

Economic Development and Training Strategy

2022 – 2027 >



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Message From Tłıchǫ Grand Chief Jackson Lafferty

I am pleased to present this update to the Tłıchǫ Government's Economic Development and Training Strategy. First commissioned in 2017, the strategy provided a strong foundation for economic growth and development in the four Tłıchǫ communities over its first five years. These five years were not without challenges, some of which could not have been predicted, such as the global COVID-19 pandemic that required many businesses and organizations to pivot in response to changing restrictions and health guidelines.

Despite these challenges, infrastructure projects advanced, the community of Whatì was connected to the rest of the territory by a new all-season highway, Tłıchǫ Citizens were supported in training and education and small businesses continued to provide traditional and non-traditional goods and services.

From the beginning, this strategy has represented our collective efforts as Tłıchǫ people. It was developed by a working group that included membership from Tłıchǫ Government, the four Tłıchǫ Community Governments, the Tłıchǫ Investment Corporation, and the Government of the Northwest Territories, supported by our partner consultants. This working group incorporated feedback and information collected from Tłıchǫ people through residents' responses via surveys, community engagement sessions, and interviews with parties who play key economic roles in the Tłıchǫ communities. It is in this spirit of Tłıchǫ Unity that we will continue to aim for success and growth.

As we move forward into the next five years using this strategy as a guide to shape annual planning and operations, I am confident that Tłıchǫ communities will enjoy many positive outcomes by working together.

Glossary and Abbreviations

AC: Aurora College

CANNOR: the Canadian Northern Economic Development Agency, Government of Canada (sometimes presented as CanNor)

CDO: a Career Development Officer, typically employed by the Tłıchǫ Government

CEC: the Tłıchǫ Chiefs Executive Council

GNWT: the Government of the Northwest Territories

ECE: the Government of the Northwest Territories Department of Education, Culture and Employment

EDO: an Economic Development Officer, typically employed by the Tłıchǫ Government

IBA: Impact Benefit Agreements

ISETP: the Indigenous Skills and Employment Training Program funded through Government of Canada

ITI: the Government of the Northwest Territories Department of Industry, Tourism and Investment

SAO: Senior Administrative Officer

SPF: Skills Partnership Fund

TG: the Tłıchǫ Government

TIC: the Tłıchǫ Investment Corporation

TREDWG: Tłıchǫ Regional Economic Development Working Group

TSAR: Tłıchǫ All Season Road to Whatì

Executive Summary

This Economic Development and Training Strategy update was commissioned by the Tłıchǫ Government on behalf of the four Tłıchǫ communities and the Tłıchǫ Region Economic Development Working Group (TREDWG). It builds on the work implemented based on the strategy's first iteration in 2017.

The strategy remains the foundation on which Tłıchǫ communities will build on their successes. It aims to guide the collective actions and supports over the next five years needed to enable the four Tłıchǫ communities to achieve their priorities and action plans. The strategy's success is dependent on all members of the TREDWG working collaboratively to identify opportunities, address challenges, and move forward on the actions outlined here-in. As “one people, one nation”, this strategy looks to build a future that allows Tłıchǫ citizens to continue to thrive.

The strategy's five main objectives are to:

- improve self-sufficiency within the Tłıchǫ communities
- leverage external partnerships to create opportunities for Tłıchǫ businesses and employment for Tłıchǫ citizens
- ensure commitments made in Chapter 26 of the Tłıchǫ Agreement by all governments are supported
- deliver relevant training locally and
- enable external training and education.

The strategy sets goals based on these objectives. It examines the current economic context and takes into account other considerations in proposing specific actions to support the achievement of the strategy's objectives. It identifies roles and responsibilities with respect to actions that will lead to increased employment, new business opportunities, diversity in skills, and value-added goods and services in Tłıchǫ communities. The strategy presents a proposed action plan for strategy implementation, as well as provides the measures against which success can be evaluated throughout the implementation so that adjustments can be made based on emergent information and progress.

In summary, the strategy will continue to be a living document, adapting to Tłıchǫ communities' growing and changing needs over time, but always as a foundation for shared success.

Introduction

This is the second Economic Development and Training Strategy developed by the Tłıchq Government. The Tłıchq Regional Economic Development Working Group (TREDWG) led its development. Working Group members includes representation from the Tłıchq Government, the Tłıchq Community Governments, the Tłıchq Investment Corporation, and the Government of the Northwest Territories' Department of Industry, Tourism & Investment. The Terms of Reference for TREDWG are attached in Appendix C.

The 2022-2027 Training and Economic Development Strategy builds on the 2021-2017 Training and Economic Development Strategy. Although some priorities and themes are similar, this updated strategy addresses changes over the past five years and outlines those anticipated over the next five years.

This strategy is designed to foster and enable economic opportunities for Tłıchq businesses and Tłıchq citizens, including economic opportunities in traditional economies. It provides a roadmap for increasing self-sufficiency in the Tłıchq region. Considerations for successful implementation outlined in this strategy have been vetted through the TREDWG. Each of the TREDWG members will guide their respective organizations in developing and carrying out their own annual implementation plans to support achieving the objectives and goals outlined in this strategy.

This strategy is being finalized at a time when the Tłıchq region, along with the rest of the Northwest Territories and many other jurisdictions, is emerging from the impacts of the global COVID19- pandemic. The methodology also reflects the context of the pandemic, as it was developed when there was limited ability to meet in-person in Tłıchq communities. As a result, a mixture of methods was used to reach the interested parties and to inform the strategy's development.





Vision Statement

The economic opportunities advanced by the Tłıchǫ Government and its partners plan for, encourage, and enable diversity in employment, business, and training opportunities for Tłıchǫ citizens, and support the goals of the Tłıchǫ Nation to strengthen its traditional economy and to achieve economic self-sufficiency.

Values

Tłıchǫ values provide the foundation of this strategy and how it will move forward successfully. This includes *lè dǫ gha gǫita* (Tłıchǫ Unity), which speaks to being one people, one nation, where Tłıchǫ citizens continue to celebrate shared language, culture, and way of life into the future. Tłıchǫ Unity will ensure:

- Tłıchǫ land and environment will endure
- Tłıchǫ language, culture, and way of life will be sustained
- Tłıchǫ people, their families, and the Tłıchǫ communities remain strong and
- the Tłıchǫ Nation will prosper.

This strategy also takes insight from Chief Jimmy Bruneau and his ideals of “Strong Like Two People”, which encourages Tłıchǫ youth to embrace the benefits of the contemporary world while holding onto their own cultural heritage and traditions. With these core values at its centre, this strategy aims to grow the economic capabilities of the Tłıchǫ region.

Objectives

Four key objectives have been established to advance economic opportunities for Tłıchǫ citizens. As training is integral to enabling access to economic opportunities, the action plans associated with each goal in this strategy may in fact support the achievement of multiple goals.

These key objectives and how the TREDWG proposed they be achieved are outlined below:

Improve self-sufficiency within the Tłıchq communities:

Facilitate the creation of jobs and business opportunities that employ Tłıchq citizens, increasing their ability to both produce and consume goods and services locally, so that more dollars stay in the Tłıchq region.

Leverage external partnerships to create opportunities for Tłıchq businesses and employment for Tłıchq citizens: Work with non-Tłıchq citizens and organizations to maximize the employment, business, and related training opportunities for Tłıchq citizens

Deliver relevant training locally: Deliver timely, relevant, and quality training and training supports in the Tłıchq region, to improve Tłıchq citizen access to existing and new employment and business opportunities.

Enable external training and education: Provide training and educational supports for Tłıchq citizens who are pursuing training or post-secondary education outside of the Tłıchq region in order to support increased employability of Tłıchq Citizens and capacity-building within the Tłıchq Nation.

Goals

Established goals guide decision-making with respect to what specific training and economic development actions should be taken to achieve the strategy's objectives. In determining goals, the TREDWG has taken into consideration what will motivate, help focus, and increase commitment by the Tłıchǫ Government and its partners in working toward their achievement. Multiple goals for economic development and training to support achieving the above objectives were identified in this strategy.

SMART criteria were used to further develop each of the goals. Using SMART criteria helps to ensure that goals are realistic and achievable and provides a framework within which success can be measured. This means that each goal is:

- **S**pecific
- **M**easurable
- **A**chievable
- **R**elevant (relevant to vision and objectives)
- **T**ime-bound (to be achieved within a specific timeframe)

The success of this strategy will be determined on achievement of the following goals:

1.  Increase the number of employment opportunities for Tłıchǫ citizens
2.  Increase the number of Tłıchǫ-owned businesses operating in the Mǫwhì Gogha Dè Nıtlèè
3.  Diversify employment opportunities for Tłıchǫ citizens in the Mǫwhì Gogha Dè Nıtlèè
4.  Diversify training opportunities for Tłıchǫ Citizens
5.  Match training opportunities and work experience to employment opportunities
6.  Create pathways for career advancement for Tłıchǫ Citizens
7.  Address and overcome barriers for delivering and attending training

Methodology and Approach

The development of this strategy began with a review of the 2017-2021 Economic Development & Training Strategy. The previously established goals and success indicators were revisited, enabling a refreshed understanding of what the previous strategy had set out to achieve and a review and validation of the metrics previously identified as indicators against which economic success could be measured.

