

*Stepping up &  
Moving forward*

*dugnijaa'uh ts'at  
iindoo ihah*



**GWICH'IN**   
**TRIBAL COUNCIL**

**2010-2011**



## Annual Report 2010-2011

### Vision Statement

The Gwich'in Tribal Council will support and promote a culturally vibrant, self-sufficient and independent Gwich'in who are environmentally responsible, socially, economically and politically self-reliant in a global economy.

### Mission Statement

Inspire, encourage and build Gwich'in by working together for the good of the Gwich'in; build relationships, creating opportunities and nurturing innovative partnerships that result in healthy people and a thriving economy through leadership of respect, integrity, love and sharing.

### Board Values

We will adhere to the following values as a governing Board of Directors:

**Respect** means a positive feeling of esteem for a person or other entity and also refers to specific actions and conduct representative of that esteem;

**Commitment** means to show loyalty, duty or pledge to something or someone;

**Integrity** has to do with perceived consistency of actions, values, methods, measures, principles, expectations and outcomes;

**Trust** means reliance on another person or entity;

**Accountability** refers to being fully accountable for one's actions; and

**Knowledge** is the expertise and skills acquired by a person through experience or education.

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# Board of Directors

## Members

**Richard Nerysoo**, President

**Mary Ann Ross**, Vice President

**Herbert Blake**, Director - Inuvik

**Leonard Debastien**, Director - Inuvik

**Charles Furlong**, Director - Aklavik

**James Edwards**, Director - Aklavik

**William Koe**, Director - Fort McPherson

**Johnny Charlie, Jr.**, Director - Fort McPherson

**Phillip Blake**, Director - Tsiigehtchic

**Jason McLeod**, Director - Tsiigehtchic



*Gwich'in Leadership - Yellowknife, NT*

## GTC Board of Directors Meeting Dates

### 2010 Meeting Dates:

**January 11-14, 2010** - GTC/GNWT Leadership Meeting

**February 15, 2010** - Board of Directors Meeting - Strategic Planning Workshop

**February 15, 2010** - Board of Directors Meeting

**March 15, 2010** - Board of Directors Meeting

**June 10, 2010** - Board of Directors Meeting

**July 29, 2010** - Board of Directors Meeting

**August 9-12, 2010** - Annual General Assembly - Aklavik

**September 17, 2010** - Board of Directors Meeting

**December 10, 2010** - Board of Directors Meeting

### 2011 Meeting Dates:

**January 14, 2011** - Board of Directors Meeting

**January 17, 2011** - GNWT Health Forum

**January 18-19, 2011** - GNWT/GTC Leadership Meeting



*Meeting with Michael Ignatieff - Inuvik, NT*

**January 31, 2011** - Board of Directors Meeting - MVH PDR Review

**February 3, 2011** - Board of Directors Meeting - Devolution Workshop

**February 4, 2011** - Board of Directors Meeting - Strategic Planning Workshop

**March 10-11, 2011** - Board of Directors Meeting

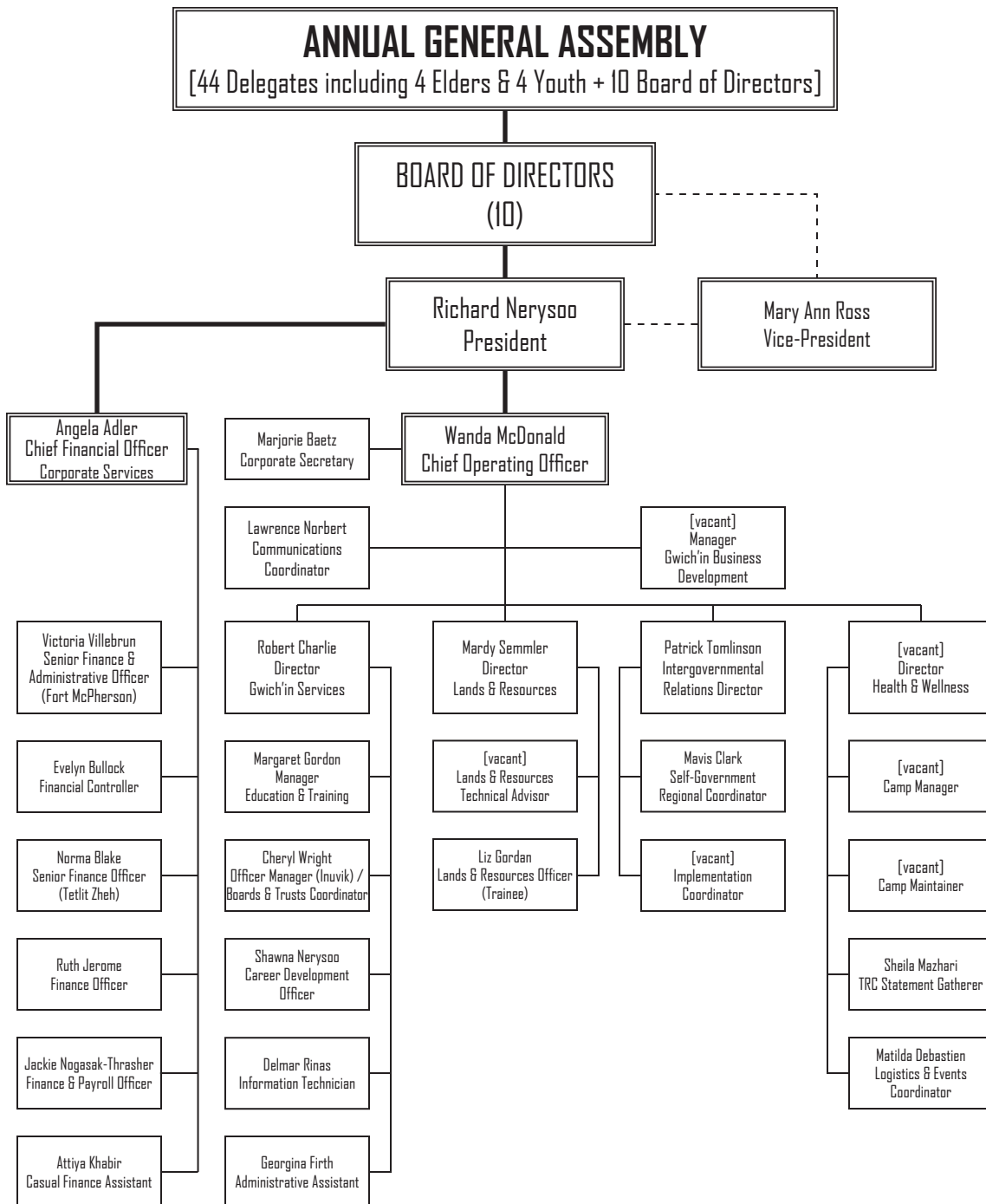
**April 29, 2011** - Leadership Meeting - Fort McPherson

**June 8 & 9, 2011** - Board of Directors Meeting

**July 8, 2011** - Board of Directors Meeting

# Board of Directors

## GTC Governance to Operations



# Executive Team

## President, Richard Nerysoo

As the President of the Gwich'in Tribal Council, it is an honour to report to the Gwich'in Participants for the fiscal year April 01, 2010 to March 31, 2011.

This year's Annual General Assembly theme is "Honouring Treaties and Partnerships", indeed this theme is most appropriate as we celebrate 90 years of Treaty 11 and 19 years of the Gwich'in Comprehensive Land Claim Agreement. Both of these now historical agreements were a clear expression of the Gwich'in to establish a relationship with the Crown and Canada to protect the rights and interests of the Gwich'in. Both of these constitutionally protected treaties were intended to establish the foundation of our relationship, not the end of the responsibility for the Gwich'in. To this end, the Gwich'in Leadership will continue to steadfastly protect our rights and responsibilities and reaffirm our government to government (Crown) relationship. At the same time, the Gwich'in must advance Gwich'in government responsibilities and jurisdiction to improve the quality of life, safety, security and prosperity of every Gwich'in Participant.

In my capacity as the President of the GTC, it is my responsibility to ensure that the Gwich'in has a government that is accountable, transparent and open to the Gwich'in. To this end, the Gwich'in Tribal Council has made every effort to include the Gwich'in in providing direction in a number of areas from Self-Government negotiations mandate to the Mackenzie Valley Highway Project. Where necessary, the Gwich'in Tribal Council has included Gwich'in appointees to be part of various teams or initiatives. This includes the Peel River Watershed Land Use Planning and the Porcupine Caribou Harvest Management Plan.



*President, Richard Nerysoo, Opening Comments TRC - June 2011*

The Gwich'in Tribal Council has undertaken reviews and change to policies in the areas of financial management and accountability, human resource management, improving organizational capacity and setting out a strategic direction for the Gwich'in Tribal Council. These are all intended to improve the quality of accountability and ensure that we establish a strong foundation for the Gwich'in government to begin and to take on its rightful place as an appropriate order of government.

As the Gwich'in consider our past and show our respect to past leaders, we must realize that our lives cannot be lived in the past but rather we look to our future with a view of establishing the conditions where the Gwich'in are never treated as second class citizens of the NWT and Canada. Rather, we are full participating partners and helping Canada find its place in the world as an example of a country that protects the rights of Aboriginal people and ensures that Gwich'in





*Blue Team - Mackenzie Valley Highway Project Team and Leadership - June 2011*

are included in building a strong northern economy with a successful government and innovative entrepreneurs.

It goes without saying that our journey will not be without its challenges, we will have opposition and there will be times of frustration and disappointment, but the Gwich'in know that this will not deter us from our objective of seeing our children hold up their heads, not out of pride but out of the knowledge that all of our achievements were the result of hard work, thoughtful thinking, and supporting innovative leadership.

Our work together in this leadership of innovators is about creating the conditions so that Gwich'in governments lead, shape and provide solutions that protect and confirm the rights, interests and responsibilities of Gwich'in Participants today and into the future.

The Gwich'in Tribal Council Leadership will stand up for rights and interests of the Gwich'in and at times this will create impressions that we are obstructionists, but the reality is that we are doing our work to protect the rights and interests of the Gwich'in. More often than not, our expression of opposition has included solutions that will improve agreements or ensure that the rights of the Gwich'in are not compromised. The Gwich'in Leadership intends to work hard with other governments to find solutions

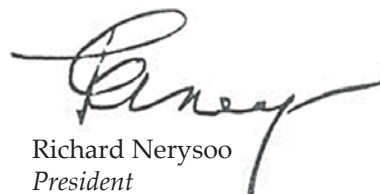
to concerns, but this will be done in a way that will improve agreements for everyone concerned. The Gwich'in Tribal Council record for the past year has shown that where governments have included the Gwich'in and respected and included our advice this has resulted in agreements or project success.

As the President, I will begin a process this upcoming year of meeting with communities and ensuring that Participants are informed on the work completed by the Gwich'in Tribal Council. The reports contained in this annual report will show the tremendous amount of work that has been accomplished by the Executive, Board of Directors, and Staff of the Gwich'in Tribal Council. The financial statements will show the improved state of the finances and accountability of the Gwich'in Tribal Council and the resulting benefits of this effort. I want to thank the Vice-President, Mary Ann Ross; the Chief Operating Officer, Wanda McDonald, the Chief Financial Officer, Angela Adler, the Program Directors and all our Staff for their efforts and hard work this year.

I look forward to the final year of my term and completing the many projects we are working on. The work we do now will help in preparing for the major development projects that will happen in the very near future. The vision of the Gwich'in Tribal Council is to inspire; encourage; and build Gwich'in by working together for the good of the Gwich'in; build relationships through leadership of respect, integrity, love and sharing. I strongly believe that we have worked very hard to achieve the vision and accomplished many goals this fiscal 2010 – 2011 year.

Mahsi' Choo for your on-going support, encouragement, advice where you felt it was needed, and confidence in my leadership.

Hai' Choo!



Richard Nerysoo  
*President*



# Executive Team

## Vice-President, Mary Ann Ross

Drin Gwiinzih,

The year 2010-2011 has been a challenging year but also a year of many accomplishments. I would like to thank you for your ongoing support and confidence in me as the Vice-President. It is always a pleasure to report on the work I have done in collaboration with the GTC Executive, Board of Directors, Staff, and the community Designated Gwich'in Organizations and Indian Bands. I would like to thank the Board of Directors for their support and commitment to the work that the GTC carries out on behalf of all Gwich'in Participants.

### Portfolios

As a member of the GTC Executive, my portfolios include:

Self-Government Executive Committee Negotiator/Chair and Negotiations Team, responsible for negotiations management, Self-Government activities;

Lands Administration and Resource Management;

Gwich'in Education and Training;

Health and Wellness (day-to-day);

Finance Committee member;

Executive Committee member (general governance);

Executive member responsible for Boards;

- Gwich'in Social and Cultural Institute (GSCI); and
- Gwich'in Enrolment Board



Mary Ann Ross, Julienne Chipesia and Regional Chief Bill Erasmus  
- TRC Event - Inuvik - June, 2011

Executive member responsible for Trusts;

- Gwich'in Harvesters Assistance Program (GHAP);
- Gwich'in Children's Trust; and
- Gwich'in Education Trust

### Gwich'in Self-Government

I am very proud and pleased to report that a lot of great work has been done on the Gwich'in Self-Government (GSG) process. Last year, after Joe Jack's departure from GTC in July 2010, I immediately took on the role of Interim Negotiator with the assistance of Dave Joe, Legal Counsel, Lew Voytilla and Mark Cleveland, Consultants, and a great team of Leaders and community representatives to back me up. In March 2011, the GTC Board of Directors appointed me the Senior Negotiator up to March 2012.



I state again that I am very passionate about Self-Government and believe the opportunity to participate and build a government to suite our people's needs and to build a great future for generations to come is a positive aspect of being so closely involved in the process. As a political leader and a Gwich'in Participant, I have been fortunate to learn firsthand from Elders as a child living in Tsiigehtchic with my parents and grand-parents about governance, decision making, planning, and learning to listen and to work matters out amongst ourselves. I sat quietly in tent meetings, where I heard adults and Elders discuss matters that concerned our people and harvesting. I recall seeing Alestine Andre and her sister preparing information for their father, Chief Hyacinth Andre. I know the times were different but not the issues. The Negotiations team worked very hard and participated in most of the ten Leadership Workshops, two rounds of Community Consultations, four Negotiations Tables, and reports to the GTC Board of Directors. We have faced challenges of uncertainty by the Federal Government on whether they wanted to continue negotiating with the Gwich'in on Self-Government. We continued to move forward ever so diligently and proved to the GNWT and Canada we were not willing to give up the fight to see our Self-Government process fail. I hope that you will get the opportunity to meet with the Self-Government team when we travel to the communities for meetings, workshops, and consultations. It is important as a Participant of the GCLCA that you make yourself aware of the Self-Government process. A more detailed report will be in the annual report.

## Education and Training

The GTC hired Robert Charlie in July 2010 as the Director of Gwich'in Services. He is responsible to direct and oversee the Education and Training department. Cheryl Wright was the interim Manager of Education and Training, and later Margaret Gordon transferred to the full-time position. With any new job, Robert familiarized himself with the out-going AHRDA, and was immediately

immersed in the ASETS (Aboriginal Skills to Employment Training Strategy).

The difference in the programs and outcomes resulted in changes to the Education Committee.

The committee was no longer required as the ASETS application process was different in that we did not need to have a committee review the application and determine if the applicant be approved for funding. There may be a time in the near future that we will require the advice and guidance of an Education Committee. I would like to thank the Education Committee and all past members for their dedication and good guidance while administering the AHRDA.

The Aboriginal Skills and Employment Training Strategy (ASETS) is an integrated approach to Aboriginal labour market programming. ASETS links training to labour market demand and ensures that Canada's Aboriginal people can fully participate in economic opportunities. As we move forward with the new ASETS it is very important that community governments, whether it is the DGO/Bands, Hamlets/Charter, and the private sector, apply for funding to ensure they are successful in providing training to employment in their communities.

We appreciate our partners in education, thank you Aurora College, Building Inuvialuit Potential (ASEP), GNWT-Education, Culture and Employment, and Human Resource Development Canada for their ongoing support to Education and Training in the Gwich'in Settlement Region.

"The vision of the Gwich'in Tribal Council is to inspire; encourage; and build Gwich'in by working together for the good of the Gwich'in; build relationships through leadership of respect, integrity, love and sharing." We have worked extremely hard to support our students to reach their personal excellence, to provide the necessary support and encouragement, and to seek alternative sources of funds that will support those



students that do not fit current program criteria. The future of funding and education is changing, and in order for Gwich'in Participants to continue to be educated and successful, there needs to be a good strong support system and available funds to access. We wish the very best to all students and to have an excellent year of study.

### **Gwich'in Harvesters Assistance Program (GHAP)**

The GHAP has made some significant progress this year in regards to its value. GHAP has been my portfolio since 2003 and over the years I have seen reviews, policy change, devalued principle, and greater demands on it to change. The number of part-time harvesters has increased over the years, with a decrease in full-time harvesters. In order for the GTC to sustain the value of the principle, managing the Trust is very important and to build it up to a sustainable level is crucial. A detailed report will be provided in the annual report.

In closing, you will find more detailed reports of my other portfolios in the annual report. I believe we have accomplished a great deal of good work this fiscal year and I am looking forward to my final year with the GTC. I have received support, encouragement, and

appreciation from so many people. I have worked very hard to raise the profile of the GTC by being involved with other entities like the Inuvik Interagency Committee/ Board, Inuvik Homeless Shelter/Board, and the Inuvik Youth Sub-Committee. I am now a Board Member of the Canadian Mental Health Association, Yellowknife chapter and have participated in the Adult Basic Education Review. My interest is not only personal but to ensure the GTC's vision is implemented.

I enjoy hearing from you by phone, email, letters/cards, or by dropping by for a coffee/tea and a chat. I hope the year 2011-2012 will be a great year for you, your family, friends, and community governments/organizations. I am proud to be Gwich'in and to be a part of the Gwich'in Tribal Council's evolution. It has been an exciting year and I hope you will agree and be just as proud as we are.

Mashi' Choo,



Mary Ann Ross  
*Vice-President*

# Executive Team

## Chief Operating Officer, Wanda McDonald

Drin Gwiinzih,

I am very pleased to provide you with an update on the activities for the 2010-11 fiscal year. GTC has had a successful year and we have made significant progress on key initiatives as identified in our Strategic Plan. I would like to take this opportunity to highlight key initiatives, some of which will be further elaborated on in the departmental reports.

