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Dehcho Regional Investment Plan

Mackenzie Gas Project Impact Fund (MGPIF) Phase 3: Final Report

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Prepared by: Lutra Associates Ltd. in conjunction with
the Dehcho Regional Investment Plan Steering Committee

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- Joanne Deneron, Fort Liard
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- Rita Cli, Fort Simpson
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- G: Draft Policies, Procedures and Tools
- H: Draft Job Descriptions

1. Introduction

1.1 Purpose of the Regional Investment Plan

The Government of Canada established the \$500 million Mackenzie Gas Project Impact Fund (MGPIF) in 2005. The Fund provides resources over a ten-year period to manage and mitigate socio-economic impacts anticipated to result from the Mackenzie Gas Project (MGP), should the Project proceed.¹ The *Mackenzie Gas Project Impacts Act* enables the establishment of a territorial corporation to receive MGPIF funding. The corporation will, in turn, allocate funds to five regional corporations including one in the Dehcho, which will be responsible for managing and allocating funds. MGPIF funding is intended for use by regions to address socio-economic impacts arising from, or conditions exacerbated by the MGP. Priorities and decisions respecting the use of MGPIF monies will rest primarily with the Dehcho Regional Organization, which will have a majority Aboriginal membership. A Regional Investment Plan (RIP) will guide financial allocations and expenditures.

It is estimated, for planning purposes, that the MGPIF will allocate a budget of \$150 million to the Dehcho Regional Organization over a ten-year period. Actual funding levels will be the responsibility of the territorial corporation. Consistent with Dehcho First Nations membership and regional boundaries established by the governments of Canada and the NWT, the Dehcho Region is defined as 10 communities, each with First Nations councils - Fort Providence, Fort Liard, Wrigley, Nahanni Butte, Trout Lake, Jean Marie River, Kakisa, Hay River Reserve, Fort Simpson, and West Point First Nation. The Dehcho Region also includes three Metis organizations - one in each of Fort Simpson, Fort Providence, and Fort Liard. The majority(86%) of regional residents are persons of Aboriginal ancestry.

¹ The Mackenzie Gas Project Impact Fund (MGPIF) is contingent upon the MGP proceeding.

In 2007, the Dehcho First Nations (DFN) agreed by resolution² to accept responsibility for administering the three-phases of preparatory work required to ready the Dehcho Region to receive MGPIF monies. The Dehcho Regional Investment Planning phases include:

- Phase One - a socio-economic environmental scan
- Phase Two - action plan
- Phase Three - regional organization development

1.2 Regional Process to Develop the Dehcho Regional Investment Plan

Phase 1

DFN took an active role in Phase 1 planning and reporting. Throughout the planning process, DFN remained dedicated to:

- √ collaboration and consultation with key stakeholders;
- √ flexibility to respond to changing circumstances and opportunities;
- √ taking a comprehensive, holistic and measured approach to socio-economic development in the Dehcho Region; and
- √ moving forward on strategic priorities to mitigate the impacts of the proposed Mackenzie Gas Project (MGP).

To complete the Phase 1 environmental scan, DFN retained a contractor to undertake a community survey, a literature review, and an analysis of existing socio-economic data. The conceptual analysis included an overview of texts, literature, statistical data, and information from community consultations. Key Phase 1 references included:

² Special Leadership Meeting Fort Simpson, NT January 23 -25,2007 Resolution # 1 - Mackenzie Gas Project Impact Fund “that, without prejudice to the Dehcho Process the Leadership of the Dehcho are prepared to be the lead organization in the development of a regional socio - economic investment plan for the Dehcho First Nations communities - to receive up to \$700K from DIAND to complete the Dehcho socio-economic investment plan”.

- the Liidlii Kue First Nation's *Preliminary Assessment of the Environmental Impact Statement* (2005).
- the Deh Gah Got'ie Dene Council's *Perspectives on the Socio-cultural Effects of the Proposed Mackenzie Gas Project* (2007).
- the Environmental Impact Statement of Mackenzie MGP (2004).
- the *GNWT Regional Workshop on the Social Impacts of the Mackenzie Gas Project* (2005).

Socio-economic baseline data contained in the Phase 1 report were derived primarily from the Government of the Northwest Territories (GNWT) Bureau of Statistics.

The community survey in Phase 1 targeted Dehcho member organizations and other knowledgeable residents and organizations. DFN leadership, band managers, DFN committee members, Dehcho Health and Social Services and local community groups were contacted to identify survey participants. Templates were developed internally and used as survey instruments. Completed surveys were faxed to DFN's contractor, Capacity Development (Rene Lamothe, Fort Simpson, NWT). Capacity Development catalogued all responses based on the templates. A qualitative key word analysis was undertaken to discern concerns and priorities (Appendix A). The results of the survey were summarized in the *Regional Investment Plan Interim Report* (2007).

Based on both primary and secondary source research, the Executive Director of DFN prepared the *Mackenzie Gas Project Regional Investment Plan for Dehcho First Nations Phase 1* report. The Pipeline Readiness Office within Indian Affairs and Northern Development (INAC) accepted the Phase 1 report in September 2007.

Phase 2

In late 2007, DFN established an eight-member steering committee to lead the development of the Dehcho Regional Investment Plan. Members were selected to represent all DFN communities, the GNWT, and the Dehcho Health and Social Service Authority. The Dehcho Regional Investment Plan Steering Committee

contracted Lutra Associates Ltd. (Lois Little and Bob Stephen) and Crosscurrents Associates Ltd. (Peter Redvers), both of Yellowknife, to complete Phase 2 planning work. The leadership of the Steering Committee in Phase 2 allowed DFN to revert to its original role in the planning process, which was for administration and oversight.

The Dehcho Regional Investment Plan Steering Committee played an active role in Phase 2 planning work by:

- providing feedback on issues and opportunities (e.g. on the gap analysis, strategic projects for each priority area, and draft reports).
- giving direction for the Regional Investment Plan (e.g. ensuring consistency with the Dehcho Process and its 21 principles; incorporating Dene laws and principles; encouraging partnerships and leveraging funding from other sources; and working from an integrated and appreciative model for strengthening and unifying families to enable regional residents to withstand and rebound from any development or change in social-cultural circumstances).
- taking leadership in community consultations and the selection of field workers.
- communicating with community leaders about the MGPIF and regional investment planning activities and outcomes.
- accessing GNWT advice, and program and service profiles and baseline information.

In addition to Phase 2 planning activities, work in this second stage of the regional investment planning process also involved undertaking work not completed in Phase 1. Specifically, the Phase 1 report was deficient in two areas:

1. it lacked an analysis of mitigations and commitments made by MGP proponents and the GNWT to address expected socio-economic impacts.
2. it lacked an updated inventory of programs and services available in the region to address anticipated socio-economic impacts.

A supplementary report analyzing gaps in responses to expected socio-cultural and economic impacts was presented to the Steering Committee in December 2007. Elements of this 'gap' analysis were included in the Phase 2 report. Reference documents for the gap analysis are listed in Appendix D. They include community and regional plans, presentations to the Joint Review Panel, MGP reports, the GNWT-MGP Socio-Economic Agreement, and the Access and Benefit Framework document.

Steering Committee members actively sought updated information on the human programs and services available to Dehcho residents to respond to expected socio-economic impacts. Updated inventory information, largely provided by the Dehcho Health and Social Services Authority, the Dehcho Division Education Council, visits to each Dehcho community, and Internet research was included in the Phase 2 report (Appendix B). Due to their proximity and service responsibilities to West Point First Nation and Hay River Reserve residents, a program and service inventory for Hay River was also included.

In addition to a literature and document review and regular Steering Committee meetings, the other main activity of Phase 2 planning work was community conversations in each Dehcho community. Conversations were held with First Nations Councils, Metis locals, front-line workers, youth/students, and members of the general public in all Dehcho Region communities. Conversations were also held with leaders, front-line workers, and youth/students in Hay River.

Virtually all conversations took place in regional communities between January and April 2008. Over 250 individuals participated. Local coordinators/facilitators were retained in Hay River, Fort Liard, and Fort Providence to work with Lutra Associates Ltd. to engage community members in conversation. When possible, a Steering Committee member also participated in community conversations.

Comments and direction provided in community conversations were incorporated throughout the Dehcho Phase 2 planning report.

Community conversations provided valuable community perspectives and confirmation of:

- strategic priority projects and planning direction;
- direct impacts, particularly conditions likely to worsen from MGP activity in the priority areas identified in Phase 1;
- mitigation to reduce the residual effects of MGP impacts; and
- issues likely to affect the performance of the MGPIF.

Subsequent to community conversations, draft Dehcho Regional Investment Plan projects and a draft report were prepared, vetted by the Steering Committee, and circulated to regional and community leaders and agencies, government agencies and frontline workers for comment and support (see Appendix E for the circulation list). Feedback provided guidance for preparing the final Phase 2 report.

Phase 3

The Dehcho Regional Investment Plan Steering Committee continued to work with Lutra Associates Ltd. (Lois Little and Bob Stephen) and Crosscurrents Associates Ltd. (Peter Redvers), both of Yellowknife, to complete Phase 3. GNWT membership on the Committee changed in mid-2008 with Andrew Johnson replaced by Dan O'Neill. Dan's arrival was timely as he brought experience and knowledge on matters related to creating non-profit structures to manage funding and program implementation. Rita Cli assumed the duties of chairperson, replacing Fred Norwegian who resigned from the position due to other commitments.

The Dehcho Regional Investment Plan Steering Committee played an active role in Phase 3 planning work by:

- providing feedback on issues and opportunities (e.g. options for structuring the Dehcho Regional Organization).
- vetting materials and giving direction for the Regional Organization, its governance structure, and operational planning and policy framework.
- engaging partners in discussions about priority projects.
- communicating with Dehcho Regional residents about the various phases and outcomes of the Dehcho Regional Investment Plan.

A literature and document review and a series of plain language information sheets (e.g. sample constitution and bylaws, governance structure opportunities, annual operational plan and budget, board and operational policies) provided the context and reference materials for the Steering Committee's work in Phase 3.

The Steering Committee met regularly during Phase 3. Committee members also participated in a MGPIF workshop, four steering committee meetings, two Dehcho First Nations leadership meetings, a Dehcho First Nations executive committee meeting, a regional economic forum, and a Dehcho Regional Investment Plan partners' workshop.

A main focus of the Steering Committee during Phase 3 was communications. A communications strategy was developed and implemented in collaboration with Dehcho First Nations. The objective of the strategy was to further engage the general public, leaders, elders, and potential partners in the Dehcho Regional Investment Plan. Actions included:

- presentations on the Dehcho Regional Investment Plan and proposed Dehcho Regional Organization at fall and winter Dehcho First Nations leadership meetings, the Dehcho Economic Forum, and Dehcho Regional Investment Plan Partners' Workshop.
- newsletters (2) to update regional residents on the Dehcho Regional Investment Plan. The newsletters were distributed to Dehcho communities, leaders, and GNWT managers.

- a full page insert in the *Dehcho Drum* to update the general public about the Plan.
- regular updates to the MGPIF page of the Dehcho First Nation's website.

The Dehcho Regional Investment Plan Steering Committee engaged regional service providers (e.g. DFN Grand Chief, community leaders, and personnel from Dehcho Friendship Centre, RCMP, Dehcho Divisional Education Council, NWT Housing Corporation, Dehcho First Nation Master Trust, Dehcho Health and Social Service Authority, ECE Early Childhood and Mackenzie Gas Project Office) at a partners' workshop in late winter 2009. Participants recognized the importance of the Dehcho Regional Investment Plan and committed to keeping it alive. The Dehcho Regional Investment Plan is now a standing agenda item on the GNWT Regional Management Committee.

1.3 Outline of the Regional Investment Plan

The Regional Investment Plan is a basic requirement to fulfilling the intent of the MGPIF and addressing accountability requirements. The report is organized to follow a standard table of contents developed for the five regional investments plans under development in the NWT.³

The report is organized to provide a range of information collected in Phases 1, 2 and 3. An outline of the report follows.

1. Introduction (Phase 1, 2 & 3)

Information about the MGPIF and methodology for the Dehcho planning process.

2. Socio-Economic Conditions and Baseline Data (Phase 1 & 2)

³ RIP s are being developed by the Inuvialuit Regional Corporation, Gwich'in Tribal Council, K'asho Got'ine District Corporation, the Tulita and Deline Land Corporations, and the Dehcho First Nations.

An overview of existing conditions, baseline data, and existing socio-economic programs/services.

3. Anticipated Socio-Economic Impacts Affecting the Region (Phase 1)

Direct MGP impacts, existing conditions exacerbated by the MGP, and preparedness of Dehcho residents to manage impacts.

4. Existing Mitigation Commitments for Socio-Economic Impacts (Phase 1)

MGP commitments made in the Social Economic Impact Assessment, MGP-GNWT Social-Economic Agreement commitments, and MGP Access and Benefit Plan commitments.

5. Regional Investment Plan Priorities (Phase 1)

Priority areas for impact funding.

6. Regional Goals of the MGP Impact Fund (Phase 2)

Short (5 year) and long term (10 year) goals.

7. Regional Investment Fund Action Plan (Phase 2)

Project descriptions and budgets.

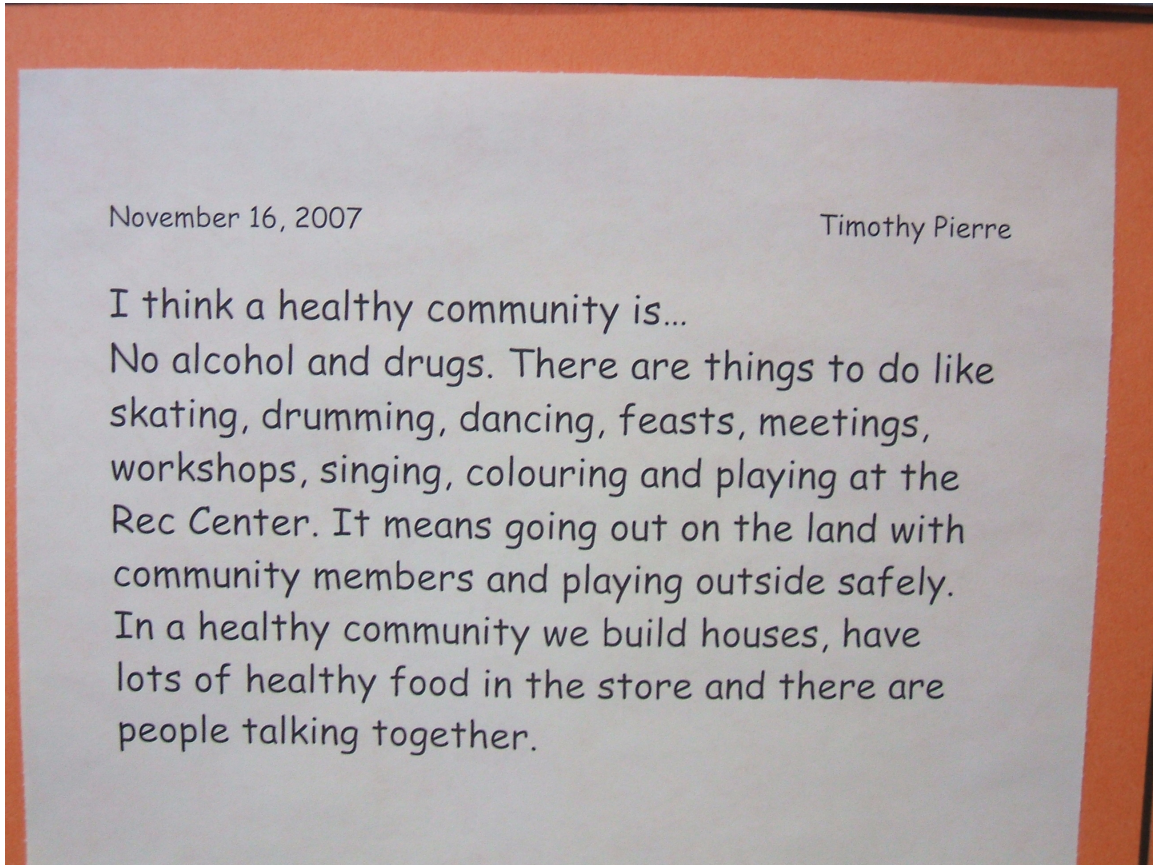
8. Regional Plan Monitoring and Management (Phase 2)

Performance measurement, monitoring, and impact indicators.

9. Reporting and Accountability (Phase 2)

Annual performance measurement reporting and evaluation considerations.

10. Regional Investment Fund Establishment and Management (Phase 3)



Thoughts from a Trout Lake student on a healthy community.

2. Social and Economic Conditions and Baseline Data

This chapter provides information on existing socio-economic conditions and socio-economic programming in the Dehcho Region (DCR). The information may be used as a baseline against which to compare future conditions, assess impacts of the MGP, and help gauge progress towards short and long term regional investment plan goals. Social and economic information is presented in Section 2.1. Section 2.2 presents information on existing social and economic programs and services.

2.1 Socio-Economic Conditions⁴

Socio-economic information is presented in four sub-sections:

1. Population and Employment
2. Social & Community Wellness
3. Traditional Culture
4. Housing and Community Infrastructure

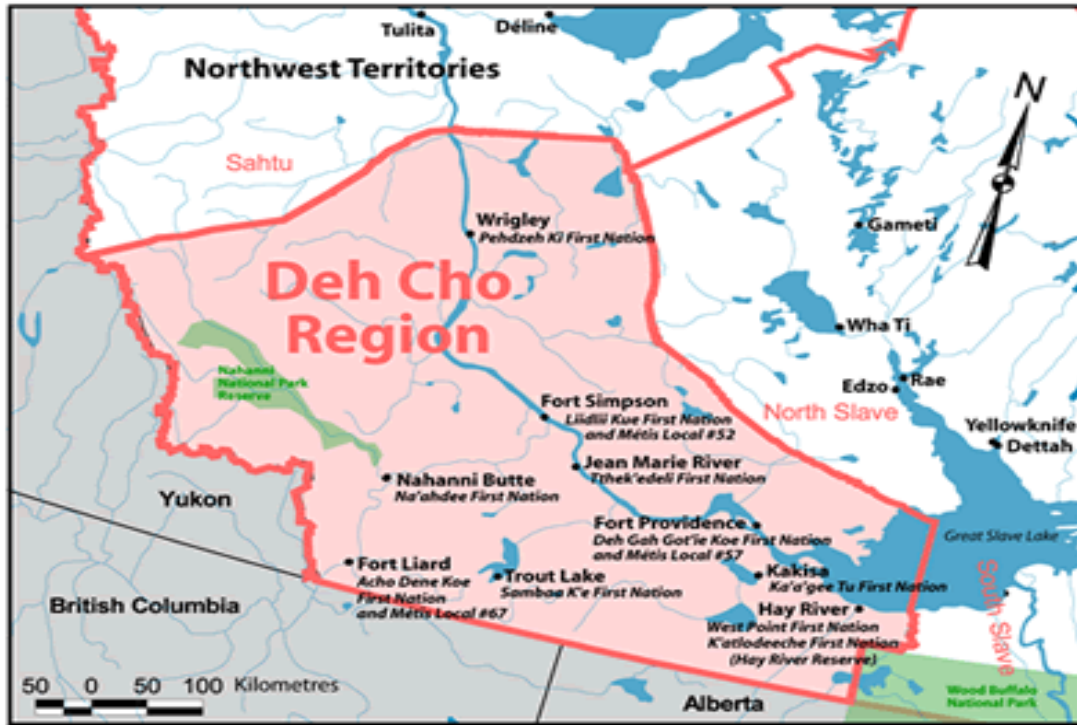
This format mirrors categories established in main reference documents including the *Regional Investment Plan Interim Report*, *Environmental Impact Statement for the Mackenzie Gas Project*, the *GNWT Dehcho Regional Workshop on the Social Impacts of the Mackenzie Valley Gas Project* and community assessments of the Mackenzie Gas Project EIS.

2.1.1 Population and Employment

The ten geographic communities in the DCR are: Fort Providence, Fort Liard, Wrigley, Nahanni Butte, Trout Lake, Jean Marie River, Kakisa, Hay River Reserve, West Point First Nation, and Fort Simpson. Fort Simpson is the administrative centre for the DCR (Figure 2.1).

⁴ Data in section 2.1 remains unchanged from the Phase 1 report accepted by INAC in September 2007.

Figure 2.1: Map of the Dehcho Region



Source: Indian & Northern Affairs Canada

The DCR is larger than other regions in the NWT both in terms of land mass and number of communities. The majority of the population (pop. 3,500) resides in four communities - Fort Simpson (pop. 1,211), Fort Providence (pop. 814), Fort Liard (pop. 591), and Hay River Reserve (pop. 300). The remaining communities are quite small - Wrigley (pop. 176); Nahanni Butte (pop. 125); Trout Lake (pop. 80); Jean Marie River (pop. 71); and Kakisa (pop. under 50) (GNWT 2006). Population data for the West Point First Nation are included with Hay River, a large community outside the DCR with a population of 3,651.

Compared to the rest of Canada, the DCR has a higher proportion of Aboriginal and youth populations. The majority of the population reported in DCR communities is Aboriginal (87%) with higher percentages of Aboriginal people in the smaller communities. The population of the DCR is relatively young with 41% of the population younger than 24 years of age and 33% between 25 and 44

years of age (GNWT 2006). Small communities such as Jean Marie River and Trout Lake have comparatively older and younger residents, than larger communities.

Looking ahead, the population of the DCR is expected to grow at a slower rate than the rest of NWT. By 2024, it is projected that the overall DCR population will increase by 6% (GNWT 2006). Population growth is expected to be concentrated in two communities - Fort Simpson and the Hay River Reserve (Table 2.1).

Table 2.1: Percentage Change in Population from 2005 for the NWT, DCR, and DCR Communities

Change in population from 2005	NWT	Dehcho Region	Fort Liard	Fort Providence	Fort Simpson	Hay River Reserve	Nahanni Butte	Wrigley
2014	+11%	+4%	+4%	-1%	+11%	+5%	-4%	-10%
2019	+14%	+4%	+4%	-2%	+14%	+8%	-8%	-14%
2024	+19%	+6%	+3%	-3%	+18%	+10%	-11%	-16%

Source: GNWT 2006

The DCR has a low employment rate (53.4%) and a high unemployment rate (19.7%) relative to the NWT (GNWT 2006). Not surprisingly, the high unemployment rate in the DCR is reflected in low average incomes. In 2004, residents of the DCR had a low average personal income (\$31,804) and average family income (\$65,331) relative to the NWT as a whole.

Although unemployment rates in the DCR are high, there has been a substantial increase in employment rates (+7.1%) and a decrease in unemployment rates (-8.1%) in the last decade. The community of Fort Liard exhibited an appreciable increase in employment rates (+16.6%) between 1994 and 1999, which is likely a reflection of natural gas exploration and development in the area. Associated with the decrease in unemployment rates in the last decade, the DCR has also

experienced an increase in average personal income (+\$5,532) and average family income (+\$11,670) from 2000 to 2004 (GNWT 2006).

2.1.2 Social and Community Wellness

This section describes social and community wellness in the DCR, which refers to health, social wellness, unlawful activities, and education levels within regional communities. It is acknowledged that the DCR faces significant challenges regarding social and community wellness. Despite significantly higher spending compared with the rest of Canada, indicators of wellness in the NWT show higher heavy alcohol use, higher rates of sexually transmitted infections, higher violent crime rates, lower graduation rates and higher crime rates committed by youth (MGP 2004a). Similar trends are evident in the DCR.

2.1.2.1 Health

Currently, the most serious wellness issue in the NWT is related to addictions and mental health problems, which are estimated to be responsible for 40% of health costs (MGP 2004a). As drug and alcohol rates in the NWT are aggregated for Aboriginal and non-Aboriginal NWT residents only, it is not possible to report information on substance use for DCR communities. However, the following conclusions can be drawn about drug and alcohol abuse among the Aboriginal population in the NWT.

- In 2005, 33% of NWT residents aged 15+ reported heavy alcohol use. The number is twice as high as the national average (GNWT 2007a).
- In 2006, 25% of NWT residents aged 15+ reported marijuana use in the past 12 months (GNWT 2007a).

Rates of hospitalizations for alcohol-related illnesses are available for the DCR (Table 2.2), and are almost double the NWT average. The communities of Jean Marie River and Fort Liard have consistently higher rates for alcohol related

illness than the other DCR communities (MGP 2004a). Although the rates for the DCR are variable, alcohol related illness has been declining in Fort Simpson and Trout Lake and increasing in other regional communities.

Table 2.2: Hospitalization Rates for Alcohol-related Illnesses in the DCR and NWT

Location	1994-1996 No./100,000	1995-1997 No./100,000	1996-1998 No./100,000	1997-1999 No./100,000	1998-2000 No./100,000	1999-2001 No./100,000
NWT	367	391	430	646	640	443
DCR total	719	708	604	654	644	608

Source: MGP (2004a) and GNWT HSS (2003).

The rates for sexually transmitted infections (STIs) are very high in the NWT and these infections are often associated with alcohol consumption. Similarly, the number of reported STIs are high for the DCR (22 per 1,000 population) and are well above the NWT average (16 per 1,000 population). The larger communities of Fort Simpson, Fort Providence, and Fort Liard exhibit a higher number of STIs than the smaller communities. The high rate of STIs in the Fort Liard area may be related to recent economic development, as nurses reported that the rate of STIs increased noticeably during hydrocarbon exploration and development activities.

The following can be concluded regarding other health related issues in the DCR:

- Injury related deaths in the DCR (26%) are significantly higher than in the NWT;
- Respiratory, infectious, and parasitic diseases treated by physicians in the DCR are below that of the NWT; and
- Accidental injuries and poisonings treated by physicians in the DCR are also below the NWT average.

2.1.2.2 Social Wellness and Unlawful Behaviours

In 2005, the reported crime rate in the NWT was the highest in Canada, approximately 5.2 times the Canadian average (GNWT 2007b). Currently, alcohol

abuse is the source of most wellness and policing problems in the DCR (MGP 2004a). The Fort Simpson detachment reported that over 90% of the work of its officers is alcohol related. From crime rates reported in 2000, we can also conclude the following about crime and policing in the DCR:

- Violent crime rates in the DCR (99 per 1,000) were approximately double the NWT rate (47 per 1,000);
- Property crime rates were slightly higher in the DCR (67 per 1,000) than in the NWT (57 per 1,000);
- *Young Offender Act* offence rates were similar to the NWT; and
- Crime rates reported from 1997 to 2000 were highly variable across the DCR.

Reported spousal assault rates in the DCR were higher than the NWT average with the exception of 1997 (Table 2.3). Fort Providence (115 per 1,000 in 2001) had the highest rates of spousal assault in the DCR. In Fort Providence, Fort Liard, and Fort Simpson the rate of spousal assault has been increasing, but the rate dropped slightly in Fort Simpson in 2001 (MGP 2004a).

Table 2.3: Spousal Assault Rates for the NWT and the DCR

Location	1997 (No./1,000)	1998 (No./1,000)	1999 (No./1,000)	2000 (No./1,000)	2001 (No./1,000)
NWT Study Area	11	19	21	17	14
DCR Total	8	28	25	27	17

Source: MGP 2004a.

Overall from 1995 to 2003, the rate of lone parent families and the rate of children taken into care in the DCR was similar to the NWT average.

2.1.2.3 Education

Educational attainment levels in the NWT and the DCR are lower than the Canada average (MGP 2004a). The following conclusions can be made regarding educational attainment in the DCR.

- The percentage of DCR (46%) residents who graduated from high school is low and is well below the NWT (65%) rate with the exception of residents in Fort Simpson; and
- With the exception of Fort Simpson residents, the percentage of DCR (37%) residents with some post-secondary education is also below the NWT (56%) rate.

The principal of the Deh Gah School in Fort Providence reported concerns related to reading problems, high dropout rates, and challenges posed by the numbers of FAS/FAE children. It is also noted that there are additional challenges and poor support for high school graduates as there are no arrangements to assist students to find employment or project-support after graduation (MGP 2004a).

2.1.3 Traditional Culture

We acknowledge that traditional culture encompasses a broad range of the knowledge, skills, beliefs, and values of Aboriginal people. However, based on the information available for this report, only four cultural indicators are described - hunting, fish and trapping activities, consumption of country food and use of an Aboriginal language.

Overall, the percentage of adults who hunted, fished, and consumed country food in the DCR is higher than the NWT average. The percentage of adults who hunted, fished, and consumed country food in the DCR has been increasing (Table 2.4 and Table 2.5). In 1998, the consumption of country food widely varied

across the DCR from a low of 22% in Nahanni Butte to 100% in Kakisa (MGP 2004a).

Table 2.4: Percentage of Adults who Hunted or Fished in DCR Communities

Location	1993 (%)	1998 (%)	2002 (%)
Northwest Territories	18	42	41
NWT Aboriginal Communities	42	48	51
DCR Total	32	42	44

Sources: GNWT Bureau of Statistics (1999, 2002) and MGP (2004a).

Although the DCR has a higher proportion of active trappers and adults who report that they can speak an Aboriginal language, there has been a noticeable decline in both activities. There has been a decline in the percentage of active trappers in both the NWT (from 47% to 14%) and the DCR (from 67% to 25%) (MGP 2004a). There has also been a substantial decline in DCR adults who report that they could speak an Aboriginal language (78% to 65%).

Table 2.5: Percentage of Households where Country Food is Consumed

Location	Households Where Country Food is Consumed (%)		
	1993	1995	2002
Northwest Territories	29	30	33
NWT Aboriginal Communities	73	68	70
DCR Total	43	46	61

Sources: GNWT Bureau of Statistics (1999, 2002) and MGP (2004a).

2.1.4 Housing and Community Infrastructure

People in the DCR are spread out over considerable distances and many reside in small remote communities with few transportation links. For these reasons, the DCR faces unique challenges when providing education, health, social services, and infrastructure to residents.

The majority of the DCR communities (Fort Simpson, Fort Providence, Fort Liard, Wrigley, Jean Marie River, Kakisa, and Hay River Reserve) have at least seasonally restricted access to an all-weather highway (MGP 2004a). Nahanni Butte and Trout Lake are more isolated. Each community has ice road connections with an all-seasons highway.

Fort Simpson is the transportation hub for the north and west areas of DCR, whereas the south and east areas rely on Hay River. Both of these 'hubs' for the DCR have scheduled air service; however none of the smaller communities are connected by air service.

Like other regions of the NWT, the DCR faces particular challenges in providing adequate and affordable housing. A significant proportion of the current supply of housing is in need of repairs and the costs of construction, maintenance, serviced land, shipping, and labour are expensive. The following can be concluded about housing in the DCR.

- In 2004, the DCR had a considerably higher percentage of houses needing major repairs than the NWT as a whole (MGP 2004a). The percentage of houses in DCR communities requiring major repairs varied from a low of 16% in Fort Liard and 67% in Kakisa.
- In 2004, the number of households in the DCR with more than 6 people (8%) was low and similar to the NWT average (7%) (MGP 2004a).

2.1.4.1 Governance

The DFN is negotiating land, resources, and governance rights in the DCR with the Government of Canada and the Government of the Northwest Territories (MGP 2004a). DFN represents the interests of 10 First Nation communities and three Metis councils in this process. The process, known as the Dehcho Process, is expected to result in land claims settlement and a self-government agreement.

The Dehcho Framework Agreement signed in 2001 provides a roadmap to guide the parties in the negotiations. In the Dehcho Framework Agreement, the three parties (DFN, Federal Governments and GNWT) have agreed to work toward completing an Agreement-in-Principle. The parties have also agreed to address a broad range of topics relating to land, resources, and governance in the Dehcho region.

2.2 Existing Social and Economic Programming in the Dehcho⁵

Human programs and services operate in a complex environment in the DCR as is the case throughout the NWT. Government departments and agencies, non-government organizations, and private sector groups deliver complementary programs that, in many cases have varying levels of service and different eligibility criteria. One of the key messages heard from respondents during Phase 1 consultations was the need for governments to listen to community concerns and include residents in program design and planning decisions. Dehcho residents want to be involved in shaping the policies and programs that affect their lives.

Many Phase 1 respondents were clear that socio-economic programming that meets the needs of the DCR does not and will not happen on its own. In order to ensure that the needs of DCR residents, today and tomorrow, are addressed, federal, territorial and regional organizations must establish a long term planning framework that involves DCR citizens. The stakeholders (Canada, GNWT, municipalities, DFN and Metis councils) must also ensure that work is coordinated to ensure that effective, sustainable program and service outcomes are constantly kept in sight.

Existing social and economic programs and services in Fort Liard, Fort Providence, Jean Marie River, Kakisa, Fort Simpson, Nahanni Butte, Wrigley, Hay River Reserve, and Trout Lake are listed in Appendix B. No service

⁵ This section has been updated since the submission of the Phase 1 report in September 2007.

information was available for West Point First Nation although it is understood that some human services are delivered by the First Nation⁶ while other services (e.g. health and education) are accessed through service providers in the Town of Hay River. Due to the proximity of West Point First Nations, Hay River Reserve and other communities in the southern area of the DCR who may access services in Hay River, Hay River based programs/services are also included in the appendix. Appendix B includes a listing of childcare, education, health, justice, language, housing, addictions, wage subsidy, and literacy programs/services. The programs/services in Appendix B should be considered a 'snapshot' in time as programs and services regularly change depending on the availability of human and financial resources, and demand.

Regional programs and services are briefly described below. The program and service profile shows that each DCR community has access to some level of health, social, education, culture, shelter, and protection services. The scope and nature of service does differ however as does the mode of delivery. Services delivered in the five small communities⁷ with populations less than 200 are distinctly different than in the four communities⁸ with populations of more than 300.

2.2.1 Population and Employment

Early childhood development services are delivered in part by the GNWT and non-government day care operators. GNWT Early Childhood Education (ECE), the federal Aboriginal Headstart Program, and federal Brighter Futures funding supports childcare and early childhood services in several DCR communities. In 2005, GNWT ECE licensed seven (7) childcare facilities in the DCR. In 2008, six

⁶ In April 2007, Indian and Northern Affairs Department appointed an independent administrator to run the band's day-to-day affairs. At the time of Phase 2 consultations, no West Point First Nation personnel were available to participate in the planning process.

⁷ Jean Marie River, Kakisa, Nahanni Butte, Trout Lake, Wrigley

⁸ Fort Liard, Fort Providence, Hay River Reserve, and Fort Simpson

(6) licensed childcare programs⁹ in regional communities provide slightly more than 150 full and part-time spaces in nursery school, after school, or day care programs. Further, Trout Lake is expected to open a day care facility in 2008. Two other day care facilities are closed either because the facility (in Wrigley) does not meet fire standards or environmental health standards (in Fort Providence).¹⁰

Aurora College is a main source of training in the DCR. Community learning centres and adult educators associated with Aurora College are located in each of the larger communities. The extent of adult training and educational activities in smaller communities depends on the innovation of First Nation organizations. For example, in 2007/08 the Sambia K'e Development Corporation and Aurora College delivered adult training in Trout Lake. The Corporation secured the services of a volunteer adult educator, and provided accommodation and a training site for the program. Aurora College provided the curriculum and a mobile facility.

A wide range of career and employment programs are delivered primarily by GNWT and Canada sponsored NWT Career (development) Centres and Canada NWT Service Centres in Hay River and Fort Simpson. Activities include career development services, training and employment programs, community programs, financial assistance programs, childcare subsidy program (daycare), income assistance, cultural programs, and postsecondary support. Services such as income assistance may be offered by outreach or by contract service providers in Dehcho communities outside of Hay River and Fort Simpson.

⁹ Fort Simpson: Open Door Society nursery school has 16 preschool child care spaces and 19 after school child care spaces and the Kids Corner child care has 8 infant/toddler and 19 preschool spaces; Fort Providence: Dezoah Undaa Etleh Koke Aboriginal Head Start has 16 preschool spaces; Fort Liard: Acho Dene Koe Child Care Centre has 13 preschool spaces in the nursery school and 16 after school spaces; and the Hay River Reserve's Aboriginal Headstart has 20 preschool spaces and the Dene Ts'eh Ts'udaa K'ehondii Koe Daycare has 8 infant and 17 preschool spaces.

