

ʔehdzo Got'ıneᑦ Gots'ę Nákedı

(Sahtú Renewable Resources Board)

# Beyond Co- Management: Finding Our Way in Changing Times

Strategic Plan and Action Plan

2020-2025

Original Document: 2020

Last updated: March, 2023

The ʔehdzo Got'ıne Gots'ę Nákedı (Sahtú Renewable Resources Board) is the co-management board established by the Sahtú Dene and Metis Comprehensive Land Claim Agreement of 1993 (SDMCLCA) as the main instrument of wildlife and wildlife habitat management in the Sahtú Region of the Northwest Territories. Our Dene name means "Helpers of the ʔehdzo Got'ıne, the Trap People." We work together with ʔehdzo Got'ıne (Renewable Resources Councils) in the five communities of the Sahtú Region to maintain Dene and Métis harvesting traditions and keep the land and animals healthy for future generations.



Contact Information:  
ʔehdzo Got'ıne Gots'ę Nákedı  
Sahtú Renewable Resources Board  
PO Box 134  
Tulıt'a, NT Canada X0E 0K0

Telephone: 867-588-4040  
Fax: 867-588-3324  
info@srrb.nt.ca  
[www.srrb.nt.ca](http://www.srrb.nt.ca)



## Foreword

At its July 2017 Board meeting, the ʔehdzo Got'Inę Got'sé Nákedı (Sahtú Renewable Resources Board – SRRB) formally adopted an approach “rooted in Dene ts'ıı (Dene ways of life) and community planning as a basis for its strategic plan, and as guidance moving forward.” As the only co-management board created by the Sahtú Dene and Métis Comprehensive Land Claim Agreement (1993), the Board is drawing from a quarter century of experience in land claim implementation. At the same time, the Board is learning ways to better address the rapidly changing social, political, and environmental context – moving beyond the early conceptions of co-management that informed land claim negotiations in the 1980s and early 1990s.

Following direction from ʔehdzo Got'Inę (Renewable Resources Councils) and leaders over the years, the Sahtú Renewable Resources Board's approach is youth-centered, supports development of environmental governance and leadership by Dene and Métis men and women, draws upon Dene language, accounts for Indigenous knowledge and science, and addresses conditions of social and environmental change. While the Board's mandate remains taking care of wildlife and their habitat, recent developments in land claim interpretation are an opportunity to re-imagine the Board's focus, direction, and priorities. This strategic plan lays out the steps that the Board must take to reach their goals over the next five years. The ʔehdzo Got'Inę Got'sé Nákedı has been using it to guide its work during the 2020-2025 period and updates the plan regularly so that it is a living guide, responsive to evolving contexts and partner feedback.

## Máhsı cho!

The SRRB Board Members and Special Advisors who participated in developing this plan showed remarkable courage and innovation in considering barriers and solutions to supporting core objectives in the land claim agreement. Dene and Métis participants generously shared their diverse knowledge coming from the various Sahtú communities. Non-Indigenous participants were extraordinary in their willingness to consider decolonizing approaches to co-management. All were deeply committed to learning from our many experiences in community engagement and collaboration over the years. As a result, the Board was able to achieve a strong consensus on the path forward.

## Special Tribute



The SRRB pays tribute to Patrick (Pat) Bobinski, a dedicated Board Member who passed away on July 30, 2017, soon after attending an early Strategic Planning Workshop that became the foundation for this document. Pat became a Board Member in 2008 and became especially engaged in early 2017 as an advocate for the Board's youth-centered approach. He participated in our first on-the-land Dene Ts'ı̨ı̨ School in February 2017 as a firearms safety trainer

and contributed much to Board discussions about a path forward for youth environmental leadership.

Born in Winnipegosis, Manitoba, Pat moved north to Hay River, NT which remained his home for 30 years. Although he completed a Bachelor of Science in Agriculture from the University of Manitoba, he made a career with Fisheries and Oceans Canada. As officer in charge of the Inspection Branch of the NWT office in Hay River, Pat oversaw the health and safety of fish and fish products exported from the NWT. In this position, Pat travelled throughout the NWT, working with all levels of government, private industry, and the general public.

Pat was a Justice of the Peace for more than 40 years, a firearms safety instructor, and a volunteer coach and coordinator for a variety of outdoor sports. He was recognized for his many community contributions in 1998 with an NWT Outstanding Volunteer Award and was inducted posthumously into the NWT Sports Hall of Fame for his role as a coach and mentor in biathlon and cross-country skiing in November 2017. Always an avid hunter and trapper, Pat remained active following his retirement from DFO with NWT adventure company hunting, fishing, survey, ecotourism, and exploration camps. He brought his love and knowledge of the land to his role with the SRRB. In this strategic plan we hope to carry forward the vigorous spirit of co-management that he represented so well.

# Table of Contents

Foreword .....	i
Máhsı cho! .....	i
Special Tribute .....	ii
Table of Contents .....	iii
Acronyms.....	v
Dene Terms.....	vi
Introduction .....	1
Why do we need a strategic plan?.....	2
Where are we coming from and where are we now? Strategic Assessment.....	4
Internal Assessment .....	4
Where are we going? .....	14
Introduction to our Mission, Mandate, and Principles.....	14
Our Mission.....	16
Our Mandate.....	17
Our Guiding Principles.....	17
Our Timeless Vision.....	18
Our Five-Year Vision .....	19
Our Goals.....	19
Goal #1: Hıdo Gogha Sėnégots'ıá (Planning for the Future) is the foundation of wildlife stewardship in the Sahtú.....	20
Goal #2: ʔehdzo Got'ıne are strong, independent organizations, fully implementing their role as defined in the Sahtú Dene Métis Comprehensive Land Claim Agreement.....	26
Goal #3: Research and Monitoring in the Sahtú are collaborative, and support community and regional leaders to make wise decisions.....	32
Goal #4: Sahtú youth and young adults are strong environmental stewards and future community leaders .....	38
What will we need?.....	42
Governance, communications and human resources.....	42
Goal #5 The SRRB has strong staff, contractor, and partnership teams, with a central focus of building Beneficiary capacity in the Sahtú .....	42
Implementation Funds .....	45

Goal #6 The Board has secured increased and diversified funding to support Plan implementation.....	45
How Will We Track Our Progress? .....	47
Appendices.....	57
Appendix A – Sahtú Dene and Métis Comprehensive Claim Agreement Chapter 13 Objectives.....	57
Appendix B – Decisions providing research direction from the Bluenose East ʔekwé (Caribou) Hearing 2016 .....	58



## Acronyms

ENR	Environment and Natural Resources (GNWT)
INAC	Indigenous and Northern Affairs Canada
GNWT	Government of Northwest Territories
TAH	Total Allowable Harvest
SDMCLCA	Sahtu Dene and Metis Comprehensive Land Claim Agreement
SRRB	Sahtu Renewable Resources Board
RRC	Renewable Resources Council



## Dene Terms

as̱ḻ godí hé Dene ts'íḻ hé	Biocultural
ṛehdzo got'ine	Harvester(s); hunter(s); trapper(s)
ṛehdzo Got'ine	Renewable Resources Council(s) when capitalized, meaning literally, People Who Trap
ṛehdzo Got'ine Gots'é Nákedí	Sahtú Renewable Resources Board, means literally helper of the ṛehdzo got'ine
ṛekwé	East Barren-Ground Caribou
ṛekwé hé Dene Ts'íḻ	Sustaining Relationships (Name of SRRB Hearing Report for ṛekwé conservation)
ṛeléxé ṛeghálats'eda	Working together
ṛeṛa	Laws
ṛohdakə	Elders
Belare Wíle Gots'é ṛekwé	Caribou for All Time (Name of Deline Community Conservation Plan for ṛekwé)
Chiləku	youth
Dəho	Central Mackenzie River
Dene náowerə	Dene (and Métis) knowledge
Dene ts'íḻ	Dene way of life
K'áhsho Got'ine	Encompasses people now inhabiting the Sahtú District, including the communities of Fort Good Hope and Colville Lake
Náts'eze	Harvesters
Nə K'á Dene Ts'íḻ Forum	Living on the Land Forum
Nəla	Treeline
Néné	Land; homeland; territory
Sahtú	Great Bear Lake
Sahtú Gonéné T'áadets'enitə	Depending on the Land in the Sahtú (Subtitle for the Best of Both Worlds publication)
Sahtú Got'ine	The people of the Sahtú Region; has historically referred to the people of Great Bear Lake)
Shúhtaot'ine Néné	Mackenzie Mountains





## Introduction

Since 1996, the ʔehdzo Got'ıne Gots'ę Nákedı (Sahtú Renewable Resources Board – SRRB) has served as the main instrument of wildlife and forest management in the Sahtú Region. The Board serves an important role within a broader integrated environmental stewardship framework defined through the Claim and through the Mackenzie Valley Resource Management Act <sup>1</sup>. While the Board is expected to generate and use evidence in wildlife and forest management decisions, responsibility for decisions for land-use planning or regulation of development lies respectively with the Sahtú Land Use Planning Board and the Sahtú Land and Water Board. The Board therefore has a role to play both as a decision-maker, and in providing evidence to inform the decisions of other Sahtú institutions. This is a significant responsibility regionally, in Canada and even on an international scale.

