



# GWICH'IN TRIBAL COUNCIL

Annual Report 2012 - 2013

“Unity Through Diversity”



## Annual Report 2012-2013

### Vision Statement

The Gwich'in are a culturally vibrant and independent nation that is environmentally responsible and socially, economically and politically self-reliant.

### Mission Statement

The Gwich'in Tribal Council protects and advances the interests of Gwich'in through hard work, collaborative approaches and good governance in order to improve the lives and preserve the culture of the Gwich'in.

### Board Values

**Respect:** We will treat everyone with respect

**Commitment:** We will work hard every day for the Gwich'in people

**Integrity:** We will follow high standards of behavior and always put the interests of the Gwich'in people first

**Trust:** We will be trustworthy and keep our word

**Accountability:** We shall set and publish clear goals and regularly report on progress and financial performance

**Knowledge:** We will build and preserve our traditional and modern knowledge and make decisions based on a thorough understanding of the matters before us

**Transparency:** We will conduct our business in an open manner; we will report on all aspects of our operations regularly; we will respond fully to questions from participants on a timely basis

**Solidarity:** We will work together in open constructive ways respecting each other's viewpoints but standing behind our group decisions

**Honesty:** We will mean what we say and never be untruthful or deceptive

**Gwich'in Culture and Beliefs:** Our Gwich'in culture and beliefs will guide our work and decisions

# Contents

## Board of Directors

Members .....	2
GTC Governance to Operations.....	3

## Executive Team

President, Rober Alexie Jr. ....	4
Vice-President, Norman Snowshoe.....	7
Chief Operating Officer, Fred E. Koe .....	9
Chief Financial Officer, James Wong.....	11

## Tribal Operations

Business Development .....	13
Communications & Public Relations .....	15
Gwich'in Services .....	18
Lands and Resources Management.....	22
Regional Wellness .....	27
Intergovernmental Relations .....	29

## Gwich'in Organizations

Gwich'in Enrolment Board .....	32
Gwich'in Social & Cultural Institute .....	33
Gwich'in Settlement Corporation.....	40

## Thank You & Recognition

Donations .....	49
Testimonials .....	50
2012-2013 Strategic Plan Update.....	51



# Board of Directors

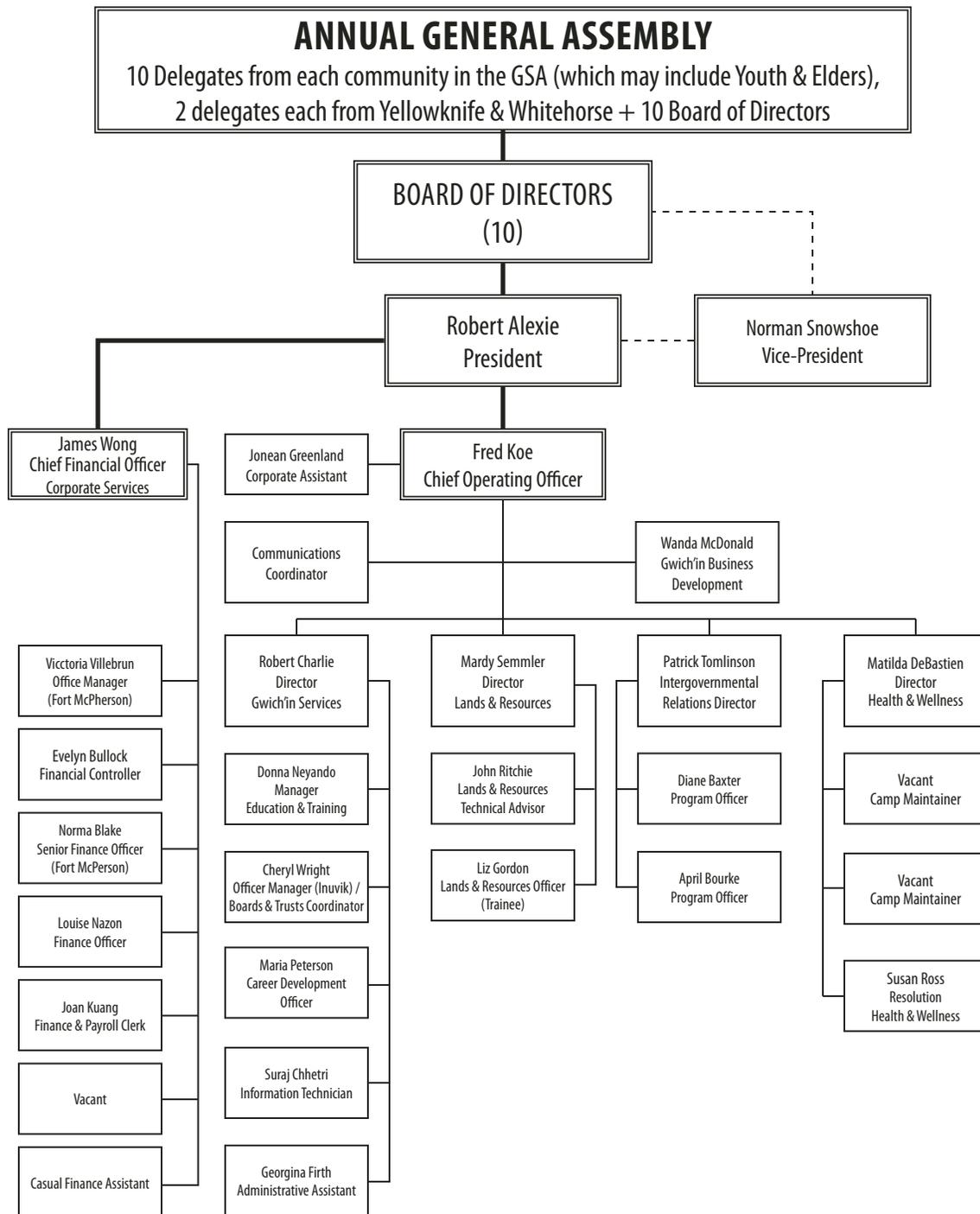
## Members



**Top row left to right:** President Robert Alexie Jr, Vice-President Norman Snowshoe  
**Middle row left to right:** Jozef Carnogursky, Carolyn Lennie, William Koe, Herbert Blake  
**Bottom row left to right:** Danny Greenland, Eugene Pascal, Johnny P Charlie, John Firth

# Board of Directors

## GTC Governance to Operations



# Executive Team

## President, Robert Alexie Jr.

Sha Gwich'in K'at.

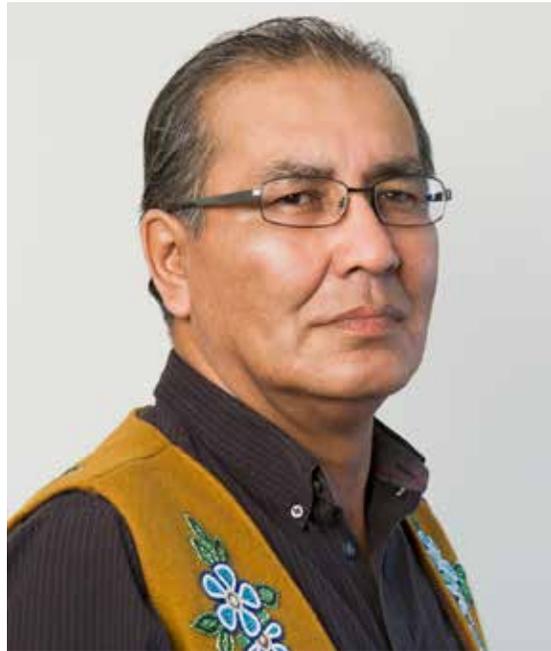
I was elected President of the Gwich'in Tribal Council on Friday, June 22, 2012, and I thank all those who came out to vote and make a difference. It's been over a year and I am humbled by your support and I am privileged to be given the opportunity to once again serve my people in a meaningful capacity.

First of all, I would like to commend Vice-President Norman Snowshoe on the work he has taken on including implementation, self-government, education and training and issues dealing with wildlife and the Yukon. It's not an easy job, but someone has to do it and who better.

Days after our election, Norman and I called Fred Koe who was supposed to be retired and make him an offer he couldn't refuse; be our Chief Operating Officer and live in Inuvik, travel to the Gwich'in communities and take part in lots of feasts and dances. We are pleased Fred took the offer as his education, experience and knowledge has proved to be invaluable.

Norman and I both ran on the premise of being transparent, accountable and responsible. One of the first things we did was put your assembly back on CKLB. We are also committed to putting out a quarterly newsletter. Further, we've had community information sessions in Edmonton, Fort McPherson, Tsiigehtchic, Yellowknife, Whitehorse, Aklavik and Inuvik. We hope to make the rounds once more before the annual assembly, which will begin on Tuesday, August 20, 2013, in Inuvik.

I would also like to commend the staff of the Gwich'in Tribal Council on their work and on assisting Norm, Fred and I during and



*President, Robert Alexie Jr*

after the period of transition. It is important that the day to day operations and activities of the tribal council do not slow down or are interrupted during an election period. And this did not happen, thanks to the staff.

One of the things I've learned from my past is that good leadership means surrounding yourself with good people, and that, we hope, is what we are doing. This is not a one or two person show; it's a group and organizational effort.

As I see it we have a number of issues that we have to deal with.

First is rebuilding the Gwich'in Tribal Council as a whole, and that includes the Gwich'in Settlement Corporation and the Gwich'in Development Corporation. This means re-establishing and rebuilding contacts in

government and in the business world. That also means updating our strategic plans, by-laws and policies.

Over the last decade we have not heard much about the Gwich'in Development Corporation; that has to change. Also what has to change, and it's been talked about for decades, is the separation of business from politics. The object of any development corporation should be to make a profit for its owners. Politics has its place, but we have to know where that place is.

There are a number of projects that may, if they go ahead, help alleviate unemployment and help our people help themselves. These are the Inuvik to Tuk Highway, the Mackenzie Valley Highway, and the fibre optic line. And we hope to play an active and meaningful role in these.

There are three main things that we, at the GTC, have to deal with in the political arena: devolution, self- government, and implementation.

Devolution refers to the transfer of power and control over lands and resources in the NWT to the Government of the NWT. The GTC spent a lot of Gwich'in money on the court case before it was dropped. To date, we have received funding to participate in the negotiations that led to the signing on Tuesday, June 25th in Inuvik. The agreement will take effect on April 1, 2014.

As I said, we should not fear devolution, but embrace it and make it work for us. And by us, I mean the people of the NWT. There are a lot of concerns about devolution, but the fact of the matter is that devolution will bring the decision making process on how we, in the NWT, use and develop and preserve all public lands in the NWT. Nothing in the devolution agreement will adversely affect any treaty or land claim right. And in the end, we, the aboriginal groups in the NWT, will get to share in the resource royalties in the NWT; the only jurisdiction in Canada to do this.

We are also making headway in the area of self-government and have a constitution that was approved by the GTC Board in December as per the motion from the assembly. There is still a lot of work to be done and I am confident Norman and his group will bring home a Self-Government Agreement in Principle in the near future.

One of the first things we, as a new executive, did was shut down the Gwich'in camp. This may have been an unpopular move, but the cost of operating the camp was too much and this had to be done. We cannot spend any more Gwich'in money on programs and services that are government's responsibility. In the next few weeks, Norman shall be taking the lead on setting up a working group to look at the camp and how best to use it and how to fund it.



*GNWT Premier Bob McLeod and GTC President Robert Alexie signing the Devolution, MOU and the Intergovernmental Relations Agreements on October 12, 2012.*



In the first few weeks of our administration, we took steps to stop spending in the GTC and in GDC where we felt we shouldn't, but this is not the place to give specifics.

We also met with the Government of the NWT and have an inter-governmental agreement and another on contracting in the settlement area. We will meet with the Premier and Cabinet twice a year on issues of common concern and had our first meeting in Inuvik in December and another in Yellowknife in July.

In the 1990s, shortly after our claim was signed, we, the Board of Directors of the GTC, set up a by-law for the Gwich'in Settlement Corporation to ensure that the financial compensation would be protected for use by future generations. This by-law was amended or rescinded the following year and this gave the executive and/or the board the authority to use land claims funds as they saw fit without taking it to the assembly. This will have to change, again.

This year, at the assembly, I shall be taking the lead in explaining our financial statements, including our 'Legacy Fund'; what it means and where the shortfall was spent over the years. The Legacy Fund refers to our compensation and what it should be worth. Over the years, we have come close to meeting the Legacy Fund benchmark, but have not reached it, nor kept above it. We've used the funds for economic development (the GDC), for social programs (the Gwich'in camp) and for administration (the GTC, GSCI and the DGOs).

I have been spending some time on the Gwich'in Development Corporation and its subsidiaries, and we are slowly making headway, but there's a lot left to do and to accomplish. I am not going to sugar coat or embellish the truth. The truth is our development corporation leaves a lot to be desired and this too has to change. And it will as soon as we separate business from politics.

One of the big moves we make this year was to get our trucking company back in business. In February of this year, I gave the go ahead to set up a new company, Dinjii Zhuh Trucking Ltd., then obtain financing, acquire equipment, negotiate contracts, and get back

into business. Contrary to popular belief, we did not use land claims monies for this project. We got loans from the bank.

As of the end of June, when I wrote this report, there is still the matter of our former trucking company, or what's left of it. I cannot comment on that in this report, but shall give an up-to-date, if warranted, behind closed doors and in-camera.

As mentioned, I hope to be taking time before the assembly to go to each community to discuss the GTC and GDC financial situation and what we are doing.

Remember, this is your tribal council and your land claim and you have the right to know.

In closing, I would like to congratulate all those who made tremendous strides in their lives this year, especially the graduates. Special congratulations to our own Norma Blake and Bradley Charlie, who took the initiative to further his education down in Texas. Yee-haw!

I would also like to extend my condolences to those who lost loved ones. There are too many to name, but I would like to mention John Kendo, Elizabeth Blake, Frank Firth, Albert Peterson, Shirley Firth- Larsson, Michael Coyen and Cecilia Pascal.

A long time ago, soon after we signed our land claim agreement, we set up was the Gwich'in Enrolment Board whose job it was to enrol Gwich'in and to accept applications from those who, although not Gwich'in according to the land claims, lived among our people and who could be community accepted. Cecilia was one of the first people to submit her application and the first person to be accepted. But this was just a formality; Cecilia was and is a Gwich'in.

Once again, I thank you for your support and I thank my wife and family for allowing me the honour and privilege of serving my people.

Haii Cho. RAjr

# Executive Team

## Vice-President, Norman Snowshoe

Shalak Kat..

It has been a year since I was elected as your Vice-President. This is my report on this past year's activities.

It has been a privilege to work on your behalf at the Gwich'in Tribal Council (GTC). I am truly thankful for the support I have received from the GTC President Robert Alexie Jr., the GTC Board of Directors, the GTC Executive, the GTC Staff and, most importantly, the Gwich'in community.

This past year has been very challenging; the GTC leadership has had to make major decisions that impact the Gwich'in. I commend the President and the GTC Board of Directors on stepping up and making these difficult decisions.

Robert Jr. has taken on the role of Gwich'in Development Corporation (GDC) Chair and the huge task of rebuilding the GDC. The amount of effort required for this monumental task is huge and Robert should be commended. The GTC Board of Directors should also be commended on making some hard decisions and moving forward. As part of my campaign to become your VP, I said that Business and Politics should be separate. I stand by that and have not participated in any of the "Business" that the GTC is involved in. I have therefore left these activities in the capable hands of your President Robert Alexie Jr.

My portfolio includes the following; Self Government, Gwich'in Services, Education, Land and Resource Management and the implementation of the Gwich'in Comprehensive Land Claim Agreement (GCLCA).

The GTC was given direction at the 2012 AGA to develop a constitution by December 2012. I am happy to report that we have succeeded in developing a Draft Constitution. This Draft Constitution will serve as a basis for ongoing Self Government negotiations. A major component of the Constitution is the Gwich'in Government Structure. This has been completed and is still being negotiated with Canada and the GNWT to iron out the fine



*Vice-President, Norman Snowshoe*

details. The Gwich'in are being represented at the negotiating table by the Gwich'in Self Government Negotiation Team. The Team is made up of community representatives from all four Settlement Area communities, a Gwich'in Band Chief, legal counsel, technical support and myself. There is no lead negotiator and all major Gwich'in positions are established by consensus among the Team.

As part of the negotiations, the Gwich'in continue to research other Self Government Agreements and Governance Structures. During the past year, the Negotiation Team met with representatives of the Tli Cho Government in Yellowknife, and then, as part of a tour of British Columbia, met with political leadership and senior officials of the Tswassan, Maa-Nulth, and Nisga'a Lisims Governments to discuss their experiences negotiating and implementing their agreements. The major message we heard: Self Government is not going to fix all your problems, but it is a far superior arrangement than working under the Indian Act. In B.C., I heard that the administration requirements under the Indian Act are far more cumbersome and trying to develop programs to address



community problems is next to impossible, when compared to life under self-government.

The Gwich'in Self Government Negotiating Team learned that a Gwich'in self government will require at least 50 full time positions to do the work. To create a workforce of Gwich'in it is imperative that we develop a Human Resource Strategy. To that end, a self-government conference is being scheduled for Inuvik in September to discuss what strategies the Gwich'in should consider to prepare themselves for self-government.

Also under the self-government file, the Gwich'in had the monumental undertaking to participate in the "Assessment Process" that the government of Canada imposed on Aboriginal Negotiations tables across Canada. When I joined the Negotiation Team, the Gwich'in table was in real danger of losing funds to continue negotiations. The Government of Canada was concerned about the lack of progress being demonstrated at this table. Over the past year, I have met with senior officials in Ottawa on numerous occasions demonstrating that we are progressing both politically and technically on this file. The assessment is ongoing and we are cautiously confident that the lobbying effort has paid off and we will continue to negotiate a Self Government Agreement should we choose to continue on this path.

The President and I have put a lot of emphasis on education and training of Gwich'in during our term. During the past year we have given out funds for training to Gwich'in participants who apply and are eligible for funding, for high school students, the GTC organized a Gwich'in Education Forum and a Gwich'in Post-Secondary Education Tour. The GTC also developed a Gwich'in Education Committee to oversee Gwich'in Education and Training activities.

I am also responsible for Lands and Resources Management on behalf of the Gwich'in. This file consists of managing lands and resources in the Yukon and NWT. The number one concern for the Gwich'in is the Peel Watershed Land Use Plan. The 2012 AGA gave clear direction to finalize the Peel Planning Commission Draft Plan. The GTC has taken our position directly to the Premier of the Yukon Government. The GTC has also worked closely with the other First Nations of the area to lobby the Yukon Government on finalizing the Commission's Recommended Plan. Negotiations to finalize the

Plan for the Peel is ongoing and we will continue to take direction from the Gwich'in on this issue as the file moves forward.

The regulation of lands in the Gwich'in Settlement Region continues to be a major concern. The GTC continues to monitor and participate in negotiations as required to ensure that our region is responsibly developed. The GTC participates and contributes to the "Regulatory Improvement" initiative that the Government of Canada has undertaken.

It has been twenty years since we signed our Land Claim Agreement and in those twenty years we have not done anything with our private lands. As the VP, I have started discussions on developing a plan to take a look at what could be done with those lands. First, we need to find out why these lands were selected in the first place. I shall be seeking direction from the AGA on what we should do with these private lands.

As part of the Land Claim, we were given land, harvesting rights, and Economic Development opportunities in the Yukon. In the twenty years since our claim has been settled, we have not yet developed a program for the Yukon to ensure that Gwich'in rights, lands and economic opportunities are being properly looked after. The GTC has initiated a Yukon Strategy to address this. We have met with the Yukon Government and have begun developing a plan to develop the strategy. This is ongoing and will need further discussions to develop the strategy.