¹⁰ GNWT, Health and Social Services, 2006, *Early Childhood Development Report, 2005*

2.2.2 Social and Community Wellness

2.2.2.1 Health

The Dehcho Health and Social Services Authority (DHSSA), Hay River Health and Social Services Authority (HRHSSA), First Nations and non-government organizations deliver health and wellness services in all DCR communities. The DHSSA board is well represented by trustees from each DCR community. The nine member HRHSSA board has two members representing Fort Resolution and Hay River Reserve and seven members appointed by the Minister of Health and Social Services. The Integrated Services Delivery Model (ISDM)¹¹ guides service delivery in regional communities. This team-based, client-centred approach seeks “*better and more equal access to services*” among all residents of the DCR regardless of where they live. The ISDM takes an integrated and collaborative approach to the delivery of six types of services:

1. diagnostic and curative (identification and treatment of physical symptoms or conditions);
2. rehabilitation (improvement and maintenance of independence for people with injuries, disability, or chronic disease);
3. protection (protect and take care of vulnerable people);
4. promotion and prevention (information and supports to improve health status and overall quality of life including life skills, healthy choices, education, interventions to prevent illness or accidents);
5. mental health and addictions (care and support to people who have a mental illness or an addiction); and
6. continuing care support (for people who can't fully take care of themselves and their family caregivers).

The Primary Community Care Team is usually the first point of contact for DCR residents. A diverse range of health and social service skills and knowledge are

¹¹ GNWT, Health and Social Services, 2004, *Integrated Health and Social Services Model for the NWT Health and Social Service System, A Plain Language Summary*

available through Primary Community Care Teams resident in the larger communities. In the smaller communities, a community health worker or wellness worker may be the only resident team member. Primary Community Care Teams work closely with regional and territorial support teams. Smaller communities usually have monthly access locally to itinerant services provided by travelling regional health, social, and mental health, and addictions staff. Emergency services are attended to as required by medical evacuation (medivac) services. Occasionally monthly and medivac services to small communities are interrupted by poor weather conditions that restrict air access.



Frontline workers meeting in Fort Providence during Phase 2 consultations.

Dehcho Health and Social Services Authority's (DHSSA) seeks to 'work together for healthy lifestyles', focus on minimizing illness and increasing wellness, promote healthy living, and provide quality health care and social services to all Dehcho residents.¹² DHSSA's long-term goals are consistent with the priorities of DCR communities including:

- healthy choices promotion and responsible self-care;
- public health protection, and illness and disease prevention;

¹² Dehcho Health and Social Services Authority, 2007, Strategic Directions 2007 to 2010

- children and vulnerable individuals protection from abuse, neglect, and distress; and
- integrated, responsive, and effective health services and social programs delivery for those who need them.

Resident DHSSA health and/or wellness staff are available in all regional communities except Kakisa. DHSSA is currently assessing ways to better integrate traditional Aboriginal healing practices in service delivery, particularly in addiction services. The DHSSA continues to implement the territorial Mental Health and Addictions Strategy,¹³ which seeks to strengthen community-based prevention and counseling services, increase addictions awareness programming, and place greater emphasis on prevention and counseling services for youth. DHSSA's service delivery to small communities is challenged by the availability of staff housing, and recruitment and retention of professional health care and social services staff. The communities of Trout Lake, Nahanni Butte, and Jean Marie River are planning a joint venture project to address limited housing resources.

DCR communities may run short-term projects to supplement health and social services delivered by DHSSA. Annual project funding from Health Canada for Brighter Futures projects and the Canadian Prenatal Nutrition Program (CPNP) is available primarily to First Nations' and non-government organizations (NGOs). Project funding is available for short-term community-based health, wellness, culture, and early childhood development programs. Project funding allows communities to design and deliver programs for unique local needs but per capita allocations particularly in small communities, frequently challenge both the scope and longevity of supplemental health and social service programs. Small amounts of project funding encourage community innovation and efforts to consolidate resources, activities and expertise. For example, an employee of the Pehdzeh Ki First Nation in Wrigley coordinates as many as nine

¹³ GNWT Health and Social Services, 2004, *Framework for Action Mental Health and Addictions Services*

programs each with per capita-based budgets, to increase services to vulnerable community members.



Dehcho Health and Social Services Authority facilities in Trout Lake.

The DCR has a small number of NGOs. Some of the main NGOs providing social, cultural, and economic programs are the friendship centres in Fort Providence, Fort Simpson and Hay River, the Residential School Society in Fort Providence, and the Nats'jee Keh Treatment Centre and Dene Cultural Institute both on the Hay River Reserve. Depending on funding available, NGOs may deliver health and wellness, healing, mental health and addictions residential treatment, youth drop-in, culture/language, and family violence services. Services tend to be limited to the community where the NGO is located and target vulnerable youth, families, and elders.

2.2.2.2 Social Wellness and Policing

Community policing and highway patrol services in the DCR are provided by RCMP detachments located in Fort Providence, Fort Simpson, Hay River, and Fort Liard. Smaller communities do not have resident RCMP members. They are

served by nearby detachments that provide scheduled patrols and emergency services as required. Communities without local policing services tend to be dismayed by the irregularity of patrols and slow response to complaints. Larger communities with resident officers often complain about the invisibility of police in the community.

Under the community policing model, the RCMP commits its members to:

- work together with community authorities and agencies;
- provide policing services in a culturally appropriate and sensitive manner;
- provide healthy alternatives, especially for youth;
- get involved in the schools with a view to educating children about healthy ways to live;
- make regular, personal contact with as many community members as possible;
- engage in the life of the community;
- work with the community regarding public awareness and crime prevention; and
- maintain public safety and security.¹⁴

The 20-year Federal Government-Government of the NWT Territorial Police Service Agreement due for renewal in 2012, guides the delivery of RCMP services throughout the NWT. This cost-shared arrangement for policing requires the Government of Canada to cover 30 percent of costs while the GNWT contributes the remaining 70 percent. Position vacancies, extensive workloads, and responsibility for geographically dispersed populations are among the challenges of effective, timely policing services in the DCR.

Bylaw enforcement and protective services supplement community policing services. The Village of Fort Simpson and Hamlet of Fort Liard staff community

¹⁴ Scott Clark Consulting Inc. March 2006. *Policing In The Northwest Territories Report On A Public Consultation Process*

constable and safety and protective services positions. The K'atl'odeeche First Nation on the Hay River Reserve retains an on-reserve security force.

GNWT Justice helps communities develop alternative ways of dealing with local justice issues. Program support is provided in three main areas: 1) community justice activities, 2) victim services, and 3) community policing. There is an active community justice program in the DCR. Volunteer community justice committees exist in most communities. RCMP members make referrals/pre-charge diversions to justice committees. The majority of the cases diverted are minor offences committed by youth. Community justice committees can act as a liaison between the RCMP and communities, particularly on issues specific to certain individuals (especially youth) and families who are at risk of becoming involved with the justice system.

Three GNWT Justice positions support the DCR community justice system - a regional community court worker, probation officer, and community justice coordinator. These positions are located in Fort Simpson. The probation officer and regional community justice coordinator serve all DCR communities.

2.2.2.3 Education

The Dehcho Divisional Education Council (DDEC), South Slave Divisional Education Council (SSDEC)¹⁵ and Aurora College are central agencies supporting and delivering education in the DCR. DDEC and SSDEC work with community schools and District Education Authorities in each community. DDEC trustees come from eight different DCR communities.

All DCR communities have local schools and offer kindergarten to grade nine level education. Grades 10-12 are available only in the four larger communities. To complete a secondary school education, students from the smaller

¹⁵ South Slave Divisional Education Council (SSDEC) is responsible for Chief Sunrise Education Centre on the Hay River Reserve, and Hay River Schools.

communities must move to a larger centre (e.g. Fort Simpson). In addition to academic programs, community schools are usually a main source of extra-curricular recreation, sport, and culture programming for children and youth.



Senior high school students in Fort Liard participating in Phase 2 consultations.

2.2.3 Traditional Culture

The Dehcho Divisional Education Council (DDEC) follows the GNWT Aboriginal Language and Culture Based Education directive¹⁶ in the delivery of education programs in Dehcho schools. This directive sets out a framework for planning, developing, delivering, supporting, and evaluating Aboriginal language and culture-based education programming in the NWT schools.

To support Slavey language programming in Dehcho schools, the DDEC's

¹⁶ GNWT ECE, 2004, Aboriginal Language and Culture-Based Education, Departmental Directive

Teaching and Learning Centre develops materials; offers literacy courses for instructors; and helps to plan language programs. DDEC's Slavey Language Consultant promotes and supports the Slavey language, and arranges and delivers language workshops and consultation services to the Slavey language/culture programs in local schools and communities. Pending the availability of local resource people and funding, students may be exposed to a range of culture and language programming throughout the school year. Culture camps are a popular way to engage youth and elders in language and culture activities.

Cultural programs including preservation of the Michif language are a priority for Dehcho Metis. Depending on funding, Metis councils may support or form partnerships to deliver language and cultural programs in their communities. For example, in 2007 the Fort Providence Metis Council researched and published *Since 1921 The Relationship Between Dehcho Metis and Canada*. The book provides a snapshot of the history, culture, political rights, and aspirations of Dehcho Metis in the Fort Providence area.

In addition to school-based programs, First Nation councils may secure project funding to deliver language and cultural programs. For example, the First Nation in Jean Marie River recently held a drum making and storytelling workshop for students at Louie Norwegian School. In all DCR communities, schools and other culture and language programs have difficulty engaging local resource people in cultural and language work likely due to the small, insecure, and intermittent amounts of funding associated with these activities. Unfortunately, limited engagement of local resource people in language and cultural programming is often interpreted as low value and priority for these activities. Uncertain support for language and cultural activities is evidenced by the fact that the Deh Cho Language Working Group's¹⁷ draft *Dene Language*

¹⁷Deh Cho Language Working Group, 2006, Draft Dehcho First Nations 2006-2009 Dene Language Development Plan

Development Plan for 2006 to 2009 has not been finalized, resourced, or implemented.



Students participate in a drum making workshop in Jean Marie River.

First Nations, Metis Locals, and NGOs are another source of cultural and language programming in DCR communities. Frequently these organizations sponsor summer camps as a way of engaging youth and elders. Other examples include:

- √ the collection of traditional knowledge and experiences as evidenced in the recently released Fort Providence Metis Council history book (2007).
- √ the Family Life program delivered by Zhahti Koe Friendship Centre in Fort Providence
- √ the Open Sky Society in Fort Simpson which coordinates a summer arts festival and from time to time, conducts art and cultural workshops.

The GNWT ECE Culture and Heritage Division provides financial and information supports to artists and arts organizations through the Support to Northern Performers funding program. The NWT Arts Council also provides small contributions to artists and organizations. Further, the GNWT Industry Tourism and Investment Community Harvesters Assistance Program provides annual funding to local wildlife committees to offset capital and operating costs for harvesters pursuing traditional harvesting activities. While these organizations provide funding for traditional activities, small, short-term and insecure funding allocations limit the extent to which communities can launch and sustain meaningful cultural programs.

2.2.4 Housing and Community Infrastructure

Communities have a 'New Deal' with the GNWT's Department of Municipal and Community Affairs (MACA) for the planning and developing of infrastructure. The New Deal gives local governments more decision-making authority over capital projects and gives communities the benefit of taxes raised locally (e.g. to support local priorities). The New Deal also provides a secure and predictable source of revenue with which communities can make capital project decisions. DCR communities have significant public infrastructure needs that may be beyond the resources available through the New Deal.

Local housing organizations exist in larger DCR communities. In smaller communities, First Nations councils and development corporations often have the main responsibility for housing. Communities throughout the DCR have significant housing issues including affordability, adequacy, and condition of housing. Housing programs provided by the NWT Housing Corporation through its regional office in Fort Simpson are often inadequate to meet the need for singles housing, housing for the hard to house, home ownership, and home maintenance and repair.

In summary, Dehcho residents have access to a range of human/social programs and services. However, in all DCR communities there are concerns about the

quality, scope, frequency, and/or availability of human services. Disparities in services are a particular concern of residents living in small communities. Concerns about human services largely stem from inconsistent and insufficient human and financial resources and overall lack of capacity. These factors also impact on governance and other spheres of life in the Dehcho. In all DCR communities, residents, service providers, and leaders emphasize that current poor socio-economic conditions and weaknesses in human services will only be exacerbated by MGP construction and operations activities. MGP proponents on the other hand, suggest that these impacts will not be significant.



Community conversations in Nahanni Butte during the Phase 2 MGPIF planning process.

3. Anticipated Socio-Economic Impacts Affecting the Dehcho

This chapter provides information on the anticipated social and economic impacts of the MGP on communities within the DCR. Following the same format as chapter 2, the anticipated impacts are outlined in four sub-section sections:

1. Population and Employment,
2. Social and Community Wellness,
3. Traditional Culture, and
4. Housing and Community Infrastructure.

Information presented in this chapter is largely drawn from the following documents:

- √ the Liidlii Kue First Nation's *Preliminary Assessment of the Environmental Impact Statement* (2005).
- √ the Deh Gah Got'ie Dene Council's *Perspectives on the Socio-cultural Effects of the Proposed Mackenzie Gas Project* (2007).
- √ the Environmental Impact Statement of Mackenzie MGP Volume 6: *Socio-Economic Impact (SEIA) Assessment (MGP 2004b)* (2004).
- √ the *GNWT Regional Workshop on the Social Impacts of the Mackenzie Gas Project* (2005).
- √ *Regional Investment Plan Interim Report* (2007), and
- √ various GNWT intervener documents (GNWT 2007a and GNWT 2007b).

Input from the Dehcho Regional Investment Plan Steering Committee and findings from community conversations throughout the DCR are also provided in this chapter.

3.1 Population and Employment

Based on the profile provided in the previous chapter, the following conclusions can be made about existing conditions:

- DCR has a low employment rate (53.4%) and a high unemployment rate (19.7%) compared to the rest of the NWT; and
- Residents of the DCR had a lower average personal income (\$31,804) and average family income (\$65,331) relative to the NWT.

The MGP's SEIA report anticipates that the MGP will have considerable impact on employment in the DCR (MGP 2004b). Project-related jobs are anticipated to increase the employment rate from an average of 56.8% (2002) to 64.9% during the construction phase (first four-years of the project) (MGP 2004b). During the construction phase, it is also anticipated that the unemployment rate will decline from 26.9% (2002) to 16.9% (MGP 2004b). After the construction phase, the MGP will provide four to five jobs for approximately 20 years.

The SEIA report anticipates that most pipeline-related employment will be in Fort Simpson which will include in-migration from Aboriginal and non-Aboriginal job seekers. It is anticipated that the population of Fort Simpson could increase by a maximum of 140 during the peak year (MGP 2004b). There will also be project activity near Wrigley, Jean Marie River, and Trout Lake.

The SEIA report anticipates that the MGP project will have the following effect on population mobility:

- Moderate, adverse effects on the population of Fort Simpson for a short-term duration during the construction period but the overall effect is considered not significant; and
- Low, adverse effects on the wellness of the other DCR communities for a short-term duration. The overall effect is also rated as not significant.

The 2005 GNWT regional workshop identified several negative impacts of the MGP on local employment and migration including:

- Loss of ‘good people’ to the MGP as employees of local organizations and members of the community leave to take up new pipeline-related job opportunities;
- Vacancies in local jobs;
- Racism and sexual harassment by in-migrants;
- Less family and social cohesion due to the influx of people;
- Short-term contract opportunities requiring major investments and generating associated risk; and
- Increased cost of services (that people cannot afford if they don’t have a job with the MGP and/or after their employment with the pipeline ends).

Survey information provided in the *Regional Investment Plan Interim Report (2007)* identified the negative impacts of the MGP as:

- an increase in population with several associated social, infrastructure, and economic impacts.
- concerns about ‘boom and bust’ industrial developments. Respondents say: *Don’t expand beyond capacity. 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 is needed.*

During Phase 2 community conversations, participants expressed concern about:

- the disparities that the MGP will create and the consequences for “have and have not” groups within DCR communities (Fort Providence front line worker workshop, January 16, 2008).
- the lack of 24/7 day care for women so they can access employment (Fort Providence front line worker workshop, January 16, 2008).
- the capacity of the community to provide skilled workers to community programs. *(We) have been training for a long time and we lose skilled workers.*

Young people get trained and leave (Fort Providence front line worker workshop, January 16, 2008).

- the three year MGP 'boom-bust' cycle and the associated negative effects for permanent residents (Fort Providence community meeting, January 17, 2008).
- family separation and breakdown resulting from rotational employment in MGP camps (Deh Gah Got'ie First Nation Executive meeting, January 18, 2008).
- the limitations of student financial assistance that restrict access to training and campus based adult upgrading (Fort Simpson interagency meeting, February 6, 2008).
- more people moving into DCR communities, resulting in more strangers in the community, a higher cost of living, and more homelessness (Thomas Simpson School Class 15-25 workshop, February 6, 2008).
- employment in MGP camps resulting in "*camp tramps*" and prostitution (Thomas Simpson School Senior High workshop, February 6, 2008).
- the already high cost of living that will increase with the MGP and higher incomes of some community members (Acho Dene School Senior High workshop, February 5, 2008).
- when MGP construction begins, the worsening effects of existing incidences of children experiencing hunger (Fort Liard human services meeting, February 5, 2008).
- limitations on employment due to lack of skills because adult education trades entrance programs in the community rely on volunteers for program delivery (Trout Lake community luncheon February 12, 2008).

The Dehcho Regional Investment Plan Steering Committee is concerned that proposed mitigations and commitments to address population and employment issues lack attention to community-based and holistic training (e.g. life, pre-employment and employment skills). Community-based and holistic training are needed to prepare local people for positions with the MGP and in DCR communities.

3.2 Social and Community Wellness

3.2.1 Health

Based on information provided in the previous chapter, the following conclusions on existing health conditions can be made:

- alcohol abuse is the most serious wellness issue in the NWT and DCR;
- alcohol abuse is responsible for 40% of health costs in the NWT and is related to the high incidence of STIs in the DCR; and
- a large proportion of deaths in the DCR are injury-related.

The MGP's SEIA report anticipates that communities in the DCR, particularly Fort Simpson, Wrigley, and Trout Lake, might experience project effects on human health if communities are close to project facilities and if many residents accept project-related employment (MGP 2004b). The SEIA report indicates that *"implementing the recommended measures for social services personnel will increase the effectiveness of wellness centres in dealing with project effects."* The report indicates that the MGP will have:

- high, adverse effects on the health of Fort Simpson residents for a short-term duration (construction period) but that the overall effect is considered as not significant.
- moderate, adverse effects on the health of Wrigley residents for a short-term duration but the overall effect is rated as not significant.
- moderate, adverse effects on the health of residents in other DCR communities for a short-term duration but the overall effect is rated as not significant.

Information provided in the above-mentioned reference documents prepared by the GNWT and some DCR communities challenge the MGP proponent's judgment that the project's effects on human health will not be significant. The

proponent's judgment is not well substantiated and appears to contradict perceptions of Dehcho residents. The SEIA appears to overemphasize individual behaviours, and community and government initiatives with little consideration to structural determinants of substance abuse and other health and wellness threatening behaviours (Deh Gah Got'ie Dene 2007). These determinants include the NWT's long history of colonialism and significant power imbalances.

It is noteworthy that the main reference documents identify a small number of positive impacts of the MGP on local health and wellness. Positive impacts include:

- new revenues used for health and wellness programs in smaller communities;
- greater participation in the workforce that will encourage increased self confidence, less dependency on social programs and greater wellness; and
- increased recognition of Aboriginal governments and increased opportunities for them to work on health and wellness impacts.

Work ethic, benefits, meeting new people, working together, family income will increase; lifestyles will change; and there may be opportunity to establish ongoing relationships with industry (Regional Investment Plan Interim Report, 2007).

Nevertheless, the large majority of comments offered at the 2005 GNWT regional workshop and reported in the *Regional Investment Plan Interim Report (2007)* disagree with the SEIA report findings that effects on health and wellness are not significant. Regional residents identify several significant negative health and wellness impacts of the MGP including:

- waiting times for health and other human services will get worse.
- workloads of health care workers will increase.
- alcohol and drug use will increase.
- the need for child protection will increase.
- the incidence of communicable diseases will increase.

- the stress on families when parents are away at work will increase.

During community conversations conducted in Phase 2, regional residents expressed concern that:

- more money and mobility from MGP will lead to more alcohol and drug abuse; strain on family relationships; separation of family members; and strain health and social services (Fort Providence Community Meeting January 17, 2008, Deh Gah Got'ie First Nation Executive January 18, 2008).
- the MGP will contribute to more child neglect (Deh Gah Got'ie First Nation Executive January 18, 2008).
- the MGP will increase risks to women, elders, and children due to more alcohol and drug abuse and violence (Thomas Simpson School Class 15-25 February 6, 2008).
- the MGP will contribute to more illness (Thomas Simpson School Senior High workshop, February 6, 2008).
- access to mental health services will be even more limited. Access to mental health services via itinerant service providers is already too infrequent. Current alcohol and behavioural effects of residential school payouts is an example of the inadequacy of current services (Nahanni Butte Community Luncheon, February 6, 2008).

As part of the analysis of impacts and mitigations undertaken in Phase 2 the Dehcho Regional Investment Plan Steering Committee expressed concern that:

- people are currently not well supported to deal with alcohol and drug issues.
- the MGP will potentially increase demands on emergency services.¹⁸
- people are not eating well now and rising costs of living due to the MGP will negatively impact human health further.
- the many gaps in programs and the lack of capacity to deliver programs and services will be exacerbated by the MGP.

¹⁸ DHSSB is seeking clarification on how the MGP and GNWT will manage potential medical emergency effects on community health centre and regional medical travel service delivery. GNWT and health authorities are collaborating on resolving this issue.

3.2.2 Social Wellness and Policing Conditions

Based on information in the previous chapter, the following conclusions can be made about existing conditions:

- violent crime rates in the DCR (99 per 1,000) were approximately double the NWT rate (47 per 1,000);
- property crime rates were slightly higher in the DCR (67 per 1,000) than in the NWT (57 per 1,000); and
- spousal assault rates in the DCR were on average, higher than in the NWT.

The SEIA report indicates that increased population, employment, and earnings in Fort Simpson and throughout the DCR will likely lead to more substance abuse, which would lead to an increase in policing problems (MGP 2004b).

The MGP's SEIA report anticipates that the MGP will have the following effect on the DCR:

- high adverse effects on crime and policing in Fort Simpson for a short-term duration but the overall effect is rated as not significant.
- moderate adverse effects on crime and policing in Wrigley, Jean Marie River, and Trout Lake for a short-term duration but the overall effect is considered not significant.
- low adverse effects on crime and policing in other DCR communities for a short-term duration but the overall effect is rated as not significant.

At the 2005 GNWT regional workshop to discuss the impacts of the MGP, a few positive impacts on crime and policing were identified. Specifically,

- crime could decrease because people will be employed.
- opportunities may be created for First Nations to participate in community policing and/or establish a local policing system.
- local employment and business opportunities in security could increase.

Nevertheless, the large majority of the comments at the GNWT regional workshop and in the 2007 *Regional Investment Plan Interim Report* indicate the negative impacts of the MGP on policing services. Regional residents also disagree with SEIA findings that impacts will not be significant. Residents anticipate:

- the introduction of more dangerous drug and drug dealers to the Deh Cho.
- an increase in traffic violations due to increased traffic.
- an increase in family violence and other violent crimes.
- more reticence or fear among local residents to report crimes.
- reduced RCMP response time.
- an increase in by-law officers' workloads.
- more break and enters.
- a need for more police and law enforcement.
- an increased demand for monitoring and regulating environmental issues.

During community conversations conducted in DCR communities in Phase 2, regional residents stated that:

- considerable crime and incidents of family violence are currently unreported due to the lack of services to deal with unlawful activities. Published statistics under-represent existing conditions in small communities (particularly where basic health and policing services are available from outside the community) (Trout Lake community luncheon, February 12, 2008).
- young people are rebelling because they have nothing to do, particularly in the summer (Fort Providence Community Meeting January 17, 2008).
- it is difficult to recruit volunteers in DCR communities because volunteers may be put at risk (e.g. a Block Parent program was initiated in Fort Simpson but had difficulty recruiting 10 families). It may also be difficult to recruit an impartial individual for paid community policing work (Fort Simpson interagency meeting, February 6, 2008).

- the MGP will create safety risks on highways, particularly on portions of the highway that are not maintained (Fort Liard Harvesters workshop, February 5, 2008).
- the lack of respect for the safety and security of others results in violence and “*too much fighting*” (Acho Dene School workshop, February 5, 2008).
- victims of violence have no where to go for shelter because there is no women’s shelter and safe home in DCR communities (Fort Liard human services workshop, February 5, 2008).
- alcohol and behavioural problems will increase with construction of the MGP and create significant public safety issues (Nahanni Butte community luncheon, February 6, 2008).
- the RCMP only visit when there is an emergency and the weather is good. There is often long periods between visits (Nahanni Butte community luncheon, February 6, 2008). One-day visits from RCMP and other professionals are inadequate (Trout Lake Community Luncheon, February 12, 2008).
- people returning to the community after alcohol or drug treatment lack support to live an alcohol/drug-free life (Trout Lake community luncheon February 12, 2008).

As part of the analysis of impacts and mitigations undertaken in Phase 2 the Dehcho Regional Investment Plan Steering Committee expressed concerns about:

- irregular RCMP visits to small DCR communities. Although complaints may be responded to, wait times can be long (e.g. Nahanni Butte). RCMP recruitment may be difficult. Given the current condition it is unclear what the MGP and GNWT will do to manage the effects of the pipeline on crime and policing in the DCR.

3.2.3 Education

Based on the profile provided in the previous chapter, it is clear that the DCR has a lower rate of high school graduation or attainment of some post-secondary education than in the NWT as a whole.

According to the MGP's SEIA report, the pipeline project could have positive or negative effects on education attainment in the DCR. The MGP may encourage young people to stay in school to qualify for high-paying jobs that involve transferable skills achieved through higher-level education. On the other hand, the project could increase the tendency of adolescents to drop out of school to take project-related employment (MGP 2004b).

During project construction, the SEIA report anticipates that the impact of the MGP on education attainment will result in the following:

- moderate, positive and negative adverse effects on education in Fort Simpson of short-term duration resulting in an overall rating of no significance;
- low to moderate, positive and adverse effects on education in Wrigley and Jean Marie River of short-term duration resulting in an overall rating of no significance; and
- low, positive and adverse effects on education in the other DCR communities of short-term duration, resulting in an overall rating of no significance.

The information provided at the 2005 GNWT regional workshop and in the 2007 *Regional Investment Plan Interim Report* identified the need for more training opportunities and development of professional skills, and more funding, services and training opportunities in order to accrue positive impacts from the MGP. Further, information provided by the GNWT (2007a) seems to contradict the MGP SEIA assessment with respect to rating educational effects as moderate to low and not significant. *...all of the regions shared the view that the pipeline is expected to worsen social conditions that are already difficult to address with current*

financial and human resources. These social conditions include... lower high school attendance and graduation (GNWT 2007a).

During Phase 2 consultations in the DCR, community conversations revealed:

- the need to alter educational approaches and patterns that have prevailed over the past two generations - culture needs to be recovered and parents need to be involved in education (Town of Hay River, January 30, 2008).
- a concern that parents are not supporting their children in school (Trout Lake Community Luncheon , February 12, 2008).

As part of the analysis of impacts and mitigations undertaken in Phase 2, the Dehcho Regional Investment Plan Steering Committee expressed concerns that:

- children are not motivated to go to school or upgrade because parents don't value education or encourage their children to attend school.
- children are too dependent on their parents. Illiteracy is a barrier to independence and accessing (MGP) opportunities.
- insufficient community cultural and educational supports are available to assist at-risk youth to become productive community members.

3.3 Traditional Culture

The following conclusions about traditional culture can be drawn from information provided in the previous chapter:

- The percentage of adults who hunted, fished, and consumed country food in the DCR is higher than the NWT average and has been increasing over the last decade.
- The percentage of active trappers and adults who report that they can speak an Aboriginal language in the DCR is higher than the NWT average but has been declining over the last decade.

The MGP's SEIA report anticipates that the pipeline project will effect the time available for hunting and other traditional activities. Further, DCR residents may

have project-related employment which will reduce opportunities to learn and speak their Aboriginal language (MGP 2004b). However, the SEIA report rates the effects of the MGP on traditional culture in the DCR as low adverse effect of short-term duration, resulting in an overall rating of no significance.

The 2007 *Regional Investment Plan Interim Report* and information from the 2005 GNWT regional workshop appear to contradict the “low effect” and “not significant” ratings of the SEIA report. In these documents, a number of cultural concerns were identified and the following impacts were listed.

- The project will impact wildlife.
- DCR residents will spend less time on land, which will reduce the supply of traditional food and affect human health.
- Relationships with the land will be affected by resource development. This in turn will affect spiritual, emotional, physical, and social health.
- The MGP will contribute to the erosion of Aboriginal culture, language, and traditions including the important role of elders.

Communication is already difficult between the generations. A bunch of people are already angry about this. Elders don't want it; some young people want work. (It) tears at the social fabric of the community (Regional Investment Plan Interim Report 2007).

During Phase 2 consultations in the DCR, community conversations revealed concerns that:

- the MGP will increase pressures on Aboriginal cultures and continue the negative impacts of residential schools. Already DCR communities are losing traditional skills such as drumming and the language is not as strong as it once was. Young people might understand the language but not speak it. Language is key to identity (Kakisa community meeting, January 17, 2008).
- language specialists in the Dehcho are aging and not easily replaced because oral proficiency, teacher training and five years of training are necessary for

language instructor certification. Often trained instructors move on to better paying jobs (Fort Simpson interagency meeting, February 6, 2008).

- the MGP will further impact the already low volunteer resources for on the land activities. In the past, the school and band sponsored on the land programs for children, and cultural programs teaching traditional crafts and drumming but inadequate volunteers or stable, sober adults to work with children have terminated these activities (Acho Dene School workshop February 5, 2008, Fort Liard human services workshop, February 5, 2008).

As part of the analysis of impacts and mitigations undertaken in Phase 2 the Dehcho Regional Investment Plan Steering Committee expressed concerns about the lack of detail contained in commitments to adequately notify and communicate (MGP) project activities and land use to traditional harvesters. Past experience with resource development in the Dehcho (Norman Wells Pipeline) suggests that greater effort is needed.

3.4 Housing and Community Infrastructure

Based on the profile provided in the previous chapter, the following conclusions on existing conditions can be made:

- In 2004, the DCR had a considerably higher percentage of houses needing major repairs than in the NWT as a whole.
- In 2004, the number of households with more than six people in the DCR was similar to the NWT average.

The MGP's SEIA report anticipates that as many as 50 additional housing units would be required in Fort Simpson if the predicted in-migration level is achieved. However, much of this demand could be met through temporary accommodation. The SEIA reports the following construction effects on local infrastructure including housing:

- moderate adverse effects on Fort Simpson of short-term duration, resulting in an overall rating of no significance; and
- low adverse effects on other DCR communities of short-term duration, resulting in an overall rating of no significance.

The facilitator of the 2005 GNWT regional workshop posited that the proposed MGP would exacerbate existing housing needs. The findings of the 2005 *Regional Investment Plan Interim Report* and GNWT regional workshop list a large number of positive and negative effects of the MGP on housing as follows:

Positive

- more rental housing units.
- more home ownership.
- training and business opportunities in house construction trades such as plumbing, electrical and carpentry.
- opportunities to re-use staff housing for community housing.
- opportunities to improve project infrastructure in a way that benefits the community nearby.
- gas for heating houses could be cheaper.

Negative

- current supply will not meet the demand and may lead to crowding, transience ('couch surfers'), and homelessness.
- people with higher incomes may lose their housing and have no alternative housing.
- lack of inspectors will affect the quality of new housing.
- higher cost of housing after the project will impact on all residents.
- may not be enough developed land available to build new housing.
- infrastructure may not be able to serve increased demand.

Housing is a serious socio-economic problem already and it will get worse (Regional Investment Plan Interim Report 2007).

The MGP's SEIA reports also anticipate that housing and infrastructure issued will influence the delivery of social services with the following effects.

- High adverse effects in Fort Simpson of a short-term duration, resulting in a rating of not significant;
- Moderate adverse effects in Wrigley of a short-term duration, resulting in a rating of not significant; and
- Low adverse effect in the other DCR communities of a short-term duration, resulting in a rating of not significant.

Information from the *Regional Investment Plan Interim Report* also indicates concerns about housing and infrastructure on the delivery of social services. The majority of the respondents of the survey that form the basis of the report indicated that there is a *need for more programs, services, traditional healing*. Only a *few (people) are satisfied with existing services*.

During Phase 2 consultations in the DCR, community conversations revealed concerns that:

- the present shortage of safe buildings to house social programs could affect program delivery when MGP construction begins (e.g. Dechinta Society/harvesters currently share a facility with the prenatal program. There is mould and asbestos in the building) (Fort Liard human services, February 5, 2008).
- the MGP could contribute to homelessness (e.g. there are currently seven homeless people in Wrigley) (Wrigley luncheon and open house, February 14, 2008).
- shelter is fundamental. Housing is a priority. There is a need to improve housing (e.g. tri or six-plexes for singles and single mothers. DCR communities need to control housing (Fort Liard human services, February 5, 2008).
- several houses need repair. Renovation applications are often deferred or take a long time. Bands are using their own resources to fulfill responsibilities not

discharged by the NWT Housing Corporation. Current housing policy penalizes people who make too much or too little money (Nahanni Butte community luncheon, February 6, 2008).

- housing is poorly maintained and insulated (e.g. cold and mouldy) (Acho Dene School February 5, 2008).

As part of the analysis of impacts and mitigations undertaken in Phase 2 the Dehcho Regional Investment Plan Steering Committee expressed concerns about:

- the lack of housing and infrastructure capacity particularly in Fort Simpson, and associated impacts to services and program delivery. Office space and housing for additional positions associated with the pipeline project may be further exacerbated by the demolition of Dehcho Hall, lack of developable land, and limited access to gravel.
- lack of planning expertise in communities and throughout the DCR given that the New Deal transfers responsibility for development and capital planning to communities.
- the change in thinking (not reflected in the GNWT-MGP Socio-Economic Agreement) regarding the transfer of camp units to public housing units.

The Steering Committee also expressed concern that commitments and monitoring in the GNWT-MGP Socio- Economic Agreement lack clarity in language to anticipate responses to housing and infrastructure needs. Further, many Dehcho communities lack the capacity and expertise to perform monitoring functions. The Steering Committee also suggested that previous resource developers/pipeline operators did not deliver on commitments to monitor for the life of the Norman Wells pipeline constructed in the 1980s.

4. Existing Mitigation Commitments for Social and Economic Impacts

The Dehcho Regional Investment Plan Phase 1 report provided a cursory overview of socio-economic commitments to mitigate impacts of the proposed MGP. The proponents' and the GNWT's commitments are contained in the *Environmental Impact Statement* (EIS) for the Mackenzie Gas Project, and the *Socio-Economic Agreement* (SEA) between the MGP proponents and the Government of the Northwest Territories. Further work undertaken in Phase 2 involved a more thorough analysis of mitigations in consideration of the impending Dehcho Access and Benefit Agreement, additional information on programs and services (see Appendix B), and the DCR's four priority socio-economic program areas. This chapter discusses commitments and mitigations in four sub-sections: 1) population and employment, 2) social and community wellness, 3) traditional culture, and 4) housing and community infrastructure.

It is noted that the following analysis of commitments and mitigations to address potential socio-economic impacts from the proposed MGP is limited by several factors.

- Detailed information is lacking in both the EIS and SEA with respect to the scope of mitigations and intended investment.
- The desired outcome(s) of the SEA is unclear as is the purpose of mitigations and commitments. Further, no outcome indicators are provided to indicate whether the SEA seeks to sustain or improve human conditions in the DCR and elsewhere in the NWT.
- Limited financial information is available on mitigations and commitments to DCR communities.
- Information is lacking on the changing nature of socio-economic programs in the DCR for example, in light of changing public government fiscal priorities.