The Sahtú Region is huge, with an area of 280,238 km<sup>2</sup> - nearly four times the size of New Brunswick, bigger than Ecuador, and yet with a population of less than 3,000. Our region is arguably one of the most pristine in North America. It encompasses the region's namesake, Sahtú (Great Bear Lake, the world's eighth largest inland sea), Shúhtaot'ıne Nęné (Mackenzie Mountains), Dęho (central Mackenzie River, the longest river system in Canada and the second largest drainage basin of any North American river), and Neła (the treeline). These ecosystems include healthy populations of numerous wildlife species that are listed under Federal and Territorial Species at Risk Acts due to the broader threats they are facing.

The uniqueness of the land is reflected in the Sahtú's rich cultural and linguistic diversity, maintained through family-based Dene and Métis harvesting and stewardship systems collectively encompassing the entire landscape. The region is dynamic; it is undergoing ecological and social shifts in the context of climate change, potential resource development (including a major shale oil play and various mineral claims), and initiatives in Indigenous self-governance. The Board is thus tasked with an enormous, complex, and evolving scope.

Adding to these complexities are the significant shifts over the past two decades in ecological conservation standards and legislative frameworks, and expanded recognition

---

<sup>1</sup> Northwest Territories Integrated Environmental Stewardship Framework, INAC

and inclusion of Indigenous title, rights, and knowledge in management and planning in the NWT, Canada and internationally. Moreover, the Board must account for emergent self-government processes in the five Sahtú communities. As a result, the context of resource stewardship in the Sahtú Region today looks quite different from when the Board was formed.

The SRRB is a collaborative management (co-management) institution established by the Sahtú Dene and Métis Comprehensive Land Claim Agreement (SDMCLCA, 1993). As such, the Board invokes the spirit of collaboration amongst three levels of government (regional, territorial, and federal) as well as with each community's ʔehdzo Got'ıneę (Renewable Resources Councils, literally meaning people who trap), also created by the land claim. However, over the past two decades the Board has consistently identified barriers to the full realization of co-management, including power imbalances and the resulting lack of trust and even conflict – indicating persistent colonialism. For this reason, the Board is now working to move beyond the early conceptions of co-management that informed land claim negotiations and implementation in the 1980s and 1990s to embrace strategic initiatives in reconciliation.

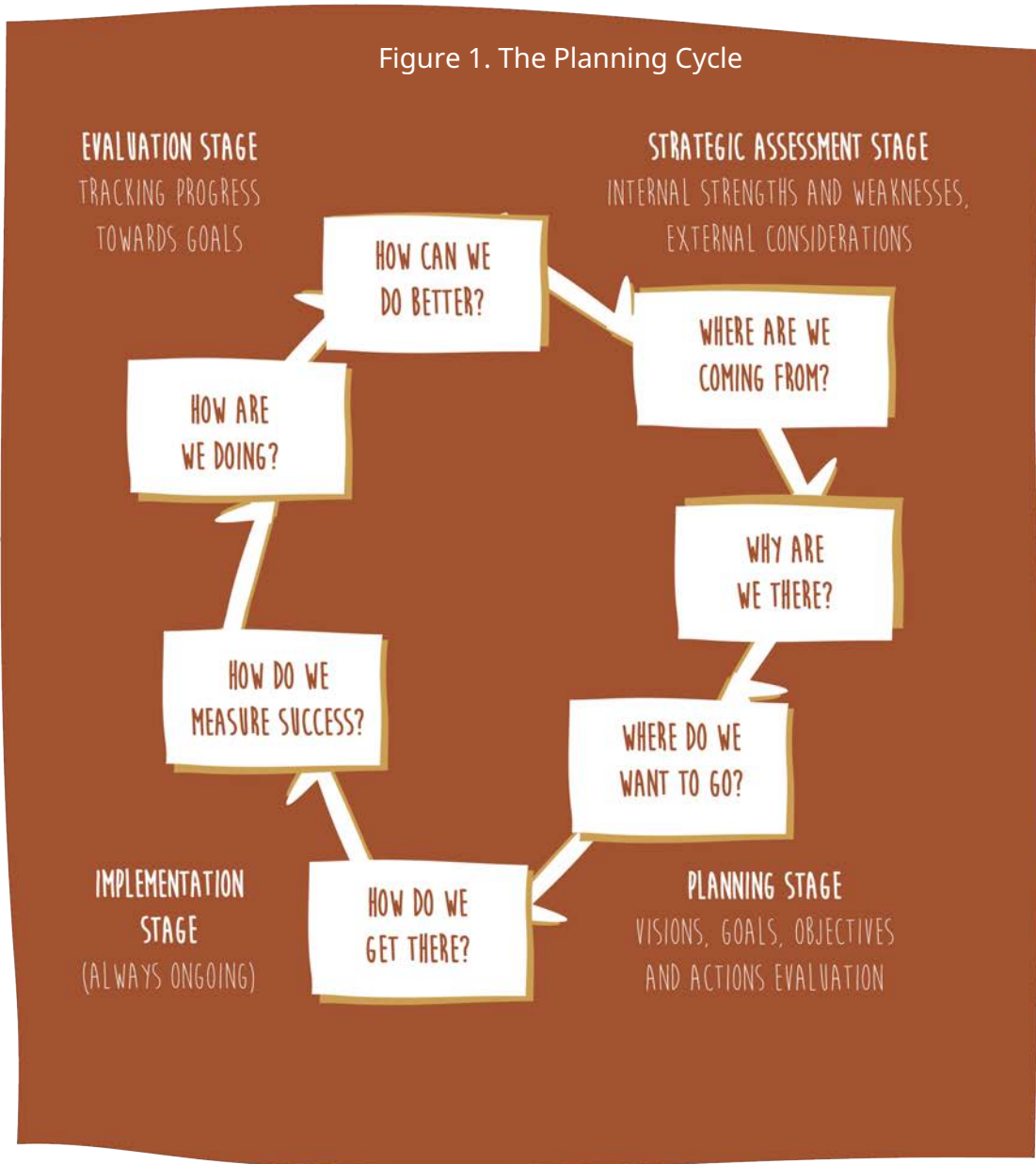
This strategic plan builds upon past SRRB strategic plans and actions and identifies ways to better address the rapidly changing social, political, and environmental context for exercising our mandate. The plan has four main sections. The first, 'Where did we come from and where are we now?' lays out some of the strategic context in which the Board operates, including a summary of some of the major developments that have influenced environmental stewardship in the Sahtú Region in recent years. The second section, 'Where are we going?' captures the vision, mission, principles, and goals that will guide the next five years of work. The third, 'How will we get there?' lays out an implementation plan including detailed objectives, approaches, and timelines. The fourth, 'What will we need?' assesses the Board's human and financial resource capacity and provides direction for allocating resources. The final, fifth section, 'How will we track progress?' provides direction on how the Board can ensure it is reaching its goals.

## Why do we need a strategic plan?

The strategic planning process is a cycle. It presents an opportunity to reflect on what has been done in the past, what has worked well, where sufficient progress has not been made, and which changes need to occur. It is valuable to consider the past before moving forward. It is also important to share knowledge and ensure all the collaborating parties

are on the same page, especially amidst so many shifts in relevant political and social environments. The planning process supports staff, Board, and community members to engage in these conversations and therefore promotes a stronger shared understanding. This strategic plan will provide direction to SRRB staff about Board priorities.

The strategic plan also enables the Board to communicate its mandate, goals, and priority objectives, along with its reasoning, with other Sautú organizations and leadership, as well as with other organizations and agencies at all levels.



# Where are we coming from and where are we now?

## Strategic Assessment

In developing this plan, the planning team reviewed the Board's past strategic plans<sup>2</sup> and asked current staff, advisors, and Board members to describe what they saw as the Board's strengths and weaknesses as well as pertinent considerations about the broader context in which the Board currently functions. In addition, the team reviewed two earlier studies completed as thesis papers by master's students Darwin Bateyko<sup>3</sup> (2003) and Ruairaidh Carthew<sup>4</sup> (2007) that evaluated the Board's efforts to implement its mandate. Several key themes emerged from this analysis; one focus is on the strengths and weaknesses of the Board and the ʔehdzo Got'Inę (an internal assessment) while another aspect involves how the Board is to interpret and achieve its mandate in an evolving socio-political context (an external assessment).

## Internal Assessment

We examined the Board's strengths and weaknesses within three primary themes: its human resources, the degree to which it is successfully serving the Sahtú communities, and the extent to which it is generating appropriate knowledge and successfully applying this to strengthened governance and good decision-making.

### Human Resources

During the last ten years, the Board has retained long-term staff members, breaking previous cycles of high staff turnover.<sup>5</sup> Current and recent staff members have developed strong relationships with partners inside and outside the Sahtú Region and a deep understanding of the socio-political context. Indeed, in their responses to the strategic assessment survey, several Board members and partners pointed to the current staff and their dedication, expertise, and energy as being amongst the Board's greatest strengths. The staff team themselves, however, emphasized that in recent years they have struggled to keep up with the Board's evolving mandate and diverse activities, pointing to a need for more staff and prioritized work plans.