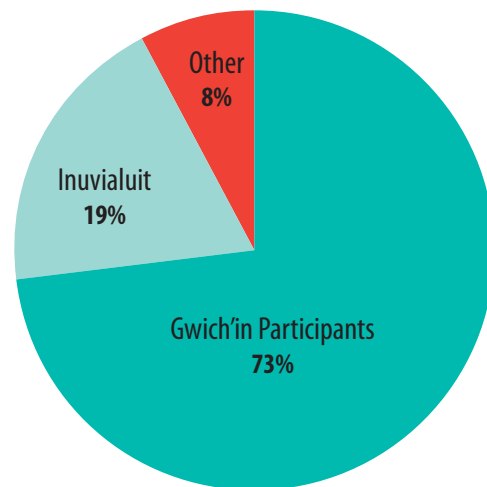
### Human Resource Management:

We have several initiatives underway to streamline internal operations: review of existing job descriptions to reflect current job responsibilities; establish a performance review scale; development of individual staff work plans that focus on results based reporting; team work, and excellent customer service. Work plans are a critical tool to ensure staff and departmental goals are achieved. Capacity building and professional development initiatives will focus on team building and skills development. In addition, we have:

- Engaged the Senior Management team in the strategic planning and budgeting process;

- Held bi-weekly Senior Management meetings and monthly staff meetings;
- Prepared quarterly and interim progress reports for GTC Board of Directors meetings; and
- Held Professional Development Workshops – Staff and Board

GTC employs a total of 26 staff (including Executive and Gwich'in Social & Cultural Institute) with a 92% Aboriginal workforce as follows:



Korean Pears - Brenda McDonald, Consultant, Andy Palmer, KOGAS, Wanda McDonald, COO, and Si Ho RYU, KOGAS

### Long Term Service Recognition:

The GTC would like to congratulate the following employees for long term service awards:

Alestine Andre, Heritage Researcher, Gwich'in Social & Cultural Institute (16 Years)

Victoria Villebrun, Senior Finance & Administrative Officer (Fort McPherson)

Norma Blake, Senior Finance Officer, Gwich'in Tribal Council (15 years)



## Operations:

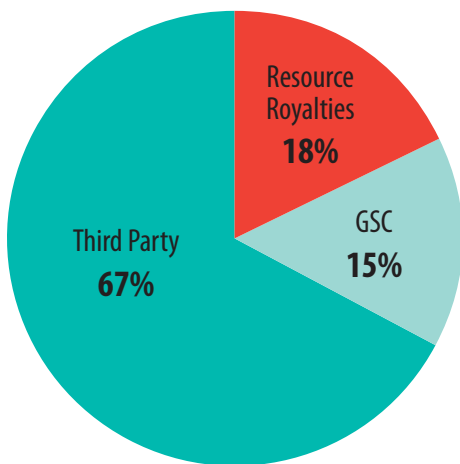
- Office Renovations – 1<sup>st</sup> Floor Jim Koe Building; and
- Continue to seek ways to improve on internal controls and reduce expenditures.

## Organizational Restructuring:

Over the past year, GTC has experienced an increase in workload in the following areas: Self Government, Claims Implementation and Devolution. In order to increase efficiency, streamline operations and have the capacity to respond in a timely manner, a new administrative department has been established. The Intergovernmental Relations Department will manage all government files (Aboriginal/Federal/Territorial) and will include Self-Government, Claims Implementation and Devolution. The department will comprise of a Director supported by two (2) coordinators. Recruitment is underway.

## Fiscal Monitoring – Operations:

The 2010/11 annual operating budget was approximately \$11.5 million dollars. It should be noted that \$1.8 million can be attributed to the MacKenzie Valley Highway PDR. Revenue is derived as follows:



All departments are encouraged to seek third party funding for specific initiatives related to departmental activities. The GTC continues to maximize our ability to access government funds as government funding is necessary to supplement programming offered to Participants.

## Policy Initiatives in Progress:

The GTC Board of Directors continues to review and approve policies that guide management on a daily basis and allows for a transparent and accountable process. Below is a status report on various policies in progress:

- GTC Human Resource Manual – work in progress
- GTC Board Orientation Manual – work in progress
- Funeral Policy – work in progress
- Consultation Policy – draft circulated to GTC Board – June 2011
- GTC Strategic Plan – Approved by GTC Board – June 2011
- Conflict of Interest Policy – Approved by GTC Board – July 2011
- GTC Elections By-Law Changes – Recommendations to be reviewed by AGA August 2011

## Specific Initiatives:

- Gwich'in and Government of the Northwest Territories Leadership Meeting – January 2010
- Northern Leaders Meetings
- National Energy Board – Mackenzie Valley Pipeline Hearings – April 2010
- Signed Northern First Nations Cooperative Economic Development Partnership Agreement and attended the Northern Partnership Summit – May 2010
- Prepare GTC response to Interim Response to JRP on proposed MGP – July 2010
- Northwest Territories Lands and Resources Devolution Agreement-In-Principle – September 2010 – Refer to [www.gwichin.nt.ca](http://www.gwichin.nt.ca) to access a copy of the report entitled "Fiscal and Self Government Issues in connection with Devolution" prepared for the GTC by Dr. Peter Eglington & Lew Voytilla, dated January 2011, in response to the Draft Devolution AIP.
- Establishment of a GTC High Level Activity Planning Calendar – refer to [www.gwichin.nt.ca](http://www.gwichin.nt.ca) to access calendar of activities – September 2010



- Continue to advertise Co-management Board Appointments
- Dowland's Agreement – Approved
- Implement new ASETS Program – October 2010
- Attend Claims Implementation Committee Meetings
- Provide comments on Gwich'in Land Use Plan – October 2010
- Whitehorse & Izhaii K'aiik'it Tat Gwich'in Participants Meetings – November 2010
- Mackenzie Valley Highway Project Description Report – Completed June 2011

### Federal/Territorial Officials Meetings:

The GTC Board and Executive capitalize on opportunities to lobby the Federal and Territorial governments representatives, a few meetings worth highlighting:

- Prime Minister Harper and INAC Minister John Duncan visited Inuvik – August 25, 2010
- Meeting with Michael Ignatieff, Liberal Party – September 7, 2010
- Meeting with ADM Gloria Iatridis, Department of Education, Culture and Employment, GNWT
- Meeting with CANOR Executive Committee – October 27, 2010
- Meeting with Auditor General's Office on Claims Implementation – November 1, 2010

### Essential Services:

- **Bereavement Assistance 2010:** The Bereavement Assistance Program provides up to a maximum of \$1,000 per participant in the event there is death or imminent death of an immediate family member of a Participant. In 2010, 16 families and DGOs were provided financial assistance totalling \$34,764 dollars.
- **Emergency Assistance Fund 2010:** This program is intended for Gwich'in Participants who require financial assistance in the event that there is an emergency situation, whereby a Participant or family is undergoing



Mary Ann Ross, Wanda McDonald, Richard Ross Sr. and Julienne Chipesia - June 2011

undue financial hardship and stress due to unforeseen circumstances. In 2010, 38 Participants were provided financial assistance totalling \$18,617 dollars.

- **Christmas Hamper Distribution 2010:** 919 hampers were issued for a total of \$69,877 and Southern Participants received \$50 cheques per household, 560 cheques issued totalling \$28,000 (Total Hamper Distribution \$97,877).

### Accountability and Transparency:

The GTC Executive and Board of Directors, along with Staff, have worked very hard to develop a governance structure and system that will be accountable and transparent to our Participants.

We continue to strive to work towards our Vision "...support and promote a culturally vibrant, self-sufficient and independent Gwich'in who are environmentally responsible, socially, economically and politically self-reliant in a global economy."

As guiding principles, we adhere to the board values incorporated throughout our operations.

I would like to thank the GTC Executive team, Senior Management team, Staff and past employees who have contributed to serving our Participants. I would also like to thank the various government departments and corporate partnerships.

Please take the time to check out our website [www.gwichin.nt.ca](http://www.gwichin.nt.ca) (notice board), the GTC 2010/11 Strategic Plan and/or contact our office. We look forward to another successful year.

Wanda McDonald  
Chief Operating Officer





# Executive Team

## Chief Financial Officer, Angela Adler

Drin Gwiinzih,

It is a great pleasure and honour to lead GTC's Finance department. The department members are extremely hardworking and dedicated to upholding the financial integrity of the GTC. This past year, we made a lot of progress and improvements to accountability, internal controls, and the day-to-day accounting operations.

### Staffing

We continue to maintain full staffing levels within the Finance department:

- Angela Adler – Chief Financial Officer
- Evelyn Bullock – Financial Controller
- Norma Blake – Senior Finance Officer (Fort McPherson)
- Vicky Villebrun – Senior Finance & Administration Officer (Fort McPherson)
- Ruth Jerome – Finance Officer
- Jackie Nogasak-Thrasher – Finance & Payroll Officer
- Attiya Khabir – Casual Finance Assistant

Capacity building and teamwork continue to be a core focus within the department. In addition to courses and conferences, we provide training and opportunities for the staff to take on new responsibilities and obtain a better understanding of accounting systems and procedures. Last year, we started holding bi-weekly departmental meetings,



*Chief Financial Officer, Angela Adler*

which have been instrumental in improving communication and teamwork.

### Departmental Achievements

This was the first year that we did not hire an external accounting consultant to help prepare for the annual audits. This achievement is a direct result of extra training and guidance for the staff combined with a lot of hard work and planning. The feedback from the audit team has been very positive and the field work was completed in record time due to the thorough preparation by the department.

Last year, we were also able to start providing financial reporting and updates on a more frequent basis. A new budgeting system was

implemented which included providing variance reports to the Board of Directors at each meeting. The new format provided more detail and information on the various projects and departmental activities, which allowed the Board to have a better understanding of GTC's financial position.

## **Fiscal Results**

Please note that the GTC consolidated financial statements for the year ending March 31, 2011, along with my CFO report detailing the results, has been broken out again this year as a supplementary report to better highlight the financial results. This supplementary report will follow the annual report.

This year, we also separated the Gwich'in Development Corporation section into its

own annual report, which now includes the consolidated financial statements.

In closing, I would like to thank my department for all of their dedication and hard work this past year. I am confident that we will be able to continue building capacity within the department and make a positive difference to the organization.

Mashi Choo,



Angela Adler, CGA  
*Chief Financial Officer*



# Tribal Operations

## Business Development

The business development department is an administrative department of the GTC. Its primary focus is to work with Registered Gwich'in businesses on capacity building initiatives. Over the past year, the following initiatives have been completed and we anticipate they will continue into the 2011/12 fiscal year.

### **HSE Policy Development:**

The Health Safety and Environmental policy development will remain a work in progress initiative. If there is sufficient demand by Registered Businesses this workshop can be delivered based on instructor availability.

### **Business Development Workshop:**

The Northern Business Development Workshop training package has been completed and can be delivered, in conjunction with Imperial Oil representative Grace Blake, Regional Liaison. In 2010, a 'Train the Trainer' workshop was delivered by the Manager of Business Development and two employees of the Nihtat Gwich'in Council.

### **Inuvik Petroleum Show:**

The 2010 Show was highlighted with a new corporate display. The modern display stands 13 feet tall with corporate slogans outlining the GDC's vision, goals, mission, as well as other corporate information such as strategic partnerships. The show was well organized and quite successful; 14 trade booths were purchased and utilized by the GTC and GDC subsidiaries.

### **Build Successful Partnerships:**

On May 18<sup>th</sup> – 21<sup>st</sup>, the GTC participated in a Northern Partnership Summit in Dawson City, YT. The GTC signed the Northern First Nations Cooperative Economic Development Partnership Agreement.

Paul Grech represented the GTC on the WABDS Board of Directors on August 31<sup>st</sup>, 2010, to further represent the interests of Registered Gwich'in business as it pertains to the services that WABDS provides.

The Manager of Business Development will continue to sit on the NWTTA Board.

### **Website Training:**

Paul Grech received initial training for continued support of the Gwich'in Business website. A complete and updated site along with proposed improvements by GTC Executive, Staff and Directors should be ready by mid October, 2010.

### **Guiding Course:**

The Level I - Guiding course commenced on September 13<sup>th</sup> in Aklavik with 15 students in total: 13 students from Aklavik and two from Fort McPherson.

### **Outdoor Guide Level II – Big Game Hunting**

The Outdoor Guide Level II course was held in Aklavik, NWT, from November 1 to November 26, 2010. The instructor was Clayton Burke from Taiga Tour Company located in Fort Smith. There were 15 participants in the course.

The facilities at the Aklavik Indian Band office were excellent and the staff provided excellent support to the instructor and students. Gwich'in Tribal Council provided administration support for the students by ensuring the students received their training allowances.

Many thanks for the monetary contributions we have received from the following organizations:

- GNWT Education, Culture and Employment
- GNWT Industry Tourism and Investment
- Imperial Oil
- Gwich'in Tribal Council

Thanks to all those who provided support to the instructor and students in order to ensure that the course was delivered in a professional manner. All the students have gained additional skills related to Guide training.

### **Healthy Foods North**

The Healthy Foods North program has been stalled due to funding restrictions. It was anticipated that their office will be re-staffed in the near future, at which time the GTC may re-engage them with regards to the Community Garden initiative.

### **Other Initiatives for 2010:**

Gwich'in Business Policy and Registration – Continue the promotion of the positive effects of policy adherence and registration. Two (2) new Gwich'in businesses have been approved and one (1) is pending approval.

Community Gardens - Community gardens have been dug in Tsiigehtchic and Fort McPherson. Aklavik has decided to go with a different concept and is working with ITI on receiving material for raised beds, a greenhouse, and a composter to be delivered in a timely manner.

Alternative Energy - Organize energy assessments so that each DGO can obtain information on what alternative energy source is best for that particular community. Paul Grech worked with Johnny Kay and Susan Blake of Fort McPherson with their Bio Mass project. Forestry office out of Hay River has concluded an initial study with regards to the amount of material naturally grown in the community for the purpose of Bio Mass operation and results are pending.

Wanda McDonald  
*Chief Operating Officer*



# Tribal Operations

## Gwich'in Services - Education & Training

The Gwich'in Services department is responsible for a wide ranging list of activities. Our team attempts to provide as much support as we can to our Participants, Staff, Partners and Communities.

Currently the Staff in the department and their titles are as follows. They will be providing individual reports that will be included in the 2010-2011 Annual Report.

- Margaret Gordon – Manager Education and Training
- Cheryl Wright – Office Manager/ Boards and Trusts Coordinator
- Shawna Nerysoo – Career Development Officer
- Georgina Firth – Administrative Assistant

I joined the Gwich'in Tribal Council on July 12, 2010, and was immediately involved with assisting in the planning for the Annual General Assembly that was held in Aklavik. This event was very successful and part of the reason was the planning that took place months before the event. Including a Community Coordinator from the host community, as well as community members, in the planning also contributed to the successful event. I was also involved in the recruitment functions for the GTC and began to get involved in the Education and Training initiatives for the GTC.

### Education and Training

Since our report last year on the status of the AHRDA program, we have now transitioned to the Aboriginal Skills to Employment Training Strategy. This program is different from the AHRDA program in that it is more job oriented, with a primary criteria

of “training leading to employment” and a greater emphasis on partnerships and accountability.

We were successful in our proposal to service Canada and began to deliver the program on October 1, 2010 until March 31<sup>st</sup>, 2011. This is a five (5) year program that will be delivered up to March 31, 2015. During the first six months we became familiar with the program and have now started to provide funding and support to employers and students that have applied for funding.



Dear Mr. Charlie & the G.T.C.

<sup>ongoing</sup>  
Your support for the Inuvik Child  
Development Centre is greatly  
appreciated!

Our Centre is so grateful to you & the GTC  
for all the Thank you!  
support in years past, present & future

Sincerely,  
ICDC Board Staff & Children



The GTC Vision is “...to support and promote a culturally vibrant, self-sufficient and independent Gwich’in who are environmentally responsible, socially, economically and politically self-reliant in a global economy.”

To provide a high level of service in the areas of funding, programming, education and training, while maintaining a supportive network, in an inclusive and efficient manner.

We feel that to ensure our Participants become more skilled and employable, the completion of the following steps are necessary:

- Education and training must be given a high priority among all Gwich’in Participants and this must be reflected in the priorities of the Gwich’in Tribal Council, their subsidiaries and associated organizations.
- The training needs must be identified for Gwich’in organizations.
- Individual training/career plans should be prepared for all applicants requesting assistance.
- For Gwich’in employees employed by Gwich’in organizations, training plans should be prepared in conjunction with the manager of the Gwich’in organizations.
- Formal on the job training or mentorship programs must be developed to ensure that Gwich’in Participants will be able to undertake key positions that are currently held by non-Gwich’in individuals.

### **Aboriginal Human Resource Development Agreement (AHRDA)**

During the period of April 1 to September 30, 2010, we had received an extension to the AHRDA agreement and were still delivering programs for the following initiatives:

1. Labour Market Initiatives
2. Youth Programs
3. First Nations Childcare
4. Persons with Disabilities
5. Urban Programs.

### **Aboriginal Skills to Employment Training Strategy (ASETS)**

Effective October 1, 2010, we began delivering the ASETS program which, as indicated, was a change of focus from the AHRDA program. All education and training initiatives under this program must lead to employment. We also supported the Local Employment Officers in the communities of Aklavik, Fort McPherson and Tsiigehtchic. In addition, we received funding from GNWT Education, Culture and Employment for a Career Development Officer in the GTC office in Inuvik. We also support Child Care Centres in the communities of Aklavik, Fort McPherson, Inuvik and Tsiigehtchic. This funding goes towards the infrastructure needs of the centres and is not used to provide funding for individual child care needs. We also have funding available for Youth initiatives. In addition, we have funding to support clients with disabilities. These clients have to self identify as being disabled in order for us to use this funding.

Our focus during the past year has been to learn as much as we can about the ASETS program as it is a new program. We have communicated with our contact at Service Canada to ask questions and to understand the agreement. In conjunction with this, we have attended a workshop of all ASETS holders in Yellowknife to get a better understanding of the agreements and to share our experiences in trying to deliver the agreement. We had representatives from each of the five regions of the NWT. In addition, we held a local workshop for the Employment Officers from both the Gwich’in and Inuvialuit communities to educate them about the agreement. We will be providing more support to the Employment Officers as under the ASETS agreement they will have more responsibilities for reporting. We will be providing more capacity building and professional development training to assist them in their daily work activities.

We have also attempted to meet with local employers to explain the ASETS program to them and to see if they had any employee needs in their organization, and to see if they were interested in providing support to a student who would receive training and enter



the workforce in their organization. We have had a slow start but have made a few gains in this area.

Under the ASETS agreement, we also provide support to Child Care Centres in all four Gwich'in communities. These child care centres provide a valuable service to parents who are unable to find employment due to lack of facilities for child care. These centers also provide a valuable service by providing a fun but structured environment for these young children who will then be ready to enter preschool or kindergarten.

### **Other Initiatives/Partnerships**

I also participate in a Regional Training Partnership composed of all organizations in the community who are responsible for delivering education and training related initiatives. This group meets quarterly to provide updates to each other on their education and training activities. We also discuss the education needs of the communities and identify programs that will fill those needs. Collaboratively, we are able to work together to address the needs of the Beaufort Delta Region.