Since 1992 the Implementation of our Land Claim has been an ongoing exercise. Over the next year, the GTC will be negotiating and finalizing the next 10 year Implementation plan of the Gwich'in Land Claim Agreement. The Land Claim Implementation Committee is the lead on this work, and I am the Gwich'in representative on this committee. I assure you that I am working closely with GTC technical officials to make sure the next ten year plan is strong and addresses Gwich'in priorities.

This year has been extremely busy and I am happy to report that we have made major gains in our effort to fully implement the Land Claim and eventually become a self governing Nation. For I believe that the ultimate goal of all Gwich'in is to be totally independent and self-sufficient, like our forefathers.

Haii Cho for your continued support.

# Executive Team

## Chief Operating Officer, Fred E. Koe

After the Gwich'in Tribal Council election results were tabulated last June I was contacted by incoming President, Robert A. Alexie to come to Inuvik to work as the Chief Operating Officer. It is hard to believe that a year has passed already. It has been a busy and productive year as the new executive and Board of Directors and staff have been working diligently to meet the goals and objectives of the GTC.



Chief Operating Officer, Fred E. Koe

### GTC Annual General Assemblies

The 2012 AGA was held in Fort McPherson from August 14-16. This was a successful event, and the community were wonderful hosts. The GTC Assembly was held after the tri-annual Gwich'in gathering in July and then the famous Mid-way Lake music festival in early August.

The 2013 AGA is scheduled to be held in Inuvik from August 19-22, 2013.

### GTC Board of Directors

This has been a very busy year for the Board of Directors as they worked with the new

### The following Board meetings were held over the past year:

July 11-12	Aklavik	July 25-27	Inuvik
August 7	Inuvik	August 14	Fort McPherson
August 24	Inuvik	October 12	Aklavik
December 10-12	Inuvik	February 10-12	Inuvik
March 25-26	Inuvik		

### The Board of Directors also participated in the following meetings:

GDC Board	July 12	Aklavik
GTC Board Planning Workshop	September 21-23	Inuvik
GDC Board Planning Workshop	September 28-29	Inuvik
GSC Board	November 13-14	Inuvik
GTC-GNWT Intergovernmental meeting	December 11-12	Inuvik
GTC Strategic Planning Workshop	February 11	Inuvik



executive through their transition. The directors also adopted team approaches to work on various initiatives, so some of them became very engaged on the negotiations teams for self-government, devolution and some intergovernmental discussions. This has proven to be very beneficial as the directors become more engaged in the GTC's activities.

## Executive

President Robert A. Alexie and Vice-President Norman Snowshoe are the Executive members of GTC. Supporting them as Executive Officers are Fred E. Koe, the Chief Operating Officer and James Wong, the Chief Financial Officer. This Executive teams meets periodically with GDC's managers to plan and strategize GTC activities and initiatives. The Executive team with some of the managers also travelled to the Gwich'in communities plus Whitehorse, Yellowknife and Edmonton to hold community information sessions with Gwich'in participants on Gwich'in activities. Participants who attended these meetings were appreciative to get updates and meet the Executive and were supportive of GTC's initiatives.

## GTC Operations

It has been a hectic year in trying to upgrade the administrative foundations of the organization. The by-laws are being updated, the computer and telephone systems are being replaced; the websites are being revamped; the policies are being updated; the organization structure is being reviewed and changes are being made; and a central filing system is being developed. Once all of these tasks are completed then the GTC will have modern tools and systems and people in place to be able to function effectively. As we work towards a self-government agreement we need to have a solid administrative foundation to operate from to implement self-government.

## Contributions

- **Bereavement Assistance**  
The bereavement assistance policy provides up to a maximum of \$1,000 per family when there is a death of an immediate family member. In 2012/13

GTC paid \$25,000 to 25 families. GTC also paid an additional \$3,067 for assistance for funeral expenses.

- **Emergency Assistance**  
The emergency assistance policy is available for participants who require financial assistance in the event that there is an emergency whereby a participant of family is undergoing undue hardship and stress due to unforeseen circumstances. In 2012/13 64 grants were issued totalling \$26,957.
- **Christmas Hampers**  
GTC annually covers the costs of providing a Christmas hamper to each registered Gwich'in family. 849 hampers were distributed to families for a total of \$67,037. Instead of actual hampers, payments of \$50 each totalling \$33,400 were issued to 668 participants living outside the GSA. The total amounts paid for these hampers were \$100,437.

## Fiscal Resources

GTC's annual operational budget for 2012/13 was approximately \$8.2 million. Third party contribution agreements totalled \$4.6 million or approximately 56% of the operational budget. Resource royalties totalled \$2 million or approximately 24% of the operating budget. The Gwich'in Settlement Corporation annual contribution totalled \$1.6 million or approximately 20% of the operational budget.

In comparison to 2011/12 we decreased our revenues by \$1.6 million which is a reduction of about 16%. GTC is continuing to address the budget issue and is managing to live within the reduced revenue limits.

I would like to thank the GTC Executive, the Board of Directors, GTC staff who provides the support to serve our participants. I also wish to thank everyone outside the GTC who continue to support us in our endeavours.

Mashi-cho

Fred E. Koe, CMA, CAFM Chief Operating Officer

# Executive Team

## Chief Financial Officer, James Wong

Drin Gwiinzih,

This is my second year in writing the CFO's report. There were lot of improvements and changes during the year and the Finance Dept will continue to work tirelessly as the steward of your finances. I personally consider this a very important responsibility and I have taken up this responsibility very seriously since day one.

### Results for the year

The financial results for the year 2012-13 and the GTC consolidated financial statement along with my CFO report is under separate cover. This supplementary financial report will accompany the annual report.

### Achievements, Progress and Initiatives in 2012-13

We continue to make great progress and improvements in the Finance department relating to staffing, accountabilities, controls, and portfolio evaluation. We completed the year end closing without hiring any external consultant due to proper planning and hard work of the Finance staff. The annual audit fee charged by KPMG has been significantly reduced by more than 40% or \$162,500 due to my steadfast negotiation and continuous improvement in the Finance Dept.

Second year in a row, the Aboriginal Affairs and Northern Development Canada (AANDC) classify GTC as low risks. What that means is GTC has proper internal and financial controls in place and AANDC have no worries in providing contributions to GTC and all its fully-owned subsidiaries.



*Chief Financial Officer, James Wong*

### Staffing

The staff of the Finance department are: myself (CFO), Evelyn DeBastien (Financial Controller), Joan Kuang (GDC Controller), Louise Nazon (Finance Officer) and Nicolinea Minakis (Finance Clerk). In Fort McPherson, they are Norma Blake (Senior Finance Officer), and Vicky Villebrun (Senior Finance & Administration Officer).

I will continue to build capacity in the department so our people will be able to take on more important roles in the future. In addition, this will eliminate the use of external consultants and save thousands of accounting costs. We continue to provide management reports on a timely basis.



## Accountabilities

An annual operational budget is approved by the Board to monitor the expenditures of different programs and services provided by GTC and GDC. We also provide quarterly financial statements including budget variance reports to the Board.

Our staff is working closely with the department managers to ensure compliance with budgets and reporting requirements required by funding agencies. Finance will provide monthly transaction reports and quarterly budget variance reports as required.

To increase transparency and accountability, the Gwich'in Settlement Corporation requires an annual budget and work plan in addition to quarterly progress reports from organizations that receive settlement funding, which includes the DGO's and RRC's.

## Internal Controls

There are no internal control weaknesses identified by our auditors, KPMG, on the Management Letter. The internal controls system is monitored constantly to ensure it is working effectively and will be updated immediately if weakness is identified. This is to ensure our assets are properly protected and safeguarded.

All travel and credit card expenses must be properly approved and supported

with receipts before payment is made and employees have to complete travel expense claim form for all business trips within five days of completing the trip.

## Moving forward

I will continue to make positive differences in the Gwich'in Tribal Council as this year financial results speak for themselves. I would like to take this opportunity to thank all the Executives, Directors and Managers for their continuing support and all the Finance staff for their hard work, commitment and dedication.

The rebuilding of GDC is on-going and tough decision has to be made to cut losses of non-performing investments. Losses and impairment in value of investments will be realized in the income statement in the coming year. There is lot of work to be done and this is one of the important priorities in the coming year.

It is time to create wealth for our people, the time is now and we can't afford any more delay.

Mashi' Choo,

James Wong, MBA, CA(UK), FCPA, CMA, CGA, CFE Chief Financial Officer



Left to right: Louise Nazon, Evelyn DeBastien, James Wong, Nicolinea Minakis and Joan Kuang.

# Tribal Operations

## Business Development

### **March - June 2012:**

For the first two quarters of the 2012/13 fiscal year, the Manager, Business Development position remained vacant, despite this, the key initiatives identified in the 2012/13 funding proposal were carried out with the COO responsible for the program management and staff assisting with carrying out the initiatives identified below.

### **Year end reporting and Proposal renewal:**

The 2011/12 year end accounting and written report was prepared and submitted along with 2012/13 proposal renewal.

### **2012 Inuvik Petroleum Show:**

The Inuvik Petroleum Show is an annual event attended by GDC and GTC, along with other Registered Gwich'in business. This year, GTC hired 4 Youth ambassadors selected by the Nihtat Gwich'in Council to distribute information, assist with manning the booths and network with the general public. The Youth ambassadors were well received and enjoyed participating in the IPS.

In addition, GTC hosted two Gwich'in Participants who demonstrated sewing traditional bead work. This demonstration was well received.

Several booths were purchased and allocated to GDC businesses, two additional businesses Bob's Welding and E. Graphics also participated in the IPS. GTC always provides a display at the IPS, as we promote the programs and services offered to Gwich'in Participants as a result of financial contributions from oil & gas access and benefits agreements in effect.



*Manager, Business Development, Wanda McDonald*

### **Acquisition Review:**

During the first two quarters, several acquisition reviews were underway, two specific to the oil and gas industry. All acquisitions were discontinued in July 2012.

### **NWT Tourism Association:**

The GTC is a member of the NWTTA, this year the GTC Board appointed Margaret Nazon to the NWTTA board. Margaret Nazon is a local artist from Tsiigehtchic and has a wide variety of experience with tourism initiatives.

### **GDC Strategic Planning:**

In October 2012, a strategic planning session was held with the GDC Board of Directors. Initial assistance was provided to coordinate the meeting. An interim General Manager has been hired to assume these responsibilities.

### **Business Development Website:**

The Gwich'in Business website is in the process of being upgraded. We always strive



Photo Credit - Hughie Graham, Northern Properties



Margaret Vittrekwa, Margaret's Crafts and Michael Fabijan, Kavik-Axys Inc. Inuvik Petroleum Show 2013.

to try and make the website as user friendly as possible. The main purpose of the business development website is to Register Gwich'in business; provide the business community with information regarding upcoming procurement opportunities provided by the federal and territorial governments and network with the local business community.

### Registration of Gwich'in Business:

The GTC continues to encourage Gwich'in participants to register their business. There is Federal and Territorial procurement opportunities that are not being taken advantage by Gwich'in business and the website can assist in promoting these opportunities.

### Entrepreneurial Assistance:

We've had several requests for assistance from Gwich'in businesses. In most cases, we refer these requests to the GNWT ITI office either in Inuvik, Fort McPherson or Aklavik. Each of these communities has a local Economic Development Officer who can assist with funding requests, proposal development and funding program information.

### Procurement Workshop:

In February 2013, the GTC in conjunction with GNWT and Canada held a workshop in Inuvik. The workshop focused on procurement processes, registering your business with the Federal government through MERX, registering your business with BIP (Business Incentive Policy). GTC will be requesting through the Implementation Committee that additional workshops be held in the four communities. If the request is approved, workshops will be scheduled for the fall 2013.

### Other initiatives:

Participate in North Yukon partnership projects – this is a work-in-progress file. Yukon initiatives have been transferred to GDC to administer.

Wanda McDonald  
Manager, Business Development



Vincent Cardinal, Craftsperson, IPS 2013

# Tribal Operations

## Communications & Public Relations

### **2012-2013: A Year of Accomplishment**

At the request of the Board of Directors, and under the Executive leadership of President Robert A. Alexie and Vice-President Norman Snowshoe, your GTC Communications Department initiated an extensive overhaul of the office computer system in Inuvik, together with substantial system repairs and upgrades at GTC Fort McPherson and Tsiigehtchic, as commenced in the fiscal year 2012-2013.

To complete this critical, strategic and urgent task by the end of 2013, GTC Communications welcomed IT specialist Suraj Chhetri to a fulltime staff position in 2013. Our expanded team also worked with outside NWT IT consultants to ensure that this new upgraded system would be reliable, secure and stable, state-of-the-art technology. He was ably assisted by Chris Schab, GTC Communications Associate.

These computer upgrade projects are still ongoing in 2013-14; we have listed the main undertakings below.

### **New Technology for the GTC**

Storage is a hot, and complex, topic in the IT world these days. We were facing lots of problems

in storage, such as limited email space, user folder space, etc. Our new Storage Spaces is a new feature in Server 2012 that lets us use inexpensive hard drives to create a storage pool, which can then be divided into virtual spaces that are used like physical disks.

They can include “hot standby drives” and they use redundancy methods such as 2- or



*Communications Director, Larry Frolick*



*Information Technician, Suraj Chhetri*



3-way mirroring or parity. We can add new disks any time, and a space can be larger than the physical capacity of the pool. When we add new drives, the space automatically uses the extra capacity.

This is an efficient and economical way of storing data and increasing our communications capacity as we move to an expanded political, economic and cultural organization under Self Government targeted for the delivery year 2020.

### **Anytime, Anywhere Access for All**

We are moving in 2013 to a new and results-tested wireless system that allows staff and executives to access all our software over the Internet remotely. This has some big advantages. All we need is our computer—desktop, laptop, tablet, or phone, and Internet connection or phone coverage. Because the software is running in a data center, we simply connect to the Internet to access the software.

We initiated the purchase of new 16 and 32GB tablets; and we will be increasing the wireless functionality of the GTC offices in Inuvik to match. Local contractors have been retained to upgrade our Cat 6 cable for both Voice and Data, which upgrade should be good for over 10 years of expanded service.

### **Enhanced Office Security**

Our new network security appliance will be Sonic wall NSA 2400 Router/firewall. NSA 2400 is Unified Threat Management (UTM) oriented security appliance and it efficiently does the job as an all-in-one network security solution. The NSA 2400 overcomes the limitations of existing security solutions by scanning the entirety of each packet for current internal and external threats in real time. It's very simple to manage, as setting up the WAN and a LAN interface is intuitive and easy to navigate with the management GUI.

### **Expanded Wireless Capability**

We will have 2 new high-powered Servers and 2 Sonic wall Sonic points Clean Wireless Solution installed in GTC Inuvik in 2013. The latter is the first total security solution that integrates 802.11n and 802.11a/b/g wireless management with best-in-class Unified Threat Management (UTM) security and Application Intelligence to provide application based policy control.

- Features and Benefits of wireless
- Comprehensive wireless security
- Exceptional wireless performance



*Right: Communications Coordinator, Chris Schab, middle: Director of Gwich'in Services, Robert Charlie, left: GDC Manager, Robert Murphy meet with people from the Canadian Radio-television and Telecommunications Commission.*

- Central WLAN management
- Enhanced wireless reliability
- Flexible wireless deployment options

UTM appliances combine firewall, gateway anti-virus, and intrusion detection and prevention capabilities into a single platform. UTM is designed to protect users from blended threats while reducing complexity.

## Staff Training

Our proposal with our outside consultants includes future extensive IT training with GTC staff on the new computer system, which training program will be managed by our in-house IT specialist, Suraj. We have also completed revamped our GTC websites both as to the operating platforms and as to their functionality and “user friendliness.” GTC staff members are now both able and encouraged to make immediate and timely changes to their own departmental notices and public awareness items directly themselves, without any staff bottlenecks or problematic technical issues standing in their way.

## GTC Website Redesign

After taking advice from staff and users, Communications made the decision to completely redo three existing website designs and their background management. Due to the fact we were dealing with a company hosting the main website in Ontario and we wanted a company more localized and save costs of management, we moved the website to NWT service provider. We chose Global Storm IT based in Yellowknife, NT, for the hosting of the three GTC websites, which include these three (3) domain addresses:

<http://gwichintribalcouncil.com/>

<http://biz.gwichintribalcouncil.com/>

<http://www.devcorp.gwichintribalcouncil.com/>

We also worked with a contractor at NNSL in Yellowknife and their Web Master Manager who provided mentoring and regular guidance on the technical aspects of the new website programming.

All three websites are up and running at present time but they still need a lot of new content information. Everything is managed with non-proprietary Word Press which is the software of choice for a “back office” for making easy content and layout changes. The ultimate goal is to have clean new looking website with up to date content and steady traffic.

## Print Production

Following the mandate of the Executive, GTC embarked on a vigorous print campaign highlighting some of the many important activities of the busy organization in fiscal year 2012-2013.

These print activities included publishing a 16- page, colour quarterly GTC newsletter (March, June, September and December); designing and printing numerous posters for various events including Self Government, Gwich’in Day, and GTC Business workshops; official documentary material for the AGA itself, and Education and Training’s 2013 youth campaign “Careers of Success”; and producing many ads for special events, GTC job notices, and official press releases.

Some of the more novel media publications created by the GTC communications in 2013 included three (3) large formal back-up displays for public events like the 2013 Inuvik Petroleum Show, which featured successful youthful Gwich’in Participants standing proud against the lush landscape of the GSA.

We look forward to completing this round of tasks by the end of this calendar year, 2013. We wish to thank the GTC Executive for their support and kind encouragement of these timely activities.



# Tribal Operations

## Gwich'in Services

Gwich'in Services is responsible for providing services and support to our participants, staff, partners and communities by delivering a number of programs. We have had a number of vacancies over the year that impacts the service delivery but we have been able to meet the needs of all our clients.

Currently in the department we have the following staff:

- **Donna Neyando** – Manager Education and Training
- **Cheryl Wright** – Office Manager
- **Mariah Peterson** – Career Development Officer
- **Gina Firth** – Administrative Assistant

Some of our responsibilities include, staff recruitment, Gwich'in Harvesters Assistance Program, Enrolment, Children's trust, elders payout, emergency and bereavement applications, donations requests and a major focus on Education and Training.

We are responsible for delivering the Aboriginal Skills and Employment Training Strategy under a partnership arrangement with Service Canada. This program focuses on improving the "employability of Aboriginal People".

### Partnerships and Initiatives

Partnership – is one of the primary considerations in all our activities. By partnering we can utilize the skill sets of our partners and also realize some cost savings. For each partner's contribution toward education and training, one person is likely to gain employment, further their education or enhance their skills.



*Director of Gwich'in Services, Robert Charlie*

Our department is fully involved in the regional training partnership. The partnership varies from financially funding a training course or program to attending meetings concerning education and training.

Some of the partners we meet with on a regular basis are the Aurora College, Education, Culture and Employment, Inuvialuit Regional Corporation, Yukon College and Beaufort Delta Education Council. Other ongoing initiatives regarding education are the Early Childhood Development Initiative, Aboriginal Student Achievement, Healthy Children's Initiatives, Inuvik/Tuk Highway Development, NWT Education Renewal and Innovation, Gwich'in Education Forum, NWT Labour Force Development, Mine Training Society, and Northern Youth Aboard.

What we are lacking from the Community involvement is on-the-job-training and apprenticeships. We would like to form partnerships within the communities to offer these opportunities.

