

FINDING A BALANCE:  
SUSTAINABILITY IN THE  
SAHTU REGION

# FINDING A BALANCE: STRENGTH FROM THE PAST, STRENGTH FOR THE FUTURE

MARCH 11-12, 2008

Hosted by the Norman Wells Land Corporation



## WORKING FOR OUR CHILDREN

### WORKING TOGETHER FOR THE FUTURE OF ALL SAHTU PEOPLE

- Elders
- Community Development Champions
- Land Corporations
- Municipality of Norman Wells
- Sahtu Secretariat Incorporated
- Sahtu Land and Water Board
- Sahtu Renewable Resources Board
- Sahtu Land Use Planning Board
- Government of the NWT
- Government of Canada

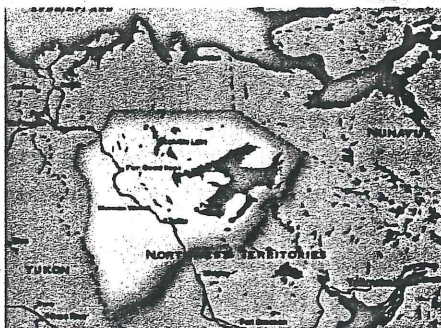
Resource development is currently booming across the NWT. The Sahtu Region is no exception, with many development activities underway in both the mining and oil and gas industries.

The communities and organizations of the Sahtu are planning ways to benefit from this development and reduce negative impacts. However, the region as a whole does not have a strategy for addressing the big changes affecting everyone.

To address this gap, a leadership workshop was held on March 11-12, 2008 in Tłı̄gǫ́hłı̄, known as Norman Wells. The aim of the workshop was to support and build on

existing strategies, and see what these strategies might be used to build a Sahtu Regional strategy.

Leaders and elders from all the communities concluded that



they did want to work together on a number of issues. They came up with a *purpose, vision, principles, priorities, and actions*.

They also identified community strengths and challenges in

developing and implementing the strategy.

There is more work to be done. It is recommended that a *technical working group* from the communities be asked to work on the strategic plan. Also, meetings of *youth* and *women* will ensure that their voices will be heard.

People agreed that several of the priority actions urgently need to be worked on right away: the Sahtu Land Use Plan; mining and mineral development; and Protected Areas. Workshops are proposed to make sure that progress is made this year. Leaders of the Sahtu have shown we all want to find a balance. We are all working for the future of our children!

## OUR VISION AND PRINCIPLES

**Our Common Purpose**  
"To achieve strong leadership that makes responsible choices for the land and people of the Sahtu Region."

Participants had a strong vision for a future in which the people of the Sahtu Region "work together with one mind to protect and promote the well-being of the communities and the healthy environment that is needed to continue the land-based way of life."

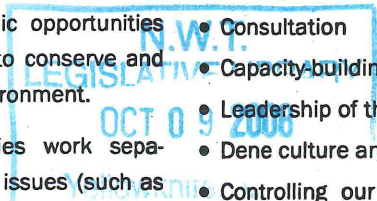
This will be achieved on a foundation

of self-government and economic independence, balancing economic opportunities with the need to conserve and protect the environment.

The communities work separately on some issues (such as self-government), and can work together on regional priorities.

We are guided by principles including:

- Consultation
- Capacity building
- Leadership of the elders
- Dene culture and language
- Controlling our own destiny, taking responsibility for our land



## OUR PRIORITIES

The SSI had previously undertaken their own priority setting exercise, and came to the workshop with a list of nine areas for discussion. Participants agreed with the list of priorities put forward by SSI, and added to that list. The priorities include:

1. A fully completed and implemented Sahtu Land Use Plan
2. Controlling the pace of mining and mineral development
3. A completed Protected Areas Strategy
4. Securing self-government funding
5. Participation in the Mackenzie Gas Project

6. A Sahtu all-weather road
7. Protecting water rights
8. Ensuring clarity and certainty in the regulatory process.
9. Ensuring land withdrawals from parks in the Mackenzie Mountains
10. A Sahtu general hospital

It is recommended that regional actions be taken this year to make progress on the first three priorities. Three workshops are proposed to address these priorities at the top of everyone's list. More work on the strategic plan in consultation with the communities will lead to future actions to achieve the vision.

### FINDING A BALANCE: SUSTAINABILITY IN THE SAHTU REGION

For more information,  
contact

Larry Tourangeau, President  
Sahtu Secretariat, Inc.  
PO Box 155  
Deline, NT X0E 0G0  
Tel: (867) 589-4719

We are on the web!  
[www.sahtu.ca](http://www.sahtu.ca)

## WHAT NEEDS TO BE DONE?

In 1987, the World Commission on Environment and Development defined sustainable strategy as one that "meets the needs of the present without compromising the ability of future generations to meet their own needs." Indigenous traditions are known to be sustainable; according to elders of some nations, indigenous people must think at least seven generations into the future when making decisions in the present.

The National Round Table on Environment and the Economy (NTREE) was created in 1988 to look at ways of achieving sustainable development. In 2001, NTREE published a report called *Aboriginal Communities and Non-Renewable Resource Development*. The report focused on the experience of the Northwest Territories, and included a sustainability checklist.

Five signs of sustainability are a strong economy, healthy communities, a healthy environment, equal benefits from development, and local control over natural resources.

Work is needed in all five aspects of sustainability if it's going to be achieved in the NWT. An updated status report for 2008 might read as follows:

**Strong economy:** The current focus on industry makes it difficult to support the traditional way of life and connection to the land.

**Healthy environment** The Protected Areas Strategy is an important program. A community led monitoring program is also needed for good regional resource management decisions.

**Social and cultural well-being:** Women, children and traditional harvesters are often victims of rapid social change and funding cuts. Monitoring can help to recognize and address these issues.

**Equal benefits from development** Recent studies show that the federal government and industry benefit the most from resource development. Communities seek mechanisms to make sure that the traditional economy is supported, along with local jobs and funding for local and regional organisations.

**Control over natural resources:** The Sahtu Land Use Plan, reflecting community visions, still needs to be approved so it can guide development decisions. Much more remains to be done to strengthen the role of Renewable Resources Councils and elders' traditional knowledge.

"Indigenous traditions are known to be sustainable. In some nations, indigenous people must think at least seven generations into the future when making decisions."



Alfred Nhouwan

**FINDING A BALANCE:  
Strength from the Past,  
Strength for the Future**

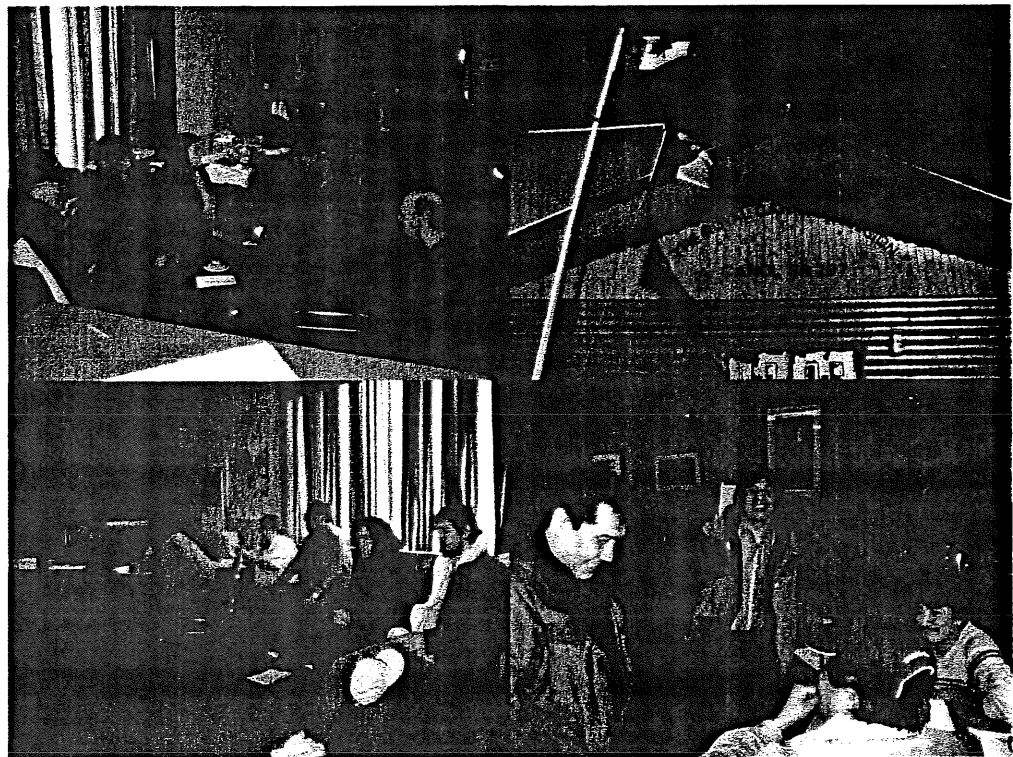
*“Working for our Children”*

*A Workshop to Build a Sustainable Strategy  
for the Sahtu Region*

*Hosted by the Norman Wells Land Corporation  
March 11-12, 2008*



**TECHNICAL REPORT**



March 31, 2008

## Executive Summary

Resource development is currently booming across the NWT. The Sahtu Region is no exception, with multiple development activities underway in both the mining and oil and gas industries. The five communities and various organizations of the Sahtu are planning ways of addressing this reality to maximize benefits and reduce negative impacts of development. However, the region as a whole does not have a strategy for addressing the dramatic changes affecting everyone.

To address this gap, a workshop was held on March 11-12, 2008 in Thigóhłı̄, known as Norman Wells. The aim of the workshop was to start developing a strategy for sustainable resource development in the region that can support and build on existing strategies. This Technical Report presents the preliminary draft of that strategy, and is part of a longer term process of community-based and regional discussion and decision-making.

