for families

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Jean Marie River - 71		<i>Core / Project</i>	
<ul style="list-style-type: none"> Canadian Pre Natal Program Recreation 	1 recreation coordinator	Canadian Pre Natal Program Health Canada (\$6,497) Jean Marie River TthedzehK'edeli First Nation/ MACA	Nutritional and practical support to new mothers and babies, childcare, games, food supplements or meal bag program, transportation and prizes or incentives. Recreation programming, gymnasium
Louie Norwegian School <ul style="list-style-type: none"> Culture and tradition 	Dehcho Divisional Education Council 1 Principal, 1 Teacher, 1 Classroom Assist./full time	Dehcho Divisional Education Council/GNWT core	Kindergarten – grade 9 serving 19.50 students Drum making, drumming, and Dene way-of-life storytelling workshop

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Hay River- 3651		<i>Core / Project</i>	
Community Justice Committee	Volunteer Committee	GNWT Justice	<ul style="list-style-type: none"> Alternative sentencing for offenders. Supervision and recommendations for offender rehabilitation.
Coroner Office	GNWT Justice 1 Coroner	GNWT Justice	<ul style="list-style-type: none"> Investigates unexplained deaths with the RCMP
Day Care Service <ul style="list-style-type: none"> Early Childhood Development Program Hay River Playschool L'association Francophone 	Private and non- profit services Registered Charity	GNWT ECE, charitable donations, project funding	<ul style="list-style-type: none"> Licensed day care and day home services
Diamond Jenness Secondary	South Slave Divisional	South Slave Divisional	Grade 8-12 (340 students)

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Hay River- 3651		<i>Core / Project</i>	
School Diamond Jenness Secondary School Student Services	Education Council 1 Principal, 1 Vice Principal 22 Teachers, 1 Program Support Teacher, 1 Guidance Councillor, 1 Student Services Coordinator, 1 Secretary Custodial Worker 1 Special Needs Assist, 1 Librarian	Education Council/GNWT/core	<ul style="list-style-type: none"> • Extra curricular arts, athletics and other (e.g. soccer, outdoor club, hockey, track and field, coffee house, fiddle club, film festival, art festival, quilting, student council, wellness club, homework club) • Effective behaviour support – discipline date collection system, school wide expectations, teaching of social skills and positive behaviour, reinforcements and rewards • Parent Action Committee – strive for student excellence, fund investment, promote extracurricular activities • Career information, counselling, referrals and post-secondary placement
Ecole Boreal	Ecole Francophone de Hay River teachers	Federal Government, ECE, GNWT	Kindergarten to Grade 7 –all French school <ul style="list-style-type: none"> • French Language First Program
Family Support Centre/Safe Home Network	Family Support Centre	Hay River Health and Social Service Authority, GNWT Justice	<ul style="list-style-type: none"> • advocates for families to develop a violence free, healthy lifestyle through education and support. • 24 Hour Crisis line • 12 Bed shelter for women and children fleeing violence • Family Violence Issues • Self – Esteem • Problem Solving • Life Skills • Self Care • Advocacy • Court Support
Harry Camsell School	South Slave Divisional Education Council	South Slave Divisional Education	Kindergarten – Grade 3

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Hay River- 3651		<i>Core / Project</i>	
	1 Principal teachers	Council/GNWT/core	
Hay River Centennial Library	Hay River Centennial Library Volunteer Board Full Time Employee Part Time Employees	GNWT ECE, Town of Hay River, fundraising	<ul style="list-style-type: none"> Community library services (e.g. book lending, computers/ Internet, children story time, shared reading, reading circle, moms and tots, adult slide and film presentation)
Hay River Community Learning Centre	Aurora College 1Coordinator, Community Programs 1Administrative Assist 4 instructors	ECE/Aurora College	<ul style="list-style-type: none"> Community-based college programs, computer courses (Simply Accounting), certificate programs (management and marketing), developmental studies (high school upgrading), environmental monitoring, driver training, safety training
Hay River Community Youth Centre	Registered Charity 1 Co-ordinator Youth Workers	GNWT MACA, charitable donations, project funding, Town of Hay River	<ul style="list-style-type: none"> Youth drop-in centre Social and recreation programming for youth
Hay River District Education Authority	Hay River District Education Authority 1 Secretary Treasurer Volunteer Board	South Slave Divisional Education Council , ECE	<ul style="list-style-type: none"> receives, administers, and is accountable for the financial resources provided for the K-12 educational programs in their district decides policy for Schools in the District. provides direction to and supervises the Superintendent in the recruitment, hiring, employment, discipline and dismissal of education and school staff. provides Students with transportation to and from School.
Hay River Health and Social Service Authority	Hay River Health and Social Service Authority 1 Manager, Combined Care 1 Patient Care Coordinator 2 Nurse Educator Mentor	GNWT/core	<ul style="list-style-type: none"> Child Welfare Facility Public Health Unit (e.g. prenatal classes, postnatal

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Hay River- 3651		<i>Core / Project</i>	
<ul style="list-style-type: none"> • H.H. Williams Memorial Hospital • Medical Clinic • Woodland Manor 	1 Clinical Coordinator Dialysis 1 Nursing Support Secretary 1 Client Record Supervisor 1 Client Record Technician 1 Tele Health/Records Clerk doctors 1 Manager Community Health Services 4 Community Health Nurses 1 Diabetes Nurse Educator 1 Dietician, Diabetes Program 1 Diabetes Foot/Home Care 3 Home Care Nurses 1 LPN, Footcare Home Support Workers 1 Diagnostic Imaging Supervisor 2 Diagnostic Imaging Technicians 1 Laboratory Supervisor 3 Laboratory Technicians 1 Long Term Care Services Manager 1 Resident Care Coordinator 1 Unit Clerk Long Term Care Services 1 Medical Clinic Manager 1 Medical Director 1 Medical Transportation Manager		<p>home visits and support group, well child clinics, school health, adult health clinics, immunizations, counselling and home visits</p> <ul style="list-style-type: none"> • Regional Hospital (e.g. detoxification, palliative care, acute care, extended care, homecare)) • Medical Clinic • Multiple Level Care Residence – personal nursing care for aged and disabled • Homecare (e.g. consultant services, nursing assessment and care, home nursing and home support, meals on wheels, foot care and diabetes counselling, equipment loans, referral services, palliative care)

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<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Hay River- 3651		<i>Core / Project</i>	
<ul style="list-style-type: none"> • Hay River Social Services • Community Counselling Services • Executive Office and 	<p>1 Maintenance Manager 1 Senior Purchasing Officer 1 Purchasing Assistant 2 Physiotherapists 2 Occupation Therapists 1 Recreation Assistant 2 Rehabilitation Aides 1 Rehabilitation Secretary 1 Pharmacist 1 Speech/Language Pathologist 1 Specialty Clinics 1 Support Services Manager</p> <p>1 Social Programs Manager 1 Clinical Supervisor 4 Social Workers</p> <p>1 Client Counselling Services Manager 1 Client Counselling Services Secretary 3 Addictions Counsellors 3 Mental Health Counsellors 1 Family Support Program Coordinator 1 Family Support Worker 1 Victim Assistance Program</p>		<ul style="list-style-type: none"> • Community Social Services (e.g. Child and Family Services, Child Protection, Family Violence Program, Foster Care Adult Protection Service) • Community Counselling Services (e.g. consultation s and education on mental health and addictions issues for families, individuals, children and groups; preventive services; counselling sessions for individuals, couples, and families for: grief/loss, separation and divorce, stress/anxiety, abuse relationship concerns, parent-child conflict, self-esteem issues, suicidal ideation, sexuality and addictions; addiction treatment referrals; referrals to other agencies as required; crisis intervention supportive counselling through detoxification and other medical procedures; consultation with and for other service providers in the areas of addictions and mental health

Appendix B: Dehcho Region and Hay River Programs and Services

<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Hay River- 3651		<i>Core / Project</i>	
Administration	Co-ordinator 1 Chief Executive Officer 1 Executive Assistant 1 Director Client Services 1 Quality Improvement Coordinator 1 Director, Finance 1 Finance Supervisor 1 Sr. Finance Clerk 1 Payroll Officer 1 Accounts Receivable Clerk 1 Accounts Payable Clerk 1 Manager, Human Resources 1 Human Resources Officer 1 Compensation/HR Officer 1 Physician Administrator 1 Information Services Manager 1 Information Services Technician		<ul style="list-style-type: none"> • Victims/ Assistance Program (e.g. support /assistance for people affected by crime/tragedy)
Hay River Housing Authority	Hay River Housing Authority 8 full time employees	NWT Housing Corporation	<ul style="list-style-type: none"> • Low cost housing and maintenance education program for low income families and individuals
Hay River Metis Council	Hay River Metis Council	Various project funding	<ul style="list-style-type: none"> • Jobs and business opportunities from industrial development • Youth programs
Hay River Seniors Society	Volunteer Committee	GNWT Health and Social Services	<ul style="list-style-type: none"> • Advocacy (senior's issues and perspectives in grades K-12 curriculum) • Information and education (e.g. seniors benefits)

Appendix B: Dehcho Region and Hay River Programs and Services

<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Hay River- 3651		<i>Core / Project</i>	
			<ul style="list-style-type: none"> • Recreation and socialization activities • Support group
Hay River Service Canada Centre	Service Canada	Service Canada core	<ul style="list-style-type: none"> • Serves Enterprise, Fort Providence, Hay River, Hay River Reserve, Kakisa • Programs and Services (e.g. job bank, passport office, pleasure craft licensing, social insurance number application, ecoAuto rebate, Common Experience Payment, record of employment, Canada Pension Plan, Employment Insurance, Universal Childcare Benefit, CPP Disability Benefit, Youth Canada Summer Jobs, Apprenticeship Incentive Grant, Recruitment Awareness (RCMP and Armed Forces))
Legal Court Services	NWT Legal Services Board 1 court worker	GNWT Justice	<ul style="list-style-type: none"> • Assistance to clients involved in civil or criminal matters. Information to assist people to secure legal council through Legal Aid. Service to those charged in civil or criminal court as well as those requiring legal representation in Justice of the Peace or Family Court.
NWT Career Centre and the NWT/Canada Service Centre	ECE, GNWT 1 Career Development Manager 2 Career Development Officers 1 Career Services Officer 2 Income Security Officers 1 Finance Admin Clerk	ECE, GNWT	<ul style="list-style-type: none"> • Career development services including: work search and career planning resources; educational resources; employer services • Training and employment programs including: apprenticeship; apprenticeship training on the job; occupational certification; building essential skills, youth employment program • Community programs including: literacy projects, skills for work; employment assistance services; early childhood program; healthy children initiative; workplace educational programs • Financial assistance programs: childcare subsidy program (daycare), income assistance for clients 19

Appendix B: Dehcho Region and Hay River Programs and Services

<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Hay River- 3651		<i>Core / Project</i>	
			years and older who are not able to pay for basic needs <ul style="list-style-type: none"> • Cultural programs including: cultural project contributions; NWT Arts Council Contributions support to northern performers • Post secondary support including: northern transition program; student financial support
Princess Alexander School	South Slave Divisional Education Council 1 Principal, 1 Vice Principal 13 Teachers 1 Program Support Teacher 1 Dene Kede Instructor 1 Slavey Language Asst. 1 Secretary 2 Custodial Worker 2 Special Needs Assist 1 Student Support	South Slave Divisional Education Council/GNWT/core	Grade 4 –7 Middle School (294 students) <ul style="list-style-type: none"> • Exploratory programs – students chose from programs delivered one time per week in a multi-age environment • Second Language Options - French and South Slavey second language instruction. • Dene Kede program offered to all students, incorporates traditional learning experiences including hands-on craft & language activities • Extra curricular clubs, athletics opportunities (e.g. soccer, basketball, choir, cross country running, stamp club) • Innovative technology program to all students with state of the art equipment, including an advanced computer lab and closed circuit televisions that connect all classrooms. • Parent Action Committee - meets on a monthly basis and work on fund raising activities for school and student enhancement projects.
Probation Office	GNWT Justice 3 Probation Officers	GNWT Justice	<ul style="list-style-type: none"> • Supervision of youth and adults on probation. Pre sentence reports to court. Pre-disposition reports to court. Risk assessment and supervision of sexual offenders. Enforcement of probation conditions. Referrals.

Appendix B: Dehcho Region and Hay River Programs and Services

<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Hay River- 3651		<i>Core / Project</i>	
RCMP	RCMP 1 District commander 1 Sergeant 1 Corporal 8 Constables 3 Public Servants	GNWT/Solicitor General of Canada	<ul style="list-style-type: none"> Community policing services including Enterprise and Hay River Reserve Traffic control on NWT Highways 1 and 2
Soaring Eagle Friendship Centre <ul style="list-style-type: none"> Employment supports Training Information Social Interaction and Supports Cultural Programs 	Soaring Eagle Friendship Centre 9 member volunteer board 1 Executive Director 1 Program Coordinat 6 term program employees	Canadian Heritage Centre Aboriginal Friendship Centre Program (core), Urban Multipurpose Aboriginal Youth Centres Initiative, charitable donations, fund raising	<ul style="list-style-type: none"> summer student employment leadership, language, income tax support youth resource centre elders program, youth dances day camp, Aboriginal day celebrations, winter land program
Soup Kitchen	Registered Charity, Volunteer Board and Volunteers	Charitable donations, fund raising	<ul style="list-style-type: none"> Nutritious meals for low income clients Canvassing for donations Budgeting and nutrition information
South Mackenzie Correctional Centre	GNWT Justice 1 Warden 1 Deputy Warden 2 Classifications Officers 1 Head Cook 1 Finance and Administration Officer 1 Inmate Administration Officer 1 Maintenance Officer 1 Corrections Psychologist	GNWT Justice	<ul style="list-style-type: none"> Corrections facility and programs
Town of Hay River <ul style="list-style-type: none"> Recreation and Community Services 	Town of Hay River Recreation programmer	Town of Hay River, GNWT MACA	<ul style="list-style-type: none"> Ben Siverts Arena - Hockey for all ages, broomball, figure skating, speed skating and public skating. Open

Appendix B: Dehcho Region and Hay River Programs and Services

<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Hay River- 3651		<i>Core / Project</i>	
			October - April yearly <ul style="list-style-type: none"> • Aquatic Centre - Swim Lessons, Bronze Cross & Bronze Medallion, aquasize • Summer Heat - Day Program for children & youth. Offered June -August yearly • Special Events – (e.g. New Years Eve Celebrations, Canada Day Parade, Terry Fox Run)

<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Hay River Reserve – 300		Core / Project	
Dehcho Health & SSA <ul style="list-style-type: none"> • MH&A 	DHSSA 1 Community Wellness Worker	GNWT/Core	Mental Health & Addictions <ul style="list-style-type: none"> • education • health promotion and prevention • identification/screening • aftercare/follow-up • personal development
Chief Sunrise Education Centre <ul style="list-style-type: none"> • K-12 • Aboriginal Head Start 	Chief Sunrise Education Centre Aboriginal Head Start Centre 3 Workers	South Slave Divisional Education Council/ GNWT Aboriginal Head Start, Health Canada	Kindergarten-12 school serving 90 students South Slavey cultural events and activities are planned throughout the year for children. (e.g. setting snares, pick berries plant identification for medicine pluck ducks, make dry fish or dry meat, skin rabbits; how to sew mitts and slippers., story telling)
K'atlodee'chee First Nation <ul style="list-style-type: none"> • Brighter Futures 	K'atlodee'chee First Nation	Brighter Futures Health	Support for Aboriginal Head Start Program, summer day

Appendix B: Dehcho Region and Hay River Programs and Services

<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Hay River Reserve – 300		Core / Project	
<ul style="list-style-type: none"> • Canadian Pre Natal Program • Home Care • Community Health • Sunrise Learning Centre • Community Library • Day Care Centre • Youth and Parent Development and Recovery Program • Get Winter Active Campaign • Judith Fabian Elders Centre 	<p>1 home care worker</p> <p>1 community health rep</p> <p>1 community adult educator</p> <p>1 librarian</p> <p>1 day care center worker</p> <p>1 coordinator</p> <p>1 recreation coordinator</p>	<p>Canada (\$60,375)</p> <p>Canadian Pre Natal Program Health Canada (\$9,282)</p> <p>Dehcho Health and Social Services</p> <p>Dehcho Health and Social Services</p> <p>Aurora College/GNWT core</p> <p>K'atlodeechee First Nation/ECE</p> <p>K'atlodeechee First Nation</p> <p>Aboriginal Healing Foundation</p> <p>Dehcho Health and Social Services Authority</p>	<p>camp, community counseling, youth gatherings, youth drop-in, on-the-land program, workshops</p> <p>Nutritional and practical support to new mothers and babies including cooking sessions, education workshops food supplements or meal bag program, prizes or incentives, food vouchers and home visits</p> <p>Library services for students and public</p> <p>Day care services</p> <p>Awareness workshops, information sessions sharing circles. Creating stronger relationships between the through on-the-land hunting programs and on-the-land gatherings, through cultural activities and through teachings from the Elders.</p> <p>Dene games, dog sledding, skiing</p> <p>Supported independent living</p>

Appendix B: Dehcho Region and Hay River Programs and Services

<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Hay River Reserve – 300		Core / Project	
Dene Ts'eh Ts'udaa K'ehondii Koe Daycare <ul style="list-style-type: none"> Family literacy programs 	Dene Ts'eh Ts'udaa K'ehondii Koe Daycare		8 infant and 17 preschool spaces. Workshops (e.g. communication, storytelling), Slavey language classes and family gatherings, parenting.
Nats'jee Keh Treatment Centre	Nats'jee Keh Treatment Centre 5 mental health workers 1 clinical supervisor 3 wellness workers	GNWT/Dehcho Health and Social Services Authority core	Harm reduction, wellness counseling, detoxification referral, 28-day alcohol and drug program serving individuals in the Northwest Territories.
Dene Cultural Institute <ul style="list-style-type: none"> Dene Elder's Restoring Balance Program Cross-Cultural Awareness Training Resource Centre Dene as a Second Language 	Dene Cultural Institute 1 coordinator 1 Resource Centre coordinator 1 Dene as a Second Language coordinator	Charitable status/project funding Aboriginal Healing Foundation Fee for service ECE	Traditional knowledge research, healing Cross-Cultural Awareness Training workshops for government, industry, and other agencies working in Denendeh. Language development, curriculum development, workshops Research and archival materials Six phase project to develop a second language curriculum for the Dene languages, using Dene Zhatie / Yati (South Slavey) as the pilot language.