## **Service Delivery Improvement**

The Education and Training department made some minor changes in our office; from re-doing application forms to how our staff members assist clients. This change is to help the daily communication between the client and staff and to make our daily interactions more effective and meaningful.

The GTC Education and Training Committee, is now fully operational. Since 2010 the committee has been inactive due to the new federal funding program (ASETS) and staff turnovers. The training committee consists of four members from each community. The first board meeting held April 4th was an information sharing session of GTC Education programs and services. Some topics discussed were terms of reference, Aboriginal Skills and Employment Training Strategy (ASETS), Education Funds, and Education and Training daily activities. The two highlights of this meeting, is the message re-iterated over and over "Education Is Important and all Successes Need Acknowledgement".

The ASETS application form has had a major overhaul. The application form may seem lengthy however it is designed to provide us with all the necessary information we need on file. The information is entered into our data systems software KETO, which is designed to compile all information and provide us with results. We use this information for our monthly, quarterly and annual reports to Service Canada, GTC Financial Audits and the Gwich'in Annual General Assembly.

## **Career Planning**

What do you want to be when you grow up? How are you going to get there? What are the action steps you will take to accomplish your goal? These are some questions we ask when it involves education and training. The most important component of the ASETS application is the Career Planning section. Our Staff believe CAREER PLANNING is very important.

Often times we make decisions based on spur-of-the-moment situations instead of taking the time to think things through carefully to make a meaningful decision. This type of action can lead to, students applying to the college to become a nurse and a year later find out this is "totally not me" and soon find out it is driving a haul truck that "completes me." This is why Career Planning is important to us. We are here to help you begin your education or career path.

Our Gwich'in youth should be discussing their future plans (Career Planning) even before they enter high school. If your child begin this process in grade 7 or 8, it is most likely they will know what he/she wants to be when they enter grade 10. It is in grade 10 your child can choose the courses they need for their educational journey after they complete high school and prepare for their post secondary education. A question they may ask, what courses do I need in high school if I want to become a nurse? It is obvious they will need their math and sciences. Please help your children begin this process at home by simply asking them questions about their future.

## **Program Activities for 2012**

The following identifies a number of programs that we have provided funding for in some of the communities:

### **Industrial Safety Training**

(November 21 to December 16) GTC/AC  
46 Participants  
3 Communities

This training provided instruction on the following safety courses, Standard First Aid, Work safe, Occupations first Aid, WHMIS, TDG and lockout and de-energization.

### **Kitchen Helper Program**

(January 9-February 17) GTC/AC  
7 Participants  
Tsiigehtchic

### **Industrial Safety Training**

(April 30-May 4, 2012) GTC  
10 Participants  
Inuvik

Students were provided with instruction on Safety Orientation and Workers Rights, Fall Protection Awareness, Confined Space Awareness and Asbestos Awareness.



**H2S Alive and Standard First Aid/CPR**

(August 21-24, 2012) ECE/GTC

36 Participants

Fort McPherson

Students were provided this training to prepare them for employment opportunities in the oil and gas industry.

**St. John Ambulance Instructor Development program**

(September 24-28, 2012)

Yellowknife

1 Participant

**Entrepreneur Training**

(September 10-28, 2012) GTC/Aurora Research Centre

5 Participants

Inuvik Students were provided a variety of training in order for them to establish their own small business. The following courses were offered, networking, Sales, Time Management, Business planning, Marketing, Budgeting, Financial Statements and bids/tenders.

**H2S Hazard Alive and Standard First Aid/CPR**

(December 15-17, 2012)

ECE/GTC

14 Participants

Inuvik

This training was to prepare students for employment in the Sahtu region.

We also provided Wage Subsidies to a number of organizations to provide orientation and training in their workplace. The goal of this initiative is to move clients into a full time position.

**Northern Property**

GTC

1 Participant

Inuvik

**Great Northern Arts Festival 2012**

GTC

1 Participant

Inuvik

**Eagle Eye Civil Surveys**

1 Participant

Fort McPherson



*Education & Training Manager, Donna Neyando*



*Career Development Officer, Maria Peterson*

**Summer Students**

GTC GTC

2 Participants

Inuvik

**Child Development Centre**

We provide funding to the Child Development Centers in Aklavik, Ft McPherson and Inuvik. Unfortunately the center in Tsiigehtchic has been closed for the past 2 years due to building issues. We recognize the importance of early childhood learning and that we need

to support our young children as they start out on their educational journey. We partner with the communities to fund these centers.

## Community Employment Officers

We also recognize that the smaller communities need support in their employment and training needs so we provide support to fund employment officers in the communities of Aklavik, Ft McPherson and Tsiigehtchic. These officers assist all Aboriginal clients in the communities and deliver a lot of services to clients such as resumes and cover letters, faxing job applications, job searches, job board, and researching post secondary institutions and applications to these institutions.

## Funding

Our funding sources are “supplementary” funding sources to supplement a primary source of funding that students receive for their post secondary education. Primary sources of funding include GNWT Student Financial Assistance. These supplementary funding sources are the GTC Education Foundation, Imperial and Dowland.

## Other

We at Gwich'in Services will attempt to travel and meet with Community Members to discuss our services and to find ways that we can improve. We also want to start working with the schools to do presentations on our Gwich'in history, treaty, land claims and residential schools. We recognize that our children need to know their history and we will help them as much as we can.

This year for the first time we held an “**Education Forum**” in Inuvik with 20 participants. We provided them with a wide range of presentations to help prepare them for the next step in their educational journey. We had presentations from our Gwich'in Principals Shirley Snowshoe in Ft McPherson and Velma Greenland in Aklavik. In addition we had presentations from resource people from Edmonton that will assist Aboriginal People in their transition to city life and

prepare them for school. We also had a number of our leaders, staff and Gwich'in role models discuss their journey and some of the challenges they experienced in achieving their educational goals. We also planned a trip to Edmonton where we did a tour of the University of Alberta, Wirtinen Electric and CKUA radio Station which the students enjoyed. We also visited the Telus world of Science and toured the Bodyworlds exhibition.

The students enjoyed the trip, the exposure to the city and some of the institutions that provide services to help them achieve their goals in education.

Gwich'in Services will continue to work closely with the communities, schools, Gwich'in organizations and businesses. We also encourage parents, elders, leaders, teachers and Gwich'in organization staff in the communities to encourage the youth and continue to support their children in their education.

Remember that “it takes the whole community to raise a child”. Please do your part.

Haii Cho

Robert Charlie

Director Gwich'in Services.



# Tribal Operations

## Lands and Resources Management

The Lands and Resources (L & R) department is responsible for coordinating and facilitating various activities and programs related to lands administration and resources management of the *Gwich'in Comprehensive Land Claim Agreement (GCLCA)* 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 2012:</b>	<b>9</b>
Quarry	7
Leases	2

<b>Authorizations issued in first half of 2013:</b>	<b>5</b>
Quarry	3
Non-Gwich'in Lease	1
Access - Temporary	1

### SIGNIFICANT PROJECTS

#### Land Administration

**Land Management and Control Guidelines and Fee Schedule:** The GTC land access fees

have been updated for the 2012-2013 fiscal year. The Land Management and Control Guidelines is a working document and 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 off 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 Surface and Subsurface Lands.

**NWT Water Strategy:** The GNWT and AANDC have completed Northern Waters, Northern Voices - A Water Strategy for the NWT and an Action Plan has been completed to implement the water strategy. A draft Communications and Engagement Plan is currently being finalized. The GNWT held a Water Conference and Water Source Protection workshops in the regions, bringing organizations together responsible for water management within the communities to discuss potable water source protection for the communities. Trans boundary water negotiations are proceeding between the NWT/Alberta. The GTC will continue to participate on the implementation of the NWT Water Strategy and Action Plan through the Aboriginal Steering Committee.

**Harvester and Cabin Database:** The GTC continue to register Participants cabins including harvesting areas within the GSR. The GTC is using Google Earth to complete this project until a more formal process through GIS is obtained. This information is required to ensure development projects do

not affect Participant traditional and cultural land use including peaceful enjoyment of Gwich'in lands. 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 long term residential leases to occupy Gwich'in private lands.

**Dolomite (Airport) Lake:** The GTC L & R Department has been participating in the Working Group for the development of an Airport Lake Management Plan with planning partners; MACA, Nihtat Gwich'in Council (NGC), Nihtat Gwich'in Renewable Resources Council (NGRRC) and the Town of Inuvik (ToI). The GTC participation is 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. The Working Group was meeting regularly until January 2013 and was put on hold due to additional responsibilities of the MACA working group members on the Devolution Agreement. The GTC will propose to begin meeting regularly after the completion of requirements for devolution and will look to finalize the plan by year end 2014.

**Cumulative Impacts Monitoring Program (CIMP) and Audit:** CIMP is a requirement of the GCLCA and the Mackenzie Valley Resource Management Act. Funding commitments from the Government of Canada Treasury Board were secured during 2011/12 to fully implement CIMP, including capacity development at the community level and community based monitoring programs. CIMP proposals are funded on an annual basis. Research projects may be longer than one year but the researcher has to resubmit proposals for funding each year. CIMP guidelines recommend researchers enter into partnerships with other organizations for research projects and encompass an ecosystem approach to research rather than individual projects. GTC has continued to participate in the CIMP through the working group.

**Protected Areas Strategy:** The GTC is a member of the PAS Steering Committee. The GTC does not have any PAS nominations put forth for the GSA and is utilizing the Gwich'in Land Use Plan (GLUP) as the mechanism

for land use protection. The GLUP includes Conservation Zones, Special Management Zones and General Use Zones. The GTC Lands and Resources will continue to monitor the GLUP and the five year review process to determine if adequate protection of lands is provided within the Gwich'in Settlement Area. The GTC will continue to use the GLUP as the main instrument for Protected Areas within the GSA.

**Northern Contaminants Program (NCP):** The GTC L & R Department continues to be a member of the Northwest Territories Regional Contaminants Committee (NWT RCC). The federally funded NCP is for research projects looking at effects of long range contaminants brought to the north through ocean and air currents. Categories include Human Health, Communications, Capacity and Outreach, Environmental Trends and Community Based Monitoring projects. The GTC Lands and Resources submitted their annual funding proposal to participate within the National and Regional Coordination and Aboriginal Partnerships on the NWT Regional Contaminants Committee (NWT RCC). The GTC participated at the annual social and cultural proposal review on February 20 – 21, 2013. The NCP Management Committee met from April 16 – 18, 2013 to allocate funding for the approved research proposals submitted. The GTC member of the NWT Regional Contaminants Committee was re elected chair of the committee.

**Gwich'in Territorial Park Management Committee (GTPMC):** The GTPMC has been re-established as of January 2013. The PMC consists of members representing the Gwich'in Tribal Council (GTC), Government of the Northwest Territories Department of Industry, Tourism & Investment (ITI), the Nihtat Gwich'in Council (NGC), the Nihtat Gwich'in Renewable Resource Committee (NGRRC), and the Gwich'in Social & Cultural Institute (GSCI). Currently, the PMC is working on updating the Park Master Plan to reflect the changing realities of today and for the future. The current master plan was developed in 1995. The main project set to begin this summer is the extension of the trail system throughout the park for the enjoyment of Participants, visitors and locals alike.



**Devolution Waste Sites verification:** As a result of Devolution, the issue of remaining waste sites within the GSA has re-emerged. Along with members from all four Gwich'in communities, the GTC is in the process of documenting and verifying all the remaining waste sites in the GSA to produce a report for AANDC before Devolution and the transfer of lands and resources management to the GNWT in April 2014. AANDC will maintain responsibilities of all abandoned waste sites within the GSA. At present, we have a list of sites that will be visited prior to the onset of winter and documenting any evidence and completing a comprehensive site assessment report that will be submitted to AANDC by end of September 2013.

**Mackenzie Valley Highway and Mackenzie Valley Fibre Optic Line:** The proposed Mackenzie Valley Highway (MVH) and the Mackenzie Valley Fibre Optic Line (MVFOL) are two projects that the GTC Lands & Resources are intimately involved with. Both projects are closely related as they will both follow the same proposed route through the Gwich'in Settlement Area. This route is 180 km in length with over 100 km passing through Gwich'in private lands. The MVFOL is scheduled to begin construction in 2014 and be completed in 2016. The GNWT Department of Transportation has produced an Environmental Scoping Document in anticipation of an environmental assessment being undertaken by the Mackenzie Valley Environmental Impact Review Board. If the EA determines that potential environmental impacts can be mitigated with terms and conditions, the construction of the Mackenzie Valley Highway is set to begin in 2016 and work will continue through 2019. It is the responsibility of the GTC Lands and Resources Department that Gwich'in Participants be kept well informed of the progress and impact of both these upcoming projects.

**Yukon Environmental and Socio-Economic Assessment Act (YESAA) Implementation:** Yukon Government established a YESAA Forum which consists of all Parties to the YESAB 5 year review to work out the outstanding recommendations made by the

Auditor. YESAB has developed Proponent Guides for Sector Specific Quartz Exploration and Application Forms for review and comment. YESAB is of the view that the sector specific guides and application forms will assist in the streamlining of the review process. Other guides for Forestry and Land Disposition including application forms will also be distributed for review at a later date. The GTC will continue to coordinate activities associated with the YESAA Designated Offices in Dawson and Mayo, YT.

**Peel Watershed Planning Commission (PWPC):** The Peel Watershed Planning Commission finalized the recommended plan with modifications in December 2010. The land use planning staff finalized a plain language summary document of the plan prior to December 2011 which was distributed to all DGO's and RRC's. Yukon Government held their final round of public consultation meetings between December 2012 and February 2013. The Aboriginal Parties to the PWRLUP are working with Yukon Government through the Senior Liaison Committee to get a clear understanding of their new proposed land use designations. A final process as described in the Peel Watershed Regional Land Use Plan Letter of Understanding is being used as the mechanism to work together as parties to finalize the PWRLUP. The Gwich'in 2012 Annual General Assembly passed a resolution for the GTC to finalize and approve the recommended land use plan as submitted. The Aboriginal Parties are considering options to move forward in finalizing the recommended land use plan including possible litigation.

**GTC Strategic Plan:** The Lands and Resources staff assisted in the update of the 2012/13 GTC strategic plan and assisted in the development of the updated 2013/14 GTC Strategic Plan. Lands and Resources staff work plans for 2013/14 identify projects that have been included in the GTC Strategic Plan, including proposed timelines for completion.

## **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 draft management plan has been presented to communities for feedback and is now in the final stages. The GTC proposed the working group partners reconvene to discuss the final draft to incorporate changes and implementation responsibilities prior to the final plan being signed by all parties.

**Porcupine Caribou Management Board (PCMB) and Porcupine Caribou Management Agreement:** Wilbert Firth is the GTC representative on the Porcupine Caribou Management Board. The GTC supported an amendment to the Porcupine Caribou Management Agreement to change “Dene Metis” to “Gwich’in”. PCMB Secretariat tracked down resolutions made in 1994 by each of the Dene Nation, Metis Association and GNWT to amend the PCMA to include the GTC as a party to the PCMA. The PCMB requires similar resolutions from CYFN for assigning responsibilities to NND, VFN and TFN in the Yukon. The GTC is a signatory to the Porcupine Caribou 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 L & R Department reviewed the draft Cape Bathurst and Bluenose Caribou Management Plan. The L & R 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 signed off on the Plan with ENR and GRRB representatives at the 2012 AGA. 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 from August to October. This project began through a request from the Tetlit Gwich’in Renewable Resource Council 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 as per the Porcupine Caribou Harvest Management Plan. The check station is situated at the Peel River and the GTC recommend 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. The Draft Wildlife Act was presented to the NWT Legislative Assembly for first, second and third reading in February 2013. Brian Crane – GTC Wildlife Act Revisions Legal Counsel completed a comprehensive review of the NWT Wildlife Act and cross reference with the GCLCA for any potential infringements on Gwich’in and/or Participants rights with regard to harvesting and/or wildlife management within the GSA. Based on the review completed the GTC is of the opinion the amendments to the NWT Wildlife Act will not infringe on Gwich’in Participant rights.

**Regional RRC Meeting:** The GTC Lands & Resources staff participated in the Regional RRC meeting in Aklavik January 2013. 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 and resource 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.

**Peel River Water Quality Program:** This annual water quality program has been completed in 2008 and follow up water and sediment samples will be collected every five years to track the water quality of the Peel River. Samples were collected in 2012 during the summer season. Previous samples indicated no issues or concerns with regard to the water quality of the Peel River. AANDC has committed to present the results back to the Participants of Fort McPherson upon completion.

**Trans boundary Negotiations:** The GTC L & R 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 Go'ine area of the Sahtu. The draft agreement is currently being reviewed by the Federal Government.

**Climate change:** Climate Change is also an issue that promises to alter the environment and the way people interact with it. Some of these dramatic effects have already been

observed in the arctic. These include increased precipitation, warmer winters, the emergence of invasive species, the melting of permafrost, the alteration of migration routes, and soil erosion. GTC Lands & Resources is staying abreast of these developments and also of the most current climate research as it affects Gwich'in Participants.

**Yukon Wildlife Act Amendments:** The GTC Lands and Resources is also a member of the working group reviewing the proposed amendments to the Yukon Wildlife Act. These proposals would apply to Gwich'in Participants who harvest in the Gwich'in Primary and Secondary Use areas in the Gwich'in Settlement Region. The sole guiding principle in these discussions is that any changes to the Yukon Wildlife Act must be in accordance with the articles contained in Appendix C, Gwich'in Transboundary Agreement of the Gwich'in Comprehensive Land Claim Agreement pertaining to Gwich'in harvesting and trapping rights in Yukon.

## GTC Lands and Resources Staff

The GTC Lands and Resources Department is currently staffed with three personnel. John Ritchie was hired in October 2012 as the Lands and Resources Technical Advisor and has jumped with both feet into the GTC Lands and Resources projects and files.

If you have any questions with regard to this report or would like to discuss the projects identified in the report you can contact the Lands and Resources Staff at the GTC.

Mardy Semmler,  
*Director—Lands Administration and Resources Management*

John Ritchie,  
*Lands and Resources Technical Advisor*

Elizabeth Gordon,  
*Lands and Resources Officer*



*Director of Lands & Resources, Mardy Semmler and Lands & Resources Officer, Liz Gordon*

# Tribal Operations

## Regional Wellness

### Regional Wellness Department

The Director, Health and Wellness oversees Programs and Services for the Gwich'in Tribal Council Wellness Department. Programs and Services that are offered are based on the availability of funding. Short term programs can include residential school and healing, grieving, life skills, anger and stress management, suicide intervention and programs specific to youth, women, men, elders.

#### Program and Services

1. The Gwich'in Tribal Council has hosted the following programs which focused on **overcoming barriers and stepping forward**. The programs and services offered during the 2012-2013 fiscal year included:

- Elder and Youth Forum  
July 30 & 31, 2012
- Youth Leadership  
Feb 11-14, 2013
- Women's Leadership  
March 11-14, 2013
- Grief & Loss Workshop  
March 18-27, 2013
- HIV Prevention & Sexual Health  
March 28 & 29, 2013

2. The Gwich'in Tribal Council values the **elders as the teachers and youth as the future** and utilizes this opportunity to provide mentorship programs and information sessions. A working group with one Elder and one Youth from each



*Regional Wellness Staff: Susan Ross (left) & Director Matilda DeBastien*

community of Aklavik, Fort McPherson, Tsiigehtchic and Inuvik has an opportunity to address any issues and concerns on a monthly basis. Due to elders and youth groups in the communities of Aklavik and Inuvik not being fully functioning, we haven't been able to address issues. Once these communities have established their committee's we will ensure that the Wellness Department Staff will offer continued support.