Workshop participants developed a preliminary purpose, vision, principles, priorities, and actions for the Sahtu Sustainable Resource Development Strategy. They also identified community strengths and challenges in developing and implementing the strategy. The second phase of strategic planning will involve determining who is responsible for implementing which actions, and the timelines for doing so. This will have to be undertaken at follow-up workshops. Completion of the strategic plan would involve input from all Sahtu Land Claim authorities, Hamlet and Charter Community Councils, Band Councils, GNWT and Federal government representatives, and resource management board representatives.

These common, regional elements of the strategy were combined with a clear understanding that each of the communities is developing their own strategy for addressing challenges and benefitting from the opportunities of the present. The communities require nearly all their human resources and funding to focus on these local strategies, so there is not much capacity to address broader regional questions. Even so, participants agreed that it would be necessary to work together on some or all of the priority items.

Based on the workshop outcomes, this report recommends a series of regional meetings to further develop the strategic plan, address the top priority issues, and provide opportunities for participation by women, youth and Renewable Resource Councils – stakeholders that often don't have a voice in planning discussions. The meetings should be small, technical in nature, and focused on a series of concrete deliverables. ***It is recommended that a small working group be established to further develop the proposed workplan and budget.*** This working group, composed of representatives from each community, would ensure that community and regional leaders support the plan.

## ***Preliminary Strategic Plan for the Sahtu Region – Key Elements***

### **Purpose**

Participants defined the purpose in developing a strategic plan for sustainability: to achieve strong leadership that makes responsible choices for the land and people of the Sahtu Region.

### **Vision**

Participants had a strong vision for a future in which the people of the Sahtu Region work together with one mind to protect and promote the well-being of the communities and the healthy environment that is needed to continue the land-based way of life.

This will be achieved on a foundation of self-government and economic self-sufficiency, which balances economic opportunities with the need to conserve and protect the environment.

This vision acknowledges that the communities work separately on some issues (such as self-government), and can work cooperatively on overall regional issues.

### **Principles**

Participants outlined various principles by which that vision should be achieved:

- Ensure that the various organizations (land claims authorities, three district authorities, resource management boards) and communities work together
- Ensure that that communities/boards are properly and adequately consulted about development on their land
- Ensure that regional and community authorities have sufficient capacity (both human and financial resources) to complete their respective mandates
- Follow the advice of the Elders on specific issues
- Promote, protect and preserve Dene culture and language
- Control our own destiny; take responsibility for our land

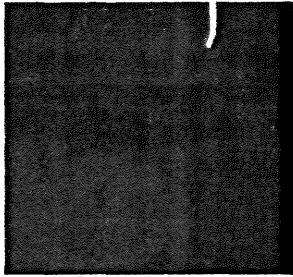
### **Priorities**

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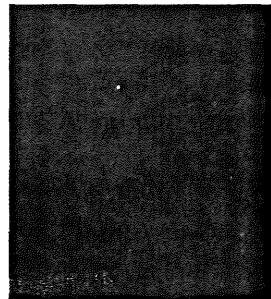
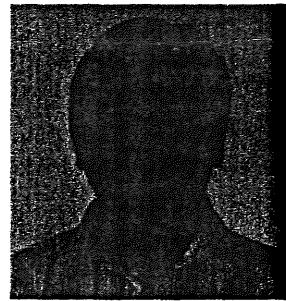
- A fully completed and implemented Sahtu Land Use Plan
- Controlling the pace of mining and mineral development
- A completed Protected Areas Strategy
- Securing self-government funding
- Participation in the Mackenzie Gas Project
- A Sahtu all-weather road
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- A Sahtu general hospital

## A Note of Thanks

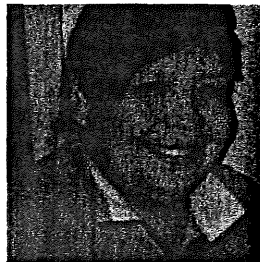
Thanks to all those who have hard work hard to support and commitment with helping to make this workshop a success. Norman Wells Land Corporation President *Rodger Odgaard* and Sahtu Constituent Assistant *Douglas Dillon* spent many hours on the phone consulting with Sahtu leaders about the workshop objectives and design in the weeks leading up to the workshop. Douglas spontaneously pitched in to serve as the chief photographer and sound technician for the event. *Nadine Lennie-Misgeld* of the Pipeline Readiness office provided critical administrative assistance. *Colleen Stevens* of the Norman Wells Land Corporation ensured that the workshop ran smoothly. *Lucy Jackson* and *Dora Grandjambe* were tireless interpreters, effortlessly shifting between English and several dialects of Dene language to ensure that all workshop participants were able to fully participate and understand each other.



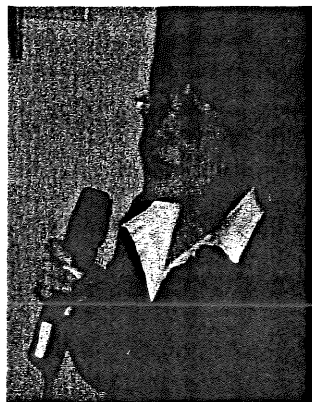
Rodger Odgaard



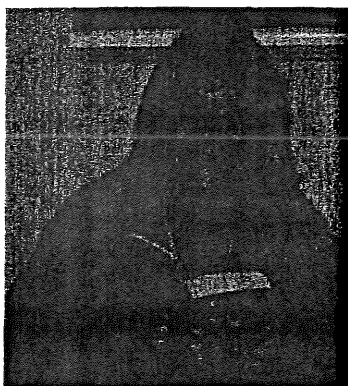
Nadine Lennie-Misgeld



Colleen Stevens



Dora Grandjambe



Lucy Jackson

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## 1. INTRODUCTION

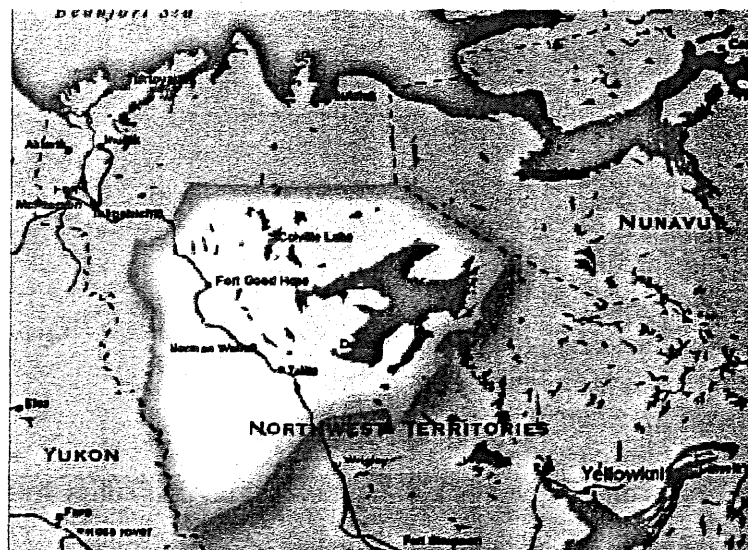
Resource development is currently booming across the NWT. The Sahtu Region is no exception, with multiple development activities underway in both the mining and oil and gas industries. The five communities and various organizations of the Sahtu are planning ways of addressing this reality to maximize benefits and reduce negative impacts of development. However, the region as a whole does not have a strategy for addressing the dramatic changes affecting everyone.

To address this gap, a workshop was held on March 11-12, 2008 in Thgòhì, known as Norman Wells. The aim of the workshop was to start developing a strategy for sustainable resource development in the region that can support and build on existing strategies. This Technical Report presents the preliminary draft of that strategy, and is part of a longer term process of community-based and regional discussion and decision-making. This report can be used as a tool to support and develop existing planning processes. Next steps identified in the report are proposed actions to finalize the regional plan.

The *Finding A Balance* workshop was unique in that for the first time in recent memory, the three governance bodies of the Sahtu Region – Land Corporation presidents, Chiefs, and resource management boards – came together with the governments of Canada and the Northwest Territories to consider challenges and opportunities in the Sahtu Region as a whole. Community leaders were supported by participation of elders and community development champions. A total of 37 stakeholders participated in at least part of the workshop. Such a gathering made it possible to develop a vision for a common sustainable future, while affirming the independent priorities of the diverse communities and organizations.

*Working together for the future of all Sahtu people!*

- Elders
- Community Development Champions
- Land Corporations
- Municipality of Norman Wells
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The main sections of this report include:

- The background/context within which the workshop was undertaken
- A list of useful resource materials
- An overview of the workshop proceedings (including key themes arising from the session)
- A preliminary Sahtu sustainable resource development strategy, and
- Moving forward

Some of the information that was used in preparation for this project is highlighted in a series of boxes throughout the report. The hope is that this will help to shed light on the importance of strategic planning, and how it might develop through future processes.

The full workshop agenda is included as Appendix I. The full list of participants – and the organizations they represent – is included as Appendix II. Detailed workshop proceedings are included as Appendix III. Detailed information from the small group work is provided as Appendix IV. The workshop presentations are included as Appendix V. A summary of the Sahtu Social and Economic Conference Summary (Tulita 2006) from the conference report is in Appendix VI.

## **2. BACKGROUND**

Following guidance from Sahtu community members, the Honourable Norman Yakeleya, MLA for the Sahtu Region, proposed a working session of key Sahtu stakeholders to address opportunities and challenges of the current resource development boom.

The purpose of the workshop was to clarify a vision for sustainable resource development in the Sahtu Region, and develop a preliminary strategy for achieving that vision. This was the first step in a longer process that may involve additional workshops in each of the communities.