---

<sup>2</sup> The Board has had three previous strategic plans, each intended to guide the organization for five years, starting in 1999, 2009, 2012

<sup>3</sup> Bateyko, 2003

<sup>4</sup> Carthew, 2007

<sup>5</sup> Identified by Bateyko (2003) as an early challenge faced by the Board; during its first eight years operating it had 6 executive directors and many other staff replacements.

At the Board level, the SRRB also has some long-serving members, who have developed increased interest and understanding of co-management over time, improving upon earlier capacity gaps.<sup>6</sup> Some of these members emphasized that they work together and with staff in a collaborative, cooperative way and that there is a high level of cohesion amongst Board members. However, Board members also echoed staff sentiments that it is difficult to keep up with the recent workload and find time for adequate communication. Whereas in-person meetings are the most effective, they are difficult and expensive to coordinate because members live across the region and in Yellowknife. Members emphasized the need for consistent effective communication, prioritizing regular meetings, including in-person meetings, despite the expense.

### Community Relationships

In recent years, the Board has strengthened relationships with community organizations and residents, providing increased support for community-led initiatives such as caribou conservation planning, and creating new opportunities for youth and other beneficiaries to develop skills and knowledge related to environmental leadership and conservation. These community relationships have long been a challenge for the Board. Bateyko's 2003 assessment identified that there is a lack of ownership and understanding of the Board's work at the community level. He concluded that community members, for the most part, view the Board as a government agency where they have little input into the decisions that are being made.<sup>7</sup> He further concluded that the lack of ownership may result, in part, from dissatisfaction with the Sahtú Land Claim Agreement and the pursuit of community self-government. Although the land claim was signed in 1994, many individuals felt that the Agreement was not as comprehensive as they would have liked. Bateyko found locals were more interested in pursuing self-government arrangements in each of the communities, rather than seeking solutions by working with co-management Boards at a regional level. Furthermore, others have concluded that co-management has resulted in added bureaucracy, limiting the participation of harvesters and the ability of managers to respond to change.<sup>8</sup>

---

<sup>6</sup> Bateyko's study identified lack of capacity in the Sahtú Region as a significant hurdle to the success of co-management, concluding that the Region does not have enough individuals who are interested, and have the time and capacity to sit on all the co-management and municipal boards.

<sup>7</sup> Bateyko, 2003

<sup>8</sup> Carthew, 2007 and Nadasdy, 2003

These challenges persist. Though some Board Members pointed to strengthened community relationships as an area in which the Board has made significant progress, several still pointed to a lack of participation by ʔehdzo Got'Inę as a primary challenge. Although ʔehdzo Got'Inę have significant resource management responsibilities, these organizations have limited funds and capacity, although recent increases in ʔehdzo Got'Inę annual budgets from the federal government may present an opportunity for them to gain strength over the coming years. It is also an opportunity for the Board to assist them in regrouping and planning.

The Board must maintain a frequent presence in each of the five communities to build and maintain relationships with harvesters, to strengthen support from the Sahtú leadership, and to better educate and inform local organizations about the roles of the Board and the ʔehdzo Got'Inę. Strong relationships between the Board and ʔehdzo Got'Inę can offset the negative effects of bureaucracy and are a significant aspect of successful co-management arrangements<sup>9</sup>.

### Knowledge Generation and Mobilization

The Board has also demonstrated progress on incorporating Indigenous knowledge as a basis for decision-making. In its past strategic plans, the Board identified weaknesses in its ability to use Dene and Métis knowledge effectively, finding that its collection and use had been summary and ad hoc, undertaken only as an add-on to scientific research<sup>10</sup>.

Recent years have marked a turning point for the Sahtú Region and the SRRB in this regard. Four initiatives in particular demonstrate powerful efforts to explore, document and mobilize Dene and Métis knowledge as a basis for good decision-making: The Best of Both Worlds project, the establishment of the Nę K'á Dene Ts'ı̄l̄ı - Living on the Land Forum, the support of a Sahtú Youth Network, and the creation of the community conservation plan Belare Wı̄le Gots'ę ʔekwę - Caribou for All Time.

In 2012-2014, a brief shale oil exploration boom challenged the Board to consider the role of the "traditional" land-based Dene and Métis economy in the context of the larger mixed

---

<sup>9</sup> Carthew, 2007

<sup>10</sup> The 2015 NWT Environmental Audit identified the effective use of traditional knowledge in regulatory decisions as a persistent challenge to the effective implementation of the Mackenzie Valley Environmental Stewardship Framework. The auditors recommend that the land and Water Boards and the Mackenzie Valley Environmental Impact Review Board "should work with interested parties to identify approaches to better utilize and integrate TK information into the decision-making process" (Arcadis Canada Inc. 2015 p.27).

economy of the region. To better understand this context and chart a path forward, the Board compiled a state of knowledge and action plan entitled *Best of Both Worlds: Sahtú Gonéñé T'áadets'eniṯo* – Depending on the Land in the Sahtú Region (2014-2015).

As a result of engagement with Sahtú leaders about research and monitoring requirements associated with shale oil exploration and development in 2014, the SRRB facilitated formation of the Sahtú Environmental Research and Monitoring Forum, now known as the *Nę K'á Dene Ts'ı̱ı̱* - Living on the Land Forum, as a coordinating body with representatives from ʔehdzo Got'ı̱ne, Federal, Territorial, and Indigenous governments, and industry, as well as non-governmental and academic partners. The Forum facilitates research and monitoring partners to better understand each other's knowledge and perspectives.

As well, the Board sponsored several research projects related to social and ecological change that led to calls for establishment of a Sahtú Youth Network to build youth environmental leadership, and Cross-Cultural Research Camps to support cross-generational learning on the land and renewal of Dene ts'ı̱ı̱.

No sooner had the shale oil boom turned to bust in 2014, than evidence began to emerge that Bluenose East barren-ground caribou herds were drastically declining. Engagement with communities and leaders established a strong regional consensus that the core provisions in the Wildlife Management chapter of the SDMCLCA regarding establishment of a Total Allowable Harvest (TAH) were unacceptable. In 2015 the community of Déłı̱ne, recognized as the leading steward of the Bluenose East herd, presented the Board with a community conservation plan, *Belare Wı̱le Gots'é ʔekwé* - Caribou for All Time. This was soon followed by a Management Proposal from NWT Environment and Natural Resources (ENR), recommending a TAH along with other conservation measures. The recommendations in both the Déłı̱ne and ENR plans triggered a SDMCLCA provision requiring the Board to hold a Public Hearing.<sup>11</sup> The SRRB's Hearing Report, based on all the evidence presented through the proceeding, was a catalyst for the Board to formally adopt a community planning approach to achieving its overall mandate.

This is the first time that a wildlife co-management board in the NWT has reviewed wildlife management plans independently developed by government (NWT Environment and

---

<sup>11</sup> "A public hearing shall be held when the Board intends to consider establishing a total allowable harvest and a Sahtú Needs Level in respect of a species or population of wildlife which has not been subject to a total allowable harvest level within the previous two years" (SDMCLCA 13.8.21ᵇ).

Natural Resources - ENR) and Indigenous community proponents. The SRRB carefully considered the approach to weighing both the Dene náoweré (Dene knowledge) evidence and the science-based evidence submitted by ENR as a basis for decisions, and in July 2016, submitted a final report with an assessment of the two plans, ʔekwé hé Dene Ts'ı̨ı̨ Sustaining Relationships. By way of 39 decisions, the Board concluded, based on the evidence provided in the Hearing, that some aspects of both the Délı̨ı̨ and GNWT plans should be accepted.

In February 2017 the ENR Minister approved the Belare Wı̨ı̨ Gots'é ʔekwé plan. In the meantime, Délı̨ı̨ had made the transition to self-government, celebrating inauguration of a newly elected Délı̨ı̨ Got'ı̨ı̨ Government on September 1, 2016. In May 2017 the Délı̨ı̨ Got'ı̨ı̨ Government reaffirmed its full support of the Plan as approved by the SRRB and ENR Minister. Discussions about plan implementation highlighted the value of community planning as an ideal mechanism for bridging self-governance with co-management processes.

Though these examples point to concerted efforts to strengthen the recognition and mobilization of Indigenous knowledge, working with knowledge across cultures and supporting partners in conservation to do the same is an on-going challenge. More commitment and resources are needed to working with Dene concepts and languages, and ensuring that that they are a basis for decision-making and stewardship.

### External Assessment

The planning team discussed with Board members and advisors which developments locally, nationally and internationally create new opportunities, risks or constraints for the Board. Four important themes emerged. For one, evolving legal and policy precedents both internationally and in Canada implicate how the Board interprets and pursues its mandate. Secondly, declines of important wildlife populations require swift responses and strong collaboration with partners. Thirdly, the Board must respond to current and potential resource development pressures. Finally, there are a host of other priorities identified by other management partners to which the Board is compelled to participate.

### Legislative and Political Context

Over the last 25 years, there have been significant changes in awareness of Indigenous rights and the health of the planet's ecosystems internationally and in Canada. The Board takes these developments into account in its approach and priorities. Three developments warrant particular attention: The Convention on Biological Diversity, the United Nations



Conference on Environment and Development, and Canada's Truth and Reconciliation Commission's Calls to Action.