The TREDWG undertook a review of secondary information and data to gain a broader perspective of the Northwest Territories economy and the Tłıchǫ region's economy within it. The TREDWG's review included looking at data from a variety of Tłıchǫ Government reports and strategies, from publications produced by the NWT Bureau of Statistics, and contained in other reports published by the Governments of the Northwest Territories and Canada.

By examining current socio-economic data specific to the Tłıchǫ region, the TREDWG was able to compare data over time as well as to assess where progress has been made and where there is still work to do. In some cases, indicators planned as success measures were not available. As such, new indicators have been identified in this updated strategy, to keep a finger on the economic pulse in the Tłıchǫ region.

The TREDWG also undertook a review of training programs that contributed to economic opportunities for the Tłıchǫ region delivered over the past five years as well as a review of projects in the Northwest Territories.

Although challenged by restrictions for meeting in-person due to COVID-related public health orders, the TREDWG also collected primary qualitative data by developing and administering surveys and holding key stakeholder interviews. The TREDWG developed and shared a virtual survey with residents to gather inputs into the Strategy. The survey launched on September 30, 2021 and closed at the end of November 2021. It was advertised over the Tłıchǫ Government website and on social media channels. In addition to the online version, hard copies of the survey were mailed and distributed to residents at public spaces (offices and community stores) within each community. These surveys were then either mailed back or scanned and emailed to the TREDWG's for analysis.

The TREDWG also conducted interviews with people involved in economic development in the Tłıchǫ region. These included economic development officers, GNWT officials, Tłıchǫ Government staff and training partners.

Five virtual community engagement sessions were facilitated in October 2021. These sessions provided Tłıchǫ citizens in each of the communities an opportunity to provide feedback on topics related to training and economic development. A ‘What We Heard’ summary from the community engagement can be found in Appendix A.

Following the engagement sessions, the TREDWG commissioned a draft strategy. Where required, additional inputs were sought from various departments within the Tłıchǫ Government, the Tłıchǫ Investment Corporation and representatives from the Tłıchǫ Community Governments. The draft strategy was presented to the TREDWG in April 2022 for comment and finalization before being presented to the Chiefs Executive Council for approval.

Regional Economic Overview

ECONOMIC OUTLOOK

Projections for the NWT show that economic growth will be slow for the next 5-10 years (Government of the Northwest Territories Department of Finance, 2021). This is mostly due to the gradual sunset of the diamond mines, set to occur over the next decade, without any large-scale projects set to replace the economic activity these mines generate. Some smaller mining projects – such as Fortune Minerals' NICO mine in the Tłıchǫ region – may partially offset some of the employment losses and provide some local economic benefit, but only if planned development goes forward. The Tłıchǫ All-Season Road (TASR)'s completion may make future mineral exploration and development in the Tłıchǫ region easier, but many of these smaller projects face uncertainty and, if they proceed, are still many years away from construction and production.

The decline in mining activity in the next 10 years will lead to a significant decrease in mining revenue for the Tłıchǫ Government and a loss of jobs in the NWT. This will primarily affect men between the ages of 25 and 44 working in skilled and semi-skilled positions at the diamond mines. This demographic currently makes up a majority of the workforce at the mines (Firelight Research Inc. with the Tłıchǫ Government, 2022).

With other mines in the region set to be decommissioned in the coming years, the TREDWG has identified developing training and employment around mine remediation as an immediate opportunity. Remediation work related to Giant Mine has begun, and this may open up post-training pathways to employment for Tłıchǫ citizens that can be leveraged for other projects. While this will create some new opportunities, remediation work related to mine closure will not come close to replacing the economic activity currently being generated by large diamond mining operations and many of the remediation roles will be different and will require training.

Traditional arts and crafts produced by the Tłıchǫ and the growing interest in authentic hand crafted items along with increasing availability of online channels for purchasing creates new opportunities to grow the traditional economy, while supporting culture.

Tourism is an industry that holds some potential for economic development, employment, and training opportunities in the Tłıchǫ region. However, this sector has been hit particularly hard due to the global coronavirus pandemic (Government of the Northwest Territories Department of Finance, 2021). As border closures and public health restrictions begin to ease, there will be an increase in tourism activities, but it

may take several years for this industry to recover and return the visitor numbers that the Northwest Territories enjoyed prior to the pandemic. While there is interest, at this time, there is only one Tłıchǫ citizen that is a licensed tour operator in the Tłıchǫ region, but there are new opportunities for product development that can be explored with the completion of the Tłıchǫ Highway to Whatì in November 2021. Part ownership of Lac La Martre Lodge by TIC may open new opportunities for tourism services in and around Whatì, and the potential for development of a campground and related services near the falls is being examined for possible new tourism development. NWT Tourism (NWTT), the destination marketing organization for the Northwest Territories will be stepping up marketing to domestic and international markets now that borders are open to visitors again. As new products are developed in the region for visitors, Cannor, GNWT and NWTT will be important partners to work with in the development and promotion of tourism products in the region.

TRAINING ACCOMPLISHMENTS AND CHALLENGES

Training to support employment and career development is managed under the Department of Client Services at the Tłıchǫ Government. Through various funding streams, including Indigenous Skills and Employment Training (ISET's) and the Skills Partnership Fund (SPF), Client Services has coordinated a wide variety of training opportunities since 2017. Records of training for clients through these programs enable the Department of Client Services to maintain data regarding certifications and training completed for Tłıchǫ citizens coming through these training programs. Career Development Officers help clients match their skills to jobs available in the market. Economic Development Officers assist clients who have their own small business ideas by helping them find and access financial and other supports to bring their entrepreneurial ideas to life. Training needs for these entrepreneurs are also identified and supported in training programs delivered by Client Services and its partners. The table below details the variety of training delivered since the first strategy was developed.

Table 1: Career Development Training

ISETS Training	SPF Training
<ul style="list-style-type: none"> • Environmental Monitoring and Wilderness Safety • Firearms Safety and recertification • eLearning Software Testing Training • Start your Own Business • Intro to Office Skills • Pre-Trades Literacy and Numeracy • Foraging and Wildcraft 	<ul style="list-style-type: none"> • Building Environmental Aboriginal Human Resources (BEAHR) • Youth Land Navigation Program • Youth Skills Enhancement • Environmental Monitoring and Wilderness Safety • Firearms Safety and recertification • Drivers Training: Class 3&1/7&5
<ul style="list-style-type: none"> • BRIDGE Program with Northern Farm Training Institute (Agriculture) • Security Training • Heavy Equipment Operator and Heavy-Duty Mechanic Apprenticeships • Drivers Training: Class 3&1/7&5 • Northern Youth Abroad Program 	<ul style="list-style-type: none"> • Camp Cook • Heavy Equipment Operator and Heavy-Duty Mechanic Apprenticeships • Foraging and Wildcraft

In addition to the programs delivered by the Tłıchǫ Government with funding from ISETS and SPF, Aurora College and other Tłıchǫ Government partners are developing and delivering other training programs, creating avenues that can lead to local employment. These training investments work in tandem with post-secondary financial supports offered through the ONE program and Student Financial Assistance provided by the GNWT. Closure of diamond mines and reduced IBA payments, which fund these programs, will impact the financial resources available to support post-secondary programs. New sources of funding will need to be found.

Despite significant investments in training over the past five years, there continue to be challenges that prevent successful completion. Through the community engagement sessions and with a review of training with the Department of Client Services, some of the key training challenges identified include:

- Childcare unavailable to trainees
- Longer training programs require long-term funding for trainees, but often training programs are funded year-to-year
- Training programs don't always recognize local culture and needs
- Training is not always able to be timed so that trainees can be transitioned into on-the-job training upon completion

- Lack of a dedicated training facility or training equipment in the region
- Academic upgrading is often required to access training opportunities
- Training is not offered within the local community, and travel away from home and family is a barrier

These limitations were compounded in 2020 and 2021 by restrictions for travel and gatherings related to health and safety precautions to prevent spread of the COVID-19 pandemic. Online delivery of training programs was not always a possible alternative. Where it was an alternative, the speed and accessibility to internet services for Tłıchǫ citizens to participate in online training was often a barrier. All of these things together can negatively influence trainees' willingness to undertake training and the ability of Client Services to schedule and deliver training in local communities.