Appendix B: Dehcho Region and Hay River Programs and Services

<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Kakisa Lake - 52		<i>Core / Project</i>	
K'agee Tu First Nation <ul style="list-style-type: none"> • Brighter Futures • Canadian Pre Natal Program 	K'agee Tu First Nation	Brighter Futures Health Canada (\$6,694.97) Canadian Pre Natal Program Health Canada (\$4,982.00)	Youth activities including conferences Cooking and nutrition for pre natal and maternal women
Kakisa Lake School <ul style="list-style-type: none"> • Healthy Snack Program • Fiddling • Get Winter Active Campaign • Traditional land activities, dog mushing 	Dehcho Divisional Education Council 1 Principal/full time 1 Special Needs Assist/part time	Dehcho Divisional Education Council/GNWT core K'agee Tu First Nation support	Kindergarten to Grade 9 (5.50 students) Students are engaged in fiddling, skiing, trips on the land and fundamentals of dog mushing Snowboarding and on-the-land activities

Appendix B: Dehcho Region and Hay River Programs and Services

<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Nahanni Butte – 125		<i>Core / Project</i>	
Dehcho Health & SSA <ul style="list-style-type: none"> • Health Services 	DHSSA 1 Community Health Worker	Dehcho Health & SSA GNWT/Core	Community Health Services <ul style="list-style-type: none"> • basic and emergency care • referral services • health education
Charles Yohin School <ul style="list-style-type: none"> • Winter physical education program • Get Winter Active Campaign 	Dehcho Divisional Education Council 1 Principal, 2 Teachers, 1 Classroom Assist./full time 1 Special Needs Assist./part time, 1 Custodial Worker/part time	Dehcho Divisional Education Council/GNWT	Kindergarten to grade 10 (29 students) Camping trips to engage students in key cultural experiences. Cross-country skiing and community ice rink activities Broomball, hockey
Nahanni Butte First Nation <ul style="list-style-type: none"> • Brighter Futures • Canadian Pre Natal Program 	Nahanni Butte First Nation	Brighter Futures Health Canada (\$14,842.24) Canadian Pre Natal Program Health Canada (\$6,497.00)	Support for youth e.g. conferences , festivals, education Cultural/Literacy School Program., presentations, counseling Cooking groups, home visits, nutrition discussions and other practical supports from prenatal and maternal women. Other services offered included food supplements or meal bag program, food vouchers, and community feast.

Appendix B: Dehcho Region and Hay River Programs and Services

<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Trout Lake – 80		<i>Core / Project</i>	
Dehcho Health & SSA <ul style="list-style-type: none"> • Health Services 	Dehcho Health & SSA 1 Community Health Worker	Dehcho Health & SSA GNWT/DHSSA	Community Health Services <ul style="list-style-type: none"> • basic and emergency care • referral services • health education
Charles Tetcho School <ul style="list-style-type: none"> • Get Winter Active Campaign • Literacy 	Dehcho Divisional Education Council/GNWT 1 Principal/full time 1 Aboriginal Language Specialist, 1 Special Needs Assist/part time	Dehcho Divisional Education Council/GNWT Enbridge Literacy contest (\$5,000)	Kindergarten to grade 9 (10.50 students) Cross-country skiing The school has partnered with the Get Winter Active Campaign by agreeing to encourage outdoor events in which whole families can participate. Students won first prize for the purchase of library books.
Sambaa'K'e' Dene Band <ul style="list-style-type: none"> • Brighter Futures • Canadian Pre Natal Program • Recreation 	Sambaa'K'e' Dene Band Recreation Coordinator (part time)	Brighter Futures Health Canada (\$13,476.00) Canadian Pre Natal Program Health Canada (\$6,268.66) Sambaa'Ke Dene Band/MACA	Spring and summer culture camp programs for children and community members (e.g. traditional on-the-land activities) Community hunt for maternal (pre and postnatal women) nourishment. Recreation programs for youth and community members; infrastructure includes recreation center/gymnasium

Appendix B: Dehcho Region and Hay River Programs and Services

<i>Agency: Programs and Services</i>	Employer, Location, Employees	Funding Sources	Description: Programs, Services, Clients
Wrigley – 176		<i>Core / Project</i>	
Dehcho Health & SSA <ul style="list-style-type: none"> • Health Services • Homecare 	Dehcho Health & SSA 1 Community Health Worker 1 Community Health Rep. 1 Home Support Worker	Dehcho Health & SSA GNWT	Community Health Services -basic and emergency care; -referral services; -health education; -intervention services; -home support
Chief Julian Yendo School <ul style="list-style-type: none"> • Literacy • After-school sports program 	Dehcho Divisional Education Council 1 Principal, 2 Teachers, 1 Aboriginal Language Specialist, 1 Special Needs Assistant/full time 1 Custodial Worker/part time Beaver volunteer	Dehcho Divisional Education Council/GNWT ECE literacy grant \$1200	Kindergarten to Grade 9 (27 students) To engage students and families in literacy related activities
Pehdzeh Ki First Nation <ul style="list-style-type: none"> • Brighter Futures • Canadian Pre Natal Program • Recreation • Community Justice 	Pehdzeh Ki First Nation Wellness Coordinator (part time) Recreation Coordinator (part time) Community Justice Coordinator (part time)	Brighter Futures Health Canada (\$43,842) Canadian Pre Natal Program Health Canada (\$11,180) Pehdzeh Ki First Nation/MACA (project)	Annual Spiritual Gathering – Dene culture, drumming and jigging workshops; support for youth e.g. conferences , festivals, education Nutritional and practical support to new mothers and babies, childcare, games, food supplements or meal bag program, transportation and prizes or incentives Recreation programs for youth and community members; infrastructure includes ski trails, gymnasium

Appendix C: Potential Impacts, Mitigations and Commitments

Employment, Income, Training and Education

Impacts not Addressed by SEA Commitments

Increased cost of living and services that people cannot afford

Access to income support reduced

Increased income support caseload

Income inequality and potential negative health outcomes

Inadequate daycare a barrier to employment

Low grades prevent access to trades training.

More people, more kids, more crowded classrooms.

Impacts partially Addressed by SEA Commitments

Outmigration, job vacancies, lost capacity in small communities

School drop-out for construction work

Demand for career counselling in schools, college

Unlikely an untrained, unemployed, uneducated labour force will benefit from employment. Existing training is not culturally relevant, coordinated or sufficient to meet community needs.

Existing emergency training is insufficient to meet pipeline related emergencies

Employment, Income, Training and Education

MGP Commitments

Priority hiring for Aboriginal and NWT residents

Training and employment opportunities towards sustainable employment or transferable skills for other industrial sectors.

Equal employment opportunities qualified women and disadvantaged

POTC lead role for technical/trades training and employment offering

13 apprentice positions will be offered in advance of operations

Training of women for long-term jobs in non-traditional occupations

Creation of and equal contribution to \$10 million training fund

Participation in and financial support for Aboriginal Futures (2004)

GNWT Commitments

Support for literacy, pre employment, trades training for GNWT approved activities

School system opportunities for students to take courses and work experience for potential future employment in oil and gas

Career planning/career counselling services at NWT regional career centres

Collaboration for programs at Aurora College to establish work experience and job placement programs including summer employment and co-op programs that enable Northwest Territories students to gain experience while completing their post-secondary education.

Provide hands-on experience in GNWT-supported activities for training of Aboriginal Persons and NWT residents

Appendix C: Potential Impacts, Mitigations and Commitments

Housing and Community Infrastructure Impacts not Addressed by SEA Commitments

Housing is not sufficient to meet community needs now, and will get worse once the project proceeds. (LKFN)

Increased demand on housing may lead to crowding, transience and homelessness

Increase in market price and operating costs with more demand

Higher housing rent and costs will particularly affect low income earners

Housing quality will decline

People with higher incomes may lose their housing and have no alternatives for housing

Loss of skilled worker capacity, increase in program and service cost, increased strain on housing service and program delivery, (NWTHC)

Insufficient developed land for new housing

Fort Simpson recreation facilities and social programming are insufficient to meet community needs now and the condition will worsen during construction.

Housing and Community Infrastructure MGP Commitments

Construction Project workers housed in self-contained camps

Discourage non-NWT residents from migrating to NWT to seek employment

Discourage project construction workers in transit between camps and their home communities from entering other NWT communities.

Surplus construction camp units available to GNWT for permanent housing

Consultation with affected communities and GNWT to develop measures to address public safety due to Project-related increased traffic volumes on highways and community roads.

Negotiate (fee-for-service) agreements if appropriate with Fort Simpson and Hay River or other communities, prior to use of municipal services.

Negotiate (cost sharing) agreements with GNWT, Fort Simpson and Hay River with respect to: a. capital upgrades to the Public Transportation System required by the project; b. costs of additional road maintenance, e.g. dust suppression due to project activities; c. operational considerations.

Appendix C: Potential Impacts, Mitigations and Commitments

Public Safety

Impacts partially Addressed by SEA Commitments

Concern that workers abusing alcohol and bringing drugs into the community contributes to stress, family violence, broken homes and less personal safety. The condition will worsen during construction. There is no police or justice coordinator in the community. (Sambaa K'e)

Elder abuse will increase

Workloads will increase in the criminal justice system

Policing services are insufficient to meet community needs now and the condition will worsen during construction.

Safety needs of communities without police need to be addressed.

More patrols

Crime will increase

Youth problems (alcohol related deaths, injury and crime) occurring now will worsen during construction

Highway safety will decline due to large truck traffic, reckless and drunk drivers

Insufficient community services and capacity to handle emergencies

Traditional Harvesting and Cultural Preservation

Impacts not Addressed by SEA Commitments

Changed land use patterns (for example trapping, hunting, recreation and access) as a result of new access routes.

Public Safety

MGP Commitments

Negotiate an MOU with RCMP for public safety needs related to the project (e.g. agreement on cost recovery or compensation measures for services determined to be outside the scope of existing policing mandate)

GNWT Commitments

Consideration for funding of policing subject to GNWT policy and programming in effect from time-to-time

Traditional Harvesting and Cultural Preservation

Provide/fund cultural sensitivity/cross-cultural awareness training to workers

Appendix C: Potential Impacts, Mitigations and Commitments

Overall cultural health (e.g. Dene traditions, skills, and knowledge) of the community is not strong. (LKFN) Dene values may be challenged/ questioned as a result of MGP

Impacts on wildlife and less time on land will reduce supply of traditional food and health.

The project will further distance our youth from their culture.

Spiritual, emotional, physical and social relationship with the land would be affected by resource development

Financial support for community based culture or language programs from time-to-time

May collaborate with or support by various means and from time-to-time, GNWT and Primary Communities to set-up community-based programs for promoting cultural preservation and sustainability

Support cultural activities/events (e.g. community based traditional lifestyle initiatives) promoting traditional cultural and positive relationships with communities (Aboriginal language proficiency demonstrations)

Support community based traditional lifestyle initiatives from time-to-time promoting traditional harvesting.

Advance notification of project activities, locations and schedules to traditional land users.

Provide flexible work schedules to accommodate traditional harvesting, cultural, family and community in balance with project requirements

Health and Wellness

Impacts not Addressed by SEA Commitments

Community based recreation and youth programs are needed to support local project workers. Key services infrastructure is needed to properly maintain local services during & after the MGP construction phase(PKFN)

Lack of trained people to address social problems

Perception that overall the social health and security of the community is not strong and the condition will worsen with pipeline construction. (LKFN)

Health and Wellness

MGP Commitments

Employee Assistance Program for Aboriginal and NWT resident workers (e.g. mental health services, substance abuse, money management, gambling and family counselling)

Alcohol and drug free worksites including enforcement

Collaborate with or otherwise support by various means and from time-to-time, GNWT & Primary Communities to set-up community-based programs for: a. personal finance and money management training, b. controlling alcohol and drug abuse

Appendix C: Potential Impacts, Mitigations and Commitments

Impacts partially Addressed by SEA Commitments

	Negotiate access to GNWT Health and Social Services for construction, including: a.) medical travel system; c.) hospital and health centres
Increase in a range of health and wellness issues (e.g. communicable diseases, STIs, child neglect and protection issues, drug and alcohol abuse particularly among youth, family stress when parents away at work, dysfunction and separation, sexual abuse particularly among youth, reliance on fast foods). Transient workers, project related travel, alcohol and drug abuse could increase health risks (exposure to disease, colds, STIs, and injuries). (Deh Gah Got'ie)	Occasional funding for GNWT programs: a.) promoting healthy lifestyles, A&D awareness, active living, fitness and participation in sport and recreation, violence prevention and parenting and family support programs; b.) designed to support youth in making healthy and productive choices, building self-confidence, developing life skills
Increase workloads of community nurses and social workers (GNWT)	Encourage contractors to supply EAP & support money mgm't, savings
Social programming is not sufficient now to meet community needs for priority issues (e.g. alcohol, drugs, emotional/ physical abuse, gambling, FAS/FAE, STI's, and mental health issues). The condition will worsen with construction. (LKFN)	On-the-job supports, resources and guidance to workers (e.g. workplace essential skills upgrading & orientation; Aboriginal Project Worker liaison; cultural/gender awareness training, safety training; life skills such as money management and alcohol and substance abuse prevention)
More money, more social problems mostly among youth ('Sambaa K'e')	
Incidences of racism and the verbal, psychological and physical abuse this causes will increase	

Appendix C: Potential Impacts, Mitigations and Commitments

Health and Wellness

Impacts partially Addressed by SEA Commitments

Vulnerable groups particularly youth may be more significantly impacted by the adverse effects of the pipeline than other groups. (Deh Gah Got'ie)

Potential Monitoring Gaps

Lack of clarity for community membership and mechanism for input into monitoring implementation structures (regional working group and Oil and Gas Socio-Economic Authority)

Uncertainty about the membership, funding and purpose of the three regional working groups

Uncertainty that GNWT reporting will identify Dehcho region and community program service utilization and costs results including for example existing public programs reinforced in the Dehcho by GNWT; new programs initiated; programs revised

No reporting of employee satisfaction.

Health and Wellness

GNWT Commitments

Consider subject to GNWT policy/programming in effect from time-to-time: a.) reinforcing existing public programs and initiating new or revised programming; b.) provision of community wellness and health programs and services; c.) strategies to deal with the possible increase in stress and family conflict in NWT communities

Monitoring, Reporting and Adaptive Management

MGP Commitments

Create oil and gas socio-economic authority (without staff) to provide advice to SEA parties on suitability of predicted impacts & identification of additional effects; effectiveness of mitigation; adjustment & development of mitigation

Create three regional work groups during construction to assist the operators to manage project related effects.

Report annually on actions taken to optimize beneficial opportunities and mitigate negative impacts arising from the Project.

Original member and funder of oil and gas socio-economic authority

Appendix C: Potential Impacts, Mitigations and Commitments

Uncertainty of MGP reporting of Dehcho information on effects of actions to mitigate negative impacts (e.g. funding for GNWT and community programs; support for community based traditional lifestyle initiatives promoting traditional harvesting; number & ratio of country food meals made available to project workers; compensation for medical travel and hospital and health centres services accessed regionally from GNWT H&SS during construction; compensation for municipal services	Report annually on a small set of projected related indicators (e.g. employment, training, business, workers receiving gender/cross cultural training, # of cultural events, cultural and language programs & Aboriginal materials in camps)
Lack of regulatory setting for enforcing actions to mitigate negative effects	GNWT Commitments Report annually on a set of public socio-economic indicators (e.g. labour force, population, education attainment, economy, health & social wellbeing, income security, crime and justice, traditional practices & culture, net effect on government, sustainable development)

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Appendix E: Dehcho Regional Investment Plan Distribution List and Communities Contacted

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Chief Darcy Moses	Pehdzeh Ki First Nation, General Delivery, Wrigley, NT X0E 1E0	581-3321
Chief Fred Tesou	Nahanni Butte Dene Band, General Delivery, Nahanni Butte NT X0E 0N0	602-2900
Chief Lloyd Chicot	K'agee Tu First Nation c/o Kakisa Lake PO Box 4428, Hay River, NT X0E 1G3	825-2000
Chief Stanley Sanguetz	Jean Marie River First Nation, General Delivery, Jean Marie River NT X0E 0N0	809-2000
Mayor Allan Flamand	Hamlet of Enterprise 526 Robin Road Enterprise, NT X0E 0R1	984-3491

Appendix F: Draft Dehcho RO Constitution and Bylaws

PART ONE CONSTITUTION

1. The name of the society shall be the Dehcho Regional Organization (hereinafter called the Dehcho RO).

2. The objects of the Dehcho RO are:

- i. To set socio-economic priorities and make recommendations for projects in the Dehcho Region that will manage and mitigate socio-economic impacts resulting from the Mackenzie Gas Project and are consistent with established criteria.
- ii. To approve the Regional Investment Plan for the Dehcho Region.
- iii. To approve, allocate, monitor, and evaluate funding to projects that mitigate and manage socio-economic impacts arising from the Mackenzie Gas Project in the Dehcho Region.
- iv. To annually report on Dehcho RO activities and expenditures.
- v. To regularly monitor and evaluate the impact of the Dehcho RO on managing and mitigating socio-economic impacts resulting from the Mackenzie Gas Project.