There is growing recognition that biological diversity is a global asset of tremendous value to present and future generations and that its preservation is intricately tied to the preservation of cultural diversity. In 1992, at the United Nations Conference on Environment and Development (the Rio "Earth Summit"), the Convention on Biological Diversity was signed by 150 countries, including Canada. Article 8(j) recognizes the importance of and responsibility to maintain Indigenous knowledge and practices.<sup>12</sup>

Fifteen years after the Convention on Biological Diversity was signed by Canada and others, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) was adopted by the UN General Assembly. UNDRIP affirms the rights of Indigenous people to govern their homelands through their own institutions and cultural systems.

Internationally, we are also witnessing some new models of rights recognition in the courts, reflecting Indigenous concepts of human relationships and responsibilities with respect to the natural environment. In New Zealand, a river is now recognized as a legal person; in India two rivers have been recognized as sacred and have the same rights as a person; and in Bolivia and Ecuador nature has constitutional rights.

The Indigenous protected areas and guardianship movements are also gaining traction internationally, signaling a reclaiming of traditional stewardship roles within Indigenous communities, and a broader understanding of the importance of traditional knowledge and Indigenous perspectives.

Closer to home, Canada has signed onto the Convention on Biodiversity and in June 2021 passed into law the United Nations Declaration on the Rights of Indigenous Peoples Act (see Box 1).

In December 2015, the Truth and Reconciliation Commission released its final report, including 94 recommendations or "calls to action" for Canada to redress the legacy of residential schools and advance the process of reconciliation.<sup>13</sup> The recommendations specifically mention UNDRIP, calling on all federal and territorial governments and

---

<sup>12</sup> <https://www.cbd.int/traditional/> Accessed Nov. 13, 2017

<sup>13</sup> [http://www.trc.ca/websites/trcinstitution/File/2015/Honouring the Truth Reconciling for the Future July 23 2015.pdf](http://www.trc.ca/websites/trcinstitution/File/2015/Honouring%20the%20Truth%20Reconciling%20for%20the%20Future%20July%2023%202015.pdf) Accessed Nov. 16, 2017

organizations to adopt it as the framework for reconciliation. There are several calls for action that bear specific relevance for the activities of the SRRB, including:

- the renewal of treaty relationships based on principles of mutual recognition, respect, and shared responsibility for maintaining those relationships into the future,
- recognition and integration of Indigenous laws and legal traditions in implementation processes involving land claims, and
- development of culturally appropriate curricula for schools.

While the SRRB does not have a mandate to develop school curricula, public education more broadly is certainly a responsibility of the Board. The Board accepts its responsibility to interpret the Calls to Action, as appropriate, as guidance within its context and mandate.

### **Box 1: Excerpts from UNDRIP and Convention on Biological Diversity**

*Convention on Biological Diversity Article 8(j) Traditional Knowledge, Innovation and Practices:  
"Each contracting Party shall, as far as possible and as appropriate:*

*Subject to national legislation, respect, preserve and maintain knowledge, innovations and practices of Indigenous and local communities embodying traditional lifestyles relevant for the conservation and sustainable use of biological diversity and promote their wider application with the approval and involvement of the holders of such knowledge, innovations and practices and encourage the equitable sharing of the benefits arising from the utilization of such knowledge innovations and practices."*

From UNDRIP:

5. Indigenous peoples have the right to maintain and strengthen their distinct political, legal, economic, social, and cultural institutions, while retaining their right to participate fully, if they so choose, in the political, economic, social, and cultural life of the State.

18. Indigenous peoples have the right to participate in decision-making in matters which would affect their rights, through representatives chosen by themselves in accordance with their own procedures, as well as to maintain and develop their own Indigenous decision-making institutions, and

26.(1) Indigenous peoples have the right to the lands, territories, and resources which they have traditionally owned, occupied or otherwise used or acquired. (2) Indigenous peoples have the right to own, use, develop and control the lands, territories, and resources that they possess by reason of traditional ownership or other traditional occupation or use, as well as those which they have otherwise acquired. (3) States shall give legal recognition and protection to these lands, territories, and resources. Such recognition shall be conducted with due respect to the customs, traditions and land tenure systems of the Indigenous peoples concerned.

29(1). Indigenous peoples have the right to the conservation and protection of the environment and the productive capacity of their lands or territories and resources. States shall establish and implement assistance programmes for Indigenous peoples for such conservation and protection, without discrimination.

## People and Wildlife

The Board's strategic plan must address pressing wildlife issues in the region and often must account for collaborative management processes with other jurisdictions. The significant declines of ʔekwé in 2012 resulted in the Board's 2017 Hearing Decision; implementation of the actions identified in the Decision must be prioritized to ensure that ʔekwé numbers will rebound. With regard to the Shúhtaot'ıne Néné (Mackenzie Mountains), community members in Tulít'a, Norman Wells and in neighbouring jurisdictions in the Yukon have increasingly voiced concerns about mountain caribou populations and increasing pressures in the region from exploration and hunting. Several Species at Risk processes, both territorial and federally, require the Board's participation and response, even in situations in which the Sahtú subpopulation of a threatened or endangered species is itself healthy.

These pressing issues present a challenge to the Board as it often ends up being responsive and reactive, rather than basing decisions and actions in community-driven initiatives, an approach that is more consistent with the spirit and objectives of the Claim. In addition, wildlife conservation processes are typically focused on a single individual species, which is at odds with a traditional Dene approach that is holistic and considers the health of the ecosystem as a single, connected being. Community planning, which is discussed in more detail throughout this document, presents an opportunity to respond to external processes in a way that is integrative and community driven. Communities in the Sahtú maintain strong relationships with wildlife and their landscapes, rooted in culture and demonstrate an on-going commitment to cultural resurgence. Therefore, community planning will be a strength-based approach that can emerge from and build on existing community priorities and initiatives.

## Industrial Development Pressures

The Board's work has always been influenced by industrial development pressures and the need to ensure that resource extraction in the Sahtú Region occurs in ways that protect the health of wildlife populations, habitat, and Dene Ts'ıı (Dene way of life)<sup>14</sup>. In 2012, when the shale oil exploration boom peaked, the Board and other Sahtú and NWT institutions found that stronger environmental research and monitoring coordination, governance and resources were needed to create a sound data baseline of environmental

---

<sup>14</sup> Previous SRRB strategic plans identified resource pressures such as the Mackenzie Gas Project pipeline as threats to sound ecosystem stewardship. See SRRB 2009 and 2012.

indicators prior to large-scale industrial development.<sup>15</sup> While shale oil exploration has ceased given low oil prices, companies maintain significant discovery licenses in the Sahtú Region, and the Board and its partners can use the current pause to build the knowledge base and governance capacity that was lacking in 2012. In addition, today, and over the next five years, several additional land use and water permits are in place and expected to generate continued activity, primarily for exploratory projects. These include Evrim's Astro Project located within the Backbone Range of the Mackenzie Mountains in the Tulít'a District near the Yukon Border; in the short-term this will see a 30-person camp established at Mile 222. Selwyn Chihong Mining is also renewing its land use permit for mineral exploration activities in the Howard's Pass area of the Tulít'a District with a proposed all season-access road from the Yukon side. The Board will also have an important role to engage in the environmental assessment for the Mackenzie Valley Highway, as well as evaluating and responding to closure and remediation activities related to Imperial Oil operations in Norman Wells.

### Other External Priorities

In recent years, the Board has been called to participate in numerous legislation developments or revisions including, but not limited to a new NWT Protected Areas Act, a new NWT Forestry Conservation Act, and revisions to several other territorial acts such as the Wildlife Act, with implications for resource management. The Board also provided comments on legislative changes at the federal level. Similarly, the SRRB has dedicated resources to the development of policy frameworks such as NWT's Climate Change Strategic Framework. All these processes require substantial time and resources if the SRRB's input is to be thoughtful and reflective of community concerns and priorities. Looking forward, ENR is developing a framework for forest management planning and the SRRB anticipates additional legislative and policy initiatives at both territorial and federal levels that will require its participation.

---

<sup>15</sup> Morgan, S (The Pembina Institute) December 2014 and 2013.

# Where are we going?

## Introduction to our Mission, Mandate, and Principles

Dene have always had their own systems for traditional land ownership and governance. Dene stories tell that in the beginning of time, everything was equal, and people shared a universal language with the natural world around them. This increasingly caused chaos and conflict, so the Creator sent down Yamózha to establish order and respectful relationships on this earth. They assigned ɣɣa (laws or codes of ethics), roles, and responsibilities. People were given the role of land stewards, tasked with looking after everything on the land for future generations. To this day, Sahtú Dene and Métis feel a responsibility in land governance according to Dene ɣɣa (laws) and Dene ts'ı́ı́ (ways of life; see Box 2).

With the completion of the Sahtú Dene and Métis Comprehensive Land Claim Agreement in 1993, a new framework was established to ensure strong Dene and Métis participation in conservation of wildlife, habitat and harvesting practices. Local committees referred to by elders as ʔehdzo Got'ı́ne, formerly recognized as Hunters and Trappers Associations and renamed Renewable Resources Councils in the SDMCLCA, were empowered “to encourage and promote local involvement in conservation, harvesting studies, research and wildlife management in the community” (Section 13.9.1). The SRRB was established as the main regional instrument of wildlife and forest management in the Sahtú. The Board works with ʔehdzo Got'ı́ne in the five Sahtú communities to maintain Dene and Métis harvesting traditions and keep the land and animals healthy for future generations.