Employment Outlook

Presently, approximately 779 people (26% of the population) in the region are currently unemployed. It is estimated that mining job losses will affect approximately 200 Tłıchǫ citizens, and close to half of those affected are employed by the Tłıchǫ Investment Corporation. Overall unemployment in the region is expected to rise to 929 by 2029 (31%) as a result of the coming mine closures (Firelight Research Inc. with the Tłıchǫ Government, 2022).

Within the region, there are many jobs that will need to be filled now through to 2027.

To address current in-demand jobs and this rise in unemployment, the TREDWG has identified the following areas as priority training areas through which economic success for the region should be supported:

- Trades (carpentry, plumbing electricians, surveyors, etc.)
- Heavy Equipment Operators
- Natural resources and renewable energy (monitoring, restoration, etc.)
- Services (teachers, education support workers, social workers, home care workers, etc.)

- Community Services Truck Drivers for water, sewage, waste collection
- Business services (administration, accounting, etc.) and, Tourism (hospitality, marketing).

It is estimated that 12% of jobs within the region will require:

- Post-secondary education or,
- A high school diploma with minimal post-secondary education.

Current Economic Indicators

The 2017 Strategy identified five indicators to be used for measuring success:

- Increase in education levels
- Increase in the number of jobs held by Tłıchǫ citizens within the Region
- Increase in population within the Tłıchǫ region
- Increase in the number of small and medium businesses
- Increase of spent dollars being kept in the Tłıchǫ communities

The tables below show how much progress has been made for three of the five indicators. Two of the indicators were not measurable, so new indicators have been identified going forward. More detailed profiles of each of the four Tłıchǫ Communities are included in Appendix B.

Table 2: Education levels

Community	% with High School Diploma or More 2016	% with High School Diploma or More 2019	% Change
Behchokò	41.9	48.9	Increase of 7%
Gamètì	34.1	42.7	Increase of 8.6%
Wekweètì	57.9	42.9	Decrease of 15%
Whatì	34.3	47.8	Increase of 13.5%

Source: (NWT Bureau of Statistics, 2022)

The majority of Tłıchǫ communities experienced an increase in residents who completed their high school diploma. However, high school graduation rates remain significantly lower than the territorial average of 72%.

Table 3: Number of jobs held by Tłıchǫ citizens within the region

Community	% Unemployment Rate 2016	% Unemployment Rate 2019	% Change
Behchokò	24.4	27.4	Increase of 3%
Gamètì	16	34.8	Increase of 18.8%
Wekweètì	20	14.6	Decrease of 5.4%
Whatì	16.2	30.1	Increase of 13.9%

Source: (NWT Bureau of Statistics, 2022)

The best available measure for understanding jobs held is the unemployment rate. Unemployment rates in the four Tłıchǫ communities fluctuated, with Behchokò, Gamètì, and Whatì experiencing increases in their unemployment rates and Wekweètì experiencing a decrease. All Tłıchǫ communities still have significantly higher unemployment rates than the territorial rate. The impact the pandemic may have had on employment in the Tłıchǫ communities has not been explored.

Table 4: Change in population in Tłıchǫ Region

Community	2016 Population	2019 Population	% Change
Behchokǫ	1981	2028	Increase of 2%
Gamètì	300	313	Increase of 4%
Wekweètì	138	140	Increase of 1%
Whatì	504	502	No Significant Change
Tłıchǫ Communities Total	2923	2983	Increase of 20%

Source: (NWT Bureau of Statistics, 2022)

Overall, there was a small total increase in population in the Tłıchǫ region. Behchokǫ and Gamètì experienced higher population growth. Wekweètì's and Whatì's population remained almost unchanged.

Number of Small and Medium Businesses

At this time, there is no available measure for the number of small and medium size businesses in the Tłıchǫ Region. A measure of the number of licensed businesses will be established in 2022, and growth in registered businesses will be tracked over time in the Tłıchǫ communities.

Number of dollars spent being kept in Tłıchǫ Region

There is no measure available for this, but a number of measures have been identified as potential metrics on page 37 of this strategy.






Strengths Opportunities Aspirations Risks Results Assessment (SOARR)

As part of the five community engagement sessions held in October 2021, community members were invited to provide inputs into the development of a Strengths, Opportunities, Aspirations Risks Results (SOARR) Assessment. The SOARR was reviewed with TREDWG and TIC for final inputs in early 2022 prior to finalizing this strategy.

The table below identifies key themes that relate to strengths, opportunities, aspirations, risks, and results relating to economic development and training in the Tłıchǫ Region.



Table 5: Strengths Opportunities Aspirations Risks Results (SOARR) Assessment

Strengths Opportunities Aspirations Risks Results Assessment		
	Strengths	<ul style="list-style-type: none"> • Self-government • Infrastructure Cooperative Agreement and related MOU with GNWT • Strong Tłıchǫ culture in communities • Recent upgrades to community cultural camps • Road access to Whatı added in 2021 with completion of the Tłıchǫ Highway
	Opportunities	<ul style="list-style-type: none"> • Tourism: cultural experiences & products, campgrounds, fishing, golf • TIC restructuring – debt reduction, drive to diversification, growing profitability & increasing Tłıchǫ employment • Infrastructure projects and construction • Mineral exploration • Small business/entrepreneurship • Agriculture • NICO mine has regulatory approvals • More robust, reimagined training delivery • Hydro power connection • Bolster K12- education • Developing remediation expertise
	Aspirations	<ul style="list-style-type: none"> • Self-sufficiency • Healthy communities • More economic opportunities for Tłıchǫ citizens • Local mentors and trainers
	Risks	<ul style="list-style-type: none"> • Lack of local capacity & high turnover • Lack of pathways between education or training and employment • Slowed economic growth for the NWT • Lack of business and entrepreneurship mentorship locally • TIC debt and reliance on economic opportunity to reduce debt and invest back into community owned assets and people • High cost of utilities, services, fuel • Low school and work attendance • Lack of essential skills • Mismatch between training and available jobs
	Results	<ul style="list-style-type: none"> • Growth in Tłıchǫ population • Growth in employment of Tłıchǫ citizens • Growth in number of businesses operating in the Tłıchǫ region and number of Tłıchǫ owned businesses • Economic diversification • Higher education rates • Higher literacy/numeracy rates

Infrastructure Opportunities

Infrastructure in Tłıchǫ communities and across Tłıchǫ lands is of critical importance to support the function of an effective government, to facilitate the delivery of public services, to encourage socioeconomic growth and to support cultural preservation. There is a clear link between infrastructure assets and successful socioeconomic outcomes. Infrastructure development creates business, employment, and training opportunities in both construction and operational phases.

In this context, the GNWT and TG are working together to achieve greater coordination and collaboration regarding infrastructure development on Tłıchǫ lands. Participating as a member of the GNWT's Infrastructure and Procurement Working Group, the Tłıchǫ Government works with GNWT to:

- ensure that procurement opportunities are identified
- contracts are awarded to Tłıchǫ businesses
- infrastructure planning is done collaboratively
- considerations are given to how infrastructure procurement can be sequenced to maximize Tłıchǫ employment and contracting over time, among other things; and
- reporting is in place to measure the following tasks, goals and objectives are realized over the life of the Infrastructure Cooperation Agreement.

There are infrastructure projects currently under construction and there are new projects that are in the planning stages. In the next few years, several confirmed and potential infrastructure projects have been planned for development in the Tłıchǫ region. These projects relate to housing, road building, and community amenities. Key projects that will be the largest economic drivers are highlighted below and a summary of known projects, large and small are outlined on page 25 and 26.

Dehk'è Frank Channel Bridge

- The Frank Channel Bridge is a large capital project with construction starting possibly as early as 2023 with a completion date of 2025/26.

Fibre Optic Line to Whatì

- The Fibre Optic Line will run along the new Tłıchǫ Highway right-of-way from Highway 3 to Whatì providing much improved internet speed and reliability to the community;
- The Fibre line is funded through a partnership with 4 organizations including ISED, GNWT, CANNOR and the Tłıchǫ Government with Tłıchǫ as the owner of the project;
- In summer 2022 the Tłıchǫ Kiewit Partnership will install the fibre into the already buried conduit. Northwestel is expected to begin the Fibre to the Home installation by September 2022.

Whatì Transmission Line

- Preliminary discussions are underway with the GNWT and CIRNAC regarding a transmission line project from Snare Hydro to Whatì to provide clean power to the community;
- As is contemplated in the ICA, the GNWT has asked the Tłıchǫ Investment Corporation to provide a proposal to re-engage the initiative through a contract to identify a new transmission line route. The routing will be 100% on Tłıchǫ Lands;
- Once routing is established, the next step would be the design and pricing of what is expected to be a very significant project.