4.1 Population and Employment

MGP and GNWT mitigations and commitments related to population, employment, and training contained in the SEA include:

- priority hiring of Aboriginal and northern workers.
- gender-equity.
- employee benefits package (e.g. worksite transportation, construction camp accommodation and flexible personal leave).
- creation of student summer and 'job-shadow' positions.
- assistance to contractors, northern business, communities and government agencies to identify and provide opportunities for qualified northerners.
- consideration for equivalency to education or training requirements to encourage recruitment of Aboriginal and NWT residents.
- training and job opportunities in trade, technical, and professional positions to achieve sustainable employment or transferable skills to other industrial sectors.
- encouraging money management and permission for workers to designate a portion of their wages for deposit to a savings account.
- apprenticeships (e.g. 13 apprentice positions offered in advance of operations), oil and gas training, and pipeline operations training at NAIT or SAIT.
- training of women for long-term jobs in non-traditional occupations.
- participation in, and financial support for Aboriginal Futures (Aboriginal Skills and Employment Partnership) (2004) and creation of, and equal contribution to \$10 million training fund.
- support for literacy, pre-employment, and trades training for GNWT approved activities.
- provision of on-the-job supports, resources, and guidance to workers (e.g. workplace essential skills upgrading and orientation; Aboriginal project worker liaison; lifeskills, cultural/gender awareness training, and safety training).

- career planning/career counselling services at NWT regional career centres.
- hands-on experience in GNWT-supported activities for training of Aboriginal persons and NWT residents.
- community-based training in personal finance, consumption and controlling drug and alcohol (ab)use, and cultural preservation.
- promotion of Aurora College work experience and job placement programs.
- liaison with Aurora College, northern communities, territorial and federal government agencies, contractors, and unions.
- recruitment, hiring, and worker mobility policies that discourage transient job seekers, worker movement in regional communities, and unsolicited job offers to GNWT or local governments.

While proposed MGP training and employment commitments are intended to mitigate population and employment impacts resulting from pipeline construction and operation, they are unlikely to address the full range of anticipated impacts identified in the previous chapter. Gaps in MGP impact mitigations include few if any proposed measures with respect to managing potential increases in living costs for DCR residents who are unable to access MGP employment and training opportunities. Child care, a long standing barrier preventing women and others from taking up education, training and employment opportunities, is not addressed. More frequent training to build community capacity¹⁹ and manage the migration of workers from communities to MGP jobs is not considered. Further, few measures speak to the need for culturally relevant mitigations.

¹⁹ e.g. social and health fields including medical services and emergency, First Aid and CPR; outdoor recreation and tourism; by-law officer, fire and ambulance vehicle operation, daycare personnel, water plant treatment operators; and water and sewage delivery.

4.2 Social and Community Wellness

4.2.1 Health

The MGP and GNWT mitigations and commitments related to social and community health and wellness include:

- screening workers for drugs and alcohol, and making drug testing part of the policy for alcohol and drug-free workplaces and camps.
- provision of employee assistance programs (e.g. mental health, substance abuse, money management, gambling cessation and family counselling services/programs).
- occasional funding for GNWT and community programs promoting: a) healthy lifestyles, alcohol and drug awareness, active living, fitness, and participation in sport and recreation activities, family violence prevention, parenting, and family support programs; and b) support for youth to make healthy and productive choices, build self-confidence, and develop life skills.
- supporting government programs to assist families and communities of project workers in such areas as life skills training and addictions counselling.
- provision of transportation from the nearest location accessible by public means for GNWT health officers to attend a camp that is not accessible by public means.
- negotiating access to public health and social services including: a) medical travel system; and b) hospital and health centres.
- consideration for: a) reinforcing existing public programs and initiating new or revised programming; b) provision of community wellness and health programs and services; and c) strategies to deal with the possible increase in stresses and family conflict in NWT communities

Several mitigations are proposed to assist northern workers employed with the MGP to address wellness needs. Both the GNWT and MGP proponents are committed to funding and/or implementing new initiatives to address wellness needs. Still gaps in responses to wellness needs exist, particularly with respect to

the adequacy of program and service improvements to address health, well-being, and security concerns in the DCR given local perceptions that social conditions are already under stress and will worsen with pipeline construction. Further, MGP commitments do not fully address the lack of capacity in DCR communities to address social problems or offer solutions to expected increases in the workloads of front-line human service workers. MGP commitments may only partially address the more significant project impacts (e.g. family separation and break-up, abuse, disease, and accidents) to vulnerable groups particularly youth, women, and elders. Like many of the commitments, the lack of detail limits understanding of the scope, frequency, and level of investment in wellness initiatives, and therefore, the extent to which these commitments will address wellness concerns exacerbated by the MGP.

4.2.2 Social Wellness and Policing Conditions

MGP and GNWT mitigations and commitments related to social wellness policing conditions include:

- provision of funding for GNWT and community programs promoting family violence prevention, parenting, and family support programs.
- collaboration with the RCMP to address public safety concerns related to the MGP, which may include cost-recovery or compensation measures for services.
- provision of public safety and security measures at MGP worksites.

Policing services to address public and personal safety issues are currently inadequate in the DCR. Residents are genuinely concerned about current risks to personal safety and well-being and the potential for the MGP to increase these risks. During community conversations undertaken in Phase 2, DCR residents spoke openly about the negative effects of ‘common experience’ residential school payments.²⁰ They talked about the deaths, accidents, violence, and

²⁰ The *Residential Schools Settlement Agreement* enabled the Common Experience Payment for eligible students who attended residential schools in Canada.

disinterest in work. They view MGP effects on personal safety in a similar light to the effects of the “common experience” payment.

MGP proponents propose to negotiate a memorandum of understanding (MOU) with the RCMP to address public safety needs related to the project. Lack of detailed information and communication about the scope of services or the extent of investment limits the ability to assess the extent to which concerns about the impacts of the MGP on personal safety will be addressed in the DCR. From time-to-time, the GNWT is also committed to funding policing services. It is unknown what level of additional services, if any will be provided to the DCR.

4.2.3 Education

MGP and GNWT mitigations and commitments related to education include:

- school system opportunities for students to take courses and access work experience for potential future employment in oil and gas.
- collaboration with GNWT, primary communities, Aboriginal authorities, unions, and educational institutions to encourage and promote programs at Aurora College to establish work experience and job placement programs including summer employment and co-op programs that enable NWT students to gain experience while completing their post-secondary education.
- promotion and support for career fairs for high school students and adults.
- stay-in-school initiatives.

While MGP proponents commit to a range of measures to enhance access to employment and training opportunities particularly in oil and gas, there are fewer mitigations or commitments related to education. In the DCR, access to jobs within and outside local communities and issues associated with community capacity are linked to education levels. Currently, lack of family support and local capacity to engage residents in education are seen as main reasons for lower education levels in the DCR. This situation is expected to worsen with the MGP due to additional social stresses including limited capacity to staff community

and human service positions, early school leaving to take-up pipeline jobs, and/or peer pressure to use drugs and alcohol. Much support is needed to assist local residents to acquire higher level education so they can benefit from occupational (trades) training, graduate to post secondary education, and/or secure employment with the MGP, in their community or elsewhere.

MGP proponents do not commit to providing financial support (e.g. scholarship, bursary fund) for students interested in postsecondary education or for initiatives to help improve family support for education. While MGP proponents support Aurora College campus based trades programs, these programs do not respond to the needs of smaller DCR communities. DCR communities without Aurora College campus services need mobile and other on-site programs that offer pre-employment and adult basic education courses to local students who are reluctant or unable to leave their communities.

4.3 Traditional Culture

MGP and GNWT mitigations and commitments related to traditional culture include:

- support for cultural preservation and understanding within the MGP camps by funding cultural sensitivity and cross cultural awareness training for all workers and encouraging Aboriginal language use by providing access to Aboriginal language materials.
- support for cultural preservation by supporting community based initiatives such as traditional lifestyle activities and financial support for culture or language programs.
- flexible work schedules to accommodate traditional harvesting or cultural needs.
- enabling, if requested by Aboriginal artists/artisans, the sale of traditional handicrafts at construction camps.

Overall the knowledge and practices of Dehcho First Nations language, traditions, skills, and knowledge are viewed as weakening in some DCR communities. Traditional values and practices are expected to come under stress as a result of the MGP. The MGP is also viewed as a force that will further distance youth and elders in DCR communities, and diminish traditional values and practices. Several mitigations are proposed with respect to supporting cultural activities in Dehcho communities however the scope, extent, and frequency of these endeavours are largely unknown.

4.4 Housing and Community Infrastructure

MGP and GNWT mitigations and commitments related to housing and community infrastructure include:

- construction project workers housed in self-contained camps.
- surplus construction camp units available to GNWT for permanent housing.
- contribution to road maintenance and transportation expenses.
- collaboration with the GNWT and local governments to develop emergency plans and response arrangements.
- negotiating (fee-for-service) agreements if appropriate, with Fort Simpson and Hay River or other communities, prior to use of municipal services.

In virtually all DCR communities, housing is inadequate to meet existing needs. During Phase 2, residents in each DCR community spoke of the struggle to keep up with housing needs, particularly the need for singles units, transitional housing, housing for 'the hard to house' and responses to homelessness. Some residents and front-line human service workers view inadequate housing as the root of social dysfunction in their community. The changing nature of commitments²¹ with respect to the provision of surplus construction camps for

²¹ At the time of writing, it is unclear whether previous arrangements between the MGP proponents and the GNWT to provide ATCO trailer units to the NWT Housing Corporation for residential housing will be honoured.

residential housing in NWT communities creates further uncertainty whether mitigations and commitments with respect to residential housing will address a situation that the MGP will exacerbate.

The MGP is expected to exacerbate infrastructure issues in DCR communities. The demand for office, commercial, and recreation space, and staff housing currently outstrips demand in Dehcho communities. No mitigations are proposed to help communities deal with these issues although the need is expected to worsen with the construction of the MGP.

4.5 Access and Benefits Agreements

Access and benefit agreements are confidential agreements usually signed between regional Aboriginal authorities and proponents of resource development projects. The agreements generally document the conditions the proponents will adhere to in exchange for the Aboriginal authority's support for the proponent's project. Typically, these agreements:

- ensure that the proponent provides training, employment, and business opportunities to Aboriginal persons in the region; and
- agree to measures that minimize negative environmental, socio-economic, traditional economy and cultural impacts.

Access and benefit agreements typically establish procedures, terms, and conditions for Aboriginal authority involvement in the project and for dispute resolution. For example, these conditions may include:

- preferential employment, employment targets, and commitments to opportunities for advancement to management positions for qualified regional Aboriginal persons;
- recruitment measures to encourage the employment of regional Aboriginal persons on the project;

- employment support systems including drug and alcohol programs, money management, cross-cultural training, employment counselling, technical education, and provision of country food;
- opportunities for training and apprenticeships;
- recruitment of an Aboriginal coordinator;
- opportunities to maximize business benefits evolving from the project;
- a support fund specifying annual contributions for meeting social, cultural, community, and recreational needs;
- a fund to offset Aboriginal authority costs in implementing the access and benefit agreement.
- commitments to mitigating environmental impacts and investigating concerns brought forward by the Aboriginal authority.

In the DCR, MGP proponents are negotiating access and benefit agreements with Aboriginal landowners. Although these agreements have not been concluded in the DCR, the access agreement will provide financial compensation for the right to land access and use. The benefits agreement will add further benefits to the financial compensation.

Table 4.1 Anticipated Terms of Access and Benefit Agreements

Access Agreement	Benefits Agreement
Option payment on execution	Dehcho employment priority
Lump sum access payment for construction and 10 yrs of operations	Training, apprenticeships, student supports,
Annual compensation for future operations	Annual lump sum payment for Education
Granular payment	POTC and hire 38 technical grads
Agreement duration & expiration	Business development support
Dispute resolution	Procurement and contracting
Monitoring & harvester compensation process	MGP infrastructure transfer to Dehcho or GNWT
	Natural Gas Access
	Monitoring Joint Advisory Committee

Source: MGP, 2006, *Access and Benefits Overview for the Dehcho Confidential Benefits and Access Information*

The terms of access and benefit agreements are unlikely to include SEA funding and support commitments to address traditional harvesting and cultural preservation, public safety, housing and community infrastructure, or health and wellness impacts.

5. Dehcho Regional Investment Plan Priorities, Goals, and Objectives

This chapter discusses the priorities, goals and objectives of the Dehcho Regional Investment Plan. Consistent with previous chapters, the discussion is structured to address each of the four socio-economic priorities of the DCR: 1) population and employment, 2) social and community wellness, 3) traditional culture, and 4) housing and community infrastructure.

A report from the Joint Review Panel (JRP) scheduled for delivery in late 2009, is expected to address the mitigation of MGP impacts on social, cultural and economic environments. The JRP may identify a party or parties to take responsibility for mitigation. Subsequent to the release of the Joint Review Panel Report, change may be necessary in the Dehcho Regional Investment Plan as partners identified in this plan adopt recommendations for mitigation from the JRP report.

5.1 Dehcho Regional Investment Plan Priority Areas

The *Mackenzie Gas Project Regional Investment Plan for Dehcho First Nations Phase 1* report states that the Socio-Economic Impact Assessment (SEIA) for the Mackenzie Gas Project finds the majority of project impacts on Dehcho communities as 'not significant'. This judgment is not substantiated and appears to contradict findings of several studies and the perceptions of DCR residents.

Some anticipated impacts of the MGP stated in the Phase 1 report are:

- increased employment but concerns about the capacity of DCR to take up employment opportunities, competition for skilled workers resulting in vacancies in local jobs and consequences to other employers and local service provision, and the short-term nature of contract opportunities.

- concerns regarding likely increases in the incidence of alcohol and drug abuse, communicable diseases, violence, and stress on DCR families.
- concerns that likely increases in population, employment, and earnings will lead to more substance abuse, violence, and policing problems.
- concerns that relationships with the land will be negatively affected by resource development.
- concerns that there will be further erosion of Aboriginal culture, traditions, and the role and place of elders in the DCR.
- concerns that the already short supply of housing will become more serious, resulting in serious personal safety and health issues.
- concerns that already inadequate program and service infrastructure will lead to serious shortfalls in human services in the DCR.

The above concerns are the basis for the following four priorities for MGPIF investment in the DCR articulated in Phase 1:

1. Population and Employment,
2. Social and Community Wellness,
 - Health
 - Social Wellness and Public Safety/Policing Conditions
 - Education
3. Traditional Culture, and
4. Housing and Community Infrastructure.

These priority areas correspond to four of the five project eligibility areas suggested in the Socio-Economic Impact Fund (SEIF) Management Framework.²² These priority areas also replicate themes raised in MGP consultations, interventions to the Joint Review Panel, and community and regional planning activities undertaken in the past decade. The priorities were also confirmed during Phase 2 planning activities, which included conversations in each Dehcho

²² Social Wellness, Education and Skills Training, Language and Culture, Community Social Infrastructure, Economic/Opportunity Investment

community with more than 250 leaders, frontline workers, youth, and other citizens (Appendix E) and intensive work by Dehcho Regional Investment Plan Steering Committee members. Updated information on priority areas for MGPIF investment is provided below.

5.1.1 Population and Employment

The population, employment, and training priority area refers to conditions related to human resource capacity, income security, and access to employment, and training. Employment with the MGP and the potential for higher wages are expected to:

- drain skilled people from DCR communities;
- cause young people to leave school early to seek jobs; and
- increase the cost of living.

The MGP proponents and interveners in the project approval process agree that the MGP will increase out-migration from small communities, result in vacancies in local jobs, and draw skilled employees away from local organizations and regional communities. These project impacts will diminish local capacity to deliver services in all DCR communities. Currently, human services agencies throughout the DCR are experiencing difficulty recruiting and retaining skilled workers in management and program and service delivery positions.

People throughout the DCR are sceptical about their ability to access employment and training opportunities with the MGP. It may be difficult to access appropriate training given that few opportunities exist locally. Skills training that may be offered locally depends mainly on opportunities for mobile delivery and on partnerships between First Nations, volunteers, and Aurora College. Other barriers that may block access to MGP related jobs and training include inadequate access to daycare, lack of adequate education, lack of confidence and support to pursue opportunities, and lack of accommodation of Dene language and cultural traditions in industrial training and work environments. Currently, efforts to recruit local workers to oil and gas resource

development projects in northern B.C. and Alberta has generally been unsuccessful.²³

Throughout the DCR, residents are concerned about the already high cost-of-living. The MGP is expected to increase living costs. For individuals not employed with the MGP or in higher income jobs, the potential of becoming marginalized and vulnerable due to lack of economic and income security will increase. Already there are many individuals and families in the DCR who are experiencing great difficulty meeting basic food, shelter, and clothing needs. Others in the community endeavour to assist those in need by formally and informally sharing food. Food sharing occurs in a variety of ways including food hampers, breakfast programs, community hunts, organized meals, informal food sharing and in some larger communities, through informal food banks. Vulnerable populations including those on fixed incomes such as elders and youth, are a main target for food sharing activities.

5.1.2 Social and Community Wellness

Social and community wellness priorities refer to the basic conditions necessary for the social security and safety of individuals, families, and communities. In the DCR, these priorities tend to relate to healing, family relationships, and human safety.

5.1.2.1 Health

Currently, social and community wellness throughout DCR communities is not strong and is expected to weaken over the course of MGP construction. Lack of current capacity to address social and community wellness needs will be exacerbated with the MGP. There will be fewer trained/skilled people to address social issues and the workloads of existing frontline workers will likely increase to a level where programs and services may be ineffective in addressing health

²³ personal communications: Chief Harry Deneron, Fort Liard

and wellness needs. In order to achieve social security and safety in the DCR, community members see the need for more initiatives and supports that empower and create resiliency within local families and communities. These supports include more community education and awareness focused on youth, family healing and wellness supports, and initiatives to address substance abuse and violence.

Substance Abuse

DCR communities are very concerned that the cash infusion expected from employment and business involvement in the MGP will have catastrophic effects. Leadership, front line workers, youth and the general public engaged in conversations during Phase 2 planning activities frequently pointed to the receipt of residential school common experience payments as an example of the alcohol abuse, tragedy, and family dysfunction that could be replicated and prolonged by the MGP. Substance abuse and associated undesirable behaviours are a source of individual, family, and community stress and insecurity, and a potential strain on already limited protection and wellness services.

A goal of the 2004 GNWT *Framework for Action Mental Health and Addictions Services* is for individuals and families to have access to a continuum of core community-based wellness services through programs and services available at the community level. An integrated Community Counseling Program (CCP) for mental health and addictions supplemented by integrated mobile treatment programs for families and youth are key actions for realizing this goal. At the time of writing, these core services were not fully implemented in all DCR communities. Staff recruitment and staff housing are two of the main barriers to implementing community based services and ensuring that all DCR communities have local access to wellness services. In some DCR communities, First Nations and/or their development corporations are working with the Dehcho Health and Social Services Authority (DHSSA) to provide accommodation, infrastructure, and funding (for medical travel, emergency repair of program/service facilities). Arrangements of this nature help to expedite wellness service delivery in smaller DCR communities.

A regional addictions counselor and community wellness workers employed by DHSSA provide substance abuse programming. Community-based workshops and one-on-one counseling are preferred methods of service delivery. These services tend to be available on an itinerant basis when regional staff are in the community. Occasional workshops, gatherings and one-on-one counseling are deemed inadequate to meet the need for consistent and regular access to wellness programs and services and aftercare for individuals returning from treatment programs.

In early 2008, the Natse'je 'ke Treatment Centre, located on the Hay River Reserve, initiated a 'harm reduction' approach to substance abuse. Harm reduction is any program or policy designed to reduce substance abuse-related harm without requiring substance cessation. Harm reduction strategies prioritize each user's goals, emphasizing immediate and realizable goals. The eventual goal may be abstinence but the user does not have to begin this way. Individuals, who are experiencing some harm due to substance use, are the primary target of the harm reduction approach.

Currently Natse'je'ke is fully staffed with clinicians, counselors, and wellness workers who are in a position to deliver community outreach services. For example, Natse'je'ke staff could deliver outreach and mobile treatment services, and elder and family aftercare supports and training throughout the DCR. While Natse'je'ke could provide much needed community-based substance abuse programming that could complement existing services available in the DCR, local resources and plans to organize and mobilize these services are lacking. Further, it may take sometime for regional communities to look beyond the institutional services that Natse'je'ke is well-known for, to take advantage of outreach and mobile services.

Family and Community Social Structure

Common concerns among DCR individuals and families, particularly in small communities, include limited and poor access to social and family programs, and

insufficient trained personnel to deal with social problems. The need for social and family programs arises from the stresses associated with a colonial history, changing lifestyles and expectations, poverty, and marginalization. Stresses that impact on family and community life may be expressed by rates of violence and abuse, and other crime although often these incidents are not reported due to fear of reprisal or lack of hope that the situation can be addressed. Other stresses on family and community structure may be illustrated by family breakdown, child apprehension, and substance abuse. The challenges currently facing the social well-being of families and communities are expected to worsen with the MGP.

The MGP is expected to impact the most vulnerable family and community members (e.g. youth and children, women, elders, and people with limited education and awareness of an industrialized, market economy). The MGP is also expected to strain fragile family relationships given that employment on the project may take workers away from the family for extended periods of time. To manage existing and expected stresses on families and communities, leaders and frontline workers underscore the need for more family activities, and social and youth programs (e.g. healing and well-being workshops and follow-up, parenting programs and workshops, support groups, cultural and on-the-land activities, and stimulating recreation activities). Consistently available, skilled workers are needed to offer these programs and services.

5.1.2.2 Social Wellness and Policing Conditions

Public Safety and Policing

Violent crime is a significant issue in several DCR communities. The incident of crime may be greater than what is reported in current statistics due to under or non-reporting of family violence and abuse including elder abuse. Criminal activity and public safety risks are exacerbated by alcohol and drug abuse, more traffic on NWT highways, and limited community capacity to handle emergencies.

The proponents of the MGP acknowledge that risky/bad behaviour, criminal activities, and crime rates may increase as a result of higher income and expenditures on drugs and alcohol. Community members, leaders, and front line workers are already concerned about the lack of police presence in DCR communities. They are also concerned that the safety of victims of family violence continues to be in jeopardy due to the lack of safe shelters in local communities and in the DCR as a whole.

The twenty-year *Territorial Police Service Agreement* between the Government of Canada and GNWT shapes policing arrangements throughout the Dehcho and the NWT. In 2005 consultations, concern was expressed that the proposed MGP would result in serious problems for residents, particularly youth.²⁴ At that time the RCMP were developing crime prevention and management plans although the nature of these plans were, and continue to be unknown to DCR communities. Dehcho communities believe that there should be more engagement of communities in RCMP planning activities.

In late 2007, the RCMP's new backup policy for remote areas was initiated to ensure the safety of officers and improve responses to the needs of local communities. To support the new backup policy, the GNWT has proposed the reinstatement of special constables who would provide basic policing services. The special constables would with the exception of the investigative component, receive the same enforcement training that regular police officers receive at the Regina RCMP training depot. At the time of writing, it is unknown whether financial resources are available to proceed with the reinstatement of special constable services.

²⁴ Scott Clark Consulting Inc. March 2006. *Policing In The Northwest Territories Report On A Public Consultation Process*

5.1.2.3 Education

The future of, and opportunities for youth are a main concern in DCR communities. Youth are particularly vulnerable to negative impacts associated with the changing socio-economic circumstances expected from the MGP. Their vulnerability increases if they are not engaged in learning and in community life, involved in sports and recreation, connected to their elders, or supported by healthy parents and role models. Currently, the circumstances that increase youth vulnerability are present in all DCR communities, placing significant numbers of youth at risk.

Youth workers in the DCR do not always deliver stimulating, engaging programs and activities. Elders may not fulfill their role as knowledge keepers and storytellers and young people may not have access to supports needed to make informed decisions and fully participate in their communities. Youth are the future of the DCR. Well-educated, skilled, and engaged youth is a way to fill important community-based program and service delivery positions.



Youth in Fort Providence participating in Phase 2 planning activities.

5.1.3 Traditional Culture

Language is an expression of cultural identity. In all DCR communities the strength of the Dene and Michif languages is diminishing particularly among young people. Loss of language contributes to a loss of identity and sense of place. Throughout the DCR, young people want to learn and use Slavey or Michif but there are few opportunities to develop these skills. Language specialists in the DCR are aging and qualified language instructors are difficult to recruit. Few supports are available to encourage language use and instruction in the home and elsewhere in the community including overcoming the residual effects of language and cultural devastation wrought by residential schools and a century of colonialism. More support and better coordination of language activities are needed. Some envision these activities occurring through a regional

Dene language and culture school while others see the need to do intensive and consistent work in the communities and on the land.

Like language, cultural knowledge and practices are diminishing in all DCR communities including in the more traditional smaller communities. Despite various efforts to teach traditional Dene and Metis values, beliefs, and cultural practices, the speed and pace of change in communities is outstripping efforts to retain traditions. The proposed MGP will add to the pressures that diminish Dene and Metis culture and language. To counter efforts that diminish culture and language, many community members identify the need to embed culture in all local programs and services. Others suggest more concentrated and sustained efforts to value and teach traditional activities (e.g. trapping, sewing, games), engage elders and youth in cultural activities, and focus local energies on cultural enhancement and preservation projects. More effort and supports are also needed to engage families in language and cultural activities in the home and on-the land.

5.1.4 Housing and Community Infrastructure

In all DCR communities, there are concerns about the availability and quality of housing and community infrastructure. Lack of residential units for single adults is contributing to crowded conditions in family homes and a generation of ‘couch surfers’ even in small communities such as Wrigley. Single housing units are needed to deal with these issues as well as draw young people with higher-level education back to their community to provide much needed human resource capacity. In addition to singles’ units, housing is needed for the ‘hard to house’ (e.g. persons with disabilities and persons with chronic housing issues including homelessness) and victims of violence (e.g. safe shelter). These needs are experienced in all communities although needs might be greater in some of the larger communities.

Inadequate investment in public housing and home ownership programs over a long period of time, has contributed to a range of housing issues in DCR

communities. These issues include the need for timely and sufficient investment in maintenance and repair of elders' housing and public housing units; the need for retrofit programs to address mould (in Fort Liard) or costly energy consumption; and the need for locally run homeownership programs that encourage self-sufficiency. While First Nation Councils and development corporations are endeavouring to respond to housing needs, the extent of housing demands exceeds both the mandate and capacity of these organizations. Frontline workers in at least one DCR community suggest that if housing issues were addressed, most social and community wellness issues would also be resolved. In another community, local residents suggest that giving priority to meaningful, realistic home ownership programs would provide local residents with safety and security because 'they own something' (have something of their own). Greater personal safety and security would go some distance in buffering DCR residents from the negative impacts of the MGP.

In all DCR communities, there is a shortage of infrastructure for social programming (e.g. cultural camps, childcare, youth programs, women's programs and elders' activities). There is also a shortage of staff housing to accommodate community program and service providers. While social infrastructure is mainly the responsibility of public governments at the territorial and community levels, there has been little investment in these facilities in recent years. As a consequence, most communities are unable to secure space for social programming or accommodate program staff. This situation is expected to worsen with the proposed MGP.



Conversations with Town of Hay River representatives during Phase 2.

5.2 Dehcho Regional Investment Plan Goals and Objectives

This section provides short and long term goals and objectives for the Dehcho Regional Investment Plan. The goals and objectives have been vetted by community members in DCR communities and sanctioned by the Dehcho Regional Investment Plan Steering Committee.

The short-term, five-year goal of the Dehcho Regional Investment Plan is to *strengthen the capacity of vulnerable Dehcho families to manage the negative social economic and cultural impacts of the Mackenzie Gas Project*. Principles that underlie this goal are consistent with Dene laws and beliefs and speak to the valued concepts of sharing, respect, culture, working together, and self-determination. These concepts are expressed in such Dene laws as:

- *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.*²⁵

These concepts are also expressed in the Dene principles of:

- *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.*²⁶

The target of the Dehcho Regional Investment Plan is Dehcho families with members potentially at risk of negative impacts from the MGP, particularly youth, persons who are unemployed or lacking formal education, women, lone parent families, and elders. Based on current circumstances and other experiences with industrial activities, these individuals are unlikely to survive MGP impacts without the strong support of their families. The plan recognizes that families are only as strong as their weakest link. The plan seeks to address

²⁵ Source: Dehcho First Nations Poster Series

²⁶ *ibid*

the needs of the weakest members within the context of the family, through additional resources and supports.

The objectives of the Dehcho Regional Investment Plan correspond to the priority socio-economic program areas identified in Phase 1 and confirmed in Phase 2 as areas where impacts will be experienced and mitigations and programming to address these impacts are lacking.

Population and Employment

The objectives are to:

- engage youth in meaningful ways in their families and communities.
- meet needs of parents of preschool and school age children in the DCR for safe day care in a stimulating, culturally relevant environment.
- build on community strengths to provide nutritious food and life skills to low income earners and others in need.

Social and Community Wellness

The objectives are to:

- strengthen and expand existing wellness services.
- ensure the personal safety of community members exposed to or subject to abuse and violence.
- strengthen public safety and personal security in all DCR communities.
- establish a sustainable Dehcho community social development fund to provide 'bridge' funding and address emergency and extraordinary costs associated with social programs and services in the Dehcho.
- improve education and life successes.

Traditional Culture

The objective is to:

- strengthen Dehcho First Nations language use and cultural practices.

Housing and Community Infrastructure

The objectives are to:

- enhance physical infrastructure to support the delivery of social programs (e.g. recreation, leisure, wellness, safety, and cultural programs).
- assist DCR residents in need to secure and maintain adequate, suitable, and affordable shelter.

In the longer term (over the coming 10 to 15 years), the goal of the Dehcho Regional Investment Plan is to contribute to vibrant, self reliant, sustainable, healthy, and safe DCR families and communities that are rooted in Dehcho First Nations traditions and values. This long term goal is consistent with community plans completed in most DCR communities²⁷ in the past decade. These community plans seek to build sustainable, progressive, cooperative, self-governing, self sufficient, and healthy communities and members within the Dehcho territory that reflect Dehcho First Nations traditions and values.

The long-term goal of the Dehcho Regional Investment Plan is also consistent with the Dehcho First Nations strategic plan, which seeks healthy, happy, culturally strong communities that deliver a wide range of social programs and services for the benefit of all residents. The Regional Investment Plan also complements strategic direction set out by the Dehcho Health and Social Services Authority.²⁸ The DHSSA seeks to:

- promote healthy choices and responsible self-care.
- protect public health and prevent illness and disease.
- protect children and vulnerable individuals from abuse, neglect, and distress.

²⁷ Acho Dene Koe: Strategic Planning Workshop Summary Report; Pehdzeh Ki First Nation Community Action Plan; Ka'a'gee Tu First Nation Community Wellness Planning Report; Sambia K'e Dene Band Community Planning Update LKFN Strategic Planning Workshop Report; Deh Gah Got'ie Dene Council Community Plan; Fort Providence Interagency Action Group Community Action Plan; and Jean Marie River First Nation Operational Planning Workshop Report.

²⁸ Dehcho Health and Social Services Authority. 2007. *Strategic Directions 2007 to 2010*

- provide integrated, responsive, and effective health services and social programs for those who need them.

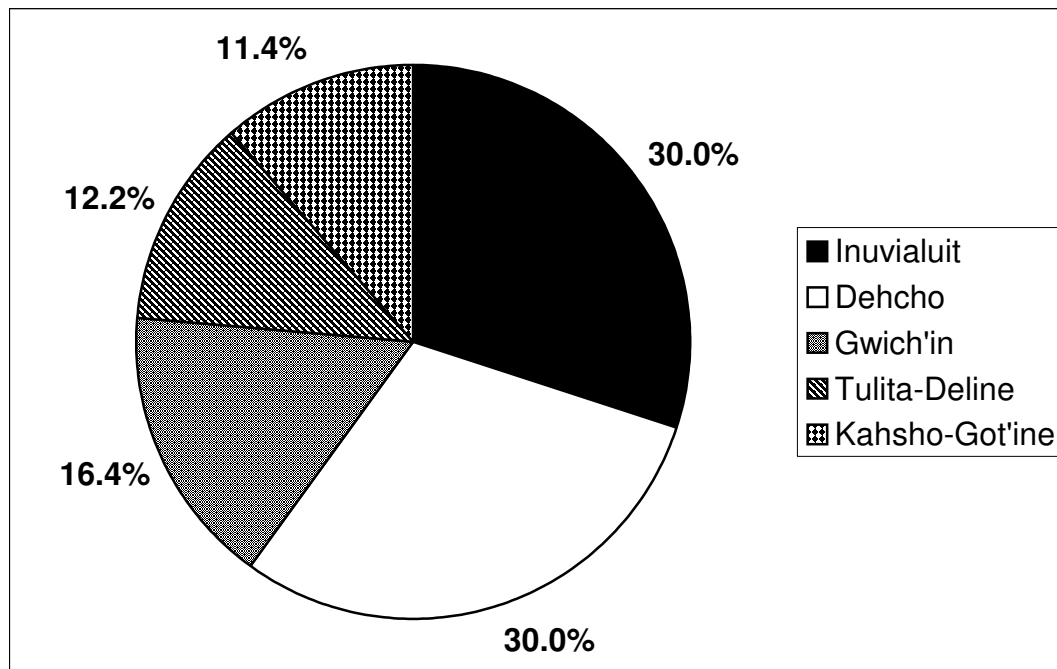


Front-line workers meeting in Fort Liard during Phase 2.

6. Regional Investment Plan

An estimated planning budget of \$150 million was established for the DCR for priority projects over a ten-year period.²⁹ Based on the \$500 million MGPIF commitment, regional Aboriginal governments agreed to distribute funds as illustrated in Figure 6.1. The extent that the Dehcho impact fund budget is distributed to priority projects will depend on approvals from the territorial organization established to manage the MGPIF and the withdrawal of project funds for territorial/regional organization administration.

Figure 6.1: MGPIF Budget Allocation by Region



In accordance with needs in each DCR community, the Dehcho Regional Investment Plan will fund eleven projects in the four priority areas discussed in this plan. Leadership of the various types of projects is recommended along with

²⁹ Actual funding levels will be the responsibility of the territorial corporation.

potential partners. All projects will target Dehcho families with members vulnerable to negative impacts of the MGP.

6.1 Regional Investment Plan Highlights

Average annual expenditures under the Dehcho Region Investment Plan is expected to be \$12.09 million per year. The total expenditure in the first year is expected to be \$53.4 million and \$102.2 million over the first five years. Budgets for the eleven projects are summarized in Table 6.1. Project budgets were derived from research, consultation with regional stakeholders and experience of the Steering Committee and support staff in program delivery in the Dehcho Region. Budgets will be refined during Dehcho RIP Phase 4 planning.