This initial workshop had six objectives:

1. Establish a vision for sustainable development that fits the needs of present and future generations in the Sahtu Region.
2. Identify opportunities and challenges for resource development.
3. Identify opportunities and challenges for the “mixed” economy, including traditional harvesting.
4. Establish key objectives or tasks to address the challenges.
5. Define the framework for regional development – how can the organizations work together on the tasks?
6. Outline next steps.

### **What is Sustainability?**

In 1987, the World Commission on Environment and Development defined sustainable strategy as one that “meets the needs of the present without compromising the ability of future generations to meet their own needs.” Indigenous traditions are known to be sustainable; according to elders of some nations, indigenous people must think at least seven generations into the future when making decisions in the present.

As a first step in the planning process, this was a **Technical Workshop** aimed at developing a proposal for discussion in the communities and among Sahtu leaders. Participants included

decision-makers and knowledgeable specialists from various stakeholder groups who provided input into this first draft development plan. In order to ensure a productive meeting, the size of the working group was kept small (following the model of the very successful Sahtu Regional *Taking Care of the Land* camp at Kelly Lake in the summer of 2007).

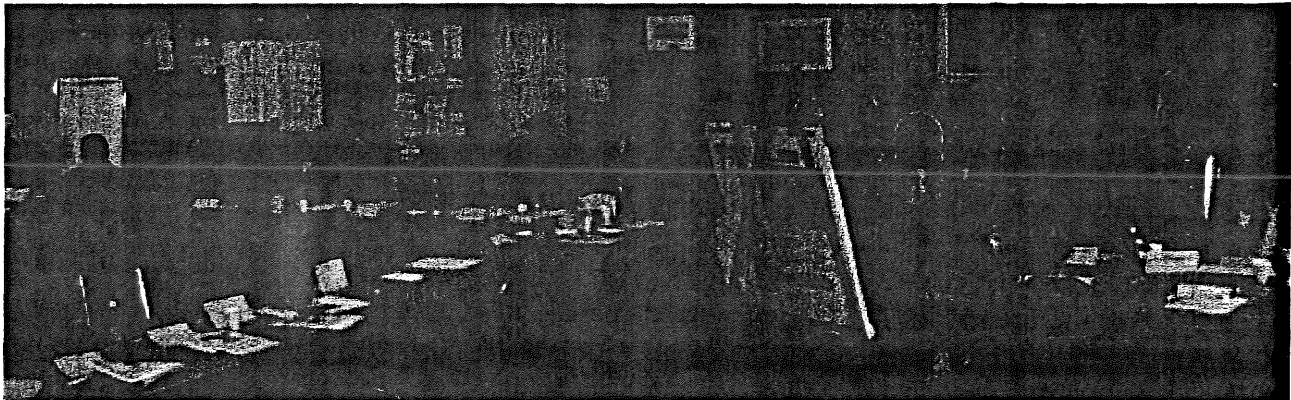
Specifically, participants included representatives from the various Land Corporations, the Sahtu Secretariat Incorporated (SSI), the various resource management boards, First Nation Chiefs, the GNWT, and the Government of Canada. Two additional community representatives were invited from each community, including one Elder and one community development champion. The “community development champion” is someone who is recognized for their involvement in community development activities.

### **Sustainability: A Checklist**

The National Round Table on Environment and the Economy (NTREE) was created in 1988 to look at ways of achieving sustainable development. In 2001, NTREE published a report called *Aboriginal Communities and Non-Renewable Resource Development*. The report focused on the experience of the **Northwest Territories**, and included a sustainability checklist:

- ✓ Economic vitality
- ✓ Environmental integrity
- ✓ Social and cultural well-being
- ✓ Equal distribution of benefits
- ✓ Control over natural resources

This workshop was part of series of efforts aimed at developing regional plans for development for Sahtu stakeholders. The last workshop was held in Tulita in January of 2006 (and it laid the groundwork for the current workshop). A number of community, regional and territorial activities are important background to this workshop. A list of resources that may be useful are listed in Section 3.



### 3. RESOURCES

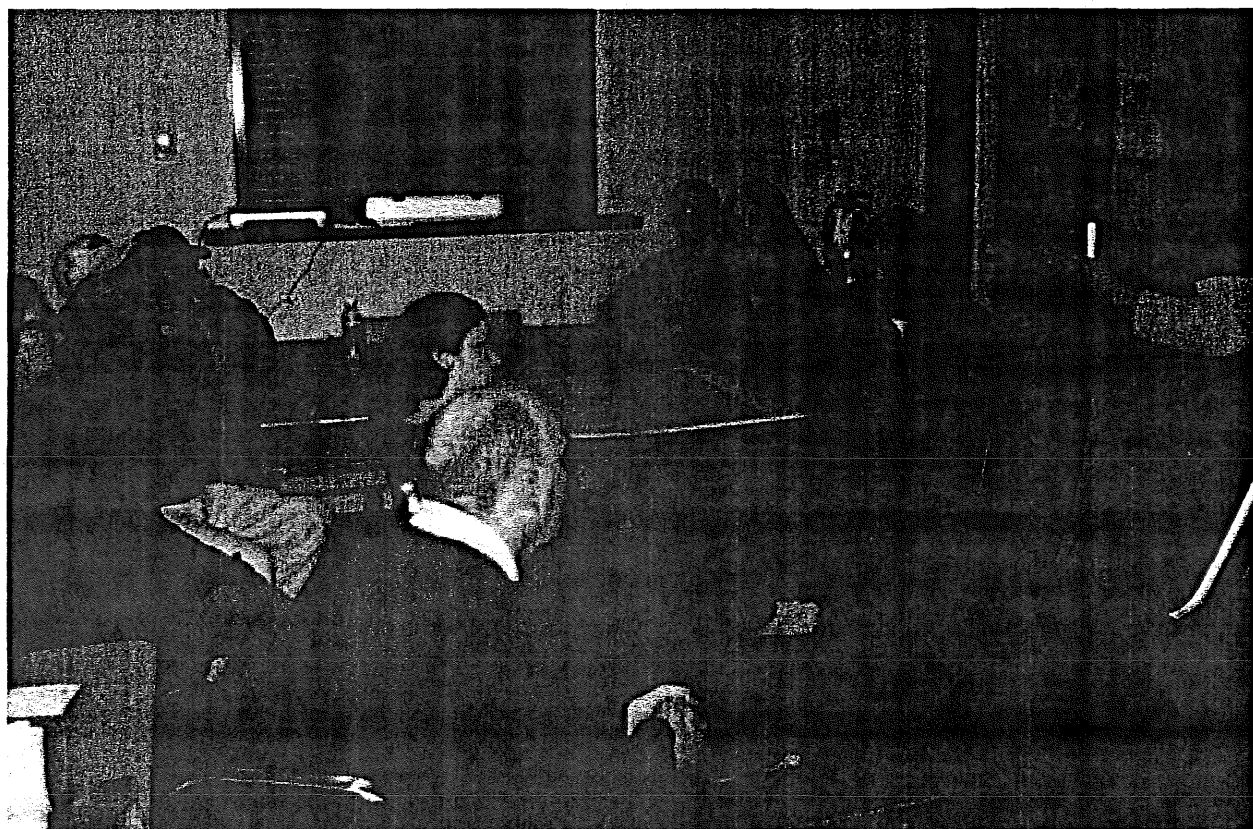
National Round Table on the Environment and the Economy (NTREE). 2001. *Aboriginal Communities and Non-Renewable Resource Development*. Ottawa: NTREE. <http://www.nrtee-trnee.ca/eng/publications/aboriginal-communities/aboriginal-communities-eng.pdf>. Accessed March 1, 2008.

NWT Cumulative Impact Monitoring Program. 2008 (forthcoming). *Watching the Land Workshop: Traditional Knowledge and Cumulative Impact Monitoring Practitioners Workshop – Yellowknife, February 5-8, 2008*. Yellowknife: NWT Cumulative Impact Monitoring Program.

Sahtu Dene Council. 2006. *Sahtu Social and Economic Conference - Tulita January 27-29, 2006*. Conference report. Déline, NT: Sahtu Dene Council.

Sahtu Renewable Resources Board. 2008 (forthcoming). *Sahtu Taking Care of the Land – Kelly Lake Workshop, August 6-10, 2007*. Tulita: Sahtu Renewable Resources Board.

World Commission on Environment and Development. 1987. *Our Common Future*. <http://www.worldinbalance.net/pdf/1987-brundtland.pdf>. Accessed March 1, 2008.



Judith Wright-Bird discusses issues emerging from the workshop at one of the break-out sessions.

## **4. OVERVIEW OF WORKSHOP PROCEEDINGS**

The workshop provided a variety of opportunities for participants to both give and receive input on a Sahtu Sustainable Resource Development Strategy, including presentations, questions and answers, group discussions, and small group exercises. More detailed information on the proceedings of the two days is included as Appendices III and IV.

**Day 1** started with an Opening Prayer, followed by Opening Remarks from several leaders, including:

- Rodger Odgaard, President of the Norman Wells Land Corporation
- Peter Guther, Mayor of the Town of Norman Wells
- Larry Tourangeau, Chair of the Sahtu Secretariat Incorporated (SSI)
- Honorable Norman Yakeleya, MLA for the Sahtu
- Honorable Nick Sibbeston, Senator for the NWT

Sahtu Boards representatives gave presentations. These presentations ranged in focus from defining visions for sustainable development in the Sahtu Region, to outlining the challenges and opportunities for resource development, to the sustainability of the mixed economy. Participants who gave presentations included:

- Larry Tourangeau, Chair of the SSI
- George Govier, Sahtu Land and Water Board
- Judith Wright-Bird, Sahtu Land Use Planning Board
- Matthew Spence, Indian and Northern Affairs Canada (INAC)
- Jennie Vandermeer, Protected Areas Strategy
- Walter Bayha, Sahtu Renewable Resources Board.