CJBS School Replacement

- Discussions have taken place with the Department of Education regarding a new School to replace the CJBS;
- Community surveys are underway to get feedback on what the community would like to see in this large capital project;
- Work continues around identifying a potential location and synergies with other projects in the community.

Whatì Access Road

- The Tłıchǫ Government has advocated to the GNWT for reconstruction of the 13-kilometer-long access road that leads from the northern terminus of the new Tłıchǫ Highway (TASR) to the Community of Whatì;
- Part A of the project was completed in the Fall of 2021 and included surveying and geo-tech, clearing of the right-of-way as well as gravel crushing. The GNWT are completing the final design as this strategy is being released;
- Negotiations for pricing will be underway shortly with construction contemplated for summer 2022.

Other projects that the Tłıchǫ Government is working to define and advance which it anticipates will be added to this list include a new Legislative Building, a Family Resource Centre, and replacement of the water and sewer piping system in Behchokò. Maximizing opportunities for Tłıchǫ companies and citizens to be employed in the delivery of these projects and in newly identified ones over time, will be factored into the development of training implementation plans.

Table 6: Tłıchǫ Region Infrastructure Projects Recently Completed, Planned, or Under Construction

Project	Location	Proponent
Khon Go Cho Sportsplex Phase II Renovations	Behchokǫ	TIC/ Tłıchǫ Community Builders Ltd.
Behchokǫ Cultural Centre	Behchokǫ	TIC/ Tłıchǫ Community Builders Ltd.
Tłıchǫ Government Staff Housing Project		TIC/ Tłıchǫ Property Management
RCMP Duplex Exterior Retrofit	Behchokǫ	TIC/ Tłıchǫ Community Builders Ltd.
Housing Projects	Behchokǫ & Gamètì	TIC/ Tłıchǫ Community Builders Ltd.
North Arm Territorial Park Campground Development	Behchokǫ	TIC/ Tłıchǫ Engineering & Environmental Services
New Motel	Gamètì	TIC/ Tłıchǫ Community Builders Ltd.
New Tłıchǫ Government Building		TIC/ Tłıchǫ Community Builders Ltd.
Fibre Optic Line to Whatì	Along TASR	Tłıchǫ Government Tłıchǫ_Kiewit Partnership
Tłıchǫ All Season Road – Construction Completion, plus ongoing operation and maintenance	TASR	Tłıchǫ Government Tłıchǫ_Kiewit Partnership Maintenance = Tłıchǫ Engineering & Environmental Services
Highway 3 Upgrades		Tłıchǫ Engineering & Environmental Services
Whatì Falls Improvement Project – Phase 1	Whatì	Tłıchǫ-Kiewit Partnership

Table 6: Tłıchǫ Region Infrastructure Projects Recently Completed, Planned, or Under Construction (Continued)

Project	Location	Proponent
Whatì Falls – Phase 2 (Development of Overnight Camp-ground)	Whatì	Tłıchǫ Government Tłıchǫ-Kiewit Partnership
Spur Road to NICO Project	Whatì	TBD - Tłıchǫ Engineering & Environmental Services
NICO Gold-Cobalt-Bismuth-Copper Project	Whatì	TIC Discussions
Advanced Exploration Drilling	Wekweètì	TIC Discussions
Frank Channel Bridge	Behchokò	Tłıchǫ_Kiewit Partnership
Ray Rock Remediation		TBD
Whatì Access road – Geotechnical	Whatì	Tłıchǫ_Kiewit Partnership
Whatì Access Road – Construction	Whatì	Tłıchǫ_Kiewit Partnership
Snap Lake Mine Remediation		
Giant Mine Remediation (Various)	Yellowknife	TIC entities bidding
DPC – Investigating Whatì Falls Alternative Energy Project	Whatì	TIC/Dogrib Power Corporation
Duplex Construction	Behchokò	TIC/Tłıchǫ Community Builders
North Arm Park – Phase II	Behchokò	TIC/Tłıchǫ Engineering & Environmental Services

Implementation and Action Plans

The following tables further break down the goals into individual actions that can be taken. The tables estimate timelines for completion, level of effort needed, and anticipated responsibility. These action plans create opportunities for collaboration between TREDWG partners and provide a snapshot of some suggested ways to achieve these goals. Annual workplans by members of TREDWG will aim to support achievement of this strategy's objectives and goals.

Action

Specific actions taken to achieve the identified goal.

How

Suggested measures the Tłıchǫ Government can take to achieve the specific action. Additional steps and efforts can be made to meet the goal beyond what has been identified here.

Timeline

An estimate of the time period to achieve the goal (how long until the goal is achievable). Short timelines are expected to be achievable within six months to one year. Medium timeline goals are expected to be achievable within one to two years. Long term goals are expected to be achievable in two or more years.

Effort

A qualitative estimate of how many resources (staff, funding, time, etc.) may be required to complete a specific action. Low effort may be obtainable as part of regular work, while higher effort actions may require significant resources to complete.

Responsibility

Details who may be responsible to achieve the desired goal. Some goals may have multiple groups collaborating towards a goal.

Evaluation

A number of suggested metrics to evaluate success have been established in the strategy. Some will need to be collected by the Tłıchǫ Government, whereas others are metrics publicised by the Government of the Northwest Territories. These are outlined on page 36.

Goal 1: Increase the number of employment opportunities for Tłıchq Citizens

To increase the number of employment opportunities, new projects that create job opportunities must be pursued and action taken to encourage local employment for Tłıchq citizens and help employers connect with Tłıchq citizens whose skillsets are a match. The actions identified for this goal serve to grow the number of employment opportunities. Training goals designed to ensure that employment opportunities available are accessible to Tłıchq citizens are addressed in other goals.

Table 7: Increase the number of employment opportunities for Tłıchq Citizens

Action	Tasks Supporting the Action	Timeline	Effort	Responsibility
Advance large infrastructure and construction projects in the Tłıchq Region	<ul style="list-style-type: none"> Partner on planned capital projects with federal and territorial governments and bid competitively on large Yellowknife-based projects Identify partners needed to pursue large contracts and negotiate joint venture partnerships that meet federal Indigenous Opportunities Considerations for RFPs and engage in competitive bidding Incorporate training partnerships that increase Tłıchq hiring and employment in project proposals Showcase TIC, its subsidiaries, projects, and its training and employment of Tłıchq workers on TIC Website and in Tłıchq Government communications to Tłıchq Citizens Explore feasibility of advancing hydro electricity solutions through infrastructure projects 	Ongoing	High	Tłıchq Investment Corporation, Chiefs Executive Council Department of Client Services (Career Development & Communications)
Establish, maintain, and make public a registry of all Tłıchq businesses meeting the definition of Chapter 26 in the Tłıchq Agreement to increase connection of Tłıchq businesses to employers with opportunities	<ul style="list-style-type: none"> Complete the design and implementation of Tłıchq Business Registry and train client services staff on new system and related administrative procedures Build web interface for Tłıchq Business Registry so governments can easily access current lists of Tłıchq businesses for contracting and tendering purposes Create online portal for Tłıchq businesses to register Promote to Tłıchq businesses the value of being on the Tłıchq Business Registry Establish by-laws for business licensing in Wekwewet, and put in place cooperative agreement between Tłıchq Government and Community Governments for online application processing Implement business licensing data connection to Tłıchq Business Registry entry 	Short	Medium	Department of Client Services (Economic Development), Community Governments, TIC Community Governments, Department of Client Services (Economic Development), Chiefs Executive Council