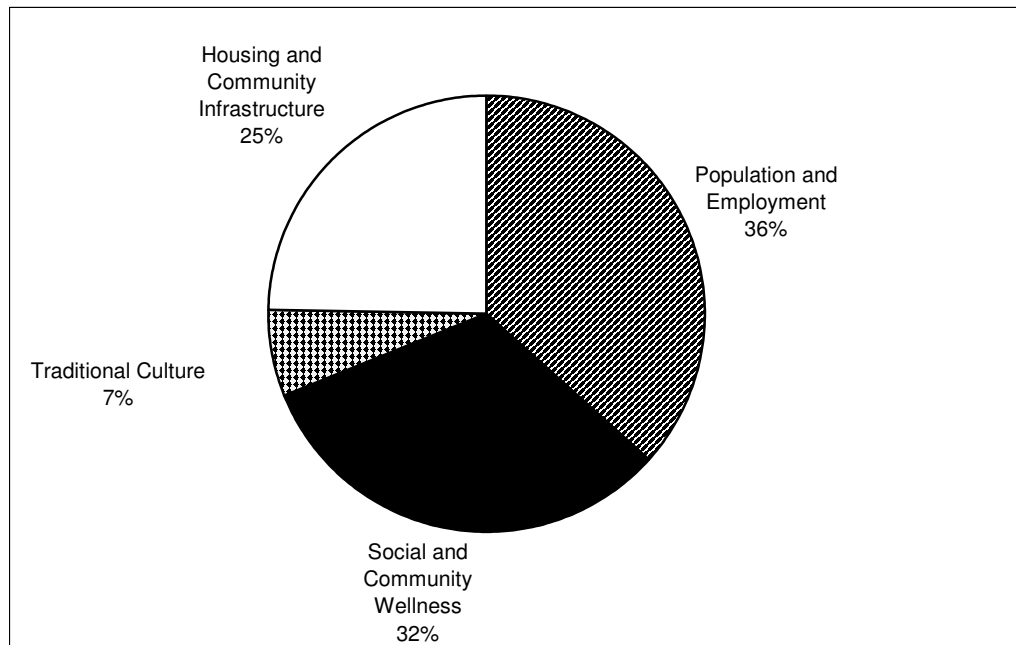
Table 6.1: Dehcho Regional Investment Plan Budget

Projects	First Year Budget	Average Annual Budget	Five Year Budget
Population and Employment	\$3,142,500	\$4,447,500	\$21,207,500
Engaging Youth in the Community	\$1,140,000	\$2,095,000	\$9,545,000
Safe, Stimulating Day Care	\$1,127,500	\$1,127,500	\$5,662,500
Daht'o Food Sharing and Life Skills	\$875,000	\$1,225,000	\$6,000,000
Social and Community Wellness	\$17,607,500	\$3,887,500	\$33,597,500
Dehcho Wellness Program	\$1,460,000	\$1,650,000	\$8,085,000
Safe Shelter	\$350,000	\$350,000	\$1,775,000
Dehcho Community Policing	\$747,500	\$1,352,500	\$6,182,500
Dehcho Community Social Development Fund	\$15,050,000	\$50,000	\$15,275,000
Secondary School Life Skills and Post-Secondary Financial Supports Education	\$355,000	\$475,000	\$2,280,000
Traditional Culture	\$477,500	\$790,000	\$3,662,500
Community Language & Cultural Development	\$477,500	\$790,000	\$3,662,500
Housing and Community Infrastructure	\$31,775,000	\$2,975,000	\$43,700,000
Sustainable Social Partnership Infrastructure Fund	\$30,050,000	\$50,000	\$30,275,000
Housing Assistance	\$1,725,000	\$2,925,000	\$13,425,000
Budget	\$53,357,500	\$12,090,000	\$102,167,500

Financial inputs resulting from the Dehcho Regional Investment Plan are summarized as follows.

- MGPIF monies channelled through the Territorial Corporation to a Dehcho Regional Organization are viewed as partnership funds that will enable the leverage of additional financial resources.
- 36% of Dehcho MGPIF funding of \$150 million is budgeted for projects in the first year and 68% is budgeted over the first five years.
- Annual funding of \$12.4 million³⁰ will be available for community-based activities and additional staff from Dehcho Regional Investment Plan projects.
- Annual 'top-up' funding for established programs is budgeted at \$1.95 million (e.g. day care, policing, education, housing). These established programs are available to all people in the DCR and delivered primarily by GNWT and Government of Canada agencies.
- Sustainable infrastructure and social development investment funds will enable investment in these areas during and after the life of the plan.

Figure 6.2: Average Annual Dehcho Regional Investment Plan Budget

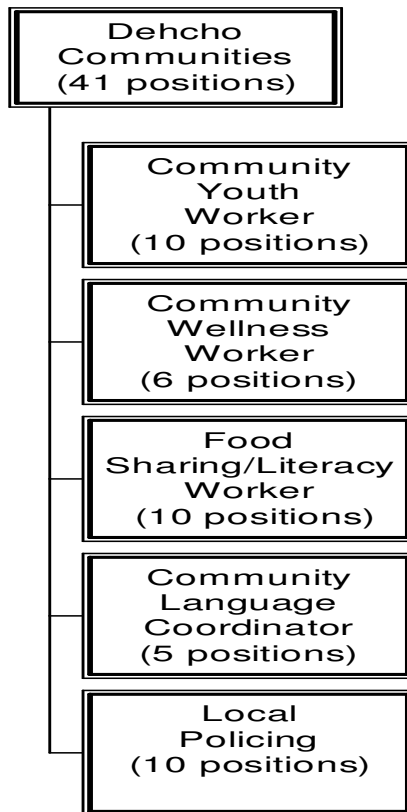


³⁰ Funding available for community activities is based on direct funding for community projects, and community staff listed in Figure 6.2. Total funding assumes that the return on investment after management fees is a minimum 4% for the Dehcho Community Social Development Fund and the Sustainable Social Partnership Infrastructure Fund.

The Dehcho Regional Investment Plan will have several human resource inputs, namely:

- Direct investment in 48 new positions as illustrated in Figure 6.4.
- Investment in 41 positions full and part-time community-based work (e.g. youth workers, language co-ordinators, wellness workers, food program co-ordinators, local policing personnel) and additional youth mentorship opportunities.
- Investment in seven positions for full-time regional coordination and administration, research and evaluation support to projects. The structure for regional positions will be determined in Phase 3.

Figure 6.3: Community Positions Created by the Dehcho Regional Investment Plan



6.2 Project Summary

The Dehcho Regional Investment Plan will fund eleven types of projects in the four priority areas identified in Phase 1 and 2 planning activities. These eleven projects are briefly described below. Detailed project information is provided in section 6.3.

Population and Employment

1. Engaging Youth in the Community

- Partnership initiative available to every DCR community to engage youth in meaningful ways in their families and communities.
- Investment in youth coordination, youth workers, youth mentorships, community and regional activities.
- Suggested leadership is DFN supported by First Nations and Elders Council.

2. Safe Stimulating Day Care

- Partnership initiative available to every DCR community to meet the needs of parents for safe day care in a stimulating, culturally relevant environment.
- Investment in more day care spaces, operator and child care worker training, and day care innovation.
- Suggested shared leadership is ECE Early Childhood and DFN.

3. Food Sharing and Life Skills

- Partnership initiative available to every DCR community to build on community strengths to provide nutritious food and life skills to low income earners and others in need.
- Investment in food sharing and life skills start-up, administration, and delivery supports.
- Suggested leadership is the three friendship centres serving residents of the DCR.

Social and Community Wellness

4. Dehcho Wellness Program

- Partnership initiative available to all DCR communities to strengthen and expand existing wellness services (e.g. supports for addictions, healing, families).
- Investment in regional network, coordination, more wellness workers, community wellness activities and community interagency support.
- Suggested leadership is the Dehcho Health and Social Services Authority.

5. Safe Shelter

- Partnership initiative available to all DCR communities and victims of family violence and abuse to ensure their personal safety.
- Investment in community safe home recruitment, training, and services.
- Suggested leadership is the Dehcho Health and Social Services Authority.

6. Dehcho Community Policing Program

- Available primarily to DCR communities without RCMP detachments to strengthen public safety and personal security.
- Investment in policing options (COP, Elder Watch), training, awareness, and supplementary local policing.
- Suggested leadership is the GNWT Justice with RCMP and MGP partners.

7. Dehcho Community Social Development Fund

- Partnership initiative available to all DCR communities to provide sustainable 'bridge' funding and address emergency and extraordinary costs associated with social programs and services.
- Investment in extraordinary costs of community social and cultural programs including inadequate funding for core, administration, and project delivery.
- Suggested leadership is the Dehcho Regional Corporation.

8. Secondary School Life Skills and Post-Secondary Financial Supports

- Partnership initiative available to DCR students to improve education and life successes.
- Investment in career counselling, life skills design and delivery and post secondary student support.
- Suggested shared leadership is the Dehcho Divisional Education Council and DFN.

Traditional Culture

9. Stimulating Dene and Metis Language and Cultural Development

- Partnership initiative available to all DCR communities to strengthen Dehcho First Nations language use and development, and support cultural practices in DCR communities.
- Investment in community language coordinators, regional activities (festivals, games, spiritual gatherings), community and land based culture and language activities, coordination and resource centre/network.
- Suggested shared leadership is the Dehcho Languages Working Group and Dehcho First Nations.

Housing and Community Infrastructure

10. Sustainable Social Partnership Infrastructure Fund

- A partnership initiative available to all DCR communities to enhance physical infrastructure to support the delivery of recreation, leisure, wellness, safety, and cultural programs.
- Partner with others to make capital contributions to recreation, leisure, wellness, safety, and cultural infrastructure designed to serve DCR residents potentially vulnerable to the impacts of the MGP.
- Investments to 'top-up' and attract new funds for housing for staff providing these services.
- Suggested leadership is the Dehcho Regional Corporation.

11. Housing Assistance

- Partnership initiative available to all DCR communities to assist Dehcho residents in need to secure and maintain adequate, suitable, and affordable shelter.
- Investment in topping up existing home ownership and repair programs; pilot program innovation; and training.
- Suggested leadership is the Dehcho Regional Corporation.

6.3 Dehcho Region Investment Plan

Population and Employment

Project: Engaging Youth

Location: Dehcho Region

RIP Priority Area: Population and Employment

Primary Target: Young women and men, 15–30 years of age

Goal: To engage youth in meaningful ways in their families and communities.

Project Description:

- Create and sustain positions or roles for youth to enable them to meaningfully participate in the affairs of their families and communities and make good life/lifestyle decisions. Positions might be made available for youth in liaison, service, leadership and management functions, in training positions, as personal or career councillors, and on youth and other community committees.
- Develop mentorship opportunities (e.g. peer to peer, youth to elder, journey person to apprentice, trainer to trainee, secondary school co-op programs) in all facets of community life. Ideally, every paid or unpaid position in the community would have a youth 'shadowing' the individual in the position (e.g. the Chief would mentor a youth, the Community Health Rep would mentor a youth, etc.).
- Promote and implement on the land activities that engage youth in meaningful harvesting and stewardship pursuits that build relationships, identity, connections, cohesion and personal discipline.

- Promote and support education and stay in school initiatives.
- Promote and support learning and use of Dene /Metis language in all aspects of family and community life.

Rationale:

- Youth engagement addresses concerns among DCR families and communities that young, gifted people are moving away from family and community thereby threatening the future strength of these fundamental social organizations. When MGP construction begins, it is anticipated that this condition will accelerate as youth seek employment opportunities outside their communities. These concerns are documented in GNWT *Deh Cho Regional Workshop on the Social Impacts of the Mackenzie Gas Project* in 2005.
- Youth engagement addresses concerns among DCR youth, families, and communities about the diminishing strength and uncertain continuity of Dehcho First Nations culture and language, the prevalence of inappropriate behaviours (e.g. addictions, violence and abuse), and the lack of focus, identity and connection among youth. These concerns are documented in the 2007 *Regional Investment Plan Interim Report* and were a dominant theme in community conversations in Phase 2 planning activities.
- Youth engagement enhances MGP operator commitments in the GNWT-MGP Socio-Economic Agreement to provide funding for GNWT and community programs designed to support youth in making healthy and productive lifestyle choices, building self-confidence and developing life skills.
- Youth engagement supports the GNWT priority to invest in youth. In 2008/09, the GNWT budget commits \$250,000 to community youth centre programs and \$125,000 to youth activities for permanent school based activities including the Take a Kid Trapping program.
- Youth engagement supports recommended actions in DCR community plans completed in the past decade which include establishing youth committees and meeting the needs of youth.

-Youth engagement activities support the Dehcho Health and Social Services Authority's strategic directions set out in 2007 (e.g. to promote healthy choices).

-Internship (mentoring) programs have been successfully delivered by GNWT and NGOs. Over the years, internships have engaged students in government work and frontline service delivery. They have a track record of developing employment skills among youth.

-Mentoring programs for at risk youth have existed for over 100 years. Big Brothers and Big Sisters organizations are the most notable of mentoring programs. These programs have contributed to considerable improvements in school grades, social skills with peers, and lower rates of violence and recidivism.

Partnerships:

The Dehcho First Nations could take the lead in partnership with:

- First Nations and Metis Councils including Elders Councils and Youth Councils
- GNWT, MACA, ECE
- Aurora College
- Dehcho Divisional Education Council
- Friendship Centres
- Ecology North
- Federal Government (INAC, HRSDC)

RIP PRIORITY AREA: Population and Employment	
PROJECT: Engaging Youth in the Community	
GOAL: To engage youth in meaningful ways in their families and communities	
ACTIONS	TIMETABLE³¹
Establish the DFN Youth Council to work with the DFN Elders Council and leadership, to serve as a Steering Committee for the youth engagement program.	Year one, Q 1 Quarterly conference calls.
Support an annual Dehcho Youth Assembly to discuss youth engagement in families and communities.	Annual Q 1/June
Develop job description with clear mandate and fund a Regional Population and Employment Coordinator position to be rotated annually among DCR communities to foster networking, efficiencies of scale and supportive, interdependent relationships locally and regionally. Arrange for regional coordinator mentoring.	Year one, end of Q 1 Ongoing
Develop job descriptions and fund youth worker positions in each DCR community to work with the regional coordinator, partners, youth, families and the community.	Year one, end of Q 2 Ongoing
Develop job descriptions and training plans for youth mentorships in each community.	Year one, Q 2 and Q 3
Consult with youth and others in the communities to identify, plan, and nurture opportunities for youth and provide the financial, material and human resources needed to bring these opportunities to fruition and make them meaningful for youth.	Year one Q 2 Subsequent years Q 4
Develop a youth recruitment process.	Year one Q 2
Develop a process for monitoring youth engagement.	Year one Q 3
Describe finance and accountability functions.	Year one Q 3
Implement monitoring and reporting.	Annually Q 4
Evaluate the program.	Year five Q 4

³¹ Budget timetable refers to the availability of funds and expected disbursement schedule.

Project: Engaging Youth				
Goal: To engage youth in meaningful ways in their families and communities				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
<p>Create and sustain positions or roles for youth to enable them to meaningfully participate in the affairs of their families and communities and make good life/lifestyle decisions.</p> <p>Develop mentorship opportunities (e.g. peer to peer, youth to elder, journey person to apprentice, trainer to trainee, secondary school co-op programs) in all facets of community life.</p> <p>Promote and implement on the land activities that engage youth in meaningful harvesting and stewardship pursuits that build relationships, identity, connections, cohesion and personal discipline.</p> <p>Promote and support</p>	<p>DFN Youth Council</p> <p>Steering Committee with representation from Youth and Elders councils to guide the project.</p> <p>Annual Dehcho Youth Assembly, youth engagement discussion and youth engagement plan</p> <p>Feedback from community and youth on youth engagement</p> <p>Population and Employment Regional Coordinator job description, and workplan</p> <p>The Population and Employment Regional Coordinator will be responsible for Engaging Youth, Safe Stimulating Day Care and Food Sharing and Life Skills</p>	<p># of Youth Council and Steering Committee members</p> <p># of Youth Council and Steering Committee meetings and participation</p> <p># of opportunities for youth to connect/network with youth peers and elders</p> <p>Staffed Population and Employment Regional Coordinator position with mentor</p> <p># of staffed youth worker positions and training plans implemented</p> <p># and type of training workshops and community youth worker participants</p> <p># of youth and</p>	<p>Increase in meaningful youth engagement in communities and families</p> <p>Increase in youth residing in community</p> <p>Increase in youth connecting/networking with peers and elders</p> <p>Increase in youth accepting mentorship/work experience placements in the community</p> <p>Increase in youth participation in meaningful on-the-land harvesting culture and language activities</p> <p>Increase in youth with a sense of place, belonging, and identity, hope for the future</p>	<p>% of youth active in family, recreation and volunteer activities in communities/region.</p> <p>Migration - Length of (youth) residency (% living for more than 5 yrs)</p> <p>% of adult and older adults sharing more positive attitudes about youth</p> <p>Youth employment rate</p> <p>Youth participation rate</p> <p>Persons 15+ (youth) who speak Aboriginal language (%)</p> <p>Persons 15+ (youth) who hunt & fish (%)</p> <p>Persons 15+ (youth) who spent time trapping (%)</p> <p>Youth charged (per 1,000 persons)</p>

Project: Engaging Youth				
Goal: To engage youth in meaningful ways in their families and communities				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
learning and use of Dene language in all aspects of family and community life.	<p>Mentor and training plan for Population and Employment Regional Coordinator</p> <p>Community youth worker job description and youth engagement plans</p> <p>Mentors and training plans for community youth workers</p> <p>Organized on the land and community activities and recreation for youth</p> <p>Youth and mentor recruitment process.</p>	<p>communities consulted</p> <p># of mentors per community</p> <p># of youth mentored</p>	<p>More youth able to withstand the social-cultural upheaval and change stimulated by the MGP</p> <p>Increase in Dehcho First Nations language use youth using Dehcho First Nations language in communities.</p>	<p>Rate of juvenile crime by detachment</p> <p>Youth delinquency rate</p>

FIVE YEAR BUDGET

PROJECT: Engaging Youth in the Community						
CATEGORIES	2009	2010	2011	2012	2013	TOTAL
Population and Employment Regional Coordinator	\$67,500	\$90,000	\$90,000	\$90,000	\$90,000	\$427,500
Regional Office, Supplies and Travel	\$22,500	\$30,000	\$30,000	\$30,000	\$30,000	\$142,500
Dehcho Youth Council/ Steering Committee	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000

PROJECT: Engaging Youth in the Community						
CATEGORIES	2009	2010	2011	2012	2013	TOTAL
Dehcho Youth Assembly	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Community Youth Workers (10 x \$70,000)	\$350,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,150,000
Community Office, Supplies and Travel (10 x \$15,000)	\$75,000	\$150,000	\$150,000	\$150,000	\$150,000	\$675,000
Community Youth Activities/ Mentorships	\$500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,500,000
Reporting & Evaluation					\$25,000	\$25,000
Total	\$1,140,000	\$2,095,000	\$2,095,000	\$2,095,000	\$2,095,000	\$9,545,000

FIRST YEAR BUDGET

PROJECT: Engaging Youth in the Community					
CATEGORIES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TOTAL
Population and Employment Regional Coordinator		\$22,500	\$22,500	\$22,500	\$67,500
Regional Office, Supplies and Travel		\$7,500	\$7,500	\$7,500	\$22,500
Dehcho Youth Council/ Steering Committee	\$20,000	\$2,000	\$1,500	\$1,500	\$25,000
Dehcho Youth Assembly	\$100,000				\$100,000
Community Youth Workers			\$175,000	\$175,000	\$350,000
Community Office, Supplies and Travel			\$37,500	\$37,500	\$75,000
Community Youth Activities/Mentorships			\$250,000	\$250,000	\$500,000
Total	\$120,000	\$32,000	\$494,000	\$494,000	\$1,140,000

Project: Safe, stimulating day care

Location: Dehcho Region

RIP Priority Area: Population and Employment

Primary Target: Preschool and school age children

Goal: Meet needs of parents of preschool and school age children in DCR for safe day care in a stimulating, culturally relevant environment.

Project Description:

- Develop and maintain licensed, quality daycare and day homes in all DCR communities.
- Commit public and Dehcho First Nation governments to a long-term partnership agreement to licence and support adequate and appropriate community-based day care spaces and programming.
- Commit public and Dehcho First Nation governments to a long-term partnership agreement to train and maintain qualified day care workers and operators in all licensed day care facilities in the DCR.
- Develop and maximize the benefits of strong relationships among day care facilities, preschool and other early childhood programs in each DCR community.

Rationale:

- Safe, stimulating day care services responds to long-standing public concerns about the care and health of young children and is intended to help DCR community members benefit from MGP employment opportunities.
- Safe day care facilitates adult participation in the MGP and community labour force. The demand for day care is likely to increase with the opportunity for increased MGP employment. GNWT presenters at the GNWT *Dehcho Regional Workshop on Social Impacts of the Mackenzie Gas Project* highlighted the need for alternative childcare for shift workers. Additional safe day care spaces will enable more local people to join the local labour force and buffer the effects of skilled local labour moving from communities to take up jobs on the MGP.
- Parents particularly lone-parent families and those parents experiencing the stresses associated with the absences of MGP or industrial workers, require respite and stability of care for young children in order to participate in the workforce and/or community.
- Safe stimulating day care can help prepare children for school and improve their success in school.
- The need for quality and stable childcare is raised in community plans completed in DCR communities over the past decade and was raised as a need in community conversations in Phase 2 regional investment planning activities. In 2005, GNWT ECE licensed seven (7) childcare facilities in the DCR. In 2008, six (6) licensed childcare programs³² in the DCR provided slightly more than 150 full and part-time spaces in nursery school, after school, or day care services.
- Trout Lake is expected to open a day care facility in 2008. A day care facility in Wrigley is closed as it does not meet fire standards. A new day care building in Fort Providence does not meet environmental health standards.

³² Fort Simpson: Open Door Society nursery school has 16 preschool child care spaces and 19 after school child care spaces and the Kids Corner child care has 8 infant/toddler and 19 preschool spaces; Fort Providence: Dezoah Undaa Etleh Koke Aboriginal Head Start has 16 preschool spaces; Fort Liard: Acho Dene Koe Child Care Centre has 13 preschool spaces in the nursery school and 16 after school spaces; and the Hay River Reserve's Aboriginal Headstart has 20 preschool spaces and the Dene Ts'eh Ts'udaa K'ehondii Koe Daycare has 8 infant and 17 preschool spaces.

-Six communities lack day care services despite a demand for services. DCR communities with day care may have inadequate spaces.

-Funding is available for day care spaces from the GNWT. While it may be adequate to maintain some of the operational costs of existing spaces, the funding is less adequate for expanding regional daycare spaces and providing competitive wages for trained day care workers. To qualify for daycare funding providers must meet standards. In the 2008/09 GNWT budget, the priority of improving the quality of early childhood programming is recognized through a planned \$1 million investment for language nest initiatives, six regional staff and one coordinator position. However, this new investment will not address the demand for new day care spaces in the DCR.

Partnerships:

The GNWT ECE Early Childhood Program and DFN share the leadership in partnership with:

- Community First Nations and Metis Councils
- Community Aboriginal Headstart and day care operators
- Dehcho District Education Authority
- Aurora College
- Dehcho HSSA
- Public Health Agency of Canada

RIP PRIORITY AREA: Population and Employment	
PROJECT: Safe Stimulating Day Care	
GOAL: Meet needs of parents of preschool and school age children for safe day care in a stimulating, culturally relevant environment.	
ACTIONS	TIMETABLE
Host and report on a regional workshop involving day care/early childhood development advocates/representatives from all DCR communities and the GNWT to articulate community specific demands for day care spaces; identify capital and operational resource requirements; and proposed arrangements among GNWT and community partners for meeting the need for safe, stimulating day care.	Year one Q 1
Maintain relationships through annual regional gatherings of day care and child service providers. Regional gatherings will enable day care providers to identify issues, and satisfying reporting requirements (e.g. outcomes)	Years two to five Q 4
Negotiate an agreement committing an investment of MGPIF funding to 'top-up' GNWT ECE Early Childhood Program child care facility and day home start-up and operating funding to ensure stable child and infant care spaces including annual increases in spaces, in safe, culturally relevant environments staffed by trained, competitively paid day care workers.	Year one prior to end of Q2
Promote/advertise new 'top-up' funding to communities.	Year one Q2 through Q4 Ongoing
Transfer top-up funds to ECE Early Childhood Program for flow-through to applicants.	Year one Q2 Year two to five Q1
Schedule and facilitate regular community and regional delivery of day care worker/facility operation. certificate training for licensed day care staff by contributing to the costs of annual intensive sessions in the DCR, backfilling care positions, ensuring student supports/tutors and addressing other barriers to certification.	Year one Q2 through Q4 Year two to five as and when
In selected DCR communities, pilot and closely monitor 24-hour child care services.	Year one Q2 Year two to five Q1
Through interagency groups and coordinators (see Wellness project description) and District Education Councils, develop protocols for establishing and maintaining relationships among day care facilities, pre-school and other early childhood programs such as the Canadian Prenatal Nutrition Program (CPNP) and Community Action Program for Children (CAPC).	Year one ongoing

RIP PRIORITY AREA: Population and Employment	
PROJECT: Safe Stimulating Day Care	
GOAL: Meet needs of parents of preschool and school age children for safe day care in a stimulating, culturally relevant environment.	
ACTIONS	TIMETABLE
Develop a process for monitoring day care access, satisfaction, and utilization. Describe finance and accountability functions. Implement monitoring and reporting.	Year one Q3 Year one Q3 Annually Q4
Evaluate the program.	Year five Q4

Project: Safe, stimulating day care				
Goal: Meet needs of parents of preschool and school age children for safe day care in a stimulating, culturally relevant environment.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
Develop and maintain licensed, quality daycare and day homes in all DCR communities. Commit public and Dehcho First Nation governments to a long-term partnership agreement to license and support adequate and appropriate community-based day care spaces and programming. Commit public and Dehcho First Nation governments to a long-term partnership agreement to train and maintain qualified day care workers and operators in all licensed day care facilities in the	Regional workshop held to assess day care needs	Number of community and GNWT service providers participating in workshop	No waiting lists for day care	% of child population served by day care
	More partnerships to address day care needs	Number of partnership agreements committing more funding to day care facilities, start-up and operations	Families in need of childcare have access to safe stimulating, culturally relevant and affordable day care.	% of child population served by 24 hour day care
	Strengthened capacities of local service providers including recruitment, and retention plan (training) for qualified day care workers and operators	Number and type of training workshops and participation	Increase in healthy pre-school aged children ready for school	% of child population waiting for day care services
	Development plan for	Number of skilled/	Day care services in all DCR communities	% of school aged children ready for school ³³

³³ School readiness (to learn): refers to the child's ability to meet the task demands of school, such as being cooperative and sitting quietly and listening to the teacher, and to benefit from the educational activities that are provided by the school. Five domains social competence; emotional maturity; language and cognitive development; communication skills; and general knowledge may be measured.

Project: Safe, stimulating day care				
Goal: Meet needs of parents of preschool and school age children for safe day care in a stimulating, culturally relevant environment.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
DCR. Develop and maximize the benefits of strong relationships among day care facilities, preschool and other early childhood programs in each DCR community.	day care facilities Stable, skilled day care workforce Safe day care facilities 24-hour child care services pilot Protocols for relationships among day care facilities, pre-school and other early childhood programs	certified and trainee early childhood staff in communities. Number of day care and 24 hour spaces serving communities Number of agencies signed on to and using protocols	Understanding of the needs and successes of 24-hour day care	% of families who rate their use of day care services as satisfactory, somewhat satisfactory....

FIVE YEAR BUDGET

PROJECT: Safe Stimulating Day Care						
CATEGORIES	2009	2010	2011	2012	2013	TOTAL
Workshop Facilitator/ Reporting, Participant Expenses	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
'Top-up' of Early Childhood Program start-up and operating funding (128,500 x 5 communities; 75,000 x 5 communities)	\$1,017,500	\$1,017,500	\$1,017,500	\$1,017,500	\$1,017,500	\$5,087,500

School Readiness to Learn Project in Canada Canadian Centre for Studies of Children at Risk, McMaster University, 2002
http://www.offordcentre.com/readiness/files/PUB.6.2002_Offord-Janus.pdf April 16th, 2008

PROJECT: Safe Stimulating Day Care						
CATEGORIES	2009	2010	2011	2012	2013	TOTAL
Early childhood educator certification training supports	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Experimental/ pilot alternative models of safe day care	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
Reporting and Evaluation					\$25,000	\$25,000
Total	\$1,127,500	\$1,127,500	\$1,127,500	\$1,127,500	\$1,152,500	\$5,662,500

FIRST YEAR BUDGET

PROJECT: Safe Stimulating Day Care					
CATEGORIES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TOTAL
Workshop Facilitator/ Reporting, Participant Expenses	\$25,000				\$25,000
'Top-up' of Early Childhood Program start-up and operating funding (128,500 x 5 communities; 75,000 x 5 communities)		\$1,017,500			\$1,017,500
Early childhood educator certification training supports		\$50,000			\$50,000
Experimental/ pilot alternative models of safe day care		\$35,000			\$35,000
Total	\$25,000	\$1,102,500			\$1,127,500

Project: Daht'ó (Community Food Sharing) and Life Skills

Location: Dehcho Region

RIP Priority Area: Population and Employment

Primary Target: Marginalized or vulnerable populations most susceptible to negative impacts from the MGP, namely persons on fixed income and with low income.

Goal: Build on community strengths to provide nutritious food and life skills to low income earners and others in need.

Project Description:

- Design a generic nutritious community food sharing and life skills program for big and small DCR communities.
- Core fund a nutritious community food sharing and life skills program in each DCR community.
- Provide project-specific funding to develop and offer life skills for low income earners and others at risk of negative social, economic, and cultural impacts from the MGP.

Rationale:

-Increases in the cost of living in DCR communities expected with the MGP will increase risks to the safety and security of persons with low income, education, and literacy skills, and those living with uncertain social and economic conditions. The potential for the MGP to drive up the already high cost of living in DCR communities was a prevailing theme in Phase 2 regional investment planning activities. Focus group participants at the GNWT *Dehcho Regional Workshop on Social Impacts of the Mackenzie Gas Project* believe that the increased cost of services will negatively impact those who don't have a pipeline job or when their employment on the project terminates.

- Nutrition, literacy, and skills to cope with a changing society including trends toward market rather than government/public responses to human needs create the need for food and life skills particularly among persons with low income, education and literacy skills, and those experiencing uncertain social and economic conditions. Further family members that access MGP employment will need resources to gain the necessary skills to make positive and healthy lifestyle choices.
- Food banks operating in several large and small communities in the NWT are experiencing growing demand among persons on fixed income or low income due to rising living costs and inadequate Income Support, pension or other benefits. In Canada, the trend in demand for food bank services during the past decade has increased by 13%. The percentage of food bank clients whose income is from social assistance is much higher (54%) than clients whose income is from employment (14%). Slightly more than one third of food banks (34.5%) have difficulty meeting demand.³⁴
- Food banks including soup kitchen and community harvesting program/food sharing programs may be offered on an informal, intermittent basis in some DCR communities, and may not have funding or the capacity to provide nutritional foods.³⁵ In the NWT, food banks/soup kitchens are located in urban centers and operated by volunteer non-government organizations. In smaller DCR communities, food sharing and nutrition programs (community hunts, Christmas food hampers) are offered by harvester groups or First Nations.
- The need for financial management and other literacy skills was identified in many community plans developed in the DCR in the last decade.
- The project complements the MGP's operator commitment in the GNWT-MGP Socio- Economic Agreement to fund and collaboratively support community-based literacy and lifeskills programming.

³⁴ Canadian Association of Food Banks, 2006, *Hunger Count 2006*

³⁵ The Hay River soup kitchen, Soaring Eagle Friendship Centre food bank or the Dehcho Friendship Centre's food bank are examples. The Uluhaktok food bank may be a good example for smaller communities.

-Life skills including literacy programs are unavailable in DCR communities.

Partnerships:

The Territorial Friendship Centres Association and local Friendship Centres to take the lead in partnership with:

- First Nations and Metis Councils
- Harvester Organizations
- NWT Literacy Council
- Dehcho HSSA
- GNWT ECE
- Aurora College

RIP PRIORITY AREA: Population and Employment	
PROJECT: Daht’o (Community Food Sharing) and Life Skills	
GOAL: Build on community strengths to provide nutritious food and life skills to low income earners and others in need.	
ACTIONS	TIMETABLE
Contract services to identify best practices and seek regional input/experience to design a nutritious community food sharing and life skills program and operations plan that considers local harvesting and food production capacity, and centralized purchasing of imported goods. Link the program and operational design to safe shelter, wellness, homeownership, youth engagement, childcare and language and cultural program/services provided through the Dehcho Regional Investment Plan (MGPIF).	Year One Q1 and Q2
Provide core funding to community-based, non-profit organizations for the management, staffing and use of existing infrastructure for a nutritious community food sharing and life skills program. Link with existing Harvester organization sponsored community hunts. Link with Community Health Worker or Representative to promote the establishment and delivery of community sharing and life skill programs. Develop relationships with local grocery stores for donations.	Year One Q3 Years two to five Q1

RIP PRIORITY AREA: Population and Employment	
PROJECT: Daht'o (Community Food Sharing) and Life Skills	
GOAL: Build on community strengths to provide nutritious food and life skills to low income earners and others in need.	
ACTIONS	TIMETABLE
Through partnerships regularly contribute funding to multi-year projects for the delivery of literacy projects including financial literacy, market-government literacy, technological literacy, and health literacy and projects that enhance daily living life skills and empower vulnerable populations.	Year one Q3 Years two to five Q1
Bring community food sharing and life skills personnel together annually to evaluate progress and strengthen programming as required.	Year one Q2 Years two to five Q4
Develop a process for monitoring food sharing/life skills access, satisfaction, and utilization. Describe finance and accountability functions. Implement monitoring and reporting.	Year one Q1 and Q2 Year one Q1 and Q2 Annually Q4
Evaluate the program.	Year five Q4

Project: Daht'o (Community Food Sharing) and Life Skills				
Goal: Build on community strengths to provide nutritious food and life skills to low income earners and others in need.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
Design a generic nutritious community food sharing and life skills program for big and small DCR communities.	Nutritious community food sharing and life skills programming best practices and program models.	Number of inter agency partners in agreements to administer and deliver programming Frequency of partner meetings	More individuals able to manage money and function within market systems	% of (low income/literacy) population aware of programming and positive outcomes of eating nutritious food
Core fund a nutritious community food sharing and life skills program in each DCR community.	Regionally designed nutritious community food sharing and life skills program, service model, operational and promotional plan	Frequency of programming promotional activities targeting community residents regarding nutritious food and	More people literate in technologies and with other skills necessary to daily living	community program access rate (% of community population accessing programming)
Provide project-specific funding to develop and	Service delivery and		Stronger social safety net in each DCR	% of low income/ population reporting

Project: Daht'o (Community Food Sharing) and Life Skills				
Goal: Build on community strengths to provide nutritious food and life skills to low income earners and others in need.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
offer life skills for low income earners and others at risk of negative social, economic, and cultural impacts from the MGP.	<p>infrastructure agreements with community group/s.</p> <p>Needs assessment, service delivery and promotional plans and information systems.</p> <p>Linkages/relationships /partnership agreements with harvester organizations, Community Health Worker/Representative and grocery stores</p>	<p>literacy programming and positive health value of nutritious food</p> <p>Number of target population aware of life skills and Daht'o programs</p> <p>Number and type of life skills workshops</p> <p>Number of life skills participants</p> <p>Number of communities with nutritious food sharing venues and participants</p> <p>Volume, type, source and value of nutritious food delivered in communities</p>	<p>community</p> <p>More support for local harvesting activities</p>	<p>positive health status</p> <p>% of low income/ population reporting they have enough nutritious food to eat</p> <p>% of population reporting they have satisfactory literacy skills for daily living in their community</p> <p>Households consuming half or more country food (%)</p> <p>community living cost differential</p> <p>community food price index</p> <p>% income support beneficiaries of community population</p>

FIVE YEAR BUDGET

PROJECT: Daht'o (Community Food Sharing) and Life Skills						
CATEGORIES	2009	2010	2011	2012	2013	TOTAL
Program Design/Administration	\$50,000					\$50,000
Annual service provider gatherings	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Core funding \$60,000 x 10 communities	\$300,000	\$600,000	\$600,000	\$600,000	\$600,000	\$2,700,000
Start-up and capital costs (e.g. for freezers)	\$200,000		\$100,000		\$100,000	\$400,000
Multi-year project specific funding	\$300,000	\$600,000	\$600,000	\$600,000	\$600,000	\$2,700,000
Reporting and Evaluation					\$25,000	\$25,000
Total	\$875,000	\$1,225,000	\$1,325,000	\$1,225,000	\$1,350,000	\$6,000,000

FIRST YEAR BUDGET

PROJECT: Daht'o (community food sharing) and life skills					
CATEGORIES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TOTAL
Program Design/ Administration	\$50,000				\$50,000
Annual service provider gatherings		\$25,000			\$25,000
Core funding \$60,000 x 10 communities			\$300,000		\$300,000
Start-up and capital costs (e.g. for freezers)			\$200,000		\$200,000
Multi-year project specific funding			\$300,000		\$300,000
Total	\$50,000	\$25,000	\$800,000		\$875,000

Social and Community Wellness

Project: Dehcho Wellness Program

Location: Dehcho Region

RIP Priority Area: Social and Community Wellness

Primary Target: Persons/families likely to be marginalized and made more vulnerable by the MGP

Goal: Strengthen and expand existing wellness services.