The SRRB primarily interprets its mandate in relation to the objectives of the land claim agreement that established the board. At the same time, the Board takes into consideration the evolving international and Canadian context for Indigenous rights, reconciliation, and conservation of ways of life and biodiversity - or what we've come to refer to as “biocultural diversity.”



This means that the Board is responsible to interpret its land claim mandate based on evidence from leaders and elders about the “spirit and intent” of what they understood was agreed to in the land claim, as well as broader legal precedents and contemporary contexts. We see the rights upheld in the SDMCLCA as a cross-cultural way of dealing with the minimum requirements for maintaining Dene ts’ı́ı (see Box 3). Viewed through the lens of larger international and Canadian commitments, the Board’s current interpretation of the land claim prioritizes objectives that point to obligations on the part of land claim institutions to go beyond protection of rights in “recognizing and encouraging” Dene ts’ı́ı through initiatives that support resurgence and reconciliation.

### **Box 3: Five Land Claim Objectives Shaping Our Work**

**1.1.1(c)** To recognize and encourage the way of life of the Sahtú Dene and Métis which is based on the cultural and economic relationship between them and the land.

**1.1.1(d)** To encourage the self-sufficiency of the Sahtú Dene and Métis and to enhance their ability to participate fully in all aspects of the economy.

**1.1.1(f)** To provide the Sahtú Dene and Métis with wildlife harvesting rights and the right to participate in decision making concerning wildlife harvesting and management.

**1.1.1(g)** To provide the Sahtú Dene and Métis the right to participate in decision making concerning the use, management and conservation of land, water, and resources.

**1.1.1(h)** To protect and conserve the wildlife and environment of the settlement area for present and future generations.

With these considerations, the Board has revamped how we articulate the mission, mandate and principles that guide our operations.

## **Our Mission**

Our Dene name, ʔehdzo Got’ı́ne ʔots’é Nákedı, means “Helpers of the ʔehdzo Got’ı́ne, the Trap People.” We work together with ʔehdzo Got’ı́ne in the five communities of the Sahtú Region to maintain Dene ts’ı́ı (ways of life), and to keep the land and animals healthy for future generations.



## Our Mandate

The SRRB is empowered to address key objectives of the Sahtú Dene and Métis Comprehensive Land Claim Agreement in partnership with ʔehdzo Got'Inę (Renewable Resources Councils) by:

- Supporting healthy ecological and social relationships among people, wildlife and habitat.
- Recognizing and encouraging Dene ts'ı́ı́ (ways of life) and the role of Sahtú Dene and Métis as stewards of wildlife and habitat for the present and future.

Our approach is rooted in Dene ts'ı́ı́ (Dene ways of life) and community planning, it is youth-centered, supports Dene and Métis leadership development, draws upon Dene language, accounts for Indigenous knowledge and science, and addresses conditions of social and environmental change. Our approach reflects a holistic and biocultural approach to conservation.

## Our Guiding Principles

A “principle” is a fundamental truth that is a source of ʔeʔa (law or policy) and that guides our actions. The SRRB has adopted the following three principles founded in Dene ts'ı́ı́:

- ʔełexé ʔeghálats'eda (working together) to decolonize decision-making
- Building on strengths in Dene and Métis communities
- Keeping future generations in mind

The implications of these principles for the Board's approach are manifold. The SRRB aims to support community-driven processes in a spirit of respect, collaboration and sharing, and our decisions are highly accountable to those processes. We work on the land and in the communities with our co-management partners and knowledge holders, including ʔehdzo Got'Inę, ʔɔhdakə (elders), náts'eze (harvesters) and chıləku (youth), drawing on the best available Indigenous knowledge and science, and taking the time needed to build consensus “from the ground up,” wherever possible. We recognize that people are part of the land and ecosystems, and that Dene ts'ı́ı́ is place-based and therefore diverse.

*"We have to work together to move forward. In order to do that we have to use what we know. We know our elders' teachings and beliefs and we need to use their guidance. We have to work together as a region – all the communities in the Sahtú. We have to come up with a good plan to help our region."*

*– Jimmy Dillon*

## Our Timeless Vision

Dene ts'ıllı hı́dó də́ots'erə́dí goghá ts'eda - Our vision for Dene ways of life

ʔełexé ʔeghálats'eda ne k'a ʔedə́ots'erə́dí.

Working together to make a living on the land.



Photo Caption: At the July 2017 meeting, Board Members emphasized that the Board's role is to strengthen and protect Dene ts'ıllı, including the Dene's unique relationship with the land which is based on mutual respect and dependency.

## Our Five-Year Vision

In five years, the Sahtú Renewable Resources Board will have consistently constructive and closely collaborative working relationships with the five ʔehdzo Got'Inę. The Board will be supporting ʔehdzo Got'Inę to steward wildlife in their regions based on evolving, place-based priorities emphasized in community conservation plans. The Board will further support ʔehdzo Got'Inę in implementing priority stewardship projects through active community Nę K'ádí Kə and Sahtú Youth Network programs within a regional network - programs that support the development of environmental leadership skills in youth, and all beneficiaries.

## Our Goals

The Board has identified six overarching goals to prioritize work over the next five years. Within each goal, several specific objectives are identified as well as actions that the Board can take to help to achieve them.

The following four goals will guide the work of the board over the next five years. Additional background detail and implementation plans are then provided. The Board considers the first goal to be overarching.

1. Planning and related initiatives in the Sahtú are undertaken through Hıdo Gogha Sénégots'ıá (Plan for the Future) processes

For this to be done, the following additional goals must simultaneously be pursued...

2. Community ʔehdzo Got'Inę and other community leaderships are strong, independent organizations, fully implementing their role as defined in the Sahtú Dene and Métis Comprehensive Land Claim Agreement
3. Research and monitoring in the Sahtú are collaborative, and support community and regional leaders to make wise decisions
4. Sahtú youth and young adults are strong environmental stewards and future community leaders

For these goals to be achieved, the following implementation goals must also be pursued:

5. The SRRB has strong staff, contractor, and partnership teams, with a central focus of building Beneficiary capacity in the Sahtú
6. The Board has secured increased and diversified funding to support the Strategic Plan implementation

## Goal #1: Hıdo Gogha Sėnėgots'ıza (Planning for the Future) is the foundation of wildlife stewardship in the Sahtú

“The SRRB accepts the principle that community-based monitoring and decisions are the most effective mechanism for ʔekwė management and conservation in the Sahtú region.”

- ʔekwė hé Dene Ts'ııı - Sustaining Relationships

### Goal #1 Background

Chapter 13 of the SDMCLCA includes objectives “to conserve and protect wildlife and wildlife habitat and to apply conservation principles and practices through planning and management,” and “to involve participants in a direct and meaningful manner in the planning and management of wildlife and wildlife habitat” (13.1.1). These objectives overarch the SRRB's powers to approve:

- plans and policies for the management and protection of particular wildlife populations;
- the designation of conservation areas; and
- park management guidelines, plans and policies (13.8.23).

The Board is also empowered to provide advice to government (defined in the land claim as NWT or Federal government, but considered by the SRRB as including Indigenous governments) on:

- land use policies, draft legislation, and inter-jurisdictional impacting wildlife and habitat;
- establishment of new parks;
- plans for public education on wildlife, wildlife harvesting and wildlife habitat;
- policies respecting wildlife research and evaluation of research; and
- plans for cooperative management and research relating to species and populations not wholly within the Sahtú (13.8.32).

Hıdo Gogha Sėnėgots'ıza (Planning for the Future) provides the Board with a powerful mechanism for involving Dene and Métis “in a direct and meaningful manner” in planning encompassing these topics that can be a basis for wise decisions by the Board.

Since 2015, the SRRB has been working with the Conservation Coaches Network, Nature United and partnering communities to adapt an Australian model of “Healthy Country

Planning”<sup>16</sup> to the Sahtú context. The Board has formally adopted this approach as central to achieving land claim objectives in biocultural conservation. The starting point was development of Délı̨nę’s Belare Wı́le Gots’é ʔekwé – Caribou for All Time plan in response to declining Bluenose East caribou populations. A second initiative has scaled up to involve three communities – the Nı́o Nę P’ę́nę Begháré Shúhta Goʔepé Narehʔá – Trails of the Mountain Caribou plan, a partnership of Tulı́t’a and Tłehóhı́ ʔehdzo Got’ı̨nę as well as the Tu Łıdlıni (Ross River) Dena Council across the mountains in the Yukon. The Nı́o Nę P’ę́nę plan is pending formal approval by Sahtú and Tu Łıdlıni leaders. The Behdzı Ahda First Nation (K’áhbamı́túé) has developed a draft Dela Got’ı̨nę Caribou Management Plan and Harvest Law. In further exploring the concept of community planning with ʔehdzo Got’ı̨nę and other community leadership, the Board is rooting the process in the Dene term concept of Hıdo Gogha Sę́nęgots’ı́á, meaning literally Plan for the Future. The SRRB seeks to both continue working with our current partners to support plan development, implementation, and evaluation of progress, and to engage other communities in planning initiatives. The Board has hired Community Planners to support this work.