We are also invited by Aurora College and Yukon College to participate in their planning sessions that they hold throughout the year. At these meetings, we provide our input on what educational initiatives we are working on plus we provide input into the plans that Aurora College or Yukon College have for their institutions.

One of my goals for the Education and

Training department is to improve the partnerships we have with all organizations responsible for education and training. We recognize that we all have our own financial resources, but through our partnerships we can realize some cost savings by partnering with each other to deliver programs.

The past eight months, from July to March 31, 2011, has been a year of learning about Gwich'in Services and I have received a lot of support from all the Staff at GTC. I have also learned a lot about the Education and Training organizations in our communities and the excellent work that they do in providing support. I have also gained knowledge about the process to obtain funding our students need. We will be providing more information in order to streamline this process and make it easier as they endeavour to achieve their career objectives.

Hai' Choo!

Robert Charlie  
*Director, Gwich'in Services*

# Tribal Operations

## Gwich'in Services - Bursaries, Scholarships & Grad Gifts

### Bursaries

Bursaries are available to all Gwich'in Participants attending school on a full-time basis for a period of two months or longer at a value of \$200 per month. For the 2010-2011 Fall and Winter semesters, a top-up bursary of \$250 per month for students without dependents, and \$350 per month for students with dependents, was provided. The value of these top-up bursaries may change from year to year, based on expected demand and the availability of funding. The following table provides a breakdown of the number of applications per semester, the number who received assistance, and the total amount of bursaries provided.

2010 – 2011	# of Applications	# Assisted	Total Bursaries
Summer	111	71	\$ 58,250
Fall	132	73	114,900
Winter	107	66	79,050
<b>Total</b>	<b>350</b>	<b>210</b>	<b>\$ 252,200</b>

The Imperial Oil Education Fund subsidized the 2010-2011 bursaries by \$73,800.

An additional \$2,183 was provided to students for other various costs, which include tuition, child care, and travel.

### Scholarships

Scholarships may be awarded to Gwich'in Participants who achieve an overall average of 80 percent in their program of studies, based on a complete year with a full course load. A total of 11 scholarships of \$1,000 each were awarded during 2010-2011.

### Graduation Gifts

A graduation gift of \$250 is awarded to each Gwich'in Participant that successfully completes a college or university program. Graduation gifts of \$100 each are also awarded to students graduating from high school who bring in their diploma. The following table provides a break down of the graduation gifts for 2010-2011.

2010-2011	# of Grads	Total Gifts
College/University	34	\$ 8,500
High School	14	1,400
<b>Total</b>	<b>48</b>	<b>\$ 9,900</b>

## Gwich'in Services - Children's Trust

The Gwich'in Children's Trust was established to maintain and invest capital distributions made pursuant to the *Gwich'in Comprehensive Land Claim Agreement* to Gwich'in Participants under the age of 19, and to disburse these capital distributions and accumulated

earnings when these participants reach the age of 19 years.

A total of \$143,818 was disbursed to 60 participants who turned 19 in 2010.



# Tribal Operations

## Gwich'in Services - Gwich'in Harvesters Assistance Program (GHAP)

### Background

The Gwich'in Harvesters Assistance Trust (the "Trust") was established on November 1, 1995, to provide assistance to Gwich'in harvesters in traditional and emerging renewable resource activities through the Gwich'in Harvesters Assistance Program ("GHAP"). Under the GHAP, funds are used to provide assistance to individual Gwich'in harvesters and to certain community groups including the Renewable Resource Councils ("RRC's") for items like:

- Equipment repair, maintenance and replacement;
- Fuel costs to access harvesting areas; and
- Training in traditional and emerging harvesting activities.

In 2008, the GTC Board of Directors ("Board") approved changes to the GHAP Policy to give more responsibility to the community RRCs for hearing appeals, as well as administering the program.

The resources of the Trust are invested in a combination of fixed income and equity investments (i.e. bonds and stocks). The economic downturn in 2008 resulted in significant investment losses for the Trust. At the end of 2008, the Trust had an accumulated deficiency of \$54,777. Through reduced disbursements and market recovery, the financial position of the Trust has since improved and the net assets now exceed the initial contribution.

### Results

We continued to see economic recovery in the financial markets in 2010, which resulted



*Richard Ross Sr. - Traditional Skills Competition - Inuvik - June 2011*

in overall net earnings of \$431,854 (2009 – \$482,000). The current structure of the Trust requires that it distribute all of its realized net earnings each year if it is to operate in the most tax efficient way. Realized net earnings for 2010 amounted to \$116,569 (2009 – \$50,823), from which \$132,432 (2009 – \$125,303) was distributed to harvesters and \$43,750 (2009 – \$5,600) was spent on community initiatives. A total of 91 individual harvesters were assisted in 2010.

The fiscal year for GHAP ends on December 31, and there are two allocation periods for this program: Spring (opens February 28) and Fall (opens August 15). The following tables outline the assistance to individual harvesters by season and community.

Individual Harvesters Spring 2010	Payments	Applicants	Assisted	Denied	N/C*
Aklavik	\$ 10,075	10	6	1	3
Fort McPherson	32,766	48	32	16	0
Inuvik	10,461	12	8	0	4
Tsiigehtchic	14,928	8	7	1	0
Out of region	Nil	0	0	0	0
<b>Total</b>	<b>\$68,230</b>	<b>78</b>	<b>53</b>	<b>18</b>	<b>7</b>

Individual Harvesters Fall 2010	Payments	Applicants	Assisted	Denied	N/C*
Aklavik	\$ 10,300	10	6	4	0
Fort McPherson	28,332	47	43	3	1
Inuvik	13,555	17	8	7	2
Tsiigehtchic	11,169	8	7	0	1
Out of region	846	1	1	0	0
<b>Total</b>	<b>\$64,202</b>	<b>83</b>	<b>65</b>	<b>14</b>	<b>4</b>

\* N/C is short for "no commitment", which indicates that the harvester was allocated funding but did not follow through.

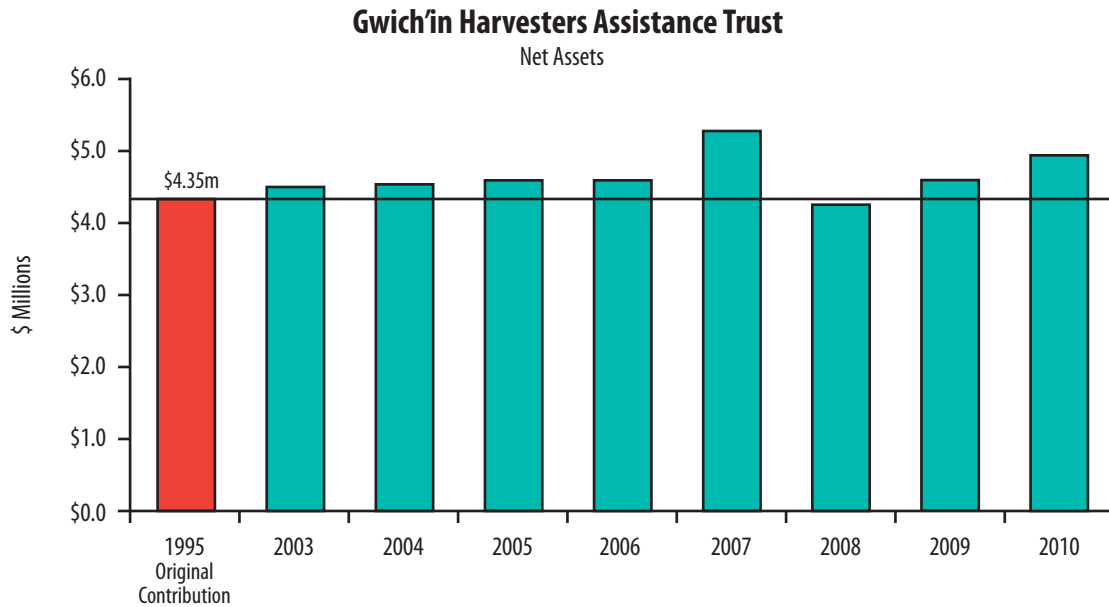
The following table provides a breakdown of the community funding to the RRCs.

Community Funding Total 2010	Community Based Initiatives	Administration Fees
Aklavik RRC	\$ 12,500	\$ 4,000
Fort McPherson RRC	12,500	4,000
Inuvik RRC	6,250	4,000
Tsiigehtchic RRC	12,500	4,000
Out of region	Nil	Nil
<b>Total</b>	<b>\$ 43,750</b>	<b>\$ 16,000</b>





The continued economic recovery and conservative spending allowed the Trust to end 2010 with an accumulated surplus of \$551,992 (2009 - 296,320), which equates to net assets of \$4,901,992 (2009 - \$4,646,320). The following graph depicts the net assets over time. It illustrates that the Trust was below its original contribution level in 2008 and has since recovered.



## Actions

The Board reviewed the status of the Trust in March 2011. While the Trust has experienced some recovery, it has not yet returned to the level it was prior to the economic downturn. Suggestions were made to retain an adequate surplus in order to be able to withstand market fluctuations with reference to the 17 percent decline in value that the Trust experienced in the 2008 downturn. While no resolution was passed, the Board plans to revisit allocation levels and re-consider policies related to part-time harvesters after the Trust has reached a minimum \$5 million in net assets. Before recommending any new policies, the Board wants to ensure that the Trust can sustain an increased disbursement level year, after year irrespective of any market fluctuations.

The allocations for 2011 will continue to be closely monitored in response to concerns with continuing fluctuations in the financial markets and decreased interest rates. At a minimum, the principal contribution of \$4,350,000 must be maintained for the Trust to be self-sustaining.

In order to continue minimizing income tax costs, management will be working with the Trust's investment portfolio manager to discuss the investment changes required to produce predictable earnings timed to meet the Trust's need for funds, which will include an analysis and ongoing tracking of realized earnings that would need to be distributed annually and unrealized earnings and capital gains which can be retained within the Trust until realized.

# Tribal Operations

## Lands, Resources & Claims Implementation

The Lands, Resources, and Implementation (LRI) department is responsible for coordinating and facilitating various activities and programs related to implementation of the *Gwich'in Comprehensive Land Claim Agreement (GCLCA)* as identified through the Gwich'in Implementation Plan, including but not limited to:

- the management and administration of Gwich'in-owned lands within the NWT and Yukon;
- issues, policies, regulations and guidelines relating to the management and planning of land use, wildlife, including wildlife harvesting, water resources management, the environment, including forest management, and;
- other *GCLCA* related issues.

### Lands Administration

Lands Administration processed the following authorizations or leases for access to Gwich'in owned land.

<b>Total Authorizations issued in 2010:</b>	<b>9</b>
Access/Quarry	1
Quarry/Research	1
Quarry	6
Research	1

<b>Authorizations issued in first half of 2011:</b>	<b>4</b>
Access/Research	1
Research	0
Quarry	3
Leases	0

### SIGNIFICANT PROJECTS

#### Land Administration

**Land Management and Control Guidelines and Fee Schedule:** The GTC land access fees have been updated for the 2011-2012 season. The Land Management and Control Guidelines is a working document that will be updated as required over time and approved by the GTC Board of Directors to ensure all elements of land use and policy are covered within the Guidelines.

**Subsurface Rights Issuance Policy:** The GTC has a finalized draft for the GTC Subsurface Rights Issuance Policy. This policy identifies a process for subsurface rights issuance on Gwich'in Private Lands. The policy will allow for industry to file land use applications to the GTC Lands and Resources department to explore and develop oil and gas rights on Gwich'in Private Lands.

#### GTC Harvester Impact and Mitigation

**Compensation Policy:** The GTC Board of Directors approved the GTC Harvester Impact and Mitigation Compensation Policy. The policy was developed to assist harvesters and provide a process for acquiring compensation from industry and other land users whose land use or development activities have impacted traditional harvesting pursuits.

**NWT Water Strategy:** The GNWT and INAC have completed *Northern Waters, Northern Voices - A Water Strategy for the NWT*. The GTC participated in the development of the Strategy through the Aboriginal Working Group. The development of an Action Plan is being completed to implement the water strategy. The GTC will continue to participate on the development of the Action plan through the Aboriginal Working Group.



**Gwich'in Water Conference:** The GTC hosted a water conference for the Gwich'in Settlement Region (GSR), bringing together community, government and public board representatives, to discuss water management and other related issues, including the NWT Water Strategy and how best to implement the strategy and involve community groups and Participants. Building capacity at the community level is an important component of the NWT Water Strategy and involving the Gwich'in community organizations will be a major component of the Action and Implementation Plan for water management within the GSR. The GSR Water Conference will be used as a model within the NWT to discuss water management issues for other regions of the NWT.

**Harvester and Cabin Database:** The GTC continues to register Participants cabins, including harvesting areas within the GSR. This information is required to ensure development programs do not affect participant traditional and cultural land use, including peaceful enjoyment of Gwich'in lands. The GTC has finalized a residential lease authorization for all non-Gwich'in camps within the GSR and will require all non-Gwich'in cabin owners to enter into a long term residential lease to occupy Gwich'in private lands.

**Dolomite (Airport) Lake:** The GTC LRI Department has been in discussions with MACA regarding the land freeze and long term leases currently being issued to camp and cabin owners at Airport Lake. The GTC will continue to participate in discussions with MACA, Town of Inuvik, Nihtat Gwich'in Council and Nihtat Renewable Resources Council to ensure the use of Airport Lake by non-Participants does not affect traditional and cultural use of adjacent private lands by Gwich'in Participants. MACA is currently developing a Recreational Leasing Policy Framework for residents of the NWT that want to use Crown lands currently managed by MACA.

**Cumulative Impacts Monitoring Program (CIMP) and Audit:** CIMP is a requirement of the *GCLCA* and the *Mackenzie Valley Resource Management Act*. CIMP requires an environmental audit every five years to identify changes in environmental quality and the effectiveness of current environmental

management and monitoring by the Federal and Territorial Governments within the NWT. The 2<sup>nd</sup> NWT Environmental Audit was completed by year end 2010. The GTC participated in the audit and provided comments with regard to environmental management, the public board structure and issues and concerns with regard to lack of funding commitments from the Federal Government to fully implement the cumulative impacts monitoring program, including developing capacity at the community level to begin community based monitoring programs.

**Protected Areas Strategy:** The GTC is a member of the PAS working group and is monitoring the Gwich'in Land Use Plan to determine if adequate protection of lands is provided within the Gwich'in Settlement Area. The GTC will continue to use the Land Use Plan as the main instrument for Protected Areas within the GSA. An exit strategy has been developed and the management of identified protected areas will eventually be passed on to the respective Aboriginal Organizations and Government Departments who identified and sponsored the protected areas ie: Parks Canada, Canadian Wildlife Service, GNWT, SRRB, etc.

**Northern Contaminants Program (NCP):** The GTC LRI Department continues to be a member of the Northwest Territories Regional Contaminants Committee. The NCP funds environmental research studies in four categories: Human Health, Environmental Monitoring, Community Based Monitoring and Communication to do with contaminants considered to be long range, brought to the arctic through the air or ocean currents.

**Yukon Environmental and Socio-Economic Assessment Act (YESAA) Implementation:** GTC staff members have been participating in the implementation of the *Yukon Environmental and Socio-Economic Assessment Act*. The GTC will continue to coordinate activities associated with the YESAA Designated Offices in Dawson and Mayo, YT. The YESAA is undergoing a Five-Year Review and the GTC continues to participate through CYFN for the five year review process and recommendations, including follow up to INAC Yukon.

**Peel Watershed Planning Commission (PWPC):** The GTC has participated in the development of the Peel River Watershed Regional Land Use

Plan. The GTC representative on the PWPC is Mr. Peter J. Kaye from Fort McPherson. A final recommended plan has been developed and is currently being reviewed by the parties. The GTC is in support of the final recommended plan and will work with other parties to begin the implementation of the plan, including the development of management plans for areas identified as Special Management Units and Wildlife Areas. A final round of consultations will occur with the final recommendation for approval of the plan by November 2011.

## Resource Management

**Dall Sheep Management Plan:** The GTC continues to participate in the development of the management plan for Dall Sheep in the Northern Richardson Mountains. The management plan has been presented to communities for feedback and is now in the final draft stage. The working group will then have the final plan signed by all plan partners.

### **Porcupine Caribou Management Board (PCMB) and Porcupine Caribou Management Agreement:**

Frederick "Sonny" Blake Jr. is the GTC representative on the Porcupine Caribou Management Board. The GTC supported an amendment to the Porcupine Caribou Management Agreement to change "Dene Métis" to "Gwich'in". These amendments have not occurred yet. The GTC is currently waiting for motions to be passed by the Dene Nation and Métis Association of the NWT, allowing for the amendments to be made. The GTC also participated in the development of a Harvest Management Plan (HMP) and the Implementation Plan for the Porcupine Caribou Herd in Canada. Both of these documents have been signed off by all parties and can be viewed on the PCMB website.

### **Cape Bathurst and Bluenose Caribou Management Plan:**

The GTC LRI Department reviewed the draft Cape Bathurst and Bluenose Caribou Management Plan. The LRI department submitted numerous comments back to the planning committee. The plan identifies a process for the use and management of the herd to ensure that the herd continues to increase in population for the future.

**Forest Management in the GSA:** The GTC participated in the development of a Forest Management Plan for the GSA in conjunction

with the GRRB and GNWT Environment and Natural Resources (ENR). The GTC Board of Directors approved the recommended plan in April 2009. The GTC has not signed off on the Plan as the GTC has an issue with regard to the signatories to the plan. The plan is currently in effect and is being implemented.

### **Caribou and the Dempster Highway Elders Campaign:**

The GTC continues to bring Gwich'in Elders on the highway to discuss harvesting and traditional values of the caribou with harvesters along the Dempster Highway. This project allows the GTC to be present on the highway during peak migration seasons in August and September. This project began through a request from the community of Fort McPherson and has been ongoing since 2006. The project will continue on an annual basis with funding support from GNWT ENR. The program also includes a harvester reporting component and the ENR Dempster Check Station. The check station is situated at the Peel River and the GTC recommends that all Participants and harvesters report their harvest either at the check station or through a conservation officer that may be monitoring harvesting activities in the field.

**NWT Wildlife Act Revisions:** The GTC is participating in the revision process of the *NWT Wildlife Act*. GNWT ENR is completing the *Wildlife Act* revisions with participation from most of the Aboriginal Organizations in the NWT. ENR Minister tabled the bill in the NWT Legislative Assembly by February 2011. The Standing Committee for Economic Development and Infrastructure is currently conducting public hearings of the bill throughout the NWT. The Standing Committee met in Inuvik in April 2011 and the GTC presented their concerns at the public meeting and in writing. A concern that the GTC identified has to do with the membership of the Conference for Wildlife Management within the NWT. The issue is currently being dealt with and the Bill will have to go through the GNWT bill law making process in the NWT Legislature.