Project Description:

- Enhance existing Dehcho H&SSA wellness promotional materials, activities, and personnel.
- Strengthen local and regional human capacity to support vulnerable members of DCR communities by expanding existing health and wellness knowledge, skills, and resources in each community.
- Improve access to and availability of regional wellness services by facilitating community access to outreach, mobile, referral, and residential services; greater integration and coordination of community based programs and services; and greater collaboration and sharing of wellness resources among DCR communities.
- Empower communities to develop effective and efficient community-based and culturally relevant services by using community development models and tools such as interagency collaboration and networking, standardized workshop series, 'working together' protocols, and family-centred case management service delivery approaches.
- Build on community strengths and traditional and cultural-specific responses to incorporate traditional Dehcho First Nations practices with Western methods.

Rationale:

- The Dehcho Wellness Program responds to concerns about the erosion of healthy family relationships and functioning documented in numerous socio-cultural and economic studies including community plans and the MGP SEIA (e.g. elder and family violence and abuse, addictions, loss of spiritual well-being).
- Focus group participants at the GNWT *Dehcho Regional Workshop on Social Impacts of the Mackenzie Gas Project* identified some negative impacts of the MGP as more stress on families when parents are away at work; increases in alcohol and drug (ab)use; and increased need for child protection.
- Leadership, front line workers, youth and the general public engaged in conversations during Phase 2 planning activities frequently pointed to the receipt of residential school common experience payments as an example of the alcohol abuse, tragedy, and family dysfunction that could be replicated and prolonged by the MGP.
- The Dehcho Wellness Program supports recommended actions in DCR community plans completed in the past decade (e.g. promote and support sobriety, healthy lifestyles, personal development/responsibility, healing programs and services, and effective, responsive, accessible, flexible, and locally controlled health and social service).
- The Dehcho Wellness Program supports Dehcho Health and Social Services Authority's strategic directions set out in 2007 (e.g. promote healthy choices; and protect children and vulnerable individuals from abuse, neglect and distress).
- The Dehcho Wellness Program supports the 2004 GNWT *Framework for Action Mental Health and Addictions Services* (e.g. families and communities should have access to integrated resources to address community wellness).
- The Dehcho Wellness Program addresses the shortfalls in existing wellness services in all DCR communities and the need for equality of services among DCR communities consistently expressed in community conversations during Phase 2 planning activities.
- The Dehcho Wellness Program responds to higher than average territorial and Canadian rates of family violence, addictions, and crime in the north, and to the high incidence of inappropriate behaviours among youth as evidenced by

rates of early school leaving, unemployment, cultural alienation and social issues (e.g. addictions, violence, abuse, and lack of direction, identity and connection).

-DHSSA has agreed to support projects within its service delivery mandate including wellness. Further discussion is expected to refine support and the terms of the Dehcho Wellness Program.

Partnerships:

Dehcho Health and Social Services Authority (DHSSA) could take the lead in partnership with:

- Community Health Centre/Primary Community Care Teams
- Community First Nation and Metis Councils
- Nats'ejee K'eh Centre
- GNWT HSS

RIP PRIORITY AREA: Social and Community Wellness	
PROJECT: Dehcho Wellness Program	
GOAL: Strengthen and expand existing wellness services.	
ACTIONS	TIMETABLE
Establish a Dehcho wellness partners council to make a plan for achieving equal access to regular and consistent health and wellness promotion, prevention, treatment, and follow-up services in all DCR communities. (The Council might be a sub-committee of the DHSSA).	Year one Q1 Ongoing
Enhance existing regional wellness programs by retaining a regional wellness coordinator to provide support to community-based interagency groups, strengthen regional program delivery and worker support functions, and facilitate access to community wellness worker training, facilitator training and proposal writing. The regional wellness coordinator will also be responsible for the Dehcho Community Social Development Fund.	Year one Q1 Ongoing

RIP PRIORITY AREA: Social and Community Wellness	
PROJECT: Dehcho Wellness Program	
GOAL: Strengthen and expand existing wellness services.	
ACTIONS	TIMETABLE
Provide 'top-up' funding to expand existing wellness services to accommodate the need in all communities for regular and consistent wellness services. Linkages should be made with the other investment plan projects particularly the social infrastructure and social development funds.	Year one Q1 Ongoing
Establish and support community wellness networks or interagency groups in all DCR communities.	Year one Q2 Ongoing
Describe finance and accountability functions.	Year one Q1
Establish part-time community-based positions to coordinate and support community interagency groups. (Community First Nation Councils could be funded to sponsor interagency support workers.)	Year one Q2 Ongoing
Establish a (non-residential) regional wellness network with human and material resources including a research/best practices library/data-base; plain language tool kits; annual wellness plans; wellness workshop series (e.g. abuse and violence prevention, healing, loss and grieving, suicide prevention, life skills, train the trainer, parenting/ parent empowerment).	Year one Q1
Based on community needs and DHSSA wellness programming, fund community wellness worker (prevention and promotion) positions in those Dehcho communities currently without these positions and support wellness workers through existing regional health and wellness personnel and clinicians.	Year one Q2
Develop and implement community wellness work plans with goals, schedule of ongoing workshops, self-help and aftercare support programs, community events.	Year one Q3
Monitor and report on the program.	Annual Q4
Evaluate performance.	Year five Q4

Project: Dehcho Wellness Program				
Goal: Strengthen and expand existing wellness services.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
Enhance existing Dehcho H&SSA wellness promotional materials, activities, and personnel.	Dehcho wellness partners council. Regional wellness	Supported wellness networks/interagency groups in each community	Healthier communities More healthy families able to withstand socio-cultural	Cases of STIs (#) Injury Death Rate

Project: Dehcho Wellness Program				
Goal: Strengthen and expand existing wellness services.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
<p>Strengthen local and regional human capacity to support vulnerable members of Dehcho communities by expanding existing health and wellness knowledge, skills, and resources in each community.</p> <p>Improve access to and availability of regional wellness services by facilitating community access to outreach, mobile, referral, and residential services; greater integration and coordination of community based programs and services; and greater collaboration and sharing of wellness resources among Dehcho communities.</p> <p>Empower communities to develop effective and efficient community-based and culturally relevant services by using community development models and</p>	<p>plan for consistent health and wellness promotion, prevention, treatment, and follow-up services in all Dehcho communities.</p> <p>Regional wellness co-ordinator responsible for the Dehcho Wellness Program and Dehcho Community Social Development Fund</p> <p>Regional wellness network, communication and training resources for wellness plan</p> <p>Service delivery agreement with Dehcho H&SSA for expanded regular and consistent wellness services</p>	<p>Number of community with wellness networks/ interagency groups.</p> <p>Number of communities with (staff) support for wellness networks/ interagency groups</p> <p>Number and type of community wellness plan communication and training delivered</p> <p>Number of communities staffed with certified and trainee wellness workers.</p> <p>Number of communities with wellness workplans</p> <p>Wellness worker trainee progress to certification</p> <p>Frequency of regional and clinical support for community wellness workers</p>	<p>upheaval and change brought by the MGP</p> <p>People living longer in communities</p> <p>Healthier families and communities</p> <p>Less gaps in wellness services</p> <p>Regular, consistent wellness services in all communities</p> <p>Equal access to wellness services</p> <p>More cohesive wellness programs and services</p>	<p>Premature Death Rate Hosp. Injury & Poisoning Rates</p> <p>Violent Crime Rates (per 1,000 persons)</p> <p>Property Crime Rates (per 1,000 persons)</p> <p>Women & children admitted to shelters (#)</p> <p>Child welfare apprehensions (#)</p> <p>Charges for Violent & Property Crimes</p> <p>Population volunteering in community (%)</p> <p>Population reporting Increase in self-rated health (%)</p> <p>Treatment referrals #</p> <p>% of people returning from treatment receiving</p>

Project: Dehcho Wellness Program				
Goal: Strengthen and expand existing wellness services.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
<p>tools such as interagency collaboration and networking, standardized workshop series, 'working together' protocols, and family-centred case management service delivery approaches.</p> <p>Build on community strengths</p>	<p>Community wellness networks/interagency groups</p> <p>Community-based interagency group coordination positions.</p> <p>Regional wellness and clinical support for community wellness workers.</p> <p>Community wellness work plans</p> <p>Framework for monitoring, reporting, evaluation</p>			<p>aftercare support</p> <p>user satisfaction with regional and community wellness programs and services</p>

FIVE YEAR BUDGET

PROJECT: Dehcho Wellness Program						
CATEGORIES	2009	2010	2011	2012	2013	TOTAL
Regional Wellness Coordinator – Community Wellness and Social Development	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$450,000
Office, Supplies and Travel	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Wellness Council	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Dehcho wellness network/ centres	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Community Wellness Worker Top-up	\$270,000	\$360,000	\$360,000	\$360,000	\$360,000	\$1,710,000
Community Wellness Project Fund	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,500,000
Community Interagency support	\$300,000	\$400,000	\$400,000	\$400,000	\$400,000	\$1,900,000
Reporting and Evaluation					\$25,000	\$25,000
Total	\$1,460,000	\$1,650,000	\$1,650,000	\$1,650,000	\$1,675,000	\$8,085,000

FIRST YEAR BUDGET

PROJECT: Dehcho Wellness Program					
CATEGORIES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TOTAL
Regional Wellness Coordinator – Community Wellness and Social Development	\$90,000				\$90,000
Office, Supplies and Travel	\$25,000				\$25,000
Wellness Council	\$25,000				\$25,000
Dehcho wellness network/ centres	\$50,000				\$50,000
Community Wellness Worker Top-up		\$270,000			\$270,000
Community Wellness Project Fund	\$700,000				\$700,000
Community Interagency support		\$300,000			\$300,000
Total	\$890,000	\$570,000			\$1,460,000

Project: Safe Shelter

Location: Dehcho Region

RIP Priority Area: Social and Community Wellness

Primary Target: Victims of violence and abuse

Goal: To ensure the personal safety of community members exposed to or subject to abuse and violence.

Project Description:

- Establish a regional system of safe homes in DCR communities.
- Ensure suitable supports are available in each community to persons needing safe shelter and making the transition from safe shelter to the community and family environments.
- Raise awareness of the community's role in promoting the public's right to live safely and support the functioning of safe homes.
- Support and sustain safe shelter in all DCR communities.

Rationale:

-Safe shelter recognizes the high rates of violent crime including elder abuse, spousal assault and other forms of family violence in DCR communities. Participants at the 2005 GNWT *Dehcho Regional Workshop on Social Impacts of the Mackenzie Gas Project* expressed concern that the MGP would increase the already high rates of family violence in Dehcho communities. Safe shelter and responses for victims of violence and abuse was a concern raised in community conversations in Phase 2 planning activities associated with the MGPIF. Further concerns were raised that the effects of

more money, movement of community members, and family separation for MGP work could result in more drug and alcohol abuse, family violence, and family separation in DCR regional communities.

- Safe shelter addresses in part, the absence of community-specific services and facilities to respond to family violence.

Family violence programs for women and children in the NWT are located in Fort Providence, Hay River, Aklavik, Fort Smith, Tuktoyaktuk, Yellowknife, and Inuvik. Shelters are located in Yellowknife, Fort Smith, and Hay River.

-In part, safe shelter addresses barriers associated with the ability to execute protection orders issued under the NWT *Protection Against Family Violence Act* in communities without RCMP detachments.

-Safe shelter supports the Dehcho Health and Social Services Authority's strategic directions established in 2007 (e.g. protect children and vulnerable individuals from abuse, neglect and distress). DHSSA has agreed to support projects within its service delivery mandate.

-The safe shelter project supports actions recommended in DCR community plans completed in the past decade (e.g. establish safe homes for vulnerable members with awareness and training for operators).

-The safe shelter project supports the GNWT's investment in family violence initiatives. In 2008/09, the GNWT budgeted \$460,000 for family violence programs and services.

Partnerships:

DHSSA recommended that Family Life Program in Fort Providence operated by the Zhati Koe Friendship Centre share a leadership role with them in the delivery of Safe Shelter and that further discussion be pursued to refine support and the terms of the safe shelter. Partners of the Zhati Koe Family Life Program and Dehcho Health and Social Services Authority could include:

- Community First Nations and Metis Councils
- Community Health Centres

- RCMP
- GNWT social departments and agencies

RIP PRIORITY AREA: Social and Community Wellness	
PROJECT: Safe Shelter	
GOAL: To ensure the personal safety of community members exposed to or subject to abuse and violence.	
ACTIONS	TIMETABLE
Hire a Regional Wellness Coordinator – Protection and Education to enhance the capacity of the Dehcho Health and Social Services Authority to respond to the needs of victims of violence/abuse.	Year one Q1 Ongoing
Identify or establish groups in each Dehcho community who are willing and able to sponsor, coordinate, and monitor safe homes. (Interagency groups might fulfill this function.)	Year one end of Q2
Support the capacity of community groups to coordinate and monitor safe homes by providing financial and material resources.	Year one Q1 Ongoing
Develop a protocol to enable front-line agencies to support victims of violence and deal with perpetrators of violence (e.g. between RCMP, Dehcho Health and Social Services Authority, First Nations, Community Health Centres, Community Justice and Victim Services).	Year one by end of Q4
Develop resources for, and link safe shelters in Dehcho communities through standards, policies, operational tools, training, best practices resources, and partnerships.	Year one Ongoing
Recruit, screen, hire and sustain local safe home operators in all DCR communities.	Year one by end of Q2
Access and coordinate the delivery of training for operators of safe homes.	Ongoing
Undertake annual activities that support the ongoing coordination, finance and accountability of local safe shelter sponsors/committees and operators.	
Monitor and report on the program	Annually Q4
Evaluate the program.	Year Five Q4

Project: Safe Shelter				
Goal: To ensure the personal safety of community members exposed to or subject to abuse and violence.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
<p>Establish a regional system of safe homes in DCR communities.</p> <p>Ensure suitable supports are available in each community to persons needing safe shelter and making the transition from safe shelter to the community and family environments.</p> <p>Raise awareness of the community's role in promoting the public's right to live safely and support the functioning of safe homes.</p> <p>Support and sustain safe shelter in all DCR communities.</p>	<p>Job description and workplan for a Regional Wellness Coordinator - Protection and Education responsible for Safe Shelter, Dehcho Community Policing Program and secondary School Life Skills and Post-Secondary Financial Supports</p> <p>Communication plan</p> <p>Service delivery and training plans</p> <p>Community sponsors to coordinate, and monitor safe homes.</p> <p>Financial and material resources for community coordinators.</p> <p>Victims of violence protocol</p> <p>Standards, policies,</p>	<p>Regional coordinator position staffed</p> <p># of community sponsors</p> <p># of communities and agencies signing on to "protocol"</p> <p># of communication events/tools used to raise program awareness and the public's right to live safely</p> <p># of communities/safe homes accessing safe home resources</p> <p># of communities with operating safe homes</p> <p># of community safe home operator training workshops and workers accessing training</p>	<p>Safe shelter in each DCR community</p> <p>Fewer individuals harmed or threatened by violence and abuse</p> <p>Fewer individuals living with or witnessing violence and abuse</p> <p>Fewer individuals experiencing emotional, mental or physical stress and harm</p> <p>More community service providers and citizens aware of safe home services and interventions under the <i>Protection Against Family Violence Act</i></p>	<p>Rates of family violence, spousal assault, and elder abuse</p> <p># of interventions under <i>Protection Against Family Violence Act</i></p> <p>Women & children admitted to shelters (#)</p> <p>Population reporting they feel safe in their communities (%)</p> <p># and type of community people accessing safe home services and frequency</p> <p>Violent Crime Rates e.g. family violence) (per 1,000 persons)</p> <p>Charges for selected crimes (spousal assaults, substance use/abuse)</p> <p>Incidents of Violent Crime by detachment (e.g. family</p>

Project: Safe Shelter				
Goal: To ensure the personal safety of community members exposed to or subject to abuse and violence.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
	operational tools, training, best practice and partnership resources for DCR safe shelters. Safe homes and operators Safe home operator training. Support for coordination, finance and accountability of local safe shelter sponsors and safe home operators.			violence)

FIVE YEAR BUDGET

PROJECT: Safe Shelter						
CATEGORIES	2009	2010	2011	2012	2013	TOTAL
Regional Wellness Coordinator Protection and Education	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$450,000
Office, Supplies and Travel	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Safe Home Recruitment/Training	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$875,000
Safe Shelter Services	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Reporting & evaluation					\$25,000	\$25,000
Total	\$350,000	\$350,000	\$350,000	\$350,000	\$375,000	\$1,775,000

FIRST YEAR BUDGET

PROJECT: Safe Shelter					
CATEGORIES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TOTAL
Regional Wellness Coordinator Protection and Education	\$90,000				\$90,000
Office, Supplies and Travel	\$25,000				\$25,000
Safe Home Recruitment/Training	\$175,000				\$175,000
Safe Shelter Services	\$60,000				\$60,000
Total	\$350,000	\$0	\$0	\$0	\$350,000

Project: Dehcho Community Policing Program

Location: Dehcho Region

RIP Priority Area: Public Safety and Policing

Primary Target: Communities without regular policing services

Goal: Strengthen public safety and personal security in all DCR communities.

Project Description:

-Build stronger partnerships between community First Nations, the private sector and RCMP to broaden community policing in DCR communities.

- Advocate for an enhanced community police service model³⁶ to supplement existing policing services particularly in those communities with outside detachments by, for example, reactivating the RCMP Special Constable program, launching a First Nations officers program, establishing satellite detachments, or rotating RCMP members to broaden policing services.
- Develop a recruitment campaign to overcome barriers for recruiting local people to policing programs
- Build local capacity to support community policing initiatives and reduce demands on existing RCMP members.
- Raise awareness of community and business' role in community policing and public safety.
- Address community and regional public safety and personal security infrastructure needs.

Rationale:

-Community policing responds to public concerns about high crime rates and expected increases in criminal activity as a result of the MGP as reported in community assessments and as evidenced in high rates of deviant behaviour including addictions, vandalism, family violence and abuse. In response to MGP impacts, participants at the *GNWT Dehcho Regional Workshop on Social Impacts of the Mackenzie Gas Project* recommended addressing the needs of DCR communities not

³⁶ First Nations Administered Police Service: band, tribal, regional or provincial organization Special Contingent of First Nations Officers: within an existing police service, including:
First Nations officers employed within a provincial or municipal police service with dedicated responsibilities to serve a First Nation community.
A group of First Nations police officers employed through a contractual arrangement to provide a policing service to a First Nation community. In 1991, Special Constable status changed to full members. After 1991, the Special Constable Program evolved to the Aboriginal Community Constable Program (ACCP).

having local detachments, improvement on response times by increasing the number of RCMP and the need to collaborate to find solutions for better communities (e.g. volunteers, citizens on patrol and crime stoppers).

-Community policing enhances MGP operator's commitment outlined in the GNWT-MGP Socio Economic Agreement to negotiate an MOU with the RCMP for collaborating and addressing public safety needs arising from the MGP outside of regular community policing.

-Community policing addresses gaps in regular policing services in at least six DCR communities, concerns about longer than average response time to complaints, and inequities in protection services among DCR communities.

-Community policing supports recommended actions in DCR community plans completed in the past decade (e.g. establish community/alternative justice models).

-Community policing supports Dehcho Health and Social Services Authority's strategic directions set out in 2007 (e.g. protect children and vulnerable individuals from abuse, neglect and distress).

-Community policing supports GNWT investment in policing initiatives. In 2008/09, the GNWT budgeted \$1.5 million to open additional RCMP detachments and support increased coverage in smaller detachments.

Partnerships:

GNWT Justice could take the lead in partnership with:

- DFN (leadership could be devolved to self-government)
- Community First Nations and Metis Councils
- RCMP G Division (Hay River)
- MGP proponents

RIP PRIORITY AREA: Social and Community Wellness	
PROJECT: Dehcho Community Policing Program	
GOAL: Strengthen public safety and personal security in all Dehcho communities	
ACTIONS	TIMETABLE
Establish a regional Steering Committee with partners to investigate feasible options for responding to the immediate and longer term needs for improved policing services.	Year one Q1
Hire a contractor to work with the Steering Committee to investigate options and assist partners to mobilize to address immediate and short-term needs including coordinating and sustaining community policing initiatives in consideration of the MGP proponents' commitment to provide additional supports under the Socio-Economic Agreement (SEA).	Year one Q1 Ongoing
Consult with communities to identify suitable safety awareness and crime prevention programs to meet/enhance public safety needs of communities (e.g. Community on Patrol, Block/Elder Watch, Home Security, School Liaison Program, Auxiliary Police Program).	Year one by Q2
Provide supports to strengthen relationships among community justice committees, victim services personnel, RCMP and other front-line services in DCR communities. Encourage the negotiation of community agreements to support and protect Elders and Chief in carrying out their traditional peace keeping roles in their communities.	Ongoing
Develop and deliver community safety awareness and crime prevention campaign with supporting resources that link communities and groups within the region (e.g. tools, training, annual training and regional workshops, best practices research, funding sources, Dehcho partnerships, volunteer descriptions/profiles for selected community safety initiatives).	Year one Q3 and Q4 Years two to five Q1
Hire an Assistant Regional Wellness Coordinator - Protection and Education for ongoing community coordination, finance and accountability functions to enhance recruitment and retention.	Year one Q2
Provide funding to complement the provision of policing options and supplementary local safety and security initiatives.	Year one Q3 Years two to five Q1
Describe finance/accountability functions.	Year one Q4
Monitor and report on the program.	Annual Q4
Evaluate the program.	Year Five Q4

Project: Dehcho Community Policing Program				
Goal: Strengthen public safety and personal security in all Dehcho communities.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
<p>Build stronger partnerships between community First Nations, the private sector and RCMP to broaden community policing in DCR communities.</p> <p>Advocate for an enhanced community police service model to supplement existing policing services particularly in those communities with outside detachments by, for example, reactivating the RCMP Special Constable program, launching a First Nations officers program, establishing satellite detachments, or rotating RCMP members to broaden policing services.</p> <p>Build local capacity to support community policing initiatives and reduce demands on existing RCMP members.</p>	<p>Steering Committee</p> <p>Partnership agreement with GNWT Justice, RCMP, communities</p> <p>Community policing best practices and options</p> <p>Steering committee contractor terms of reference.</p> <p>Policing options research paper</p> <p>Policing options funding agreement with GNWT Justice/RCMP</p> <p>Enhanced safety awareness and crime prevention campaign (e.g. Community on Patrol, Block/Elder</p>	<p># of partner members of steering committee.</p> <p># of steering committee meetings and minutes</p> <p># and type of consultation with partner members</p> <p>Contractor retained and work plan</p> <p># and type of communities consulted re: safety awareness and crime prevention programs.</p> <p># of local/Aboriginal recruits for policing options</p> <p># of policing option recruits accessing training supports</p> <p># of communities aware of policing options, safety awareness and crime prevention campaign, resources and community roles</p>	<p>Safe communities (people feeling safer in their communities)</p> <p>Fewer RCMP complaints.</p> <p>Faster response time in all communities to complaints made to the RCMP.</p> <p>More equitable policing services throughout the DCR.</p> <p>More community participation in community policing</p> <p>More people satisfied with policing efforts in their communities</p> <p>More community resources to address personal safety</p>	<p>Rate of community social disorder and incivility e.g. public intoxication, fighting, drug deals, crime rates (all crimes); rates of arrests for drug law violations; rates of arrests for substance use/abuse</p> <p>Incidents of Violent Crime by detachment (e.g. family violence)</p> <p># of reported cases</p> <p># and type of case clearance</p> <p>case load per officer</p> <p>Rate of juvenile crime by detachment</p> <p>Level of community satisfaction with policing services</p> <p># of communities implementing safety awareness and crime</p>

Project: Dehcho Community Policing Program				
Goal: Strengthen public safety and personal security in all Dehcho communities.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
<p>Raise awareness of community and business' role in community policing and public safety.</p> <p>Address community and regional public safety and personal security infrastructure needs.</p>	<p>Watch, Home Security, School Liaison Program, Auxiliary Police Program)</p> <p>Job description and workplan for Regional Wellness Coordinator Assistant-Protection and Education</p> <p>Communication plan Recruitment campaign</p> <p>Tools, training, annual training and regional workshops, best practices research, funding sources to support safety awareness and crime prevention campaign</p> <p>Stronger relationships among community justice</p>	<p># of communities using resources (e.g. training days, training workshops, tools, best practices) to support community safety awareness and crime prevention campaign activities</p>		<p>prevention campaign</p> <p># of community people involved in crime prevention and safety awareness and duration</p>

Project: Dehcho Community Policing Program				
Goal: Strengthen public safety and personal security in all Dehcho communities.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
	committees, victim services personnel			

FIVE YEAR BUDGET

PROJECT: Dehcho Community Policing Program						
CATEGORIES	2009	2010	2011	2012	2013	TOTAL
Assistant Regional Wellness Coordinator - Protection and Education	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$225,000
Office, Supplies and Travel	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$62,500
Top-up Funds Policing Options	\$125,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,125,000
Networking, Resources, Communication	\$65,000	\$45,000	\$45,000	\$45,000	\$45,000	\$245,000
Supplementary Local Safety and Security Initiatives	\$500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,500,000
Reporting & Evaluation					\$25,000	\$25,000
Total	\$747,500	\$1,352,500	\$1,352,500	\$1,352,500	\$1,377,500	\$6,182,500

FIRST YEAR BUDGET

PROJECT: Dehcho Community Policing Program					
CATEGORIES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TOTAL
Assistant Regional Wellness - Coordinator Protection and Education	\$45,000				\$45,000
Office, Supplies and Travel	\$12,500				\$12,500
Top-up Funds Policing Options			\$125,000		\$125,000
Networking, Resources, Communication	\$65,000				\$65,000
Supplementary Local Safety and Security Initiatives			\$500,000		\$500,000
Total	\$122,500		\$625,000		\$747,500

Project: Dehcho Community Social Development Fund

Location: Dehcho Region

RIP Priority Area: Social and Community Wellness

Primary Target: Community-based social and cultural groups

Goal: Establish a sustainable Dehcho Community Social Development Fund to provide ‘bridge’ funding and address emergency and extraordinary costs associated with social programs and services in the DCR.³⁷

³⁷ Section 17. (1) of the *Mackenzie Gas Project Impacts Act* encourages the Corporation for the Mitigation of Mackenzie Gas Project Impacts to invest its funds; and section 5.(2) that the Corporation may only provide contributions to regional organizations in respect of a project if the project a) mitigates the existing or anticipated socio-economic impacts on communities in the NWT arising from the Mackenzie Gas Project; and b) is consistent with criteria established and made publicly available by the Corporation. The establishment of a regional investment fund is not prohibited by the *Mackenzie Gas Project Impacts Act*.

Project Description:

- Prevent staff lay-off and disruption of services by providing 'bridge' or emergency funding to community-based social and cultural projects, programs and services awaiting release of funding from other sources.
- Provide funding to cover extraordinary costs of community-based social and cultural groups needing to enter into partnerships arrangements in order to secure funding or deliver community-based social and cultural projects, programs and services.
- Assist community-based social and cultural projects, programs, and services meet extraordinary costs associated with inadequate administration or core funding.
- Assist community-based social and cultural projects, programs, and services to participate in public and First Nations policy and program development forums.

Rationale:

- Mitigation of MGP impacts will depend on sustained and efficient delivery of existing social and cultural programs and services to protect vulnerable Dehcho youth, elders, and family members from further marginalization. Many of these programs and services are delivered by non-profit, community-based voluntary groups.
 - Social programs and services delivered by non-profit, community-based voluntary groups include early childhood development, healthy choices (e.g. nutrition, and recreation), social interaction, family violence, culture (e.g. arts, history and cultural camps), traditional land activities, and youth and parent development healing and recovery.
 - The Dehcho Community Social Development Fund responds to long-standing issues associated with social and cultural projects, programs, and services delivered by non-profit, community based voluntary groups such as friendship centres
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in Fort Providence, Hay River and Fort Simpson; First Nations in each DCR community; Metis Councils in Fort Providence, Fort Simpson, and Fort Liard; and arts and cultural groups located primarily in larger centres (e.g. Fort Providence and Fort Simpson). Voluntary organizations identify funding issues that impact on their ability to respond to social needs. Insufficient project funds, delayed release of project funds, inadequate project administration and core funds, lack of multi-year funding and more demanding and often protracted funding application, approval and accountability processes are main issues that effect the sustained and efficient delivery of program and services in DCR communities. These issues often mean that residents of small communities do not have equal access to the same programs and services as people in large communities, gaps in services are created, and more northerners “fall through the cracks’ and programs and services are unavailable even when they are need the most³⁸.

- The Dehcho Community Social Development Fund responds to funding issues raised by communities during in Phase 2 community conversations, particularly those dealing with small per capita based funding for social and cultural projects.
- The Dehcho Community Social Development Fund responds to gaps in government social and cultural programs and services; supports the work of voluntary, non-profit organizations in DCR communities; and encourages voluntary action and non-government, non-market solutions to social and cultural needs.

Partnerships:

The Dehcho Regional Organization could take the lead in partnership with:

- Community First Nations and Metis Councils
- Volunteer NWT
- Dehcho HSSA

³⁸ Lutra Associates Ltd., 2006, *Toward New Voluntary Sector-Government of the NWT Relationships and Funding Arrangements*

- GNWT social program departments

RIP PRIORITY AREA: Social and Community Wellness	
PROJECT: Dehcho Community Social Development Fund	
GOAL: Establish a sustainable Dehcho Community Social Development Fund to provide 'bridge' funding and address emergency and extraordinary costs associated with social programs and services in the DCR.	
ACTIONS	TIMETABLE
Secure the services of a financial investor/administrator to set-up, invest and manage 10% of the Dehcho MGPIF in the DCR. Establish a minimum target of 4% return on investment after fund management fees (typically 1% - 2.5% of assets). Fund management fees are deducted from return on investment and not to charged to MGPIF.	Year one Q1 Ongoing
Hire an administrator to facilitate delivery of social development funds to projects.	Year one Q1 Ongoing
Establish criteria for social development fund eligibility (e.g. non-profit, social or cultural group, emergency or stop-gap costs, extraordinary costs).	Year one by Q3
Establish an application process for bi-annual requests.	Year one by Q3
Establish a screening and approval process.	Year one by Q3
Establish an accountability process.	Year one by Q3
Publish/promote annual funding amounts available to maintain the principal investment while disbursing annual interest earned estimated at \$600,000 annually based on 4% interest on invested assets.	Annually Q4

Project: Dehcho Community Social Development Fund				
Goal: Establish a sustainable Dehcho Community Social Development Fund to provide 'bridge' funding and address emergency and extraordinary costs associated with social programs and services in the DCR.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
Prevent staff lay-off and disruption of services by providing 'bridge' or emergency funding to community-based social and cultural projects, programs and services	Managed Dehcho Community Social Development Fund. Dehcho Community Social Development Fund guide and	# and type of communications activities # of communities aware of the Fund # of communities applying	Ongoing community based social and cultural projects Enhanced quality and coverage of community services in social and cultural priority areas	Participant satisfaction with the overall quality of priority program services Social program service participation rate by

Project: Dehcho Community Social Development Fund				
Goal: Establish a sustainable Dehcho Community Social Development Fund to provide 'bridge' funding and address emergency and extraordinary costs associated with social programs and services in the DCR.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
<p>awaiting release of funding from other sources.</p> <p>Provide funding to cover extraordinary costs of community-based social and cultural groups needing to enter into partnerships arrangements in order to secure funding or deliver community-based social and cultural projects, programs and services.</p> <p>Assist community-based social and cultural projects, programs, and services meet extraordinary costs associated with inadequate administration or core funding.</p> <p>Assist community-based social and cultural projects, programs, and</p>	<p>application</p> <p>Dehcho Community Social Development Fund communication plan</p> <p>Bi-annual call for applications</p> <p>Fund reporting</p> <p>Effective projects and networks established in the priority social and cultural areas.</p> <p>Strengthened capacities of local agencies in the priority social and cultural areas.</p>	<p>to the Fund</p> <p># of communities/ projects with signed agreements</p> <p># of new and sustained projects supported</p> <p># of sustainable partnerships created with other agencies</p> <p># and type of projects approved and evaluated positively</p> <p>Perception of more sustained support and greater capacity in priority social and cultural program areas.</p>	<p>Fewer stop-start community based projects</p> <p>More sustainable social and cultural projects</p> <p>More equitable programs and services</p> <p>Fewer DCR residents 'falling through the cracks' in social and cultural services access</p> <p>More community volunteering</p> <p>Healthier safer communities</p> <p>Stronger culture</p> <p>Sustained employment</p>	<p>designated populations (women, unemployed, elders, youth) in social and cultural projects</p> <p>Volunteer rates in communities</p> <p>Crime rates</p> <p>Life expectancy rate in community</p> <p>Premature mortality rate</p> <p>Injury Death Rate</p> <p>Increase in self-rated health</p> <p>Substance abuse (alcohol, drugs, tobacco) addiction and mental health rates</p> <p>Persons 15+ who hunt & fish (%)</p> <p>Persons 15+ who speak Aboriginal language (%)</p>

Project: Dehcho Community Social Development Fund				
Goal: Establish a sustainable Dehcho Community Social Development Fund to provide 'bridge' funding and address emergency and extraordinary costs associated with social programs and services in the DCR.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
services to participate in public and First Nations policy and program development forums.				Employment rate (%) Employment Insurance (#) Income support beneficiaries (#)

FIVE YEAR BUDGET

PROJECT: Dehcho Community Social Development Fund						
CATEGORIES	2009	2010	2011	2012	2013	TOTAL
Administrator	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Social Development Fund Investment	\$15,000,000					\$15,000,000
Reporting and Evaluation					\$25,000	\$25,000
Total	\$15,050,000	\$50,000	\$50,000	\$50,000	\$75,000	\$15,275,000

FIRST YEAR BUDGET

PROJECT: Dehcho Community Social Development Fund					
CATEGORIES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TOTAL
Administrator	\$50,000				\$50,000
Social Development Fund Investment		\$15,000,000			\$15,000,000
Total	\$50,000	\$15,000,000	\$0	\$0	\$15,050,000

Project: Secondary School Life Skills and Post-Secondary Financial Supports

Location: Dehcho Region

RIP Priority Area: Social and Community Wellness

Primary Target: Youth

Goal: To improve education and life successes.

Project Description:

- Provide life skills programming to complement junior and senior high school students' academic courses (linked with the food bank and life skills project description).
- Offer regular career counselling and work experience opportunities (linked with the youth engagement project description).
- Establish a Dehcho Bursary and Scholarship Fund to fill gaps in funding (e.g. ASEP).

Rationale:

- MGP proponents and interveners in the Joint Review Panel identify the potential of young people leaving school early to access MGP construction employment. DCR residents are also concerned that the MGP will increase school drop-out rates and subsequently lower graduation rates in the DCR that are already below the NWT average.
- DCR communities and service providers see low education levels as a factor in limited local capacity to fill social program positions.
- Education supports for youth are a priority action identified in community plans completed in the DCR in the past decade.

- Participants at the GNWT *Dehcho Regional Workshop on Social Impacts of the Mackenzie Gas Project* and Phase 2 community consultations also revealed that many young people are lacking basic education, literacy and numeracy skills to be successful in life. DCR residents recommend improvements to career counselling, teaching life skills, and mitigation efforts that help youth develop a vision for the future.
- Secondary School Life Skills and Post-Secondary Financial Supports enhance the GNWT's commitments in the Socio-Economic Agreement to career planning and career counselling services at regional career centres.
- Although a variety of institutions and agencies in the NWT may provide some form of career services (i.e. NWT schools offer counselling services and/or formal *Career and Life Management (CALM)* courses), no secondary schools in the DCR regularly and consistently offer career counselling.
- Change is a fact of life but DCR youth lack opportunities to acquire life skills to successfully manage change. Self-esteem and self-confidence born from resiliency and the capacity to manage change improve educational and life successes.
- Life skills programming is known to provide students with the foundation for making positive life learning choices, wellness choices, and relationship choices. Life skills are of particular importance to youth in transition and their future success.