**Day 1** concluded with small group exercises examining the strengths that the communities have to build on, challenges raised by sustainable resource development in the Sahtu Region, and what actions are needed to maximize opportunities and minimize challenges.

**Day 2** opened with a presentation by Hon. Norman Yakeleya on the need to work together to solve the issues outlined on Day 1. The majority of Day 2 was spent reviewing and discussing the work compiled in the small group exercises – the main elements of which form the Preliminary Strategy outlined later in section 4.0. This included discussion by community and organization representatives, Chiefs and elders.

**Day 2 Ended with planning the next steps.**

## Summary of Key Messages

A number of important messages surrounding sustainable resource development in the Sahtu Region emerged over the two-day workshop. These include the need for:

- Development that balances economic opportunities with the need to conserve/protect the environment
- The various organizations and communities to work together
- Ensuring that communities and organizations are properly and adequately consulted about development on their land
- Ensuring the regional and community organizations have sufficient capacity (both human and financial resources) to complete their respective mandates
- Following the advice of the elders
- Promoting, protecting and preserving Dene culture and language
- Leadership guiding the sustainable development process
- Involvement of women
- Completion and implementation of the Sahtu Land Use Plan as a priority

## 5. SAHTU SUSTAINABLE RESOURCE DEVELOPMENT STRATEGY

Workshop participants developed a preliminary purpose, vision, principles, priorities, and actions for the Sahtu Sustainable Resource Development Strategy. They also identified community strengths and challenges in developing and implementing the strategy. The second phase of strategic planning will involve determining who is responsible for implementing which actions, and the timelines for doing so. This will have to be undertaken at follow-up workshops. Completion of the strategic plan would involve input from all Sahtu Land Claim authorities, Hamlet and Charter Community Councils, Band Councils, GNWT and Federal government representatives, and resource management board representatives.

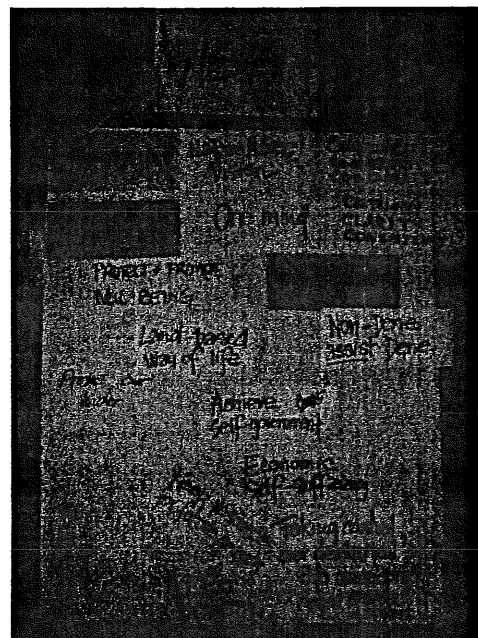
### Purpose

Participants defined the purpose in developing a strategic plan for sustainability: to achieve strong leadership that makes responsible choices for the land and people of the Sahtu Region.

### Vision

Participants had a strong vision for a future in which the people of the Sahtu Region work together with one mind to protect and promote the well-being of the communities and the healthy environment that is needed to continue the land-based way of life.

This will be achieved on a foundation of self-government and economic self-sufficiency, which balances economic opportunities with the need to conserve and protect the



environment.

This vision acknowledges that the communities work separately on some issues (such as self-government), and can work cooperatively on overall regional issues.

## **Principles**

Participants outlined various principles by which that vision should be achieved:

- Ensure that the various organizations (land claims authorities, three district authorities, resource management boards) and communities work together
- Ensure that that communities/boards are properly and adequately consulted about development on their land
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- Follow the advice of the Elders on specific issues
- Promote, protect and preserve Dene culture and language
- Control our own destiny; take responsibility for our land

## **Priorities**

The SSI had previously undertaken their own priority setting exercise, and came to the workshop with a list of nine areas for discussion. Participants agreed with the list of priorities put forward by SSI (and then supplemented that list).<sup>1</sup> The priorities include:

- A fully completed and implemented Sahtu Land Use Plan
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- Ensuring land withdrawals from parks in the Mackenzie Mountains
- A Sahtu general hospital

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<sup>1</sup> The original SSI list has also been re-organized by the workshop facilitators to reflect the emphasis of the discussion at the workshop. For example, participants strongly emphasized the need for a completed Sahtu Land Use Plan through-out the two day session (so it was moved from its original place as #6 on the list to #1). The other nine original SSI priorities were similarly re-ordered.

## Strengths and Challenges

The break-out groups discussed strengths that the Sahtu communities can build on, and challenges they face in achieving sustainability. These were clustered in order to identify the key strengths and challenges. The strengths can be used to address the challenges – a good strategic plan will turn the challenges into new strengths over time.

**Table 1: Key Strengths and Challenges**

Strengths	Challenges
<ul style="list-style-type: none"> <li>• <i>The land</i> is alive, it is the source of our spirituality</li> <li>• <i>Our communities</i> share a common vision for sustainability, and have their own strategies for achieving the vision</li> <li>• <i>The elders</i> are our teachers, passing on our traditions of discipline and respect</li> <li>• <i>Our leaders</i> are rooted in the communities, and make decisions without fear</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Resources:</i> Our communities are hampered by lack of funding and human resources to participate fully in decision-making</li> <li>• <i>Taking responsibility:</i> Bureaucracy, lack of transparency and lack of respect are obstacles to our participation</li> <li>• <i>Coordination:</i> We face complex regional issues and processes, but have no regional framework to deal with these</li> <li>• <i>Leadership:</i> The new power of the Land Corporations and resource management boards means the Chiefs no longer have a role</li> </ul>

### What needs to be done?

The 2001 report on *Aboriginal Communities and Non-Renewable Resource Development* concluded that work is needed in all five aspects of sustainability if it's going to be achieved in the NWT. An update for 2008 drawing on discussions at the *Finding a Balance* workshop might read as follows:

- **Economic vitality:** There is some increase in jobs, but communities still don't benefit enough from development, and can be damaged by the boom and bust cycles of resource industries. The current focus on industry makes it difficult to support the traditional way of life and connection to the land.
- **Environmental integrity:** The Protected Areas Strategy is an important program by which communities can identify and take steps to protect priority areas. But a framework does not yet exist for using both traditional knowledge and science to monitor cumulative impacts (impacts of all projects together over time). This is the responsibility of the NWT Cumulative Impact Monitoring Program (CIMP), working with communities and regions. A good community led monitoring program can lead to good resource management decisions.
- **Social and cultural well-being:** Non-renewable resource development and the transition to the wage economy often affect traditional family, social and economic arrangements. Women and children are often victims of rapid social change. Cuts in funding for social programs and underfunding of Renewable Resources Councils means that there are less means of supporting traditional practices on the land and cultural programs in the community.
- **Equal distribution of benefits:** Recent studies show that the federal government and industry benefit the most from resource development. Communities seek mechanisms to make sure that the traditional economy is supported, along with local jobs and funding for local and regional organisations.
- **Control over natural resources:** The Sahtu Region has a land claim agreement and a strong cooperative resource management system. But the Sahtu Land Use Plan, reflecting community visions, still needs to be approved so it can guide development decisions. Much more remains to be done to strengthen the role of Renewable Resources Councils and elders' traditional knowledge.

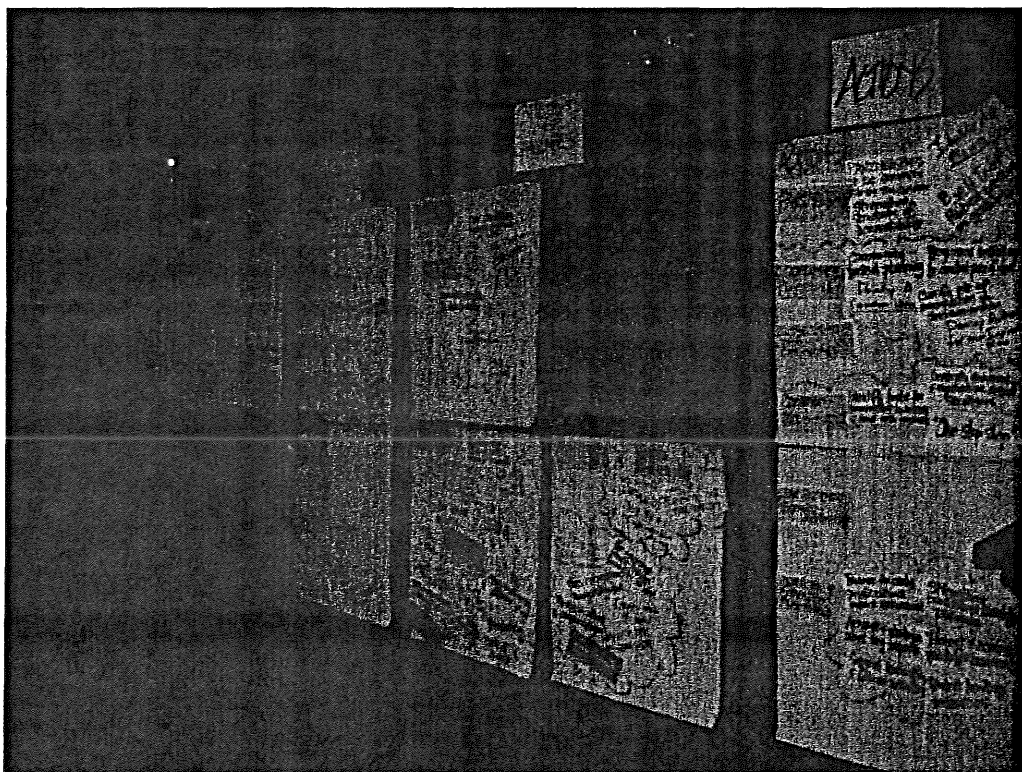
## **Actions**

Participants proposed a number of key actions that will help authorities work together to fulfill the vision of balanced, sustainable development in the Sahtu Region:

- Review and synthesize all of the strategic planning work already undertaken by individual organizations/communities, including the:
  - Norman Wells Land Corporation Strategic plan
  - Deline community strategic plan
  - Tulita community strategic plan
  - Yamoga Land Corporation strategic plan
- Identify and clarify the roles and responsibilities of the various organizations
- Develop common tools and information for use by the various organizations
- Coordinate the appointment process for the various planning boards within the Sahtu region
- Develop partnerships to better coordinate the resource development process
- Develop a cumulative effects monitoring process
- Use Dene terminology and place names in all documentation

## **Workplan: Responsibilities and Timeline**

There was not time to discuss this important component of the strategic plan during the 2008 workshop. These details can be incorporated through future strategic planning processes. A preliminary proposal for this is discussed in Section 6, “Moving Forward.”