3. The **Residential School – Resolution Health Support Program** has been funded for the 2013-2014 fiscal year. The Gwich'in Tribal Council's Wellness Department has been working closely with Health Canada to provide counselling services and support. The Resolution Health Support Program began in December 2011. Susan Ross is the Resolution Health Support Worker and continues to offer support services for the Indian Residential School Survivors and their family. Each community has a Cultural Support Worker that works with survivors and the Cultural Support Program.



Other identifiable benefits of programs provided at the camp are:

- overcoming the traumas of past experiences and moving forward
- developing communication skills and understanding the healing journey

### **Brief Outline of Services:**

Indian Residential School- Resolution Health Support Worker

- 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
- family violence, incarceration, child apprehension, FASD, diabetes/obesity rates
- reduce mental health issues
- referrals to Family Counseling services

Community initiatives that have been put into place with different organizations are:

- NWT Senior Society
- Intergenerational Committee which is a project sponsored by NWT Seniors' Society consisting of representatives from Inuvik, Tuktoyaktuk, Norman Wells and Fort Good Hope

- Community events such as Aboriginal Day, Canada Day, Gwich'in Day, Christmas community events
- Liaison with Community agencies for Elder Abuse issues

Matilda DeBastien  
Director, Health and Wellness Programs



*Sexual Health Awareness 1st Place: Jackson Christie winning an iPad Mini*



*HIV Prevention 1st Place: Janine Bonnetplume winning an iPad Mini*

# Tribal Operations

## Intergovernmental Relations

The past year was very busy. The Intergovernmental Relations team worked very hard, and much success was achieved on various files. The Department also saw the hiring of a new staff member, April Bourke, and has begun a formal transition towards a paperless business model. This was year one of the mandate of the new GTC President and Vice-President; much time and effort was dedicated to understanding, planning and drafting a work plan to address the priorities of the Board of Directors and new Executive. Highlights of the past year include:

### **GNWT Devolution:**

In the month of September, the GTC Board of Directors decided to cease legal action on Devolution and join the negotiations.

By October, a negotiation team had been established, and by November the negotiation team had commenced participating at the Main Table negotiations. The GTC took a lead role both at the main table negotiations and at the aboriginal caucus. Members of the GTC negotiation team included President A. Alexie, Donald Andre and Carolyn Lennie. Of particular interest to the GTC Board of Directors was the topic of waste sites – in particular, who would be responsible for monitoring and cleaning up waste sites on public lands post-Devolution -and close attention was also paid to the terms of the resource revenue sharing agreement.

Upon completion of the negotiations, the GTC hosted a GSA community meeting in Inuvik attended by elders and community leadership



*Self-Government Staff, left to right: April Bourke, Dianne Baxter, Shawna Nerysoo and Director Patrick Tomlinson.*



from all four Gwich'in communities, as well as by representatives of Canada's negotiation team. In addition to these meetings were held other meetings in each GSA community on the topic of waste sites, attended by officials from the federal government on behalf of the regional district office and the national capital region.

Gwich'in residents learned about the procedures and standards applied to waste sites and had an opportunity to inform GTC officials of possible waste sites on lands in the settlement area. A report on the types of debris found in the Gwich'in Settlement Area will be submitted to the federal government in Fall, 2013.

The final agreement was consummated in two ceremonies, the first in Yellowknife and the second in Inuvik. At the first ceremony, President Alexie and VP Snowshoe signed a "negotiator's draft" in the presence of the Prime Minister, the GNWT Premier and several federal cabinet ministers. At the official signing ceremony, President Alexie and GTC Director William Koe signed the final agreement and the Tetlit Gwich'in Dancers led the celebration with several crowd pleasing dances.

## **Gwich'in Self-Government Negotiations:**

At last year's AGA a motion was passed that renewed the mandate of the Negotiation Team and directed the Team to complete a draft constitution. To complete a draft constitution and settle on a particular governance structure involves a considerable amount of work. To complete the task, the Negotiation Team organized two intensive four day strategic planning sessions dedicated solely to the development of a Gwich'in government. Consultants Lew Voytilla and Dave Joe attended the sessions and also developed some analysis work in response to some of the more fundamental issues at stake. All decisions were made by consensus among the community representatives and the Gwich'in Chief's representative. The work was completed in December,

2012, and once complete the draft constitution was presented to the GTC Board of Directors. On December 11, 2012, the GTC Board of Directors voted unanimously to endorse the draft constitution and since December meetings have been held in all four GSA communities and in Yellowknife, Edmonton, and Whitehorse to explain the draft.

In the Fall of 2012, the Government of Canada insisted on conducting an "assessment" of the Gwich'in self-government negotiation table. The purpose of the assessment, according to government documents, was to assess whether or not the Gwich'in and Canada shared enough in common to continue negotiations. As part of the assessment process, the Gwich'in negotiation team had to respond to a series of questions about elements of negotiated settlement, like the application of the Canadian Charter of Rights, and submit formal responses for government consideration. In response to the assessment exercise, representatives from all four GSA communities delivered signed letters to Canada endorsing the Gwich'in desire for a self- government agreement.

In early April, the GTC submitted a 200 page report accounting for work completed in the fiscal year 2012-13. Much of the contents of the report were linked to community meetings held throughout the year. Since the last AGA, the GTC Negotiating Team organized numerous dinner information sessions in all four GSA communities in addition to several larger intercommunity strategic planning sessions. The community meetings provided an opportunity for the Negotiation Team to representatives to explain to their residents the issues at stake, the current outstanding questions, and the reasoning behind any decisions made. These meetings also provided an opportunity for community residents to ask questions, express concerns and make recommendations to the negotiation team.

In June, several members of the negotiation team travelled to British Columbia to visit with self- governing First Nations. In total, the Gwich'in met with three governments: Tsawwassen, Nisga'a and Maa-Nulth. In all three cases, the Gwich'in met with senior

officials and political leadership of the government and discussed the advantages and the challenges of implementing their agreements.

At the July negotiation session in Yellowknife the GTC Negotiation Team worked on a paperless basis for the first time. Several of the Team members used tablet computers and the others used their lap tops. By all accounts, it was not an easy transition at first, but by the end of the session the whole Team agreed that this new approach was effective and worth continuing. Starting in the Fall, all documents associated with the self-government negotiations will be uploaded to the internet to a secure web site, allowing each Team member to get access to the work wherever they may be.

### **Implementation of the Gwich'in Comprehensive Land Claim Agreement:**

The GTC VP and Director of Intergovernmental Relations continued to renegotiate a new 10 year Implementation Plan with the governments of Canada and the Northwest Territories. By May, a strong first draft of the NWT activity sheets of the plan was complete and an initial meeting with the Yukon Territorial Government took place to consider a process to work out the

implementation of the Transboundary Agreement. Work will continue on the work plan associated with the 2014- 2024 plan in the Fall and a target date of December 31, 2013, has been set to finalize the work plan. Discussions on the financial component of the plan have not yet commenced. It is expected that the parties will begin discussing the financial package associated with the 10 year plan in September.

The department initiated several projects to build further understanding of Gwich'in Comprehensive Land Claim, traditional Gwich'in culture and language. The Department attained funding to develop a "plain talk" version of the Land Claim and to digitize the final copy of the work. Department officials met with Principals of all

four GSA schools, as well as with officials from the GNWT, and have begun work to develop Gwich'in high school curriculum. This project will bring together Gwich'in elders, educators and other parties and it is hoped that the curriculum will be ready for the 2014-14 school year. In a related exercise, departmental staff began meeting with students on a monthly basis in all four GSA communities. Students were provided with copies of the GCLCA and engaged in discussions about the meaning and significance of the Land Claim, and about the concept of self-government.

This past year, GTC staff began taking language lessons with GNWT Language Commissioner Sarah Jerome. Meetings were held bi-weekly and about a half dozen staff attended the courses regularly.

### **Intergovernmental Relations:**

The GTC negotiated and signed several important MOUs with the GNWT over the past year, the first was an Intergovernmental Accord between the two governments, and the second pertained to contracting and procurement opportunities in the GSA. Both agreements were completed in September and since then several meetings among cabinet officials and GTC Directors have occurred. Most notably, on two occasions, in November and July, the GNWT Cabinet met with the GTC Board of Directors to discuss priority issues. Among other items, at these meetings the leadership discussed business opportunities in the GSA, the provision of health and social services, and political issues, like the self-government negotiations. The Intergovernmental

Accord assures that the GTC Board of Directors will meet with the GNWT cabinet at least twice a year for the next four years.



# 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.

The Enrolment Card also meets the requirement 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 2012, we presently have 3,356 enrolled participants and continue to receive applications.

On Enrolment, each Participant receives a Gwich'in Enrolment Card bearing the logo of the Gwich'in Nation and the Participant's four digit enrollment number and associated community. Enrolment in the Claim is not identical with membership in a Gwich'in Band: your ten digit Treaty Status Card Number (the first three digits of which indicate your community band) reflects Band membership. To change Band affiliation, you must contact both your local Band and the Enrolment Board. But you must enroll under the GCLCA itself to enjoy its benefits, and membership is not automatic even if you already belong to a 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.

Keeping the Registry up-to-date as people move, marry, have children, and become deceased is a major part of the Enrolment



*Office Manager, Cheryl Wright*

Board's work. Participants continue to receive all the benefits to which they are entitled under the Claim only as long as we have current, accurate information. We urge you to ensure that we have up-to-date information on you and your family, and to 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:**

**Norman Snowshoe** – Chairperson  
**Robert Alexie Sr.** – Board Member  
**Peter Ross** – Board Member – Tsiigetichic  
**Billie Lennie** – Board Member  
**Leanne Nerysoo** – Board Member –  
**Cheryl Wright** – Enrolment Coordinator

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

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# Gwich'in Organizations

## Gwich'in Social & Cultural Institute

**The Gwich'in Social and Cultural Institute (GSCI)** was established in 1993 as a non-profit society with charitable status and a mandate to document, preserve and promote Gwich'in culture, language, traditional knowledge and values. The GSCI Board of Directors are Norman Snowshoe, Chair, GTC; Gladys Alexie, Vice-Chair, Fort McPherson; Renie Stewart, Aklavik; Annie Jane Modeste, Fort McPherson; Ruth Wright, Inuvik; Sarah McLeod-Firth, Inuvik; and John Norbert, Tsiigehtchic; alternate is Anna May MacLeod, Tsiigehtchic.

**The GSCI Staff** are Sharon Snowshoe, Executive Director; Ingrid Kritsch, Research Director; William George Firth, Language Manager; Alestine Andre, Heritage Researcher; and Margaret Thompson, Resource Coordinator.

**The GSCI 5-year plan (2006-2010 and 2012-2017 draft) and the GSCI Board** directs the heritage and language projects of the GSCI that were carried out from April 1, 2012 to March 31, 2013 as listed:

### Heritage Projects

#### Aboriginal Cross Cultural Awareness

The GSCI has given permission to the GNWT to use the following resources for the Aboriginal Cross Cultural Awareness Training Course being offered to GNWT employees:

- a) Gwich'in Place Name Map (a.k.a. Talking Map on website of 30 place names)
- b) Gwadàl' Zheii: Belongings from the Land – the on-line exhibit about Gwich'in cultural materials we created with the Canadian Museum of Civilization and the Vuntut Gwitchin First Nation.



*Executive Director of the Gwich'in Social and Cultural Institute, Sharon Snowshoe*

#### Archaeology and Climate Change Project with PWNHC and University of Victoria

This project, which will help identify heritage sites at risk in the GSA due to climate change, was carried out in partnership with the Prince of Wales Northern Heritage Centre and University of Victoria.

#### Association of Canadian Archivists Annual Meeting

Ingrid Kritsch, Alestine Andre and Erin Suliak presented a paper at the ACA on Thursday June 7, 2012 in Whitehorse for a session called, "Partnering for success: Uncovering Archival Gold in the James Jerome Fonds Project". Their 1 ½ hour session was very well received with many questions following the three presentations.

#### GTC 20th Anniversary Celebration

On April 19, 20, & 21, 2012, as part of the GTC's 20th Anniversary Celebration in



Aklavik, Fort McPherson, Tsiigehtchic and Inuvik, Alestine and Sharon presented a PowerPoint presentation on the research work carried out by GSCI over 20 years. A 'thank you / Mahsi' choo' poster was also printed that named our Elders, partners, funders, families and collaborators who contributed to the cultural and heritage projects we carried out.

### **Berger Photos**

Ingrid Kritsch followed up about an exhibit of photos being launched in May 2012 at the Prince of Wales Northern Heritage Centre (PWNHC) and online. Ingrid Kritsch met with two of the people involved in putting together this exhibit: Drew--Ann Wake, a reporter for CBC North at the time of the Berger Inquiry, and Michael Jackson, lawyer for the Inquiry on Friday May 11 at PWNHC during the time the exhibit was on display. Sharon Snowshoe remained in e--mail contact with Drew--Ann to facilitate funding for her team to introduce students and others in the Gwich'in Settlement Area attending the GTC Annual Assembly to the Berger Inquiry through the photos taken during the Inquiry.

Alestine Andre was invited by the University of BC First Nation of Learning to participate in the launch of the Berger Inquiry Photo Exhibit at the UBC Law school. It is made up of portraits and "scrapbooks" telling stories of Judge Thomas Berger, his team and 18 Dene and Inuit who spoke at the Berger Inquiry in the 1970s. Alestine's portrait and the stories of her family are among those displayed. Other people invited were John T'Seleie of the GNWT Department of Aboriginal and Intergovernmental Relations and Gabriille Mackenzie-Scott from the Tłı̄chǫ Nation. Alestine and others met with students and presented about their experience at the Inquiry and described the work they are doing now.

### **COPE Stories – Publication of Current Stories**

GSCI staff have decided to publish the COPE stories in their present form next year (with some editing and corrections) if funding is secured and not have them re-translated.

### **Digitization and Cataloguing of GSCI Photos**

Ingrid Kritsch explored different types of photo database management software so

we can catalogue the images once they have been digitized and make them more readily accessible.

### **Fort Simpson Heritage Centre Society Presentations – February 21 & 22, 2013**

Ingrid Kritsch was invited by the Society to give two presentations to the community about the work of GSCI as part of their Strategic Planning initiative to give them ideas of the type of work they might carry out in future. Ingrid prepared a 45--minute PowerPoint presentation with sixty slides. The presentation was well attended and there were many questions. Many people at the meeting said that they found our work inspiring and were very appreciative that we were willing to share our knowledge and experience with them.

### **Frozen Past Symposium**

Ingrid Kritsch and Alestine Andre attended this international symposium in Whitehorse from June 4-8, 2012 to learn about the significant research carried out on Ice Patches in high altitude areas in the circumpolar world and also toured two new Aboriginal cultural centres in the Yukon – Kwanlin Dün Cultural Centre (Whitehorse) and Da Kų Cultural Centre (Haines Junction). The cultural centres were visited for ideas for the future GSCI building.

### **GSCI Website**

GSCI began upgrades to its website and will continue into the new fiscal year if more funding is raised.

### **Gwich'in Language Classes, Tsiigehtchic Learning Centre**

Alestine Andre offered language classes in Tsiigehtchic. The 3-hour classes were held for four Fridays (Feb. 22, March 1, 8, and 15, 2013) from 1:30-4:30 pm. The classes included (a) a prayer titled 'for those who travel', (b) a pledge to Dragon fly, and (c) a love song, all said in Gwich'in. Funding permitting, the classes may continue in September 2013.

### **Gwich'in Territorial Park Management Plan**

Alestine Andre has been appointed as the GSCI representative to the Gwich'in Territorial Park Management Committee along with an appointment from the Gwich'in Tribal

Council and Nihtat Gwich'in Council and two appointments from the Government of the NWT. The first meeting was held in early December 2012 and the second meeting on March 6, 2013. Meetings are held in Inuvik. The main tasks of the committee are to review and finalize (a) the Draft Terms of Reference – Gwich'in Territorial Park Master Plan Revision and (b) the Gwich'in Territorial Park Masterplan (1995). In March the committee also reviewed the Trail Plan – Gwich'in Territorial Park Hiking Trails report prepared by James B. Firth. Trail construction will begin in the Gwich'in Territorial Park this year.

### **Gwich'in Tribal Council Transitional Document**

In preparation for the newly elected Executive Members of the June 22, 2012 Gwich'in Tribal Council election, GSCI provided briefing notes on GSCI Board of Directors/staff; draft GSCI Strategic Plan 2012-17; operational budget; and a list of heritage and language projects underway for their information. Other briefing notes included concerned: Dene Fonts; TLCs funding and Paleontological Legislation in the NWT.

### **NWT Culture and Heritage Gathering 2012 – Building our Cultural Community**, (October 17 – 21, 2012, PWNHC, Yellowknife).

Alestine Andre and Ingrid Kritsch attended the second annual NWT Culture and Heritage Gathering from Oct. 19 – 21 in Yellowknife which also included a meeting for NWT arts and artists. The sessions included a tour of the PWNHC, workshop on producing exhibits, a tour of the Gallery on 47th and

Northern Images, artist presentation by Jen Walden from Walden Paint, William Greenland playing flute, and Dettah Drummers, presentations by key funders such as Canada Council, GNWT, Canadian Heritage, and the need to form a Heritage and Cultural Council similar to the NWT Arts Council and a NWT Arts organization.

### **PD Day with CPNS Staff**

Alestine Andre presented a half-day cultural orientation to the teachers at the Chief Paul Niditchie School in Tsiigehtchic on Monday, February 25, 2013. The half-day afternoon program included (a) a walk on the land

to find one small-sized spruce tree, (b) making medicines (spruce cone tea, spruce branch steam, inner bark to chew) with an explanation for their use and treatment, and (c) returning used spruce tree pieces to the land. The three teachers who attended were grateful for the medicinal treatments course.

### **Queen Elizabeth II Diamond Jubilee Medal**

Ingrid Kritsch received the Queen Elizabeth II Diamond Jubilee Medal on November 8, 2012 at the Legislative Assembly along with her husband Tom Andrews in Yellowknife. Alestine Andre was awarded the Queen Elizabeth II Diamond Jubilee Medal early in 2013 and will be officially presented with the medal this spring.

Mary Kendi of Aklavik and Walter Alexie of Fort McPherson received the Queen Elizabeth II Diamond Jubilee Medal; both Mary and Walter were founding board members of the GSCI. Mary Kendi was presented with her medal in ceremony in Aklavik on October 12, 2012. Walter will be presented with his medal this spring.

### **Recording Mrs. Mary Kendi**

With funding received from the GNWT ECE, we are helping Mabel Brown to record her mom, Mary Kendi's life stories. Last July, Mary's stories were recorded in Aklavik by Crystal Fraser, Ph.D student at the University of Alberta and Marcia Tyerman, an Albertan author and the sessions were videotaped by Dennis Allen, film maker, with trainee, Damian Kayotuk (Mabel's grandson and Mary's great-grandson). Mabel Brown assisted as the family liaison and Annie B. Gordon assisted with translation. Before March 31, 2013, two *YouTube* clips were produced by Dennis Allen related to Mary's residential school experience in Hay River and her time at the Mouth of the Peel as a young girl.

### **Second Aboriginal Languages Symposium**

On March 21 and 22, 2013, Ingrid Kritsch was one of 200 delegates invited to attend this language symposium along with William George Firth and Margaret Thompson. The purpose of the meeting was to provide an update on what has been happening from the perspective of the nine Aboriginal language groups and the GNWT since the 2010



Aboriginal Languages symposium (Day 1) and provided delegates with an opportunity to answer a series of questions related to the establishment of a Languages Secretariat by GNWT (Day 2).

### **Self-Government**

GSCI staff provided assistance for translation services, forty digitized images plus GSCI publications to the Self-Government Office.