Action	Tasks Supporting the Action	Timeline	Effort	Responsibility
Design Career Development Program supports to maximize matching of available skillsets to current and future job opportunities	<ul style="list-style-type: none"> Partner with Employment Services Canada to undertake First Nations Labour Market Skills survey to improve the level of detail regarding labour supply in Tłıchǫ communities Identify employment needs for local organizations in each community, and assess available labour market skillset in Tłıchǫ communities Encourage frequent and open communication about employment gaps and share information with governments developing and delivering training programs Coordinate all training provided to Tłıchǫ citizens so that skillsets learned, and certifications achieved are added to client database managed by Client Services Promote employment and career development support systems and help clients match their skills to available opportunities 	Short	Medium	Department of Client Services, Department of Culture & Lands Protection, Community Presence Offices, Department of Community Programs, Community Governments
Partner with organizations (GNWT, Community Governments and local contractors) who are doing work in the Tłıchǫ region to encourage and facilitate training and hiring of Tłıchǫ citizens	<ul style="list-style-type: none"> Design training program supports and policies that encourage partners to provide on-the-job training for Tłıchǫ citizens by subsidizing training costs for employers Consider introducing policies that require local hiring in large projects where Tłıchǫ Government is a funding partner and require reporting of training and hiring of Tłıchǫ citizens by all partners on major projects Ensure professional development opportunities are available for Tłıchǫ citizens, including in new IBAs 	Ongoing	Medium	Department of Client Services, Department of Planning and Partnerships, TIC, Department of Executive
Expand Tłıchǫ employment service programs to coordinate with other regional employment services	<ul style="list-style-type: none"> Develop a regional job board that is accessible and clearly identifies the job available and skills needed, and that provides information on whether on-the-job training is available and promote this service to businesses Post jobs for organizations doing work in the Tłıchǫ region on regional job board regularly and assist businesses in finding employees with the skills needed 	Medium	Medium	Department of Client Services, Department of Corporate Services
Grow the value of the Tłıchǫ Online Store to small business as a marketing and sales distribution channel	<ul style="list-style-type: none"> Review Tłıchǫ Online Store marketing and sales distribution channels, implementing changes to grow sales, investigating opening to the public and Partner with GNWT to provide training to artists on product pricing and promotion Provide training to artists on product pricing and promotion Develop initiatives to generate value added goods (for example, hunters and trapper program, hide and fur) 	Short	Low	Department of Client Services, Department of Culture and Lands Protection

Goal 2: Increase the number of Tłichq-owned businesses operating in the Mqwhì Gogha Dè Njìtìèè

To promote the economic growth of the region, the Tłichq Government should take efforts to support development of new Tłichq-owned businesses, and to grow sales of both value-added services or products that create and sustain opportunities for small businesses or entrepreneurs. This will create new employment opportunities and will encourage the delivery of services to the residents within the four Tłichq communities.

Table 8: Increase the number of Tłichq-owned businesses operating in the Mqwhì Gogha Dè Njìtìèè

Action	Tasks Supporting the Action	Timeline	Effort	Responsibility
Partner to develop tourism assets and value-added visitor services in Tłichq communities (guiding, fishing, cultural tourism, camping, hiking, accommodation and hospitality and visitor information services)	<ul style="list-style-type: none"> Host community workshops to prepare tourism development action plans that are community-based Work with licensed Tour Operators to develop add-on packages to existing products, Develop campground assets to enable business opportunities Encourage and support entrepreneurship in the provision of food and accommodation services for visitors Identify and promote marketing supports 	Medium	Medium	Department of Client Services (Economic Development), Community Governments, Department of Culture & Lands Protection
Leverage highway connectivity to encourage visitors to visit Behchokq and Whatì to purchase value-added goods and services available from Tłichq businesses and citizens	<ul style="list-style-type: none"> Actively promote campgrounds and tourism attractions in partnership with NWT Tourism and others Consider installation of signage at the junction of Highway 3 and access road to Behchokq to promote goods and services available at the Tłichq Online Store and other businesses Increase exterior directional signage for Tłichq Online Store in Behchokq Partner with GINWT ITI to promote Tłichq businesses and services in the North Arm Territorial Park 	Short	Low	Department of Client Services, Department of Culture & Lands Protection
Partner to obtain and promote funding opportunities that enable the development of new business opportunities	<ul style="list-style-type: none"> Train and maintain Economic Development Officers in Tłichq Communities to assist Tłichq citizens in identifying and accessing funding available to develop and grow businesses Identify barriers to creating businesses in the Tłichq region and work collaboratively with governments and other partners to overcome these barriers 	Short	Low	Department of Client Services

Action	Tasks Supporting the Action	Timeline	Effort	Responsibility
Increase business operation knowledge and capacity	<ul style="list-style-type: none"> ● Offer workshops in which citizens can obtain IDs and receive assistance in assembling documentation needed to start a business ● Provide training to grow computer, banking, and digital skills ● Increase access to banking services in communities ● Partner with Northern business owners who understand the Tłıchǫ Way of Life to create business mentorship opportunities ● Consider development of two-way business mentorships, bringing youth with digital skills together with business/community mentors ● Partner with GNWT ITI and BDIC to deliver small business workshops 	Medium	Low	Department of Client Services
Measure growth of Tłıchǫ Businesses	<ul style="list-style-type: none"> ● Establish existing baseline with respect to number of businesses licensed in the Tłıchǫ region and Tłıchǫ businesses in the Business Registry to create a benchmark against which to measure annually 	Short	Medium	Department of Client Services, Community Governments

Goal 3: Diversify employment opportunities for Tłıchǫ citizens in the Mǫwhı Gogha Dè Nıłtèè

The Tłıchǫ region has a variety of resources that can lead to a diverse range of employment. Actions identified under this section aim to provide increased choices in employment.

Table 9: Diversify employment opportunities for Tłıchǫ citizens in the Mǫwhı Gogha Dè Nıłtèè

Action	Tasks Supporting the Action	Timeline	Effort	Responsibility
Increase youth in schools' exposure to a variety of career options	<ul style="list-style-type: none"> Host and promote career fairs Have public speakers present to youth about career options Arrange and offer job shadowing opportunities Provide one-on-one sessions with career counsellors about career opportunities 	Medium	Medium	Tłıchǫ Community Services Agency, Department of Client Services
Grow summer tourism products in Whatı to encourage day trips into the community in summer	<ul style="list-style-type: none"> Explore possibility of adding guided day trips and boat rentals in Whatı as a product offering for summer road travellers 	Short	Low	TIC
Encourage entrepreneurship and product development for Tłıchǫ artisans and artists	<ul style="list-style-type: none"> Create a showcase of Tłıchǫ crafts at events outside of the Tłıchǫ region to connect sellers to buyers, supporting, and coordinating artist participation Develop video vignettes to market Tłıchǫ artists and artisans and their products to visitors and in the Tłıchǫ Online Store Work with artists and artisans to increase availability and quantity of products for sale in the Tłıchǫ Online Store Assist artists and artisans in accessing funding supports for projects 	Ongoing	Low	Client Services – Economic Development
Encourage and showcase Tłıchǫ culture (music, dance, hand games)	<ul style="list-style-type: none"> Consider construction of an amphitheatre or other facility to host large events and the creation of a festival that draws visitors Develop arts and culture knowledge sharing programs and explore the opportunity to share programs with visitors in partnership with tourism operators Explore the business opportunity for hand games to be included in interpretive tours for tourism operators and train guides 	Medium	Medium	DCLP, Department of Client Services (Economic Development)

Goal 4: Diversify training opportunities for Tłıchǫ Citizens

Beyond ensuring that training is available and attainable, there is a need for a greater variety of training programs as the regional and territorial economy continues to evolve and new employment opportunities in different sectors become available. By expanding the types of training available, a greater variety of employment options and opportunities become accessible. Attention should be given to provide programs for a variety of age groups, such as youth and Elders to ensure that citizens have the ability to access training (that is, providing upgrading where possible).

Table 10: Diversify training opportunities for Tłıchǫ Citizens

Action	Tasks Supporting the Action	Timeline	Effort	Responsibility
Increase extracurricular activities for youth to develop skills	<ul style="list-style-type: none"> ● Develop spaces for youth to learn skills ● Encourage after school programming and clubs ● Enable community champions to start clubs by offering financial assistance 	Medium	Medium	Tłıchǫ Community Services Agency, Department of Client Services, Department of Community Programs (Early Childhood)
Create post-secondary training opportunities in the Tłıchǫ region	<ul style="list-style-type: none"> ● Offer networking sessions with employers in students' final year of school to increase awareness of opportunities ● Promote paid, on-the job trainings ● Offer in-community training programs which are accessible, inexpensive and provide attendance support (for example, childcare) ● Partner with Aurora College to identify and address local training needs ● Put in place partnerships that fund internships, cooperative work placements and trainee positions 	Short	Medium-High	Department of Client Services, Tłıchǫ Community Services Agency
Increase local bridging opportunities between high school and post-secondary training (pre-trades, literacy and numeracy programs)	<ul style="list-style-type: none"> ● Use existing key partnerships with organizations to develop a bridging program that caters towards students' interests. ● Offer certification and financial incentives to entice students into the program. ● Ensure that a diverse range of training opportunities are offered ● Develop high school curriculum that gives credit and experience toward in-demand occupations 	Medium	Medium	Department of Client Services, Tłıchǫ Community Services Agency
Provide facilities for training and related purposes (for example, childcare, skill sharing, computer and internet access).	<ul style="list-style-type: none"> ● Repurpose existing underutilized facilities as a training facility. ● Ensure training facilities provide space for storage of training equipment and houses specialized tools needed for training. 	Long	Medium-High	Community Governments, Tłıchǫ Community Services Agency, Community Presence Offices

Goal 5: Match training opportunities and work experience to employment opportunities

Providing training opportunities without direct linkages to employment can limit opportunities. By ensuring training opportunities lead to employment, more citizens can connect to jobs. Additionally, this helps to ensure that employees have required training and the skills necessary to execute work.