**Table 2: Strategic Plan Overview**

Purpose	Vision	Principles	Priorities	Actions
<p>Participants defined the purpose in developing a strategic plan for sustainability: to achieve strong leadership that makes responsible choices for the land and people of the Sahtu Region.</p>	<p>Participants had a strong vision for a future in which the people of the Sahtu Region work together with one mind to protect and promote the well-being of the communities and the healthy environment that is needed to continue the land-based way of life.</p> <p>This will be achieved on a foundation of self-government and economic self-sufficiency, which balances economic opportunities with the need to conserve and protect the environment.</p>	<ul style="list-style-type: none"> <li>• Ensure that the various organizations (land claims authorities, three district authorities, resource management boards) and communities work together</li> <li>• Ensure that that communities/boards are properly and adequately consulted about development on their land</li> <li>• Ensure that regional and community authorities have sufficient capacity (both human and financial resources) to complete their respective mandates</li> <li>• Follow the advice of the Elders on specific issues</li> <li>• Promote, protect and preserve Dene culture and language</li> <li>• Control our own destiny; take responsibility for our land</li> </ul>	<ul style="list-style-type: none"> <li>• A fully completed and implemented Sahtu Land Use Plan</li> <li>• Controlling the pace of mining and mineral development</li> <li>• A completed Protected Areas Strategy</li> <li>• To Securing self-government funding</li> <li>• Participation in the Mackenzie Gas Project</li> <li>• A Sahtu all-weather road</li> <li>• Protecting water rights</li> <li>• Ensuring clarity and certainty in the regulatory process.</li> <li>• Ensuring land withdrawals from parks in the Mackenzie Mountains</li> <li>• A Sahtu general hospital</li> </ul>	<ul style="list-style-type: none"> <li>• Review and synthesize all of the strategic planning work already undertaken by individual organizations/communities, including the: <ul style="list-style-type: none"> <li>○ Norman Wells Land Corporation Strategic plan</li> <li>○ Deline community strategic plan</li> <li>○ Tulita community strategic plan</li> <li>○ Yamoga Land Corporation strategic plan</li> </ul> </li> <li>• Identify and clarify the roles and responsibilities of the various organizations</li> <li>• Develop common tools and information for use by the various organizations</li> <li>• Coordinate the appointment process for the various planning boards within the Sahtu region</li> <li>• Develop partnerships to better coordinate the resource development process</li> <li>• Develop a cumulative effects monitoring process</li> <li>• Use Dene terminology and place names in all documentation</li> </ul>

**Note:** Workplanning, including responsibilities (who will be responsible for which action) and timelines (when the actions are due to be completed) will be developed through future strategic planning processes.

## 6. MOVING FORWARD

The *Finding a Balance* workshop is an important step forward in recognizing that the communities and organizations of the Sahtu Region share a strong vision for a sustainable future. The workshop also accomplished much in developing an common understanding of regional priorities, and in building awareness of how communities and organizations of this region are working to address the challenges of the present and the future. The workshop followed from the *Sahtu Social and Economic Conference* of 2006 in Tulita, which had over 90 participants. The smaller group of 37 at the recent workshop allowed for more of a working session in strategic planning. However, it was observed that several groups of stakeholders were largely missing: Renewable Resources Council members who are stewards of the traditional economy; women; and youth.

The workshop included a strong educational component with presentations about development potential and the roles of various Sahtu organizations in decision-making. In the discussions that followed, a clear purpose, vision, and principles were established to guide a regional strategy. Added to these was a list of strengths and challenges to account for in identifying priority actions. The priorities established by the Sahtu Secretariat Inc. were presented, discussed and strongly supported, although the ordering was slightly revised. All of these elements of the strategic plan were posted on flip charts based on the workshop discussions and orally presented by workshop participants. They were met with general consensus by the group.

These common, regional elements of the strategy were combined with a clear understanding that each of the communities is developing their own strategy for addressing challenges and benefitting from the opportunities of the present. The communities require nearly all their human resources and funding to focus on these local strategies, so there is not much capacity to address broader regional questions. Even so, participants agreed that it would be necessary to work together on some or all of the priority items.

Table 3 is an initial attempt to look at a framework for regional collaboration over the coming year, while identifying roles for stakeholders that often don't have a voice in planning discussions. Objective 1 provides for further strategic planning meetings, including a technical working group meeting as well as women's and youth leadership focus groups. *It is recommended that a smaller working group be established to develop the proposed workplan and budget for activities to finalize and begin implementing the strategic plan.* This working group, composed of representatives from each community, would ensure that community and regional leaders support the plan. Objectives 2-4 address the top priorities introduced by the SSI and supported at the March 2008 leadership workshop. Proposed regional meetings are small, technical in nature, and focused on a series of concrete deliverables. The proposed budget for 2008-2009 activities is estimated at **\$150,000.**

Thank you to the leaders and communities of the Sahtu for their commitment to this important process that will benefit not only the present generations, but also the generations of the future.

**Table 3: A Preliminary Strategic Workplan**

<b>Objective</b>	<b>Lead Agency</b>	<b>Proposed Regional Action</b>	<b>Timeline</b>	<b>Estimated Budget<sup>2</sup></b>	<b>Deliverable</b>
1. Strategic planning	Sahtu Secretariat Inc.	Technical working group meeting; women's and youth leadership focus groups	2008 (three meetings, starting Aug)	\$90,000	Funding proposal package; second draft plan
2. A fully completed and implemented Sahtu Land Use Plan	Sahtu Land Use Planning Board	Leadership workshop.	October 2008	\$30,000	Strategy for achieving approval of LUP.
3. Controlling the pace of mining and mineral development	Renewable Resource Councils	RRC workshop: consultation, socio-economic impact assessments and traditional knowledge studies.	November 2008	\$30,000	Community guide for responding to development applications.
4. A completed Protected Areas Strategy	Land Corporations/ Renewable Resources Councils	LUP leadership workshop (see Objective 2 above)	October 2008	0	Strategy for achieving approval of LUP.
<b>Budget Total</b>				<b>\$150,000</b>	

<sup>2</sup> Workshop budgets are averaged, and assume two representatives per community, plus one facilitator and one resource person, meeting in a Sahtu community. Community organisations would contribute honoraria costs.

# **Appendix I**

## **Workshop Agenda**

## APPENDIX I: WORKSHOP AGENDA (as amended)

	Time	Objective	Process	
<b>Tuesday</b>	9:00-10:15	<p>Introduction</p> <p>The Welcoming Sahtu dignitaries could be asked to outline what they thought was important for:</p> <ol style="list-style-type: none"> <li>1. A Vision</li> <li>2. Opportunities and Challenges</li> <li>3. Mechanism to build a sustainable approach</li> </ol>	<ul style="list-style-type: none"> <li>• Opening prayer</li> <li>• Welcoming remarks               <ul style="list-style-type: none"> <li>○ Rodger Odgaard, NWLC</li> <li>○ Peter Guther, TNW</li> <li>○ Larry Tourangeau, SSI</li> <li>○ Norm Yakeleya, MLA</li> <li>○ Nick Sibbeston, Senator</li> </ul> </li> <li>• Introductions</li> <li>• Review of purpose and objectives</li> <li>• Review of agenda</li> </ul>	
	10:30-Noon	<p>Visions for sustainable development</p> <ul style="list-style-type: none"> <li>• Sahtu Dene and Metis Claim Vision</li> <li>• Sahtu Land Use Planning Vision</li> <li>• Great Bear Lake Management Plan Vision</li> <li>• Land Corp. Vision examples</li> </ul>	<ul style="list-style-type: none"> <li>• Large Group discussion:               <ul style="list-style-type: none"> <li>▪ Reviewing visions - envisioning the future for the Sahtu;</li> <li>▪ Identifying criteria (factors) to define vision</li> </ul> </li> </ul>	
		<b>LUNCH</b>		
	1:00-2:30	<p>Opportunities: resource development and the mixed economy (including traditional harvesting)</p>	<ul style="list-style-type: none"> <li>• Presentation: resource potential (Matthew Spence)</li> <li>• Presentation: Protect Areas Strategy (Jennie Vandermeer)</li> <li>• Presentation: mixed economy (Walter Bayha)</li> <li>• Discussion</li> </ul>	
	2:45-4:45	<p>Opportunities and challenges</p> <ul style="list-style-type: none"> <li>• Have groups ID opportunities and challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Breakout groups: what are the opportunities and challenges for resource development in the Sahtu?               <ul style="list-style-type: none"> <li>○ Economic</li> <li>○ Social</li> <li>○ Environmental</li> </ul> </li> <li>• Group report backs</li> </ul>	
4:45-5:00	Summary of Day 1			