### **Support Academic Research**

- a) Crystal Fraser, Ph.D. student in History, University of Alberta GSCI staff assisted Crystal in preparing for her doctoral research that will examine the history of education in the NWT among the Gwich'in and in particular the time period from the 1940s to 1996.
- b) Ms. Harneet Gill, Master's student, University of Victoria — funded by student Assisted Harneet to develop a community-based research project in Fort McPherson that will use Gwich'in observations to monitor environmental conditions and changes in the Gwich'in Settlement Area.
- c) Ms. Thea Luig – Ph.D student, University of Alberta Assisted Ms. Luig in her research on community wellbeing in Fort McPherson
- d) Ms. Aliana Parker, Master's student, University of Victoria. Assisted Aliana with her research to understand how indigenous languages are connected to the land, and to see how this connection appears in language teaching material on the internet.
- e) Dr. (Gwich'in) Peter Loovers, Royal Anthropological Institute, London, UK. Assisted Peter with his research on the relation between poetics (language and song), land, memory and well-being.
- f) Moss House Reconstruction Project, Dr. Nancy Mackin, University of Victoria In mid-October 2012, Dr. Nancy Mackin, Architect, and Alestine Andre travelled to meet with Gwich'in elders in Fort McPherson, Tsiigehtchic, Inuvik and Aklavik to talk about and draw moss houses or neek'an.
- g) Ethno-Astronomy Project with Wayne Horowitz, Hebrew University of Jerusalem Dr. Wayne Horowitz, Professor with The

Hebrew University in Jerusalem and Alestine Andre worked together from February 5 – 15, 2013 when they travelled to Aklavik, Inuvik, Fort McPherson and Tsiigehtchic. Dr. Horowitz and Alestine presented to school classes and held preliminary interviews with Gwich'in Elders followed by open public meetings. The meetings with Gwich'in Elders determined there is still considerable Gwich'in information about astronomy. Dr. Horowitz also gave public talks in both Yellowknife and Inuvik which were both well attended with many questions asked.

### **Species at Risk Projects 2012-2014**

This project is being carried out by the GRRB with Kristi Benson taking the lead as researcher and GSCI staff assisting. Gwich'in TK studies are on grizzly bears, wolverines, and woodland caribou plus education/conservation initiatives in the schools related to Dolly Varden Char.

### **UVIC Anthropology presentations, March 25, 26, 27, 2013**

Alestine Andre was invited by the Anthropology department at the University of Victoria, where she graduated with a B.A. and Master's degree, to speak at the Department Colloquium on March 25, 2013. Alestine gave a presentation on GSCI oral history research projects at the First People's House on campus to about 75 people. The next day she gave a presentation to two first-year Anthropology classes (about 200 in each class) about her early life on the land, her residential school experience and her work with GSCI – the focus was her residential school years. The third day Alestine gave one presentation in Duncan at the Cowichan Campus and another presentation at the Nanaimo Campus about her work with GSCI – the focus was on Gwich'in Ethnobotany projects. People were fascinated by the amount and depth of research work we were able to document over a 20-year span. It was pointed out that having an organized cultural institute was the right structure to have.

### **Vuntut Gwitchin Trails report**

Kristi Benson prepared a report under contract on trails and travels to Old Crow created

from oral history information recorded by the Gwich'in Social and Cultural Institute and other Gwich'in research projects dating from the early 1970s to today. The report was requested and funded through the Vuntut Gwitchin Government Heritage Branch for a multi-year project "Van Tat Gwich'in Navigation Systems Project."

#### **"Women's Work, Women's Art: Nineteenth Century Northern Athapaskan Clothing"**

The book manuscript that Ingrid Kritsch reviewed in May 2012, was published in March 2013. The publishers (CMC and McGill-Queen's University Press) used part of Ingrid's review for the inside cover of the book. The book entitled, Women's Work, Women's Art: Nineteenth Century Northern

Athapaskan Clothing presents 40+ years of research by Judy Thompson on Northern Athapaskan clothing from museums around the world. The Gwich'in Caribou Skin Clothing Project we carried out in partnership with Judy (CMC) and PWNHC between 2000 and 2003 is highlighted in the book.

### **Heritage Projects (Continuing)**

#### **Dempster Highway Grave Signage**

Continued to work with Yukon Heritage and the Tr'ondek Hwech'in to provide assistance to install signage related to grave sites along the Dempster Highway in the Yukon. GSCI approached the Teetl'it Gwich'in DGO for funding but it was decided that this initiative be deferred to the spring of 2013 when the remaining signage will be installed by both the Teetl'it Gwich'in Council and Tr'ondek Hwech'in.

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

Draft written by Leslie McCartney for GSCI. In reviewing the manuscript and transcripts from the original interviews carried out between 1999 and 2001, we determined that the 58 taped interviews needed to be re-translated and/or re-transcribed. With funding provided by Dr. Liza Piper (University of Alberta) and GNWT we started this process. Once all of these interviews have been re-translated/reviewed, we will identify changes needed to the book manuscript.

#### **Fort McPherson National Historic Site Plaque Unveiling Ceremony**

We worked with the Teetl'it Gwich'in Council to unveil the new NHS plaque on July 25, 2012 during the Gwich'in Assembly that was held in Fort McPherson. We are working with Parks Canada and the Teetl'it Gwich'in Council to mount and install the revised plaque in Fort McPherson in the summer/fall of 2013 or 2014. The TGC suggested that the plaque be located between St. Matthew's Anglican Church and the building in front of the church used as a morgue. Before the plaque is installed, an archaeological assessment may need to be carried out for the footprint of the stand or cairn.

#### **GSCI 5-year Strategic Plan 2012-17**

Minor revisions were made to the GSCI 5-year Strategic Plan and this will continue in the new fiscal year if funding is secured.

**Gwichya Gwich'in Genealogy Project.** With funding from the GNWT Oral Traditions and Cultural Enhancement Program, GNWT Community Literacy Development Fund, Gwichya Gwich'in DGO and National Geographic Society Genographic Legacy Fund we continued family tree research and database entry of interview information and held a 3-day verification workshop in Tsiigehtchic with eleven Tsiigehtchic Elders about family trees.

#### **Gwich'in Goonanh'kak Googwandak: The Places and Stories of the Gwich'in (Place Names On-Line Atlas)**

Continued to add information into the on-line atlas, almost finalized the wall map and 22 maps in the "Place Names of the Gwich'in of the Northwest Territories Map Series 2012" and submitted to date 574 names to the GNWT and 237 Yukon Geographical Place Names Board for official recognition. The GSCI wrote a chapter for a book called Cybercartography, with Dr. Claudio Aporta and Amos Hayes from the Geomatics and Cartographic Centre at Carleton University.

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

GSCI staff worked with the Native Communications Society of the NWT to develop a production of Gwich'in Legends



which will be distributed on DVDs. Approximately half of the legends (sub-titles) have been finalized.

#### **Gwich'in TEK Geodatabase**

Funding received from Yellowstone to Yukon Conservation Initiative's (Y2Y) Competitive Grants Program for Gwich'in Traditional Ecological Knowledge Geodatabase was used to document, digitize, maintain, and use Gwich'in traditional ecological knowledge and Gwich'in traditional use for regulatory and research purposes.

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

Continued to ensure digital and paper maps, reports, transcripts, and other research materials gathered since 1992 are updated, catalogued, properly protected and stored.

#### **Implementation Review of the Gwich'in Comprehensive Land Claim Agreement**

Continued to provide input as needed to GTC during negotiation of the 2013-2023 Implementation Plan of the GCLCA.

#### **Land Use Permit, Archaeological Permit and Scientific Research Licence Applications**

Continued to review permits and applications.

#### **"Native Peoples: The Canadian Experience",**

Third Edition, Oxford University Press book. In late March 2013, there were additional revisions to the chapter that Brenda, Alestine and Ingrid wrote entitled, "Offerings of Stewardship: Celebrating Life and Livelihood of Gwich'in Women in the Northwest Territories." The chapter will be published by Oxford University Press in a book called *Native Peoples: The Canadian Experience* (4th ed.). The expected publication date is in the fall of 2013. The book is geared towards second and third year undergraduate courses in Anthropology, First Nations or Aboriginal Studies, Sociology, History, and Cultural Studies.

#### **Teet'it Gwich'in Land Use History Project**

Continued to provide information to Dr. Michael Heine and look for sources of funding to produce Teet'it Gwich'in community history book.

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

Continued to assist Kirsten Carthew with fundraising, advice on script, and production of movie. Accessed small pot of funding to carry out filming in and around Fort McPherson in late summer/early fall and separate funding to host youth/elder video workshops and filming of stories related to named places which will be linked to the online atlas in future.

#### **Language Plan Projects – continuing**

##### **Develop a 5-year language plan**

In June 2012, representatives from all four Gwich'in communities of Aklavik, Inuvik, Tsiigehtchic and Fort McPherson met in Inuvik to work on a Five-Year Revitalization Plan. From the recommendations and goals that the participants wanted to see in their own communities, as well as in the region, the ECE Representatives will take the information and present it to the Official Languages Division and the Minister of ECE.

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

We continue to record all information from the previous dictionaries and are transferring them to the computer. The persons involved in taking on this endeavor are Mrs. Joanne Snowshoe and Mrs. Eleanor Firth, who are recording and verifying the information completed. We do not expect to complete everything but it is considered a 'work in progress'. Due to time restraints and travel, this project was delayed and has since taken off and will be continuous as time allows. We presently have over 10,000 terms to be entered which will be a great feat for those that want to learn correct pronunciation and meanings behind terms within the documents. We continuously have terms from outside sources and within that need either verification and/or tweaking and are being dealt with accordingly.

##### **Gwich'in Elders' Profiles**

With the assistance of Emily Robert and Andrea Tetlich, many of the elders from within the Gwich'in Settlement Area have been interviewed. With this information, we will be putting together a Gwich'in Elders

Calendar for the new fiscal year, which will be available in September 2013.

#### **Gwich'in Literacy Projects**

In November 2012, an entourage of six interested people traveled to Whitehorse for the annual Gwich'in Literacy and Liturgical Workshop conducted by the Yukon Native Language Centre's staff. Consequently, a Traditional Skills Workshop in Aklavik was rescheduled for March 11-15, 2013. Funding was provided to the Gwichya Gwich'in to conduct a drum making/repair workshop.

#### **Gwich'in Language Lessons on I-Tunes**

We will again work with ECE to add to the Gwich'in Language Lessons (Gwich'in Alpha app) on i-Tunes.

#### **Gwich'in Medical Terminology Workshop**

A workshop was held with elders on researching, translating and verifying into Gwich'in a wide variety of terms and phrases associated with cancer and cancer related illnesses. Many of the terms were obtained from the Canadian Cancer Society and Research Centre in Edmonton.

#### **BDEC – Material Development & .05 position**

Hired a person to fill a half-time position to assist the BDEC Aboriginal Language Instructors to develop and implement the curriculum, develop resources as required and assist with in-service training for aboriginal languages and cultural programs.

#### **Species at Risk Stewardship Program 2012-13**

Produced a leaflet on Species at Risk in the Gwich'in Settlement Area.

#### **Other Related Activities**

- During the Spring and Summer of 2012, we reprinted and reproduced teaching materials and Gwich'in Language CDs for the four community schools as well as for interested persons. This was distributed in July 2012.
- We participated in the Gwich'in Gathering held in Fort McPherson during the week of July 23rd by attending the meetings, assisting in the presentation of work done by the GSCI and volunteered and assisted with meal preparation.
- During the GTC-AGM, we attended and distributed promotional bags of materials and Language
- CDs to all participants in attendance and interested persons.
- We assisted the Ottawa Art Gallery in working with and translating the Artist's Statement of Nich'itTsal Norbert, daughter of Lawrence Norbert, of her work and of her memories of growing up as a young Gwich'in girl and how colonization played a part in the lives of her dad as well as her grandmother, Mrs. Annie Norbert. The name of the book is entitled, Decolonize Me and is available from the Robert McLaughlin Gallery.



# 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.

In 2006, TAL Global Asset Management was rebranded as CIBC Global Asset

Management in recognition of the ownership of the firm by CIBC.

In February 2012, the Investment Committee appointed GE Asset Management and Scheer Rowlett & Associates to manage equal portions of the Canadian equity component of the fund. CIBC Global Asset Management's Canadian equity mandate was terminated and they were retained to manage the fixed income component of the fund. The RBC Dominion Securities mandate was terminated.

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 22nd, 2007. As of April 22nd, 2007 the fund balance was \$134.7 million.

The final capital transfer was received on April 22nd, 2007. During the 2012/2013 fiscal year, disbursements were \$3.0 million for permitted activities.

### Fund Management

At March 31st, 2013, the following professional organizations were involved with the investment management, administration and oversight of the fund:

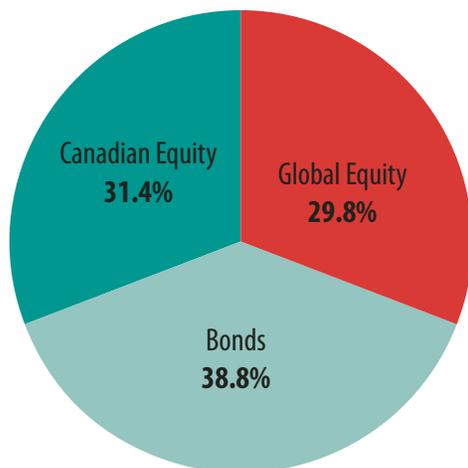
CIBC Global Asset Management is an investment manager, responsible for a fixed income mandate.

- GE Asset Management is an investment manager, responsible for managing a Canadian equity portfolio.
- Scheer Rowlett and Associates is an investment manager, responsible for managing a Canadian equity portfolio.

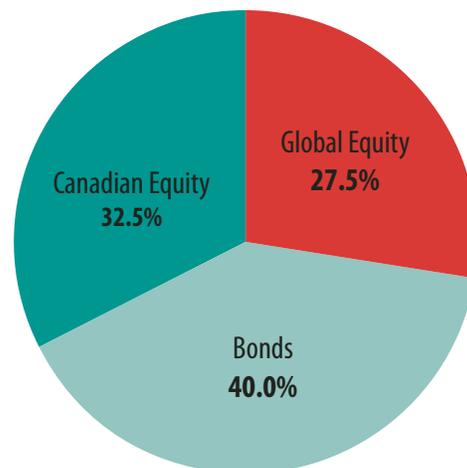
- UBS Global Asset Management is an investment manager, responsible for managing a global equity portfolio.
- CIBC Mellon is the custodian of the fund assets, responsible for safekeeping, administration, and financial reporting of the fund assets.
- Towers Watson is the investment advisor to the GSC, 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, 2013

- At March 31st, 2013, the total market value of the fund was \$117,682,962 compared with \$111,245,200 at March 31st, 2012 and was invested as follows:
- The amount at March 31st, 2013 includes a Gwich'in Development Corporation receivable of \$20,573,009 and an investment in First Nations Bank of \$2,000,000. The amount at March 31st, 2012 includes a Gwich'in Development Corporation receivable of \$17,986,531 and an investment in First Nations Bank of \$2,000,000. These receivables have not been reflected in the asset allocation charts below.



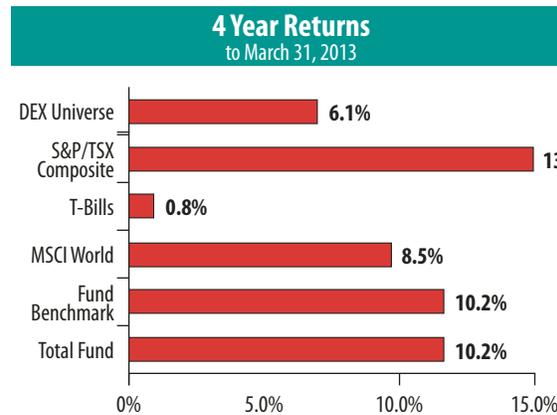
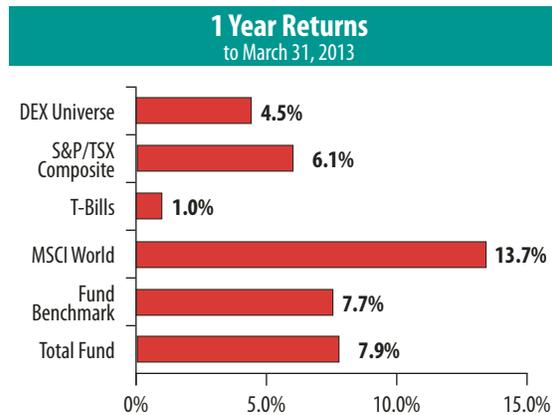
**Total Fund**  
March 31, 2013



**Policy Benchmark**  
March 31, 2013



The following chart shows the fund benchmark and asset class returns for the one year and four year periods ended March 31st, 2013:



Over the one year period ended March 31st, 2013 the top performing asset class was global equities with a return of 13.7%, followed by Canadian equities at 6.1% and bonds at 4.5%. Cash returned 1.0%.

The total fund returned 7.9% for the year ended March 31st, 2013 which was ahead of the total fund benchmark return while ranking third quartile when compared to a universe of balanced funds with similar asset allocations. Out performance within Canadian equities and bonds were the primary determinants of relative performance during this period.

Over four years, the total fund has returned 10.2% per annum, matching the total fund benchmark return and ranking third quartile in a universe of other balanced funds. Relative performance during this period is primarily attributable to poor performance in Canadian equities.

## Tax Status

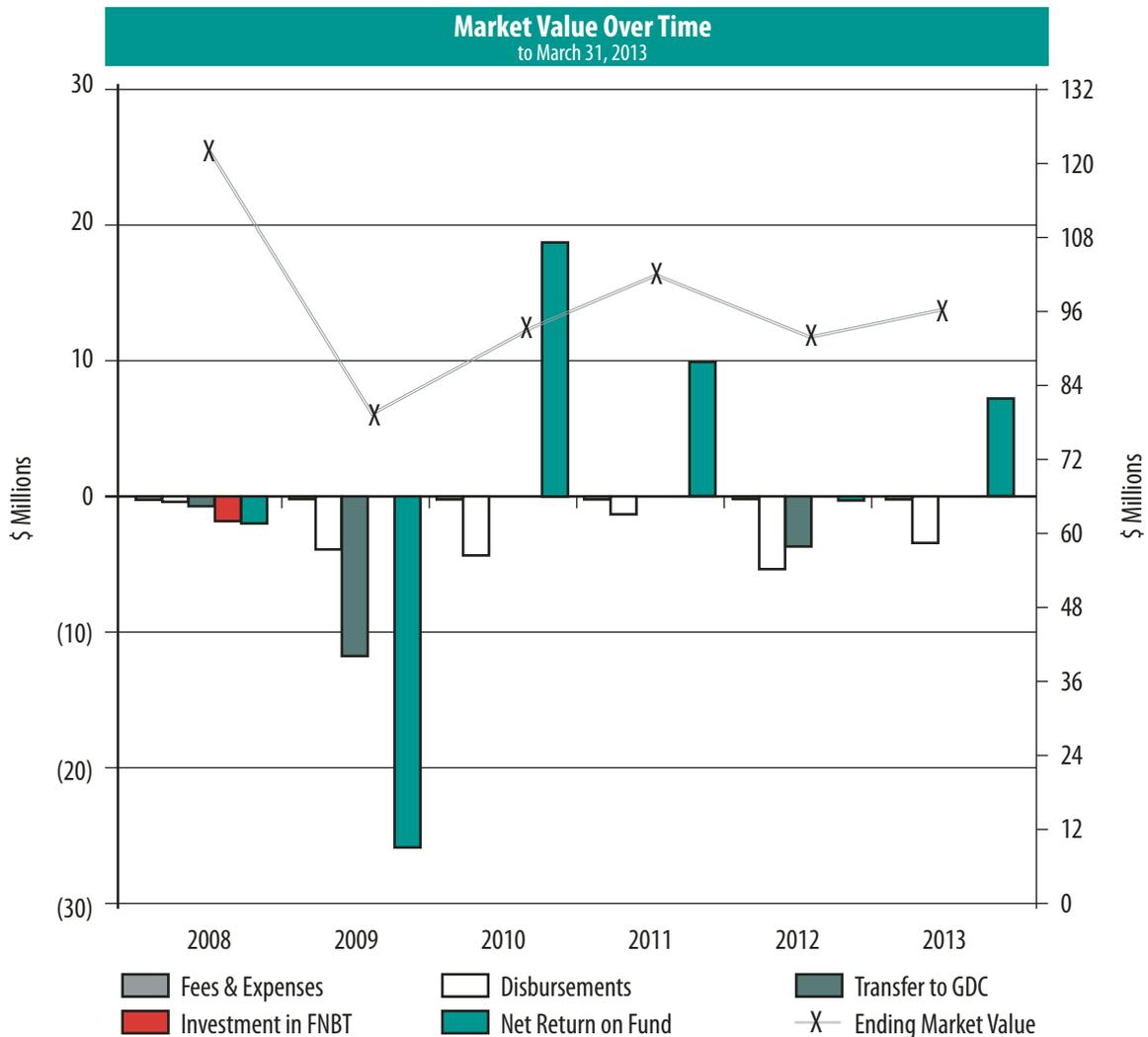
To maintain its tax exempt status after April 22nd, 2007, the Gwich'in Settlement Corporation must spend annually a minimum amount, referred to as the "disbursement quota", on permitted activities as contained in Schedule 1 to

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 administration expenses and capital distributions to participants.