The Australian Healthy Country Planning (HCP) approach uses Indigenous concepts and language, facilitation approaches and tools tailored to community needs to enable communities to lead conservation planning. The HCP approach recognises that a plan is more likely to succeed when the people implementing it are empowered through the process and believe in their plan.

In the Sahtú, Hıdo Gogha Sę́nęgots’ı́á have reflected Dene and Métis approaches to conservation, highlighting the inherent link between healthy ecosystems and vibrant Indigenous ways of life. Self-regulation of people and ecosystems is a core shared value. Plans emphasize qualitative knowledge and relationships with wildlife and the land rather than quantitative data (counting) and are rooted in keystone concepts and stories. For example, the two stories in the Délı̨nę plan, “ʔekwé ʔeʔa – Law of the Caribou” and the story of the meeting between ʔekwé and Díga (Wolf) provide insights into Dene concepts of systems that support healthy ʔekwé populations. The Board’s experience has been that whereas the catalyst for plans may be concerns about a specific species such as barren-ground or mountain caribou, the scope of the plans tends to be increasingly holistic and multi-species. This is because harvest planning to conserve one species of concern requires planning to support harvest of other species that are more abundant, as discussed in the discussion of Dene béré kats’ı̨ıwe (hunting and gathering all kinds of different Dene foods; alternative harvesting) in Délı̨nę’s Belare Wı́le Gots’é ʔekwé plan.

---

<sup>16</sup> [www.cnetglobal.com/resource/healthy-country-planning/](http://www.cnetglobal.com/resource/healthy-country-planning/)

The Nío Nę P'ęné plan reflects a more place-based approach, engaging specific knowledge-holding Shúhtaot'Inę families and their historic and ongoing travel and stewardship, pointing to a possible approach that is consistent with multi-species planning, and may also support increasingly fine-grained land use planning and research and monitoring. Thus, Hıdo Gogha Sęnégots'ıá may, over time, more effectively support the integrated resource co-management system envisioned in the SDMCLCA<sup>17</sup> than has been possible to date.

The Board has been learning that Hıdo Gogha Sęnégots'ıá is an ideal mechanism for bridging co-management processes with emergent self-governance institutions. Hıdo Gogha Sęnégots'ıá can help the SRRB and its co-management partners achieve a higher standard in achieving the “duty to consult” that pervades the land claim, and even beyond the concepts of “participation” and “involvement” that are included in both Chapter 1 and Chapter 13 objectives. According to the definition in the land claim, consultation means providing notice of a matter, reasonable time to prepare and present views, and full and fair consideration of the views. These three concepts indicate that Dene and Métis are called upon to respond to the initiatives of others, and thus tend to perpetuate colonial power dynamics and attendant conflict and mistrust. Hıdo Gogha Sęnégots'ıá is better suited to Dene and Métis governance systems in invoking and responding to community-driven and led processes. Thus, it is inherently decolonizing, reversing historical power structures by empowering communities, and thereby facilitating reconciliation.

Given this context, Hıdo Gogha Sęnégots'ıá approaches to planning for bluenose east ęekwé were central to the Board's decisions in the 2016 hearing; the Board requested that “The Federal and Territorial governments and Sahtú Secretariat Incorporated (SSI), and any new self-government institutions, address the resources needed for ęehdzo Got'Inę (Sahtú Renewable Resources Councils) to develop community ęekwé conservation plans (hearing decision 12). In addition, the Board adopted the following policy priorities: The Board “will prioritize support for ęelehé ęeghálats'eda (collaborative) research, community-driven conservation planning, and community environmental leadership development as essential components of robust ęelehé ęeghálats'eda goęekwé (caribou co-management) in the Sahtú Region” (hearing decision 14); and the Board “will exercise its power under the SDMCLCA to review and approve community, regional and cross-regional BNE ęekwé

---

<sup>17</sup> Per the Chapter 13 objective “To integrate planning and management of wildlife and wildlife habitat with the planning and management of all types of land and water use in order to protect wildlife and wildlife habitat” (SDMCLCA 13.1.1[f]).

conservation plans, and to contribute to ʔełeché ʔeghálats'eda (collaborative) implementation of approved plans." The Board requested Sahtú Renewable Resources Council to develop and implement Bluenose East ʔekwé Hıdo Gogha Sėnégots'ıá (decision 11).

The SRRB has decided to undertake a series of culturally adaptive ʔekwé/ʔedə (Barren-Ground Caribou) ʔełets'ewéhkwe Godı (Public Listening Sessions, formally known as Hearings) during 2019-2025 as a means of gathering evidence toward making decisions on five key topics, in an order to be confirmed through the iterative PLS process:

1. Sahtú Ragóʔa (Hunting Law) and Approaches to Wildlife Harvesting
2. Tıch'ádıı hé ʔekwé hé Gots'eredı (Living with Wildlife): Caribou Predators and Competitors
3. Mixed Economy
4. Wildfires and Climate Change
5. Knowledge about Caribou and Landscapes

These topics were focal points in the Board's 2007 Bluenose East Caribou Hearing and the 2016 Bluenose East ʔekwé Hearing and have become more acute with news of declining populations and the listing of barren-ground caribou as Threatened under the NWT Species at Risk Act. The four will be important both as catalysts for focused community conservation planning efforts, and as opportunities for the Board to review and approve plans. We envision that this four-part process will result in increased community planning capacity, and a path forward mapped for future planning processes.

### Goal #1 Objectives

The Board will:

- 1-a. Support ʔehdzo Got'ıne and other community organizations in developing or expanding Hıdo Gogha Sėnégots'ıá (Plans for the Future).
- 1-b. Facilitate co-management partner staff (including SRRB staff) and leaders to be trained in community planning.
- 1-c. Assist communities to undertake a community planning approach in response to planning opportunities, such as, but not limited to, forestry planning, and boreal woodland and barren-ground caribou range planning.
- 1-d. Advance the Board's responsibility arising from the SDMCLCA to approve forest management plans. Support communities to develop community sustainable forest plans or to encompass forest stewardship within existing community plans.

## Goal #1 Actions

The Board will:

- 1-i. Advocate that funds in the Sahtú increasingly support Hıdo Gogha Sēnēgots'ıá processes and implementation rather than enforcement.
- 1-ii. Provide encouragement and technical and facilitation support for development, implementation and progress evaluations of community driven planning initiatives, including: Délıne's Belare Wıle Gots'ę ʔekwé – Caribou for All Time Plan and Colville Lake's Dehlá Got'ıne ʔadā Plan and Ts'ıduweh ʔeʔa – Caribou Plan and Ancient Law, as and if invited to do so by the community.
- 1-iii. As requested by community leadership, support Indigenous Protected and Conservation Planning initiatives in the Sahtú and their implementation. These initiatives may include Nıo Nę P'ęnē – Trails of the Mountain Caribou, Sahtú Kaowe, Ts'udé Nııne Tuyeta (Ramparts River and Wetlands), and K'ááıq Tué (Willow River and Lake), or other community prioritized Indigenous Protected and Conserved Area initiatives.
- 1-iv. In collaboration with Renewable Resources Councils, undertake an annual review and assessment of ʔekwé conservation plans in the Sahtú region, including Délıne's Belare wıle Gots'ę ʔekwé plan and Colville Lake's Dehlá Got'ıne ʔadā Plan, to determine whether the plans are addressing conservation concerns for Bluenose East ʔekwé<sup>18</sup>.
- 1-v. Hold ʔekwé/ʔedā Public Listening (Hearing) proceedings through 2020-2025 hearing community presentations related to the following themes: Sahtú Ragóʔa (Hunting Law) and Approaches to Wildlife Harvesting (2020); Tıch'ádıı hé ʔekwé hé Gots'eredı (Living with Wildlife): Caribou Predators and Competitors (2021); Mixed Economy (2022); Wildfires and Climate Change (2023); Knowledge about Caribou and Landscapes (2024)<sup>19</sup>. Complete the Final Report by 2025.
- 1-vi. Support the generation and documentation of knowledge to inform community forest planning and caribou range planning.
- 1-vii. Encourage partners to adopt a community planning approach in Boreal Caribou and Barren-ground Range Planning, using the Forum<sup>20</sup> as a venue for knowledge exchange and planning.

---

<sup>18</sup> 2016 hearing decision 27.

<sup>19</sup> Order of sessions and topics may evolve.