**Sustainable Strategy for the Sahtu Region – FINAL REPORT**

	<b>Time</b>	<b>Objective</b>	<b>Process</b>
<b>Wednesday</b>	9:00-10:15	Challenges/Opportunities	<ul style="list-style-type: none"> <li>• Review of Breakout Group Work from Day 1</li> <li>• Large Group Discussion</li> </ul>
	10:30-Noon	Challenges/Opportunities (con't)	<ul style="list-style-type: none"> <li>• Review of Breakout Group Work from Day 1</li> <li>• Large Group Discussion</li> </ul>
		LUNCH	
	1:00-2:00	Challenges/Opportunities (con't)	<ul style="list-style-type: none"> <li>• Review of Breakout Group Work from Day 1</li> <li>• Large Group Discussion</li> </ul>
	2:00-4:00	Next Steps Key Messages	<ul style="list-style-type: none"> <li>• Large Group Discussion</li> </ul>
	4:00-4:30	Closing	<ul style="list-style-type: none"> <li>• Closing prayer</li> </ul>

# **Appendix II**

## **Workshop Participants**

## APPENDIX II: WORKSHOP PARTICIPANTS

### Coordination/Facilitation/Interpretation

Facilitators	Thom Stubbs, Integrated Environments Inc. Bernard Hogan, Northern Research and Evaluation Deborah Simmons, SENES Consultants Ltd.
Coordinators	Douglas Dillon, Constituent Assistant, Sahtu Region Nadine Lennie-Misgeld, Regional Support Officer, Pipeline Readiness Office Colleen Stevens, Norman Wells Land Corporation
Interpreters	Dora Grandjambe Lucy Jackson

### Sahtu Community Representatives

Community	Organisation	Representatives
Colville Lake	Behdzi Ahda First Nation	Chief Richard Kochon Hyacinth Kochon, Elder
Déline	Déline First Nation	Chief Raymond Tutcho Dolphus Baton, Elder
	Déline Land Corporation	Peter Menacho, President
Fort Good Hope	K'asho Got'ine First Nation	Chief Frank T'seleie Fred Rabisca Gabe Kochon, Elder Sarah Kochon, Elder
	Yamoga Land Corporation	Edwin Erutse, President Isidore Manuel Heather Bourassa Arthur Tobac James Caesar Curtis Manuel
Norman Wells	Norman Wells Land Corporation	Rodger Odgaard, President Jess Fortner Tony Grandjambe, Elder
	Town of Norman Wells	Peter Guther, Mayor
Tulita	Tulita First Nation	Frank Andrew, Chief Morris Mendo, Elder
	Tulita Land Corporation	Clarence Campbell, President Clay Lennie
	Fort Norman Métis Land Corporation	Rocky Norwegian, President



**Sustainable Strategy for the Sahtu Region – FINAL REPORT**

**Other Stakeholders**

<b>Stakeholder</b>	<b>Organisation</b>	<b>Representatives</b>
Sahtu Regional Organisations	Sahtu Secretariat Incorporated	Larry Tourangeau, President
	Sahtu Dene Council	Chief Frank Andrew
	Sahtu Land and Water Board	George Govier, Executive Director
	Sahtu Land Use Planning Board	Judith Wright-Bird, Chair
	Sahtu Renewable Resources Board	Walter Bayha, Chair
Government of the NWT	Sahtu MLA	Honorable Norman Yakeleya Douglas Dillon, Constituent Assistant
	Education, Culture and Economic Development	Andy Short, Regional Director
	Environment and Natural Resources	Keith Hickling, Regional Superintendent Jennie Vandermeer, Protected Areas Strategy
Government of Canada	Senator	Honorable Nick Sibbeston
	Indian and Northern Affairs, Pipeline Readiness Office	Matthew Spence Nadine Lennie-Misgeld

# **Appendix III**

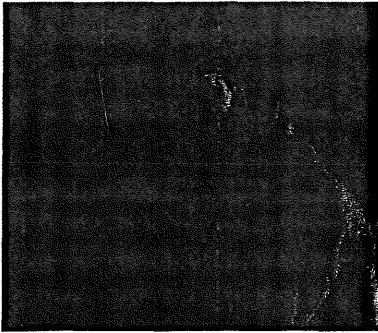
**Detailed Workshop Proceedings**

## APPENDIX III: DETAILED WORKSHOP PROCEEDINGS

### 1. Workshop Opening Remarks

#### President Rodger Odgaard, Norman Wells Land Corporation

On behalf of the Norman Wells Land Corporation, Mr. Odgaard welcomed all of the workshop participants. He stressed the importance of the workshop at this critical time in the Sahtu – which is facing the pressure of multiple resource development opportunities. He emphasized that this development must be sustainable, so that the residents of the Sahtu can maximize the benefits and minimize the negative aspects of that development. He concluded that the political will to define how the Sahtu should proceed must be found.



He also related an important story which set the context for the workshop: when he was out on the land recently, his son asked him “Dad, what if a mining company wanted to build a mine here. Could they do it?” He answered: “I don’t know, son.” He noted that this uncertainty needs to be addressed.

#### Mayor Peter Guthrie, Town of Norman Wells

Peter Guthrie, Mayor of Norman Wells welcomed all workshop participants to the community. He stressed the need for development within the Sahtu Region – an area often overlooked in the NWT.

He noted that there is both frustration and excitement about development potential: frustration with the numerous challenges facing the region and excitement about the opportunities.

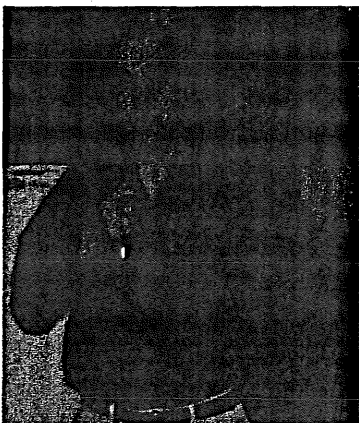


#### Hon. Norman Yakeleya, MLA Sahtu

The Hon. Norman Yakeleya welcomed all workshop participants to Norman Wells. He stressed the importance of the next two days – that with the community and organization leaders in attendance, they would be able to make progress towards a sustainable resource development strategy for the Sahtu Region.

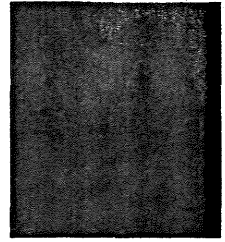
He emphasized that the region needs a coordinated approach to development for the next 10-15 years, especially with major projects such as the Mackenzie Gas Project and a proposed Mackenzie Highway, plus other oil and gas and mining development looming.

This approach must allow for balanced development. Minister Yakeleya concluded by promising to take the results of this workshop back to the GNWT cabinet level.



**President Larry Tourangeau, Sahtu Secretariat Incorporated**

Mr. Tourangeau welcomed all participants on behalf of the Sahtu Secretariat Incorporated (SSI). He noted that he would be presenting the nine priorities of SSI to participants later in the day. He stressed the need for meaningful consultation in the Sahtu Region. He noted that the oil and gas development process currently works well – with developers required to negotiate access and benefits agreements with local aboriginal representatives. However, he added that the same could not be said of the mineral development process – which is the cause of a recent lawsuit filed by SSI. He concluded by emphasizing that negotiated agreements are much more preferable than using the court system (which is time consuming and costly for all parties involved).



**Hon. Nick Sibbeston, Senator for the NWT**



The Hon. Nick Sibbeston welcomed participants and thanked everyone for the opportunity to speak at the conference. He stressed the need for aboriginal leaders to engage in the practices of business – work hard, save money, and invest in the future. This will lessen aboriginal people's dependence on government assistance. He concluded by noting that there are many opportunities in the Sahtu Region – and those opportunities should be used to their fullest potential.

## **2. Presentations**

Presentations of the various government authorities gave presentations at the workshops. These presentations ranged in focus from defining visions for sustainable development in the Sahtu region, to outlining the challenges and opportunities for resource development, to the sustainability of the mixed economy.

### **Larry Tourangeau, Chair, SSI**

Mr. Tourangeau gave participants background on the Sahtu Comprehensive Land Claim – which was signed in 1993, designating three districts and seven land corporations to provide economic benefits to the people of the region.

He also outlined nine priorities for SSI (as agreed to at a leadership meeting in November 2007):

- development and implementation of a Sahtu Land Use Plan
- the implementation of the Protected Areas Strategy for Ramparts wetlands in the Fort Good Hope area
- to secure Self Government funding
- participation in the MGP
- a Sahtu all-weather road
- protecting water rights issues
- controlling the pace of mining and mineral development
- a Sahtu General hospital
- ensuring land withdrawals from parks in the Mackenzie Mountains.



### **George Govier, Sahtu Land and Water Board**

Mr. Govier presented his vision for sustainable development in the Sahtu: the need for balanced development; the need for Sahtu residents to control the pace of development; and the need for clarity in the development process.

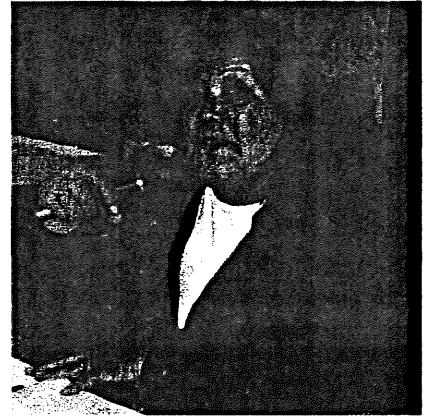


He stressed that the Sahtu Comprehensive Land Claim is the “bible” for the region when it comes to providing a vision for development. That – plus other legislation such as the Mackenzie Valley Resource Management Act (MVRMA) – form the guiding foundation for regulating development.

The Sahtu Land and Water Board’s mission is to provide an unbiased view of development, to ensure clarity and certainty to all parties (developers, governments and residents). He concluded by noting that this certainty and clarity could come with a fully implemented Sahtu Land Use Plan.