Partnerships:

The Dehcho Divisional Education Council with DFN could take the lead in partnership with:

- Community Schools
- Community First Nations and Metis Councils
- GNWT Education Culture and Employment
- Aurora College
- NWT Literacy Council

- DFN (Elders Council, Youth Council)
- Industry partners

RIP PRIORITY AREA: Social and Community Wellness	
PROJECT: Secondary School Life Skills and Post-Secondary Financial Supports	
GOAL: To improve education and life successes.	
ACTIONS	TIMETABLE
Stage a partners meeting jointly hosted by the DFN Youth Council and Elders Council (see Youth Engagement description) and the Dehcho Divisional Education Council to map out the elements of a secondary school life skills program that includes financial literacy, institutional and corporate literacy skills and work skills.	Year one Q1
Promote and support education and stay in school initiatives.	Annually Q1
Contract services to establish and implement life skills programming (link with the food bank and life skills project description to maximize efficiencies).	Annually Q1
Provide contribution funding to support the regular delivery of career counseling and life skills services	Annually Q1
Provide funding to support post-secondary school students.	Annually Q2
Develop and implement a monitoring and evaluation plan.	Annually Q4
Stage partners' meeting annually to monitor progress and share information	Year two to five Q4

Project: Secondary School Life Skills and Post-Secondary Financial Supports				
Goal: To improve education and life successes.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
Provide life skills programming to complement junior and senior high school students' academic courses (linked with the food bank and life skills project description).	Partners' meeting addressing school career counseling, life skills, work experience programming and post secondary financial support. Partnership agreement	Number of inter agency partners in agreements to administer and deliver programming Frequency of partner meetings Number of DCR	More school successes e.g. (higher school graduation rates and post secondary school graduates) More positive attitudes among youth	Population 15+ with high school or more (%) High school graduates (#)/ graduation rates (% of 18 year olds graduating from secondary schools)

Project: Secondary School Life Skills and Post-Secondary Financial Supports				
Goal: To improve education and life successes.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
<p>Offer regular career counseling and work experience opportunities (linked with the youth engagement project description).</p> <p>Dehcho Bursary and Scholarship Fund to fill gaps in funding (e.g. ASEP).</p>	<p>enabling and supporting delivery of enhanced career counseling, life skills and work experience programming in Dehcho Divisional Education Council schools.</p> <p>Best practices, models and framework/elements for secondary school life skills program (e.g. work skills, financial, institutional and corporate literacy skills).</p> <p>Program design, service model, and operational plan for the delivery of life skills, career counseling and work placement in Dehcho Divisional Education Council schools.</p> <p>Designed bursary/scholarship program supporting post secondary school</p>	<p>secondary schools offering life skills programming, regular career counseling and work experience programming.</p> <p>Number of students enrolled in life skills.</p> <p>Number of students participating in career counseling.</p> <p>Number of students participating in work experience programs</p> <p>Number of post – secondary students accessing bursary/scholarship support</p> <p>Performance measurement plan with indicators</p> <p>Annual report, mid term evaluation .</p>	<p>More students making appropriate life choices (e.g. education, training and work decisions)</p> <p>More youth with hope for the future</p> <p>More student awareness and use of career services.</p> <p>More students setting and achieving career goals.</p> <p>More students staying in school longer</p>	<p>K-12 enrollment (# students)</p> <p>Apprentices (#)</p> <p>Annual Drop Out Rate</p> <p>Literacy Rate</p> <p>Population 15 & Older by Highest Level of Schooling</p> <p># youth with career plans</p> <p># youth reporting positive attitudes</p> <p># student financial aid recipients</p>

Project: Secondary School Life Skills and Post-Secondary Financial Supports				
Goal: To improve education and life successes.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
	students. Partners' meeting annually to monitor and evaluate progress.			

FIVE YEAR BUDGET

PROJECT: Secondary School Life Skills and Post-Secondary Financial Supports						
CATEGORIES	2009	2010	2011	2012	2013	TOTAL
Partner's Summit	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Contract for Life Skills Design	\$60,000					
Annual Career Counseling and Life Skills Delivery Contribution	\$200,000	\$380,000	\$380,000	\$380,000	\$380,000	\$1,720,000
Annual Post Secondary Student Support (\$2,333 x 30)	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000
Reporting and Evaluation					\$25,000	\$25,000
Total	\$355,000	\$475,000	\$475,000	\$475,000	\$500,000	\$2,280,000

FIRST YEAR BUDGET

PROJECT: Secondary School Life Skills and Post-Secondary Financial Supports					
CATEGORIES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TOTAL
Partner's Summit	\$25,000				\$25,000
Contract for Life Skills Design	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000
Annual Career Counseling and Life Skills Delivery Contribution	\$200,000				\$200,000
Annual Post Secondary Student Support (\$2,333 x 30)		\$70,000			\$70,000
Total	\$240,000	\$85,000	\$15,000	\$15,000	\$355,000

Language and Cultural Preservation

Project: Stimulating Dehcho First Nations Language and Cultural Development

Location: Dehcho Region

RIP Priority Area: Traditional Culture

Primary Target: Youth and Elders

Goal: To strengthen Dehcho First Nations language use and cultural practices

Project Description:

- Create opportunities to strengthen and sustain Dehcho First Nations language use and development and cultural practices in DCR communities.
- Expand cultural activities in DCR communities.
- Enhance cultural and language use in school, health, and social programs including healing activities.
- Create opportunities for regular intergenerational activities and relationship building between youth and elders.
- Enhance support for on the land activities that strengthen identity, connections, cohesion and personal discipline.

Rationale:

-Stimulating Dehcho First Nations Language and Culture addresses needs and concerns among youth and others regarding the weakening and demise of Dehcho First Nations culture and language, and loss of identity and place articulated in community conversations during Phase 2 of the regional investment planning process for the MGPIF and documented in several recent community traditional knowledge studies. Participants at the GNWT *Dehcho Regional*

Workshop on Social Impacts of the Mackenzie Gas Project and in Phase 2 community consultations suggested that the use of English in the MGP workplace would lead to further erosion of cultural practices, the role of elders and language, and cause changes to traditional lifestyles.

-The project complements the MGP proponent's financial commitments identified in the GNWT-MGP Socio-Economic Agreement for community culture or language programs. The project also supports actions recommended in DCR community plans completed in the past decade (e.g. to maintain, model, and strengthen Dene and Metis traditional ways, values and beliefs; share and document stories and traditional knowledge). The project also supports the *2006-2009 Dene Language Development Plan Working Draft* which calls for a regional resource center, regional cultural camps, community language coordinators, community place names, more community cultural activities, preschool language training, recording elders, storytelling, and Dehcho First Nations language literacy activities.

-The project supplements the GNWT's 2008 budgetary commitment of \$1.6 million to support minority language education and second language instruction.

- The project will also complement and enhance existing efforts to strengthen Dehcho First Nations language use and cultural practices, such as the Aboriginal Headstart program and the Canada/NWT Co-operation Agreement on Official languages. (These initiatives annually allocate small amounts of funding to DCR communities to promote wellness and Aboriginal language development.)

Partnerships:

The Dehcho Languages Working Group should take the lead with the guidance of the Dehcho First Nations' Elders Council and Youth Council in partnership with:

- Community First Nations and Metis Councils
- Dehcho Divisional Education Council

- GNWT ECE
- Dene Cultural Institute
- Community-based harvesting and cultural groups
- Federal Government (INAC, HRSDC)

RIP PRIORITY AREA: Traditional Culture	
PROJECT: Stimulating Dehcho First Nations Language and Cultural Development	
GOAL: To strengthen Dehcho First Nations language use and cultural practices	
ACTIONS	TIMETABLE
Establish the Dehcho Languages Working Group as project sponsor.	Year one Q1
Establish an advisory committee made up of the Dehcho First Nations' Elders Council and Youth Council, and Dehcho Divisional Education Council.	Year one Q1
Hire a Traditional Culture coordinator to work with the sponsor and advisory committee to support regional and community based language and cultural development activities.	Year one Q1 Ongoing
Invest in and support the establishment of an Aboriginal House (i.e. regional culture and language resource centre and network) for the collection and sharing of programs, best practices, archival materials, research, fund raising for sustainability, resource materials, training resources, tool kits). Consideration might be given to inviting the Dene Cultural Institute to take on this role and rotating mobile resource centres throughout the Dehcho.	Year one Q1
Invest in and support language and cultural coordinators in each community to develop and implement regular and meaningful Dehcho First Nations language and cultural initiatives involving youth and elders.	Year one Q3 Years two to five Q1
Establish a partnership fund to support the delivery of community language and cultural priorities (e.g. community and land base activities, Dehcho First Nations cultural and language programs in schools, elder/youth activities, family cultural resources, collecting elders stories, all season cultural camps, place names/history research, hunting and survival skills, conversational Dehcho First Nations language and literacy skills and the importance of the fur trade and sash to Dehcho Metis).	Year one Q3 Year two to five Q
Enhance regional culture and language gatherings such as Dene hand game and drumming competitions, spiritual gatherings, arts and cultural festivals.	
Monitor and report on the program.	Annual Q4
Evaluate performance.	Year Five Q4

Project: Stimulating Dehcho First Nations Language and Cultural Development				
Goal: To strengthen Dehcho First Nations language use and cultural practices				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
<p>Create opportunities to strengthen and sustain Dene and Metis language use and development and cultural practices in Dehcho communities.</p> <p>Expand cultural activities in Dehcho communities. Enhance cultural and language use in school, health, and social programs including traditional healing activities.</p> <p>Create opportunities for regular intergenerational activities and relationship building between youth and elders on the land, in schools and in communities.</p> <p>Enhance support for on the land activities that strengthen identity, connections, cohesion and personal discipline.</p>	<p>Advisory committee</p> <p>Job description and workplan for Traditional Culture Coordinator</p> <p>Communication plan for resource center, community language and culture fund.</p> <p>Regional culture and language resource center and network.</p> <p>The availability of more and better sharing/ learning resources for culture and language (e.g. best practices, archival materials, research, fund raising for sustainability, resource materials, training resources, tool kits)</p> <p>Job descriptions, training plans and workplans for</p>	<p># of members of steering committee.</p> <p># of steering committee meetings and minutes</p> <p>Traditional Culture Coordinator position staffed</p> <p># and type of communications activities, events</p> <p># of communities with staffed language coordinators</p> <p># of training workshops delivered for community language coordinators</p> <p># of training days attended by community language coordinators</p> <p># of communities aware of program</p>	<p>More Dene and Michif language speakers.</p> <p>More people using Dene and Michif languages in community and family life.</p> <p>More youth aware of and practicing Dene and Metis traditions</p> <p>Stronger Dene and Metis traditions and language</p> <p>More respect</p> <p>More community people aware of language and cultural supports</p> <p>Stronger identity and self-esteem among youth</p> <p>More elders connected to community members</p> <p>Less stress among elders about the future of Dehcho First Nations traditions and language.</p>	<p>Persons 15+ who hunt & fish (%)</p> <p>Households consuming half or more country food (%)</p> <p>Persons 15+ who speak Aboriginal language (%)</p> <p>Persons 15+ who spent time trapping (%)</p> <p>Elders and youth feeling positive about their connections (%)</p> <p>Rate of community social disorder and incivility e.g. public intoxication, fighting, drug deals, crime rates (all crimes); rates of arrests for drug law violations; rates of arrests for substance use/abuse</p>

Project: Stimulating Dehcho First Nations Language and Cultural Development				
Goal: To strengthen Dehcho First Nations language use and cultural practices				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
	<p>community language and cultural coordinators</p> <p>Schedule of meaningful/ priority Dehcho First Nations language and cultural initiatives involving youth and elders.</p> <p>Application and guidelines for a community fund for priority language and culture areas.</p> <p>Application and guidelines for a regional fund for priority language and culture areas.</p> <p>Annual call for applications for regional and community funds</p> <p>Evaluate performance.</p>	<p># and type of projects approved and evaluated positively</p>	<p>More elders fulfilling their roles and responsibilities in the community</p> <p>More capacity to cope with the changes and social upheaval expected from the MGP</p>	

FIVE YEAR BUDGET

PROJECT: Stimulating Dehcho First Nations Language and Cultural Development						
CATEGORIES	2009	2010	2011	2012	2013	TOTAL
Core funding for Traditional Culture Coordinator	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$450,000
Office, supplies, travel	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Multi-year funding for regional resource centre/network (research, technical, resources)	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Investment in regional activities (festivals, games, spiritual gatherings)	\$62,500	\$125,000	\$125,000	\$125,000	\$125,000	\$562,500
Community Language Coordinators 5 x 50,000	\$125,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,125,000
Project funding for community and land based culture and language activities 10 x 25,000	\$125,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,125,000
Reporting & Evaluation					\$25,000	\$25,000
Total	\$477,500	\$790,000	\$790,000	\$790,000	\$815,000	\$3,662,500

FIRST YEAR BUDGET

PROJECT: Stimulating Dehcho First Nations Language and Cultural Development					
CATEGORIES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TOTAL
Core funding for Traditional Culture Coordinator	\$90,000				\$90,000
Office, supplies, travel	\$25,000				\$25,000
Multi-year funding for regional resource centre/network (research, technical, resources)	\$50,000				\$50,000
Investment in regional activities (festivals, games, spiritual gatherings)			\$62,500		\$62,500
Project funding for community and land based culture and language activities 10 x 25,000			\$125,000		\$125,000

PROJECT: Stimulating Dehcho First Nations Language and Cultural Development					
CATEGORIES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TOTAL
Community Language Coordinators 5 x 50,000			\$125,000		\$125,000
Total	\$165,000		\$312,500		\$477,500

Housing and Community Infrastructure

Project: Sustainable Social Partnership Infrastructure Fund

Location: Dehcho Region

RIP Priority Area: Housing and Community Infrastructure

Primary Target: Social and cultural programs serving vulnerable residents

Goal: Enhance physical infrastructure to support the delivery of recreation, leisure, wellness, safety, and cultural programs.

Project Description:

- Through annual disbursements, make capital expenditures in DCR communities to complement and enhance public funding for physical infrastructure to facilitate the delivery of recreation, leisure, wellness, safety, and cultural programs and services to vulnerable residents.
- Through one-time disbursements, partner with others to make capital contributions to recreation, leisure, wellness, safety, and cultural infrastructure designed to serve regional residents potentially vulnerable to the impacts of the MGP.
- As a partner in recreation, leisure, wellness, safety, and cultural infrastructure make capital investments to ‘top-up’ and attract new funds for housing for staff providing these services.

Rationale:

- A recurring theme in community conversations in Phase 2 was the lack of staff housing and program facilities to deliver recreation, leisure, wellness, safety, and cultural programs. Participants anticipate that the already poor social and cultural conditions in DCR communities will be negatively impacted by the MGP and further compromised by the inadequacy of infrastructure and staff housing to provide programs/services to meet community needs.
- The GNWT *Dehcho Regional Workshop on Social Impacts of the Mackenzie Gas Project* recommended mitigation measures that would include infrastructure development (e.g. buildings and staff housing for social, cultural and recreation program delivery and on the land camp opportunities).
- The Sustainable Social Partnership Infrastructure Fund addresses the need for infrastructure for recreation, leisure, wellness, safety, and cultural activities thereby diminishing the risk of marginalization, alienation, and the negative social and cultural impacts expected from the MGP.
- Recreation, leisure, wellness, safety, and cultural programs and services lack the physical infrastructure necessary to serve all those in need and unable to access these activities. Current capital investment in infrastructure is inadequate to house social and cultural program staff in DCR communities today. The need will be greater with the construction of the MGP.
- Community plans completed in DCR communities in the past decade identify the lack of facilities to stage recreation, leisure, wellness, safety, and cultural activities.

Partnerships:

The Dehcho Regional Organization should take the lead in partnership with:

- Community First Nations and Metis Councils
- Dehcho Health and Social Services Authority
- GNWT social program departments
- Territorial Friendship Centres/Friendship Centres
- Regional/Community Non-Profit groups
- MGP consortia

RIP PRIORITY AREA: Housing and Community Infrastructure	
PROJECT: Sustainable Social Partnership Infrastructure Fund	
GOAL: Enhance physical infrastructure to support the delivery of recreation, leisure, wellness, safety, and cultural programs	
ACTIONS	TIMETABLE
Secure the services of a financial investor/administrator to set-up, invest and manage 20% of the Dehcho MGPIF in the DCR. Establish a minimum target of 4% return on investment after fund management fees (typically 1% - 2.5% of assets). Fund management fees are deducted from return on investment and not to charged to MGPIF.	Year one Q1 Ongoing
Hire an administrator to facilitate delivery of infrastructure funds to projects	Year one Q1 Ongoing
Establish criteria for infrastructure fund eligibility for annual and one-time disbursements to avoid duplication and absolving public government of social responsibilities (e.g. non-profit, 'top-up' to existing projects, potential for new public or private investment, rotational disbursements, equality of investment in Dehcho communities and in social and cultural endeavours).	Year one by Q3
Establish an application process for annual requests.	Year one by Q3
Establish a screening and approval process.	Year one by Q3
Establish an accountability process.	Year one by Q3
Publish/promote annual funding amounts available to maintain the principal investment while disbursing annual interest earned through annual allocations and one-time only investments.	Annually Q4

Project: Sustainable Social Partnership Infrastructure Fund				
Goal: Enhance physical infrastructure to support the delivery of recreation, leisure, wellness, safety, and cultural programs.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
<p>Through annual disbursements, make capital expenditures in DCR communities to complement and enhance public funding for physical infrastructure to facilitate the delivery of recreation, leisure, wellness, safety, and cultural programs and services to vulnerable residents.</p> <p>Through one-time disbursements, partner with others to make capital contributions to recreation, leisure, wellness, safety, and cultural infrastructure designed to serve regional residents potentially vulnerable to the impacts of the MGP.</p> <p>As a partner in recreation, leisure, wellness, safety, and cultural infrastructure make capital investments to 'top-up' and attract new funds for housing for staff providing these services.</p>	<p>Managed Sustainable Social Partnership Infrastructure Fund.</p> <p>Sustainable Social Partnership Infrastructure guide and application</p> <p>Sustainable Social Partnership Infrastructure communication plan</p> <p>Bi-annual call for applications</p> <p>Fund reporting</p> <p>Strengthened capacities of local agencies in the priority social and cultural areas.</p> <p>Increase in community social, recreation and cultural program</p>	<p># of communities aware of the Fund</p> <p># of communities applying to the Fund</p> <p># of communities/ projects with signed agreements</p> <p># of new and sustained projects and partnerships supported</p> <p># of sustainable partnerships created with other agencies</p>	<p>Safe social, recreation and cultural infrastructure</p> <p>Leverage of more infrastructure funds</p> <p>Partnerships with social and cultural service providers</p> <p>More equitable access to social, recreation, safety and cultural programs</p> <p>Less dysfunction behaviours among high risk populations</p> <p>Fewer barriers to the delivery of social and cultural programs</p> <p>Healthy safer communities</p>	<p>Physical Activity Index</p> <p>Housing for staff delivering human services (e.g. social, recreation and cultural) in communities (#).</p> <p>Infrastructure for community human service delivery (#).</p> <p>Social, recreation and cultural program space and participation rates</p> <p>Life expectancy rate in community</p> <p>Community volunteering</p> <p>Premature mortality rate</p> <p>Increase in self-rated health</p> <p>Suicide rate</p> <p>Infant mortality rate</p> <p>Substance abuse (alcohol,</p>

Project: Sustainable Social Partnership Infrastructure Fund				
Goal: Enhance physical infrastructure to support the delivery of recreation, leisure, wellness, safety, and cultural programs.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
	delivery and activities Increase in opportunities for physical activity. Sustained employment			drugs, tobacco) addiction and mental health rates Gambling rate Crime rates

FIVE YEAR BUDGET

PROJECT: Sustainable Social Partnership Infrastructure Fund						
CATEGORIES	2007	2008	2009	2010	2011	TOTAL
Administrator	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Social Infrastructure Fund Investment	\$30,000,000					\$30,000,000
Reporting and Evaluation					\$25,000	\$25,000
Total	\$30,500,000	\$50,000	\$50,000	\$50,000	\$75,000	\$30,275,000

FIRST YEAR BUDGET

PROJECT: Sustainable Social Partnership Infrastructure Fund					
CATEGORIES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TOTAL
Administrator	\$50,000				\$50,000
Social Infrastructure Fund Investment		\$30,000,000			\$30,000,000
Total	\$50,000	\$30,000,000			\$30,050,000

Project: Housing Assistance

Location: Dehcho Region

RIP Priority Area: Housing and Community Infrastructure

Primary Target: Low income earners, youth

Goal: Assist DCR residents in need to secure and maintain adequate, suitable, and affordable shelter.

Project Description:

- Enhance the effectiveness of existing public government homeownership programs (e.g. PATH and HELP).
- Revitalize the successful NWT Housing Corporation's Homeownership Assistance Program (HAP) to evolve a 21st century HAP-like program.
- Enhance the effectiveness of public government shelter assistance programs for home maintenance and repair, emergency housing, transitional housing, and for the 'hard to house'.
- Build capacity in local housing authorities to manage HAP-like resources and more investment in other housing programs.

Rationale:

- Shelter issues and the impact that inadequate and unsuitable housing has on human health and wellness and the ability to manage change were dominant themes in Phase 2 community conversations. Positive outcomes of adequate housing are well documented.
- Families vulnerable to the negative impacts of the MGP will have fewer opportunities to secure stable shelter arrangements due to increases in living costs.

- MGP and GNWT mitigations and commitments to address housing impacts created by or made worse by the MGP are unclear.
- Participants at the GNWT *Dehcho Regional Workshop on Social Impacts of the Mackenzie Gas Project* stated that the current housing stock is inadequate and will not meet new demands arising from the MGP. Inadequate housing stock will lead to more crowding, social upheaval, and homelessness (couch surfing). DCR residents, particularly low income earners may not be able to afford or access accommodation which will compromise personal safety and security.
- DCR residents recommend greater investment in housing, particularly single housing units, housing for single parents and housing for the 'hard to house'. An investment in housing will encourage students to return to their communities for work opportunities.
- There are two public homeownership programs: 1) Providing Assistance for Territorial Homeownership (PATH) that offers a forgivable loan, and 2) the Homeownership Entry Level Program (HELP) that requires eligible applicants to pay 20% of their gross income toward the lease (rent) payment and shelter costs (power, water delivery, etc). HELP provides, after successfully completing a two-year lease (rental) period, an equity contribution toward the purchase of a home. Low-income earners lack the opportunity to accumulate the equity required to purchase a home.
- Home ownership is documented in community plans completed in the DCR in the last decade, as needed to provide safety and security to local residents most vulnerable to change.
- The NWT HC HAP is touted as one of the most successful housing endeavours in the north, providing people with self-esteem, confidence and socio-economic security.
- In all DCR communities, housing support programs are inadequate to meet the growing need for assistance to undertake home maintenance and repair, and provide for emergency housing, transitional housing, and shelter for the 'hard to house'.

-The Housing Assistance project complements the GNWT 2008/09 budgeted investment of \$17 million from the Northern Housing Trust³⁹ to build affordable housing in the NWT.

Partnerships:

The Dehcho Regional Organization should take the lead in partnership with:

- NWT Housing Corporation
- Local Housing Authorities
- First Nations and Metis Councils
- MACA
- Dehcho HSSA

RIP PRIORITY AREA: Housing and Community Infrastructure	
PROJECT: Housing Assistance	
GOAL: Assist Dehcho residents in need to secure and maintain adequate, suitable, and affordable shelter.	
ACTIONS	TIMETABLE
The Dehcho Regional Organization will host a regional housing summit involving decision makers among the partners to identify: 1) the potential to enhance the effectiveness of PATH and HELP through ‘top-up’ and ‘in lieu of’ equity contributions; 2) the parameters and impacts associated with revitalizing HAP; and 3) opportunities to expand home maintenance and repair assistance, emergency housing, transitional housing, and shelter for the ‘hard to house’.	Year one Q1
The Dehcho Regional Organization will negotiate an agreement among the partners to: a) ‘top-up’ and facilitate more low income earners in housing need, to purchase houses under the HELP program; b) pilot a HAP-like program in DCR communities using the 1988 HAP evaluation as a starting point for a 21 st century program; and c) enhance investment in and support for home maintenance and repair, emergency housing, transitional housing, and shelter for the ‘hard to house’ in all Dehcho communities.	Year one by end of Q2

³⁹ The Northern Housing Trust is a three year investment from the Government of Canada terminating in 2008/09.

RIP PRIORITY AREA: Housing and Community Infrastructure	
PROJECT: Housing Assistance	
GOAL: Assist Dehcho residents in need to secure and maintain adequate, suitable, and affordable shelter.	
ACTIONS	TIMETABLE
The NWT HC with the Dehcho Regional Organization will agree to cooperate to enhance the capacity of local housing authorities to more aggressively support PATH, deliver a HAP-like program in DCR communities (e.g. manage and account for block funding), and manage and deliver assistance for home maintenance and repair, emergency housing, transitional housing, and shelter for the 'hard to house'.	Year one by end of Q2
NWTHC, MACA, and community governments will meet to agree on land and services infrastructure to support homeownership programs.	Year one by end of Q2
NWTHC, DHSSA and community government will meet to agree on appropriate responses to the need for emergency housing, transitional housing, and shelter for the 'hard to house'.	Year one by end of Q2
The partners will meet annually to evaluate agreements, report on progress and share information	Ongoing Q4
Evaluation	Year 5

Project: Housing Assistance				
Goal: Assist Dehcho residents in need to secure and maintain adequate, suitable, and affordable shelter.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
Enhance the effectiveness of existing public homeownership programs (e.g. PATH and HELP). Revitalize the successful NWT Housing Corporation's Homeownership Assistance Program (HAP) to evolve a 21 st century HAP-like program.	Partner consultation, networking and relationships established	# community partners participating in regional housing summit	Improved funding	Percentage of Owned Dwellings
	Regional partnership housing summit	# partnership agreements signed between community agencies, housing agencies	Improved communication	% income spent on housing for homeowners
	Partnership agreements to enhance PATH, HELP	# of community housing authorities benefiting from additional capacity support	More people with appropriate shelter	% income spent on housing for renters
	Co-operation	# community residents	Fewer low income earners vulnerable to impacts of MGP	Public housing rent
			Fewer health and social stresses associated with insecure shelter	Average Persons per

Project: Housing Assistance				
Goal: Assist Dehcho residents in need to secure and maintain adequate, suitable, and affordable shelter.				
Objectives	Outputs	Output Indicators	Outcomes	Outcome Indicators
<p>Enhance the effectiveness of public government shelter assistance programs for home maintenance and repair, emergency housing, transitional housing, and for the 'hard to house'.</p> <p>Build capacity in local housing authorities to manage HAP-like resources and more investment in other housing programs.</p>	<p>agreement between Regional Corporation and NWT Housing Corporation to support local housing authorities</p> <p>MACA and community government agreements for land and services to support more homeownership.</p> <p>Dehcho Health and Social Services and Dehcho Regional Organization agreements to support emergency housing, transitional housing, and shelter for the hard to house.</p>	<p>qualifying for PATH and HELP</p> <p># community residents qualifying for HAP pilot</p> <p># community residents supported for home maintenance and repair, emergency housing, transitional housing, and shelter for the 'hard to house'</p>	<p>More collaboration on meeting basic needs of persons vulnerable to MGP impacts</p> <p>More local capacity to meet a great variety of shelter needs</p> <p>More effective use of housing resources</p> <p>More investment in addressing chronic housing issues</p>	<p>Dwelling</p> <p>Core need rate</p> <p>Satisfaction for housing program delivery (%)</p> <p>Households with 6 or more persons (%)</p> <p>Households in need of major repairs (%)</p> <p>Households with affordability problem (%)</p> <p>Households living in social housing (%)</p>

FIVE YEAR BUDGET

PROJECT: Housing Assistance						
CATEGORIES	2009	2010	2011	2012	2013	TOTAL
Housing Summit	\$25,000					\$25,000
Partnership Negotiations	\$25,000					\$25,000
PATH Equity top-up	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
HAP-like Pilot	\$750,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$6,750,000
Other Housing Initiatives (e.g. home maintenance and repair, emergency housing, transitional housing, and shelter for the 'hard to house')	\$500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,500,000
Management Training/ mentoring	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Annual Oversight, Reporting and Information Sharing Meeting	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Evaluation					\$25,000	
Total	\$1,725,000	\$2,925,000	\$2,925,000	\$2,925,000	\$2,950,000	\$13,425,000

FIRST YEAR BUDGET

PROJECT: Housing Assistance					
CATEGORIES	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	TOTAL
Housing Summit	\$25,000				\$25,000
Partnership Negotiations		\$25,000			\$25,000
PATH Equity top-up		\$300,000			\$300,000
HAP-like Pilot			\$750,000		\$750,000
Other Housing Initiatives (e.g. home maintenance and repair, emergency housing, transitional housing, and shelter for the 'hard to house')			\$500,000		\$500,000
Management Training/ mentoring /monitoring		\$100,000			\$100,000
Annual Oversight, Reporting and Information Sharing Meeting				\$25,000	\$25,000
Total	\$25,000	\$425,000	\$1,250,000	\$25,000	\$1,725,000

7. Regional Investment Plan Monitoring and Management

This chapter discusses the framework, monitoring, and indicators associated with assessing the performance of the Dehcho Regional Investment Plan.

7.1 Performance Measurement Framework

The Results-based Management and Accountability Framework (RMAF) is a planning tool commonly used by government and non-government agencies to determine if plans or programs are producing short and long-term results and resources are well utilized. Both the federal and territorial governments use RMAF to evaluate programs and services. When adapted to the Dehcho Regional Investment Plan, RMAF can help funders, communities, and regional residents understand whether MGPIF monies invested in eleven types of programs have contributed to the capacity of vulnerable Dehcho families to manage the negative social economic and cultural impacts of the Mackenzie Gas Project. As a planning tool, information gleaned through RMAF is invaluable to program design and delivery decisions, reporting, and budgeting.

Regional corporations formed to manage and disburse MGPIF monies must measure performance and results, and report on progress toward achieving stated goals. Tables provided in the previous chapter provide a template for applying RMAF to the eleven types of projects to be supported under the Dehcho Regional Investment Plan. The templates define clear performance expectations (goals, objectives, outputs, and outcomes) and measures or indicators of performance.

In the SEA, MGP proponents and the GNWT are committed to reporting on socio-economic matters related to the project. The MGP proponents are committed to establishing a socio-economic authority and regional working groups to manage project related effects. The GNWT will be a member of the socio-economic authority. It is unclear what role or authority DCR communities or the Dehcho First Nation will have in monitoring or influencing efforts to address both expected and unexpected project impacts. It is also unclear as to the level of socio-economic information that may be available to DCR communities or the Dehcho First Nation in order that regional residents can take action on matters of concern or negatively impacting them.

The confidentiality of access and benefit agreements may affect public reporting of results but may provide for a mechanism for DCR communities to participate in monitoring and make recommendations for change. Access and benefit agreements may also enable:

- the appointment of an Aboriginal authority representative to consult with and make recommendations on provisions in the agreement;
- the establishment of a committee with membership from impacted communities that meets annually to review implementation of the agreement; and
- consultation and communication arrangements related to the MGP.

7.2 Monitoring

The Dehcho Regional Organization will be established as a result of activities undertaken in Phase 3 of the MGPIF Regional Investment Plan development process. The Dehcho Regional Organization will likely assume overall responsibility for monitoring and evaluating funded projects. Monitoring and evaluating responsibilities will likely be discharged in partnership with the agencies leading the various projects. Monitoring project performance will allow the Regional Corporation to determine whether expected results are being achieved and best use is being made of financial and human resources.

Each year the Regional Corporation will report progress towards its goals to the Territorial Corporation. Data collected from all projects in the DCR Region will be summarized and consolidated for the DCR. The Regional Corporation will analyze project data by making comparisons to regional baseline information contained in the Dehcho Regional Investment Plan.

To facilitate monitoring activities, the Regional Corporation or the project lead will require each applicant to prepare a project profile. The project profile will be similar to the project description provided in the previous chapter. The project profile will outline:

- Need - why the project is needed to mitigate impacts from the MGP.
- Governance – project leadership and roles.
- Approach – how the project will mitigate impacts from the MGP; what goal or vision of long term change is expected; what objectives will help to reach the project goal; and how the project goals and objectives will contribute to the program goals and objectives.

- Funding and Resources – what funding and other resources (e.g. people, equipment, supplies) are needed.
- Activities – what specific steps will be taken to achieve each objective.
- Outputs – what immediate products will be created from activities.
- Outcomes – what changes are expected to contribute to the project goal and who will benefit from these changes.

To simplify project application and reporting procedures, the Regional Corporation will likely develop an application guide and template.

Monitoring is an ongoing function. Throughout the life of a funded project, activities, services, and interventions will be documented as they occur. This provides the basis for annual project reports documenting the use of funds received and expended, resources used, activity outputs, outcomes, and progress toward the project goal.

7.3 MGP Social and Economic Impact Indicators

Output and outcome indicators can be both quantitative and qualitative. Indicators are meant to measure change over time. Project personnel are responsible for collecting indicator information and should be involved in selecting appropriate indicators⁴⁰ of project performance. Local attitudes, values, and practices influence the selection of appropriate indicators. The selection of indicators should also acknowledge that social program results are often difficult to measure only with numbers.

The experience of monitoring socio-economic conditions in communities impacted by diamond mining activities has contributed to a list of 26 indicators appropriate for monitoring the socio-economic impacts of industrial activities. The GNWT reports annually on these indicators. Communities effected by diamond mining activities and the diamond mining companies monitor other indicators. Indicators currently used to monitor socio-economic impacts are a starting point for monitoring projects funded under the Dehcho Regional Investment Plan. Table 7.1 below lists some of the indicators relevant to monitoring the projects supported through the Dehcho Regional Investment Plan. Indicators described in the previous chapter are incorporated in this table.

⁴⁰ An indicator is a measurement or a sign of change show through a number, fact, opinion, or perception that describes a condition, situation, or products created from project activities.

Table 7.1 Potential MGP Socio-Economic Indicators

Indicators Included in Dehcho RIP Project Descriptions	Indicators	Data Collected by Geographic Location	Frequency of Data Collection	Data Collected by Ethnicity ¹
	Employment			
	i. Employment/unemployment rates			
√	Employment rate (%)	C	2	Y
√	Unemployment rate (%)	C	2	Y
√	Participation rate (%)	C	2	Y
	ii. Annual work patterns			
	Workers working 26+ weeks (%)	C	2	Y
	Economic Effects			
	Inflationary/cost of living impacts	C	A	
√	Public housing average rent	C	A	
	Educational Attainment			
	i. Current education attainment			
√	Population 15+ with high school or more (%)	C	2	Y
	Population aged 20-29 with high school or more (%)	C	2	Y
	ii. School enrolments			
√	K-12 enrolment (# students)	C	A	Y
√	Student Financial Aid recipients	C	A	Y
√	Apprentices (#)	C	A	
	iii. Graduation rates			
√	High school graduates (#)	R	A	Y
	Graduation rate (%)	N	A	Y
	Health and Social Well-being			
	i. Family and community stress			
√	Women & children admitted to shelters (#)	R	A	
	People with somewhat or high stress (%)	N	A	Y
	People with strong sense of belonging to local community (%)	N	A	Y
	People with very good or perfect functional health	N	A	Y

Indicators Included in Dehcho RIP Project Descriptions	Indicators	Data Collected by Geographic Location	Frequency of Data Collection	Data Collected by Ethnicity ¹
	ii. family structure			
√	Single parent families (%)	C	5	Y
	Single parent families (%)	N	A	
	iii. Children receiving services			
√	Child welfare apprehensions (#)	R	A	Y
	Children receiving services (#)	R	A	Y
	iv. Substance use, addictions and impacts			
	Heavy alcohol use (%)	N	A	Y
	Marijuana Use (%)	N	2	Y
	Smoking rates (%)	N	A	Y
	Gambling (%)	N	2	Y
	v. Spending patterns			
	Amount spent on shelter and food (%)	N	2	
	vi. Crime and justice			
√	Violent Crime Rates (per 1,000 persons)	C	A	
√	Property Crime Rates (per 1,000 persons)	C	A	
	Other Crimes Rates (per 1,000 persons)	C	A	
√	Charges for Violent & Property Crimes	C	A	
√	Youths Charged (per 1,000 persons)	C	A	
	vii. Communicable diseases			
√	Cases of STIs (#)	C	A	
	Cases of TB (#)	N	A	
	viii. Non-communicable diseases			
	Crude cancer rate	N	A	Y
	Diabetes prevalence	N	A	Y
	ix. premature deaths			
√	Injury Death Rate	C	A	
√	Premature Death Rate	C	A	
	x. Injuries			
√	Hosp. Injury & Poisoning Rates	C	A	
	Overall injury rates	N	A	
	xi. Housing			
√	Households with 6 or more persons (%)	C	2	Y
√	Households in need of major repairs (%)	C	2	Y
√	Home ownership (%)	C	2	Y

Indicators Included in Dehcho RIP Project Descriptions	Indicators	Data Collected by Geographic Location	Frequency of Data Collection	Data Collected by Ethnicity ¹
√	Households with affordability problem (%)	C	5	Y
√	Households living in social housing (%)	C	2	Y
√	Core need rate	C	5	Y
√	Vacancy rate	C	A	
	Income			
	iii. Income security			
√	Income support beneficiaries (#)	C	A	
	Income support cases (#)	C	A	
	Population			
	i. Population			
	Total population	C	A	
	ii. Births			
	Teen Births	C	A	
	iii. Migration			
√	Length of Residency (% living for more than 5 yrs)	C	5	Y
	Net migration	N	A	
	Traditional practices			
	i. Hunting and fishing			
√	Persons 15+ who hunt & fish (%)	C	5	Y
	ii. Trapping			
	# and value of pelts	N	A	
√	Persons 15+ who spent time trapping (%)	C	5	Y
	iii. consumption of country foods			
√	Households consuming half or more country food (%)	C	5	Y
	iv. Cultural knowledge (aboriginal language use)			
√	Persons 15+ who speak Aboriginal language (%)	C	5	Y

Source: Bureau of Statistics, 2007, Mackenzie Gas Project Monitoring Report Annual Report List of Indicators and Sample Data Tables

Legend:

Geographic Location: C = community; R = region; N = NWT

Frequency: A = annual; 2 = every two years; 5 = every five years

8. Reporting and Accountability

This chapter discusses reporting and accountability requirements associated with the Dehcho Regional Investment Plan.