## Progress of the Fund

At March 31st, 2012 the actual fund market value was \$117.7 million. The inflation adjusted Gwich'in Legacy Capital at March 31st, 2012 is \$148.3 million. In light of this shortfall, the Investment Committee should disburse the minimum allowable amount in 2013/2014 or 3.5% of the March 31, 2013 fund market value (3.5% x \$117.7 million = \$4.1 million).

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



Note: 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

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
2012	\$101,230	(\$390)	(\$5,500)	(\$3,850)	\$0	(\$232)	\$91,259
2013	\$91,259	(\$252)	(\$3,000)	\$0	\$0	\$7,104	\$95,110
<b>Total</b>	<b>\$127,433</b>	<b>(\$2,168)</b>	<b>(\$19,152)</b>	<b>(\$16,603)</b>	<b>(\$2,000)</b>	<b>\$7,601</b>	<b>\$95,110</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.

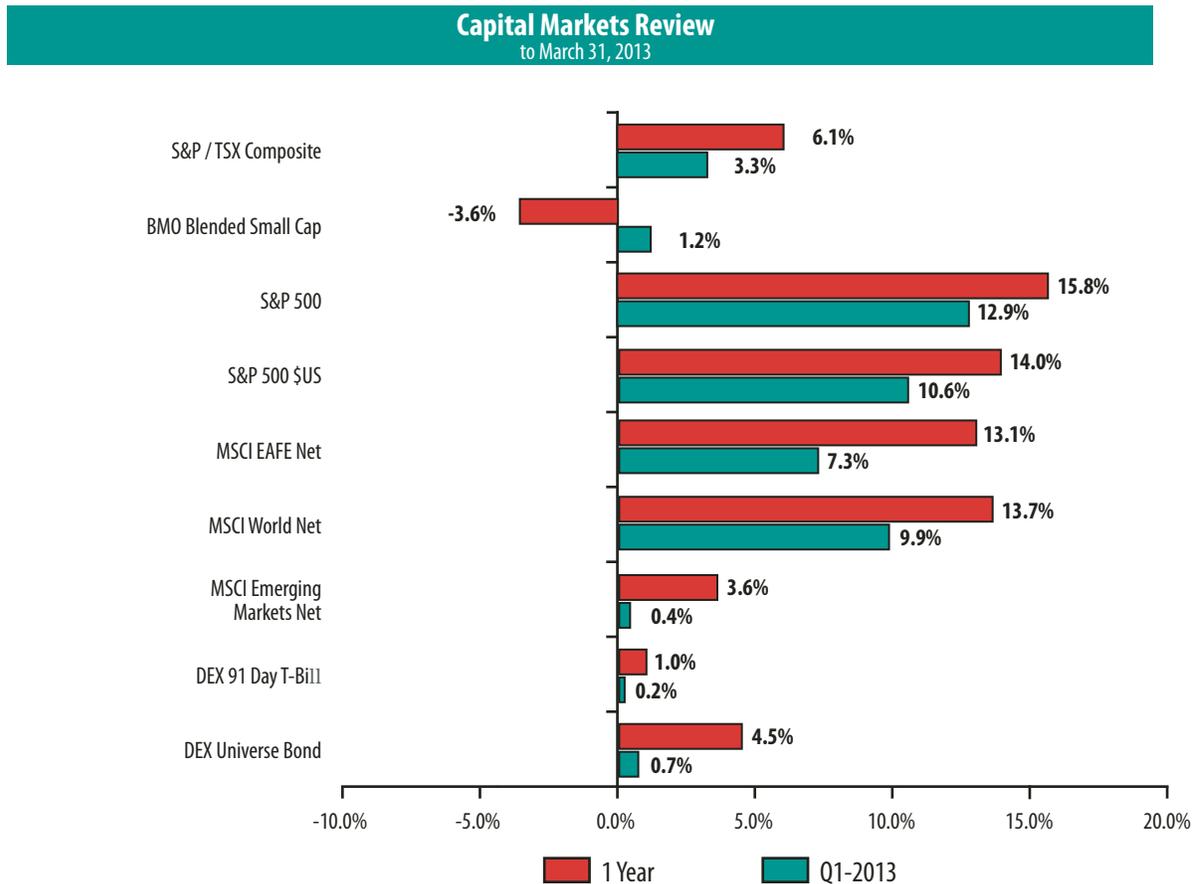
The total fund has two primary performance benchmarks. The first is to exceed the returns generated by a benchmark portfolio based upon the individual indices and the fund's normal policy asset mix. This benchmark at March 31st, 2013 was 40% fixed income, 32.5% Canadian equities and 27.5% global equities. 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 matched the benchmark return over the four years ended

March 31st, 2013. Relative to a universe of balanced fund managers, the four year return ranked third quartile. Since 1996, when active management was first utilized in the fund, the fund has returned approximately 6.3% per annum, matching the policy benchmark return.



- The Canadian dollar depreciated against the U.S. dollar (from \$1.01 in December 2012 to \$0.98 in March 2013) but appreciated against the Euro, British pound and especially the Japanese yen (from ¥0.87 in December to ¥0.93 in March 2013).
- The Canadian equity market, as measured by the S&P/TSX Composite Index, posted a gain of 3.3% in the 1st quarter. The Index's positive performance was due to widespread gains in most sectors. Although the Energy and Financials sectors only slightly outperformed the broad market, they contributed the most to overall return due to their large weight within the Index.
- The DEX Universe Bond Index returned 0.7% during the 1st quarter of 2013. The DEX Long Term Bond Index posted a loss of 0.3% over the same period. These results were mainly due to the steepening of the yield curve, as short and midterm yields shifted downward and long term yields increased over the last quarter.
- The S&P 500 Index of U.S. equity investments recorded a 10.6% gain in U.S. dollar terms in the 1st quarter, bouncing back from its negative return recorded in the last quarter of 2012. To unhedged Canadian investors, this translated to a gain of 12.9% due to the depreciation of the Canadian dollar during the quarter.
- The MSCI EAFE Index of international equity investments posted a 9.7% gain this quarter in local currency terms. For unhedged Canadian investors, international equities returned 7.3% due to the appreciation of the Canadian dollar against most major international currencies during the period.

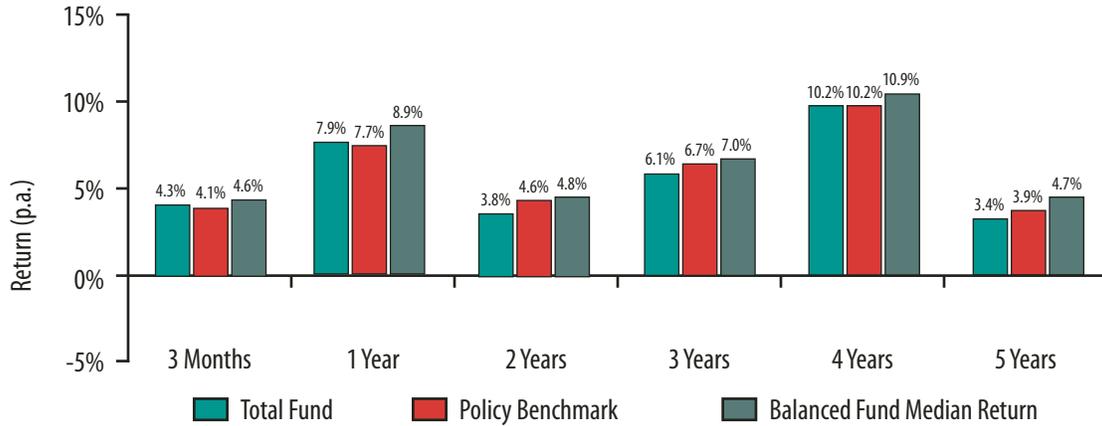


## Total Fund

The fund's return was 4.3% for the quarter, and 7.9% for the one year ending March 31st, 2013. The fund performance was ahead of the policy benchmark for the year, and ranked

third quartile. 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.

**Total Fund- March 31, 2013**



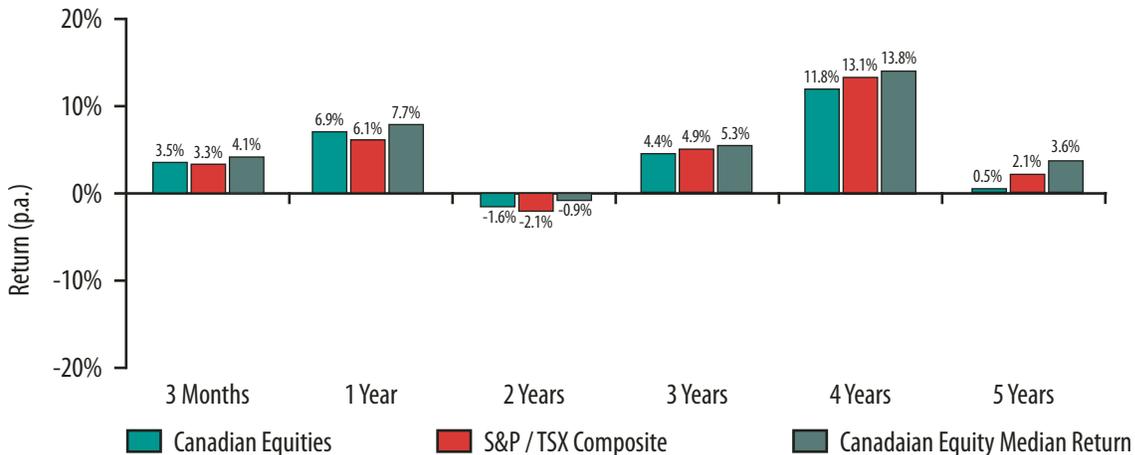
## Canadian Equities

The Canadian equity component of the fund, managed by GE Asset Management and Scheer Rowlett & Associates is invested in publicly traded securities listed on major exchanges, with an emphasis in the portfolio on quality and diversification.

The total Canadian equity component returned 3.5% for the three months ended March 31st, 2013, ahead of the S&P/TSX index

return of 3.3%. Over one year, the fund's Canadian equity return was 6.9%, ahead of the index return of 6.1% for the same period. These results ranked third quartile for both 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.

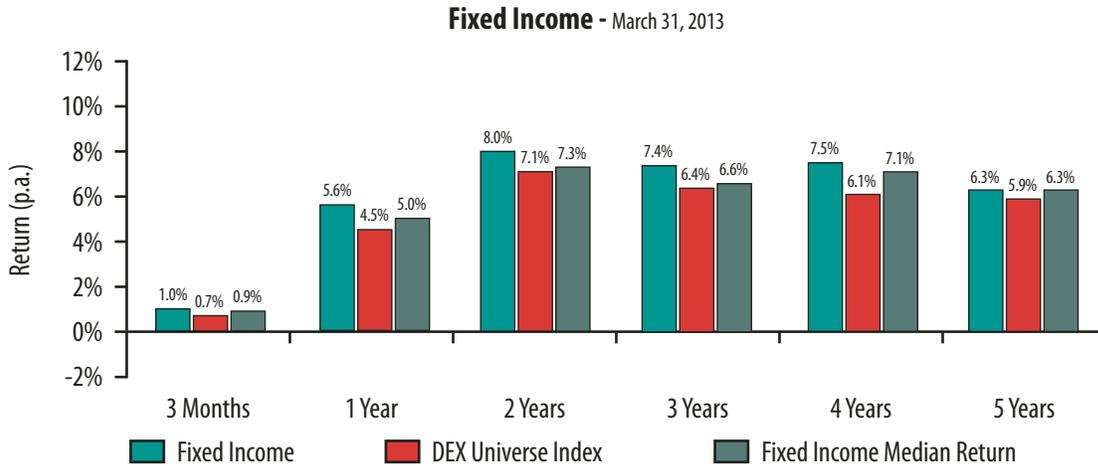
**Canadian Equities - March 31, 2013**



## Fixed Income

This component of the fund, managed by CIBC Global Asset Management, is largely invested in publicly traded fixed income securities including federal government, provincial government, municipal government and corporate bonds.

The fund's bond return for the year ended March 31st, 2013 was 1.0%, ahead of the DEX Universe Index return of 0.7%, while ranking second quartile relative to a universe of bond managers. Over five years, the bond component of the fund returned 6.3%, ahead of the index return, and ranking second quartile.

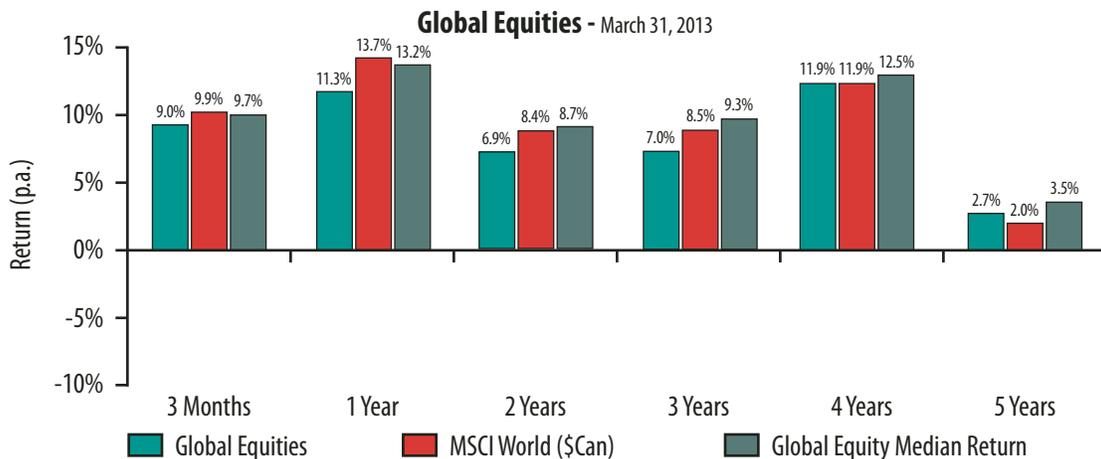


## Global Equities

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.

returned 11.3% over the one year ended March 31st, 2013, behind the benchmark return of 13.7%, and ranking third quartile compared to a universe of global equity managers. Over five years, the global equity component returned 2.7%, ahead of the benchmark return of 2.0% and ranking third quartile.

The fund's global equity component has been managed by UBS since May 2004, and



## 2012 Activities

- Investment Committee met in November 2012 and May 2013
  - November meeting
    - Activities
      - Committee reviewed investment performance to September 30th, 2012
      - Investment managers made presentations to Committee
      - Committee finalized decision to terminate UBS
    - Action items
      - Towers Watson to assist in global equity manager search
  - May meeting
    - Activities
      - Committee reviewed investment performance to March 31st, 2012
      - Investment managers made presentations to Committee
      - Committee interviewed global equity manager candidates and agreed to appoint Epoch with implementation in July 2013
    - Action items
      - Towers Watson to assist in real estate manager selection
      - Towers Watson to prepare investment education material for Board members

## 2013 Initiatives

- Investment Committee to continue meeting twice per year
  - Next meeting in November 2013
- Agenda will include
  - Review of investment performance to September 30th, 2013
  - Continued monitoring of investment managers
  - Selection of real estate manager

# Thank You & Recognition

## 2012/2013 Donations

### Gwich'in Tribal Council **\$52,959<sup>25</sup>**

<b>Sports</b> East Three Sports Program SAMS School Inuvik Jr. Girls Curling Team SHSS School Inuvik Curling Club Aklavik Hockey Team	<b>Non-Profit Organizations</b> Canadian Cancer Society NWT Disabilities Council Santa's Elves Program	<b>Community Events</b> Inuvik Legion Poppy Fund Peel River Jamboree Muskrat Jamboree Northern Arts Festival Arctic Red Jamboree
<b>Youth Initiatives</b> Northern Youth Aboard Inuvik Youth Center SAMS Swimming Program Recreations	<b>Educational</b> Chief Julius School Office Admin Program SAMS School SHSS School Aurora College	<b>Individuals</b> Total of 11 People

### Gwich'in Development Corporation **\$81,585<sup>83</sup>**

<b>Sports</b> Hockey Clubs Hockey Association 2012 AWG Host Society	<b>Education</b> BD Educational Council CJS Grad Committee	<b>Others</b> Tent and Canvas Shop 5 Individuals
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# Thank You & Recognition

## Testimonials

### Thank You

Both Jack and I were very much appreciative for the financial assistance you had provided for our 2012/2013 school year.

Without the assistance there is no way we could've managed the year.

We always like to be accountable to our contributors, so in the nature of transparency we are sending you our final marks.

Jack is taking more courses this summer as he wants to graduate next year with a double major: Indigenous Studies & Anthropology. He needed additional courses to meet the requirements of achieving a double major.

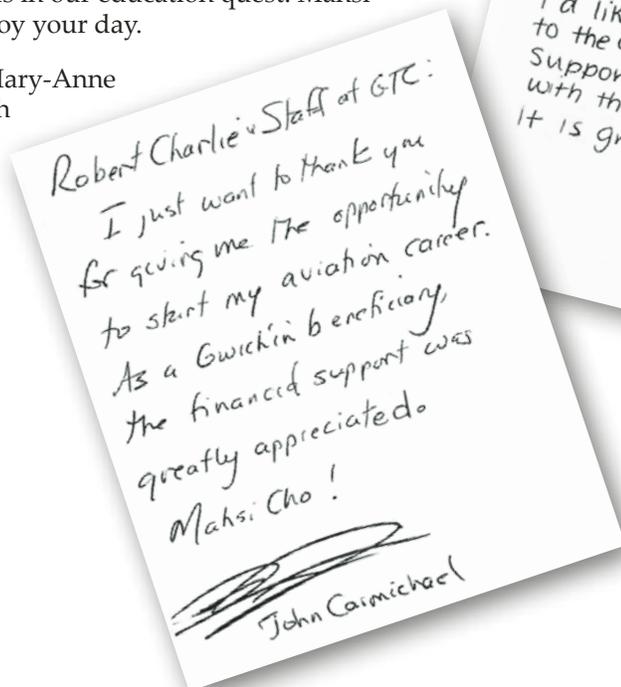
We both are returning this upcoming 2013/2014 school year and as luck would have secured funding! J

Again know the importance of your contribution and how it made a difference to both of us in our education quest. Mahsi Cho. Enjoy your day.