Table 11: Match training opportunities and work experience to employment opportunities

Action	Tasks Supporting the Action	Timeline	Effort	Responsibility
Increase number of training opportunities associated with infrastructure projects planned for the Tłıchǫ Region	<ul style="list-style-type: none"> Develop a program that ensures training can be provided on-the-job and/or in classrooms (apprenticeships) Promote opportunities where Tłıchǫ citizens can gain skills on multiple channels (Facebook, website and on radio in Tłıchǫ Yatıı, Advertise funding sources directly with organizations offering training to promote existing programs 	Medium	Medium	Tłıchǫ Community Services Agency, Department of Client Services, Department of the Executive, TIC
Improve partnerships and other means of coordination to increase training opportunities related to infrastructure development	<ul style="list-style-type: none"> Develop an Infrastructure and Housing Strategy, incorporating into both a training program for skills development Collaborate with partners involved in infrastructure and other project development initiatives to create an on-the-job training program to support training opportunities. Collaborate with education institutions (high schools, colleges) to offer training that coincides with student learning Prepare a 4-to-5-year training plan and apply for SPF Funding to support implementation Partner with Aurora College to identify and address local training needs 	Short-Medium	Medium	Tłıchǫ Community Services Agency, Department of Client Services, Department of the Executive
Before providing training, determine how it will relate to existing or future employment opportunities (for example, mine closure and small business needs)	<ul style="list-style-type: none"> Assess training demands as new projects are proposed in the region. Promote a coordinated effort between all partners to offer training that accounts for employment changes Use labour market data to better inform training needs Design training to more closely link to employment opportunities upon completion Identify opportunities to leverage existing partnerships to expand on training 	Short-Long	Medium	Department of Client Services, Department of Culture and Lands Protection, Department of Planning and Partnerships

Goal 6: Create pathways for career advancement for Tłıchǫ citizens

Actions under this goal serve to expand citizens' ability to advance their careers. These actions should serve to remove barriers to advancement and offer opportunities for citizens to progress in their respective fields.

Table 12: Create pathways for career advancement for Tłıchǫ citizens

Action	Tasks Supporting the Action	Timeline	Effort	Responsibility
Improve understanding of barriers to career advancement	<ul style="list-style-type: none"> Conduct engagement and outreach with business owners and public sector partners to assess barriers After identifying barriers, develop an action plan to address them 	Medium	Medium	Department of Client Services, Tłıchǫ Community Services Agency
Equip Career Development Officers to assist people in accessing new opportunities and career advancement programs	<ul style="list-style-type: none"> Provide ongoing training to Career Development Officers Ensure computers, systems and databases for client supports are supported Expand and promote career development programs and supports to meet training needs 	Short	Medium	Department of Client Services
Support academic advancement, including post-secondary education and trades	<ul style="list-style-type: none"> Develop partnerships with post-secondary institutions Develop services and programming of Dedats'eetsaa, the Tłıchǫ Research and Training Institute Develop new sources of funding for post-secondary student support programs as IBA payments from diamond mines decrease Provide assistance in accessing and applying for funding/grants/scholarships 	Long	High	Department of Client Services, Department of Culture and Lands Protection
Recognize career success and foster peer support networks to support career advancement	<ul style="list-style-type: none"> Advertise education and training opportunities and facilitate peer discussion groups or presentations that promote the importance and value of educational advancement and career achievement Promote graduation events and celebrate success of youth educational achievements with the larger community Share success stories broadly in media and on social media channels 	Short - Medium	Low	Department of Client Services (Communications)

Goal 7: Decrease barriers for delivering and attending training

The goals described here suggest ways to promote the uptake of training and help remove barriers that prevent attendance and course

Table 13: Decrease barriers for delivering and attending training

Action	Tasks Supporting the Action	Timeline	Effort	Responsibility
Increase availability of childcare spaces in each of the communities	<ul style="list-style-type: none"> Provide childcare training and certifications to increase number of individuals that are capable of providing childcare services Develop facilities where child daycares can be operated and leverage new federal funding program and consider development of a Family Child Resource Centre 	Long	Hi	Department of Community Programs (Early Childhood), Tłı̨chǫ Community Services Agency, Community Governments
Improve training facilities and technology available for training in Tłı̨chǫ communities	<ul style="list-style-type: none"> Develop multi-use facilities that can be used for a variety of training or community functions Facilities to have equipment, storage space and accommodate multiple training sessions 	Long	Medium	Department of Client Services, Department of Executive
Incentivize training participation	<ul style="list-style-type: none"> Enable paid training to increase enrollment, attendance, and completion of training 	Medium	Low	Department of Client Services, Department of Executive
Consider balancing traditional way of life in the scheduling of training programs	<ul style="list-style-type: none"> Develop training programs to enable flexible schedule options for participation and completion, where possible, avoiding scheduling training during key cultural activities Work with trainers and trainees to schedule make up opportunities for missed training 	Medium	Low	Department of Client Services
Encourage in-community training that is easily accessible	<ul style="list-style-type: none"> Prioritize the need for trained instructors to come to Tłı̨chǫ communities to deliver training rather than require travel for participants outside of their home communities Certify local instructors and provide resources to conduct training locally 	Medium	Medium	Department of Client Services, Department of Executive
Assist those with literacy challenges by providing additional supports (reading, writing, and computer literacy)	<ul style="list-style-type: none"> Secure interpreters and provide accommodations ahead of time for those participants that require this additional support Work with clients to identify other supports needed for success in training programs and put supports in place 	Short	Medium	Department of Client Services, Department of Executive
Advocate for more flexibility in funding for training	<ul style="list-style-type: none"> Develop training programs that have flexibility in eligibility criteria to increase accessibility for participants 	Medium - Long	Medium-High	Department of Client Services, Department of Executive

Measuring Success

The Tłıchǫ Regional Economic Development Working Group (TREDWG) was established by the Tłıchǫ Government to maximize economic development opportunities in the Tłıchǫ Region. Working together, the members of TREDWG will champion actions that fall within their respective responsibilities to support the achievement of the goals outlined herein. Monthly meetings of TREDWG will focus on information sharing, opportunity identification and collaboration to advance actions in this plan together.

Annually, TREDWG will produce a report outlining action taken, and investments made in economic development and training initiatives to increase employment and grow business opportunities in the Tłıchǫ Region.

Systems and processes will be put in place to track expenditures related to the delivery of training programs, and investments made in economic development initiatives. Tracking enrollment in training programs, the success rate of trainees in completing programs, successful transitions from training to employment, and the cost to deliver programming per client are important metrics to be developed by Client Services. Below are suggested metrics that TREDWG consider using annually to measure and report on success.

Goal	Success Measurement
Increase the number of employment opportunities for Tłıchq Citizens	Unemployment rate in Tłıchq communities measured by GNWT Bureau of Statistics Participation Rate in Tłıchq Communities # of Tłıchq employees and/or Person Years Employment at TIC
Increase the number of Tłıchq-owned businesses operating in the Mqwhì Gogha Dè Nıłtłèè	Number of licensed businesses in Tłıchq Communities Number of businesses registered in Tłıchq Business Registry
Diversify employment opportunities for Tłıchq Citizens in the Mqwhì Gogha Dè Nıłtłèè	Annual Reporting on the number of businesses in Tłıchq Communities by sector
Diversify training opportunities for Tłıchq Citizens	Annual reporting on training delivered, including: # Mentorships # On-the-job training opportunities # Apprenticeships # Clients registered in training # Clients completing training Dollars invested in training and cost per program participants New Training Programs Offered in Tłıchq Communities
Match training opportunities and work experience to employment opportunities	# Clients served by Career Development Office # Clients Placed in Employment
Create pathways for career advancement for Tłıchq Citizens	Labour market information regarding skills inventory
Create pathways for career advancement for Tłıchq Citizens	# Clients accessing training supports annually % Trainees Completing Training Programming measured annually
Create pathways for career advancement for Tłıchq Citizens	Labour market information regarding skills inventory
Address and overcome barriers for delivering and attending training	# Clients accessing training supports annually % Trainees Completing Training Programming measured annually

Reference Documents

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- <https://www.statsnwt.ca/community-data/>
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Appendix A

WHAT WE HEARD SUMMARY

'WHAT WE HEARD' SUMMARY

This document provides an overview of the engagement for the Tłıchq Economic Development Strategy review and update. Engagement activities have included an interview, survey, and a series of public engagement workshops.