<sup>20</sup> See Goal #3 for more detail about the objectives and activities of the Forum



- 1-viii. Advance community forest planning considerations through caribou range planning in the near term (2020-2024) with further forest planning as needed, emerging from recommendations of the public hearing<sup>21</sup>.
- 1-ix. Facilitate community planning processes to be responsive to catalysts for planning arising from larger frameworks that the SRRB is part of, including:
- The Federal Boreal Caribou (T̄q̄dz̄ı) Knowledge Consortium and initiatives in range planning related to the NWT's t̄q̄dz̄ı Recovery Plan.
  - ʔekw̄é/ʔed̄ə (barren-ground) caribou assessments and action planning through the ACCWM (Advisory Committee for Cooperation on Wildlife Management).
  - The NWT Conference of Management Authorities on Species at Risk, and the NWT Species at Risk Committee, which are jointly responsible for species assessments, listing and planning.
  - The Wildlife Act Working Group and annual Wildlife Section 15 meetings.
  - Proposals for protected and conserved areas, such as the three Indigenous Protected and Conserved Areas currently being proposed.
  - The NWT Board Forum, an opportunity for various players in resource management to learn from one another.
  - The Ne ʔə Dene Ts'ı̄l̄ı̄ Forum, which provides space for ʔehdzo Got'ı̄ne ʔ and partners to learn from each other's planning processes and develop local and regional research and monitoring strategies and plans.
- 1-x. As areas of value or concern emerge through H̄ı̄do Gogha S̄en̄é̄gots'ı̄ʔá processes, facilitate communities to put forward areas for consideration on protected areas candidate list or for other zoning under the Sahtú Land Use Plan.

---

<sup>21</sup> In its 2016 Bluenose East ʔekw̄é Hearing decisions, the Board committed to working with NWT Environment and Natural Resources and the Sahtú Renewable Resources Councils to "review the current nerek̄q̄ (wildfire) management policy and develop a new "forest management" plan for the Sahtú Region, with a focus on determining values-at-risk with respect to ʔedáhk'á goʔekw̄é (caribou habitat) and encompassing the edge of the treeline to the north of Great Bear Lake.

## Goal #2: ?ehdzo Got'Inę and other community leaderships are strong, independent organizations, fully implementing their role as defined in the Sahtú Dene Métis Comprehensive Land Claim Agreement

“Our plan is to work closer with the communities, get the ideas from there, and support them. We need to educate and there’s not enough going on at the community level. There should be lots happening with the RRCs, lots of projects going on, TK, place names – all that. That’s what I hope will come out of this is a plan for all this traditional knowledge to come out.”

- George Barnaby

“I don’t think the Renewable Resources Councils know how powerful they are.”

- Jeff Walker

“It looks like we’re all of one mind. We just need to stand together. We will move forward. We will make progress. We need a good plan for future generations. The youth are going to take over the land where we live.”

- Alfred Taniton, regional Sahtú Nę K’ádiká Meeting, April 24 and 25, 2019 in Tulít’a<sup>22</sup>

### Goal #2 Background

?ehdzo Got'Inę were established in each Sahtú community through the SDMCLCA to “encourage and promote local involvement in conservation, harvesting studies, research and wildlife management in the community.” Since the claim was signed, however, ?ehdzo Got'Inę have been chronically underfunded and have typically functioned with a Board of Directors but without a full time, well-paid staff person. Their ability to fulfill their mandate or achieve appropriate recognition as a leadership body within and beyond the community is severely limited as a result. The disempowered status of ?ehdzo Got'Inę directly affects the SRRB’s ability to meaningfully implement its responsibility under the SDMCLCA to “consult regularly with Renewable Resource Councils with respect to matters within the Board’s jurisdiction” as well as opportunities to delegate authority to them. It is therefore within the Board’s mandate and in the Board’s interest to support empowerment of ?ehdzo Got'Inę. The other goals identified in this plan, particularly the need to base stewardship decisions in community conservation plans, and the goals of supporting youth leadership and strengthening Dene ts’ıı through an emphasis on cultural resurgence, rely on the strong leadership of each ?ehdzo Got'Inę.

---

<sup>22</sup> Nę K’ádiká, Sahtú Keepers of the Land Initiative, April 24-25, 2018 (newsletter).

In each Sahtú community, the ʔehdzo Got'Inę has unique collaborative relationships with other community leadership organizations, including the Land Corporations and First Nation or Métis government organizations. The Board has also received strong guidance, particularly from the Sahtú Secretariat Inc. and Land Corporations, that their leaderships wish to be kept informed of the Board's activities so that they can regularly provide input on how the Board is supporting land claim implementation. In stewarding wildlife and habitat in such a way as to foster and respect Dene ts'ııı, the Board's programs inevitably encompass broader issues of community wellness, governance, capacity, and mixed economy, which strongly intersect with mandates of First Nations, land corporations, ʔehdzo Got'Inę, and even occasionally municipal authorities. Therefore, the Board recognizes a need to both prioritize its relationship with ʔehdzo Got'Inę while also working collaboratively and communicating well with all community leaderships.

Once functioning as mandated by the land claim, the potential roles for ʔehdzo Got'Inę are manifold and powerful. The SDMCLCA tasks ʔehdzo Got'Inę with the power "to advise the Board with respect to harvesting by the participants and other matters of local concern within the jurisdiction of the Board." As the local organization responsible "to encourage and promote local involvement in conservation research and wildlife management," the ʔehdzo Got'Inę would appropriately play central (and likely leadership) roles in developing and implementing community conservation plans (see goal #1) as well as local Nę Kádıke programs.

In recent years, the Nę K'ə Dene Ts'ııı - Living on the Land Forum has been an effective vehicle for ʔehdzo Got'Inę representatives to build and share knowledge with one another and with research and stewardship partners in government, industry, and academia. Between 2012 and 2018, the Forum met regularly by teleconference and once annually in person, which proved an effective means by which to strengthen understanding of all partners about the planned and current initiatives related to research, monitoring, conservation planning and stewardship. Over time, these discussions cumulatively helped all parties to better understand local and regional contexts and to ensure that research results were interpreted through both Indigenous knowledge and science-based lenses so that knowledge could be effectively mobilized in decision-making. The Forum has highlighted the strengthened role that ʔehdzo Got'Inę can appropriately play supporting and coordinating research, supported by partners and the Forum.

ʔehdzo Got'Inę, where resources have allowed, have long played important roles in each community in coordinating on-the-land initiatives, providing leadership in education

critical to supporting a healthy mixed economy. More recently, ʔehdzo Got'ineṅ may also have a role to play in supporting local Ne Kádíke - Keepers of the Land programs. By regularly convening ʔehdzo Got'ineṅ representatives from across the region, the Forum has also become a venue for regional support of these community driven programs.

Throughout the Sahtú, leadership at community and regional levels have galvanized around the development of Ne Kádíke initiatives. These initiatives reflect learning from variously named Guardian programs that have been implemented elsewhere in Canada (for example, Haida Gwaii and Labrador) as well as internationally (the Australian Ranger program has been an important reference point). Although there is no typical Guardian program, many share common elements. For instance, they are wholly led or strongly influenced by Indigenous organizations locally or regionally, restore active stewardship of traditional lands, and focus on cultural resurgence.

In the Sahtú, a strong vision for Ne Kádíke initiatives has emerged through related initiatives in the past, various leadership meetings, community engagements, and a pilot program in early 2019. Arguably, the programs are bringing to life direction from the elders that has been consistent for many decades respecting visions for strong and sustained on-the-land programs and priority approaches for restoring Dene environmental governance. Though unique approaches are already evident within community-led programs, cross-cutting regional themes include the need to integrate healing, foster cross-cultural learning with youth, understand biocultural changes, re-establish and travel along Dene ʔetṅṅ (traditional trails), strengthen Dene kədə (language) and progress in accordance with Dene ʔeʔa (laws). The programs are ultimately grounded by a Dene ts'ıli approach, supporting wellness and leadership.

Locally, Ne Kádíke initiatives are linked with proposed and established Indigenous Protected and Conserved Areas (IPCAs) and Hıdo Gogha Sėnégots'ıgá. The Délıneṅ Got'ineṅ Government has established the Tsá Tué International Biosphere Reserve and IPCA with a corresponding program for research, monitoring and teaching youth on the land, along with the Belare Wıle Gots'ė ʔekwė plan. K'áhbamıtué has a community harvest at ʔarakə Túé every fall and supports a nationally renowned trapping program for youth. Rádelıhkó has substantial experience coordinating land-based camps and activities, piloted a four-week regional Ne Kádíke training and planning camp in 2019 and has secured funding for a five-year land-based youth wellness program (2019-2024). Tulıt'a and Tłegóhı are building on their strong family approach, annual initiatives such as the duck and goose hunt and many collaborative monitoring and research initiatives. They are collaborating

with Tu Łidlini (Ross River) Dena in developing the Nío Ne P'ęné - Trails of the Mountain Caribou plan. Strong local Nę Kádíke Programs with regional collaboration will create the necessary organizational environment and leadership capacity to develop and implement community conservation approaches.

In recent years, the Board has piloted several on-the-land stewardship and wellness programs in partnership with ʔehdzo Got'įnę. These have included cross-cultural research camps to bring together ʔehdzo Got'įnę and community-based researchers and monitors with government, industry, and academic partners. Also, programs like Dene Ts'įł School build leadership capacity and strengthen traditional skills among participants. The learning for SRRB staff and leadership as well as their partners has been profound and has highlighted the importance and complexity of planning on-the-land experiences that account for the significant intergenerational trauma that many Sahtú residents have experienced and continue to face regularly. The Board has learned from these experiences that it needs to be approaching conservation planning holistically and thus more in line with Dene approaches. This requires supporting leadership development and utilizing trauma-informed approaches. These are not the skill sets that SRRB staff have traditionally required and so this significant and intentional shift in approach necessitates a diversity of staff and partners to ensure that on-the-land situations are safe for participants and supported by strong professional and traditional counsellors and leaders.