**Regional RRC Meeting:** The GTC Lands & Resources staff participated in the Regional RRC meeting in Tsiigehtchic through a teleconference in January 2011. Each community RRC is represented at the Regional RRC meeting. The Regional RRC meeting allows for the





community members to come together with government and other wildlife management groups within the GSA to discuss projects and programs with regard to resources and wildlife management for the GSA. The Regional RRC meeting is held in a different community of the GSR each year. The next Regional RRC meeting is scheduled for Aklavik in January 2012.

**Peel River Water Quality Program:** This annual water quality program has been completed in 2008. Follow up water and sediment samples will be collected every five years to track the water quality of the Peel River. The next samples will be collected in 2013 during the summer season. Previous samples indicated no issues or concerns with regard to the water quality of the Peel River.

**Yukon Species at Risk Act:** The YTG is drafting legislation with regard to Yukon Species at Risk. GTC L & R continues to monitor the development of the *Yukon Species at Risk Act* and will fully participate in the event the legislation may interfere with Gwich'in harvesting rights within the Yukon. If that is the case, the GTC will seek legal advice to ensure Gwich'in Harvesting and Treaty Rights are not infringed upon.

**Yukon Wildlife Act Amendments:** The GTC L & R will be monitoring the *Yukon Wildlife Act Amendments* and will fully participate in the event the amendments interfere with Gwich'in harvesting and treaty rights within the Yukon. If that is the case, the GTC will seek legal advice to ensure Gwich'in Harvesting and Treaty Rights are not infringed upon.

## Claims Implementation

**Economic Measures:** In the past, the GTC has often expressed the opinion that the Economic Measures chapter of the GCLCA was not being properly implemented to address the objective of economic self-sufficiency for Gwich'in Businesses and Participants. The land claim agreement requires that government meet with the GTC at least once every three years to review the effectiveness of programs in relation to the objectives of the GCLCA, including business and economic development. Past economic measures reviews were merely an overview of different government programs and did not "review the effectiveness of the government

programs or measure the successfulness of the programs being offered within the GSA for Gwich'in Participants or businesses," as required by the land claim. The GTC continues to work with the Government of Canada and NWT to improve the effectiveness of federal and territorial programs for economic development in the GSR.

**Land Claims Advisory Coalition (LCAC):** As a result of the November 2003 conference to explore common issues among those with settled land claims, a coalition of settled land claim groups was formed. The purpose is to work together to address issues of land claims agreement implementation and to encourage Indian and Northern Affairs Canada to take new, more effective approaches to implementation of modern treaties. The GTC is participating in the coalition and is supportive of its initiatives. Most of the focus of the coalition has been to urge the federal government to work with the LCAC to develop a more effective land claims implementation policy and address the objectives identified in the land claims agreements.

**Trans Boundary Negotiations:** The GTC LRI Department has been assisting in the trans boundary negotiations and overlap agreement for Nacho Nyak Dunn. The First Nation of Nacho Nyak Dunn is currently negotiating a trans boundary and overlap agreement with the Federal and Territorial Governments for traditional use rights for land within the GSA and Kasho Got'ine area of the Sahtu.

**Surface Rights Board Act:** The GTC LRI Department has participated in the review and provided comments to the Federal Government on the new Surface Rights Board Act legislation. It is the view of the Gwich'in Leadership that present processes address issues related to access and terms for access including protection of a person's interests to establish a Surface Rights Board is not a priority. This draft legislation has not been finalized and the Federal Government is currently consulting with the Aboriginal Governments and residents of the NWT. The Surface Rights Board Act upon finalization will authorize a board made up of members of Government and Aboriginal representatives, including a Gwich'in member to arbitrate on issues of land use within the GSA and NWT.





*Mardy and Ester Semmler – Mardy Semmler, Recipient of Premier Collaboration Award – Yellowknife – May 2011*

**Mackenzie Valley Resource Management Act Amendments:** The GTC LRI Department has continued to participate in the *MVRMA* amendment process to ensure provisions from the Gwich'in, Sahtu, and Tli Cho agreements are incorporated in the legislation. The GTC is of the position that the *MVRMA* is functioning accordingly as written and the recommendations from the Neil McCrank Report – Road to Improvement not be incorporated into the amendments of the *MVRMA*. The GTC will ensure the amendments to the legislation do not infringe upon the rights and interests of the Gwich'in as identified through the *GCLCA* or Treaty 11 rights.

**Mackenzie Gas Project – Regulatory Review:** The project proponents, led by Imperial, filed their regulatory applications and Environmental Impact Statement with the National Energy Board (NEB) and the Joint Review Panel (JRP), respectively, in October 2004. The NEB and JRP conducted a technical review of the application material in 2005 and commenced the public hearing process in early 2006. The NEB considered the project's technical, safety and economic component while the JRP considered evidence and impact on environmental, socio-economic and cultural issues and made recommendations in their final report to the Federal and Territorial Governments. The GTC participated in the JRP hearings as an intervener. The GTC presented to the NEB in April 2010. NEB has completed their recommendations and submitted their final report with regard to the Mackenzie Gas Project to the Federal

Government. The project proponents now have until 2014 to make their final decisions as to go ahead with the construction of the Mackenzie Gas Project.

## Departmental Restructuring

The GTC Lands, Resources and Implementation department has undergone some restructuring to remove the Implementation of the *GCLCA* file out of the Lands Administration and Resources Management (L & R) Department. The GTC is currently recruiting for Director – Intergovernmental Affairs who will oversee the new department. The Intergovernmental Affairs department will include Claim Implementation, Self-Government and Devolution.

The GTC Lands Administration and Resources Management will be a separate department concentrating on lands administration and resources management for the GSR. The GTC L & R department recently staffed a Lands and Resources Officer Trainee and is currently recruiting a Lands and Resources Technical Advisor to assist in the program management for the department.

Mardy Semmler,  
*Director – Lands Administration and Resource Management*

Elizabeth Gordon,  
*Lands and Resources Officer Trainee*



# Tribal Operations

## Regional Wellness



### Regional Wellness Department

The Executive Director is responsible for health and wellness initiatives, including the program management and operations of the Gwich'in Wellness camp. Programming is driven by objectives identified within the GTC Strategic Plan and community needs. Short term programs include residential school, healing, grieving, life skills, anger and stress management and programs specific to youth, women, men, elders. As part of the long term vision for Gwich'in, programs will focus on addictions and take a wholistic approach to family treatment. The facility is rented to outside agencies as another source of revenue generation.

Programs were delivered in three main areas of wellness:

1. The Gwich'in Tribal Council has recognized the lack of support services for families, of which persons suffering from **addictions and/or addictions related issues**. Activities based upon the traditional practises of the Gwich'in (seasonal) combined

with healing workshops provide participants with an opportunity to practice their culture, strengthen their identity and build healthy families and parenting skills in a natural and peaceful setting. Most families do not have access to equipment and resources (*i.e. skidoos, rifles, traps, etc.*) or knowledge of their cultural and traditional practices. Therefore, the Wellness camp offers an opportunity for those participants to experience this through programs and accessing the Wellness camps many equipment.

2. The Gwich'in Tribal Council values its **elders as the teachers and youth as the future** and utilizes this opportunity to provide workshops to address issues that prevent both groups from connecting; elders are employed to provide insights of cultural values through traditional stories to help bridge the gap to youth. This initiative focuses on building strength from the traditional way of life in terms of parenting skills, family unity and uses elder's skills as counselors to focus on addiction issues with youth on a one-to-one basis and also through sharing circles.
3. The **Residential School Legacy** has had a devastating impact on the Gwich'in people and all Aboriginal people in general. The Gwich'in Tribal Council's Wellness Department has been working closely with Health Canada to provide counselling services and workshops on residential school issues regarding loss of language, parenting skills and abuse.

Other beneficial programs provided at the camp are:

- promoting a holistic approach to families and healthy living
- developing skills, understanding the healing journey
- develop cultural identity and confidence lost through the many traumas experienced by Aboriginal people
- educate families and encourage extended families to participate in the process of healing as a unit, not individually
- improve family structure
- impact education rates
- reduce suicide, family violence, incarceration, child apprehension, FASD, diabetes/obesity rates
- reduce mental health issues

Over the past year there have been many workshops and information sessions related to the Residential School Legacy.

Embracing Our Human-Nest is one program that deals specifically with trauma from the past and we have successfully provided this program to over 150 individuals from all Beaufort/Delta communities, including participants from the Sahtu Region.

### **Specific Programs offered this past year:**

#### **Jan 17-21: Intergenerational Survivors Workshop:**

This program's main Focus is on the Intergenerational Survivors. These participants did not attend residential school, but are dealing with the impacts that residential school had on survivors.

#### **Jan 31 – Feb 4: Taking Back your Power:**

The focus of this program was to respond to the healing needs of communities with regards to the residential school abuse and promote healing and reconciliation.

#### **Feb 14 - Mar 11: Embracing Our Human Nest: Cancelled**

#### **Feb 7-10: Community Tour:**

In conjunction with the Inuvialuit Regional Corporation – Information on Independent Assessment Process (IAP).

#### **Feb 16: TRC Logistics and Resource Planning Meeting:**

Pre and Post events were suggested by the Executive to take place in June to prepare the Gwich'in for the Northern National TRC Event. The Pre Event will set expectations on what to expect during the TRC Northern National Event. The Post event will ensure that the Gwich'in return home in good spirits.

#### **June 25 - July 3, 2011**

It is recognized that there was no funding available for the Pre and Post Event. The Events provided the Gwich'in Tribal Council the opportunity to showcase cultural history and demonstrate hospitality to all participants of the TRC event. Internal funds from the GTC were provided to ensure that these events were memorable and successful. The Gwich'in Tribal Council approved funding, including costs for the planning committee to identify community events, fundraising and other items related to the cultural portion of the TRC. Costs were estimated at One Hundred and Eighteen Thousand Dollars (\$118,000). Additional funding for the Pre and Post events were provided by the Anglican Church of Canada, Inuvialuit Regional Corporation and the Aboriginal Skills and Employment Training Strategy for survivor travel and accommodations.

The Gwich'in Tribal Council sponsored breakfast, during the TRC Northern National Event, was another successful event. The breakfast was held June 28-July 2, 2011, from 7:00am – 9:00am. The hot breakfast was enjoyed by all who attended. We had enough food to feed 200 people every morning. The cooks were Doreen Firth and Robert Cockney. Our contribution to the Breakfast was hosted at Ingamo Hall.

During the TRC Northern National Event there was a Meet and Greet sponsored by the Gwich'in Tribal Council at the Main Office, 1-3 Council Crescent, from 1:00pm – 3:00 pm daily. The Meet and Greet offered hamburgers, hotdogs and other amenities such as donuts and desserts, coffee and tea. The Staff volunteered their time to provide



food for the Survivors who were in Inuvik for the TRC NN Event.

Gwich'in Tribal Council also contributed Five Thousand Dollars (\$5,000) along with other Aboriginal Groups for a feast held on June 27, 2011.

June 25: Residential School Legacy: A look at History: This was focused on Youth and the Impacts that they are dealing with from the Indian Residential School Legacy.

The workshop entitled "Moving Forward" that was scheduled for July 2, 2011 was postponed and will be held at a later date. Confirmation from Dr. Bruce Handley will be received later in July.

Since April 2011, the Rachel Reindeer Wellness camp has been monitored by Kusolun Security Services. The security service provides an on-site monitor for the buildings and generator while the camp is closed.

### **Conclusion:**

The Gwich'in Tribal Council Pre and Post Events were completed and very well received by visitors. The committee cooks and labourers did a wonderful job in pulling together all the resources needed to host such a huge event in a successful manner. Thank you to all GTC Staff who volunteered during this event, you make us proud to be Gwich'in.

Workshops for family wellness are a necessity in our region; we must continue to pressure Health Canada to support the types of programming that will continue growth towards a healthy and strong Gwich'in Nation.

Matilda DeBastien  
*Logistics & Events Coordinator*



*Youth Programs*



*Personal Support Programs*



*Weekend Family Retreats*



# Tribal Operations

## Regional Wellness

### **GTC Statement Gatherer:**

The Statement Gatherer for the Truth and Reconciliation Commission works in partnership with the Gwich'in Tribal Council to continue to provide private statement gathering beyond the national event that was held in Inuvik from June 28 to July 1, 2011. The fulfilment of the position is until September 16, 2011, and includes accommodating all of the communities within the Gwich'in Settlement Area including Inuvik, Tsiigehtchic, Fort McPherson and Aklavik.

The goal is to collect as many statements as possible from former residential school students and inter-generational survivors to contribute to the mandate of the TRC by recording as many audio, video and

written accounts as possible in regards to the Indian Residential School experience, and to contribute to the National Research Centre after the five year mandate of the commission is up. It is also to facilitate the healing that such a platform provides for those who share their story and for others within the community. The Statement Gatherer always conducts the session along with a Registered Health Support Worker, Cultural Support Worker or a Counsellor of the Statement Provider's choosing.

The partnership with the Gwich'in Tribal Council is not meant to be confused with the service only available to Gwich'in Participants. It is an initiative to continue to promote the work the TRC does within the region, and is available to anyone who wishes to share.





## What happens when I decide to provide my statement to the Truth and Reconciliation Commission (TRC)?

You feel a need to share your experience of residential school or another's story that has impacted you.



Get in touch with a **Statement Gatherer**. They will provide a safe, quiet and confidential place for you.



You will be paired with a **Registered Health Support Worker, Cultural Support Worker** or a **Counsellor** during the statement gathering session.



You can choose to be recorded through **audio** or **video**, and you are always free to submit a written statement, photographs and other documents to the TRC.



You will be asked to give consent for making your statement **Public** or **Protected (Anonymous)**.

### ➤ Public

Your name, face, voice, photographs, documents and story will be used for public and educational purposes. These may include future history text books, museums, documentaries, the TRC website, and the National Research Centre as reference for generations to come.

### ➤ Protected

Your statement will still be on record with the TRC, but your name, face/voice, or any other photographs or documents you provide will not be made public.



When you are ready, the statement gatherer will begin recording. You can start and stop at any time, take breaks, and share any experience you wish to. It is not an interview. You will not be grilled with questions. We are interested in what **you** have to say.



After the session you will be asked if you would like a copy of the audio CD or video DVD. The statement gatherer will provide you with a copy while you discuss how you feel afterwards with a Health Support team member.

# Tribal Operations

## Self-Government

The Gwich'in Tribal Council has been negotiating a Gwich'in Self-Government Agreement since April 2006, after moving away from the public government structures being created under the Beaufort Delta Self-Government process; the Gwich'in evolved into a process that involves Leadership, and Participants in the communities. There is a renewal of a relationship between the Government of Canada and the Government of the Northwest Territory. The relationship continues to be characterized by both the Gwich'in and government's obligation under the *Gwich'in Comprehensive Land Claim Agreement* (the "GCLCA") to negotiate a self-government agreement; and the Gwich'in desire to negotiate a self-government agreement based on their inherent right of self-government, and to negotiate governing structures that are exercised as close to the community level as possible, and are appropriate to the requirements of Gwich'in.

There has been a great emphasis on the GTC Negotiations throughout the reporting period to complete activities as described in the 2010/2011 negotiations work plan. The GTC is pleased to report that the GTC negotiations activities and progress are on par with the schedule of events in the work plan.

### **Negotiations:**

Negotiations continue with the Federal Government of Canada (Canada) and the Government of the NWT (GNWT). Four Negotiation Sessions were held in 2010-2011 in Inuvik, Ottawa, and Edmonton.

The Parties (Canada, GNWT, and the GTC) have agreed to discuss the scope of matters to be addressed in the context of completing a Self-Government Agreement (SGA) and have

determined that these matters fall into broad categories that include, but are not limited to:

- Table of Contents
- General Provisions
- Governance (e.g. models, constitutions, and principles)
- Jurisdictional Authority
- Citizenship and Elections
- Government Structures; and
- Financing

Over the course of the 2010-11 fiscal year the Parties will address aspects of these subject matters in accordance with the following schedule and agendas, recognizing that the work plan is a planning document and changes may be required to the schedules, agendas, dates and locations as more information becomes available and events arise.

### **Leadership Workshops**

Leadership Working Sessions were held starting back in late 2009, where history of Aboriginal people in Canada was reviewed to get a real sense of history and how agreements were made between the Crown, Aboriginal people, and Canada.

Negotiation Team members worked through subject matters and gave their comments and recommendations to the consultants. The workshops result in producing a position to take to the Leadership, the GTC Board is then informed and make changes and/or approve the position to be brought to the Main Table Negotiation Session for discussion.



**Workshop I was held in Inuvik, October 2009** – The workshop concentrated on reviewing the history of treaties; land claim agreements, and self-government agreements. Leadership and negotiation team members were walked through the Royal Proclamation, division of powers; NWT becomes part of Canada; *NWT Act*; *Consolidation of Indian Act*; 1921 Treaty 11; 1992 GTC Land Claims; 1995 Canada's IR Policy; 2002 Council of Gwich'in Chiefs is formed; 2003 – GTC signs AIP on Self-Government; 2006 – GTC Board rejects SGA and approves a new mandate; 2006 to 2008, MOU based on public government but rejected in 2008/09; reviewed values and principles of Gwich'in; and reviewed other Aboriginal governments; and identified issues in each of the Gwich'in communities.

**Workshop II was held in Whitehorse YT, November 2009** – This workshop continues with the instruction and understanding of legislative jurisdiction options; exclusivity of sections 91; 92; 93; 94; and 95 matters from Constitution Acts 1867-1982; other exclusive rights over internal matters; prevailing over GNWT/Canada and running parallel (to GNWT/Canada) at the same time over citizens and land based matters; prevailing over taxation; prevailing and parallel over internal and treaty matters and 36 other legislative matters without GNWT's Core Principals Objectives; prevailing and parallel over list of certain jurisdictions with meet or beat standards in certain areas; Inherent Right Policy Framework (harmonized jurisdiction: exemption list; and hands off list); majority of local government guarantees but participation in some public government structures; no guarantees with Public Government participation; and confirmed a Gwich'in Regional Government and four Gwich'in Community Governments.

**Workshop III was held in Inuvik, January 2010** – Review and discussion of preferred Gwich'in Self-Government model; whether to "entrench", meaning to take action to protect our position or structures; entrench models to consider; ratification; binding reviews on the parties; initial vesting (granting) of jurisdictions.

**Workshop IV was held in Inuvik, February 2010** – A comprehensive review of preferred evolving Gwich'in models of self-government presented and discussed; discussed were matters of "ratification" and "delegation".

**Workshop V was held in Inuvik, May 2010** – Discussed preferred criteria on the type of model and what it should include; representation and exclusive to Gwich'in; the affordability and cost; it should reflect traditions and be culturally appropriate; Democratic processes; accountability on all levels; there should be flexibility to change and evolve; integrative and intergovernmental agreements; be practical; and non-discriminatory.