3. The operations of the Dehcho RO shall be carried on throughout the Northwest Territories. The Dehcho RO will have its headquarters in the Village of Fort Simpson, Northwest Territories or such other community as may be decided by the Board of Directors.

PART TWO BYLAWS

1. Membership

1.1 Terms of Admission:

1. The following organizations shall be deemed to be members of the Dehcho RO:
 - (a) Dehcho First Nations, and
 - (b) the Government of the Northwest Territories.

2. Dehcho First Nations shall comprise the majority of the membership.

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1.2 Membership Fees:

1. There shall be no membership fees.
2. Each membership shall be automatically renewed annually unless such membership has been revoked or the member has withdrawn.

1.3 Rights of Members:

1. All members of the Dehcho RO shall have the right to take part in all activities and use all the facilities established by the Dehcho RO for the promotion of its objects.

1.4 Withdrawal and Expulsion of Members:

1. Either the Dehcho First Nations or Government of the NWT may withdraw membership in the Dehcho RO by notice in writing with a certified copy of the resolution of the directors of their organization authorizing the withdrawal. The notice and certified resolution shall be delivered by registered mail addressed to the Secretary-Treasurer of the Dehcho RO at the registered office of the Dehcho RO. Withdrawal of membership shall be effective upon delivery of said notice and certified resolution.
2. While it is not desirable that a member be expelled, a member whose conduct is detrimental to the Dehcho RO may be expelled by a resolution passed unanimously by all other members of the Dehcho RO. The member being nominated for expulsion is prohibited from voting on the motion for expulsion.
3. If a member withdraws from membership or is expelled said member shall not be allowed to be a member again unless all the remaining members consent, in writing, to the readmission of said member.

2. Meetings

1. An annual general meeting of the Dehcho RO shall be held between thirty-one (31) and one hundred and eighty (180) days after the date of the Dehcho RO's fiscal year end unless a majority of members extend the date by majority vote.

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2. A general meeting or special meeting of the Dehcho RO may be held at the call of the Chair, of if he/she is absent, the Vice-Chair, or at the call of the Board of Directors
3. Any three directors may call a special meeting by presenting a signed request to the Chair, of if he/she is absent or unable to act for any other reason, to the Vice-Chair, who must call a meeting within fifteen (15) days after receipt of such request, unless an extraordinary resolution is to be voted upon, in which case the meeting shall be held twenty-one (21) days after being called. The purpose of the special meeting must be clearly expressed in writing and any such meeting shall be restricted to the purpose of the special meeting and no other business shall be permitted to take place.
4. Notice of any general or special meeting must be given at least five (5) days prior to the date set for the meeting. Such notice shall set forth the date, time, place, and business to be transacted at such meeting. Notice of any general or special meeting may be given by way of ordinary mail, facsimile transmission or electronic mail.
5. Emergency meetings may be called by the Chairperson without providing five (5) days notice in advance so long as quorum is reached and notice is waived by those members who are present. A lack of notice shall not invalidate any business arrived at by the members at an emergency meeting. An emergency meeting shall not proceed without the Chairperson being present and reasonable steps taken to provide notice to the members.
6. A majority of Dehcho First Nations members shall constitute a quorum at all meetings of the Dehcho RO.
7. A member shall be deemed personally present at a meeting if he or she is connected by video or telephone conference or other electronic means and so long as he or she can hear the proceeding taking place and verbally communicate his or her input as requested.
8. Where a quorum is not present at a meeting no business shall be conducted.
9. If at any time during a meeting there ceases to be a quorum present, business then in progress shall be suspended until there is a quorum present or until the meeting is adjourned or terminated.

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10. The Chairperson or Vice-Chairperson of the Dehcho RO shall preside as chairperson of the meeting. If the Chairperson or Vice-Chairperson are not present at the meeting, the members in attendance may elect a chairperson for that meeting only.

11. Each member is entitled to one vote on any motion or resolution at all meetings. When circumstances dictate each member may vote by any means including but not limited to electronic means on a matter that ordinarily requires a regularly or emergency meeting. Decisions that are carried must be ratified at a next regular meeting.

12. At any meeting of the members every question shall, unless otherwise required by the *NWT Societies Act* or these bylaws, be determined by the majority of the votes cast on the question. In the case of an equality of votes either upon a show of hands or upon a ballot, a majority of members shall determine the course of action that shall be taken. The chairperson of the meeting shall not be entitled to a second or tie breaking vote.

3. Directors

1. The business and property of the Dehcho RO shall be managed by a Board of Directors of not less than five (5) and not more than eight (8) members. All but one (1) of the Directors shall be a representative of the Dehcho First Nations. One (1) Director will represent the Government of the NWT.

2. The directors are responsible for conducting the affairs of the Dehcho RO in accordance with its objects, bylaws, and the *NWT Societies Act*.

3. Until the first annual general meeting of the Dehcho RO, the Dehcho Regional Investment Plan Steering Committee, who are the subscribers to the application and bylaws, shall be the directors.

4. At the first annual general meeting, the Dehcho First Nations shall elect no more than seven directors, and GNWT shall appoint no more than one director to two year terms as members of the Board of Directors of the Dehcho RO. Thereafter, elections shall be held annually for half of individual director positions so as to enable continuity and new perspectives on the Board of Directors.

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5. Directors shall have good knowledge of, and experience in financial administration and socio-economic issues affecting communities in the Dehcho Region.
6. The office of an individual director shall be automatically vacated if a director:
 - a) has been determined by the majority of directors to have committed an act or omission of dishonesty, gross misconduct, or for failure or refusal to carry out the duties as a director as provided in these bylaws,
 - b) resigns by delivering a written resignation to the Secretary-Treasurer of the Dehcho RO at the registered office of the Dehcho RO,
 - c) is of unsound mind,
 - d) dies, or
 - e) fails or refuses to be personally present at three (3) meetings held within a twelve (12) month period without reasonable cause.
7. Removal or appointment of a director shall not be effective until written notice of such removal or appointment is given by to the Secretary-Treasurer of the Dehcho RO.
8. A director shall be deemed personally present at a meeting if he or she is connected by video or telephone conference or other electronic means and so long as he or she can hear the proceeding taking place and verbally communicate his or her input as requested.
9. A majority of directors shall appoint a member of the Dehcho RO to fill a vacancy in their numbers for the duration of the term. Appointments shall be consistent with bylaw provisions that the Dehcho First Nations maintain a majority on the Board of Directors.
10. A majority of directors holding office shall constitute a quorum of the Board of Directors.
11. The Board of Directors may hold its meetings at such a place or places within the Dehcho Region as it may from time to time determine. No formal notice of any such meeting shall be necessary if all directors are present or if those absent have signified their consent to the meeting being held in their absence.

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12. Directors meetings shall be formally called by the Chairperson or Vice-Chairperson, or by the Secretary-Treasurer on the direction in writing of three (3) directors. Notice of such meetings shall be delivered to each director not less than five (5) business days before the meeting is to take place. A directors meeting may be held without notice, immediately following the annual general meeting of the Dehcho RO.

13. Decisions of the Board of Directors shall be made by majority of vote. Each director shall have one vote on questions arising at any meeting of the directors. In the case of an equality of votes either upon a show of hands or upon a ballot, a majority of members shall determine the course of action that shall be taken. The chairperson of the meeting shall not be entitled to a second or tie breaking vote.

14. In the absence of the Chairperson, his or her duties may be performed by the Vice-Chairperson or such other director as the board may from time to time appoint for such purpose.

15. A resolution in writing signed by all of the directors shall be as valid and effectual as if it had been passed at a meeting of the directors duly called and constituted.

16. No error had or omission in giving notice for a meeting of directors shall invalidate such a meeting or invalidate or make void any such proceedings.

17. The directors may from time to time appoint officers, employees, or agents or establish committees of directors, and delegate to such individuals or committees certain powers of the directors except those that, under the *NWT Societies Act*, an individual or committee of directors has no authority to exercise. Committees of directors may include non-directors and non-members in so far as non-directors and non-members have expertise to bring to the work of the committee. The Chairperson shall be an ex-officio member of all committees of directors.

18. The directors shall be compensated for actual travel costs for expenses incurred in the course of their duties.

19. The directors shall be paid a per diem honorarium. The directors shall establish the amount of such honorarium.

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20. Directors cannot be employed by the Dehcho RO.

4. Officers

1. The Officers shall be:

- (a) A Chairperson who presides at all meetings of the members and of directors. The Chairperson is responsible for the general management and supervision of the affairs and operations of the Dehcho RO.
- (b) A Vice-Chairperson who is responsible for exercising the duties and powers of the Chairperson or Secretary-Treasurer in their respective absences.
- (c) A Secretary-Treasurer who is responsible for providing notices of all meetings of members and all meetings of directors, and is responsible for keeping minutes of all such meetings, for keeping full and accurate accounts of all receipts and disbursements of the Dehcho RO.

2. A Chairperson, Vice-Chairperson, and Secretary-Treasurer shall be appointed by a vote of the Board of Directors following the annual general meeting.

3. The Chairperson, Vice-Chairperson, and Secretary-Treasurer shall hold office for a period ending at the close of the first directors meeting following each annual general meeting, at which time each officer may stand for re-election for another one year term.

4. The Chairperson, Vice-Chairperson, or Secretary-Treasurer shall be subject to removal by a unanimous vote of the remaining Board of Directors in the event that the officer:

- a. has been determined to have committed an act or omission of dishonesty, gross misconduct, or for failure or refusal to carry out the duties as an officer as provided in these bylaws,
- b. resigns by delivering a written resignation to the Board of Directors of the Dehcho RO at the registered office of the Dehcho RO,
- c. is of unsound mind,
- d. dies, or
- e. fails or refuses to be personally present at three (3) meetings held within a twelve (12) month period without reasonable cause.

5. Liability and Indemnity

1. No director or officer of the Dehcho RO during their term as an officer or director

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shall be liable for the acts, receipts, neglects, or defaults of any other director or officer or employee or for joining in any receipt or act for conformity of or any loss, damage, or expense happening to the Dehcho RO through the insufficiency or deficiency of title to any property acquired by the Dehcho RO or for or on behalf of the Dehcho RO or for the insufficiency or deficiency of any security in or upon which any of the money of or belonging to the Dehcho RO shall be placed out or invested or for any loss or damage arising from bankruptcy, insolvency, or tortuous acts of any person, firm, or corporation with whom or which any moneys, securities, or effects shall be lodged or deposited, or for any loss, conversion, misapplication or misappropriation of or any damage resulting from any dealings with any moneys, securities, or other assets belonging to the Dehcho RO, or for any other loss, damage, or misfortune whatever which may happen in the execution of the duties of his or her respective office or trust or in relation thereto unless the same shall happen by or through his or her failure to exercise the powers and to discharge the duties of his or her office honestly and in good faith with a view to the best interests of the Dehcho RO or by or through his or her own willful neglect or default.

2. Directors or offices of the Dehcho RO discharging the duties of his or her office shall be indemnified by the Dehcho RO and it shall be the duty of the director out of the funds of the Dehcho RO to pay all damages, fines, costs, charges, losses, or expenses which any director or officer reasonably incurs or becomes liable for by reason of such contract entered into or act or deed done by him or her as such director or officer in any way in the discharge of his or her duties including traveling expenses.

3. The Dehcho RO shall on behalf of the directors and without limiting its obligations or liabilities, obtain, maintain, and pay for indemnity insurance.

6. Borrowing Powers

1. The Dehcho RO shall have no borrowing powers.

7. Disposal of Funds

1. The Dehcho RO shall dispose of funds in accordance with the terms and conditions of contributions advanced by the Corporation established to manage the Mackenzie Gas Project Impact Fund.

2. The Dehcho RO shall not acquire real property.

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3. The Dehcho RO will not disburse funds in any business activity for profit or gain except in the case of investment as specified in the Dehcho Regional Investment Plan.
4. All monies received by or on behalf of the Dehcho RO shall be deposited in the Dehcho RO's bank account in trust for the Dehcho RO which accounts must be with one of the chartered banks of Canada.
5. All disbursements from the bank account of the Dehcho RO shall be made by cheque signed by the President or Vice-President, and the Secretary-Treasurer, or in their absence, by any director as may be appointed by resolution of the Board of Directors.

8. Auditor

1. The members of the Dehcho RO shall at each annual general meeting appoint an auditor to hold office until the close of the next annual general meeting. If an appointment is not made, the auditor in office shall continue in office until a successor is appointed.
2. The members may by ordinary resolution at a general meeting remove any auditor before the expiration of his or her term of office, if notice has been given of the intention to pass such a resolution. At the same meeting, the members shall appoint another auditor for the remainder of the term.
3. The remuneration of an auditor shall be fixed by the members or by the directors.
4. At each annual general meeting, an annual financial statement containing:
 - a. the assets and liabilities of the Dehcho RO in the form of a balance sheet, and
 - b. receipts and disbursements of the Dehcho RO since the date of incorporation or the date of the previous financial statementsigned by the auditor, or by two directors if there is no auditor, must be presented for the inspection of the members.

9. Seal and Signing Authority

1. The seal of the Dehcho RO shall consist of the word 'seal' in a circle formed by the words Dehcho Regional Organization.

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2. The seal shall be kept in the custody of the Secretary-Treasurer of the Dehcho RO and shall not be affixed to all instrument or document except by authority of a resolution of the directors.

3. A document requiring authentication by the Dehcho RO may be signed by the Chief Executive Officer and the Secretary-Treasurer, and at least one other director.

4. The Chief Executive Officer and the Secretary-Treasurer or the Chairperson shall have the authority to sign Minutes of Meetings and bylaws of the Dehcho RO.

10. Making, Altering and Rescinding Bylaws

1. Bylaws of the Dehcho RO may be rescinded, altered or added to by extraordinary resolution at an annual general meeting or other general meeting of the Dehcho RO but no rescission, alteration or addition shall have any effect until it has been registered by the Registrar of Societies.

11. Minutes of Meetings, Books and Records

1. All books and records of the Dehcho RO shall be open to the inspection by the members at each annual general meeting or upon written request.

12. Fiscal Year

1. The fiscal year of the Dehcho RO ends on the 31st day of March of each year.

13. Distribution of Assets

1. The Dehcho RO shall not distribute any part of its income to any of its members. This does not preclude the payment of reasonable salaries or employee benefits, nor does it preclude the reimbursement of reasonable out-of-pocket expenses.

2. On a winding- up of the Dehcho RO, all remaining assets shall be distributed among non-profit societies in member communities registered pursuant to the NWT *Societies Act*.

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14. Arbitration and Conflict of Interest

1. Notwithstanding conflict resolution , complaint and appeal processes established in policy by the RO, any dispute arising in the circumstances set out in section 7 of the *NWT Societies Act* must be decided by arbitration under the *Arbitration Act*.
2. The Board of Directors may from time to time be required to respond to a request to make a ruling as to the possible conflict of interest of a director in the consideration or disposal of an application and shall in these cases, secure legal services to ensure proper procedures are followed to render such a ruling.

15. Operations of the Dehcho RO

Operations of the Dehcho RO will be carried on in the Dehcho Region. The Dehcho Region is defined in agreement with the Territorial Corporation.

Appendix G: Draft Policies, Procedures, and Tools

Ends Policies

The goals for the Dehcho Regional Investment Plan constitute the Ends Policies for the RO. The goals and outcomes are to:

1. Strengthen family capacity

Vulnerable Dehcho families will have access to services to strengthen their capacity to manage the negative social economic and cultural impacts of the Mackenzie Gas Project.

2. Vibrant, self-reliant, sustainable, healthy, and safe families and communities

Dehcho Region families and communities will be vibrant, self reliant, sustainable, healthy, and safe, and rooted in Dehcho First Nations traditions and values.

Governance Process Policies

Governance process policies include:

- Governance principles
- Governing style
- Board job descriptions
- Board committees and appointed representatives
- Board appointed representative to the territorial corporation
- Expenses of the board and committees
- Code of conduct
- Conflict of interest
- Cost of governance
- Board planning cycle and agenda
- Speaking for the Dehcho RO
- Rules of conduct for board meetings

Appendix G: Draft Policies, Procedures, and Tools

Governance Principles

The Board has adopted the policy governance model to guide the conduct of its business. The Board governs on behalf of its members who represent the Dehcho people most likely to be impacted by the Mackenzie Gas Project. Board governance will embody Dene laws:

- *Share What You Have.* This is the umbrella law. Under it sits all the other laws.
- *Help Each Other* particularly those in need.
- *Be Respectful of Elders and Everything Around You*
- *Pass on the Teachings.*¹

and Dene principles:

- *Respect the right of the Dene, in family groups, in communities, or in regions, to make decisions without interference from outside, with respect to matters that affect them alone in their territory.*
- *The survival of the whole group (family, community) is more important than the accumulation of individual wealth or status.*
- *Respect and honour leaders and medicine men and women who share their special skills, experience, wisdom and powers for the benefit of their people. We don't expect them to work for us or serve us but we look to them for guidance and instruction to help us govern ourselves in a good way.*
- *The Dene come from male and female and respect and honour the contributions which both men and women make in working together for the survival of the people.*
- *Individual rights and freedoms are respected and encouraged within the larger and more important context of a collective identity and collective responsibilities for the survival and well-being of the entire group.*
- *Everyone has the right to be heard and to take part in the decision-making process on discussion of matters that will affect Dene.*²

Further, governance of the Dehcho RO will recognize that:

¹ Source: Dehcho First Nations Poster Series

² *ibid*

Appendix G: Draft Policies, Procedures, and Tools

- When the Board makes a decision by unanimous vote each director is expected to support the decision.
- Board decisions about how its business will be conducted are primarily written policy decisions in four categories including: ends or expectations for outcome success; board governance process including how it conducts business, relates to its members; limitations on how executive and staff will work; and how authority is delegated to the Chief Executive Officer.
- Board decisions should provide direction to the Chief Executive Officer but allow opportunities for interpretation and case by case exceptions.
- The Board governs and the staff manage. In governing, the Board's focus is on issues outside the organization relating to family, individual, and community conditions impacted by Mackenzie Gas Project. In consideration of the outcomes, the Board will endeavour to understand member needs and expectations and conditions in the Dehcho Region. With this understanding, the Board sets expectations and monitors performance. The Chief Executive Officer manages the organization in the context of Board expectations.
- The Board controls staff by limiting and setting the boundaries in which staff manage and administer the organization.
- Mutual respect, and cooperation are the foundation of the relationship between the Board and the Chief Executive Officer.
- The Chief Executive Officer's performance is measured against the written ends (expected outcomes) policies of the Board.