**Chairperson Judith Wright-Bird, Sahtu Land Use Planning Board**

Under the MVRMA, the Sahtu Land Use Planning Board is tasked with developing and implementing a Land Use Plan for all lands outside of municipal boundaries in the Sahtu Settlement area. Its purpose is to protect and promote the existing and future well-being of the residents and communities of the settlement area (having regard to the interests of all Canadians).



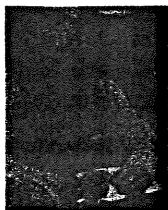
The Board has several guiding principles:

- participant rights are of foremost concern (i.e. the people of the region come first)
- water resources are integral to the region
- communities and designated Sahtu organizations must be directly involved in the development of the Land Use Plan
- there needs to be a balance between conservation and development/utilization of land, resources, and waters.

Ms. Wright-Bird gave an update as to the status of the Sahtu Land Use Plan. A preliminary draft of the plan was completed in 2003. This preliminary draft has been circulated to many stakeholders and is currently being revised. The main theme emerging from the consultations was the need for balance between development and conservation.

She concluded by noting that the Board needs more new members (to reach quorum) and is currently looking for a new Executive Director.

**Mr. Matthew Spence, DIAND**

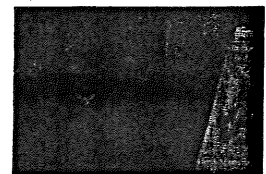


Matthew Spence from Indian and Northern Affairs Canada (INAC) gave an overview of recent development work in the NWT. He noted that activity – although slowed in recent years – was likely to increase over the foreseeable future. And like many workshop participants, he agreed that it would be wise for all parties in the Sahtu Region to work together.

He also updated participants as to the timelines associated with the Mackenzie Gas Project and recent developments within the federal government system – including the switch of the MGP file to Industry Canada from INAC.

**Jennie Vandermeer, Protected Area Strategy Coordinator ENR - GNWT**

Ms. Jennie Vandermeer from the Protected Areas Strategy (PAS) gave a presentation on the work of her organization. The PAS is a partnership organization, which includes the Government of Canada, the GNWT, SSI, industry, and environmental organizations. The goals of the organization are to protect:



- special natural and cultural areas
- core representative areas within each eco-region of the NWT.

She stressed that the PAS takes a community centred approach: that communities come to them asking for assistance, rather than the PAS imposing themselves on communities. She noted there is some confusion amongst stakeholders regarding the work of the PAS and other boards – such as the Sahtu Land Use Planning Board (which doesn't necessarily have the same areas identified for protection within the Sahtu Region).

### **Chairman Walter Bayha, Sahtu Renewable Resources Board**

Mr. Walter Bayha of the Sahtu Renewable Resources Board gave a presentation on the mixed economy.

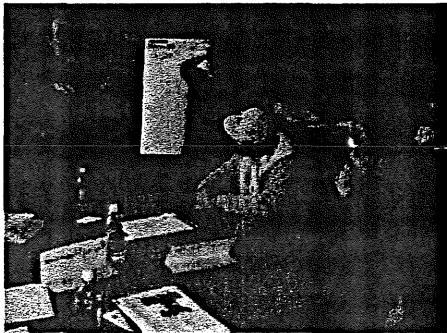
The mixed economy combines wages and the traditional lifestyle of hunting and trapping. The traditional lifestyle is important because it sustains Dene traditions and culture:

- it provides for physical health
- it provides for spiritual and social wellbeing
- it sustains stewardship of the land
- it provides food, sustenance, medicines and money.



**The community Renewable Resources Councils have a strong role to play in ensuring a sustainable future for the communities of the Sahtu, balancing development with the traditional economy.**

### **Hon. Norman Yakeleva, MLA for the Sahtu**



On the second day of the workshop, the Hon. Norman Yakeleva spoke on the need for all Sahtu organizations and communities to work together for balanced development.

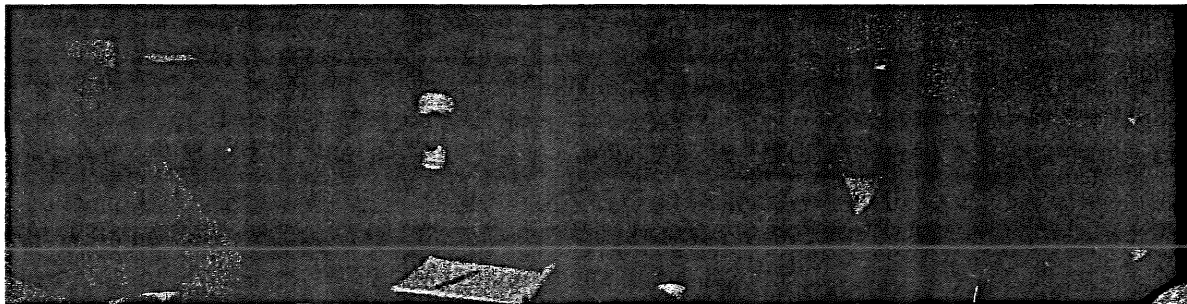
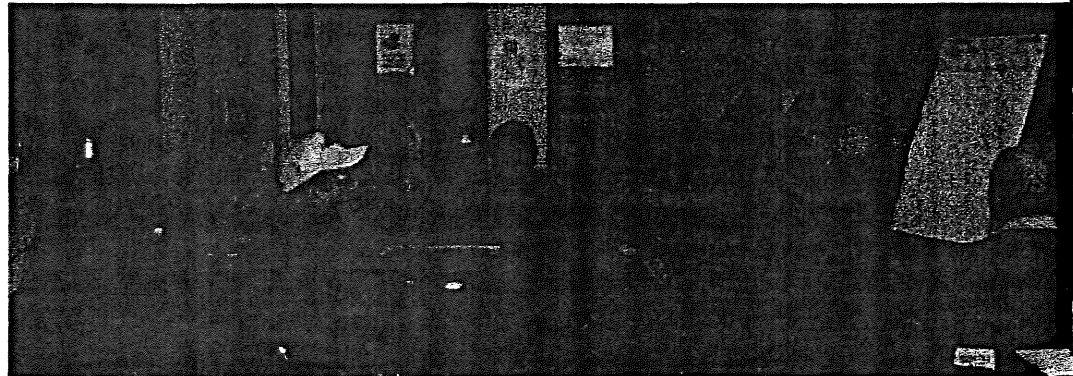
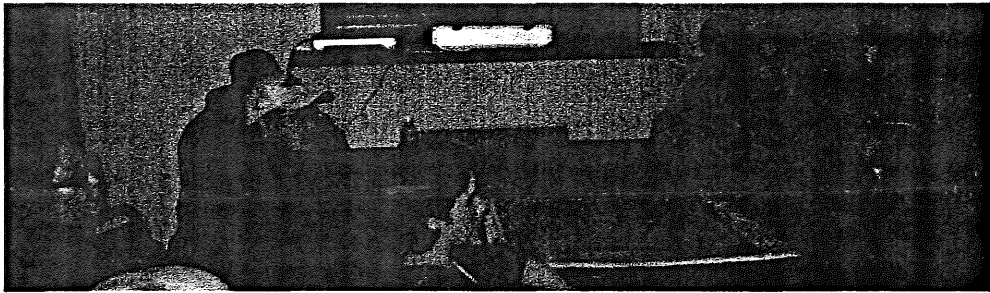
He recalled an earlier workshop in the Sahtu in which the need to work together was discussed, and reminded participants of the lessons learned at that workshop. He cited the successful example of the Tli Cho region — where communities worked together to educate their people and share the benefits of development. He also

noted the challenges faced by the Hobbema First Nation in Alberta — where the four communities were unable to work together, due to problems associated with oil/gas development, and the high social impact on their communities. With the increase of moneys flowing into the communities have changed the traditional way of life.

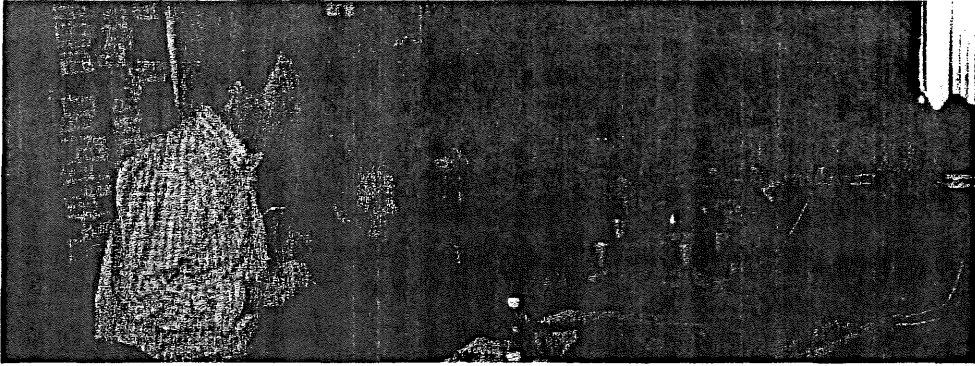
### **3. Breakout Groups**

On the afternoon of the first day, all workshop participants were broken into smaller groups to work on developing the components of a strategy for a sustainable Sahtu. Each group discussed the same three topics:

1. the challenges posed by resource development in the Sahtu region
2. the opportunities presented by resource development in the Sahtu region
3. the actions which would be required to address the challenges and take advantage of the opportunities.