8.1 Annual Performance Measurement Report

The Dehcho Regional Organization will be required to submit an annual report to the Territorial Corporation to account for federal MGPIF funds spent. The annual performance measurement report will follow the Results Management Accountability Framework (RMAF). The annual report will include:

- the vision or long term goal of the Dehcho Regional Investment Plan.
- the level of investment in priority areas, partnerships, and leveraged investment.
- targets (e.g. impacted groups served, namely youth, elders, uneducated, women).
- corporate/management perspective and recommendations based on what is learned from the data and analysis (e.g. based on regional corporation chair and chief operating officer discussion and analysis of recent results, financial condition, future prospects and outlook).
- a one year snapshot of external environment (e.g. MGP progress towards operations; SEA annual report).
- annual highlights (e.g. projects/activities funded; community resources and training used; community/awareness/prevention activities; regional and community partnerships).
- a discussion of how well the corporation has achieved objectives relative to established performance measures.
- progress (e.g. initiatives to demonstrate activities in the priority areas and additional information to support the performance measurement).
- financial statements (e.g. variance reports)
- annual auditor's report.

8.2 Evaluation

The Dehcho Regional Investment Plan recognizes that if and when the Territorial Corporation is created in 2009, it will responsible for the development of an overall evaluation plan for the

Mackenzie Gas Project Impact Fund. To complement the Territorial Corporation's evaluation plan the Dehcho Regional Organization will develop an evaluation strategy to measure the quality and decide the value of Dehcho Regional Investment Plan programs at five-year intervals during the 10 year timeframe of the Dehcho Regional Investment Plan. An interim evaluation will be conducted in year five and final evaluation for year ten.

The evaluation strategy will address three key issues:

- relevance – Are the programs used by people? Do they fit with broader goals or priorities?
- success – Do people benefit? Were outcomes achieved? Was progress made toward outcomes?
- cost effectiveness – Is funding being used properly? Were programs and projects within budget?

The Dehcho Regional Investment Plan provides for co-operation in the evaluation process including:

- evaluation budgets for each of the program areas scheduled for the fifth year of the Dehcho Regional Investment Plan.
- monitoring and (performance) reporting budgets scheduled annually for the collection and analysis of indicator data.
- consideration of the model presented in the previous chapter for measuring performance including selected output and outcome indicators.

Interim and final evaluation reports will be prepared for each of the programs.

The evaluation strategy will also address the operations of the Regional Corporation including successes in communicating the programs to communities; creating and sustaining partnerships; delivering programs to communities; monitoring and reporting; and financial administration. Evaluation will also consider the cost effectiveness of the Regional Corporation. Greater clarity in the Territorial Corporation evaluation plan will trigger Regional Investment Plan refinement of indicator selection, monitoring and data collection.

9. Regional Investment Fund Establishment and Management

Priorities and decisions respecting the expenditure of MGPIF monies rest with the Corporation (referred to as the Territorial Corporation). The *Mackenzie Gas Project Impacts Act* stipulates that the Territorial Corporation will provide funds to Regional Organizations (ROs) for projects that mitigate socio-economic impacts arising from the MGP that are consistent with criteria established by the Corporation.

9.1 Direction for the Establishment of the Regional Organization (RO)

The RO will have two main parts: 1) a regional governance and decision-making body (board of directors); and 2) project management and administration. The RO derives its mandate from the *Mackenzie Gas Impacts Act*. In the Dehcho, the RO decision-making body will represent public interests in their region to:

- approve the Dehcho Regional Investment Plan and recommend its approval to the Territorial Corporation.
- set regional priorities.
- oversee Dehcho Region Investment Plan activities including approving projects and making recommendations for project funding to the Territorial Corporation.⁴¹
- have responsibility for monitoring and evaluating programs and projects.
- prepare an annual report to the Territorial Corporation on Dehcho Regional Investment Plan activities and expenditures.

On the recommendation of the Minister, the *Mackenzie Gas Project Impacts Act* enables ROs by virtue of an order of the Governor in Council, to be added to, or deleted as a party to the *Mackenzie Gas Impacts Act*. The *Act* specifies that ROs will:

- be notified by the Minister at least one month before the appointment of the first director other than the chairperson, and each successive director to the Territorial Corporation (Section 10 of the *Act*).
- make nominations to the Minister for his/her consideration and appointment to the Territorial Corporation. Nominees will have good knowledge and experience in financial administration, and socio-economic issues affecting communities in northern regions.

⁴¹ Industry Canada, 2008, Mackenzie Gas Project Impact Fund Regional Planning Guidelines

- prior to receiving financial contributions, enter into agreements with the Territorial Corporation regarding how and when funding advances will be made, the terms and conditions for contribution advances, and the evaluation of RO's performance.

Environment Canada's Mackenzie Gas Project Office plays an advisory role in the implementation of the *Mackenzie Gas Project Impacts Act*. The Project Office specifies that each RO will:

- be an independently structured, self-governing organization.
- be a new not-for-profit organization registered with the *NWT Societies Act*.
- have majority Aboriginal representation on its board.
- have GNWT representation on its board.

The Socio-Economic Impact Fund (SEIF) Management Framework, which was the forerunner to the *Mackenzie Gas Project Impacts Act*, advised that:

- ROs could be existing structures if regional governance and decision-making processes were separated from project administration functions.
- the regional decision-making body would have flexibility to contract the project/program administration component to a third party.⁴² The administrative component involves day-to-day planning and management of project funding.

The Dehcho Regional Investment Plan Steering Committee, community members, and regional leadership advise that the Dehcho RO:

- have broad regional representation involved in decision-making functions in recognition that the impacts from the MGP may vary in intensity and scope among regional communities.
- evolve its board of directors from the existing Dehcho Regional Investment Plan Steering Committee.
- consider the role that existing organizations such as the Dehcho Master Trust and DFN can play given that:
 - ✓ the DFN resolved in 2005 to mandate DFN as the Regional Organization.
 - ✓ some members of the DFN see the Master Trust fulfilling the functions of the RO.

⁴² Socio-Economic Impacts Working Group, 2005, *Socio-Economic Impacts Fund (SEIF) Management Framework*

- ✓ it is possible to separate decision-making and administrative functions, to, for example, contract some administration functions such as legacy fund management and financial administration.

9.1.1 Implications for the Dehcho RO

The requirements set out for ROs have implications for the establishment and functioning of the Dehcho RO. In this regard, the Dehcho RO should:

- be independent.
- have separate administration and management functions.
- have a board of directors with region-wide Aboriginal members who make up the majority of the board.
- have GNWT representation on the board.

Over the 10-year life of the MGPIF, the Dehcho RO will manage and administer funds allocated by the Territorial Corporation. To discharge these responsibilities, the Dehcho RO will:

- set priorities,
- approve and submit the Dehcho Regional Investment Plan to the Territorial Corporation.
- establish application, reporting, and accountability procedures for implementing the Dehcho Regional Investment Plan.
- organize a fair, efficient, and effective project approval process.
- develop and implement a communication plan and protocols to promote the Dehcho Regional Investment Plan.
- support the delivery of programs and services identified in the Dehcho Regional Investment Plan.
- hold MGPIF funds in a bank account for projects that mitigate MGP impacts.
- limit the liability of decision makers.
- gather and interpret indicator data, monitor performance, and report annually to the membership and the Territorial Corporation.
- develop an evaluation plan in collaboration with the Territorial Corporation and arrange for mid-term and final evaluations.

9.1.2 Legal Entity Options for the Dehcho Regional Organization

The Dehcho RO could evolve in three ways that are not mutually exclusive. The Dehcho RO could be established as a:

1. new non-profit society,
2. function of the Dehcho First Nations, or
3. function of the Dehcho Master Trust.

These three options are discussed below.

9.1.2.1 New Non-Profit Society

The Mackenzie Gas Project Office prefers that ROs be new non-profit societies registered with the *NWT Societies Act*. Although non-profit societies can be incorporated federally or territorially, it is customary for an organization that will remain in, and fulfill its purposes in a community or the NWT to register with the *Societies Act R.S.N.W.T. 1988,c.S-11*.

The board of directors and the membership are the two main components of a non-profit society. Under the general by-laws of a registered non-profit society, the board of directors has the responsibility to manage the affairs of the society.

By-laws must be submitted with an application to register a non-profit society in the NWT. The by-laws of a non-profit society (Appendix F) identify:

- membership conditions.
- the conduct of business (e.g. general and special meetings, voting and quorums).
- board of director conditions including appointment and removal, powers and duties of directors, and remuneration.
- officers and their duties.
- record keeping requirements including the location and inspection of minutes and records by members.
- the use of funds and property of the society.

Because there is a relationship with the Territorial Corporation, the bylaws of the Dehcho RO will reflect provisions required by the *Mackenzie Gas Project Impacts Act*, namely that ROs:

- scheduled to the *Mackenzie Gas Impacts Act* are eligible for contributions from the Territorial Corporation. ROs may be added to, or deleted as a party to the *Mackenzie Gas Impacts Act* by order of the Governor in Council upon the Minister's recommendation.
- are required to enter into agreements with the Territorial Corporation prior to receiving contributions. The agreements will specify how and when contribution advances will be made, the terms and conditions for contributions, and requirements associated with the regular evaluation of the RO's performance.

Unlike business corporations, societies do not have share capital or dividends. During the existence of the society, its property cannot be distributed among its members.

The Mine Training Society (MTS) and Aboriginal Futures Society (AFS) are two examples of non-partisan, independent, grant making non-profit societies in the NWT that deliver programs/services to mitigate the impacts of industrial development. The MTS was created to train Aboriginal people for employment in the mining and oil and gas industries.⁴³ The AFS administers funding (e.g. federal, GNWT and industry partner funding) and is governed by directors from member Aboriginal groups, government, and industry partners.⁴⁴ These non-profit societies are acknowledged as unique partnerships among Aboriginal groups, industry, and the federal and territorial governments, and appropriate models for ROs likely to be scheduled to the *Mackenzie Gas Impacts Act*.

Table 9.1 shows the pros and cons of establishing the Dehcho RO as a new non-profit society.

⁴³ Basic skills and pre-employment, industrial skills, employment and support.

⁴⁴ AFS members included Deh Cho First Nations, Sahtu Dene Council, Gwich'in Tribal Council, Inuvialuit Regional Corporation, the Aboriginal Pipeline Group, Shell Canada Limited, Imperial Oil Resources Ventures Limited, ConocoPhillips Canada (North) Limited, the Government of the Northwest Territories, and the Government of Canada. MTS members included Lutsel K'e Dene First Nation, North Slave Métis Alliance, Tli Cho Government, Yellowknives Dene' First Nation Education Culture and Employment, HR and Social Development Canada, Aboriginal Skills and Employment Partnership BHP, Billiton Diamonds Inc., Diavik Diamond Mines Inc., De Beers Canada Inc.

Table: 9.1 Suitability of Incorporating the Dehcho RO as a Non-Profit Society

Advantages of incorporation	Disadvantages of incorporation
<p>-Legal status separate and distinct from its members.</p> <p>-Individual directors have limited liability.</p>	
<p>-Non-profit societies can enter into contracts, and buy and sell property.</p>	<p>-Federal corporations incorporated under the <i>Canada Corporations Act</i> must get ministerial approval to change certain by-laws.</p>
<p>-The formal corporate structure facilitates ongoing operations and decision-making.</p>	<p>-The <i>NWT Societies Act</i> specifies a hierarchical rather than distributed governance structure.</p>
<p>-There may be increased credibility with the government, funders, and the public.</p>	
<p>-The by-laws enable member issues to be addressed (e.g., removal for unpaid dues or death, and expulsion for disciplinary reasons).</p>	
<p>-By-laws can keep board members independent from political influence.</p>	
	<p>-Annual reporting requirements include:</p> <ul style="list-style-type: none"> • corporate filing related to the location of the head office as well as director information. • corporate income tax return. • information return with the Canada Customs and Revenue Agency (excluding registered charities and smaller not-profits).

9.1.2.2 Dehcho First Nations (DFN)

DFN is an established non-profit organization. It is primarily a political organization that works on behalf of Dene and Metis in the Dehcho Region. It is currently negotiating land and self-government arrangements (known as the Dehcho Process) with the Government of Canada. DFN is staffed to provide executive, administrative, financial, and program support to Dehcho

communities through the First Nation leadership, the Dehcho Process, and related initiatives. DFN is the administrative body for MGPIF planning activities in the Dehcho Region.

Two resolutions identify DFN as the Dehcho Region's legal entity for managing and administering the regional affairs of the Dehcho Regional Investment Plan.⁴⁵ To implement these resolutions, DFN was an active participant in the Socio-Economic Impacts Working Group that established the 2005 Socio-Economic Impacts Fund (SEIF) Management Framework. It established and supported the steering committee to oversee regional investment planning activities. Throughout regional investment planning activities, DFN has capably provided financial, administration, organizational, and communication support to the Dehcho Regional Investment Plan Steering Committee. It has also facilitated liaison and communications with the leadership and community members, and taken a lead role in addressing issues of concern with the Mackenzie Gas Project Office.

DFN's Grand Chief views the integrated approach to regional investment planning activities as appropriate to mitigating the socio-economic impacts of the MGP as well as a forerunner to the integrated approach that the Dehcho Region wishes to pursue in future governance structures. Governance models such as the Tli Cho government that integrate community health, wellness, education, and employment programs are particularly attractive to the Dehcho. As such, the Dehcho RO has the potential to model the structures that could evolve in a future Dehcho government.⁴⁶

9.1.2.3 Dehcho Master Trust

Some DFN members have recommended that the Dehcho First Nations Master Trust (also known as the Investment Management Board) take on the responsibilities of the Dehcho RO. Further, the chair of the Investment Management Board contends that the Dehcho Master Trust was created on behalf of DFN to be the Dehcho RO because it is designed to manage large sums of money. Currently, the Master Trust assumes that the organization will be the Dehcho RO, as the estimated \$150 million MGPIF investment in the Dehcho has been added to the Master Trust's financial projections.

⁴⁵ November 2005 and January 2007

⁴⁶ DFN commenced governance discussions with the Government of Canada in March 2009.

In terms of legal structure, a trust falls somewhere between a fiduciary relationship and a foundation.⁴⁷ A trust describes a legal relationship in which certain assets are transferred on a fiduciary basis to one or more trustees, who must manage these assets and use them for a purpose determined in advance by the settlor. In 2006, DFN established the Dehcho First Nations Master Trust to manage \$15 million allocated by the federal government for the identification and implementation of economic development opportunities associated with the MGP. The Investment Management Board, comprised of three trustees chosen through a Dehcho First Nations resolution, governs the Master Trust. While a significant portion of the Master Trust is allocated to fostering the development of economic opportunities, funds are also allocated to community development, elder’s heritage, and education.

The Dehcho Master Trust does not conform to federal government direction for the establishment of ROs. Still, the suitability of the Master Trust as the Dehcho RO warrants consideration. The advantages and disadvantages of the Dehcho Master Trust assuming the role and responsibilities of the Dehcho RO are summarized in Table 9.2.

Table 9.2: The Suitability of the Dehcho Master Trust as the Dehcho RO

Advantages	Disadvantages
<ul style="list-style-type: none"> -Established organization with an Investment Management Board. -Establishment costs have been paid. -The Investment Management Board is mandated by and reports to DFN. 	<ul style="list-style-type: none"> -The Master Trust is not incorporated under the <i>NWT Societies Act</i> or <i>Canada Corporation Act</i>. It is established by agreement between the settlor (DFN) and Trustee (CIBC). As such, trustees may not have limited liability.
<ul style="list-style-type: none"> -Distinct funds have been established including immediate opportunity, economic development, community development, elders’ heritage, land acquisition, education, and such other trusts or funds for the benefit of DFN members. 	<ul style="list-style-type: none"> -Master Trust is intended to enable identification and implementation of economic development opportunities in relation to the MGP rather than mitigate and manage socio-economic impacts. -The terms of settling capital (i.e. percentage allocated to distinct funds) on the Master Trust are prescribed in accordance with the Trust Agreement.

⁴⁷ A foundation holds funds for a particular purpose and usually takes the form of an endowment fund. A fiduciary relationship is when one person places complete confidence in another in regard to a particular transaction or one's general affairs or business. <http://legal-dictionary.thefreedictionary.com/fiduciary+relationship>

Advantages	Disadvantages
	-The Master Trust seeks to preserve its capital. Currently the Trust's capital is invested in cash, equity (stocks) and income funds (mutual funds invested in bonds, preferred shares) at risk. Between August and September 2008 the fund lost 5.3% (\$800,000).
-Trust income is intended to improve quality of life.	-The Trust is not structured to fund Dehcho Regional Investment Plan projects.
-Trust property benefits are fairly and equitably distributed to DFN members.	-Trust property is intended for use by present and future generations of members of DFN. Strict adherence to this provision would restrict direct benefits to non-members.
-Enables the settlement of additional properties on the trust.	-A tax ruling is pending.
-Governance allows for majority Dehcho members and restricts leadership involvement in decision-making.	
-An Investment Advisor is hired to give direction on fund investment to the Trustee (CIBC).	-The Trustee (CIBC) is not staffed to administer the Dehcho Regional Investment Plan.
-The Investment Management Board receives and considers applications for financial assistance. It may contract a consultant to assess the worthiness of business financing applications.	-The Trust does not accept the Dehcho Regional Investment Plan as a policy document guiding investment decisions.
-The Trustee is required to provide an annual report and audited financial statements to leadership.	

To consider the Master Trust as an appropriate option for the Dehcho RO, several issues need to be addressed.

- Funding to the Dehcho RO expected to begin in November 2010 at the earliest, will be issued in instalments. It is unlikely that both the timing and amount of MGPIF funds released at any time will be sufficient to fund Dehcho Regional Investment Plan projects as well as enable

investment and preservation of capital. The Master Trust will need to ensure that MGPIF funds are expended in ways that conform to the Regional Investment Plan.

- The Dehcho RO's board is required to represent region-wide interests, involve the GNWT, and have expertise and experience in social, cultural, and economic areas, and financial administration. The Investment Management Board will need to confirm its ability to meet these conditions. For example, it may be possible to appoint a GNWT director to the Investment Management Board for Dehcho Regional Investment Plan purposes only.
- The *Mackenzie Gas Projects Impacts Act* stipulates that only ROs scheduled to the *Act* may enter into agreements with the Territorial Corporation for funding. The Master Trust agreement provides that DFN is the settlor for the Master Trust. If the Master Trust takes on the responsibilities of the Dehcho RO, DFN as settlor would receive funds from the Territorial Corporation for transfer to the Master Trust. In order to receive MGPIF funds from the Territorial Corporation, DFN would need to be the RO scheduled to the *Act*. It will be important to confirm whether the Territorial Corporation will schedule an organization to the *Act* that serves as a flow through entity.
- The Dehcho Regional Investment Plan is a key document that enables funding to flow from the Territorial Corporation. The RO is required to achieve, account for, and report on overall goals and project specific goals within this document. It will be important for the Master Trust to confirm its commitment and capacity to fulfill these functions including making staff available to support the board and take on project management, financial, and administrative functions. It will also be important to confirm that there are no impediments to funding flowing to Dehcho Regional Investment Plan projects.
- DFN understands that the MGPIF is primarily an Aboriginal fund for Dehcho communities. The Government of Canada contends that the MGPIF is a public fund for all communities in the NWT. Pending resolution to this issue, the Master Trust may need to alter provisions that prevent conferring benefits to non-DFN members.

The Dehcho Master Trust is currently not suitable to be the Dehcho RO as it is currently structured to mitigate socio-economic impacts of the MGP and address priorities in the Regional Investment Plan. The Master Trust is better suited to be the investment vehicle for the \$45 million allocated in the Dehcho RIP for the Dehcho Community Social Development Fund and Sustainable Social Partnership Infrastructure Fund.

9.2 Territorial Corporation and Dehcho RO Relationships

A strong relationship is required between the Dehcho RO and the Territorial Corporation. While this section outlines how this relationship might unfold, discussion is limited by the lack of information available about the Territorial Corporation.

9.2.1 The Mackenzie Gas Project Impacts Act

The *Mackenzie Gas Project Impacts Act* is the basis for the relationship between the Territorial Corporation and the Dehcho RO. Section 10 of the *Act* enables Regional Organizations to nominate directors to the board of the Territorial Corporation. Section 9 of the *Act* limits the Territorial Corporation's Board of Directors to either three or five persons including the chair. Section 11 of the *Act* provides for a director's term of office not to exceed five years.

While the *Act* does not ensure director appointments from each region, it is possible that a Dehcho appointee will sit on the Territorial Corporation board at some point during the 10 year MGPIF term. To build a strong relationship with the Territorial Corporation and influence the policy direction of the Corporation, it is important that a director from the Dehcho be appointed to the first board of the Territorial Corporation. A knowledgeable and experienced director from the Dehcho would ensure that regional issues and perspectives are reflected in the Corporation's direction and operating policies and procedures.⁴⁸ For example, Section 5.2 of the *Act* requires the Corporation's Board to establish criteria and make them publicly available. The criteria may further define the Territorial Corporation's objects and purpose as stated in the *Act*, "that contributions may only be provided to regional organizations in respect of projects if the project mitigates the existing or anticipated socio-economic impacts on communities in the Northwest Territories arising from the Mackenzie Gas Project." Whether or not a Dehcho director sits on the Territorial Corporation Board, the board of the Dehcho RO has recourse through Section 22 of the *Act*, to request a ruling in cases where a director may have a conflict of interest respecting an application for a contribution.

⁴⁸A DFN leadership resolution to nominate a strong candidate with financial administration and socio-economic expertise and knowledge to the first board of the Territorial Corporation should guide the Dehcho RO's nomination. The resolution would recognize that the Dehcho will be significantly impacted by the MGP and that the Dehcho Regional Investment Plan represents 30% of the MGPIF investment in mitigating impacts of the MGP.

The Dehcho RO will function through the Territorial Corporation. Only ROs scheduled to the *Act* are eligible for contributions from the Territorial Corporation. DFN is one of five organizations⁴⁹ engaged in regional investment planning, developing an RO, and seeking Ministerial approval through an “order-in-council” to schedule the ROs to the *Act*. Contributions enabling RO operations will not flow until there is an agreement between the Territorial Corporation and the Dehcho RO (*Mackenzie Gas Project Impacts Act*, Section 15) outlining:

- how and when contributions may be advanced;
- the terms or conditions for providing contributions; and
- RO performance evaluation requirements with respect to achieving the intended objectives and outcomes of eligible projects receiving contributions.

When the Territorial Corporation is functioning, ROs may take direction from, or collaborate with the Territorial Corporation to develop an evaluation plan and reporting framework.

While the Dehcho RO may be eligible for a contribution after all the directors are appointed to the board of the Territorial Corporation, contributions and the implementation of the Dehcho Regional Investment Plan may be delayed pending an agreement on funding to the Territorial Corporation among the Minister responsible for MGP, the Minister of Finance, and the chair of the Territorial Corporation.

Since 2007, relationships have continued to develop among the organizations involved in regional investment planning activities. These relationships have developed mainly through workshops sponsored by the Mackenzie Gas Project Office. Relationships with the Territorial Corporation are on hold pending the appointment of the Corporation’s chairperson and organizational development activities. In November 2008, representatives of the Inuvialuit Regional Corporation suggested that the Mackenzie Gas Project Office bring members of the regional organizations involved in planning activities together to begin mapping the policies, and evaluation and reporting requirements of the Territorial Corporation. This suggestion was revisited with the Mackenzie Gas Project Office at a Dehcho partners workshop in March 2009.

⁴⁹ Three regional (Inuvialuit Regional Corporation, Gwichin Tribal Council, Dehcho First Nations) and two district organizations (Tulita Deline and K’asho Got’ine) are establishing Regional Organizations (ROs).

9.3 Governance of the Dehcho RO

9.3.1 The Role of the Dehcho RO Board of Directors

The Dehcho RO board of directors will be responsible for setting the direction, establishing and monitoring investment policies, standards, and procedures, and forming and maintaining relationships with the Territorial Corporation. The Dehcho RO board of directors will manage the property, business, and affairs of the RO. It will also be responsible for, and accountable to (vulnerable) people in the Dehcho Region who will be impacted by the MGP, and to the Territorial Corporation. The *Mackenzie Gas Project Impacts Act*, agreements with the Territorial Corporation, and the Dehcho Regional Investment Plan are the main documents that will influence board policy and decision-making functions.

To fulfill its responsibilities, the Dehcho RO board of directors will:

- clearly communicate with its members;
- build a strong relationship with the Territorial Corporation;
- approve the Dehcho Regional Investment Plan and submit it to the Territorial Corporation;
- report on the performance of the Dehcho Regional Investment Plan to the Territorial Corporation and the people of the Dehcho; and
- approve, monitor, and evaluate Dehcho Regional Investment Plan projects.

9.3.2 The Board's Main Operating Activities

The main operating activities of the Dehcho RO board of directors will be set out in annual work plans. Activities will include:

- governing the RO to ensure its effectiveness, credibility, and viability.
- strategic planning, setting priorities, and evaluating progress toward goals and objectives.
- making policy and providing written policy direction to the Executive Director.
- approving and submitting the Dehcho Regional Investment Plan to the Territorial Corporation.
- approving and monitoring projects funded through contributions from the Territorial Corporation.
- ensuring where applicable, that regulatory requirements are met.

- entering into agreements with the Territorial Corporation and project sponsors regarding the terms and conditions of contribution funding and reporting and evaluation requirements.
- recruiting the Executive Director and regularly evaluating his/her performance.
- reporting to members and to the Territorial Corporation.

9.3.3 Style of Governance

A policy governance model⁵⁰ is appropriate for the Dehcho RO. The policy governance model is applicable to any governing body but is often used by non-profit and government agencies that are high profile, have considerable public accountability responsibilities, and large budgets to administer. Health and social services, hospital, and education boards favour the policy governance model.

9.3.4 Dehcho RO Board Policy

Board policies typically interpret and expand on the complex rules and legalities of an organization's articles of incorporation and by-laws. Policies are a way to avoid misunderstanding and requirements to alter by-laws. They are also a way to ensure clear and consistent practices within an organization. In the policy model of governance, the board of directors articulates its expectations about the way that the business of the organization will be conducted through written policies. The following categories of policies are typically developed by organizations following the policy model of governance. As such, the Dehcho RO will develop:

- (a) Ends Policies: to describe the results of mitigations to address the negative socio-economic and cultural impacts of the MGP on people in the Dehcho. The goals for Dehcho Regional Investment Plan would constitute the RO's ends policies.
- (b) Executive Limitations Policies: to describe the parameters and boundaries within which staff must discharge their responsibilities.

⁵⁰ Policy governance is copyrighted to Dr. John Carver and is often referred to as the Carver model. Policy governance is preferred by large organizations and is favoured by health and social services, and education boards.

- (c) Board- Chief Executive Officer (CEO) Relationships: to articulate the authority of the board and the CEO, describe the way that authority will be delegated to staff, and explain how the board will evaluate staff performance.

- (d) Board Governance Process: to define the board's roles and responsibilities including policy development and monitoring executive performance, and relationships including accountability to members.

A first task of the Dehcho RO board of directors is to review and approve board policies. Draft policies are attached in Appendix G. The main elements of these policies are highlighted below.

Ends Policies

- Strengthened the capacity of families
- Vibrant, self reliant, sustainable, healthy, and safe families and communities

Board Governance Process Policies

- Governance principles
- Governing style
- Board's job description
- 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 the Dehcho RO
- Rules of conduct for board meetings

Executive Limitations Policies

- General executive constraint
- Treatment of project applicants
- Staff treatment
- Financial planning and budgeting

- Financial condition and activities
- Communication and support to the board

Board-Staff Relationship Policies

- Accountability of the chief executive officer
- Delegation to the chief executive officer
- Monitoring executive performance

The Dehcho RO board of directors may also develop additional policies, related to:

- investment,
- human resources including an employee grievance procedure,
- project approval including selection procedures and criteria,
- project appeal, and
- public or membership accountability and reporting.

9.3.5 Factors Shaping the Dehcho RO Board of Directors

To establish the Dehcho RO board of directors, consideration will be given to such factors as composition, number and term of directors, officers, structure, directors' responsibilities, decision-making, and board development.

Composition of the Board

The composition of the Dehcho RO board of directors will consider:

- Direction from the Mackenzie Gas Project Office that RO decision-making bodies will have majority regional Aboriginal representation as well as GNWT representation.
- Provisions in the *Mackenzie Gas Project Impacts Act* that the appointment of directors to the Territorial Corporation will be made with regard to the need for a board with sufficient knowledge of, and experience in financial administration and socio-economic issues affecting communities in northern regions. The Territorial Corporation board will have either three or five directors including chairperson.
- Provisions in the *NWT Societies Act* that require a minimum of three directors to register a society.

- The current membership of the Dehcho Regional Investment Plan Steering Committee. The Steering Committee has seven regional Aboriginal members and one GNWT representative. Committee members embody the characteristics of directors articulated in the *Mackenzie Gas Project Impacts Act*.

Number of Directors

The Dehcho Regional Investment Plan Steering Committee is a good model for the Dehcho RO board. The Committee's membership was chosen to represent regional rather than community interests. The current eight-member Committee balance GNWT, and large and small community interests. The Committee currently follows a consensus style of decision-making but recommends that the RO board adopt decision-making by majority vote, particularly if the board has an odd number of members (e.g. nine or seven persons). This would enable the chair to break a tie in any given vote.

Duration of Director's Term

The terms of Dehcho RO directors will consider:

- continuity in the collective understanding of MGP impacts and mitigations. The *Mackenzie Gas Impacts Act* recommends staggered terms to provide overlap among directors.
- the ten year timeframe for implementing the Dehcho Regional Investment Plan. The *Mackenzie Gas Impacts Act* stipulates a term of no more than five years for Territorial Corporation directors. The Dehcho RO might consider a similar duration.

Officers of the Board

As described in the by-laws, Dehcho RO officers will include a chair, vice-chair, and secretary-treasurer. Job descriptions for officers are attached in Appendix H. Officers will have signing authority for the RO, and serve on the Executive Committee and or other committees, as deemed necessary.

Board Responsibilities and Structure

The Board should ensure that it can provide independent, expedient, and objective oversight and reporting on Dehcho RO objectives. It can do this by ensuring that board responsibilities are clear and consistently executed. Responsibilities outlined in Table 9.3 should enable the board to achieve

its objectives. These responsibilities can be discharged by the entire board or by committees. Committees can create opportunities for the involvement and participation of expert partners, and help to reduce the amount of time the board requires to conduct its business. The executive committee should assume nominating committee responsibilities, thereby ensuring the appropriate succession of the board. The finance committee should assume audit committee responsibilities to ensure any legal, regulatory, control, and reporting requirements are met.

Table 9.3: Committee Responsibilities

Committee/ Composition	Committee Responsibility
<p>Executive Committee</p> <p>RO Chair-person, Vice-Chair, Secretary-Treasurer, and Executive Director (as ex-officio)</p>	<ul style="list-style-type: none"> √ Initiate a strategic planning process with board involvement and approval. √ Develop a process to oversee the recruitment, performance, and compensation of the CEO. √ Oversee the CEO's supervision of management and management succession plans. √ Develop and recommend to the board, the board's annual work plan. √ Provide leadership, advice, and support to the chair, CEO and Chief of Staff, and committees on issues (e.g. finances, communications, agendas). √ Oversee personnel and board development responsibilities including drafting and/or revising personnel policies for board approval, reviewing job descriptions, establishing a salary structure, annually reviewing staff salaries, and reviewing the benefits package. √ Hear employee grievances (i.e. formal written grievances against the CEO or when an employee formally appeals a decision by the CEO to the board). √ Hear project appeals. √ Recruit, orient, and train board members, directors, and committee members. √ Recommend a slate of officers to the board. √ Suggest new, non-board individuals for committee membership. √ Signing authority.
<p>Finance Committee</p> <p>RO Treasurer and advisory members (e.g. with financial management, and program administration expertise)</p>	<p><u>Budget Planning and Oversight</u></p> <ul style="list-style-type: none"> √ Ensure processes for developing an annual operating budget and capital budget. √ Review and recommend financial assumptions for developing an operating budget, capital budget, and strategic plan. √ Review and recommend to the board the annual operating plan and budget, and the capital plan and budget. √ Review the RO's monthly financial performance and compare actual performance against the approved budget. √ Review, recommend, and monitor plans developed by management to address variances between budget and actual performance.

Committee/ Composition	Committee Responsibility
	<p>√ Monitor implementation of plans to address variances and report to the board.</p> <p><u>Long-Term Planning</u></p> <p>√ Review and recommend long-term financial goals, and revenue and expense projections to the board.</p> <p><u>Asset Management</u></p> <p>√ Ensure processes are in place to manage assets.</p> <p><u>Financial Transactions</u></p> <p>√ Review and make recommendations to the board concerning banking arrangements including lines of credit and long-term debt.</p> <p><u>Investment</u></p> <p>√ Review and recommend an investment policy to the board.</p> <p>√ Monitor investment performance for compliance with the investment policy.</p> <p><u>Internal Controls and Risk Management</u></p> <p>√ Oversee, review, and make recommendations to the board concerning risk management processes.</p> <p>√ Review and make recommendations concerning the adequacy of financial resources.</p> <p>√ Review and make recommendations on insurance coverage.</p> <p>√ Review and make recommendations concerning the quality and integrity of management’s internal controls.</p> <p><u>Audit</u></p> <p>√ Recommend the appointment or re-appointment of auditors to the board and members at the annual meeting.</p> <p>√ Review and make recommendations to the board concerning remuneration to auditors.</p> <p>√ Meet with auditors to review proposed scope of audit and approve the auditor’s engagement letter.</p> <p>√ Oversee audit performance as required, including ensuring auditors are receiving the assistance of management.</p> <p>√ Review audited financial statements and audit report and make recommendations to the board.</p> <p>√ Meet with auditors and receive and review recommendations with respect to management, accounting systems, and internal control issues.</p> <p>√ Review policies regarding financial operations, including internal controls.</p> <p>√ Review non-audit services provided by the auditor and other factors that might compromise the auditor’s independence and make recommendations to ensure auditor independence.</p> <p>√ Review management’s response to audit recommendations and report</p>

Committee/ Composition	Committee Responsibility
	<p>to the board. √ Oversee implementation of auditor’s recommendations.⁵¹</p>
<p>Dehcho Program/ Project Assessment Committee (DPAC) RO Director and advisory members (e.g. NGO, GNWT, First Nations)</p>	<p>Objective: To oversee the review and advice to the board concerning the approval of Dehcho Regional Investment Plan prior to submission to the Territorial Corporation</p> <ul style="list-style-type: none"> √ Review and advise the board on project approval policy and selection procedure/criteria. √ Review and advise the board on project approvals. √ Monitor project implementation through written technical and financial progress reports and ad hoc site visits carried out directly or indirectly through regional program staff. √ Recommend to the regional office and staff any needed corrective action regarding project implementation as suggested by project monitoring. √ Initiate and guide program evaluations, and facilitate discussions about program priorities with the board. √ Provide expertise for project review, approval, and monitoring process. √ Meet as needed to respond to bi-annual calls-for-projects, Regional Investment Plan approvals, project monitoring, and evaluation.⁵²

Board Decision-Making

The Board decision-making process is addressed in the voting or consensus style of governance. In consideration of the scope of annual project funding proposed in the Dehcho RIP, the Steering Committee recommends board decision-making by vote.