Board Governing Style

The Board will strive to govern well. The Board is committed to ensuring that the Dehcho RO achieves appropriate results for the appropriate persons at an appropriate cost. The Board will focus on its goals and outcomes while the staff will focus on administration and program delivery. Written policies will guide staff and express the expectations of the organization. Progress will be monitored regularly and thoroughly. The performance of Board and Chief Executive Officer will be reviewed annually.

Appendix G: Draft Policies, Procedures, and Tools

Board Job Descriptions

The Board is the governing body and authority for the Dehcho RO. The Board is accountable for the Dehcho RO. The Board may delegate actions to committees and the Chief Executive Director but cannot delegate its responsibilities under the *NWT Societies Act* or the terms of conditions with the Territorial Corporation.

The primary responsibilities of the Board are:

1. Member Representation:

- The Board will maintain effective communications with families, individuals, and communities in the Dehcho Region who are impacted by the Mackenzie Gas Project to ensure fair and equitable representation of their interests, perspectives, and expectations.

2. Effective Leadership:

The Board will:

- review the social, economic, and cultural environment, and identify, report, and address changes and challenges.
- develop governance policies to guide current and future plans and activities that are relevant to members.
- align strategic plans, regional investment plans, and budgets with goals and priorities set by the Board.
- ensure the sustainability of the Dehcho RO through leadership succession planning, prudent financial management, and other management practices.

3. Stewardship:

The Board will:

- undertake annual performance reviews of the RO and Chief Executive Officer in accordance with Ends Policies and Executive Limitation policies.
- undertake an annual performance review of the Board, the Chair, and its Committees in accordance with Governance Process Policies.
- review the annual financial performance of the Dehcho RO.

Appendix G: Draft Policies, Procedures, and Tools

Board Committees and Appointed Representatives

Board Committees may be established to help the Board govern. The Board appoints committee members. The Board is responsible for the work of committees. A written terms of reference will provide direction to the committee and articulate authority delegated by the Board. The terms of reference for Board Committees and appointed representatives to these committees will articulate the committee's purpose, composition, authority, term of office, and reporting requirements.

Committees will report to the Board in a timely manner as specified verbally and/or written form. The director appointed to the committee by the Board will deliver committee reports. Each committee of the Board shall submit a minimum of one (1) written annual report to the Board.

Committee member expenses will be reimbursed in accordance with the Expenses of the Board and Committee's Policy.

Board Appointed Representative to the Territorial Corporation

In accordance with provisions of the *Mackenzie Gas Impacts Act*, the Board will nominate a director to the Territorial Corporation. The Minister responsible for the *Mackenzie Gas Impacts Act* will make appointments to the board of the Territorial Corporation.

Upon appointment, the director on the Territorial Corporation Board shall represent the Dehcho RO in the conduct of all business of the Territorial Corporation. The director shall regularly seek advice from the Dehcho RO Board of Directors on subjects for discussion at the Territorial Corporation. The director will report to the Dehcho RO Board on decisions of the Territorial Corporation that impact on the governance of the Dehcho RO.

Appendix G: Draft Policies, Procedures, and Tools

Expenses of the Board and Committees

Board members and members of Board Committees will be reimbursed for travel costs when required to attend meetings or other events on behalf of the Dehcho RO. Actual costs based on original receipts will be reimbursed. All reimbursement of travel costs will be accompanied by a signed travel claim. Travel claims must be submitted within 30 days. The Chief Executive Officer will review all travel claims to ensure compliance with this policy.

Travel will be cost effective. Use of a personal vehicle on Dehcho RO business will be reimbursed at a pre-approved per kilometer rate. Where personal or rental vehicles are used, the member will have appropriate and adequate insurance coverage.

Board members and members of Board Committees who are not salaried workers will be reimbursed for their time by means of an honoraria based on a Board approved schedule.

Code of Conduct

A Code of Conduct will bind board and committee members. Board and committee members will:

- conduct themselves in an ethical and professional manner.
- treat one another and staff members with respect and a willingness to deal openly on all matters.
- remain loyal to the interests of the members.
- discharge the duties of their office honestly and in good faith exercising care, diligence, and skill at all times.
- not use their positions to obtain for themselves or for their family members, employment with or other benefits from the organization.
- exercise discretion and respect with sensitive or confidential information.
- diligently adhere to all RO bylaws, governance and organizational policies, and other guidelines and agreements that shape the work of the Dehcho RO.
- regularly attend board meetings either in person or by teleconference.
- resign if three meetings are missed without reason acceptable to the Board.

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- be notified in writing and given an opportunity to defend their actions in the case of allegations of breached to the Code of Conduct.
- not use Board information for their own direct benefit or advantage.

Conflict of Interest

Board members:

- shall be aware of, and avoid such situations that constitute a conflict of interest or have potential to create a conflict of interest between their role as a Board member and their private business or personal affairs.
- shall declare a conflict of interest and absent him/herself from the portion of the meeting during which discussion or voting affected by that conflict takes place and abstain from voting.
- declarations of a conflict of interest will be recorded in the minutes.

Cost of Governance

The Board will allocate resources to ensure sufficient funds are included in the annual budget for Board meetings, Board committees, Board training, external audits, annual work plan development, and research to support the identification of Board priorities.

Board Planning Cycle and Agenda

The Board will develop an annual schedule and will link meeting agendas to the schedule. The annual schedule will provide for:

- a review of the performance of the Regional Investment Plan.
- a budget process.
- community consultation on social, economic, and cultural conditions impacted by the Mackenzie Gas Project.
- monitoring of Board and Chief Executive Officer in accordance with compliance with governance processes, executive limitations policies, and relevant organizational policies.
- funding application promotion and response.
- performance appraisals.
- general meetings.

Appendix G: Draft Policies, Procedures, and Tools

Speaking for the RO

Other than in specifically authorized instances, the Chairperson and the Chief Executive Officer are the only persons authorized to speak for the Dehcho RO. Each has the authority to issue press releases and respond to media on behalf of the Board of Directors.

Relations with the media in matters referring to board policy and major political issues are the responsibility of the Chairperson, and relations with the media with regard to operational policies or matters are the responsibility of the Chief Executive Officer.

The Chief Executive Officer will advise the Chairperson of any issue which may cause media attention and when the media will be addressed regarding operational matters.

Rules of Conduct for Board Meetings³

The Board of Directors of the Dehcho RO will hold regular meetings.

- A minimum of two Board in-person meetings will held each year.
- Special meetings may be called as required or requested.
- The Chairperson will run all meetings. He/she will follow an agenda and recognized rules of order.
- A quorum (50% + 1 of all members) must be present for the Board to make decisions otherwise the meeting will be adjourned.
- Each member of the Board of Directors has the right to speak and the right to cast one vote in any decision.
- Decisions will be made by a majority vote.
- Minutes will be taken at all meetings. Access to board minutes will be restricted to Board members and the Chief Executive Officer.
- Board meetings should be orderly, well-run, and efficient.

³Source: NWT Health Board Trustees' Handbook

Appendix G: Draft Policies, Procedures, and Tools

Executive Limitations Policies

Executive Limitation Policies include:

- General executive constraint.
- Treatment of project applicants.
- Staff treatment.
- Financial planning and budgeting.
- Financial condition and activities.
- Communication and support to the Board.

General Executive Constraint

The Chief Executive Officer will not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, irresponsible, or in violation of commonly accepted business and professional ethics or board policy. The Chief Executive Officer will not cause or allow any practice, activity, decision, or organizational circumstance that negatively impacts on the public image or credibility of the Dehcho RO.

Treatment of Project Applicants

The Chief Executive Officer will not cause or allow conditions, procedures, or decisions that are unsafe, disrespectful, untimely, undignified, judgmental, unnecessarily intrusive, or not confidential when interacting with project applicants.

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Staff Treatment

The Chief Executive Officer will not cause or allow conditions that are unfair or undignified, disorganized, or unclear when dealing with paid staff.

The Chief Executive Officer:

- will not operate without written personnel policies that clarify rules for staff.
- will provide for effective handling of grievances, and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
- will not discriminate against any staff member for non-disruptive disagreement on issues.
- will not prevent staff from informing the Board, if they have good reason to believe that critical issues are being misrepresented to the Board by the Chief Executive Officer.

Financial Planning and Budgeting

Budgeting will focus on priorities that are derived from a multi-year plan. The Chief Executive Officer will ensure that budgeting is based on reliable revenue and expense forecasts, cash flow, sound planning assumptions, and does not financially jeopardize the Dehcho RO.

Financial Condition and Activities

The Chief Executive Officer will not:

- indebt the Dehcho RO in an amount greater than can be repaid within a reasonable time.
- fail to settle payroll and debts in a timely manner.
- allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
- fail to aggressively pursue receivables after a reasonable period of time.

Communication and Support to the Board

The Chief Executive Officer shall not permit the Board to be uninformed or unsupported in its work. The Chief Executive Officer will:

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- supply accurate and timely monitoring reports and information necessary for important decisions.
- advise the Board that it may not be in compliance with its own policies.
- inform the Board of anticipated media coverage, threatened or pending lawsuits, or relevant trends.
- inform the Board of impending financial jeopardy or non-compliance with Territorial Corporation reporting requirements.

Board-Staff Relationship Policies

These policies have three main components:

- Accountability of the Chief Executive Officer
- Delegation to the Chief Executive Officer
- Monitoring executive performance

Accountability of the Chief Executive Officer

The Chief Executive Officer is the Board's only connection to the operations and conduct of the Dehcho RO. The Chief Executive Officer is accountable to the entire Board. Decisions and/or information requests of individual Board or committee members are not binding on the Chief Executive Officer unless the Board sanctions them.

Delegation to the Chief Executive Officer

Through written policies, the Board delegates to the Chief Executive Officer. With the exception of the Chief Executive Officer, the Board delegates its responsibility and authority for staff to the Chief Executive Officer. Individual Board or committee members will not conduct performance reviews of staff that report to the Chief Executive Officer.

In the delegation of responsibility and authority, the Board will:

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- develop policies called ‘Ends Policies’ that direct the Chief Executive Officer to achieve results in the management and mitigation of social, economic and cultural impacts to Dehcho individuals, families, and communities from the Mackenzie Gas Project.
- develop policies that limit unacceptable means (practices, activities, decision, or circumstances), the Chief Executive Officer may use to achieve results.
- allow the Chief Executive Officer to use reasonable interpretation of the Board’s ends and limiting policies.
- authorize the Chief Executive Officer to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.

Monitoring Executive Performance

Monitoring executive performance is in effect, monitoring organizational performance against Ends and Executive Limitations Policies. Monitoring will determine compliance with, and implementation of Board policies. Information that does not address Board policies will not be considered as monitoring. For regular monitoring, the Board will specify the frequency and type of information (e.g. internal report, external/auditor report, or direct board inspection) to be used to monitor each policy.

The Board has the final decision regarding whether the Chief Executive Officer has reasonably interpreted and is in compliance with Ends and Executive Limitations Policies.

Executive Authority

The Board of Directors:

- delegates executive authority to the Chief Executive Officer.
- appoints the Chief Executive Officer.
- evaluates the Chief Executive Officer's performance.
- conducts an annual assessment of the Chief Executive Officer.

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Typically, a committee of the Board (often the Board officers) leads the evaluation process, reports on the evaluation to the entire Board, and recommends salary for the coming year.

Operating Policies

The Dehcho RO will have four main types of operating policies.

Index of Operating Policies

Corporate

- ✓ Evaluation and Reporting Guidelines

Financial

- ✓ Financial policies and procedures

Administration

- ✓ Employee Policies and Procedures

Project Management

- ✓ Project Application
- ✓ Application Assessment and Approval

Corporate

Evaluation and reporting guidelines will be completed in collaboration with the Territorial Corporation.

Financial

Financial policies and supporting procedures focus on responsible management of funds and assets and accountability for public funds. These policies are:

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- Financial accountability - Board
- Financial accountability – Treasurer
- Financial accountability – Executive Director
- Financial controls – Internal
- Financial controls - Audit
- Financial controls – Budget Review
- Financial controls – Signing Authority
- Financial controls – Banking
- Financial controls – Deposit of Funds
- Financial controls – Credit Cards
- Financial controls – Capital Assets
- Financial controls – Investments
- Financial Procedures – Records
- Financial Procedures – Accounting

Financial Accountability - Board

The Board of Directors is responsible for the overall financial stability of the Dehcho RO. The Board will:

- establish a budgeting process and financial reporting system for Dehcho RO.
- ensure that financial policies and procedures are established and followed.
- approve all budgets.
- monitor and approve expenditures.
- review revenue and expenses regularly in accordance with an approved budget.
- approve staff salary guidelines and compensation policies.
- ensure that physical and financial assets are properly managed.
- not permit any one individual to have financial authority over financial transactions.

Financial Accountability – Secretary-Treasurer

The Dehcho RO will appoint a Secretary-Treasurer and a finance committee to assist the Board to fulfill its financial responsibilities. The Secretary-Treasurer will

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monitor and evaluate compliance with accounting and control policies on behalf of the Executive Committee. The Secretary-Treasurer and finance committee will meet regularly to review financial policies, annual operating budget, review a monthly financial statement, and review reporting requirements. The Chief Executive Officer and/or Finance Manager shall attend regular Board meetings as required.

Financial Accountability – Chief Executive Officer

The Chief Executive Officer is responsible for financial management. The Chief Executive Officer ensures that the Dehcho RO has sufficient funds for short and long-term operational sustainability. The Chief Executive Officer shall ensure that:

- funds are used for the purpose that funds are intended for.
- a deficit is not incurred.
- the employee and employer's share of payroll deductions are submitted in a timely manner to the Canada Revenue Agency and as required, to other regulatory authorities.
- transactions that will result in the personal liability of the Board or pose a risk to the capital and assets of the Dehcho RO are not authorized.
- general liability and insurance coverage for assets at replacement value are in place.
- goods and services are purchased according to the annual budget.

Financial Controls – Internal

The Board shall ensure that measures in place to reduce the risk of fraud and theft. The Board shall insure against perils (e.g. fire, theft, legal liability) and annually review and renew insurance coverage.

Financial Controls - Audit

The auditor will be appointed at the Annual General Meeting by a resolution of the general membership. The Chief Executive Officer and Finance Manager will co-operate with the auditor by making required and relevant records, financial statements, and other materials easily available. The auditor will prepare a report for Board approval. The audit shall be conducted as soon as possible after the fiscal

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year end. The Territorial Corporation will receive copies of the audit. The audit will be kept with the minute book at the registered office of the Dehcho RO.

Financial Controls - Budget Review

The annual budget of the Dehcho RO will be prepared by the Chief Executive Officer, reviewed by the Secretary-Treasurer and Finance Committee, and approved by the Board.

In consultation with the Secretary-Treasurer, the Chief Executive Officer will prepare the annual budget based on Dehcho Regional Investment Plan priorities and salaries established by the Board. The budget process will be linked to requirements of the Territorial Corporation. The Board will approve Dehcho Regional Investment Plan and Dehcho RO operating budgets for inclusion in submissions to the Territorial Corporation. The Board will monitor all budgets (variance reports) and make adjustments as needed to avoid deficits.

Financial Controls – Signing Authority

The Board shall appoint signing officers to represent the Dehcho RO on financial transactions, cheques, legal documents, and other agreements as required. Signing officers shall be appointed annually and chosen from directors, Chief Executive Officer and/or other management team members. Signatures of two signing officers are required on all legal documents, financial transactions, cheques and other agreements. The signatures of the signing officers will be provided to the bank.

Financial Controls - Banking

The Board will open a current account at any bank that is governed by the Bank Act and has CDIC (deposit insurance) coverage. The Board will approve other types of accounts required, based on recommendations by the Treasurer and/or the Finance Committee. The Bank will provide monthly statements and cancelled cheques.

The following controls shall be followed with respect to cheques issued by the Dehcho RO:

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- signatures of two signing officers will be required on all cheques.
- blank cheques will be stored in a secure location within the registered office of the Dehcho RO.
- cheques issued by the Dehcho RO will be attached to invoices for the signatures of two signing officers.
- signed cheques will not be issued to cash or left blank.
- all cheques issued by Dehcho RO will be recorded in a receipt and disbursement journal.
- void cheques will be retained with cancelled cheques received monthly from the bank.
- cheques issued to Dehcho Regional Investment Plan projects may be deposited directly to project bank account. Notification of direct deposit will be sent to the project.