**Workshop VI was held in Inuvik, June 2010** – Reported back on the Maintable negotiations; applied the list of Criteria to Models including: Indian Bands; Designated Gwich'in Organizations (DGOs); Municipal and Community Affairs entities (MACA) and to an anticipated new Gwich'in Community Government (GCG) and/or Gwich'in First Nation; considered some options including: combined Band/DGO/MACA; combined Band/DGO; and rolling of Band and DGO into a new Gwich'in Community Government; discussed Community constitutions. Discussion of GRG including the following options: the Gwich'in Regional Government being retained as a separate entity from the Gwich'in Tribal Council with each entity carrying on its respective obligations; the Gwich'in Tribal Council becoming the Gwich'in Regional Government; and/or the Gwich'in Regional Government and the Gwich'in Tribal Council being fulfilled by the same elected personnel.

**Workshop VII was held in Inuvik, October 2010** – Reviewed update on workshops I to VI; Reviewed and discussed application of the "Charter"; reviewed and discussed "Updated GTC Governance Model" (August 2010 draft); discussion of Basic Elements in Gwich'in community governments with exercise to determine support for preferred basic elements; discussion of Basic Elements for GRG.



Photo Caption:

**Workshop VIII: Whitehorse YT, November 2010** – Reviewed the previous workshops; reviewed the Federal Assessment Document; the compilation of elements of Gwich'in Community Constitutions; the redrafted Nihtat Constitution based on list of preferred elements; the GRG components and the draft GRG constitution; options on membership code; Chiefs' Protocol draft; and Maintable agenda.

### Consultations:

Two rounds of Community Consultations took place in 2010-2011, including Whitehorse and Yellowknife. Participants were provided an update on the Self-Government Process. They were asked for their comments and recommendations with regards to each of the subject matters. All recommendations and concerns were implemented and tabled at each Main Table Negotiation Session.

### Communications:

- ✓ Two rounds of Community Consultations  
(Four communities plus Whitehorse and Yellowknife)
- ✓ Radio updates in Fort McPherson, Tsiigehtchic and Aklavik  
(During Community Consultations)
- ✓ Quarterly Reports to GTC Board of Directors

- ✓ Updated the website on the Self-Government page.

### Chiefs' Side Table:

The Chiefs' Side Table evolved from the Council of Gwich'in Chiefs in order to ensure that Treaty 11 and the rights that were recognized be respected, protected and incorporated into any future Gwich'in government. The Chiefs have worked towards and developed a Chief's Protocol draft respecting self-government matters.

### Conclusion:

The Self-Government process has completed a great deal of work in the last fiscal year. Plans are in place to continue with the current process of involving Leadership and community members in workshops, negotiations sessions, community consultations, and seeking approval from the GTC Board of Directors on positions to be approved and brought to the Negotiation Maintable. We have involved Elders, Youth, Leaders, and Gwich'in Participants in the processes to ensure decisions are made as close to the community level as possible, and that no position is taken without the GTC Boards' approval. Over the next fiscal year there will be focus in the area of completing Governing Structures (models, constitutions, and principles), Jurisdictional Authority, Citizenship and Elections, and Financing.



# Gwich'in Organizations

## Gwich'in Enrolment Board

The Gwich'in Enrolment Board has operated since March 1993, and is responsible for enrolling all persons of Gwich'in ancestry in the *Gwich'in Comprehensive Land Claim Agreement (GCLCA)*. Only those enrolled under the Claim are entitled to vote and run in GTC elections, participate in the activities of the GTC and its affiliated bodies, or receive benefits such as Christmas hampers or money from pay outs (Capital Distributions).

The Enrolment Card meets the requirements for photo-identification necessary for airline travel. The first Gwich'in Enrolment Registry was issued in April 1994 and listed 1,245 Participants. By May 2011, we have 3,312 enrolled Participants and continue to receive applications.

Enrolment Card - each Participant receives a Gwich'in Enrolment Card bearing the logo of the Gwich'in Nation, the Participants' four digit enrolment numbers and their associated community. Enrolment in the *GCLCA* is not identical with membership in an Indian Band: there is a ten digit Treaty Status Card number (the first three digits of which indicate your Indian Band) reflects Band membership. To change Band affiliation, you must contact your local Band and also provide that information to the Gwich'in Enrolment Board. You must enroll under the *GCLCA* itself to enjoy its benefits, and membership is not automatic even if you already belong to an Indian Band. To apply, you must request and complete an application form. Enrolment is open to all who qualify, regardless of age, so eligible Gwich'in can enroll their children and themselves.

The enrolment registry must be kept up to date to reflect Participant residential relocations, marriages, child births and deceased individuals. In addition, Participants continue to receive all the benefits to which they are entitled under the *GCLCA* only as long as we have current and accurate address information. We urge Gwich'in Participants to ensure that the Enrolment Board has up-to-date information on you and your family. Please contact us if you know someone who may be eligible but has not yet enrolled. It is easier than ever to stay in touch, through our toll-free telephone number, email or the GTC web site.

### **The Enrolment Board members are:**

**Mary Ann Ross** – Chairperson

**Robert Alexie Sr.** – Board Member - Fort McPherson

**Peter Ross** – Board Member - Tsiigehtchic

**Billie Lennie** – Board Member – Inuvik

**Leanne Nerysoo** – Board Member – Aklavik

**Cheryl Wright** – Enrolment Coordinator

### **You can reach us at:**

Box 1509 Inuvik, NT X0E 0T0

Tel. (867) 777-7916 Fax: (867) 777-7955

Toll-Free: 1-866-414-4670

**Email:** [cherylw@gwichin.nt.ca](mailto:cherylw@gwichin.nt.ca)

**Website:** [www.gwichin.nt.ca](http://www.gwichin.nt.ca)

Cheryl Wright

*Office Manager/Boards & Trusts Coordinator*



# Gwich'in Organizations

## Gwich'in Social & Cultural Institute

### **The Gwich'in Social and Cultural Institute (GSCI)**

The GSCI was established in 1993 as a non-profit society with charitable status and a mandate *to document, preserve and promote the Gwich'in culture, language, and traditional knowledge and values*. The GSCI is the cultural and heritage arm of the GTC and includes the Gwich'in Language Centre that is responsible for the Gwich'in Language Plan and the development of language resource materials for Gwich'in language teachers. The GSCI 5-year plan (2006-2010) and the GSCI Board direct the heritage and language projects of the GSCI.

### **The GSCI Board of Directors**

Mary Ann Ross, Chair, Gwich'in Tribal Council

Gladys Alexie, Vice-Chair, Fort McPherson

Renie Stewart, Aklavik

Annie Jane Modeste, Fort McPherson

Ruth Wright, Inuvik

Sarah McLeod-Firth (alternate Liz Hansen), Inuvik

Anna May MacLeod, Tsiigehtchic

### **ADMINISTRATION**

The administration and day-to-day operation of the GSCI is the responsibility of Sharon Snowshoe, Executive Director. In this capacity she oversees items related to human resources; contribution agreements for core funding, heritage and language projects, and project reports; financial responsibilities related to contribution agreements, budgets, and quarterly financial statements; board and staff

meeting logistics and minutes; and acts as the liaison between GTC and GSCI (i.e. staff meetings, HR policies, etc).

### **GSCI Staff**

Sharon Snowshoe, Executive Director

Ingrid Kritsch, Research Director

William George Firth, Language Manager

Alestine Andre, Heritage Researcher

Kristi Benson, GIS Contractor

Margaret Thompson, Resource Coordinator

### **HERITAGE PROJECTS**

Since 1993, GSCI has carried out GTC responsibilities for implementing heritage matters outlined in Chapter 25 of the Land Claim and Chapter 9 of the Trans-boundary Agreement. GSCI has also provided input into the development of the Gwich'in Land Use Plan (Chapter 24) and the Gwich'in Territorial Park management plan (Chapter 16). Because of its heritage research, GSCI is able to provide advice on land use permit applications from the GLA and GLWB in regards to possible impact on heritage resources through access and development in the GSA (Chapters 20, 21, & 24). GSCI has also provided input into self-government negotiations concerning Gwich'in culture and language (Chapter 5 & Appendix B). In the Yukon Trans-boundary Area, GSCI has also provided input into the Land Use Planning and Protection of the Peel River Watershed (Chapter 7), and Development Assessment (Chapter 8).



## Heritage Projects – New

### Digitization of Gwich'in Archival and Research Materials 2010

National Archives Development funding is being used to conserve and preserve approximately 150 maps and to digitize over 100 tapes.

*We acknowledge the financial support of the Government of Canada through Library and Archives Canada, and administered by the Canadian Council of Archives.*



Library and Archives  
Canada

Bibliothèque et Archives  
Canada

# Canada

### COPE Stories – Retranslation work

During correspondence with Daryl English (GNWT Dept. of ENR) on requests for information on the Gwich'in, GSCI was alerted that there may be a possibility of funding to retranslate the COPE stories. The Dept. of ENR is VERY interested in these stories and appears to be willing to help fund the retranslation so we can make these stories available to the public. We will prepare a funding proposal for the Department's consideration in the new fiscal year of 2011/2012.

### Elder's Biography Book written by Leslie McCartney for GSCI

GSCI staff is currently reviewing the draft manuscript from Leslie McCartney, for the GSCI Gwich'in Elder's Biography book based on in-depth research Leslie carried out with Terry Remy-Sawyer and Annie B. Gordon from 2000-2003. Once the draft manuscript has been reviewed, we will fundraise to publish the book.

### Gwich'in Goonanh'kak Googwandak: The Places and Stories of the Gwich'in (Places Names Atlas)

We were successful in receiving funding from the Museums Assistance Program for the development of an on-line Place Names and Stories Atlas for the GSCI website over a two year period. A 5-day workshop was held in Yellowknife in mid-September 2010 with Alestine Andre, Kristi Benson and Ingrid

Kritsch to review and clarify place names data to be presented in community workshops in November. Community workshops were held with Elders in Fort McPherson, Tsiigehtchic and Aklavik from November 9-19, 2010, to review names and the extents (boundaries) for named places (ca. 420 for Fort McPherson, 320 for Tsiigehtchic and 200 for Aklavik). Direction was also given on which names should be submitted for official recognition on future maps.

### Gwich'in TK of Woodland Caribou

The GRRB and GSCI worked together on a study to document Gwich'in Traditional Knowledge of Boreal Woodland Caribou. The work is being funded by Environment Canada. Environment Canada is preparing a national recovery strategy for Woodland Caribou, which are listed as a threatened species under the federal *Species at Risk Act*. The project involves interviewing holders of Gwich'in traditional knowledge to gather information that will be used in "recovery planning" for Woodland Caribou. Recovery planning includes both the preparation of a recovery strategy and one or more action plans.

### Gwichya Gwich'in Genealogy Project

The Cultural Education Centres Program (CECP) funding from INAC, that usually provided core funding to GSCI, changed their criteria to fund specific projects this year. It was decided to complete family tree work started in the mid-1990s. At that time, the GSCI began to compile Gwich'in genealogical information for the Gwichya Gwich'in of Tsiigehtchic using records purchased from the R.C. Diocese Archives in Yellowknife for the period ca. 1860 – 1930. The research and compilation of data was not completed, however, due to a lack of funding. The current genealogy project will complete data entry of Gwichya Gwich'in genealogy information into a genealogy computer database program (Reunion). Gwich'in Elders in Tsiigehtchic and those who live outside the community of Tsiigehtchic, and are knowledgeable about family histories, were interviewed to help make the links between families in different communities and to complete the Gwichya Gwich'in Genealogy.

### **Mackenzie Valley Highway**

GSCI provided Nehtru-EBA with the GSCI Resources catalogue and entered into an agreement about use of the TK report and maps from the Gwich'in Traditional Knowledge Study of the Mackenzie Gas Project Area. These TK resources assisted Nehtru-EBA in their preparation of the Project Description Report for the Mackenzie Valley Highway. Recently, GSCI reviewed the Project Description Report for the Construction of the Mackenzie Valley Highway, Gwich'in Settlement Area, NT (January 2011).

### **Moosehide Tanning Video**

Elaine Alexie, Teetl'it Gwich'in film maker, was not successful with her application from the Arctic Voices Fellowship (Walter and Duncan Gordon Foundation) to document the moose hide tanning process on video. She will try again in the future.

### **Summit Lake Ethno-Archaeology Project**

This joint GSCI/Yukon Government/Vuntut Gwitchin project was carried out in June 2010. Billy Wilson from Fort McPherson and Mary Jane Moses from Old Crow worked with archaeologists Ruth Gotthardt and Greg Hare in the Summit Lake-Bell River Protected Area. Six localities were inspected on the ground but the survey was hampered by poor weather and limited helicopter time.

### **Teetl'it Gwich'in Land Use History Project – funded by SSHRC**

The workshop to discuss this project was held from November 22-23, 2010, in Fort McPherson with 15 Elders and representatives from the local RRC, Elder's Council, Youth Council, Hamlet, and Band. Dr. Michael Heine, a professor at the University of Western Ontario who was the lead author of the *Gwichya Gwich'in Googwandak* book, along with GSCI staff Ingrid Kritsch and Alestine Andre led the meeting and received direction on the contents of the book. A day-long story telling session with Elders was video recorded for future inclusion in both the on-line Atlas described above and this book. The community steering committee members are Mary Teya, Walter Alexie, Abe Stewart, Robert Alexie Sr., Abe Koe, Bertha Francis, Mary M. Firth, Neil Colin, Tracy Francis (Youth Council), Johnny Peterson (RRC), Jim Clark (Hamlet), Mary F. Firth (Elders Council), Chief William Koe (Teetl'it Gwich'in Council), vacant (CJS).

## **Heritage Projects – Continuing**

### **Aurora College**

- **ARI TK Final Report**  
Alestine Andre assisted Dr. Sharon Katz at ARI to finalize TK on *Caribou Ecology: Vegetation-Caribou-Wolf Food Chain*, 2010 Final Report.
- **ARI Research Guide**  
A report was prepared for the Aurora Research Institute which outlines GSCI perspectives on how to conduct research in the GSA. The report is intended to be posted on the NWT Portal for Research Licensing on the page which displays resources for researcher.

### **CBC Radio Legacy Project**

The GSCI, in partnership with CBC Radio, recorded Gwich'in legends for the CBC Radio Legacy Project in 2008-09. In March 2011, CDs of the radio plays in Gwich'in and English were produced for GSCI to distribute to actors, other interested people and the communities.

### **Canadian Museum of Civilization (CMC) Gwich'in Collections Web Module**

GSCI and the Vuntut Gwitchin have been working with Judy Thompson, Curator at the CMC, on nine modules for the on-line exhibit about Gwich'in cultural materials in the CMC ethnographic collection. In July, the GSCI Board suggested the title *Gwidal Zheii* for the exhibit and provided information for the modules. Alestine Andre and William George Firth worked with Elders to provide Gwich'in names for all of the items in both dialects and recorded speakers saying the names. Ingrid Kritsch has been working with Judy Thompson on the text and photos for the on-line exhibit and a series of maps with Kristi Benson. It is expected that the on-line exhibit, a unique project for the CMC which may serve as a template for future on-line exhibits, will be launched in 2011/2012.

### **Dempster Highway Grave Signage**

The Tr'ondëk Hwech'in First Nation hosted an Elder's Gathering at Hyssop Creek in early June 2010, during which time some of the burial signs were erected along the Dempster Highway. The rest of the burial signs will be



posted in the future. We are expecting a report from the Dawson Band on this event.

### **Fort McPherson NHS Plaque Unveiling Ceremony**

The unveiling ceremony for the revised Fort McPherson National Historic Site plaque is scheduled to take place in Fort McPherson in the future. GSCI will work with the Teet'it Gwich'in Council, Fort McPherson Hamlet, the Parks Canada Western Arctic Field Unit in Inuvik and the HSMBC on the unveiling preparations.

### **Genographic Project**

In early September, Ingrid Kritsch met with Tad Schurr in Yellowknife to discuss possible agreements and funding for Gwich'in genealogical research to help in the analysis of the Genographic data he has collected to date. As work progresses with the genographic data that was collected from his summer's work, we are updated by Dr. Schurr. In mid-November Tad Schurr's reports: *"We should have the new DNA test results completed and uploaded by Christmas - for access through the project website. We are also working on sending all of our paper DNA test reports to everyone up there by the winter holidays, as well. Have had some personnel turnover in the lab, and this has slowed this process down a bit. Will let you know when they are being sent out from Penn."* The website is: [www.nationalgeographic.com/genographic](http://www.nationalgeographic.com/genographic)

### **Gwich'in Ethnobotany Web Module**

Alestine Andre completed revisions to the web module. The official launch of the new Ethnobotany module took place in late June 2010 after the media release on June 24<sup>th</sup>. Interviews were aired on CBC Radio with Norbert Poitras, CHON FM with Peter Novak, CBC Radio with Wanda McLeod, and CKLB with William Greenland. Check out the 'New Plant Database' in the left sidebar of the GSCI website.

### **Gwich'in Land Use Planning – Land Use Plan**

GSCI staff worked with Kristi Benson to provide input into the draft land use plan.

### **Gwich'in Land Use Planning (GLUPB) Atlas**

The GSCI staff will continue to work with the Gwich'in Land Use Planning Board on an Atlas for the GSA, providing a timeline and images

with information about Gwich'in history and culture.

### **Gwich'in Legends Workshop Production**

GSCI translated the Gwich'in legends videotaped by NCS-TV at the Aklavik Gwich'in Legends Workshop. In the near future, the legends will be formatted to DVDs in Gwich'in with sub-titles and will then be distributed.

### **Gwich'in Research Material Update Project 1992-Present**

Ingrid Kritsch, Alestine Andre, and Kristi Benson have worked extensively on this project over the last year and a half, ensuring that all digital and paper maps, reports, transcripts, and other research materials that the GSCI has gathered over the last 15 years are updated, properly protected and stored. The work continues.

### **GTC GIS Needs Assessment**

The Gwich'in Tribal Council asked the GSCI to review their Geographic Information Systems files and computer software; and prepared a report summarizing the following:

- what files and data they currently have
- what needs to be updated since the GIS position ended several years ago,
- suggestions about how to move forward in having their GIS needs met.

Kristi Benson travelled to Inuvik in the late summer for this work, and supplied a report to Mardy Semmler, Director of the Lands & Resources, several weeks later. The report was accepted by GTC.

### **Nagwichoonjik NHS Commemorative Integrity Statement (CIS)**

Ingrid Kritsch and Alestine Andre will continue to work with Parks Canada on completing the revisions and redrafting this document with the goal to have it signed off by both Parks Canada and the GTC in the future. Having this in place will assist the community of Tsiigehtchic and GTC to better manage this site and is a requirement in the event the community wishes to pursue a cost-sharing agreement for the site with Parks Canada in future.

**"Native Peoples: The Canadian Experience"**, Third Edition, Oxford University Press Book Brenda Parlee, Alestine Andre and Ingrid Kritsch are in the process of finalizing a draft



of their paper, "A Contemporary Ethnography of Gwich'in Women in the Northwest" for a chapter in a book that will be published by the Oxford University Press. The book is called *Native Peoples: The Canadian Experience, Third Edition*.