Board Development

New Board members and staff will be oriented to the Dehcho RO and Regional Investment Plan. Orientation delivered by the Human Resources Officer will occur after recruitment and prior to undertaking Dehcho RO work.

⁵¹ www.oha.com/client/OHA/OHA_LP4W_LND_WebStation.nsf/resources/Guide-to...Governance.../OHA_Governance_Form26.doc

⁵² *ibid*

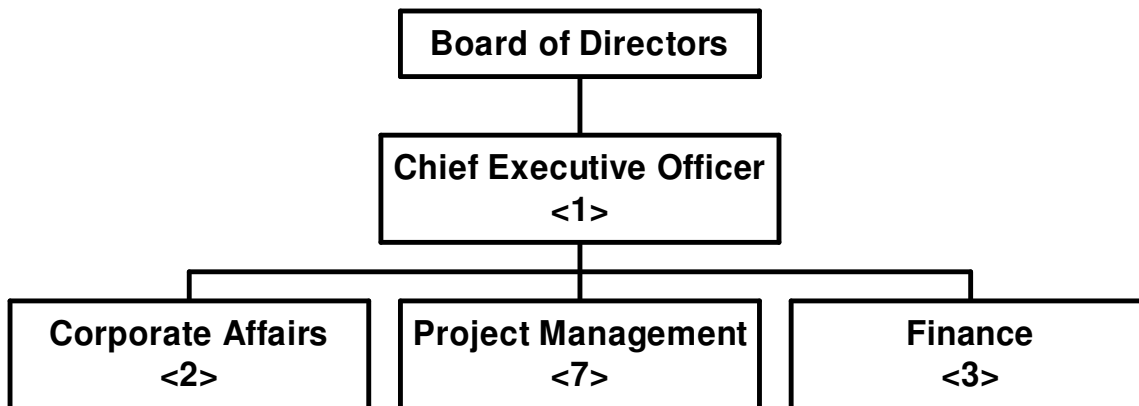
9.4 Dehcho RO Administration and Project Management

The board of directors may choose to build the internal capacity of the Dehcho RO for administration and project management functions that ensure the efficient and effective achievement of the Dehcho RIP mission, goals, and objectives. Alternatively, the RO may contract some or all of its functions to third party contractors or consultants.

9.4.1 Building Dehcho RO Capacity

An administration and project management structure for the Dehcho RO is illustrated in Figure 9.1. The structure includes 13 positions spread over three departments - corporate affairs, finance, and project management. The staff will manage an average annual investment of \$13.9 m. Job descriptions for Dehcho RO positions are attached in Appendix H.

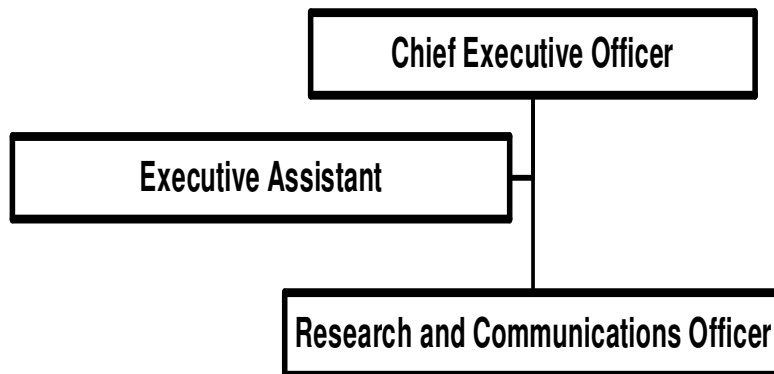
Figure 9.1: Dehcho RO Organizational Chart



Corporate Affairs

The Corporate Affairs department is structured to support the board of directors (Figure 9.2). Corporate Affairs will provide support to the board to fulfill its governance role, build and maintain the integrity of the Dehcho RO, enhance its public profile, implement the Dehcho RO's mission and objectives, ensure the efficient performance of management, and ensure that all Dehcho RO activity complies with legal and ethical requirements.

Figure 9.2: Corporate Affairs Organizational Chart



The Corporate Affairs department will have a staff of three.

- The Chief Executive Officer (CEO) will report through the chairperson to the board of directors. The CEO provides overall management and leadership in implementing board policy in a manner consistent with the mission, strategy, and goals of the organization. The CEO also exercises powers and duties specified and delegated by the board of directors.
- The Executive Assistant contributes to the efficient day-to-day operations of the Dehcho RO Corporate Affairs department. The position reports to the CEO and is responsible for supporting the CEO's work primarily with regard to the board of directors and as required, with other administrative matters.
- The Research and Communications Officer evaluates the effectiveness of Dehcho Regional Investment Plan projects to mitigate the negative impacts of the MGP on Dehcho people and works to ensure effective project (re)design, implementation, and evaluation. The position is also responsible for promoting the Dehcho RO's vision, mission, goals, activities, and results. Other responsibilities of the position are to communicate clear and timely messages about board policy decisions. The position reports to the CEO.

Project Management

The Project Management department illustrated in Figure 9.3 is structured to support the development and funding of Dehcho Regional Investment Plan projects. The department will have seven positions. Four positions will be regional coordinators with responsibility to coordinate

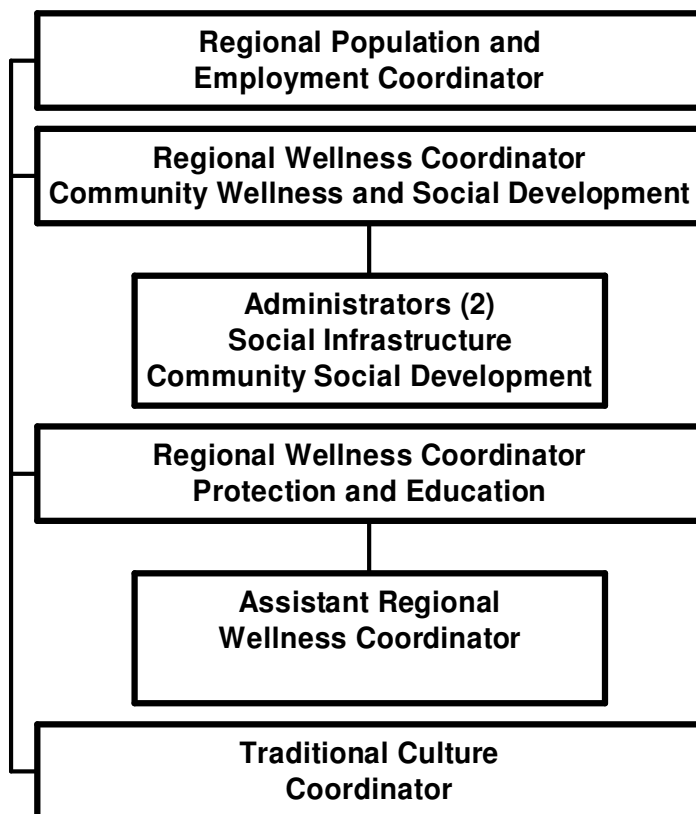
regional projects. One regional coordinator position will be assigned to each of the four Dehcho Regional Investment Plan priority areas – 1) population and employment, 2) social and community wellness, 3) traditional culture, and 4) housing and community infrastructure. A team approach will be taken to regional coordination. Each coordinator will be responsible for specific projects. For example, the Regional Population and Employment Coordinator will be responsible for youth, day care, and food sharing projects.

Regional coordinator positions will also work collaboratively to deliver:

- information and community support services to the Dehcho communities impacted by the MGP.
- data entry and proposal assessment.
- contracting and monitoring funded projects.

Coordinators will assist communities to build the capacity needed to successfully apply for and deliver projects to mitigate MGP impacts and achieve the goals and objectives of the Dehcho Regional Investment Plan. Three administrative staff will support the coordinators in discharging their duties.

Figure 9.3 Project Management Organizational Chart



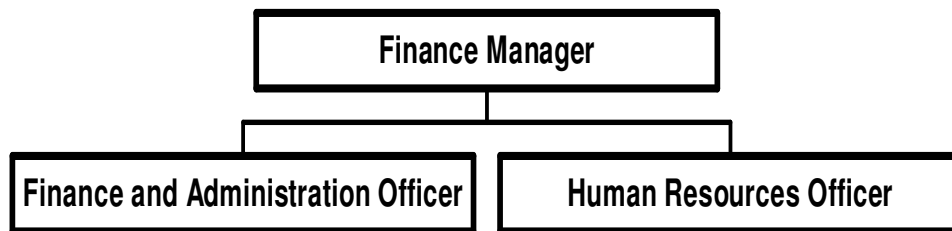
The responsibilities of the Project Management department will be shared among seven positions. Regional Coordinators (4) will report to the CEO. Regional coordinator positions will be the frontline workers. They will be responsible for implementing the Dehcho Regional Investment Plan by funding projects proposed by Dehcho community and regional organizations. The coordinators will work collaboratively within the Dehcho Region to build a strong regional coordination team. They will share information, community and regional contacts, consult with community groups and projects, liaise with partners, support community applications for Dehcho Regional Investment Plan funds, and evaluate and monitor project performance. Each coordinator will lead and be the main contact for specific projects.

- The Assistant Regional Wellness Coordinator (1) will report to the regional coordinators with responsibility for projects on community policing, safe shelter, community wellness, secondary schools life skills and post-secondary financial supports). The position will support community outreach, project delivery, finance, monitoring, reporting, and accountability activities related to wellness projects. The position plays an important role in regional coordination and collaboration.
- Two Administrators will report to the regional coordinators responsible for community social development, housing assistance, and the sustainable social partnership infrastructure fund. The position will support community outreach, project delivery, finance, monitoring, reporting, and accountability activities related to community social development, housing assistance, and the sustainable social partnership infrastructure fund projects. The positions play an important role in regional coordination and collaboration.

Finance

The Finance department illustrated in Figure 9.4 is structured to support the financial administration of the Dehcho RO associated with the delivery of \$13.9m annual project funding.

Figure 9.4: Finance Organizational Chart



The Finance department will have three positions.

- The Finance Manager will report to the CEO. The position will be responsible for setting financial policy and processes, implementing and maintaining the systems and infrastructure needed to support Dehcho RO operations over a 10-year period. The position will lead the planning, directing, and controlling functions associated with financial, human resource, and administrative responsibilities 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 senior management team, the position will be involved in strategic planning and evaluation initiatives, as well as working closely with the finance committee of the board of directors.
- The Finance and Administrative Officer will report to the finance manager. The position will be responsible for undertaking financial, accounting, and administration in accordance with legislative requirements and operational requirements. The position assists with the preparation of financial statements, maintaining cash controls, purchasing, accounts payable and receivable, managing office operations, and payroll, benefits and personnel administration.
- The Human Resource Officer will report to the Finance Manager and is responsible for human resource functions including recruitment, staffing, training and development, performance monitoring, and employee counselling.

9.4.2 Contract Administration and Project Management

The Dehcho RO board of directors may choose to call for proposals from third party contractors or consultants to enter into standing offer agreements for some or all of administrative and project management functions. Functions that might be contracted include:

- ✓ human resources;
- ✓ communications;
- ✓ research and evaluation;
- ✓ financial and investment management; and
- ✓ project management administration functions.

The CEO and board of directors will assess community and regional capacity for project management and administrative functions. Contracting the above services could reduce Dehcho RO operational staff from 13 to five.

9.4.3 Dehcho RO Head Office

The Dehcho RO head office will be located in the Village of Fort Simpson. The CEO will establish the head office. Establishing the office will include the installation of fixtures and furnishings, and communications, computer, and Internet technology systems.

9.5 Dehcho RO Operating Policies

The Dehcho RO is committed to transparency and open communication with the public, staff, and project leaders and partners. Policies guide the board and management's efforts to achieve organizational objectives. Policies guide decision-making and implementation of all functions. Operational policies and procedures will be maintained in the Dehcho RO office in Fort Simpson and will be available to the public.

Operational policy development is an ongoing function of the CEO and the Dehcho RO management team. Policy and procedures summarized in this section and attached in draft form in Appendix G are intended to expedite the work of the CEO and management team in preparing policy for board approval. Policies for evaluation and reporting have not been drafted in the absence of direction from the Territorial Corporation.

Dehcho RO's operational policies include:

Corporate - Evaluation and Reporting Framework/Plan

Corporate policies for evaluation and reporting are deferred until such time as direction on these functions is provided by the Territorial Corporation.

Finance - Financial Policies and Procedures

Financial policies will guide financial management activities. They describe the financial accountability functions, controls, and procedures needed to safeguard the board and Dehcho RO, and promote sustainable financial performance. Financial policies and procedures documented in Appendix G provide a template for building sound Dehcho RO financial administration policies.

Administration - Employee Policies and Procedures

Administration policies will guide the development of a functional workforce. The template of employee policies and procedures detailed in Appendix G provides a starting point for employee policies.

Project Management - Project Application, Assessment, and Approval

Project management policy will guide the project application, assessment, and approval process. The application, assessment, and approval process documented in Appendix G involves the management team, the Dehcho Program/Project Approval Committee (DPAC), and the board.

9.6 Annual Operational Plan and Budget

The Dehcho RO operational plan provides the detail needed to achieve goals, objectives, and outcomes expected in the Dehcho RO's strategic plan and the Dehcho Regional Investment Plan. The operational plan describes who will do what, when, and with what resources. The operational plan clearly defines specific program, financial, personnel, and evaluation activities; delineates timelines; and assigns specific responsibility for implementation. It is a main tool for evaluating activities and outcomes. The operational plan is usually tied to an approved budget. The following operational plan template is designed for the first year of the Dehcho RO's operations.

9.6.1 Dehcho RO Operational Plan

9.6.1.1 Mandate

The Dehcho RO derives its mandate from the *Mackenzie Gas Project Impacts Act*. The *Act* provides for the Territorial Corporation to distribute funds to the RO for projects that address the impacts of the Mackenzie Gas Project. The RO's mandate is further defined in an agreement with the Territorial Corporation identifying the terms and conditions for funding projects. The Dehcho RO will be funded to carry out its mandate over a 10-year period, coinciding with the life span of the Territorial Corporation.

9.6.1.2 Mission Statement

The Dehcho RO exists to deliver funding for projects targeted at vulnerable people in Dehcho communities who will be negatively impacted by the Mackenzie Gas Project. The RO will fund a variety of wellness, language and culture, employment and population, and infrastructure projects and services.

9.6.1.3 Vision

The Dehcho RO has a long-term vision that is embodied in the goals of the Dehcho Regional Investment Plan. In the short term, the Dehcho RO will strive:

to strengthen the capacity of vulnerable Dehcho families to manage the negative social economic and cultural impacts of the Mackenzie Gas Project.

The long-term goal of the Dehcho Regional Investment Plan is:

to contribute to vibrant, self-reliant, sustainable, healthy, and safe DCR families and communities that are rooted in Dehcho First Nations traditions and values.

The main body of the Dehcho RO operational plan is dedicated to strategic objectives, a workplan, and implementation timeframe. Work or activity plans pertain to corporate, communication, finance, human resource, and project management functions.

The Corporate Plan outlined in Table 9.4 primarily describes activities of the Corporate department:

- ✓ in support of the board.
- ✓ building strong relationships with project partners, communities, and the Territorial Corporation.
- ✓ developing policy and systems to support day-to-day operations of the Dehcho RO.
- ✓ managing day-to-day operations.

Table 9.4: Corporate Plan

Activities	Responsibility	Timing
Organizational and secretarial services for board and committee meetings, teleconferences (e.g. set agenda and advertise, arrange travel, prepare and circulate minutes).	CEO, EA	Monthly
Prepare briefing materials for board review (e.g. management reports, emerging MGP impacts and issues, community baselines and needs).	CEO, EA, Research Officer	Monthly
Approve and submit Regional Investment Plan to Territorial Corporation.	CEO, Board	1 st quarter
Research and policy analysis /development for the board.	CEO, Board, Research Officer	Monthly
Finalize Dehcho RO strategic plan.	CEO, Board	3 rd quarter
Represent and speak on behalf of the Dehcho RO.	CEO, Board Chair	Ongoing
Negotiate agreement with Territorial Corporation.	CEO, Finance Manager	1 st quarter
Develop and manage project application, monitoring and evaluation procedures and tools.	CEO, Research Officer	1 st quarter
Manage a fair and equitable Dehcho RO application approval process.	CEO, Finance Manager, Board	Bi-annual
Deliver annual report to Territorial Corporation DFN leadership, Dehcho Regional Investment Plan partners, and the GNWT.	Board chair with CEO	4 th quarter
Recruit and develop an effective Dehcho RO management team.	CEO, HR Officer	1 st and 2 nd quarters
Establish and initiate annual budgeting procedures.	CEO, Finance Manager	3 rd quarter
Liaison and public relations to build strong	CEO, Communications	Ongoing

Activities	Responsibility	Timing
community-partner-funder relationships.	Officer, Regional Coordinators	
Office rental and equipment procurement for staff.	CEO	1 st quarter
Initiate development and implementation of operational policy.	CEO	1 st quarter
Develop evaluation reporting framework/plan.	CEO, Research Officer	1 st year
Initiate annual evaluation and reporting procedures.	CEO, Research Officer	4 th quarter
Support management information and financial reporting systems.	CEO, Finance Manager	1 st & 2 nd quarter
Ensure adequate funds are available to permit the Dehcho RO to carry out its work.	CEO, Finance Manager	ongoing
Overall management of Dehcho RO day-to-day operations.	CEO	Daily
Develop job descriptions for board approval.	CEO, HR Officer	1 st quarter
Develop and maintain positive Dehcho RO working environment.	CEO, HR Officer	ongoing
Performance appraisals for Regional Coordinators, Finance Manager, Research and Communications Officer, and Executive Assistant.	CEO, Management Team	4 th quarter
Support staff development.	CEO, HR Officer	ongoing
Efficient and effective management of Dehcho RO daily operations.	CEO, Management Team	ongoing

The Communication Plan outlined in Table 9.5 describes activities of the Research and Communications Officer, management team members, and the board. The Communications Plan is intended to:

- ✓ build region-wide public awareness and interest in the Dehcho Regional Investment Plan to mitigate MGP impacts, and enrich the image and reputation of the Dehcho RO.
- ✓ communicate to communities about the application and approval process.
- ✓ report on outcomes and performance of the Dehcho Regional Investment Plan to the DFN leadership, Dehcho public, and Territorial Corporation.

Table 9.5: Communication Plan

Activities	Responsibility	Timing
Develop, implement, and manage Dehcho RO communication strategy (e.g. identify goals, audiences, messages, actions and evaluation plan with indicators).	Research and Communications Officer	1 st , 2 nd quarter

Activities	Responsibility	Timing
Project development, monitoring, and evaluation workshops with communities and partners.	Research and Communications Officer, Regional Coordinators	Ongoing
Communicate results of project approval process to all applicants.	Research and Communications Officer	Bi-annual
Create, maintain, and update Dehcho RO website.	Research and Communications Officer	1 st quarter /ongoing
Establish networks for sharing project information, research, and outcomes.	Research and Communications Officer	1 st quarter /ongoing
Annual report production and distribution.	Research and Communications Officer/management team	4 th quarter
Arrange press releases for board and CEO.	Research and Communications Officer	Ongoing
Arrange media events, PSAs to build region wide public awareness and interest in MGP impacts, Dehcho Regional Investment Plan projects to mitigate impacts, and awareness of the RO.	Research and Communications Officer, board, CEO	Ongoing
Arrange advertising for staff recruitment and project application deadlines.	Research and Communications Officer, HR Officer, CEO	1 st quarter Ongoing
Prepare and distribute Dehcho Regional Investment Plan funding applications and guidelines to communities.	Research and Communications Officer, Regional Coordinators	Bi-annually
Prepare and distribute updates, bulletins, and newsletters.	Research and Communications Officer, Regional Coordinators	Ongoing
Support annual project partner and leader meetings (e.g. arrange for media representation, interpreters/translators, presentation materials).	Research and Communications Officer, Regional Coordinators	Ongoing
Monitor public opinion about Dehcho RO and effectiveness of Dehcho Regional Investment Plan through periodic surveys.	Research and Communications Officer	Ongoing

The Financial Plan outlined in Table 9.6 describes activities of the Finance department including:

- ✓ establishing financial policy and direction.
- ✓ defining processes and putting the infrastructure and systems in place to support the Dehcho RO over a 10-year period.
- ✓ planning, directing, and controlling financial, human resources, and administrative functions.
- ✓ controlling cash flow in and out of the Dehcho RO.

- ✓ advising board and staff on financial matters.

Table 9.6: Financial Plan

Activity	Responsibility	Timeline
Set-up, and implement financial and accounting systems, controls, and reporting (e.g. chart of accounts for financial reporting to Territorial Corporation, board, and public).	Finance Manager/ Finance Officer	1 st and 2 nd quarters /ongoing
Support management of annual budgeting procedures.	Finance Manager	3 rd quarter
Support annual evaluation and reporting procedures.	Finance Manager	4 th quarter
Arrange for and implement project contracts including project advances and holdbacks.	Finance Manager	1 st quarter /ongoing
Establish and maintain efficient disbursement system for project funds.	Finance Manager	1 st quarter /ongoing
Banking (e.g. set up and manage (reconcile) accounts, management/staff credit cards, trust for invested funds).	Finance Manager	1 st quarter /ongoing
Support and oversee finance and administration policy development (e.g. contracting and purchasing procedures - purchase orders, project and 3 rd party contractor agreements, budget preparation procedures, cash and investment procedures).	Finance Manager, CEO	1 st quarter
Create and maintain management information and reporting system (e.g. data base, data entry, variance, financial analysis, income and expense reports and statements for board/committee meetings).	Finance Manager	1 st and 2 nd quarters; monthly/ quarterly reports
Support development of project screening and assessment procedures (financial).	Finance Manager and Finance Officer	1 st and 2 nd quarters
Set up and manage the payroll system.	Finance Manager and HR Officer	1 st quarter Ongoing
Support negotiations and establishment of funding agreement terms and conditions with the Territorial Corporation and projects.	CEO, Finance Manager	1 st quarter
Participate in project screening and assessment procedures.	Finance Manager and Finance Officer	Bi-annual
Performance appraisals for Finance Officer and Human Resources Officer.	Finance Manager	4 th quarter

The Human Resource and Training Plan outlined in Table 9.7 describes activities of the Finance department including:

- ✓ recruiting and retaining Dehcho RO staff.
- ✓ administering human resource functions.
- ✓ initiating training and orientation for staff and board.
- ✓ advising board and staff on human resources matters.

Table 9.7: Human Resource and Training Plan

Activities	Responsibility	Timing
Support development and implementation of human resources plan and personnel management policies and procedures.	HR Officer, Finance Manager, CEO	1 st quarter
Advice and assistance to staff and management on pay and benefits systems, personnel management policies, and NWT employment legislation.	HR Officer	Ongoing
Finalize, approve job descriptions, pay levels and performance indicators.	Board	1 st quarter
Staff benefits and incentives (vacation, pay raise).	Board	1 st quarter
Recruit CEO.	Board	1 st quarter
Screen applicants, conduct interview, select CEO.	Board	1 st quarter
Document candidate.	Board/Finance, HR Officer	1 st quarter
Recruit regional corporate, finance and project management staff.	HR Officer, CEO, Research and Communications Officer	1 st quarter
Screen applicants, conduct interviews, select staff.	HR Officer, CEO	1 st quarter
Document candidates.	HR Officer, Finance Officer	1 st quarter
Support recruitment of community staff.	HR Officer	2 nd quarter
Screen applicants, conduct interviews, select community staff.	HR Officer	2 nd quarter
Document candidates.	HR Officer, Finance	2 nd quarter
Staff training and orientation (e.g. training plans follow-up to performance appraisal, training approval).	Board, CEO and HR Officer	1 st quarter /ongoing
Develop and deliver board orientation.	CEO, HR Officer	1 st quarter, ongoing
Performance appraisal of CEO and staff.	Board for CEO, HR Officer and CEO for Regional Coordinators/ managers, Regional	4 th quarter

Activities	Responsibility	Timing
	Coordinators/ managers for administrators	
Support project training.	HR Officer	2 nd quarter, ongoing
Maintain confidential employee files.	HR Officer	Ongoing

The Project Management Plan outlined in Table 9.8 describes activities of the Project Management department including:

- ✓ community outreach to ensure communities have fair and equitable access to Dehcho RIP funding.
- ✓ a consistent application and approval process.
- ✓ administering, monitoring, and reporting for Dehcho Regional Investment Plan projects.
- ✓ building and maintaining strong relationships and liaison with Dehcho Regional Investment Plan projects and partners.

Table 9.8: Project Management Plan

Activity	Responsibility	Timeline
Finalize and approve project eligibility criteria.	Board	1 st & 2 nd quarters
Support operational policy development particularly project application procedures.	Regional Coordinators, CEO, Finance Manager	1 st quarter ongoing
Support evaluation and reporting planning.	Regional Coordinators, CEO, Finance Manager, Research and Communications Officer	3 rd and 4 th quarters
Project development and application initiatives (e.g. workshops to support application process).	Regional Coordinators	2 nd & 3 rd quarters
Support annual budgeting process.	Regional Coordinators	3 rd & 4 th quarters
Support project screening and assessment (procedures). Prepare project assessments.	Regional Coordinators, Finance Manager	1 st quarter, biannually
Support strong relationships with Dehcho Regional Investment Plan project leaders, partners, and community leaders.	Regional Coordinators, Research and Communications Officer	Ongoing
Project liaison, monitoring, and reporting. Prepare project reporting information for annual report.	Regional Coordinators, Research and Communications Officer	3 rd & 4 th quarters ongoing
Project partner recruitment and liaison.	Regional Coordinators, Research and	Ongoing

Activity	Responsibility	Timeline
	Communications Officer	
Organize and facilitate regional project meetings.	Regional Coordinators, Research and Communications Officer	2 nd & 4 th quarters
Establish and maintain a network for sharing information.	Regional Coordinators, Research and Communications Officer	1 st quarter
Research, analyze, and prepare briefing materials for projects.	Regional Coordinators, Research and Communications Officer	Ongoing
Initiate bi-annual application calls.	Regional Coordinators, Research and Communications Officer	Bi-annual
Support management of project contribution agreements.	Regional Coordinators, Finance Manager, Finance Manager	Bi-annual
Support communities in building capacity (e.g. fulfilling human resource and training needs).	Regional Coordinators, HR Officer	Ongoing
Annual performance appraisals for Assistant Regional Wellness Coordinator and Administrators.	Regional Coordinators, HR Officer	4 th quarter

9.6.2 Dehcho RO Budget

The operational policy outlined in Appendix G guides the establishment of the annual Dehcho RO budget. The CEO and senior managers (e.g. Finance Manager and Regional Coordinators) will be responsible for developing the budget. The Secretary/ Treasurer and Finance Committee will review the budget and the board will give final approval. The board monitors all budgets, reviews variance reports, and makes adjustments in a timely manner to address significant variances and avoid financial deficits.

The board provides policy direction for the development of the annual budget based on the Dehcho Regional Investment Plan and operational priorities (e.g. salaries). The annual budget process is linked to the financial reporting requirements of the Territorial Corporation. The board approved Dehcho Regional Investment Plan and operational budgets will be included in the Dehcho RO's submission to the Territorial Corporation.

An objective of the budget planning process is to prepare a budget document for board approval and submission to the Territorial Corporation to fulfill Territorial Corporation deadline requirements. Given that the timeframe for Territorial Corporation budgetary requirements is unknown, the Dehcho RO budget planning cycle illustrated in Table 9.9 should be viewed as tentative. The planning cycle is forecasted to begin early in the third quarter and be reviewed by the board prior to the end of the fourth quarter of the fiscal year.

Table 9.9: Dehcho RO Budget Planning Cycle

September	Planning and Forecasting ✓ Management budget meeting ✓ Finance Committee meeting
October	Preliminary expense estimates for operating areas Preliminary project funding estimates Preliminary salary adjustments and estimates
November	Budget framework – options, choices, and draft ✓ Management budget meeting ✓ Finance Committee meeting
December	Current year forecasting exercise for operating areas Current year forecasting for project funding
January/February	Budget Review ✓ Management budget meeting ✓ Finance Committee meeting
February/March	Approval ✓ Presentation to the board for approval
March/April	Budget submission to Territorial Corporation Budget submission to Dehcho First Nations

Budgets are estimates for planning purposes. Budgets should be confirmed as the plan is implemented.

9.6.2.1 Office Equipment, Operating Systems, Physical Space, Furnishings and Improvements

The board’s decision to build capacity for a full office of 13-14 staff or to contract for some of the operations (e.g. finance, human resources, and communications) will affect the Dehcho RO’s office size and scope. The following budget is prepared for a full office. Contracted services can be scaled from this budget accordingly.

Dehcho RO Office Space

A first task for the CEO is to establish an office for up to 13 full-time positions and one summer student. At an assumed capacity of 13-14 staff, the Dehcho RO will require 1932 sq. ft. of office space. The office will be an open space, with three closed spaces (i.e. CEO’s office, board room, and lounge/storage room). An office lease budget is based on a rate of \$41 per sq. ft. An office improvement rate of \$25 per sq. ft. requires a \$48,300 budget over the first three years of the office lease. This budget allows for the construction of the boardroom, CEO office, lounge/storage room, and other office finishes.

Table 9.10: Dehcho RO Office Space

Office Space	AREA (sq. ft.)
Chief Executive Officer (1)	150
Human Resource, and Research and Communications (2)	140
Administration (2), Assistant Wellness (1), Executive Assistant (1), Financial Officer (1)	400
Seasonal Youth Employment (1)	50
Finance Manager (1)	100
Regional Coordinators (4)	400
Standard Meeting Room	320
Lounge/Storage Room	120
Total	1680
Circulation	252
Total	1932

Furnishings

An \$89,000 furnishings start-up budget provides for a mix of management and administrative workstations for 13 Dehcho RO office employees; conference table and chairs in the boardroom;

wardrobe cabinets, shelving, and chairs in the lounge/storage room. Workstations will include: desk(s) with full gables and keyboard support; chair; storage cabinet with lateral file drawers; bookshelf; and pedestal.

Office Equipment and Systems

A range of office equipment and systems will be needed including a telephone system, high-speed Internet, a website, computers, and software. About 80% of the office equipment and systems start-up budget of \$53,251 will be allocated to computers and telephone system. The remaining budget will be allocated for software (e.g. accounting, file management and creative), projector, Internet router, conference call sound station (e.g. speaker/mic), and laser printers. Computers can be ordered from a local business or online, and bundled with a micro-processor, monitor, security, wireless card, Windows XP, MS Office, UPS back-up, and three-year service warranty. Telephone systems (e.g. four phone and one fax line Nortel Norstar Compact Integrated Communication System (CICS) with CallPilot Voicemail), high speed Internet (e.g. ADSL 1.5), and web hosting (e.g. Web Host Enhanced) are available from Northwestel.

9.6.2.2 Dehcho RO Wages and Benefits

At full capacity, 13 positions and one summer student are planned for the Dehcho RO. Wages and benefits for positions filled with qualified, skilled and experienced candidates are budgeted at \$1.1 million per year. As employees mature in their positions and have good performance evaluations, wage increases should be available. Benefits are budgeted at 15% for the employer's share of legislated deductions (e.g. EI, CPP, vacation pay, NWT payroll tax, WCB) and optional coverage.

9.6.2.3 Dehcho RIP Activity and Investment Funding

The Dehcho Regional Investment Plan budgets an average of \$13.9 million for investment in projects. Project funding will be sourced for the Territorial Corporation (\$12.1 million) and investment income (\$1.8 million). Dehcho RIP budgets an additional \$45 million of MGPIF funds over the first three years for investment in securities for long term, sustainable community social development and social partnership infrastructure projects. By the end of the third year, it is expected that investment in projects from the income earned by the investment funds will increase to \$1.8 million.

Of the \$13.9 million available each year, the Dehcho Regional Investment Plan will budget:

- \$7.4 million for community based projects involving youth, day care, food sharing, wellness, shelter, language, social infrastructure, and housing.
- \$3.1 million for community wellness, youth, language coordinator, policing and food sharing positions.
- \$1.95 million for enhancing existing day care, policing, education, and housing programs.
- \$.92 million for communications, training, regional activities and networking.

9.6.2.4 Dehcho RO Board Support

An annual budget of \$47,281 will be allocated to supporting travel, honoraria, and logistical support for committee and board meetings. The budget provides for quarterly board meetings for seven board members, bi-annual committee meetings as well as teleconference expenses. The Executive Assistant and CEO will provide full time secretariat services to the board and committees, and other support as required.

9.6.2.5 Dehcho RO Communications, Training, and Professional Services

Communications, training and professional services will be important to the establishment and ongoing operations of the Dehcho RO. Annual budgets for these activities include:

- start-up of \$10,000 and \$5,000 for ongoing communications including advertising in the print media for raising awareness of the Dehcho Regional Investment Plan and recruiting candidates for positions in the Dehcho RO.
- \$23,000 ongoing for training (e.g. accounting, orientation, and professional development).
- start-up of \$77,250 and \$71,250 for ongoing professional support (e.g. legal fees for contracts, meeting facilitators and interpreters for board work and networking, audit, communications, and research).

The operational budget presented is a template for the first year and average year of Dehcho RO operations.

Table 9.11 Dehcho RO Operating Budget Year 1 – Year 4

	Year 1	Year 2	Year 3	Year 4
Revenue				
Grants from Corporation for Dehcho RIP and RO operation.	\$24,426,492	\$27,975,862	\$28,075,862	\$12,966,202
Investment Income (net 1% investment fees)	\$600,000	\$1,200,000	\$1,800,000	\$1,800,000
Total	\$25,026,492	\$29,175,862	\$29,875,862	\$14,766,202
Expenses				
Projects				
Project Funding (less regional project staff & admin)	\$23,365,000	\$27,667,500	\$28,367,500	\$13,267,500
Administrative				
Wages	\$975,000	\$975,000	\$975,000	\$975,000
Employer's Share of Benefits (CPP, EI, Payroll Tax, Vacation pay, WCB)	\$146,250	\$146,250	\$146,250	\$146,250
Office Rent	\$77,280	\$77,280	\$77,280	\$77,280
Office Furnishings	\$88,879			
Office Improvements	\$9,660	\$9,660	\$9,660	
Office Equipment and System Requirements	\$53,251			
Computer Maintenance/Technical Support	\$5,000	\$5,000	\$5,000	\$5,000
Telephone and Internet Access	\$6,141	\$6,141	\$6,141	\$6,141
Travel (Project Mgmt., Finance & Corporate Affairs)	\$132,500	\$132,500	\$132,500	\$132,500
Professional Fees (training, interpreters, legal, facilitators)	\$77,250	\$71,250	\$71,250	\$71,250
Governance (travel, honoraria, board support)	\$47,281	\$47,281	\$47,281	\$47,281
Communication	\$10,000	\$5,000	\$5,000	\$5,000
Training	\$23,000	\$23,000	\$23,000	\$23,000
Insurance (Commercial General Liability, E&O liability, Professional Liability, Contents)	\$10,000	\$10,000	\$10,000	\$10,000
Total Administrative	\$1,661,492	\$1,508,362	\$1,508,362	\$1,498,702
Total Expenses	\$25,026,492	\$29,175,862	\$29,875,862	\$14,766,202