Financial Controls – Deposit of Funds

The following controls will be in place and followed with respect to funds received:

- all funds received will be stored in a secure Dehcho RO location, recorded in a receipt and disbursement journal, and deposited in the bank on a regular basis.
- funds may be deposited directly to the Dehcho RO bank account.
- the Dehcho RO will request notification of direct deposit by funders such as the Territorial Corporation.

Financial Controls – Credit Cards

The Dehcho RO will follow the following controls with respect to credit cards:

- the Board will authorize a Dehcho RO credit card and approve a credit limit not to exceed \$5,000.
- payment on the credit balance will be within the 30 day interest free period.
- payment on the credit balance will not be made until the original receipts verify charges on the credit card statement.
- credit cards will be used for Dehcho RO business only.

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Financial Controls – Capital Assets

All capital assets acquired by the Dehcho RO of a value directed by the Board will be recorded in an inventory record. The inventory record will provide a description, date purchased, and purchase price of each asset. The condition of assets recorded in the inventory will be reviewed annually. When an asset is written off or sold, it will be recorded in the inventory record.

Financial Controls - Investment

The Board will ensure that investments held by Dehcho RO are secure. The Board will approve the purchase and sale of investments and will not be held personally liable for fund performance as long as the policy is followed and corrective action is taken in a timely manner. The Chief Executive Officer and Finance Manager will monitor investments monthly. The Finance Committee will regularly receive reports on the investment portfolio and the rate of return.

Investments will:

- be derived from funds not currently required for immediate operating and/or capital needs.
- be safe and preserve principal. Allowable investments include a mix of Government of Canada Treasury Bills, GIC's, government bonds, cash or other similar investments issued or endorsed by any chartered bank to which the *Bank Act* (Canada) applies.
- maintain sufficient liquidity to meet operating needs.
- generate sufficient yield to be allocated to Dehcho Regional Investment Plan projects as specified in the Plan.

Financial Procedures – Records

A hard copy and electronic copy of financial records shall be retained in a secure place at the registered office of the Dehcho RO office for a period of six years.

Financial Procedures – Accounting

All financial transactions will be recorded and summarized in one of the following journals: cash-cheque receipts, cash disbursements, payroll, and general ledger. These accounting records will be updated each month by the bookkeeper.

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Monthly bank statements will be reviewed and reconciled by the Chief Executive Officer or Finance Manager. A copy of the reconciliation will be provided to the Secretary-Treasurer and Finance Committee for review.

Financial Procedures – Contracts

The Dehcho RO may from time to time enter into contractual agreements with project sponsors, consulting firms, individuals, or companies. Contracts will be reviewed by the Chief Executive Officer and approved by the Board of Directors. Contracts for services exceeding \$5,000 will require a tendering process. Contracts will require the signatures of two signing officers. A copy of the signed contract will be kept on file

Administration

Employee policies and procedures⁴ include:

- Code of conduct
- Compensation
- Conflict of Interest
- Conflict Resolution
- Confidentiality
- Employment Categories
- Discipline
- Termination of Employment
- Expenses and Allowances
- Harassment in the Workplace
- Hiring - Recruitment and Selection
- Orientation and Professional Development
- Time Off - Holidays/Vacation
- Hours of Work
- Leave

⁴ Adapted from HR toolkit sources HR Council for the Voluntary and Non-Profit Sector.
<http://www.hrvs-rhsbc.ca/hr-toolkit/policies-sample-policies.cfm>

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- Pay Administration
- Performance Management
- Workplace Diversity

Code of Conduct

Employees will ensure that there is no conflict or any appearance of any conflict between their personal and private interests and their responsibility to the Dehcho RO, funded projects, the broader community, and funding partners.

Dehcho RO employees occupy a position of trust with respect to projects and the interests of the general public. At all times, Dehcho employees will ensure that the integrity of the organization and its role as stewards of the public trust are preserved. Actions that may compromise the integrity of the Dehcho RO and its stewardship obligations will not be condoned or allowed.

Behaviors that are abusive in any manner to other employees, Dehcho RO directors, project personnel, and participants will not be allowed, including:

- verbal abuse, physical abuse, and emotional abuse.
- any intimate or otherwise non-professional relationship.
- expressions that are perceived as sexual or threatening in nature.

All Dehcho RO employees are prohibited from:

- engaging in business activities with projects including the purchase and selling of services, goods, information, and materials.
- conducting activities in which the Dehcho RO or projects are purchasing a product or service in which the employee has an interest, without first receiving the consent of the Chief Executive Officer, who will ensure that this activity is a fair and equitable arrangement.
- having direct or indirect financial interests in the assets, leases, business transactions or professional services of the Dehcho RO.

Dehcho RO will not show favoritism to:

- applicants related to the Board of Directors, employees, or consultants.

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Violation of this code of conduct will be seen as a matter of serious consequence and will result in disciplinary action, which may or may not result in dismissal.

Compensation

The Dehcho RO ensures fairness and equity in pay rates and salary administration, and transparency in compensation practices. The Dehcho RO compensation policy adheres to the minimum standards set out in the *Employment Standards Act*. The *Act* regulates minimum wages, hours and days of work, overtime pay, pay period, leave (e.g. sick, pregnancy, parental, compassionate, bereavement), holidays, equal pay, termination of employment, and records of employment/payroll.

The Dehcho RO is committed to establishing and maintaining competitive salaries that reflect current market conditions. Based on research, the Dehcho RO will establish salary ranges that are competitive with similar positions in the NWT and/or Dehcho Region. Periodic reviews will be conducted to ensure that salaries remain competitive.

Similar positions will be grouped together on the Dehcho RO salary scale according to a 'job classification' system. Appropriate salary ranges will be established for each job classification, namely administration and project coordination and management.

Individual employee salaries will be based on job performance, competency, and the salary budget available. Upon hire, new employees will fulfill a 90-day probation period at which time skills, knowledge, and experience will be assessed relative to the job requirements and expected performance. For the probationary period, new employees may be compensated at a lower rate until the employee is able to fully and competently discharge the responsibilities associated with the position.

Performance reviews of each position will be completed annually. The outcome of the annual performance review (e.g. performance and competence relative to the

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position and assigned objectives) and as budget allows, will be the basis for decisions on annual salary adjustments.

Confidentiality

The Dehcho RO will respect and incorporate in its confidentiality policy, relevant and applicable terms and conditions as may be required by the Territorial Corporation. Dehcho RO employees may be exposed to confidential information about project participants, other employees, and/or the organization and its dealings with the Territorial Corporation. Employees are expected to respect confidentiality at all times. Dehcho RO will address confidentiality during orientation and will ask employees to sign an agreement that they have read and understand the confidentiality policy as a condition of their employment. Confidentiality agreements will be maintained on employee personnel files.

All Dehcho RO employees will keep confidential and will not, during the continuance of their employment or any time after the termination thereof, without the express written consent of the Dehcho RO, disclose to any person or organization any project participant information, financial or business information related to the Dehcho RO which an employee may have acquired during the course of employment.

Conflict of Interest

With respect to the protection of the reputation and interests of the Dehcho RO, employees shall avoid conflict or the perception of conflict of interest. A conflict of interest occurs when an employee has a private or personal interest sufficient to influence or to appear to influence the exercise of his or her duties with, and responsibilities to the Dehcho RO. Employees may not use their position in the Dehcho RO to their personal or private advantage or to the advantage of friends or family members.

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If a potential conflict exists because of an employee's interest in a matter, the employee shall advise their supervisor immediately. Where an employee does not comply with this policy, disciplinary action may be taken.

Conflict Resolution and Complaint Process

The Dehcho RO is committed to sustaining a positive work environment. A healthy exchange of ideas and creativity are encouraged within the organization. When conflict is counter-productive and results in employee dissatisfaction, work-related stress, reduced productivity, poor service to project clients, absenteeism, or employee turnover, the Dehcho RO will follow a fair, open, consistent, and safe process for addressing conflicts and complaints.

Employees experiencing work related conflict or who have a complaint are encouraged to discuss the matter with their supervisor. Employees may request a meeting with the next level of management or a Human Resources representative, should they not wish to involve their supervisor. The conflict or complaint will be received and analyzed, and a recommended plan of action will be forwarded to the employee within two (2) working days. If the employee remains dissatisfied, the employee may proceed to higher management and/or submit a formal written complaint and request a hearing process. An employee may ask for intervention in a written complaint from the management team or as last resort, the Dehcho RO Board.

Employees will be protected from retribution for raising legitimate complaints and concerns using the conflict resolution process.

Employment Categories

The Dehcho RO will have the following employment categories:

Permanent employees who regularly and continuously work 37.5 hours per week, and are entitled to all employee benefits offered by the Dehcho RO.

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Permanent part-time employees who regularly and continuously work less than 37.5 hours per week and receive benefits in accordance with current legislation.

Term employees who are hired for a specific purpose and duration, and are entitled to be paid for statutory holidays during the period of their contract, employer coverage (contribution to) of CPP and EI, and vacation pay.

Casual employees who are paid by the hour and work on a casual basis, as necessary and receive benefits in accordance with current legislation.

Contractors who perform duties specified in a contractual agreement. Nothing in the contractual agreement will provide for an employee-employer relationship. As such, contractors will not be considered employees of the Dehcho RO. No deductions will be taken on their behalf. Contractors must invoice the Dehcho RO based on a contractual agreement.

Discipline

In accordance with the Dehcho RO's commitment to establishing and sustaining a positive work environment, Dehcho RO employees are expected to discharge their responsibilities, and behave in accordance with the terms and conditions of their employment. The Dehcho RO discipline policy and procedures are intended to improve performance and address unsatisfactory employee behaviour.

Behaviour and performance that is deemed inadequate and/or inappropriate (e.g. according to job descriptions) will initially be addressed by a warning from a supervisor. Employees who consistently fail to perform or behave appropriately will be required to meet with their supervisor and one other impartial manager. The meeting will attempt to identify the problem(s), find ways to address the problem, and recommend a timely course action for resolution. The meeting will be documented and signed by all parties present as a correct representation of points discussed. Signed meeting notes will be placed on the employee's personal file. If the situation persists, a verbal warning will be given to the employee by the supervisor and will be supported by written documentation distributed to the

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employee and the Chief Executive Officer, with a copy signed by both parties and put on the employee's file. If an employee's inappropriate behavior or performance continues, the employee shall be dismissed. Dismissal shall only occur when all other efforts to correct the problem have failed.

Depending on the severity of an employee's action, management may terminate the employment of an employee for cause and without notice. Termination for cause may result from gross misconduct or insubordination, sexual harassment, theft, misappropriation of Dehcho RO funds, falsification of Dehcho RO records, illegal or violent actions, abusive (physical or mental) treatment of co-workers and/or project staff, failure to project a positive image of the Dehcho RO.

Termination of Employment

The Dehcho RO has the right to terminate the employment of workers. The Dehcho RO will comply with the *NWT Employment Standards Act* and *NWT Human Rights Act*. Terminations will be treated in a confidential, professional manner by all concerned.

Employees may be terminated:

- with cause where an act by an employee could seriously impact the Dehcho RO.
- without cause where an employee is notified and/or compensated by the Dehcho RO. Funding reductions and restructuring are some reasons for terminating employees without cause.

Notice of termination of Dehcho RO employees shall be given in writing in accordance with the *NWT Employment Standards Act*. Prior to termination all property including laptop computers, corporate credit cards, and cell phones, belonging to the Dehcho RO will be returned. Upon termination all entitlements owing to an employee including termination pay will be paid in full.

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Resignations by full-time or part-time employees shall be given in writing with a notice period corresponding to the *NWT Employment Standards Act* regarding termination. The Chief Executive Officer's resignation will be given, in writing, to the Chairperson of the Board of Directors. All other staff resignations will be given, in writing to the Chief Executive Officer or the employee's supervisor.

Employee Records

The Dehcho RO will create and maintain employee records to effectively manage its workforce. The collection of employee information shall be strictly confidential and subject to the Canadian *Personal Information Protection and Electronic Documents Act* (PIPEDA). The employee and the Chief Executive Officer will have full access to an employee's file.

In accordance with the *NWT Employment Standards Act*, the Dehcho RO will create and maintain an employee file containing: daily hours worked; gross wages and wage payments made; name, age and residential address; the date of commencement of the present term of employment and its anniversary; the rate of wages and the date and particulars of each change in the rate of wages; each annual vacation granted, showing the dates of commencement and completion, the period of employment covered by the annual vacation, and the amount of vacation pay given; the amount of money paid for statutory holidays; and the amount of each deduction from the wages of the employee and the purpose for which the deduction was made. If applicable, the employee file will also have a copy of any notice of termination of employment, and the amount of any money paid in lieu of notice of termination of employment.

In addition to the above required information, the employee file will also contain such information as: job description; résumé; reference check documentation; letters of recommendation; benefit status; leave request forms/medical certificates; performance appraisals; employment letter of agreement (job offer and acceptance); compensation history; and professional development and training

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completed. If applicable, the employee file will also have letters of discipline, and termination information and/or letter of resignation.

Expenses and Allowances

The Dehcho RO encourages its employees to travel and meet with community members, project personnel, partners, and funders in the course of discharging responsibilities. Authorized Dehcho RO employees shall have their travel and other related activities expenses paid directly and/or reimbursed. Pre-authorization by the Chief Executive Officer and/or the supervisor is required before expenditures.

The employee must submit a valid expense claim including receipts within five (5) days for expense reimbursement. A travel advance is available upon request, with the approval of the supervisor or Chief Executive Officer, provided such a request is received ten (10) working days before the date required. An employee who receives a travel advance must account for all travel advance received within five (5) working days of their return from a business trip.

The Dehcho RO shall follow the adjusted GNWT Duty Travel Rates for Executive/UNW/Senior Management for selected expenses including non-commercial accommodation, use of personal vehicles, and meals.⁵ Eligible travel and related expenses not addressed by GNWT Duty Travel Rates are:

⁵<http://www.hr.gov.nt.ca/library/DutyTravel.htm>

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Transportation

For travel by other means than a personal automobile, the Dehcho RO will pay the equivalent of an economy class fare (air) and, in the case of an automobile rental, the lowest rate enabling safe access to the destination.

Hospitality and Entertainment

Hospitality expenses may occur when hosting a business associate to a meal when necessary, and for legitimate business reasons. All such expenses can be paid only if the employee's manager or the Chief Executive Officer has given prior approval.

Accommodations

When an employee is required to be away overnight on Dehcho RO business, he/she will be reimbursed for a standard single room.

Harassment in the Workplace

The Dehcho RO is committed to a safe working environment where employees have the right to be treated with fairness, dignity, and respect by their peers. In compliance with the *NWT Human Rights Act*, the Dehcho RO will not tolerate harassment and discrimination in the workplace.

Harassment occurs when an employee is subjected to unwelcome verbal or physical conduct because of race, religious beliefs, colour, place of origin, gender, mental or physical disability, ancestry, marital status, family status, or source of income. Harassment includes verbal or physical abuse, threats, derogatory remarks, jokes, innuendo or taunts about any employee's appearance, religious beliefs, colour, place of origin, mental or physical disabilities, ancestry, marital status, family status, source of income or gender. The Dehcho RO will not tolerate the display of pornographic, racist or offensive posters, practical jokes that result in awkwardness or embarrassment, unwelcome invitations or requests, whether indirect or explicit.

When an employee feels that he or she is a victim of discrimination or harassment, a supervisor should be asked to intervene. The employee may informally discuss

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the problem (in the case of an informal concern) or submit a formal or written concern to the supervisor. The supervisor will formally or informally investigate the complaint, develop an action plan, and follow-up to ensure that the situation is resolved and the employee(s) affected is satisfied with the outcome. When an employee is not satisfied with interventions, he/she may submit a complaint to the NWT Human Rights Commission.

Hiring - Recruitment and Selection

The Dehcho RO is committed to building a competent workforce to deliver the Dehcho Regional Investment Plan.

Vacant and newly created positions will be offered within the Dehcho RO for a period of ten (10) calendar days to provide an opportunity for current employees to apply. If a suitable applicant cannot be found through the internal process, recruitment will then take place externally through newspaper ads and other media. On the advice of the management team, the HR Officer may concurrently post the job internally and externally to expedite recruitment of applicants. The job posting will include a summary of the job description, hours of work, compensation, start and end date, and closing date of the competition.

Applicants will be required to submit a resume, identify the position they are applying for, and supply other information as may be requested in the job posting. Receipt of applicant information will be acknowledged in writing. Only those selected for an interview will be contacted. Two members of the management team will conduct interviews for all positions except for the Chief Executive Officer and where possible, include the Human Resource Officer. The Board of Directors will conduct interviews for the Chief Executive Officer position. The conduct of interviews will comply with the *NWT Human Rights Act*.

The Chief Executive Officer will confirm an offer of employment in writing with the selected applicant prior to the date of job commencement outlining the terms and conditions of employment. The prospective employee must indicate their

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acceptance of the job offer. The signed job offer will be placed on the employee's file.

Prospective employees will be subject to a probationary period of 90 days. A performance review will be conducted during the probationary period to determine if the employee's knowledge, skills, and abilities are an appropriate match to the job requirements. The prospective employee may be terminated during the probationary period without notice and termination pay in accordance with the *NWT Employment Standards Act*.

Orientation and Professional Development

The Dehcho RO is committed to performance excellence of its workforce. To this end, the Dehcho RO will invest in the professional development of its employees. Supervisors will ensure all new employees receive:

- an orientation to the Dehcho RO at the earliest possible convenience;
- an introduction to Dehcho RO staff, the office, its procedures and;
- a copy of the Personnel Policies; and
- a detailed and current job description for their assigned position.