INTERVIEWS

Stakeholder interviews were conducted early in 2021. These stakeholder interviews included meetings about economic development and training for the Tłıchq region with Tłıchq Government staff, including Economic Development Officers, business owners, GNWT officials, and other partners.

SURVEY

The virtual survey launched on September 30th was advertised over the Tłıchq Government Website and their social media channels. Hard copies of the survey were mailed and distributed to citizens at public spaces (Offices and Community stores) within each community. These surveys are in the process of being mailed back or scanned to the Project Team for analysis. At the time of writing this, 15 responses to the online survey and hard copy surveys have been received and reviewed by the Project Team.

WORKSHOPS

Five virtual workshops were held in October 2021 to engage with citizens in each Tłıchq community. Each session was tailored to the individual community, with one session focusing on regional engagement.

FAST FACTS:



Engaged with 45 participants through the workshops & survey



80% of participants introduced to the Strategy



4 Key Themes identified (Barriers, Strengths, Opportunities and Training)

Barriers



HOUSING

- ▶ There is inadequate housing for employees, instructors, and citizens.
- ▶ Communities need certified local tradesmen to perform house maintenance or repairs
- ▶ There is a lack of equipment available for house construction and repairs



COMMUNICATION

- ▶ Difficult to advertise training and employment information effectively to citizens. For instance, employment opportunities posted on Facebook, the Tłı̨chǫ website and in-store is not reaching citizens.
- ▶ Citizens are unaware of what services and programs are available in each community.
- ▶ Access to reliable affordable internet is a key issue. A lack of devices (cell phones, laptops) and poor connectivity has restricted adults and students from engaging in educational training programs.
- ▶ There is difficulty understanding how citizens learn. Gathering meaningful feedback is a challenge.



EMPLOYMENT

- ▶ A significant gap exists with how training leads to employment in the community. Skilled workers either find employment outside the community or require additional training.
- ▶ There is a lack of reliable and age diverse childcare services across the Tłı̨chǫ region. This makes it hard to attend trainings or commit to certain types of employment.
- ▶ More partnerships between entrepreneurs and business-owners is required to help individuals mitigate barriers towards starting their own business. Barriers such as overwhelming paperwork, costly licenses and insurance have discouraged people from expanding their business.
- ▶ Challenging to find applicants for part time job postings.
- ▶ Rent increases for employed citizens discourages many from finding work.
- ▶ Individuals are relying on the COVID-19 Recovery Benefit or other supports for income.



OTHER

- ▶ Lack of transportation from Edzo to Rae is a challenge. There are no bus routes or transportation services to connect those areas.
- ▶ Longer hours should be encouraged for essential services (gas stations, restaurants etc.) to cater to citizens and tourists needs.
- ▶ Trades related to mining can be viewed as a 'double edged sword'. It instigates social issues even though it brings in revenue for communities.