#### **Paleontology Finds near Midway**

In June 2010, a possible Holocene (12,000 to present) horse mandible was found near Midway Lake in a massive slope collapse by Dr. Bernard Lauriol from the University of Ottawa. Dr. Lauriol is an expert in Pleistocene sedimentology and has been studying thaw slump conditions in the area. This jaw could be a very significant find as most specimens of horses in northwestern North America date to the Pleistocene (2.6 million – 12,000 years ago). A sample for radiocarbon dating has been sent off for analysis. Also found with the mandible was part of a tree embedded in a possible remnant of the Laurentide Ice Sheet, and a caribou vertebra. With the prospects of further significant slope failures in the Delta, we need to continue to lobby the GNWT to develop legislation to protect palaeontological resources and find effective ways to monitor slope failures for fossils and archaeological remains.

#### **Steppe Bison Fossil Find**

The steppe bison hide has now been conserved by the Canadian Conservation Institute in Ottawa. While a mold of the skull was produced, other parts of the bison are being kept frozen. According to Glenn McKay, Assessment Archaeologist with the Prince of Wales Northern Heritage Centre (PWNHC), discussions are being carried out with other scientists on how to deal with the intestines that were recovered to determine what the bison was eating, etc. The Discovery Channel filmed the conservation of the hide and produced a program about the bison which was aired on the Discovery Channel on January 19, 2011. This program can be accessed at: <http://watch.discoverychannel.ca/#clip404674>. This will be a long term project. The PWNHC plans to develop a poster and exhibit for Tsiigehtchic in the future. GSCI will continue to act as community liaison and assist PWNHC as needed.

#### **The Sun at Midnight Film Script**

In early fall, Ingrid Kritsch met again with Kirsten Carthew about the film script she wrote about a young Gwich'in woman who was raised in the south, and returns to the Gwich'in area to learn about her culture and heritage. GSCI assisted with writing letters of support to the famous actor and filmmaker Clint Eastwood, who Ms. Carthew is contacting to see if his film company might be interested in developing this script into a movie. We also submitted a letter of support on behalf of Ms. Carthew to another famous filmmaker, James Cameron, who is known for his interest in championing the environment and the world's Indigenous people.

### **PROJECTS RELATED TO IMPLEMENTATION OF THE GWICH'IN CLAIM**

- **Land Use Permit, Archaeological Permit and Scientific Research Licence Applications**  
GSCI staff continued to review land use applications forwarded from GTC and the Gwich'in Land and Water Board; Archaeological Permit Applications made to the PWNHC; and Scientific Research Licence Applications made to the Aurora Research Institute for research in the GSA. We review the applications for possible impacts on heritage resources in the GSA.
- **Transboundary Negotiations**  
At the request of Richard Nerysoo, GTC President, GSCI staff drafted a general proposal and budget titled "*Gwich'in Traditional Use, Archaeology and Genealogical Study of Gwich'in – Nacho Nyak Relationships for the proposed Nacho Nyak Dun transboundary area negotiations*" that was used for the transboundary area negotiations between GTC and the Nacho Nyak Dun (Mayo). We anticipate the proposed research outlined in the proposal will be carried out in the future.





## LANGUAGE PROJECTS

The Gwich'in language activities fall under two programs (1) Gwich'in Language Plan, and (2) Language Resource Material Development.

### 1. **Gwich'in Language Plan** (funded by GNWT ECE)

#### **Gwich'in Language Dictionary**

The grammar work, completed from previous years, will be included in the Gwich'in Language Dictionary that will be printed in the near future. At present the Gwich'in Grammar and the Gwich'in Language Dictionary text are being reformatted and proofread. Eleanor Firth was hired to assist in the reformatting of the dictionary.

William Firth accessed additional funding to host a terminology workshop in Inuvik from March 6- 11, 2011, to verify the work that has been done on the grammar / dictionary identifying a list of nouns, verbs and grammar that needs the attention of fluent speakers of our language. Eleanor Firth and Wanda Pascal facilitated this workshop.

#### **Gwich'in Elders' Biographies**

At the request of the GSCI Board, the life story of Barney Natsie of Tsiigehtchic was recorded by Alestine Andre in September. Elders from our communities are interviewed periodically and their recorded life story information entered into the database. Stories of Elders who have passed on will be included; we hope to speak to family members and others who knew them who could share their life stories and knowledge with us. Wanda Pascal was hired to assist with the research and compile a publishable document on sixteen Gwich'in Elders' profiles from the collection of information on Elders.

#### **Gwich'in Language Lessons**

Every year \$5,000 is available for the four Gwich'in communities to apply for and carry out Gwich'in Language classes. To date, Aklavik, Fort McPherson, Inuvik and Tsiigehtchic received funding based on proposals submitted on different programs they wanted to deliver.

### 1. **Second Language Curriculum**

The work on the units that make up Gwich'in/ Inuvialuit Second Language Curriculum

continues. Workshops are held throughout the year for the Aboriginal Language Instructors in the Beaufort-Delta region to review the 2<sup>nd</sup> language curriculum, develop lesson plans and learn to use present day technology. The latter includes Xmind, Smartboard, Glogster, iPods, electronic books, hyperlink, digitizing, PDFs, and computer applications. Margaret Thompson, Resource Coordinator, attends these workshops. Currently, the Aboriginal Language Instructors use the Smartboard and Phraselator in their classrooms to teach the Gwich'in language. Margaret Thompson attended the Beaufort Delta Education Council meeting that was held in Inuvik on February 24 and 25, 2011, to present a report on the Gwich'in Teaching & Learning Centre.

## NOTES FOR PROJECTED BUDGET 2010/2011 FISCAL YEAR

### REVENUE:

#### **Gwich'in Settlement Corporation**

We receive \$300,000.00 in core funding to cover basic administration and salaries of the Gwich'in Social & Cultural Institute. This fiscal year, the funding is allocated to the Heritage Research Division of GSCI for wages and administration expenses, and allocated to Administration including Board expenses.

#### **Gwich'in Tribal Council – Implementation Heritage Funding**

Received \$25,000.00 allocated to the Heritage Research Division to cover a portion of administration expenses and salary for the Research Director and Heritage Researcher, and contribute to expenses related to the Summit Lake Ethno-Archaeology Project.

#### **Government of Canada – Indian and Northern Affairs**

The funds under CECP that were used for CORE funding in past years for GSCI had to be used for a specific project and the funding accessed was \$44,961.60 for the Gwich'ya Gwich'in Genealogy Project.

#### **GNWT – Education, Culture & Employment**

Received \$100,000.00 in funding to cover a portion of salaries, travel, office supplies and rent for the GSCI Office.

### **GNWT – Language Implementation**

Received \$162,000.00 in funds allocated to the Gwich'in Language Plan. This fund covers the majority of administration and the salary for the Language Manager. It also covers all program costs for the Gwich'in Language Dictionary, and Gwich'in Elders' Biographies.

Additional funding from GNWT Literacy of \$30,000.00 is received to supplement the programs under Language Implementation and the Beaufort Delta Education Council.

An additional amount of funding was received in the amount of \$45,000.00 to hold a terminology workshop on the grammar work of the Gwich'in dictionary and to pay for resource materials on Gwich'in legends.

### **Beaufort-Delta Education Council**

Funds allocated for Language Centre in Fort McPherson, \$90,000.00 received from BDEC for

the period of July 1 to June 30 because these are the dates of their fiscal year. Funds cover basic administration of the Language Centre, salary for one position, and supplies.

### **Project Revenue**

Confirmed funding from specific projects. The GSCI staff throughout the year put in proposals to work on more projects that will reduce the percentage of deferred revenue we will use. This allows us to carry on full operations in 2010/11.

### **Other Revenue**

Revenue from publications and sales, administration income and other miscellaneous revenue.

Sharon Snowshoe,  
*Executive Director*



# Gwich'in Organizations

## Gwich'in Settlement Corporation

Prepared by Towers Watson

### History

The Gwich'in Settlement Corporation (GSC), the investment arm of the Gwich'in Tribal Council, was established in 1992 as a "settlement corporation" pursuant to Chapter 7 of the *Gwich'in Comprehensive Land Claim Agreement* (the Agreement).

The GSC is responsible for receiving and investing the majority of the capital transfer payments payable to the Gwich'in, pursuant to Chapter 8 of the Agreement, so that future generations of the Gwich'in can use the funds for "permitted activities" as described in Schedule 1 to Chapter 11 of the Agreement.

At inception in 1992, the fund was conservatively invested in a portfolio of short term guaranteed investment certificates. In 1995, this strategy was modified to include investment in a Canadian bond portfolio managed by Wood Gundy.

In 1996, there were a number of significant milestones for the fund. The first was the appointment of TAL Global Asset Management as the external investment manager to the fund, replacing Wood Gundy. The appointment of TAL provided the GSC with access to a professional investment management firm with the ability to invest a portion of the fund assets in Canadian and foreign equities, in addition to Canadian bonds.

Another important development in 1996 was the adoption of By-Law #18 (now By-Law #3) by the Gwich'in Tribal Council (GTC), which formalized the amount of the capital transfer to be allocated to the fund from 1997 to 2008. The By-Law also improved the governance

of the fund through the establishment of an Investment Committee, the retention of an external investment advisor and the establishment of an investment policy that governs how the fund is to be invested and managed.

In April 2002, the Investment Committee appointed RBC Dominion Securities to manage a portion of the Canadian equity portfolio of the fund to provide additional diversification by investment style.

In 2004, the Investment Committee conducted a review of the asset mix and investment management of the fund. As a result of this review, modifications were made to the Statement of Investment Policy for the fund to permit investments in a global equity portfolio, which includes both US and international stocks.

In April 2004, UBS Global Asset Management (Canada) Co. was appointed to manage the global equity portfolio. As a result of this appointment, TAL's mandate, which had included management of Canadian and US equities and fixed income, was amended to exclude management of US equities.

By-Law #3 was revised in 2006 to provide for maximum annual disbursements for administration expenses, capital distributions to participants and transfers to Designated Gwich'in Organizations. These annual maximums as a percentage of the Fund balance are 1.0%, 1.0% and 3.5%, respectively. In addition, the Investment Committee has some discretion in determining the annual disbursements, subject to an overall maximum of 5.5% of the Fund balance. The goal over the long term is for the Fund balance to exceed the

Gwich'in Legacy Capital adjusted for inflation. The Gwich'in Legacy Capital is the Fund balance at April 22<sup>nd</sup>, 2007. As of April 22<sup>nd</sup>, 2007, the fund balance was \$134.7 million.

The final capital transfer was received on April 22<sup>nd</sup>, 2007. During the 2010/2011 fiscal year, disbursements were \$4.0 million for permitted activities. Cash for the disbursements was provided by a \$1.5 million withdrawal from the fund combined with proceeds from repayments on related-party loans and advances (\$1.5 million – Gwich'in Development Corporation loan, \$0.8 million – Gwich'in Tribal Council Land Claim Settlement Fund advance) and interest revenue (\$0.6 million – Gwich'in Development Corporation).

### Fund Management

At March 31<sup>st</sup>, 2011, the following professional organizations were involved with the investment management, administration and oversight of the fund:

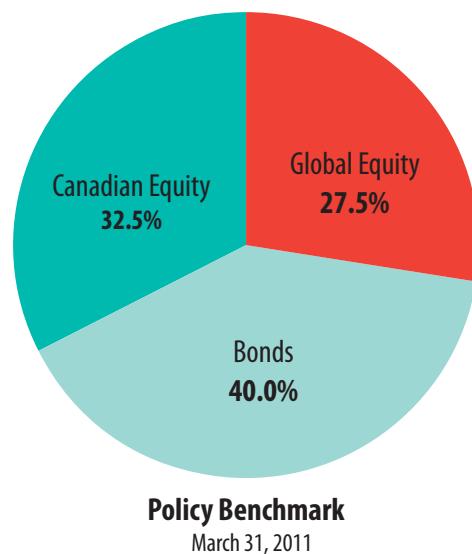
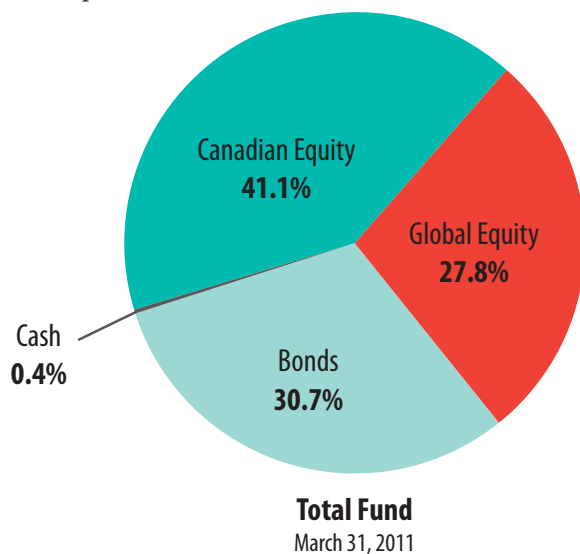
- CIBC Global Asset Management is an investment manager, responsible for a domestic balanced mandate which includes Canadian equities and fixed income, as well as managing the asset mix of the portfolio for which they are responsible.
- RBC Dominion Securities is an investment manager, responsible for managing a Canadian equity portfolio.

- UBS Global Asset Management is an investment manager, responsible for managing a global equity portfolio.
- CIBC Mellon is the custodian of the fund assets, responsible for safekeeping, administration, and financial reporting of the fund assets.
- Towers Watson is the investment advisor to the GSC, responsible for monitoring investment performance and compliance with the terms of the investment policy, and advising the GSC with respect to the investment management of the fund.

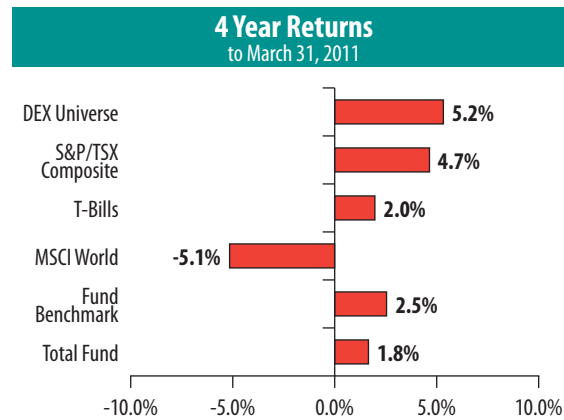
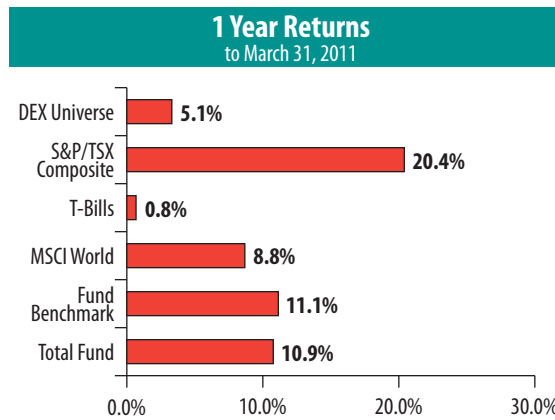
### Investments at March 31st, 2011

- At March 31st, 2011, the total market value of the fund was \$121,073,160<sup>1,2</sup> compared with \$115,285,332<sup>1</sup> at March 31st, 2010 and was invested as follows:

- <sup>1</sup> The amount at March 31<sup>st</sup>, 2011 includes a Gwich'in Development Corporation receivable of \$17,842,755. The amount at March 31<sup>st</sup>, 2010, includes a Gwich'in Development Corporation receivable of \$19,342,755. These receivables have not been reflected in the asset allocation charts below.
- <sup>2</sup> Reflects withdrawal of \$1.5 million to provide funding for permitted activities.



The following chart shows the fund benchmark and asset class returns for the one year and four year periods ended March 31<sup>st</sup>, 2010:



Over the one year period ended March 31<sup>st</sup>, 2011, the top performing asset class was Canadian equities with a return of 20.4%, followed by global equities at 8.8% (in Canadian dollar terms) and bonds at 5.1%. Cash returned 0.8%.

The total fund returned 10.9% for the year ended March 31<sup>st</sup>, 2011 which was slightly behind of the total fund benchmark return while ranking second quartile when compared to a universe of balanced funds with similar asset allocations. Underperformance within Canadian and global equities was the primary determinant of relative performance during this period.

Over four years, the total fund has returned 1.8% per annum, underperforming the total fund benchmark return of 2.5% per annum, ranking fourth quartile in a universe of other balanced funds. Relative underperformance during this period is primarily attributable to poor performance in Canadian equities.

### Tax Status

To maintain its tax exempt status after April 22<sup>nd</sup>, 2007, the Gwich'in Settlement Corporation must spend annually a minimum amount, referred to as the "disbursement quota", on permitted activities as contained in Schedule 1 to Chapter 11 of the Agreement. For transfers to Designated Gwich'in Organizations, the disbursement quota is set at a maximum 3.5% of the capital. In addition, a maximum of 1% of the capital may be disbursed annually for each of the administration expenses and capital distributions to participants.