Investment in training and professional development is an important motivational and retention tool to build organizational capacity. A Dehcho RO training plan and budget will be developed by the management team during the annual budget process. The training plan will identify professional development priorities and allocation of training resources. Job specific training that increases employee skills and abilities to meet the requirements of their current position will be a main factor shaping professional development activities and expenditures.

Dehcho RO personnel will be required to demonstrate competence in their positions and work as team members. The Dehcho RO will provide in-service and external training opportunities (e.g. courses, workshops and conferences) as needed by employees to update skills and improve their performance. The performance appraisal process will be the main tool used to identify training needs and shape employee training plans.

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Holidays and Vacation

Permanent full and part-time Dehcho RO employees are eligible for paid statutory or public holidays, and for paid vacation time. In compliance with the *NWT Employment Standards Act*, employees will be entitled to paid vacation after each year of employment. The period of the annual vacation is equal to two weeks, after each of the first five years of employment and three weeks, after the sixth and subsequent years of employment. The vacation must begin not later than six months immediately following the completion of the year of employment for which the employee became entitled to the vacation.

For term and casual employees, the Dehcho RO will pay vacation pay at rates prescribed in the *NWT Employment Standards Act* (e.g. 4% of wages for each of the first five years of employment and 6% after the sixth and subsequent years of employment).

In compliance with the *NWT Employment Standards Act*, employees are entitled to

- a holiday with pay for each of the following holidays, whether it falls on a day of work or not: New Year's Day, Good Friday, Victoria Day, National Aboriginal Day, Canada Day, the first Monday in August, Labour Day, Thanksgiving Day, Remembrance Day, and Christmas Day.
- overtime pay in addition to regular pay or in lieu, a substitute day off if an employee is required to work on the holiday.

Hours of Work

Regular Dehcho RO office hours will be 8:30 am to 5:00 pm, Monday to Friday. Dehcho RO employees will work 37.5 hours per week. Based on an agreement with their supervisor, employees may work flexible hours as long as there is no negative impact to the Dehcho RO and the people it serves.

Overtime will be paid to support staff at the rate of 1.5 times his/her regular rate for any work the employee performs that exceeds the standard workweek. No overtime shall be planned or worked by support staff unless approved by his or her supervisor. By agreement between the employee and supervisor,

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compensation for overtime hours worked by support staff may be in the form of cash reimbursement or time off in lieu.

Leave

Dehcho RO permanent full and part time employees will be entitled to leave in accordance with the *NWT Employment Standards Act*, specifically:

- 17 consecutive weeks of pregnancy leave, without pay, commencing at any time during the 17-week period immediately preceding the estimated date of delivery.
- 37 consecutive weeks of parental leave to remain at home to care for a newborn child of the employee, a child recently adopted by the employee, or a child with respect to whom the employee has commenced adoption proceedings.
- at least five (5) days of sick leave without pay during each 12 month period. The employee must be incapable of working because of an illness or injury, have been employed for at least 30 days, request sick leave, and provide the expected duration of leave. If the duration exceeds three consecutive days, the employee may be asked to provide the employer with a medical certificate signed by a medical practitioner stating that the employee is incapable of working because of an illness or injury.
- up to eight (8) weeks of compassionate leave, without pay, to provide care or support to a family member of the employee. The employee may be asked for a medical certificate describing the condition.
- three (3) to seven (7) days of bereavement leave, without pay, to attend the funeral of, or a memorial service for, a family member.
- court leave, without pay, to answer a summons for jury selection; serve on a jury; or answer a summons to attend as a witness in a legal proceeding.

Pay Administration

The Dehcho RO will comply with the *NWT Employment Standards Act* in the administration of pay to employees. Dehcho RO employees will be entitled to:

- wages and benefits calculated on a bi-weekly basis;
- pay of all wages earned in the period within ten (10) days after the pay period;
- and

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- deductions to wages required by law (e.g. CPP, EI, income tax) and other (e.g. benefit premiums).

Directors and officers of the Dehcho RO are liable for the unpaid wages of the employees of the corporation in an amount not exceeding the equivalent of two months wages for each employee who has not been paid.

Performance Management

With respect to the Dehcho RO's commitment to a competent workforce, employees will be entitled to:

- participate in an annual performance review meeting with their manager at the end of the Dehcho RO fiscal year. The annual performance review will be documented, and signed off by the employee, his/her manager, and the Chief Executive Officer.
- a performance appraisal evaluated on: demonstrated skill, knowledge, and ability in carrying out job functions, as specified in the job description; results achieved for each of the objectives established for the year; and results achievement in a manner consistent with Dehcho RO values.
- request a performance meeting with their manager at any point in the year and annually to set job and performance objectives for the work year. The objectives will be documented on the employee's performance appraisal form.

Workplace Diversity

The Dehcho RO is committed to an inclusive, barrier free workplace. To this end, the interpretation and implementation of policies, procedures, and practices will not discriminate on the basis of race, gender, ethnicity, financial ability, sexual orientation, religion, disability, or age or disadvantage anyone.

Appendix G: Draft Policies, Procedures, and Tools

Project Management

Project management policies pertain to project application, assessment and approval.

Project Application

The Dehcho RO will ensure an accessible public application process for project funding. It will make every reasonable effort to inform potential project applicants about the application requirements, process, and funding deadlines. A project application will be developed by the Chief Executive Officer to facilitate the application process. The Dehcho Program/Project Assessment Committee (DPAC) and the Board will review and approve project applications.

Project Purpose and Application Guide

The Dehcho Regional Investment Plan provides funding for projects that manage and mitigate socio-economic impacts of the Mackenzie Gas Project on vulnerable people of the Dehcho Region. Within this broad purpose, projects will seek to achieve the goals of the Dehcho Regional Investment Plan that are to:

- strengthen the capacity of vulnerable Dehcho families to manage the negative social economic and cultural impacts of the Mackenzie Gas Project; and
- build healthy, happy, culturally strong communities that deliver a range of social programs and services for the benefits of all residents.

Application Deadline

Application deadlines will be reviewed by the Dehcho Program/Project Approval Committee (DPAC) and approved by the Board. The application deadlines will be linked to the Territorial Corporation's budgeting and reporting cycle.

Consideration will be given to annual or bi-annual deadlines and continuous intake. Applicants must submit their application for funding well before their project start date. Consideration will not be given to applications received after the deadline or for projects that have already been completed at the time the application is reviewed.

Appendix G: Draft Policies, Procedures, and Tools

Types of Projects Funded

The Dehcho Regional Investment Plan allocates funding for projects that address MGP impacts in four priority areas.

Priority Area	Project Types
Population and Employment	Youth mentorships, student supports, childcare, food sharing and life skills
Community Wellness	Wellness, shelter from family violence, community policing, social development
Language and Culture	Language and cultural development
Housing and Infrastructure	Housing and social infrastructure

To apply for project support, applicants will consider the following:

Who can apply?

- ✓ Applicants may be part of a community-based program, non-profit organization, community governance structure, and/or government agency. Consideration may be given to individuals if they are sponsored by a community-based program or not-for-profit organization.
- ✓ Profit-making organizations are not eligible for project funding.
- ✓ The target population served by project applicants will be individuals, families, and communities in the Dehcho Region vulnerable to social, cultural, and economic impacts arising from or exacerbated by the Mackenzie Gas Project.

Categories of Funding

Funding will be available:

- for community activities.
- to enhance existing community programs and services although funding will not replace funding available from federal or other government sources or be used for activities and positions that are normally the responsibility of the various orders of government.

Appendix G: Draft Policies, Procedures, and Tools

- for multi-year funding, if this intent is stated in the initial application and satisfactory progress reports and other documentation as may be required are or have been provided in a timely and complete manner.

Funding Limits

The Board shall approve funding limits based on the demand for project funding. Funding limits shall be established based on Board approved criteria (e.g. priorities, community needs).

Eligibility Criteria

Organizations applying for Dehcho Regional Investment Plan funding must meet the following eligibility criteria. Projects must:

- respond to a community need.
- serve Dehcho people residing in Dehcho communities who will be made vulnerable by the Mackenzie Gas Project.
- propose activities that address impacts from the Mackenzie Gas Project in a way that is consistent with Dehcho Regional Investment Plan priority areas and/or project categories.
- demonstrate strong linkages with health, social, education, cultural and/or other community programs or services.
- have clear accountability processes.
- be completed within a 12-month period from the application deadline.

Applicants applying for funding for more than one project in the same calendar year must demonstrate that the proposed projects are from different Dehcho Dehcho Regional Investment Plan priority areas and/or project categories.

Funds cannot be used for:

- projects that take place outside the Dehcho Region.
- organizations that have not satisfactorily met project reporting requirements for previous Dehcho Regional Investment Plan funding.
- projects that began before application approval.
- benefit persons in public office.

Appendix G: Draft Policies, Procedures, and Tools

- the purposes of assisting an industrial, commercial, business or profit-making undertakings.

What must the application contain?

The project application will outline:

- Need - The application should provide evidence that clearly shows why the project is needed to manage or mitigate impacts from the Mackenzie Gas Project.
- Governance and Management –The application should describe project leadership and management roles, and provide evidence of the background and experience of the Board of Directors and project management team in delivering community based projects.
- Approach – The application should describe how the project will mitigate impacts from the Mackenzie Gas Project including project goals, objectives, and expected outcomes. The application should describe how project goals, objectives, and outcomes will contribute to the achievement of Dehcho Regional Investment Plan goals and objectives.
- Funding and Resources – The application should list funding and other resource (e.g. people, equipment, supplies) requirements. The application will include a financial or budget statement indicating expenses and anticipated sources of revenue. Partnerships are strongly encouraged particularly for large or multi-year projects. In all cases, project applications should clearly specify the portion of the total budget that will be funded by the Dehcho Regional Investment Plan.
- Partnerships – The application should identify partners and describe their expected contribution to the project (e.g. funding, facilities, and human resources). Priority will be given to applications that support and/or are linked to existing community health, wellness, education, culture, housing, policing, or and other community services and projects.
- Community Support – The application should include letters of community support.

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- Activities – The application should detail the specific steps that will be taken to achieve each objective and derive expected results.
- Outputs – The application should detail the immediate products expected from project activities.
- Outcomes – The application should detail expected changes and who will directly benefit from the project.
- Reporting – The application should demonstrate how the project will report its outcomes to those affected by Mackenzie Gas Project impacts as well as to other community members and agencies, and the Dehcho RO.

Commitments

Approved applicants must enter into a funding agreement with the Dehcho RO and provide a report on the progress of their project so that the lessons learned along the way can be shared with others. A final report that includes a financial report and receipts for expenditures, is required before the organization may apply for any future funding.

Application Assessment and Approval

All applications are carefully considered. The Board of Directors of the Dehcho RO will make decisions regarding the final approval of projects. The Chief Executive Officer and/or the Dehcho Program/Project Assessment Committee (DPAC) will assist the Board with the application assessment and approval.

The application assessment and approval process shall follow steps illustrated in Figure 9.5 and summarized below.

1. Pre-screening - Administrative Staff
 - ✓ Received by deadline.
2. Screening – Administrative
 - ✓ Application is complete.
 - ✓ Applicant is a non-profit, government, or government agency from or serving a community in the Dehcho Region.

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3. Assessment

The management team will prepare summaries of screening results of each application.

- ✓ Application addresses mandatory criteria including:
 - the socio-economic and/or socio-cultural impacts of the Mackenzie Gas Project.
 - strong linkages with health, social, education, cultural and/or other community programs, services, or projects.
 - evidence of transparency showing how the project will be accountable to those affected by Mackenzie Gas Project impacts, other community members and agencies, and the Dehcho RO.
- ✓ Application addresses eligibility criteria including:
 - consistency with the priority areas and project types outlined in the Dehcho Regional Investment Plan.
 - partnerships.
 - meets a community need.
 - well-planned activities.
 - evidence of leadership and management background and experience.
 - a focus on vulnerable people in the community and evidence of positive and lasting benefits to people made vulnerable by the Mackenzie Gas Project.
 - submission of a budget appropriate to the activities of the project and that does not financially jeopardize the Dehcho RO.

4. Review

The DPAC will screen applications against mandatory criteria. Projects meeting mandatory criteria will be given a priority score based on eligibility criteria. The DPAC will prepare a summary of its recommendations for Board approval.

5. Approval

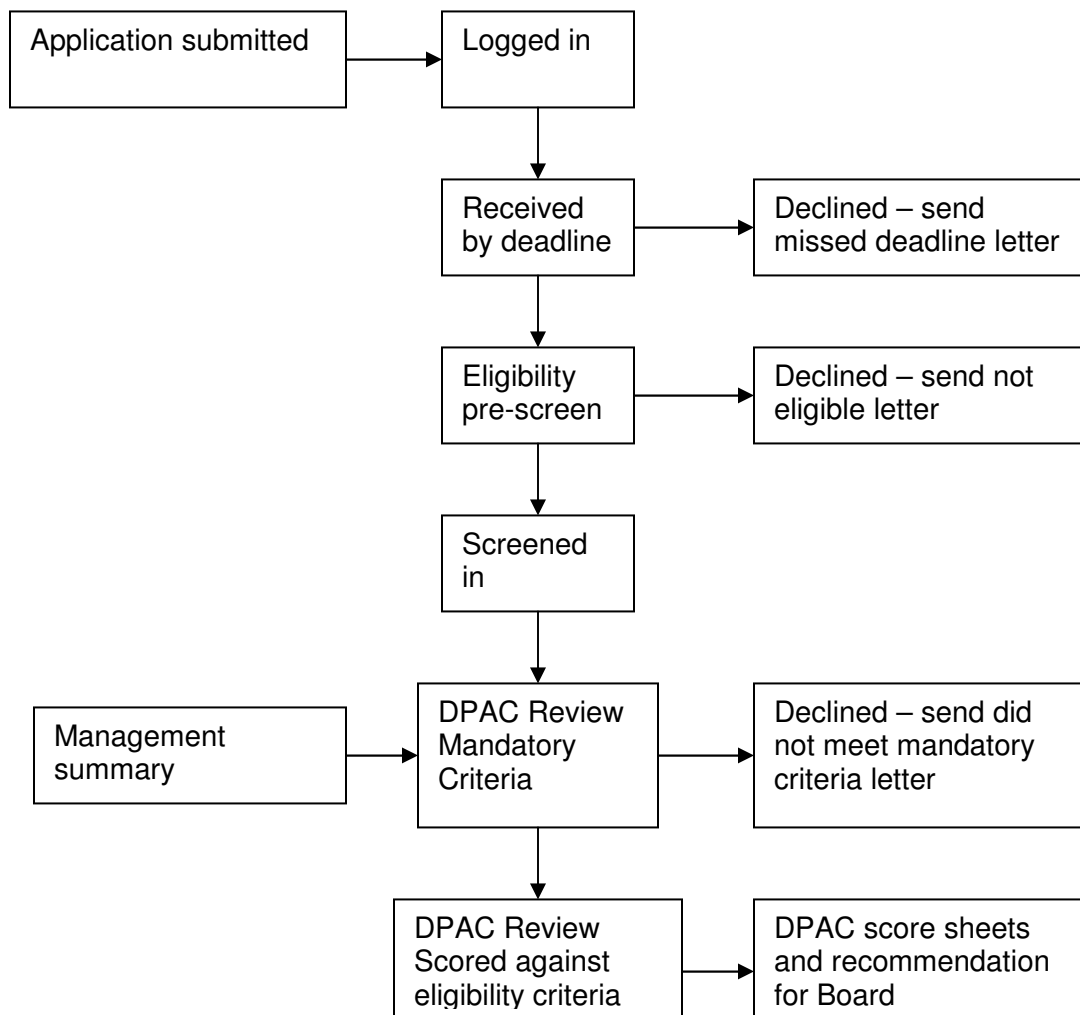
The Board will meet to review the recommendations from DPAC and give final project approval. A letter of approval will be forwarded to successful applicants.

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6. Appeal

The Board will establish an appeal process for applicants. Appeals will only be available to applicants that have met mandatory criteria.

Figure 9.5: Dehcho RO Application Assessment and Approval



Appendix H: Draft Job Descriptions

DRAFT JOB DESCRIPTIONS

The draft job descriptions in this section will be refined during the establishment and early operations of the Dehcho RO. The draft job descriptions are based on similar descriptions endorsed by the GNWT Municipal and Community Affairs (MACA) School of Community.⁶

Each job description provides the scope and purpose of the position, major duties and responsibilities, and required skills and knowledge. The generic job description for the regional coordinators may be modified to better reflect major duties, skills, and knowledge specific to each of the culture, wellness, and employment coordinator positions. Job descriptions may be expanded to include working conditions and a certification section for the signatures of the employee, supervisor, and Chief Executive Officer. Typically, job descriptions will be reviewed and updated annually by the Human Resource Officer and approved by supervisors and the Chief Executive Officer.

DIRECTOR

The Board of Directors is the legal authority for the Dehcho Regional Organization (RO). As a member of the Board, each Director is in a position of trust and acts on behalf of the members. Each Director shares responsibility for the effective governance of the Dehcho RO.