SELECTION OF SURVEY RESPONSES

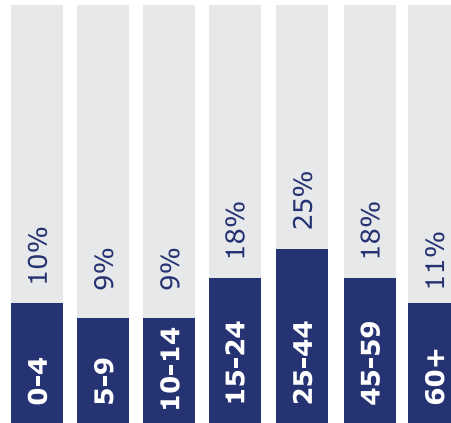
Appendix B

BACKGROUND REGIONAL REPORT

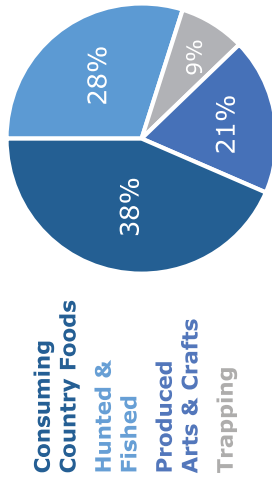
Behchokò COMMUNITY SNAPSHOT

POPULATION

 **2,005**
Current Population



TRADITIONAL ACTIVITIES



EDUCATION RATES

with High School Diploma or More

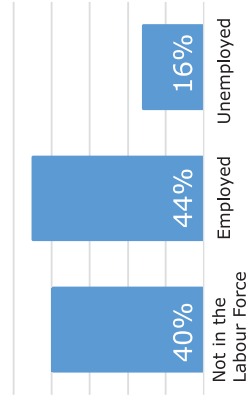


EMPLOYMENT PROFILE

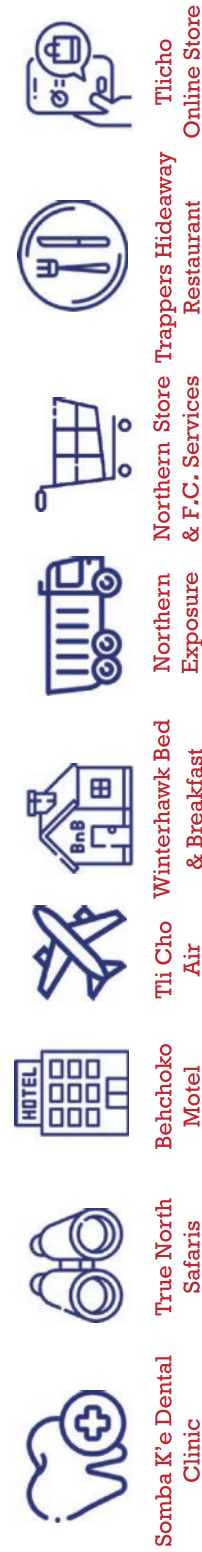


LABOUR FORCE ACTIVITY

in a population of 1,438 over 15



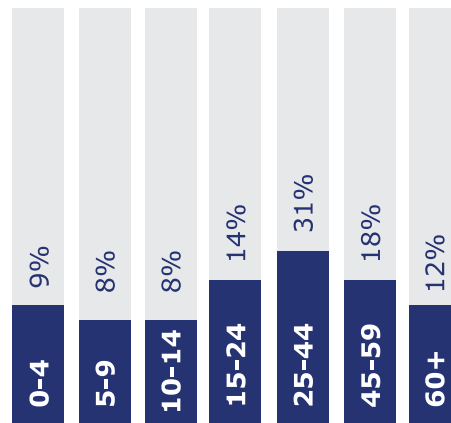
BUSINESS PROFILE



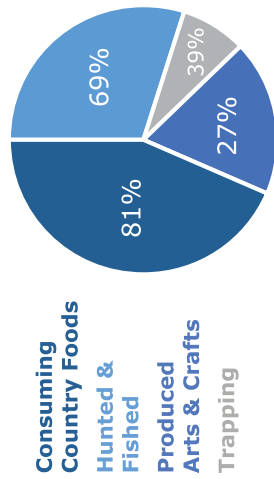
Whati COMMUNITY SNAPSHOT

POPULATION

520
Current Population



TRADITIONAL ACTIVITIES



EDUCATION RATES

with High School Diploma or More

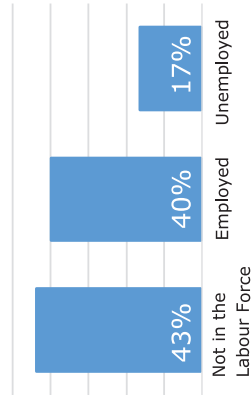


EMPLOYMENT PROFILE



LABOUR FORCE ACTIVITY

in a population of 376 over 15



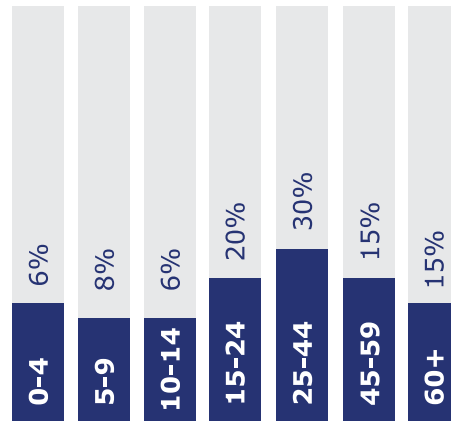
BUSINESS PROFILE



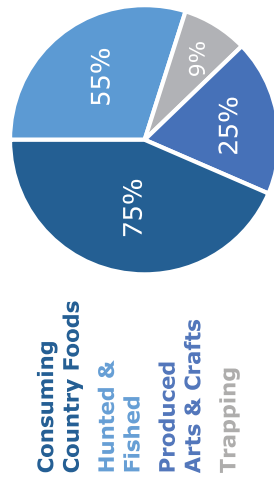
Gamèti COMMUNITY SNAPSHOT

POPULATION

303
Current Population



TRADITIONAL ACTIVITIES



EDUCATION RATES

with High School Diploma or More

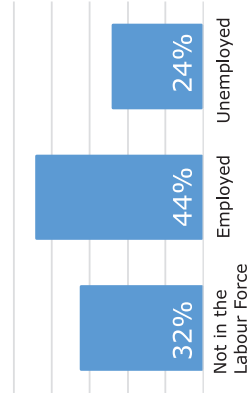


EMPLOYMENT PROFILE

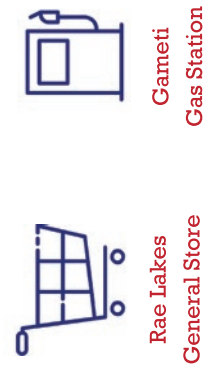


LABOUR FORCE ACTIVITY

in a population of 112 over 15



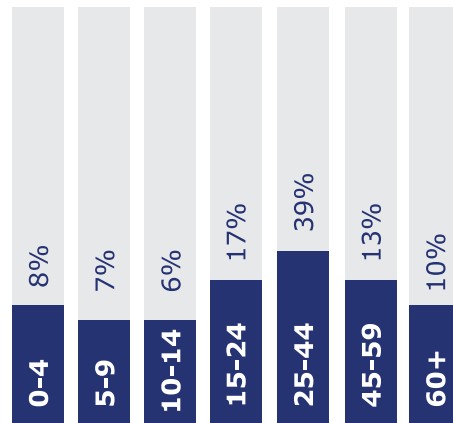
BUSINESS PROFILE



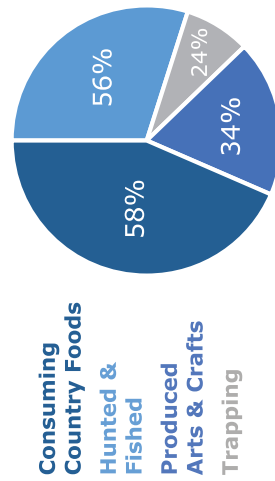
Wekweeti COMMUNITY SNAPSHOT

POPULATION

142
Current Population



TRADITIONAL ACTIVITIES



EDUCATION RATES

with High School Diploma or More

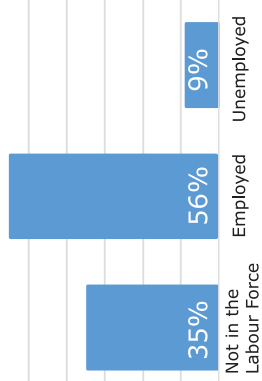


EMPLOYMENT PROFILE



LABOUR FORCE ACTIVITY

in a population of 1,438 over 15



BUSINESS PROFILE



Appendix C

TREDWG - TERMS OF REFERENCE

Tłıchǫ Region Economic Develop Working Group Terms of Reference

1. BACKGROUND

1.1. The Tłıchǫ Region Economic Development Working Group was developed by the Tłıchǫ Government to maximize economic development opportunities in the Tłıchǫ region and to create a strategic economic development plan.

2. MISSION STATEMENT

2.1. To develop collaborative partnerships in the Tłıchǫ region for the development of a long term, ongoing framework and strategic economic development plans that meet client, community and regional goals and objectives.

3. PURPOSE

3.1. To create, implement and coordinate in a strategic manner, to ensure that the Tłıchǫ Region Economic Development Working Group are providing relevant and community supported economic development strategic plans and frameworks within the Tłıchǫ Region.

3.2. To maximize the resources available for individual community economic development plans and regional economic development plans in strategic ways.

3.3. To implement these objectives, in a collaborative and credulous way to support client, community and regional short and long term goals and objectives.

4. PRINCIPLES

4.1. The members commit to this working group and the strategic plans that come forth from this working group, by attending and participating in meetings in-person, Skype, conference call or by alternate.

5. WORKING GROUP MEMBERSHIP

5.1. The councils of the Tłıchǫ Community Governments, the Tłıchǫ Investment Corporation and the GNWT – ITI may appoint one member and an alternate to the working group.

5.2. The Tłıchǫ Government will appoint a member and an alternate to the working group. The Tłıchǫ appointee will serve as working group chair.

5.3. The Tłıchǫ Government Economic Development Officers will be members of the working group.

6. WORKING GROUP MEMBERS' ROLES & EXPECTATIONS

6.1. To attend all working group meetings either in-person, Skype, conference call or by alternate.

6.2. To participate fully in the development, implementation and coordinated effort of the Tłıchǫ region's economic development strategic plans and frameworks in a collaborative manner.

6.3. To participate in the development of community economic development strategic plans and frameworks in a collaborative manner.

6.4. To work in partnership with other working group members in a respectful manner.

6.5. To always adhere to the Tłıchǫ Government's and the four Tłıchǫ Community Government's mission statements, visions, values and foremost, the protection and promotion of Tłıchǫ language, culture and way of life.

6.6. To provide regular updates to each respective and supervising organization that each working group member represents as well as Tłıchǫ citizens, the general public and other government departments and/or agencies.

7. WORKING GROUP EXPECTED OUTCOMES

7.1. It is anticipated that this working group and its members will be more of an action working group as opposed to an advisory committee.

7.2. The working group will conduct research and analysis, draft strategic plans, and consult with stakeholders and provide their findings to the Tłıchǫ Executive Officer.

7.3. The Tłıchǫ Executive Officer makes strategic plan and framework recommendations to the Chiefs Executive Council.

7.4. The Chiefs Executive Council is responsible for approving all strategic plans for the Tłıchǫ Government.

7.5. The working group will strive to make decisions by consensus.

8. LOCATION OF MEETINGS

8.1. Meetings will be held within the Tłıchǫ region whenever feasible, on every second month preferably on Thursdays, to be determined prior to the end of the previous monthly meeting.

9. CALENDAR OF MEETINGS

9.1. To be set the second Wednesday of every month unless this date lands on a designated holiday in which this meeting will be moved to the following Wednesday.

10. RECORD OF MEETINGS

10.1. The working group secretary (or alternate) will be responsible for recording the minutes of all working group meetings and will ensure that the minutes of such meetings will be distributed to the working group membership within 14-calendar days after the recorded meeting.

11. COMMUNICATIONS:

11.1. Members will communicate with each other through emails and distribution of meeting minutes.

11.2. A regional manager who sits on both the Tłıchǫ Region Economic Development Working Group and any regional and/or community working group will be tasked with providing a 10-minute, maximum update to both these working groups.

11.3. The Tłıchǫ Government's Economic Development Officers (Whatì, Gamètì and Wekweètì) and the GNWT's Business Development Officer (Behchokǫ) will be expected to provide a 10-minute, maximum update representing their work within their respective community, on a monthly basis at each working group meeting.

12. CONFIDENTIALITY

12.1. Confidentiality is of the utmost importance especially when dealing with new business contemplating coming into the Tłıchǰ region. It is expected and demanded that all working group members will not discuss any confidential information, outside of the members of this working group

13. RELATIONSHIPS TO OTHER ECONOMIC DEVELOPMENT WORKING GROUPS

13.1. The Tłıchǰ Region Economic Development Working Group will be represented by one of the regional managers at any North Slave regional working group meetings which will be shared with all working group members.

14. RESOURCES AND BUDGET

14.1. Participating organizations are responsible for their own costs until such time as this working group has secured sufficient funds in supporting its members in any costs incurred related to their participation in this working group.

14.2. Day-to-day administration of this working group shall be administered through a Tłıchǰ Government appointed employee.

15. REPORTING & ACCOUNTABILITY

15.1. The Tłıchǰ Region Economic Development Working Group reports to and takes direction from the Chiefs Executive Council.

15.2. Tłıchǰ Government policies and procedures shall govern over any conflict with a policy or decision of the working group.

15.3. Unless there is prior approval, the working group cannot, in any manner whatsoever, commit or purport to commit the Tłıchǰ Government, with respect to any of its activities, to any liability, debt or financial obligation to any person, government, firm or corporation.

16. AMENDMENTS & UPDATES

16.1. Amendments and updates to these Terms of References shall be approved by Chiefs Executive Council.

17. OUTSIDE INTERESTED PARTIES

17.1. Interested parties and/or agencies, other than those appointed to this working group, maybe invited to working group meetings.

Tłichq Government
Economic Development and
Training Strategy
2022 – 2027