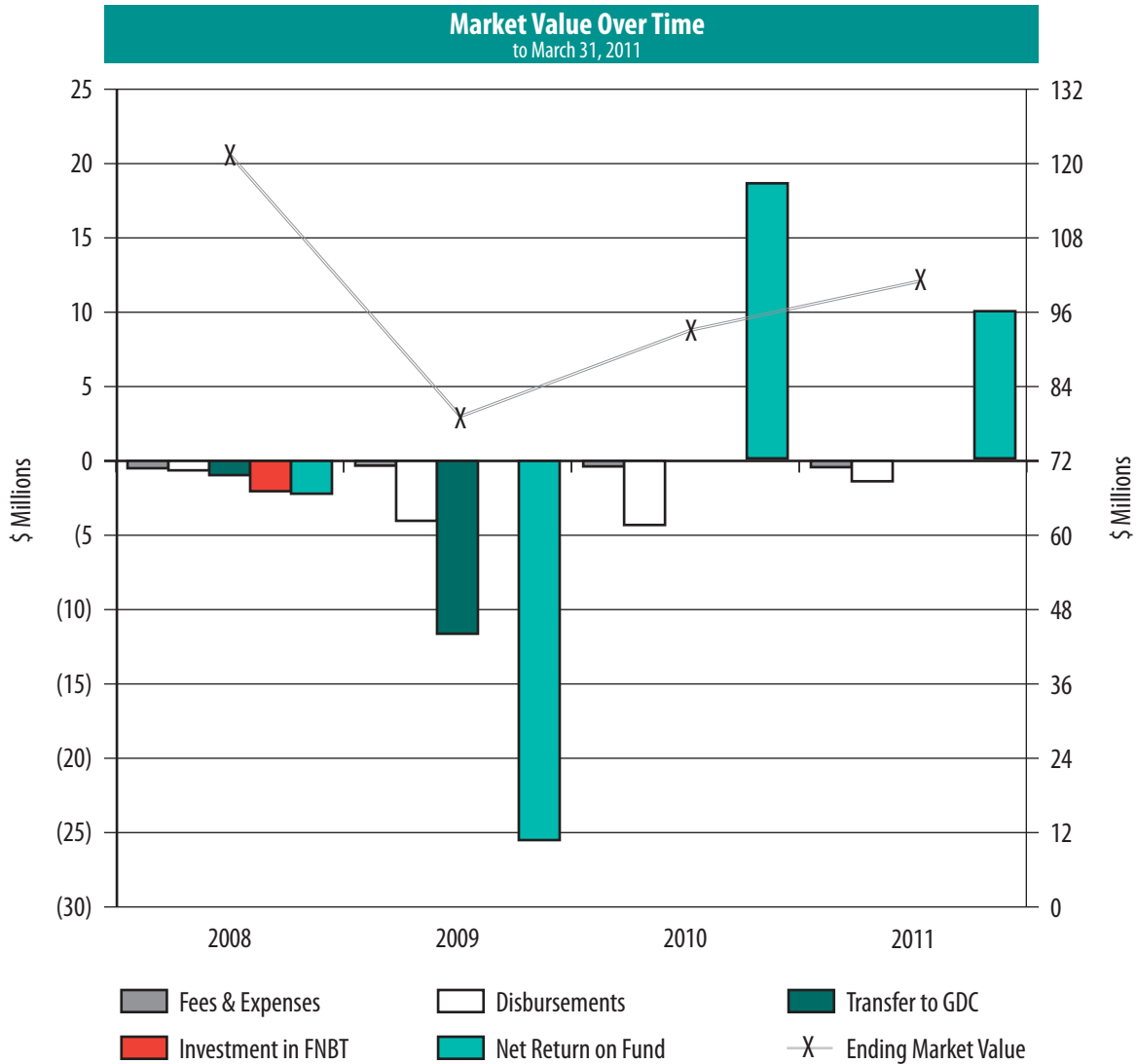
### Progress of the Fund

- At March 31<sup>st</sup>, 2011, the actual fund market value was \$121.1 million. The inflation adjusted Gwich'in Legacy Capital at March 31<sup>st</sup>, 2010, is \$144.1 million. In light of this shortfall, the Investment Committee should disburse the minimum allowable amount in 2011/2012 or 3.5% of the March 31, 2011, fund market value (3.5% x \$121.1 million = \$4.2 million).



The following chart shows development of the fund since the final transfer from the federal government in April 2007.

- The left hand scale applies to the bars which depict changes in the market value and the right hand scale applies to the line which shows the market value of the fund.



Note: Left hand scale applies to bars, right hand scale applies to line

Fiscal Years	Beginning Market Value	Fees & Expenses	Disbursements	Transfer to GDC	Investment in FNBT	Net Investment Return	Ending Market Value
2008	\$127,433	(\$440)	(\$590)	(\$910)	(\$2,000)	(\$2,167)	\$121,326
2009	\$121,326	(\$391)	(\$4,062)	(\$11,843)	\$0	(\$25,806)	\$79,225
2010	\$79,225	(\$341)	(\$4,500)	\$0	\$0	\$18,728	\$93,112
2011	\$93,112	(\$355)	(\$1,500)	\$0	\$0	\$9,973	\$101,230
<b>Total</b>	<b>\$127,433</b>	<b>(\$1,526)</b>	<b>(\$10,652)</b>	<b>(\$12,753)</b>	<b>(\$2,000)</b>	<b>\$729</b>	<b>\$101,230</b>

Note: Values are in thousands of dollars



## Investment Performance Assessment Objectives

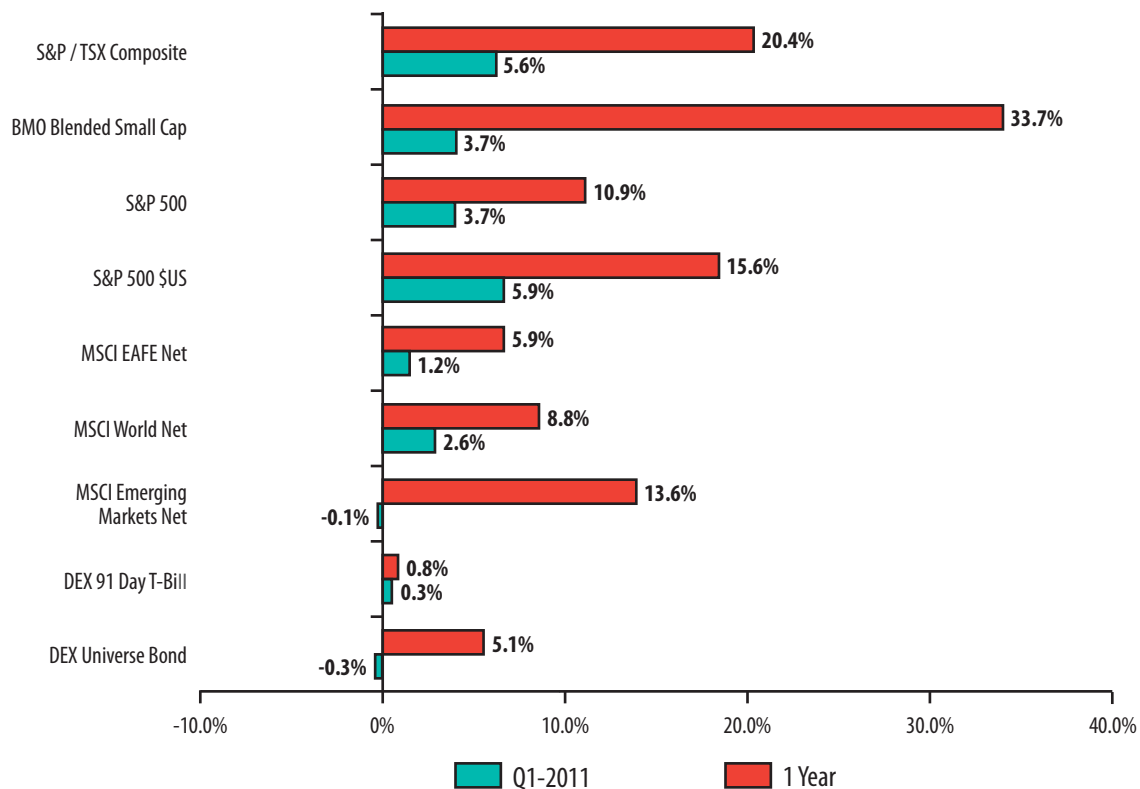
Investment performance objectives for the total fund have been established and documented in the policy statement. Performance results are independently measured by Towers Watson. The results are calculated and monitored on a monthly basis and formally reviewed every three months.

The total fund has two primary performance benchmarks. The first is to exceed the returns generated by a benchmark portfolio based upon the individual indices and the fund's normal policy asset mix. This benchmark at March 31<sup>st</sup>, 2011, was 40% fixed income, 32.5% Canadian equities and 27.5% global equities.

A second objective is to rank in the top 50% of balanced funds (i.e. rank above the median fund) evaluated by Towers Watson over moving four year periods. A final objective is to earn a rate of return of at least 6.6% per annum over the long term.

The fund underperformed the benchmark return over the four years ended March 31<sup>st</sup>, 2011. Relative to a universe of balanced fund managers, the four year return ranked fourth quartile. Since 1996, when active management was first utilized in the fund, the fund has returned approximately 6.6% per annum, ahead of the policy benchmark by 0.1%.

### Capital Markets Review to March 31, 2011



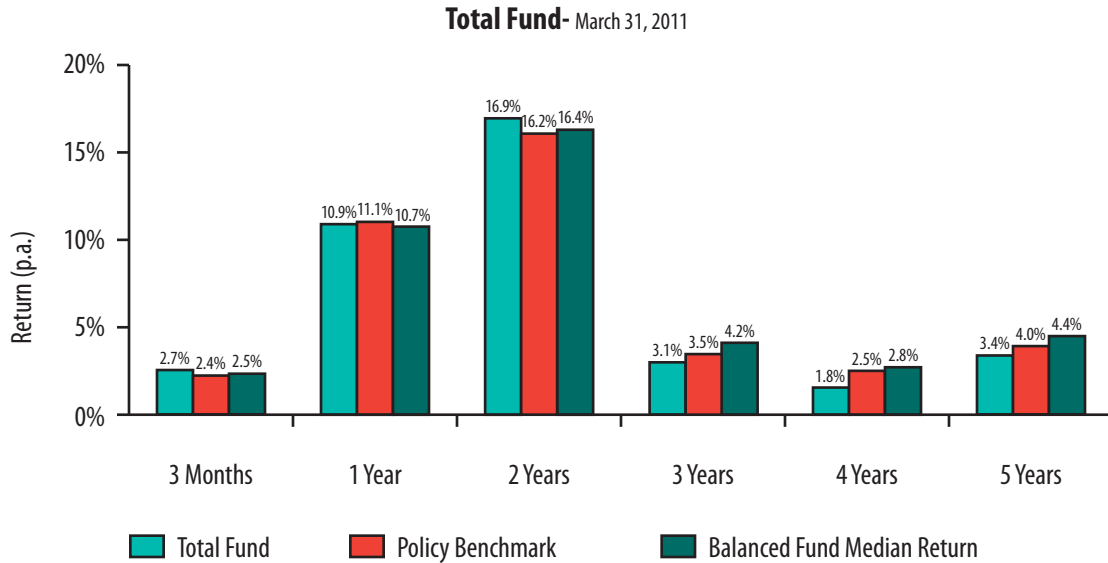
- The Canadian dollar continued to appreciate relative to the U.S. dollar. During the 1st quarter, the Euro and Pound gained relative to the dollar (+3.6% and +0.2%) while the Japanese yen has depreciated.
- The Canadian equity market, as measured by the S&P/TSX Composite Index, advanced further by 5.6% in the 1st quarter of 2011 due to strong corporate earnings and rising commodity prices. Canadian small cap stocks underperformed the broad market by 1.9%, posting a return of 3.7% during the 1st quarter of 2011. On the other hand, large cap stocks generated a return of 5.8% over the quarter, outperforming the broad market by 0.2%. The largest positive contributors were Royal Bank of Canada, TD Bank, Suncor Energy, Valeant Pharmaceuticals and Potash Corp. The largest detractors last quarter's performance for the S&P/TSX Composite were Teck Resources, Cameco, Kinross Gold, Barrick Gold and Agnico Eagle Mines. All sectors recorded positive returns, with the exception of the Materials (-1.4%) and Consumer Discretionary (-1.8%) sectors. In commodity markets, oil prices (+17%) surged during the quarter, reflecting robust demand from emerging countries. This caused the Energy sector to make gains of 8.7% over the 1st quarter.
- The Canadian bond market has experienced mixed returns as interest rates rose over the course of the first quarter. Real return and corporate bonds posted the largest gains with 0.5% and 0.3% respectively, while provincial and federal bonds returned -0.7% and -0.4% respectively. Short term government yields were virtually unchanged as the market expects that the Bank of Canada will not resume interest hikes until at least July. In contrast, long-term yields continued to increase due to an improved economic outlook.
- The U.S. market gained 5.9% (U.S. dollars) during the 1st quarter of 2011, marking it three consecutive quarters of positive returns and the S&P 500 has now recovered to within 92.4% of its pre-financial crisis value. The Canadian dollar has appreciated relative to the U.S. dollar, translating to a return of 3.7% in Canadian dollar terms for the 1st quarter. Small cap stocks outperformed the S&P 500, earning 7.9% (U.S. dollars) in the 1st quarter and have only underperformed the S&P 500 in one of the past eight quarters. Following two quarters of outperformance, the Growth index underperformed the Value index. The largest contributors were Exxon Mobil, Chevron, Pfizer, Apple and IBM. The largest detractors from the S&P 500 over the 1st quarter included Microsoft, Cisco Systems, Citigroup, Merck & Co. and Target. All ten sectors finished the quarter in positive territory. Energy and Industrials were the top performing sectors with returns of 14.3% and 6.5%.
- International equity returned 1.0% (local currency) during the 1st quarter of 2011. The appreciation of the Euro and Pound against the Canadian dollar has created a positive overall currency effect, translating to a return of 1.2% in Canadian dollar terms for the 1st quarter. Greece (+12.7%), Italy (+11.4%), and Spain (+11.2%) produced the largest returns as investors regained confidence after previous concerns surrounding sovereign debt. Japanese equities were headed for a second consecutive strong quarter in a row through February, before plunging in the wake of its natural disasters and causing the Japanese yen to depreciate. Germany remains the envy of the rest of the developed world with GDP growth of 4.0% in the 4th quarter of 2010 and an unemployment rate of 7.1%.



## Total Fund

The fund's return was 2.7% for the quarter, and 10.9% for the one year ending March 31<sup>st</sup>, 2011. The performance was slightly behind the policy benchmark for the

year, but outperformed the median fund. Over five years, the fund has underperformed the benchmark, and ranked fourth quartile. Below median ranking over the longer term was primarily attributable to poor results in Canadian equities.

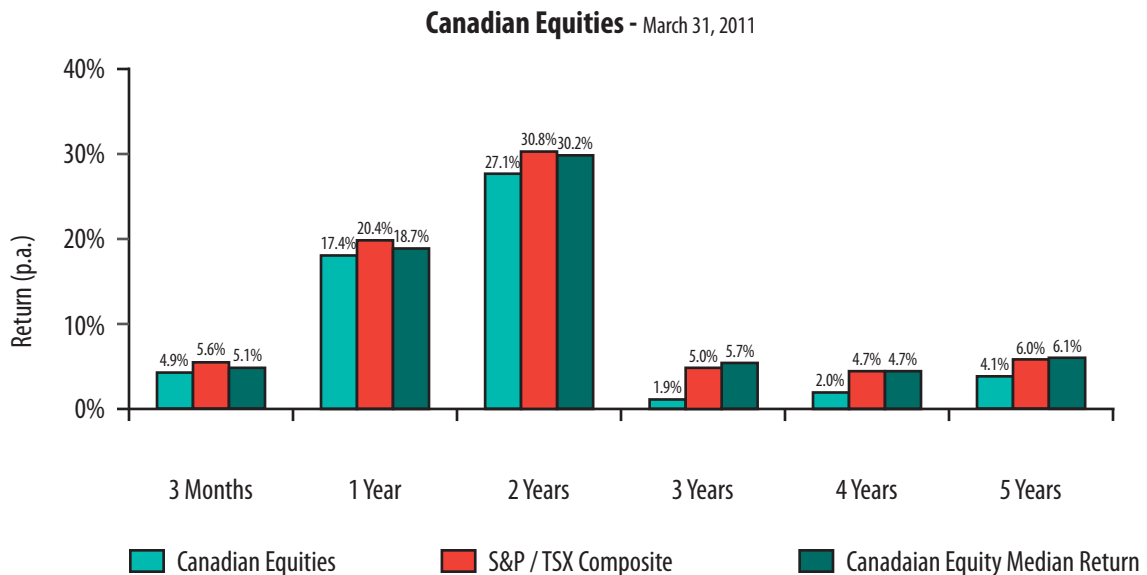


## Canadian Equities

The Canadian equity component of the fund is invested in publicly traded securities listed on major exchanges, with an emphasis in the portfolio on quality and diversification. Approximately 40% the Canadian equity

portfolio is managed by CIBC Asset Management with the other 60% managed by RBC Dominion Securities.

The total Canadian equity component returned 4.9% for the three months ended March 31<sup>st</sup>, 2011, lagging the S&P/TSX index



return of 5.6%. Over one year, the fund's Canadian equity return was 17.4%, behind the index return of 20.4% for the same period. These results ranked third quartile for both the three month one year periods relative to a universe of Canadian equity managers. Over five years, the Canadian equity component has trailed the returns earned by the benchmark and ranked fourth quartile.

CIBC Asset Management's portion of the Canadian equity component of the fund returned 6.2% and 19.4% respectively for the three months and one year period ended March 31<sup>st</sup>, 2011. Relative ranking was first quartile for the three month period and second quartile for the one year period.

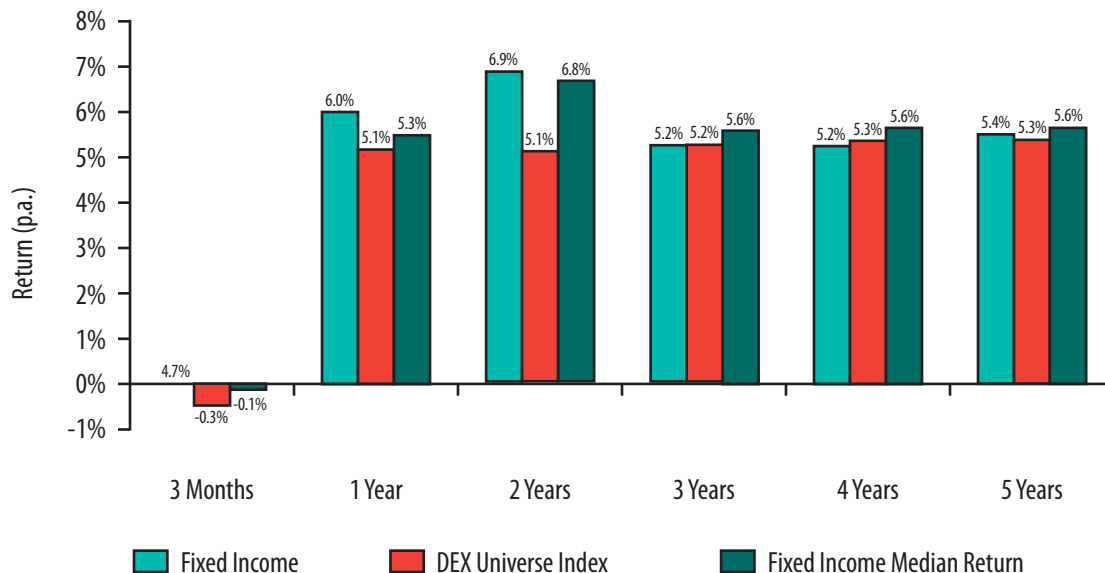
RBC's Canadian equity portfolio returned 4.2% over the three months ended March 31<sup>st</sup>, 2011 and 16.1% over the one year period. Relative ranking was third quartile over the quarter and fourth quartile over the one year period.

## Fixed Income

This component of the fund, managed by CIBC Asset Management, is largely invested in publicly traded fixed income securities including federal government, provincial government, municipal government and corporate bonds. Fixed income securities are purchased for both their income and capital gain potential. They are actively managed to take advantage of changes in interest rates between the various sectors of the bond market.