Jack & Mary-Anne  
Hoggarth

I would just like to personally thank the Gwich'in Tribal Council for helping me accomplish being able to go to school and pursue a career! School has been a big change for me, and I am really enjoying it. I had my first final exam last week already and got 88%. My counsellor showed me the cheque she recieved and we are all thankful. Just thought Id let you and all the other staff know.

Thank you again, Janice



Robert Charlie & Staff of GTC:  
I just want to thank you  
for giving me the opportunity  
to start my aviation career.  
As a Gwich'in beneficiary,  
the financial support was  
greatly appreciated.  
Mahsi Cho!  
  
John Carmichael



Gwich'in Tribal Council,  
  
very much  
- as I finish my degree,  
I'd like to express my gratitude  
to the council for the financial  
support that I was provided  
with throughout my studies.  
It is greatly appreciated!  
Thankyou,  
Raya Hagen

# 2012-2013 Strategic Plan Update

## Goal 1: Governance

Goal	Develop effective governance of the overall GTC 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

## Goal 1 - Strategic Initiatives

- 1.1 Develop and implement a standard Board development, orientation and training Manual with course supplements for Gwich'in governments
- 1.2 Educate Gwich'in communities with respect to the roles and responsibilities of Board, Executive and staff
- 1.3 Advocate for the full and proper implementation of the GCLCA
- 1.4 Effectively manage the GTC's responsibilities pursuant to the Land Administration and Resource Management provisions of the GCLCA
- 1.5 Strengthening staff, Participant and community relationships
- 1.6 Review the self-government related transition process of Designated Gwich'in Organizations



## 2012-13 Action Plan

Strategic Initiative 1.1 Develop and implement standard Board development, orientation and training Manual with course supplements for Gwich'in governments	Primary Contact	Target	Action Status
<b>2012-13 Action Items</b>			
1.1.1 a) Develop continuity plan related to upcoming GTC Board elections to minimize any interruption of work in progress b) Document the existing election and transition processes of each DGO and GTC and publish this information so it is readily accessible to all Gwich'in. Working with DGOs, develop options for bringing some standardization to the GTC/DGO transition and election process (including timing) recognizing that each DGO retains the authority to chose to participate in this process and/or adopt any standardization recommendations	Chief Operating Officer (COO)	a) Prior to June 2012 elections b) As soon as practical	Completed. Transition information was prepared for the new Executive. A new election policy manual is being developed for the GTC and DGO's. A strategic planning session was held in September 2012 where direction was given on how to restructure and revise the election procedures.
1.1.2 a) Finalize and implement a Board Manual that addresses the frequency and conduct of meetings, the conduct of Directors including the requirement for regular Director attendance, and other matters;	President and COO	End of 2012-13	A Board orientation manual has been developed and approved.

<p>b) review the cumulative burden on Directors of being on multiple boards and committees and assess whether these multiple appointments create any inherent/ structural conflicts of interest and how such could be mitigated recognizing that there is a burden of proof on conflict complaints;</p> <p>c) initiate the practice of annually publishing the membership on all GTC related boards, agencies and subsidiaries and issuing notices during the year of changes in membership</p>			<p>The conflict of interest policy is being reviewed.</p> <p>This information is being compiled and will be published in GTC newsletters.</p>
<p>1.1.3 Complete the process of establishing all By-Law Section. 9 sub-committees including executive, audit, human resources and finance. Draft and finalize Terms of Reference and commence regular meetings</p>	<p>Sub-Committee Chairs and the staff member assigned to support each sub-committee</p>	<p>End of September 2012</p>	<p>The by-laws are being reviewed and updated. Committee TOR will be completed soon after the by-laws are approved.</p>
<p>1.1.4 Conduct Board development workshops on a) roles and responsibilities of Directors; b) conflict resolution; c) financial awareness and competency; d) Board solidarity requirements (e.g. hosting and attending meetings together, communication of Board decisions).</p> <p>This work should be coordinated with the Board Manual and become a formal and ongoing orientation and development program. As the workshop material is developed it should be circulated in advance so Board Members have an opportunity to discuss it with their community organizations</p>	<p>President and COO</p>	<p>Development program complete by end of 2012-13 and implemented as an ongoing requirement</p>	<p>Workshops are to begin in Summer of 2013 and training will be ongoing.</p>



1.1.5 Review the need for a comprehensive records management and document management system in GTC and DGOs to preserve corporate knowledge and ease transition	President and COO	During 2012-13	Work is in progress.
<b>Strategic Initiative 1.2 Educate Gwich'in Communities with respect to roles and responsibilities of Board, Executive and staff</b>	<b>Primary Contact</b>	<b>Target</b>	
<b>2012-13 Action Plan</b>			
1.2.1 Upon completion of Board development workshops on roles and responsibilities and conflict of interest, prepare community presentations on these themes and offer them to communities that express interest (within budgetary limitations);	COO	Target the fall of 2012-13. As components of the Board development program are completed community presentations will be prepared and delivered at the communities request	Board orientation manual is completed and Board training will be ongoing. Training will be available to all GTC boards and agencies and DGO's.
1.2.2 Conduct community workshops and briefings on progress and results of SGA Workshops on Governance	Director of Intergovernmental Relations (DIR)	Regularly throughout the year as Leadership workshops are held. Ongoing	Regular meeting are being held in the communities.
1.2.3 Develop and undertake a comprehensive structural review of GTC governance after 20 years of operation. Include in the review consideration of whether community Chiefs should automatically hold a seat on the GTC Board to reflect the traditional role of Chiefs in Gwich'in governance	President and COO	During 2012-13 develop the approach and TOR for review	In progress. The consultants reports are being reviewed.

1.2.4 Review the adequacy of existing financial accountability practices of GTC and DGOs and measurement tools for assessing progress against plans. Invite DGO staff to participate in review and future related activities.	President and CFO	During 2012-13	Work is ongoing and the GTC Board is reviewing the Gwich'in Settlement Corporation bylaws that includes the distribution of funds to DGO's.
<b>Strategic Initiative 1.3 Advocate for the full and proper implementation of the GCLCA</b>	<b>Primary Contact</b>	<b>Target</b>	
<b>2012-13 Action Plan</b>			
1.3.1 Lobby against Surface Rights Board legislation	President and Director of Intergovernmental Relations (DIR)	Ongoing	Director and VP co-authored a presentation that the VP delivered to the Canadian Senate committee reviewing this legislation in Yellowknife in Spring, 2013.
1.3.2 Lobby for trespass legislation	President and DLR	Ongoing. Attempt to secure commitment to introduce legislation by end of 2012-13	No progress to date.
1.3.3 Engage MACA to facilitate resolution of Airport Lake land lease issue in a manner that addresses GTC interests	President and DLR	End of 2012-13	The Airport Lake Management Plan committee was established in June 2012 and 3 meetings have been held. More meetings are to be held later this summer.



<p>1.3.4 Research and develop position on MVRMA amendments being proposed by the federal government</p>	<p>President and DIR</p>	<p>Will likely come to some conclusion in 2012-13</p>	<p>Completed. Canada intends to introduce legislation into Parliament in November, 2013. GTC continues to work with other Claimant groups on a collaborative response to Canada. Currently undertaking a legal-technical analysis of the proposed legislation. Report due to Board of Directors by mid-August.</p>
<p>1.3.5 Implement provisions within the Gwich'in Forest Management Plan</p>	<p>DLR</p>	<p>Complete initial implementation by end of 2012-13. Ongoing</p>	<p>GTC continues to work with the Gwich'in Renewable Resources Board and GNWT's – Energy Mines and Resources to implement the Gwich'in Forest Management Plan.</p>
<p>1.3.6 Prepare for and consider requesting an arbitration hearing on implementation of the GCLCA economic measures provisions based on spirit and intent arguments and reflecting participation in entire NWT economy not just GSA</p>	<p>President and DIR</p>	<p>Complete further research into appropriate measures and justification. Commence discussions with legal counsel on basis for arbitration</p>	<p>Work has been progressing with both the Federal and GNWT governments. This issue is being addressed at the Implementation tables. A MOU on contracting has been negotiated with GNWT and is in place. No need for arbitration.  GTC successfully attained \$325,000.00 funding from Canada to undertake research and business development initiatives related to Chapter 10.</p>

1.3.7 Advance NND Trans-Boundary negotiations and secure participation funding	President and DLR	Ongoing	NO progress since 2012 when Nacho Nyak Dunn First Nation submitted a draft Transboundary Agreement to AANDC for consideration.
<b>Strategic Initiative 1.4 Effectively manage the GTC's responsibilities pursuant to the Land Administration and Resource Management provisions of the GCLCA</b>	<b>Primary Contact</b>	<b>Target</b>	
<b>2012-13 Action Plan</b>			
1.4.1 James Creek Soil farm (GNWT land use permit). Continue environmental monitoring and share results of monitoring with affected communities	DLR	Ongoing	GNWT maintains contact with GNWT's Dept of Transportation regarding sampling and monitoring of the program. Work is underway to investigate this project with the possibility to expand and look at other alternatives.
1.4.2 Territorial park management plan	President and DLR	Attempt to assert GTC role by end of 2012-13	The Gwich'in Territorial Park Management Plan Committee has been re-established and are meeting on a regular basis to update the plans and to implement the current plans.



<p>1.4.3 Quarry management planning and implementation</p>	<p>DLR</p>	<p>Obtain GNWT quarry requirements and royalty payment arrangements after April 22, 2012</p>	<p>GTC continues to manage the GTC quarries. GNWT contractors continue to apply for land access authorizations for quarrying from GTC. GTC to work with GNWT to establish a process for access to Gwich'in lands for quarrying including provisions for notification, quarry authorizations for contractors prior to submitting bids and GNWT adhering to provisions of the GCLCA and MOU with GTC on contracting in the Gwich'in Settlement Area.</p>
<p>1.4.4 GIS mapping (land use authorizations, cabin database, harvesting area/trap--lines, wildlife conservation areas)</p>	<p>DLR</p>	<p>Establish internal capacity to coordinate GIS requirements by end of 2012-13</p>	<p>GTC continues to use Google Earth to map land use activities in the GSA. GTC is in the process of setting up GIS computers in the Lands department and once installed will update all GIS files.</p>

1.4.5 Muskox Management Plan and outfitting and guide licensing (development and review)	DLR	Ongoing	GTC is continuing to support the RRC's in muskox harvesting outfitting and guiding licensing and is monitoring the Energy and Natural Resources and GRRB process for the establishment of muskox outfitting and guiding in the GSA. ENR/GRRB are the leads on this activity as the final approval for this process rests with ENR.
1.4.6 Land Rights Issuance Policy	DLR	Maintain readiness in case of pipeline decision	GTC has a draft Oil and Gas land rights issuance process. Work is ongoing.
1.4.7 Yukon Successor Legislation development	President and DLR	Ongoing	GTC has been consulted and is working with the Yukon Territorial Govt. and council of Yukon Indians on the amendments to the Yukon Wildlife Act.
1.4.8 Yukon Forest Management legislation	President and DLR	Ongoing	No progress to date.
1.4.9 Overlap Agreement (hunting/fishing/harvesting) with Sahtu – Kasho Got'ine	President and DLR	Ongoing	No issues arose that need to be addressed.
1.4.10 NEW – Develop a Mineral Resource Development Policy	President and DLR	Have approach and TOR done by end of 2012-13	In progress. The proposed GTC's Mineral Rights Policy will mirror the GTC Lands Rights Issuance policy for Oil and Gas.



<p>1.4.11 NEW – Develop a Gwich'in Climate Change and Environmental Protection Policy/Strategy (in conjunction with Gwich'in Council International) that:</p> <ul style="list-style-type: none"> <li>a) addresses the balance between environmental protection and economic development;</li> <li>b) formulates a strategic approach to regulatory interventions and approaches;</li> <li>c) addresses the environmental risk of existing contaminated sites in the GSA and appropriate responses to them;</li> <li>d) contains a water quality component that addresses upstream water contamination risks (ie. Alberta tar sands activity);</li> <li>e) addresses river bank erosion issues throughout the GSA;</li> <li>f) Includes the review of contamination associated with current highway dust control practices;</li> <li>g) addresses the transportation of dangerous goods over GSL; and</li> <li>h) contains an education component to raise the level of awareness of roles, responsibilities, authorities and processes associated with existing environmental legislation and regulations</li> </ul>	<p>President and DLR</p>	<p>Have approach and TOR done by end of 2012-13</p>	<p>No progress to date</p>
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Strategic Initiative 1.5 Strengthen staff, participant and community relationships	Primary Contact	Target	Action Status
<b>2012-13 Action Items</b>			
<p>1.5.1 Emphasizing a respectful approach (inform, listen, accommodate, respond) to relationships by such actions as:</p> <ul style="list-style-type: none"> <li>• Instituting regular discussions with community leaders to solicit their input on important issues and directions</li> <li>• Instituting improved means for both GTC and DGOs to disseminate information to communities on a regular basis through such mediums as community hall meetings, local radio, bulletins and other locally employed means of communicating</li> <li>• Undertaking sensitivity training jointly with communities</li> <li>• Including communities in Issue Resolution Workshops</li> </ul>	President and COO	Ongoing	GTC Executive has been conducting community consultation visits and GTC Board has been holding meetings in the communities. GTC has also been publishing quarterly newsletters. GTC is currently upgrading its website.
1.5.2 Clarify and document the delegated rights and obligations assigned to DGOs (e.g. GCLCA 7.1.8 public registry) and assess them in light of current conditions	Board of Directors	During 2012-13	Under review by GTC Board



<b>Strategic Initiative 1.6 Review the transition process of Designated Gwich'in Organizations</b>	<b>Primary Contact</b>	<b>Target</b>	
<b>2012-13 Action Plan</b> 1.6.1 Continue the series of Leadership Workshops on Governance until governance questions are resolved	Vice President and DIR	Substantial completion by end of 2012-13	A draft governance model was completed in November, 2012, and the GTC Board of Directors voted to approve the draft in December, 2013. Next step is to present constitution and governance draft to AGA to get further direction.
1.6.2 Developing SGA related constitutions which will encompass election codes for national and community governance structures	Vice President and DIR	Substantial completion by end of 2012-13	Draft constitution was developed in November, 2012, and approved by GTC Board of Directors in December, 2012. Community meetings have commenced to explain the draft plan. Next step: present draft constitution to AGA and attain further direction.

## 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 GCLCA</li> </ul>

## Goal 2 – Strategic Initiatives

- 2.1 Build strong Gwich'in Governments in the context of governance, jurisdictions and authorities.
- 2.2 Develop relationships that are collaborative, cooperative, committed and supportive.
- 2.3 Build a united Gwich'in Nation that works in the best interests of the Gwich'in, sets the framework, implements and protects the rights and interests of Gwich'in.

## 2012-13 Action Plan

Strategic Initiative 2.1 Build strong Gwich'in Governments in the context of governance, jurisdictions and authorities	Primary Contact	Target	Action Status
<b>2012-13 Action Plan</b>			
2.1.1 Completing the work of the Chief's Side Table	Chiefs and DIR	Ongoing throughout SGA process	The Chief's Side Table held two presentations to the Main Table negotiations during the past year, in November, 2012 and February, 2013. Work is ongoing.
2.1.2 Reviewing and amending as required the purpose of the Gwich'in Gathering to make its content substantive and meaningful	President and COO	End of 2012-13	No progress



2.1.3 Reviewing the role of the Gwich'in Council International (GCI) respecting the Arctic Council with a view to increasing the level of involvement of GTC and Gwich'in community leaders. Invite GCI to attend and present at a future GTC Board meeting	President and COO	End of 2012-13	Meetings were held with the current GCI President and an AGA is being proposed for the Fall of 2013. GTC is committed to play a more active role in GCI.
2.1.4 Advancing the GTC efforts to oppose the Devolution AIP and gain a seat at the Final Agreement negotiations without having to sign the AIP	President and COO	Court hearing in July 2012 - Next steps strategy being considered in March 2012	Litigation process stopped. GTC signed AIP in October 2012 and subsequently the final devolution agreement in June 2013.
<b>Strategic Initiative 2.2 Develop relationships that are collaborative, cooperative, committed and supportive</b>	<b>Primary Contact</b>	<b>Target</b>	
<b>2012-13 Action Plan</b>			
2.2.1 Promoting and highlighting Gwich'in capacity and presence by publishing information on the Gwich'in leadership including past experience, accomplishments and current activities, developing GTC and community website content that includes photos and short biographies of GTC Board of Directors, Gwich'in Chiefs and DGO Presidents	President and Director of Communications (DOC)	Fall of 2012	Ongoing – GTC website is being revised under the GCLCA. Discussions have commenced on developing an intergovernmental agreement between YTG and GTC.

<p>2.2.2 Continuing to support and develop relationships with the CYFN and Yukon Government</p>	<p>President and DIR</p>	<p>Ongoing. Need to confirm CYFN leadership meeting schedule</p>	<p>Ongoing.  The GTC Executive attended the CYFN leadership meeting in May, 2013 and intend to be active participants in CYFN.  The GTC sought and attained a meeting of the Implementation Planning Committee in Whitehorse and this meeting was attended by officials from YTG. Agreement between YTG, Canada and GTC was reached to include YTG in 10 Year Plan review process for the Transboundary Agreement.  Work has commenced on a "Yukon Strategy"; GTC has hired a consultant to write a report on economic opportunities in Yukon and GTC DIR is working with legal council to better understand the various rights and interests in Yukon possessed VP Snowshoe and DIR gave presentations at a national conference hosted by LCAC in March 2013.</p>
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2.2.3 Increasing our efforts by working with AFN and the Land Claims Agreement Coalition on lobbying for change to federal claims and self-government policies	President and COO/ DIR	Ongoing	DIR participated in the initial meeting of the AANDC – LCAC technical working group in Ottawa on June 12, 2013. VP Snowshoe attended AFN meeting in Whitehorse and participated in various meetings.
2.2.4 Developing and implementing a lobbying effort with the federal and territorial governments to inform these parties of Gwich'in issues and positions, and advance Gwich'in interests (e.g. regular lobbying efforts in Ottawa, appearances before NWT Standing Committees, purchase of seats at political fund raisers, joint efforts with AFN and other NWT aboriginal governments). Prepare a plan for proceeding by the end of Q2 and submit to the Board	President and COO/ DIR	Lobby plan to Board by Fall of 2012	An Intergovernmental Agreement was signed with GNWT and the GTC Board of Directors has met with the GNWT cabinet twice since (November, 2012, July, 2013). GTC Executive working on an Ottawa strategy, likely to be executed in Fall of 2013.
<b>Strategic Initiative 2.3 Build a united Gwich'in Nation that works in the best interest of the Gwich'in, sets the framework, implements and protects the rights and interests of the Gwich'in</b> <b>2012-13 Action Plan</b> 2.3.1 no current action items	<b>Primary Contact</b>	<b>Target</b>	

## 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>

### Goal 3 – Strategic Initiatives

- 3.1 Evaluate current communication tools
- 3.2 Increase visibility of Gwich'in activities in communities

### 2012-13 Action Plan

Strategic Initiative 3.1 Evaluate current communication tools	Primary Contact	Target	Action Status
<b>2012-13 Action Plan</b>			
3.1.1 Introduce E-Bulletin and bilingual newsletter and radio segments	DOC	Fall of 2012	No progress
3.1.2 Assign a higher priority to the newsletter	DOC	Fall of 2012	Newsletters published quarterly
3.1.3 Develop and implement an updated Communications Strategy and related policies. Secure the necessary resources and expertise through outsourcing as required	President and DOC	Fall of 2012	Ongoing. GTC computer systems and hardware are being upgraded.
3.1.4 Develop a GTC Information Technology Strategy and plan	DOC	End of 2012--13	In progress.