BOARD CHAIR (DIRECTOR)

Authority, Responsibility, and Major Duties:

The Chair of the Dehcho RO Board of Directors:

⁶ <http://www.maca.gov.nt.ca/school/tools/index.html>

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- works with other board members to establish long and short term goals, objectives, and priorities for the Dehcho RO to manage and mitigate the impacts of the Mackenzie Gas Project on Dehcho communities.
- facilitates approval of board policies.
- is the primary spokesperson for the Dehcho RO to the media and the community at large, and is accountable for ensuring that the Board of Directors is fairly and appropriately represented. The Chair may delegate this function from time to time but remains accountable at all times.
- represents and positively promotes the Dehcho RO to the public, funders, and government.
- reports to members at the Annual General Meeting and through other reports as may be required.
- is responsible and accountable to members, and those individuals, families, and communities in the Dehcho Region that are negatively impacted by the Mackenzie Gas Project.
- reports on the status of major programs to the Board of Directors.
- reports on the status of the MGPIF including expenditures and the performance of the Dehcho RO to the Territorial Corporation.
- represents the Dehcho RO at functions.
- fosters and maintains relationships with community and regional groups and agencies.
- is accountable to the Board of Directors and responsible for the integrity of the Board's style of governance and ensuring that Board conduct is compatible with its own policies.
- ensures that the Board of Directors behaves consistently with the bylaws and board governance process policies.
- ensures evidence of sufficient funding for the operation of the RO.
- is responsible for the orderly conduct of business at board meetings (agendas, content, timely and relevant discussion).
- sets (monthly) Board meeting agendas in conjunction with the Executive Committee, and provides guidance and leadership to the Board and staff.
- arranges for the Vice-Chair to chair meetings in his/her absence.

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- is the principal signing authority for the Dehcho RO for all contracts and agreements.
- ensures Board members receive agendas and minutes in a timely manner.
- has no authority to supervise or direct the Chief Executive Officer unless this authority is delegated by the Board of Directors.

Qualifications:

The Chair of the Dehcho RO Board of Directors will have:

- knowledge of community and social issues in the Dehcho Region.
- knowledge of financial administration.
- knowledge and skills in one or more areas of board governance (e.g. policy, finance, programs, and/or personnel management).
- demonstrated communication, leadership, and organizational skills.
- at least one year of experience as a member of a board of directors of a non-profit organization.
- a good understanding of meeting procedures.

Requirements:

The Chair of the Dehcho RO Board of Directors will:

- commit the time required to prepare for, and attend scheduled meetings, the annual general meeting, and other board functions.
- take responsibility for staying well-informed about, and publicly supportive of the projects and services funded by the Dehcho RO.
- demonstrate a willingness to serve on at least one board committee, chair the Executive Committee, and serve as an ex-officio member of all committees.
- demonstrate a positive attitude and ensure meaningful working relationships with other board members and Dehcho RO staff.
- be vigilant about his/her and any other director's potential for conflict of interest and abstain from participation including voting in such cases.

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Benefits

The Chair of the Dehcho RO Board of Directors will:

- receive an honorarium for participation in meetings related to the affairs of the Dehcho RO.
- be compensated for travel and expenses associated with the conduct of Dehcho RO business.

Term:

The Chair is selected by the Board of Directors and serves for a term to be determined by the Board of Directors.

Review and Approval Dates:

The Executive Committee will review the Chair of the Dehcho RO Board of Directors' job description annually. Recommended changes will be presented to the Board for ratification.⁷

BOARD VICE-CHAIR (DIRECTOR)

Major Duties:

The Vice-Chair of the Dehcho RO Board of Directors:

- works with other board members to establish long and short term goals, objectives, and priorities for the Dehcho RO to manage and mitigate the impacts of the Mackenzie Gas Project on Dehcho communities.
- takes on the responsibilities of the Chair of the Dehcho RO Board of Directors as delegated by the Chair in his/her absence.

Qualifications:

The Vice-Chair of the Dehcho RO Board of Directors will have:

⁷ http://dawn.thot.net/board_chair-job-desc.html

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- knowledge of community and social issues, and/or financial administration.
- knowledge and skills in one or more areas of board governance (e.g. policy, finance, programs, and/or personnel).
- at least one year of experience as a member of a board of directors of a non-profit organization.
- a good understanding of meeting procedures.
- demonstrated communication, leadership, and organizational skills.

Requirements:

The Vice-Chair of the Dehcho RO Board of Directors will:

- commit the time required to prepare for, and attend scheduled meetings, the annual general meeting, and other board functions.
- take responsibility for staying well-informed about, and publicly supportive of the projects and services funded by the Dehcho RO.
- demonstrate a willingness to serve on at least one board committee.
- fulfill the duties of the Chair of the Board of Directors in the absence of the Chairperson.
- have signing authority on behalf of the Board of Directors for financial and legal purposes.
- demonstrate a positive attitude and ensure meaningful working relationships with other board members and Dehcho RO staff.
- be vigilant about his/her and any other director's potential for conflict of interest and abstain from participation including voting in such cases.

Term:

The Vice-Chair is selected by the Board of Directors and serves for a term to be determined by the Board of Directors.

Benefits:

The Vice- Chair of the Dehcho RO Board of Directors will:

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- receive an honorarium for participation in meetings related to the affairs of the Dehcho RO.
- be compensated for travel and expenses associated with the conduct of Dehcho RO business.

Review and Approval Dates:

The Executive Committee will review the Vice-Chair of the Dehcho RO Board of Directors' job description annually. Recommended changes will be presented to the Board for ratification.⁸

BOARD SECRETARY-TREASURER (DIRECTOR)

Major Duties:

The Secretary-Treasurer of the Dehcho RO Board of Directors:

- works with other board members to establish long and short term goals, objectives, and priorities for the Dehcho RO to manage and mitigate the impacts of the Mackenzie Gas Project on Dehcho communities.
- presents year to date financial statements to the Board of Directors.
- ensures audited financial statements are presented to the Board of Directors on an annual basis.
- works with the Chief Executive Officer and Board of Directors to develop annual budgets and their submission.
- brings forth the motion at Annual General Meeting to appoint the Auditor.
- prepares and maintains minutes and records for all meetings of the Dehcho RO Board of Directors.
- reviews, monitors, and verifies the accuracy of the meeting minutes and ensures that minutes are circulated to all members of the Dehcho RO Board of Directors.
- files the RO's annual return with the NWT Societies Registry including and any special resolutions passed by the Board of Directors.

⁸ http://dawn.thot.net/board_chair-job-desc.html

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Qualifications:

The Secretary-Treasurer of the Dehcho RO Board of Directors will have:

- completed at least one year of board membership.
- the ability to read, understand, and interpret financial statements for Board members.
- good communication and written skills.
- knowledge of financial administration.
- knowledge of community and social issues.
- knowledge and skills in one or more areas of Board governance (e.g. policy, finance, programs, and/or personnel).

Requirements:

The Secretary-Treasurer of the Dehcho RO Board of Directors will:

- commit the time required to prepare for, and attend scheduled meetings, the annual general meeting, and other board functions.
- take responsibility for staying well-informed about, and publicly supportive of the projects and services funded by the Dehcho RO.
- demonstrate a willingness to serve on at least one board committee and/or Chair the Finance Committee.
- have signing authority on behalf of the Board of Directors for financial and legal purposes.
- demonstrate a positive attitude and ensure meaningful working relationships with other board members and Dehcho RO staff.
- be vigilant about his/her and any other director's potential for conflict of interest and abstain from participation including voting in such cases.
- ensure accurate maintenance of all financial records.
- take responsibility for the Dehcho Regional Organization seal.

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Term:

The Secretary-Treasurer is selected by the Board of Directors and serves for a term to be determined by the Board of Directors.

Benefits:

The Secretary-Treasurer of the Dehcho RO Board of Directors will:

- receive an honorarium for participation in meetings related to the affairs of the Dehcho RO.
- be compensated for travel and expenses associated with the conduct of Dehcho RO business.

Review and Approval Dates:

The Executive Committee will review the Secretary -Treasurer's job description annually. Recommended changes will be presented to the Board for ratification.

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CHIEF EXECUTIVE OFFICER (CEO)

The Chief Executive Officer of Dehcho RO reports to the Board of Directors through the Chair, and is responsible for the organization's achievement of its mission and financial objectives.

Major Duties:

The Chief Executive Officer will support the Board of Directors by:

- acting as a resource so that policy decisions are made in an informed way.
- gathering, interpreting, and articulating information about community trends and resources as they relate to enhancing its capacity for effective communication, decision-making, and short and long-term planning.
- keeping it informed (on a timely basis) of emerging MGP impacts and issues affecting the development and delivery of programs and services, community baseline information, project evaluations, and other pertinent information.
- overseeing orientations for in-coming members.
- providing guidance and advice on process issues such as establishing and interpreting terms of references, decision-making requirements, and accountability issues.
- annually preparing and presenting summary program and service reports, including recommendations for improvements and changes.
- ensuring that it is kept fully informed on the condition of the organization and all important factors influencing it.

The Chief Executive Officer will assume responsibility of project development and administration functions by:

- assuring that the organization has a long-range strategy which achieves its mission, and has measurable outcomes to ensure consistent and timely progress.

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- providing leadership on program, organizational, and financial planning and development activities with both the Board of Directors and staff.
- carrying out plans and policies authorized by the Board of Directors.
- monitoring community needs and maintaining a working knowledge of significant developments and socio-economic trends in Dehcho Region communities.
- developing programs and services consistent with community needs.
- monitoring programs and services to ensure consistency with criteria established by funding sources and the mission and goals of the organization.
- as an Executive Committee member, attending and participating in meetings, preparing background materials, and recording minutes for distribution.
- maintaining official records and documents, and ensuring compliance with federal, territorial, and local regulations.

The Chief Executive Officer will assume responsibility for communications functions by:

- publicizing the activities of the organization, its programs, and goals.
- establishing sound working relationships and cooperative arrangements with regional and community groups and organizations.
- representing the organization to other groups and agencies, and to the general public.
- representing the organization on appropriate committees, networks, partnerships and in joint projects.
- undertaking activities within the Dehcho Region that enhance the visibility of the organization.

The Chief Executive Officer will assume responsibility for staff relations by:

- recruiting, employing, and releasing all both paid and unpaid personnel.
- ensuring that job descriptions are developed and are up-to-date.
- ensuring that sound human resource practices are in place and followed.
- establishing and leading an effective management team and making provision for succession plans.

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- encouraging staff training and development.
- assisting program staff to relate their specialized work to the work of the organization.
- maintaining an attractive, positive, and motivating work environment to ensure that top quality people are recruited and retained.
- ensuring staff are appropriately compensated
- conducting annual performance evaluations of the coordinators, finance manager, and research and communications officer positions.

The Chief Executive Officer will assume responsibility for budget and finance functions by:

- taking responsibility for developing and maintaining sound financial practices.
- working with the staff, Finance Committee, and the Board of Directors to prepare a budget and ensure that the organization operates within budgetary guidelines.
- developing and regularly monitoring, evaluating, and updating the Dehcho RO's strategic plan and annual work plans.
- ensuring that adequate funds are available to enable the organization to carry out its work.
- preparing official correspondence and consulting with the Board Chair and/or Secretary-Treasurer as may be required.
- executing with designated officers, legal documents and discharging legal requirements as may be required.
- maintaining positive, open relationships with funding sources including prepare proposals and fulfilling accountability requirements.

The Chief Executive Officer will assume responsibility for the physical assets of the Dehcho RO by:

- ensuring that facilities, furniture, and equipment are provided as required and are appropriate to needs of the organization.

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- providing recommendations to the Board regarding any acquisitions or expenditures that are outside the approved budget.
- ensuring the proper maintenance of facilities, furniture, and equipment.

Qualifications:

The Chief Executive Officer will have:

- at minimum, a Baccalaureate from an accredited university.
- at minimum, three years experience working in a non-profit environment and with a Board of Directors.
- proven experience managing a small to medium size non-profit agency.
- proven experience developing and implementing policy, procedures, and systems in a non-profit environment.
- analytical skills and experience to interpret and operationalize a strategic vision and plan.
- proven leadership and interpersonal skills.
- experience initiating, planning, implementing, and evaluating community-based programs and services.
- knowledge of community development processes.
- familiarity with PC computer applications.
- experience in staff management.
- a willingness to travel for business purposes.
- excellent public speaking and presentation skills, oral and written communication skills, and proposal and report writing abilities.
- knowledge of northern cultures and politics in the context of social services.
- a demonstrated commitment to the social wellness of the Dehcho region.

Research and Communications Officer

The Research and Communications Officer evaluates the effectiveness and performance of Dehcho Regional Investment Plan projects and the Dehcho RO to mitigate the impacts of Mackenzie Gas Project (MGP) on individuals, families,

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and communities in the Dehcho. The Research and Communications Officer contributes to effective project (re)design, implementation, and evaluation. The Research and Communications Officer reports to Executive Director.

Major Duties:

The Research and Communications Officer is responsible for research functions.

The Research and Communications Officer:

- undertakes research and policy analysis in support of the work of community-based projects, partners and the Dehcho RO Board of Directors.
- undertakes research as required to update community and regional baseline information.
- researches and analyzes social, cultural, and economic issues and trends arising from the MGP and prepares briefing material for the Chief Executive Officer, Board of Directors, and project management staff, as required.
- supports the Chief Executive Officer in the preparation of proposals and reports.

The Research and Communications Officer is responsible for monitoring, evaluation, and reporting functions. The Research and Communications Officer:

- prepares and implements an evaluation plan for the Dehcho Regional Investment Plan following direction provided by the Territorial Corporation.
- works collaboratively with partners and project leaders to identify appropriate performance measurement indicators.
- coordinates and manages Dehcho Regional Investment Plan project evaluations, as and when required.
- researches and analyzes the results of monitoring reports related to the Mackenzie Gas Project (e.g. Access and Benefits and MGP GNWT Socio Economic Agreement).
- facilitates monitoring and evaluation workshops with project leaders.
- coordinates and contributes to regular Dehcho RO reports to members, the Territorial Corporation, and the general public including the Dehcho RO annual report.

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The Research and Communications Officer is responsible for communications and public relations functions. The Research and Communications Officer:

- collaborates with the Chief Executive Officer and the Board of Director as required, to develop and implement a Dehcho RO communications strategy.
- generates awareness of the Dehcho RO's mandate and Board of Director policy decisions and promotes the vision, mission, goals, and activities of the Dehcho RO.
- reports on Dehcho RO activities and accomplishments to members, partners, and the general public.
- promotes awareness and support for projects funded by the Dehcho RO.
- fosters awareness and understanding of the nature and effect of the MGP on vulnerable people in the Dehcho Region.
- coordinates the development of presentation materials to enhance the public image of the Dehcho RO.
- supports Dehcho RO staff in the areas of document preparation, translation and editing, day to day correspondence, and briefings.
- in collaboration with regional coordinators, prepares and distributes funding applications and guidelines to Dehcho communities.
- coordinates media releases and other communications related to application criteria and deadlines, policies, and other relevant matters, as required.
- creates and updates the Dehcho RO's website.
- monitors public opinion about the Dehcho RO through regularly reviewing media reports and correspondence.

Qualifications:

The Research and Communications Officer will have:

- excellent research, analytical, and oral and written communication skills.
- communication planning skills and knowledge.
- project evaluation skills and knowledge.
- proven event organization and workshop facilitation skills.

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- the ability to deliver high quality work and prioritize conflicting demands under the pressure of changing deadlines.
- excellent interpersonal skills in one on one situations and in large groups.
- the confidence to make timely and relevant contributions.
- the capacity to operate effectively, independently and as part of a team.
- a good working knowledge of computers and software applications (e.g. word processing, spreadsheet, data base, presentation and design, Internet web browser).
- experience in website design, and interactive and social media development.
- possess a sound knowledge of public relations, and internal and external communication processes.

EXECUTIVE ASSISTANT

The Executive Assistant contributes to the efficient day-to-day operations of the Corporate Affairs department. The Executive Assistant reports to, and is responsible for supporting the work of the Chief Executive Officer.

Major Duties:

The Executive Assistant is responsible for supporting the Board of Directors by:

- assisting management to prepare and disseminate background documents.
- providing secretarial and logistical services related to meetings, travel, honoraria, and other matters, as may be required.
- maintaining a record of decisions.
- researching and assisting the preparation of motions, policies, and procedures.
- reviewing and editing reports.
- preparing correspondence.

The Executive Assistant is responsible for reception duties including:

- responding to general inquiries in a professional and courteous manner.
- directing inquires to the appropriate staff member.
- replying to general information requests with the accurate information.

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- greeting visitors to the Dehcho RO in a professional and friendly manner.

The Executive Assistant is responsible for office administration duties by:

- using computer word processing, spreadsheet, and database software.
- sorting and ensuring appropriate dissemination of incoming mail, faxes, and deliveries.
- preparing and shipping outgoing faxes, mail, and packages.
- maintaining confidential records, office files, and databases.
- providing administrative support to other staff as required.

Qualifications:

The Executive Assistant will have:

- excellent oral and written communication skills.
- strong interpersonal skills.
- office administration skills.
- an understanding of Dehcho RO Board of Directors and operational policies and procedures.
- an understanding of the northern cultural and political environment.
- proficiency in the use of computer software programs (e.g. word processing, spreadsheet and Internet, database management).
- proficiency in the use of office equipment (e.g. computer, voice messaging systems, fax, photo copier).
- time management, stress management, team building, bookkeeping skills, analytical and problem solving, and decision making skills.
- the ability to undertake self-directed tasks, when necessary.

REGIONAL COORDINATORS

A regional coordinator will be assigned to one of the following four program areas and will take the lead on, and be the main contact for specific projects in that program area:

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- Population and Employment,
- Community Wellness and Social Development,
- Protection and Education, or
- Traditional Culture.

The Dehcho Regional Investment Plan will provide the strategic direction required by regional coordinators to develop and fund projects in Dehcho communities to mitigate the impacts of the MGP. Regional coordinators will be expected to work throughout the Dehcho Region to ensure that communities have fair access to project funding that address MGP impacts. They will build a strong regional coordination team to share information, support communities and their applications, consult with projects, network with partners, and evaluate and monitor project performance.