The fund's bond return for the year ended March 31<sup>st</sup>, 2011 was 6.0%, ahead of the DEX Universe Index return of 5.1%, while ranking first quartile relative to a universe of bond managers. Over five years, the bond component of the fund returned 5.4%, slightly ahead of the index return, and ranking fourth quartile.

Fixed Income - March 31, 2011



## Global Equities

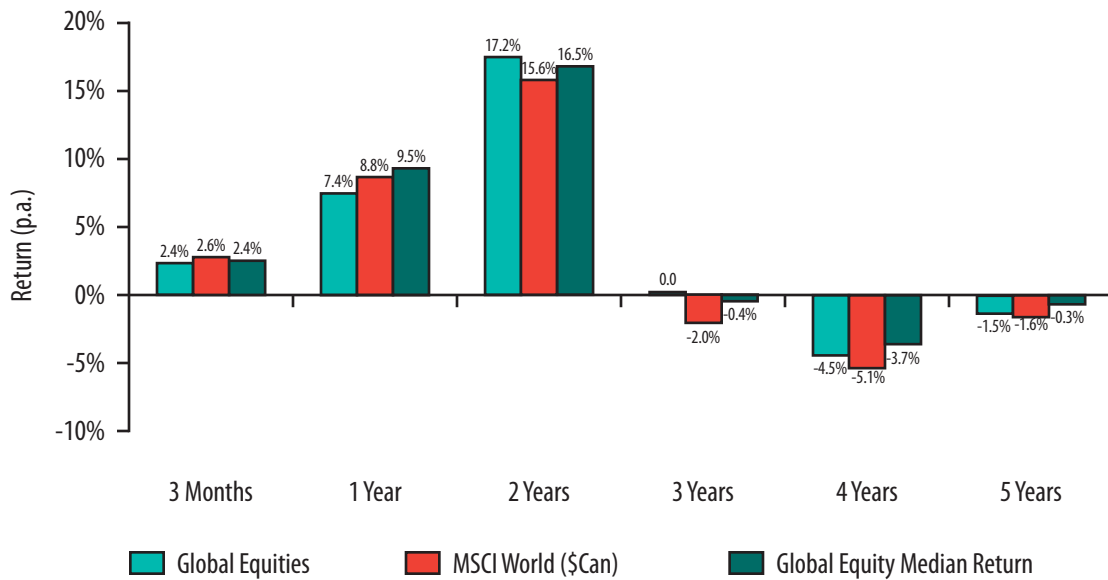
The global equity component, managed by UBS, is invested in U.S. and international securities listed on stock exchanges located in developed markets in America, Europe and Asia, including Australia and New Zealand.

The inclusion of global investments offers diversification benefits to the fund as well as access to sectors that are under represented in Canada (e.g., Health Care and Consumer sectors).





## Global Equities - March 31, 2011



The fund's global equity component has been managed by UBS since May 2004, and returned 7.4% over the one year ended March 31<sup>st</sup>, 2011, behind the benchmark return of 8.8%, and ranking third quartile compared to a universe of global equity managers. Over five years, the global equity component returned -1.5%, slightly trailing the benchmark return of -1.6% and ranking third quartile.

### 2010 Activities

- Investment Committee met in November 2010 and May 2011
- November meeting
  - Activities
    - Committee reviewed investment performance to September 31<sup>st</sup>, 2010
    - Investment managers made presentations to Committee
  - Action items
    - Towers Watson to review Statement of Investment Policies and Procedures and revise
- May meeting
  - Activities
    - Committee reviewed

investment performance to March 31<sup>st</sup>, 2011

- Recent performance of CIBC has improved
- Investment managers made presentations to Committee
- Statement of Investment Policies and Procedures reviewed by Committee
- Action items
  - Minor revisions to Statement of Investment Policies and Procedures

### 2011 Initiatives

- Investment Committee to continue meeting twice per year
  - Next meeting in November 2011
- Agenda will include
  - Review of investment performance to September 30<sup>th</sup>, 2011
  - Continued monitoring of CIBC and RBC

# Thank You & Recognition

## Donations

### Gwich'in Tribal Council **\$70,913**

<b>Sports</b> Gwich'in Cup, SAMS Sports Program, Curling, Hockey, Lacrosse	<b>Non-Profit Organizations</b> YWCA-YK, NWT Council of Disabilities – Inuvik Chapter, Santa's Elves Program, Inuvik Community Greenhouse	<b>Transportation Assistance</b> Designated Gwich'in Organizations	<b>Community Events</b> Great Northern Arts Festival, Royal Canadian Legion Poppy Fund, Community Easter Carnivals, Christmas & New Year's Community Feast
<b>Youth Initiatives</b> SAMS Nutritious Snacks Program, Children's First Society, Inuvik Youth Centre, Northern Youth Abroad	<b>Educational</b> Yukon College	<b>Music</b>	

### Gwich'in Development Corporation **\$146,648**

<b>Health</b> Canadian Diabetes Association, Canadian Breast Cancer Foundation, Terry Fox Foundation	<b>Traditional Activity</b> Dog Races, Yukon Quest International Canada	<b>Sports</b> Hockey, Curling, Figure Skating, Soccer	<b>Non-Profit</b> Inuvik Fire Fighters Association, Royal Canadian Legion Poppy Fund
<b>Community Events</b> Community Jamborees	<b>Youth Initiatives</b> Outward Bound – Youth Leadership Program		



# Thank You & Recognition

## Testimonials



Photo Caption:

Dear Richard -  
Thank you for  
your on-going  
long time support.  
It is greatly appreciated!

Team Galusha  
Kathy  
Dawn  
Shona  
Katie  
Kleather  
Coach Fred



Photo Caption:



Photo Caption:

# Thank You & Recognition

## Testimonials

**Gwich'in Tribal Council**

The western Canada Summer Games Girls soccer Team would like to say a **big** Thank-you for helping us out, we wouldn't have made it this far without you!

From: Kelsey  
Athena Ruthie Colleen  
Annah

Fort McPherson, NT

To All Tribal Council  
OR GTC

*It was very much appreciated.*

*"Thanks" alot for everything you did and keep up the good work.*

*Liam S. Jaja*

*So many thanks...*  
for so many things.

I would like to thank the Gwich'in Tribal Council for all their help while I followed my dreams and completed my University degree. Without you my journey would not have been as smooth.

Mahsi Cho,  
*Bobby Bourge*



# Completed 2010 Strategic Initiatives

## Goal 1: Governance

Goal	Develop effective governance of the overall structure and its related entities and prepare for the implementation of self-government authority and responsibility.
Rationale	GTC set this goal to continue to improve effectiveness and accountability. It was noted that a unified approach with well informed and trained people will contribute towards the support and success of the organization.
Desired Outcome	Highly effective governance and supporting structures.

## 2010 Initiatives

Initiative	2010 Progress
Board development and training for Gwich'in Governments on an ongoing basis	<ul style="list-style-type: none"> <li>• Board Manual drafting will be complete by end of March 2011.</li> <li>• Board negotiations training scheduled for March 2011.</li> <li>• Drafted Board Conflict of Interest Policy.</li> <li>• Developed annual Board Planning Calendar.</li> <li>• Instituted requirement for Board approval of budgets each March (Senior Management now submits budgets by the end of February).</li> <li>• GTC By-law review commenced.</li> </ul>
Educate communities with respect to the differing roles and responsibilities of board, executive and staff	<ul style="list-style-type: none"> <li>• Organizational chart prepared and will be amended for current changes.</li> </ul>
Advocate for the full and proper implementation of the <i>GCLCA</i> .	<ul style="list-style-type: none"> <li>• Provided input to the Auditor General of Canada to identify implementation issues.</li> <li>• Engaged in the development of the Porcupine Caribou Management Plan which is ready for signing.</li> <li>• Advanced the drafting of the Peel River Water Shed Plan.</li> <li>• Engaged in Trans-Boundary negotiations and secured a commitment to annual YESAA funding of \$100,000 for the first time funding related to <i>GCLCA</i> implementation in Yukon.</li> <li>• Commenced planning to reorganize to better address implementation issues by creating a department of inter-governmental relations.</li> </ul>



	<ul style="list-style-type: none"> <li>• Raised issues respecting economic measures with GNWT in preparation for arbitration.</li> </ul>
Inform staff, participants and communities	<ul style="list-style-type: none"> <li>• Human Resource Manual drafted and currently under review by Legal Counsel.</li> <li>• Staff Professional Development Workshops held.</li> <li>• Developed staff planning calendar.</li> <li>• Instituted monthly staff meetings and bi-weekly Senior Management meetings.</li> <li>• Developed and instituted annual staff work plans, performance appraisal system, and staff development and training program.</li> <li>• Update of all employee job descriptions in progress.</li> <li>• Instituted requirement for Board approval of Executive compensation.</li> <li>• Encouraged community leadership to invite GTC representatives to attend community meetings and events to provide information, solicit input and resolve concerns. Identified as an area that still needs improvement.</li> </ul>
Review the transition process of Designated Gwich'in Organizations	<ul style="list-style-type: none"> <li>• Conducted eight (8) Leadership Workshops on Governance to design the post-self-government roles and responsibilities of the Gwich'in regional and community governments.</li> <li>• Established requirement for DGO Work plans to be submitted along with a formal budget proposal. Instituted requirement for quarterly financial statements to DGOs.</li> </ul>



## Goal 2: Gwich'in Influence

Goal	Increase influence with governments, national and international agencies and other Aboriginal governments to effectively promote and assert the rights and interests of Gwich'in as an effective Gwich'in government.
Rationale	<ul style="list-style-type: none"> <li>This goal was set to raise the profile of the Gwich'in Tribal Council with respect to its assertion of self-government roles and functions within the global society.</li> </ul>
Desired Outcome	<ul style="list-style-type: none"> <li>Increased influence by the Gwich'in Governments with respect to the <i>GCLCA</i>.</li> </ul>

## 2010 Initiatives

Initiative	2010 Progress
Build strong Gwich'in Governments in the context of governments, jurisdictions, responsibility and authority.	<ul style="list-style-type: none"> <li>Conducted eight (8) Leadership Workshops on Governance to design the post self-government roles and responsibilities of the Gwich'in regional and community governments.</li> <li>Advanced clarity around future role of bands (post-self-government) through work of Chief's Side Table at self-government negotiations.</li> <li>Took a lead role in NWT Aboriginal government's opposition to Devolution AIP.</li> </ul>
Develop relationships that are collaborative, cooperative, committed and supportive.	<ul style="list-style-type: none"> <li>Established good working relationship with Yukon Government.</li> <li>Developed good rapport and protocol with Council of Yukon First Nations (CYFN), participated on regular CYFN meetings.</li> <li>Participated in several forums with GNWT (e.g. Regional Leader's Meetings) but unable to reach common understanding with GNWT on many issues.</li> <li>Attended Regional Aboriginal Leader's meetings to discuss common issues and advance GTC interests.</li> <li>Secured meeting with Liberal Leader Ignatieff when he toured NWT.</li> <li>Launched a lobbying effort with federal politicians in Ottawa in June 2010 to educate them on GTC self-government approaches and positions and raise the profile of GTC self-government.</li> </ul>

	<p>negotiations.</p> <ul style="list-style-type: none"> <li>• Developed and tabled two motions at the Assembly of First Nation's (AFN) meeting in December 2010. These motions called for AFN lobbying on the federal policy on self-government jurisdictions and financing. These motions passed.</li> <li>• Participated in meetings with other provincial and territorial aboriginal government representatives to discuss a coordinated approach to the federal review of its self-government financing policy.</li> <li>• Participated in meetings of the Aboriginal Land Claims Agreement Coalition.</li> </ul>
<p>Build a united Gwich'in Nation that works in the best interest of the Gwich'in, sets the framework and implements and protects the rights and interests of the Gwich'in.</p>	<ul style="list-style-type: none"> <li>• General activity occurred with respect to this initiative but no specific measures were documented.</li> </ul>



## Goal 3: Communications

Goal	Improve communications with participants, governments, industry, other Aboriginal organizations and the general public.
Rationale	<ul style="list-style-type: none"> <li>This goal was set to address concerns with respect to improving communications between participants and Gwich'in Governments, staff and other organizations on the future direction of the Gwich'in Governments.</li> </ul>
Desired Outcome	<ul style="list-style-type: none"> <li>Create a unified Gwich'in Nation through transparent and accountable governments.</li> </ul>

## 2010 Initiatives

Initiative	2010 Progress
Update and maintain websites	<ul style="list-style-type: none"> <li>Website now up and running.</li> </ul>
Evaluate current newsletter	<ul style="list-style-type: none"> <li>Newsletter publication interrupted during the year.</li> </ul>
New employee announcements	<ul style="list-style-type: none"> <li>Employee recognition program in place.</li> </ul>
Increase visibility through community meetings	<ul style="list-style-type: none"> <li>Community consultation on aspects of self-government undertaken.</li> <li>President and Vice President meetings with communities on community invitation.</li> <li>Meetings held with Gwich'in outside the GSA.</li> <li>Media releases issued and circulated.</li> </ul>
Designated Gwich'in Organizations develop their own annual reports.	<ul style="list-style-type: none"> <li>Community reports removed from GTC annual report.</li> </ul>

## Goal 4: Moving Negotiations Forward

Goal	Maintain and support Gwich'in involvement in current and future negotiations by the Gwich'in Tribal Council Board of Directors, Chiefs, Designated Gwich'in Organizations and community members.
Rationale	<ul style="list-style-type: none"> <li>This goal was set to continue progress towards self-sufficiency by Gwich'in Governments through the self-government process.</li> </ul>
Desired Outcome	<ul style="list-style-type: none"> <li>The self-government process will be finalized and a structure to support how external agencies deal with Gwich'in Governments.</li> </ul>

## 2010 Initiatives

Initiative	2010 Progress
Support and advance self-government negotiations at its accelerated pace.	<ul style="list-style-type: none"> <li>Conducted 8 Leadership Workshops on Governance significantly advancing this self-government topic.</li> <li>Coped with frequent changes in federal and GNWT Chief Negotiators and still made substantive progress.</li> <li>Negotiated aggressively for negotiations funding but achieved disappointing result. Low level of federal funding support slowing down negotiation process.</li> <li>Conducted community briefings on self-government progress.</li> </ul>
Develop a Gwich'in consultation policy	<ul style="list-style-type: none"> <li>Consultation Policy drafted</li> </ul>
Engage in trans-boundary negotiations, devolution, resource revenue and other economic agreements.	<ul style="list-style-type: none"> <li>Member of Senior Liaison Committee with Yukon Government.</li> <li>Actively engaged in trans-boundary discussions/negotiations.</li> <li>Took a lead role in assessing and opposing Devolution AIP. Developed a comprehensive technical assessment of the Devolution AIP.</li> <li>Worked aggressively with other NWT aboriginal governments to attempt to change the AIP or develop a process to address AIP issues in final agreement negotiations (the Protocol Agreement).</li> <li>Despite best efforts GNWT and Canada signed the Devolution AIP without the support of NWT Dene governments.</li> <li>Challenged the GNWT on adherence to the economic measures provisions of the <i>GCLCA</i>.</li> </ul>





<p>Maintain and build new relationships to develop effective networks.</p>	<ul style="list-style-type: none"> <li>• Improved relationship with Yukon First Nations and participated regularly in CYFN forums.</li> <li>• Initiated a major Ottawa political lobby respecting self-government issues.</li> </ul>
<p>Lead in land claims issues and policy through participation in appropriate forums.</p>	<ul style="list-style-type: none"> <li>• Actively participated in Land Claims Agreement Coalition process.</li> <li>• Developed and submitted two motions to the AFN on lobbying the federal government for changes to its self-government financing policy and the federal Inherent Rights Policy. Motions passed.</li> <li>• Participating on national Aboriginal initiative to lobby for changes in the current federal review of its self-government financing approach.</li> </ul>

## Goal 5: Strengthen Mandates

Goal	Strengthen the mandates, authority and responsibility of Gwich'in Governments
Rationale	<ul style="list-style-type: none"> <li>This goal was set to reaffirm the mandate of the Gwich'in Tribal Council and its related entities in the implementation of the <i>Gwich'in Comprehensive Land Claim Agreement</i> in an effective and efficient manner.</li> </ul>
Desired Outcome	<ul style="list-style-type: none"> <li>To ensure that the appropriate structures are in place and that the Gwich'in Governments can respond in a timely manner for smoother transition.</li> </ul>

## 2010 Initiatives

Initiatives	2010 Progress
Create Gwich'in Governments structures and powers.	<ul style="list-style-type: none"> <li>Conducted 8 Leadership Workshops on Governance to develop the Gwich'in Governance Model and Structures post-self-government. This set the context within which roles and responsibilities could be discussed as they exist now and will exist in the future.</li> </ul>
Review the Gwich'in Tribal Council by-laws and assignment of responsibilities and authorities as set out in the <i>Gwich'in Comprehensive Land Claims Agreement</i> .	<ul style="list-style-type: none"> <li>By-law review underway.</li> </ul>
Consider and reflect upon the public election process adopted in governance structure set out in the <i>Gwich'in Comprehensive Land Claim Agreement</i> .	<ul style="list-style-type: none"> <li>Elections by-law review and elections policy under consideration.</li> </ul>
Ensure that our fiscal resources and human capital are sufficient to achieve the goals as set out in this document.	<ul style="list-style-type: none"> <li>Developed and submitted a Pre-Implementation and Capacity Building Plan to the self-government negotiating table and requested resources. Some sources of existing funding were identified which could be pursued but no new funding was secured. Implementation of the Plan is dependent on securing new resources.</li> </ul>



## Goal 6: Programs and Services

Goal	Maintain and support quality programs and services for Gwich'in through the Gwich'in Governments.
Rationale	<ul style="list-style-type: none"> <li>This goal was set to ensure that program and service delivery are properly resourced as the Gwich'in move towards self-sufficiency through the self-government process.</li> </ul>
Desired Outcome	<ul style="list-style-type: none"> <li>Create greater self-sufficiency and self-reliance in the delivery of programs and services that empower Gwich'in.</li> </ul>

## 2010 Initiatives

Initiative	2010 Progress
Build capacity for funding access and transfer knowledge in the communities.	<ul style="list-style-type: none"> <li>Significant staff development improvements for GTC staff including regular professional development training, regular staff meetings with rotating chair, staff member presentations on topics of interest.</li> </ul>
Advocate and strategize governments for improved programs and service transfer agreements.	<ul style="list-style-type: none"> <li>Developed a Report on a GTC initiative to complete the Mackenzie Valley Highway and are now ready to advance the Proposal to the federal and territorial governments</li> <li>Workload made progress slow.</li> </ul>
Annual evaluation of programs and services to ensure quality delivery.	<ul style="list-style-type: none"> <li>Workload made progress slow.</li> </ul>
Initiate employee and Board of Director's recognition to acknowledge and support their efforts.	<ul style="list-style-type: none"> <li>Employee recognition program instituted and being followed. Initiative completed for staff component.</li> </ul>