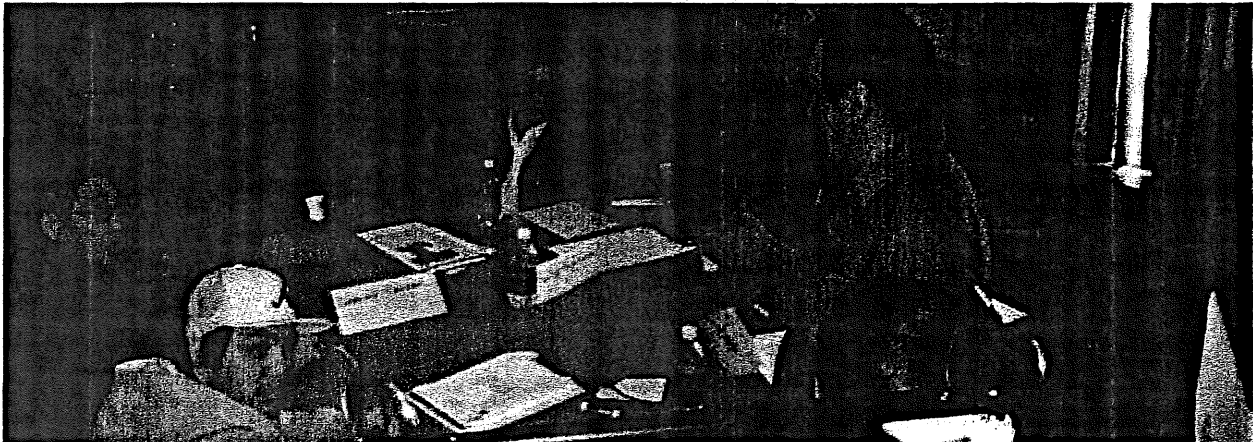






The work completed in the small group discussions was vitally important to the development of a strategy for a sustainable Sahtu – as it forms the basis for the purpose, vision, principles, priorities and actions outlined above.

More detailed information on the work of the small groups is presented in Appendix IV.



## 4. Discussions

Many of the Elders, Chiefs, Land Corporation Presidents at the workshop provided their advice on resource development, and identified challenges and opportunities for strategic planning.

### Elders

Several Elders (from various communities) shared their thoughts:

- Ensure that people respect the land
- Ensure a balance between the wage and traditional economy
- Leaders need to surround themselves with people who can get things done
- The Sahtu is really two separate regions (each doing their own thing).



Elder Hyacinth Kochon



Elders Dolphus Tutcho, Gabe and Sarah Kochon, and Morris Mendo

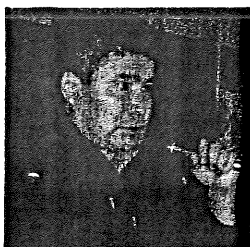


Elder Morris Mendo

### Chiefs

Several of the Chiefs (from various communities) also shared their thoughts:

- There is a need to work together to control our own destiny
- The benefits of development should be kept locally
- Rely on the advice of the elders
- Use traditional names (and the Dene language) when referring to places
- There is confusion over the role of the chief within the structures set up by the land claim agreement.



Chief Richard Kochon



Chief Frank T'seleie



Grand Chief  
Frank Andrew



Chief Frank Andrew  
and Chief Raymond Tutcho

**Land Corporation Presidents**

The various Land Corporation Presidents also shared their thoughts:

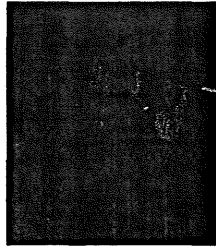
- It is challenging to coordinate efforts when there are so many competing organizations (with different missions and visions)
- Information must be shared amongst everyone
- It is important to plan to meet the challenges posed by development
- Capacity is an issue within some of the community and regional organizations



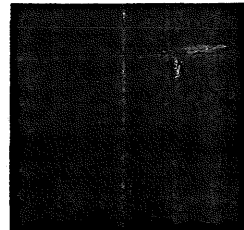
Edwin Erutse



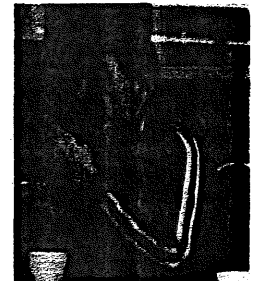
Peter Menacho



Clarence Campbell



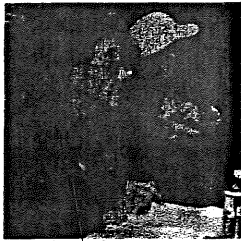
Rodger Odgaard



Rocky Norwegian

**Community Delegates**

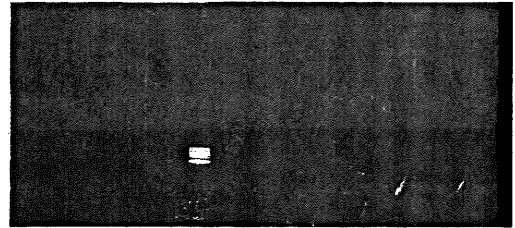
The various community delegates provided valuable input into the general discussion (through questions), as well as shared their thoughts during the small group work. More detail on that small group work is presented in Appendix IV.



Tony Grandjambe



Isadore Manuel



Dolphus Baton and Fred Rabisca



Heather Bourassa and James Ceasar



Curtis Manuel and Jim Tobac



Clay Lennie and Jess Fortner

# **Appendix IV**

## **Detailed Flip Chart Information**

## **APPENDIX IV: DETAILED FLIP CHART INFORMATION**

The following section presents the main components of the Sahtu Sustainable Resource Development Strategy – including purpose, vision, principles, priorities, strengths, challenges and actions.

This material is based on the group work undertaken by participants on the first afternoon of the workshop. Themes/comments were added to those main sections during the large group review on the second day.

### **Purpose**

- need a strategy for sustainable development
- strong leadership
- making choices + taking responsibility
- working together
- assessment of where we are and how we'll get there
- protect the land for future generations
- it's up to us to use all of our land

### **Vision**

- balance between development and conservation
- need certainty, clarity and consistency in the regulatory process
- need to act with one mind
- how do districts share vision?
- protect and promote well-being + land-based way of life
- non Dene should assist Dene
- protect our water
- achieve self-government
- strive for economic self-sufficiency
- keep resources for future generations
- take control over development
- no development without community support

### **Principles**

- sustainable development
  - o maintain ecological integrity
  - o maintain and promote caribou habitat
  - o maintain and promote pristine water
- promote language and culture
  - o protect our language
  - o promote culture and education
- promote a strong and healthy lifestyle

- ensure community consultation and participation
  - o really listen to the communities
- need early planning and decisions
- communicate, cooperate and coordinate
- ensure local use of resources
- we have to define the world for ourselves

### **Priorities**

- self-government
- an all-weather road
- a Sahtu general hospital
- the pipeline
- mines and minerals
- communication with and between communities
- optimum economic benefits
- prepare for future environmental changes
- land use plan
  - o approval/implementation of a Sahtu Land Use Plan
- land and parks withdrawal
  - o use Great Bear Lake Management Plan as a model
  - o community land based planning
- protected areas
  - o protect special natural and cultural areas
  - o protect core representative areas
  - o protect Ramparts Wetlands
- water rights issues
  - o protect water rights
- manage effects
- regulatory certainty and clarity
- consider the effects on women
- integrated decision making
- equal partnership between science and traditional knowledge
- research and monitoring

### **Strengths**

- the land
  - o our prayers and spirituality
  - o our elders taught us how to look after the land
  - o our elders taught us how to live well
  - o our land and water is alive
  - o the protected area strategy process
- our communities
  - o we are one people who live separately
  - o communities/districts are working on their own strategies
  - o use community templates for decision making

- Elder's teachings
  - o use Dene/Metis teachings, prophesies and law
  - o use Elders as advisors
  - o we are hard working people
- leadership
  - o is rooted in our community
  - o is leading the strategic plan process
  - o we have no fears

## **Challenges**

- capacity
  - o lack of resources/capacity (human and financial)
  - o appointments to boards takes too long
- taking responsibility
  - o lack of transparency in the mineral lease process
  - o the government uses our knowledge against us
  - o lack of respect for our elders
  - o too much bureaucracy
  - o lack of control
  - o they treat us like children – with no respect
  - o we can't live in the past
  - o role of consultants/role of leaders needs to be clarified
- coordination amongst land corps
  - o we need a plan to coordinate local/district/regional activities
  - o there is no regional vehicle to share benefits of development
  - o development requires vision
  - o there's been no real implementation of the land claim
  - o it's a very complicated process with multiple complex issues
  - o personal interest vs community/regional interests
  - o land corporation roles and coordination needs to be clarified
  - o whether to share or not share revenues
- the chiefs no longer have a role



## **Actions**

- list/coordinate board appointees
- cumulative effects planning
- process for early social and cultural impact assessment
- strengthen traditional knowledge protocols
- assess and strategize about key impacts
- protect and conserve wildlife and environment
- support harvesting and cultural activities
- protect heritage resources
- partnerships
  - o partnerships to do common things (PAS/Land Use Plan/Great Bear Lake Management Plan)
  - o strengthen structures of accountability
  - o build trust
- put political pressure on government re the LUP
- coordinate planning
  - o community based planning
  - o regional institution to control the pace of development
  - o clarify roles of communities in decision making
- amend the land claim
- develop authority for new land claim implementation plan
- develop a common vision
- manage our money properly
- clear land corporation decisions
- common tools and information
  - o identify tools for communities to assess and deal with impacts
  - o centrally document and synthesize district strategies
- use our Dene place names
- create a one stop shop

# Appendix V

## Slide Presentations

*Visions for the Sahtu Region*

*Resource Potential in the Sahtu – Matthew Spence, Pipeline Readiness Office, INAC*

*NWT Protected Areas Strategy Update – Jennie Vandermeer, Sahtu Regional PAS*

*Developing Our Mixed Economy – Walter Bayha, Sahtu Renewable Resources Board*

# Appendix VI

**Sahtu Social and Economic Conference Summary**

*Tulita January 27-29, 2008*

*Excerpted from conference report*

*Sahtu Dene Council, 2006*