Major Duties:

Regional Coordinators will have primary responsibility for information sharing and engagement of regional residents and communities by:

- establishing networks for sharing information within and among Dehcho communities.
- hosting a website.
- researching, analyzing, and sharing funding and best practice information.
- developing relationships with specialists and institutions to enhance local knowledge and capacity.
- supporting the Research and Communications Officer to maintain current community and regional socio-economic data.
- undertaking community outreach activities.
- building strong relationships with community/regional project leaders and partners, and community leaders.
- participating in conferences, seminars, and other educational and training activities related to Dehcho Regional Investment Plan priority areas.

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- facilitating workshops with Dehcho citizens, communities, and service providers to promote awareness of the Dehcho Regional Investment Plan, policies, procedures, opportunities, and priority needs.
- coordinating regular project meetings.
- providing expertise, as required internally and externally.

Regional Coordinators will have responsibility for project administration by:

- supporting policy development and implementation including establishing clear guidelines for annual funding application and approval processes.
- in collaboration with the Research and Communications Officer, arranging for suitable annual application notices and deadlines.
- based on eligibility and assessment criteria, screening and assessing projects in a timely manner for Board approval.
- supporting the Finance Manager and Chief Executive Officer to develop a standard contribution agreement.
- supporting the administration and management of annual contributions agreement funding.
- managing contractors and facilitators as required, to deliver services to Dehcho Regional Investment Plan projects.
- conducting annual performance appraisal for staff reporting to them.

Regional Coordinators will have responsibility for capacity building by:

- in collaboration with the Human Resources Officer, supporting communities to acquire training and qualified staff to efficiently and effectively implement Dehcho Regional Investment Plan projects.
- supporting community project development.
- contributing to the preparation of community and regional project applications.
- providing training at a regional and community level in proposal writing, activity reporting, and monitoring.
- assisting communities to identify performance measurement indicators.
- providing monitoring, assessment, and evaluation training and support.

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Regional Coordinators will have responsibility for budgeting and business planning by:

- assisting the Finance Manager and Chief Executive Officer to prepare program budgets in accordance with the Dehcho RO operational plan.
- preparing quarterly reports for approval by the Chief Executive Officer.
- assisting with the financial management of the current operating budget and project funding.

Regional Coordinators will have responsibility for monitoring and evaluation functions by:

- determining, in consultation with Dehcho RO staff and partners, a direction, strategy, and approach for systematic reviews and evaluations.
- designing a plan to carry out agreed upon direction, strategy, and approaches.
- facilitating workshops with project managers to explain reporting requirements.
- playing a lead role in project monitoring, review, and evaluation initiatives to ensure compliance with legislation, regulations, policies, procedures, and standards, and the successful delivery of programs and services.

Qualifications:

Regional Coordinators will have:

- excellent research and communication skills including proposal writing, public speaking and presentation skills, facilitation and conflict resolution skills, and active listening skills.
- skilled in community development processes including community outreach and team building skills, interpersonal skills, analytical and problem solving skills, decision making skills, negotiation and mediation skills
- the ability to organize, manage, and facilitate workshops, training sessions, conferences, and regular meetings.

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- effective office administration and financial skills.
- good computer skills including the ability to operate computerized word-processing and spreadsheet programs database software and electronic communication tools.
- good time and stress management skills along with the ability to prioritize daily tasks.
- the ability to work independently with minimal supervision.
- a willingness to work within a team environment and good understanding of group dynamics.
- a good knowledge of northern cultures and politics in the context of social, economic, and cultural program delivery.
- a strong background in priority social, economic, and cultural program areas (e.g. employment, social security and protection, youth, wellness, social development, culture and language, or housing and infrastructure)
- a willingness to travel for business purposes

ASSISTANT REGIONAL WELLNESS COORDINATOR

The Assistant Regional Wellness Coordinator will report to the Regional Wellness Coordinators responsible for community wellness and social development projects. The Assistant Regional Wellness Coordinator will support the Regional Wellness Coordinators through community outreach, delivery, finance, monitoring, reporting and accountability activities related to Dehcho Regional Investment Plan projects, specifically community policing, safe shelter, community wellness, secondary schools life skills and post-secondary financial supports. The Assistant Regional Wellness Coordinator will be a member of the regional coordination team.

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Major Duties:

The Assistant Regional Wellness Coordinator will have responsibility for information sharing and engagement activities by:

- maintaining networks with Dehcho communities.
- supporting research initiatives and information dissemination.
- undertaking community outreach activities.
- supporting community awareness initiatives.
- helping to plan and coordinate regular meetings.

The Assistant Regional Wellness Coordinator will be responsible for project administration activities by:

- being knowledgeable and answering inquiries about guidelines for annual project funding application and approval processes and policies.
- being knowledgeable and answering inquiries about wellness projects, specifically community policing, safe shelter, community wellness, secondary schools life skills and post-secondary financial supports.
- supporting timely applicant/project assessment screening and assessment processes.
- supporting the administration and management of annual contributions agreements.
- liaising with contractors as required for the success of funded projects.
- maintaining project files and data management systems

The Assistant Regional Wellness Coordinator will be responsible for capacity building activities by:

- in collaboration with the Dehcho RO Human Resources Officer, supporting communities to secure training and qualified staff to delivery efficient and effective projects.
- supporting community development.
- contributing to the preparation of project applications.
- replying to questions and providing assistance to comply with project monitoring, assessment, evaluation, and reporting requirements.

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- updating project information on the website.

The Assistant Regional Wellness Coordinator will be responsible for budgeting and business planning by:

- assisting management with project budget information.
- supporting financial management activities related to the current operating budget and projects.

The Assistant Regional Wellness Coordinator will be responsible for monitoring and evaluation by:

- supporting project monitoring and evaluation activities.
- explaining reporting and compliance requirements (e.g. legislation, policies, procedures) to project leaders and staff.

Qualifications:

The Assistant Regional Wellness Coordinator will have:

- demonstrated research and communication skills including proposal writing, public speaking and presentation skills, facilitation and conflict resolution skills, and active listening skills.
- experience in community development processes including team building skills, community outreach skills, analytical and problem solving skills, decision making skills, negotiation and mediation skills.
- effective office administration and financial skills.
- good computer skills including the ability to operate computerized word-processing and spreadsheet programs database software and electronic communication tools.
- stress management skills.
- good time management skills along with the ability to prioritize daily tasks.
- the ability to work independently with minimal supervision.
- a willingness to work within a team environment and good understanding of group dynamics.

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- good knowledge of northern cultures and politics in the context of social, economic, and cultural programming.
- demonstrated background in wellness programming.
- a willingness to travel for business purposes.

SOCIAL ADMINISTRATORS

The two Social Administrator positions will report to the Regional Wellness Coordinators responsible for community housing assistance, social development and the sustainable social partnership infrastructure fund. The Social Administrators will support Regional Wellness Coordinators through liaison, project delivery, finance, monitoring, reporting and accountability activities to ensure the effectiveness of Dehcho Regional Investment Plan projects. The Social Administrators will be members of the regional coordination team.

Major Duties:

The Social Administrator will have responsibility for information sharing and engagement activities by:

- maintaining networks with funded projects and Dehcho communities.
- supporting research initiatives and disseminating results.
- undertaking community outreach initiatives.
- supporting community awareness activities.
- coordinating regular meetings involving Dehcho Regional Investment Plan projects, community and regional partners, leaders, and other affected parties.

The Social Administrator will have responsibility for administration activities by:

- responding to inquiries about funding guidelines, application and approval processes, reporting requirements, and other related policy matters.
- responding to inquiries about the community social development fund, housing assistance, and the sustainable social partnership infrastructure fund.
- timely and thorough screening and assessment of project applications.

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- supporting the administration and management of contribution agreements.
- liaising with project managers, facilitators, and contractors as required.
- maintaining project files and data systems.

The Social Administrator will have responsibility for capacity building by:

- in collaboration with the Human Resources Officer, assisting communities to address training needs and recruit qualified staff.
- supporting community development activities.
- assisting applicants to prepare applications.
- responding to questions and providing assistance as required to address project monitoring, assessment, evaluation, and reporting requirements.
- updating project information on the website.

The Social Administrator will have responsibility for budgeting and business planning by:

- liaising with Regional Coordinators regarding project performance and budgets.
- assisting with reporting functions associated with the current operating budget and financial management of funded projects.

The Social Administrator will have responsibility for monitoring and evaluation by:

- providing information on reporting and compliance requirements (e.g. legislation, policies, procedures) to funded projects.
- supporting project monitoring and evaluation activities.

Qualifications:

The Social Administrators will have:

- demonstrated research and communication skills including proposal writing, public speaking and presentation skills, facilitation and conflict resolution skills, and active listening skills.

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- experience in community development processes including team building skills, community outreach skills, analytical and problem solving skills, decision making skills, negotiation and mediation skills.
- effective office administration and financial skills.
- good computer skills including the ability to operate computerized word-processing and spreadsheet programs database software and electronic communication tools.
- good time management and stress management skills along with the ability to prioritize daily tasks.
- the ability to work well independently with minimal supervision.
- a willingness to work within a team environment and a good understanding of group dynamics.
- a good working knowledge of northern cultures and politics in the context of social, economic, and cultural programming.
- a willingness to travel for business purposes

FINANCE MANAGER

Reporting to the Chief Executive Officer (CEO), the Finance Manager will set financial policy for the Dehcho RO, define financial management processes and procedures, and establish and implement the infrastructure and systems needed to support the efficient operation of the Dehcho RO over a 10-year period. The Finance Manager will lead all financial, human resources and administrative planning, directing, and controlling functions including budget preparation, financial analysis and reporting, development and implementation of financial policy and effective system of accounting, and managing the payroll system.

As a member of the management team, the Financial Manager will be involved in strategic planning and evaluation activities, as well as work closely with the Finance Committee of the Board of Directors.

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Major Duties:

The Finance Manager will have responsibility for strategic, financial, and human resources planning functions by:

- providing financial and human resources advice and guidance to the management team.
- participating in strategic, financial, and human resources planning activities.
- developing and ensuring compliance with financial policies and procedures.
- in collaboration with Chief Executive Officer and other managers, preparing short and longer-term budgets.
- overseeing the preparation and approval of all financial, human resources, and administrative reporting materials for the Territorial Corporation, Board of Directors, and members of the public.
- negotiating and overseeing the implementation of all funding agreements.

The Finance Manager will have responsibility for comptrollership functions by:

- designing, implementing, and managing accounting and financial systems in accordance with generally accepted accounting principles.
- monitoring the use of all funds.
- maintaining full, and accurate accounting records.
- conducting regular financial analysis and preparing detailed financial reports and statements.
- providing financial and accounting advice, direction, and leadership.
- ensuring compliance with financial legislation, policies, and procedures.
- developing and implementing purchasing practices and monitoring the purchasing system.
- preparing tender documents and administering contracts,
- overseeing contribution agreements and timely requisition of funds.
- coordinating and managing annual audits and responding to the auditors' comments.
- ensuring compliance with government and other reporting requirements.
- managing payables and receivables.

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- establishing and maintaining cash controls including monitoring cash flow.
- managing investments and maintaining investment records.
- preparing and communicating monthly and annual financial statements.
- implementing and forecasting budgets.

The Finance Manager will have responsibility for human resources and administrative functions including personal administration and payroll, by:

- managing the payroll system to ensure timeliness and accuracy.
- providing advice and assistance on human resource planning and management issues.
- ensuring personnel records and files are maintained.
- ensuring the maintenance of computer systems.

The Finance Manager will provide leadership and direction to finance and administration staff by:

- establishing and maintaining internal controls to ensure compliance with financial and human resources legislation, policies, and procedures.
- overseeing and evaluating the performance of the Finance Officer and Human Resources Officer and providing training and professional development as required.

Qualifications:

The Finance Manager will have:

- post-secondary accounting or financial management certification or a professional accounting designation.
- a minimum of three-years experience and demonstrated excellence managing financial accounting, budgeting, control, and reporting in a non-profit agency environment.
- proven experience in financial policy, procedures, and systems development.
- proven knowledge of tax and other non-profit compliance matters.
- strong analytical skills and experience operationalizing strategic plans.

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- financial modeling experience for budgeting, fund raising and forecasting purposes.
- proven experience preparing financial statements and reports.
- a high degree of judgement to operate as a trusted advisor to the Chief Executive Director and the Board of Directors.
- the capacity to work independently to manage own work load, prioritize tasks, and be proactive on follow up.
- the willingness to work in a team environment and good understanding of team dynamics.
- a good working knowledge and demonstrated experience using and maintaining accounting and spreadsheet software.
- excellent written, verbal and presentation skills with the ability to prepare and present complex budget and financial information.
- experience working with government contracts and grant application processes.
- proven knowledge of community development.
- a willingness to travel for business purposes.

FINANCE AND ADMINISTRATIVE OFFICER

Reporting to the Finance Manager, the Finance and Administrative Officer is responsible for maintaining financial, accounting, and administration in order to meet legislative requirements and support the operations of the Dehcho RO. The Finance and Administrative Office supports the Finance Manager in preparing financial statements, maintaining cash controls, purchasing, accounts payable and receivable, managing office operations, and assist the Human Resources Officer to prepare the payroll, and undertake benefits and personnel administrative functions.

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Major Duties:

The Finance and Administrative Officer is responsible for the accurate and timely administering and monitoring of the Dehcho RO's financial system by:

- implementing financial policies and procedures.
- assisting with budget preparation.
- maintaining cash controls, financial files, and records.
- monitoring cash reserves and investments.
- preparing and reconciling bank statements.
- establishing and maintaining supplier accounts and the purchase order system.
- issuing cheques for all accounts due.
- ensuring security for all credit cards including verifying charges.
- accurately recording transactions in the computerized accounting system.
- preparing income statements, balance sheets, monthly financial statements, quarterly reports, and reports on variances.
- assisting with the annual audit.
- maintaining the accounts payable and accounts receivable system.

The Finance and Administrative Officer is responsible for collaborating with the Human Resource Office to administer accurate and confidential employee files and records by:

- documenting new employees, and creating and maintaining confidential employee files.
- administering, verifying, and reporting on benefits.
- administering leave and verifying annual leave records.
- managing employee deductions, preparing and issuing T4 and T4A slips, and submitting remittances.
- preparing workers compensation reports.
- preparing separation documents including Record of Employment for terminated employees.

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The Finance and Administrative Officer is responsible for timely and accurate payroll administration by:

- verifying employee hours worked, leave, and lieu time.
- calculating employee salaries and deductions, and processing pay cheques.
- entering payroll information.

The Finance and Administrative Officer is responsible for efficient and effective office management by:

- managing office supply inventory.
- filing, storage and security of documents.
- repairing and maintaining computer and office equipment.
- maintaining insurance coverage.

Qualifications:⁹

The Finance and Administrative Officer will have demonstrated knowledge of:

- computerized accounting programs.
- accounts payable and accounts receivables.
- generally accepted accounting principles.
- fund accounting.
- financial statement preparation.
- financial report preparation.
- employee benefits administration.
- payroll systems and reporting.
- office administration.
- the northern cultural and political environment.

The Finance and Administrative Officer will have:

- supervisory skills.

⁹ GNWT MACA School of Community Government <http://www.maca.gov.nt.ca/school/tools/index.html>

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- team building skills.
- accounting and bookkeeping skills.
- analytical and problem solving skills.
- decision making skills.
- effective verbal and listening communications skills.
- effective written communications skills.
- computer skills including the ability to proficiently operate computerized accounting, spreadsheet and word processing programs.
- stress management skills.
- time management skills.

HUMAN RESOURCE OFFICER

The Human Resource Officer reports to the Finance Manager. The Human Resource Officer is responsible for a variety of human resource functions including staff recruitment, staffing, training and development, performance monitoring, and employee counselling. The Human Resource Officer provides advice and assistance to supervisors and staff. This may include information on training needs and opportunities, job descriptions, performance reviews and personnel policies of the Council.

Major Duties:

The Human Resource Officer is responsible for working with management to ensure the Dehcho RO is appropriately staffed and quality staff are retained, by:

- providing advice and assistance to develop accurate job descriptions.
- providing advice and assistance for staff performance evaluations.
- identifying staff training and development opportunities.
- organizing staff training sessions, workshops, and professional development activities.
- offering basic counselling to staff who face performance related obstacles.
- seeking professional services for staff requiring personal or inter-personal counselling services.

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- advising on, and assisting with the development of human resource plans.
- conducting staff orientation.

The Human Resource Officer is responsible for monitoring staff performance and attendance activities by:

- recording staff attendance.
- investigating the causes for staff absences, and making recommendations to address chronic attendance problems.
- advising and recommending disciplinary actions.
- securing casual staff to backfill positions, as required.

The Human Resource Officer is responsible for staff recruitment and selection process by:

- advising and assisting supervisors on staff recruitment matters.
- positing notices and advertisements for vacant staff positions.
- scheduling and organizing interviews.
- participating in job interviews.
- conducting reference checks as required.
- developing and implementing procedures and policies on staff recruitment.
- contacting unsuccessful applicants.
- conducting exit interviews.

The Human Resource Officer is responsible for assisting management on a variety of human resource and work related issues by:

- developing and implementing a human resources plan.
- developing and implementing personnel management policies and procedures.
- promoting workplace safety.
- advising and assisting management on pay and benefits.
- interpreting personnel policies and NWT employment legislation.
- attending Board of Director meetings as required.

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Qualifications:

The Human Resource Officer employee will have at least three-years experience in human resource management functions and demonstrated expertise in:

- human resources management.
- preparing job descriptions.
- performance review methods and techniques.
- staff training and development.
- mentoring and coaching.
- interpreting and communicating relevant legislation, policies, and procedures.
- team building, problem solving, basic counselling, negotiations, and interviewing processes.
- verbal and written communications skills.
- computer skills.