<b>Strategic Initiative 3.2 Increase visibility of Gwich'in Activities in communities</b>	<b>Primary Contact</b>	<b>Target</b>	<b>Action Status</b>
<b>2012-13 Action Plan</b>			
3.2.1 Attending more community events jointly (GTC and community leadership)/ Encouraging DGO Presidents and Chiefs to invite GTC leadership to communities more frequently/Continuing to hold self-government community briefing and consultation sessions throughout the year	President and DIR	Ongoing	Community meetings on Devolution occurred in March 2013 that brought community leadership from all four Gwich'in communities together to discuss the Devolution Final Agreement with officials from the Government of Canada. Community meetings on self-government continuing in all communities. Elders workshop on self-government held in July attended by GTC President and COO, as well as several GTC DGO Presidents.
3.2.2 (New) Working with communities, develop a coordinated regional plan/strategy for promotion of Gwich'in language including the development of regional proposals to access funding sources (e.g. Brighter Futures, Aboriginal Headstart)	Director of GSCI	Plan ready by Fall 2012	Ongoing
3.2.3 (New) Promote Wellness Camp	COO and DOC	Promotion plan by Fall 2012	Camp closed. New strategy to be prepared.

<p>3.2.4 (New) After new Directors have been orientated and roles clarified develop means for Gwich'in leaders to be more involved in schools (promoting and explaining GCLCA) such as a standardized presentation</p>	<p>President and DIR and DGS</p>	<p>Develop materials and plan by Fall 2012</p>	<p>DIR and staff have been meeting with students regularly in GSA schools since September, 2012. DIR has begun working with Gwich'in Principals, educators and others to develop a Gwich'in High School Curriculum.</p>
<p>3.2.5 (New) Develop campaign to showcase Gwich'in role models in schools</p>	<p>DGS and DOC</p>	<p>End of 2012-13</p>	<p>In progress</p>
<p>3.2.6 (New) Gwich'in Social and Cultural Institute researching and preparing resource materials for schools (need to incorporate in curriculum). Ensure this includes bringing Gwich'in local history and current events into the classroom</p>	<p>DGSCI</p>	<p>End of 2012-13</p>	<p>To be developed in conjunction with work being done with the self-government's teams' initiatives.</p>
<p>3.2.7 (New) Implementing 20th anniversary promotion and celebration plan</p>	<p>COO and DOC</p>	<p>April 2012</p>	<p>Completed</p>



## 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>

### Goal 4 – Strategic Initiatives

- 4.1 Support and advance self-government negotiations at its accelerated pace to completion of AIP
- 4.2 Finalize and implement a Gwich'in Consultation Policy
- 4.3 Engage in trans--boundary negotiations and pursue economic agreements
- 4.4 Pursue Devolution and resource revenue sharing issues
- 4.5 Maintain and build new relationships to develop effective networks
- 4.6 Lead in land claim issues and policy through participation in appropriate forums
- 4.7 Prepare a strategy and plan for advancing GTC interests in GCLCA implementation negotiations over the 2012 to 2022 period

### 2012-13 Action Plan

Strategic Initiative 4.1 Support and advance self-government negotiations at its accelerated pace to completion of AIP	Primary Contact	Target	Action Status
<b>2012-13 Action Plan</b>			
4.1.1 Conduct community consultations on governance models and keep community leaders up to date on negotiations	Vice President and DIR	Ongoing	Community consultations were held regularly in the past year and will continue. Regular updates provided at GTC Board of Directors meetings.

4.1.2 Adopt a realistic work plan that reflects the negotiation funding levels secured from the federal government	Vice President and DIR	2012-13 work plan ambitious based on December 2012 AIP target	The GTC submitted a work plan and budget proposal to Canada in July and is waiting for a response.
4.1.3 Completing the Governance series of Leadership Workshops to finalize the GTC position on governance matters (anticipate 2 more Leadership Workshops)	Vice President and DIR	Ongoing throughout the SGA process	Workshops held in September and October 2012. A governance plan was developed and approved by GTC Board of Directors in December, 2013.
4.1.4 Initiate negotiations on education, income support, housing jurisdictions and program transfers	Vice President and DIR	Negotiation ongoing	A Finance working group was started in July, 2013, with officials from GTC, Canada and GNWT. The first task of the working group is to study the jurisdiction of education to figure out the assets, funding levels and other related matters that would transfer to GTC upon signing an SGA.
4.1.5 (New) Develop an approach for researching and developing integrated GCLCA and SGA interests in chapter language	Vice President and DIR with other senior managers as required	By summer 2012	Work commenced by negotiation team. GTC staff to begin collaborating with Negotiation Team in fall, 2013.



<b>Strategic Initiative 4.2 Finalize and implement a Gwich'in Consultation Policy</b>	<b>Primary Contact</b>	<b>Target</b>	
<b>2012-13 Action Plan</b>			
4.2.1 Finalize and implement a Gwich'in Consultation Policy	President and COO	Draft to BOD by fall 2012	No progress
<b>Strategic Initiative 4.3 Engage in trans-boundary negotiations and pursue economic agreements</b>	<b>Primary Contact</b>	<b>Target</b>	
<b>2012-13 Action Plan</b>			
4.3.1 Continue to utilize the Senior Liaison Committee with the Yukon Government	President	Ongoing	Work is ongoing
4.3.2 Engage with CYFN to gain support for GTC trans-boundary positions	President and DLR	Ongoing	Work is ongoing
4.3.3 Research and develop sound legal positions and arguments respecting trans-boundary issues	President and DLR	Ongoing	GTC is developing a Yukon strategy. A draft report has been prepared and is under consideration by the Executive and Board.
4.3.4 Attempt to renegotiate the MOU with the GNWT on contracting. If unsuccessful pursue arbitration. Consider court action	President and COO	Decision point in 2012-13 on whether to commence arbitration	New MOU on contracting signed with GNWT in October 2012. Completed.
4.3.5 Pursue the GTC proposal respecting construction of the Mackenzie Valley Highway	President and COO	Ongoing	Negotiations underway

4.3.6	Develop funding proposals to submit to the Mackenzie Gas Project Impact Fund (MGPIF) to argue for advance investments to prepare for pipeline impacts as a prudent course of action pending the proponents decision to proceed to construction	President and COO	On hold pending decision on MGP	All work on the Mackenzie gas project has be halted until a decision by the proponents on whether to proceed or not is made.
4.3.7	Review Impact & Benefit Agreements to establish arguments for advance investment by Proponent in pipeline construction readiness	President and COO	Ongoing	No progress as all work on MGP is halted.
4.3.8	(New) North Yukon Economic Agreement – pursue economic opportunities	President and COO	Ongoing	Negotiations and work in progress
<b>Strategic Initiative 4.4 Pursue Devolution and resource revenue sharing issues</b>				
<b>2012-13 Action Plan</b>				
4.4.1	Brief Gwich'in communities on Devolution issues	President and COO	Dependent on results of legal action	Devolution agreement was signed in June 20 Implementation negotiations ongoing
4.4.2	Develop and implement a Communications Strategy designed to facilitate advancing GTC interests respecting Devolution	President and DOC	Dependent on results of legal action	Implementation negotiations ongoing.
4.4.3	Continue to take a lead role in working with NWT aboriginal governments to coordinate opposition to the Devolution AIP terms	President and COO	Ongoing	N/A GTC signed Devolution agreement.



4.4.4 (New) Develop and consider Strategic Options for advancing GTC interests in Devolution negotiations	President and COO	March 2012 BOD meeting	Implementation negotiations ongoing.
<b>Strategic Initiative 4.5 Maintain and build new relationships to develop effective networks</b>	<b>Primary Contact</b>	<b>Target</b>	
<b>2012-13 Action Plan</b>			
4.5.1 Launch a sustained and professionally supported political lobby effort in Ottawa and in the NWT to communicate and advance GTC interests	President and COO	Initiate sometime in 2012-13 if funding is identified	Work on an Ottawa strategy in ongoing.
<b>Strategic Initiative 4.6 Lead in land claim issues and policy through participation in appropriate forums</b>	<b>Primary Contact</b>	<b>Target</b>	<b>Action Status</b>
<b>2012-13 Action Plan</b>			
4.6.1 Actively participate in the Land Claims Agreements Coalition meetings	Vice President and DIR	Ongoing	Work ongoing.
4.6.2 Follow-up on the two AFN motions introduced by GTC and passed by the AFN respecting self-government financing and the federal Inherent Rights Policy including taking the lead in organizing NWT aboriginal governments to effectively lobby the federal government respecting its current self-government financing policy review	Vice President and DIR	Ongoing	GTC has begun working directly with other land claims groups and with AANDC on the topic of Fiscal Harmonization.

Strategic Initiative 4.7 Prepare a strategy and plan for advancing GTC interests in GCLCA implementation negotiations over the 2012 to 2022 period	Primary Contact	Target	
<b>2012-13 Action Plan</b>			
4.7.1 Prepare strategy and plan that includes leveraging relationships with other aboriginal governments to advance common interests/Strategic activation of GCLCA dispute resolution mechanisms/Court action to be considered if arbitration rejected	President and DIR	Summer 2012	GTC is working on implementation issues at the Implementation Planning Committee. Other issues are being addressed at the GNWT Cabinet – GTC Board of Directors meetings.
4.7.2 Development and negotiation of annual implementation work plans and budgets	Vice President and DIR	Spring 2012	Complete.
4.7.3 Determine if GNWT is intending to undertake a review of its self-government negotiation policies and positions. Develop materials and approaches to influence this review should it be undertaken	Vice President and DIR	Summer 2012	Meetings with GNWT Premier have resulted in some progress at the negotiations table. GTC has developed a CPO research paper and will submit to GNWT Premier by mid-August.



## 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 Gwich'in Comprehensive Land Claim Agreement 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>

## Goal 5 – Strategic Initiatives

- 5.1 Complete the review of the GTC by-laws and assignment of responsibilities and authorities as set out in the GCLCA
- 5.2 Consider and reflect upon the public election process adopted in the GCLCA, the GTC by-laws and the Election Code

## 2012-13 Action Plan

Strategic Initiative 5.1 Complete the review of GTC by-laws and assignment of responsibilities and authorities	Primary Contact	Target	Action Status
<b>2012-13 Action Plan</b>			
5.1.1 Document the roles and responsibilities of GTC, DGOs, and Bands and examine means by which these entities should compliment each other and remove duplication	President and DIR	End of 2012-13	Workshop held in September. GTC Board of Directors have discussed and approved a set of bylaws and policy amendments that will be changed at the upcoming AGA. Further research taking place on the roles, responsibilities and work of the DGOs and Band Councils.

<b>Strategic Initiative 5.2 Consider and reflect upon the public election process adopted in the governance structure set out in the GCLCA, the GTC by-laws and the Election Code</b>	<b>Primary Contact</b>	<b>Target</b>	
<b>2012-13 Action Plan</b>			
See Action Item 1.1.1 (b)			

## 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>

## Goal 6 – Strategic Initiatives

- 6.1 Build capacity for funding access and knowledge transfer in the communities
- 6.2 Advocate and strategize for improved program and service transfer agreements
- 6.3 Further the implementation of the GTC Education Strategy
- 6.4 Leadership workshop to develop a plan of action for Health and Wellness (including future of the GTC Wellness Camp)
- 6.5 Leadership workshop to develop plan of action for Mackenzie Gas Project



## 2012-13 Action Plan

Strategic Initiative 6.1 Build capacity for funding access and knowledge transfer ion communities	Primary Contact	Target	Action Status
<b>2012-13 Action Plan</b>			
6.1.1 Develop a long range human resource plan for both GTC and communities	COO and DES	End of 2012-13	Ongoing. A report on the GTC organization structure has been completed and being reviewed. HR policies being revised. A HR strategy is being developed to prepare for implementation of self-government.
<b>Strategic Initiative 6.2 Advocate and strategize for improved program and service transfer agreements</b>	<b>Primary Contact</b>	<b>Target</b>	
<b>2012-13 Action Plan</b>			
6.2.1 (New) Develop a plan of action for the “greening” of GTC operations and decision-making. In this context “greening” means proactive environmental measures such as energy consumption reductions, reduction of waste, non-use of environmentally harmful products, etc.	COO	End of 2012-13	Ongoing

<p>6.2.2 Drawing upon existing community sustainability plans develop an Energy Strategy that examines opportunities to replace existing non-renewable hydro-carbon based energy systems within the GSA with more environmentally responsible and sustainable energy sources and the potential economic opportunities that may be created</p>	<p>President and COO</p>	<p>Develop approach during 2012-13</p>	<p>No action yet – to be reviewed</p>
<p><b>Strategic Initiative 6.3 Further the implementation of the GTC Education Strategy 2012-13 Action Plan</b></p> <p>6.3.1 Review and update the Education Strategy including revitalizing the Education Committee to address, among other matters, means to bring Gwich'in cultural, historical and current content into the classroom, GTC input into the Aboriginal Student Achievement initiative and other related matters.</p>	<p>Primary Contact</p> <p>DGS</p>	<p>Target</p> <p>End of 2012-13</p>	<p>Action Status</p> <p>Ongoing. Education Committee has been formed. strategy to be developed.</p>



<b>Strategic Initiative 6.4 Leadership workshop to develop a plan of action for Health and Wellness (including the future of the GTC Wellness Camp)</b>	<b>Primary Contact</b>	<b>Target</b>	
<b>2012-13 Action Plan</b>			
6.4.1 Conduct leadership workshop on health and wellness (including the future of the GTC Wellness Camp and the future of the Leaders of the Day program)	President and DGS/ DGSCI	End of 2012-13	Ongoing. A health and wellness committee is being formed. Strategy is being developed.
6.4.2 Initiate a review of housing issues in the Gwich'in communities with a view to lobbying for improvements and holding the GNWT accountable for addressing major housing issues	President/DGS	Ongoing	This is a GNWT initiative. Discussion are being help with GNWT at intergovernmental table.

Strategic Initiative 6.5 Leadership workshop to develop a plan of action for the Mackenzie Gas Project	Primary Contact	Target	
<p><b>2012-13 Action Plan</b></p> <p>6.5.1 Conduct leadership workshop to develop a plan of action for preparation for economic development both with and without the Mackenzie Gas Project. This plan of action should address:</p> <ul style="list-style-type: none"> <li>• Critical infrastructure projects and investments (e.g. Peel River Bridge);</li> <li>• Advance preparation for development (investments in business capacity, equipment and training);</li> <li>• Investment guidelines to ensure economic feasibility and economic returns; and</li> <li>• Establish partnership guidelines to suggest to GSC and GDC that may help to establish partnerships and innovative approaches to facilitate investments and development.</li> </ul>	President and COO	End of 2012-13	Work is ongoing and focus is on an economic development strategy without the Mackenzi Gas project. Funds have been accessed thru implementation to proceed with this work.



## Goal 7: Gwich'in Values

Goal	To ensure that Gwich'in values are respected and reflected in how GTC and DGOs perform their roles and responsibilities
Rationale	<ul style="list-style-type: none"> <li>The GCLCA and the pursuit of self-government are for the purpose of re-establishing Gwich'in culture and values as cornerstones for how Gwich'in citizens govern themselves, interact with others, and deliver programs and services to their members. Gwich'in values should permeate everything Gwich'in governments do</li> <li>A Gwich'in governance model and government practices that are based on Gwich'in culture and values</li> </ul>
Desired Outcome	

## Goal 7 – Strategic Initiatives

7.1 Develop and promulgate a statement of Gwich'in cultural values and principles to guide GTC decision making and operations

### 2012-13 Action Plan

Strategic Initiative	Primary Contact	Target	Action Status
<b>7.1 Develop and promulgate a statement of Gwich'in cultural values and principles to guide GTC decision making and operations 2012-13 Action Plan</b>			
7.1.1 Consult with GSCI and compile all existing statements respecting Gwich'in cultural values and principles	President and COO	Ongoing.	
7.1.2 Convene a workshop of elders to review existing statements of Gwich'in cultural values and principles to obtain elder's input and advice regarding a statement of Gwich'in cultural values and principles	President and COO	Elders are being consulted and interviewed on an ongoing basis.	
7.1.3 Draft a statement of Gwich'in cultural values and principles and circulate it to Gwich'in participants for review and comment	President and COO	To be developed.	

7.1.4	Finalize the statement of Gwich'in cultural values and principles, publish it broadly, and develop procedures for applying it to GTC decision making and operations	President and COO	To be developed.	
7.1.5	Initiate a project to establish local place names and their associated history and occupancy (work with GSCI)	GSCI	Completed.	

## Goal 8: Expand Resourcing

Goal	Increase available discretionary resources for Gwich'in Governments to perform their roles and responsibilities and achieve their goals			
Rationale	<ul style="list-style-type: none"> <li>• Current discretionary funding is limiting the ability of Gwich'in Governments to effectively carry out their roles and responsibilities. New sources of funding are required</li> </ul>			
Desired Outcome	<ul style="list-style-type: none"> <li>• Adequately finance Gwich'in Governments</li> </ul>			

## Goal 8 – Strategic Initiatives

- 8.1 Research and develop proposals to access foundation funding
- 8.2 Access more federal program funding by further research into available program funding and development and submission of funding proposals
- 8.3 Develop proposals and lobby the federal and territorial governments to release preparation funding for the construction of the Mackenzie Valley Highway
- 8.4 Review Investment Strategies and Policies and existing business ventures to ensure they support current strategic goals



## 2012-13 Action Plan

Strategic Initiative 8.1 Research and develop proposals to access foundation funding	Primary Contact	Target	
<b>2012-13 Action Plan</b>			
8.1.1 Research and develop proposals to access foundation funding (e.g. the Gordon Foundation)	President and COO	Ongoing	Ongoing
<b>Strategic Initiative 8.2 Access more federal program funding by further research into available program funding and development and submission of funding proposals</b>	<b>Primary Contact</b>	<b>Target</b>	
<b>2012-13 Action Plan</b>			
8.2.1 Access more federal funding by further research into available program funding and development and submission of funding proposals	COO and CFO	Ongoing	Ongoing
<b>Strategic Initiative 8.3 Develop proposals and lobby the federal and territorial governments to release preparation funding for the construction of the Mackenzie Valley Highway</b>	<b>Primary Contact</b>	<b>Target</b>	
<b>2012-13 Action Plan</b>			
8.3.1 Develop proposals and lobby the federal and territorial governments to release preparation funding for the construction of the Mackenzie Valley Highway	President and COO	Proposals by the end of 2012-13 – lobbying ongoing	Agreements signed and funding secured for next three years. Lidar work to commence in summer 2013.

<b>Strategic Initiative 8.4 Review Investment Strategies and Policies and existing business ventures to ensure they support current strategic goals</b>	<b>Primary Contact</b>	<b>Target</b>	
8.4.1 Review Investment Strategies and Policies and existing business ventures to ensure they support current strategic goals	President and COO	During 2012-13	Ongoing





**Hazel Nerysoo and her son, Denis, who joined the Canadian Navy a few months ago and is now stationed in Squamish, British Columbia.**

**“If you want to do something; go out and do it. No one is going to do it for you. And in the end, you’ll feel better since you are the only one who can take credit for what you’ve accomplished”**