The SRRB has several important roles to play in supporting local Nę Kádíke activities including:

- coordinating ongoing technical support in research, monitoring, and training;
- hosting and facilitating regional Nę Kádíke and Nę K'e Dene Ts'įł Forum teleconferences and;
- hosting annual in-person gatherings to build partnerships and share learning and providing technical and administrative support for fundraising, reporting, planning and evaluation.

The Board also has a role to play in planning for the sustainability of Nę Kádíke initiatives. The program will support traditional components of the mixed economy, including, but not limited to hunting, fishing, and gathering livelihoods that are the foundation for food sovereignty. In addition, many partners in the Sahtú see a potential role for Nę Kádíke in strengthening the eco-cultural tourism sector according to community-identified approaches. Over time, local and regional Nę Kádíke Programs can likely diversify funding streams by adopting formal roles identified locally, such as supporting alternative justice

programs, strengthening roles in forest management, and providing research and monitoring leadership to inform wildlife and habitat stewardship. Such roles are consistent with the Board's role within the Claim to advise Government on "plans for training participants in management of wildlife and related economic opportunities."<sup>23</sup>

The Board has a role to play in facilitating dialogue about how to bridge new Nę Kádíke roles with existing responsibilities of co-management partners defined by the claim and legislation. For instance, it will be important that Renewable Resource Officers and land and water inspectors work with Nę Kádíke to identify emerging opportunities for collaboration.

Further, it is expected that trained Nę Kádíke will have highly transferable skills and will be sought after by industry and other employers in a variety of fields or may decide to establish their own enterprises. Despite potential continuity challenges and consistent training opportunities, absorption of Nę Kádíke into the larger economy is to be celebrated for addressing an important socio-economic aspect of the vision for Nę Kádíke.

Re-invigorating the Forum and committing to consistent communications will be one vehicle by which to strengthen ʔehdzo Got'Inę capacity over time. However, the Board intends to pursue others such as supporting ʔehdzo Got'Inę in strategic planning, fundraising, training, public communications, and other initiatives as opportunities arise or as they are identified by each ʔehdzo Got'Inę. The Board will also support ʔehdzo Got'Inę, as requested and as capacity allows, to implement their priority goals and programs, including evolving community Nę Kádíke programs.

## Goal #2 Objectives

The Board will:

- 2a. Facilitate each ʔehdzo Got'Inę to have a self-determined strategic plan and a process for evaluating progress over time.
- 2b. Support ʔehdzo Got'Inę members to continue to build a strong understanding of ʔehdzo Got'Inę roles and responsibilities within an evolving interpretation of the SDMCLCA.
- 2c. Encourage a constructive and supportive relationship with frequent communication between each ʔehdzo Got'Inę and the Board, as represented both by their respective leadership and staff.

---

<sup>23</sup> SDMCLCA 13.8.23(g)

- 2d. Assist ʔehdzo Got'Inę and other community leaderships to develop and implement Nę Kádíke programs and create regional opportunities for sharing learning related to Guardian Program implementation.

## Goal #2 Actions

The Board will:

- 2-i. Create a plain language manual for use by Council Members that helps to develop a strong understanding of ʔehdzo Got'Inę roles and responsibilities as well as the broader objectives of the SDMCLCA.
- 2-ii. Design and deliver workshops to ʔehdzo Got'Inę to build and strengthen understanding of roles and responsibilities as well as foundational regional approaches to stewardship such as Hıdo Gogha Sėnégots'ıá.
- 2-iii. Ensure that SRRB staff are communicating and meeting with each community ʔehdzo Got'Inę regularly.
- 2-iv. Encourage, promote and participate in, where invited to do so, ʔehdzo Got'Inę strategic planning workshops, and assist with advocacy and fundraising to support implementation of plan components.
- 2-v. Continue to invite ʔehdzo Got'Inę Chairs to serve as Special Advisors to the SRRB and attend meetings of the Board.
- 2-vi. Coordinate consistent meetings of the Nę K'ə Dene Ts'ııı - Living on the Land Forum and encourage regular participation from ʔehdzo Got'Inę and Land Corporation delegates.
- 2-vii. Convene annual regional Nę Kádíke meetings, in partnership with the Sahtú Dene Council, ʔehdzo Got'Inę and others to support on-going planning, knowledge sharing and evaluation processes.
- 2-viii. Support the development of best practice documents, sharing local and regional learning related to program implementation, evaluation, risk assessment and management, training and other priority themes as identified.
- 2-ix. Facilitate dialogue among community leadership, Nę Kádíke and co-management partners in order to define emerging, collaborative working relationships.

## Goal #3: Research and Monitoring in the Sahtú are collaborative, and support community and regional leaders to make wise decisions

### Goal #3 Background

As the primary instrument of wildlife management in the Sahtú, the SRRB has an implicit responsibility to foster the development, communication, and mobilization of knowledge to ensure wise decision-making. These responsibilities and powers are also explicit in the claim:

“It is intended that the Board and government departments and agencies work in close collaboration and exchange full information on their policies, programs and research. The Board may participate in harvesting studies in data collection and in the evaluation of wildlife research. It is intended that the Board have an independent research capability, to the extent agreed by government and which does not duplicate research which is otherwise available to it. The Board shall establish and maintain a public file for reports, research papers and data received by the Board.<sup>24</sup>”

As in all its work, the Board is mandated to work closely with ʔehdzo Gotʔineᑦ on any initiatives related to research and monitoring - “Wildlife research or harvesting studies conducted in the settlement area by government or by the Board or with government assistance shall directly involve Renewable Resources Councils and participant harvesters to the greatest extent possible.<sup>25</sup>”

The Board has therefore always had an active role in identifying research priorities and pursuing effective research partnerships. However, looking to the future, more work is needed to:

- expand the role of the ʔehdzo Gotʔineᑦ in these initiatives;
- support research and monitoring that sufficiently accounts for Dene and Métis knowledge; and
- ensure comprehensive and transparent data and document management.

---

<sup>24</sup> SDMCLCA 13.8.37-13.8.39

<sup>25</sup> SDMCLCA 13.8.40



In 2013, at a meeting of Sahtú ʔehdzo Gotʼine, Land Corporation, First Nation, industry, academic and GNWT representatives, a consensus emerged that research and monitoring programs and projects should be well coordinated with strong influence from Sahtú communities. To address this call to action, the Sahtú Environmental Research and Monitoring Forum was convened (now called the Nę Kʼə Dene Tsʼı̄l̄ı̄ -Living on the Land – Forum, see Box 4). Though initially focused on research and monitoring, Forum members expanded their mandate in 2017 to include on-the-land and cultural resurgence programming as they recognized a growing need for regional coordination related to these initiatives as well as substantial overlap between on-the-land programming and research and monitoring initiatives. The Forum’s purpose is to “provide advice and coordination support for traditional economy, on-the-land, research and monitoring initiatives by providing a venue for discussing plans and accommodating the priorities and traditional knowledge of Sahtú community members and leadership organizations.” The Forum’s vision is that “traditional economy, on-the-land, and research and monitoring programs in the Sahtú are coordinated and conducted in ways that reflect regional and community priorities, engage community members and leadership organizations, value both science and traditional knowledge, and support wise decision-making.”

Since this time, the Forum has met regularly by teleconference and once annually in-person and has been an effective vehicle for regional coordination and collaboration.

#### **Box 4: Nę Kʼə Dene Tsʼı̄l̄ı̄ Forum Objectives**

Nę Kʼə Dene Tsʼı̄l̄ı̄ Forum will address the following objectives in supporting Sahtú traditional economy, on the land and research and monitoring programs:

- Identify regional priorities and gaps
- Build cross-cultural understanding
- Respect, support and protect traditional knowledge processes
- Support wise decision - making based on evidence from science and traditional knowledge
- Support youth leadership development
- Build local capacity in the Sahtú to collaborate in, coordinate and lead research
- Identify opportunities for: collaborative research involving communities; communication; information-sharing; and cross-cultural interpretation of research results.

Many positive outcomes have been evident over time. For one, ʔehdzo Got'ine representatives who attended meetings regularly developed a nuanced understanding of research and monitoring projects occurring in the Sahtú. They were increasingly able to articulate to research partners in government, academia, and industry how proposed projects could be better framed to answer community questions, engage, employ or train residents, and inform practical decision making.

The Forum is also an effective venue to review applications for research permits and wildlife research licenses<sup>26</sup>. Typically, research license applications are submitted by research partners to the Aurora Research Institute in Inuvik and faxed or emailed to a host of organizations throughout the Sahtú, depending on the topic and its geographical reach. The process as currently implemented provides little to no opportunity for a coordinated response among community organizations and collaborative dialogue between research leads and communities. By contrast, the Forum provided opportunities for all parties to better understand the research objectives and methods, collaboratively plan for project implementation, collaboratively interpret results, and discuss subsequent implications for resource stewardship. Forum representatives emphasized the need to re-imagine how research is regulated regionally - the Forum can facilitate these conversations at regional and local levels, with each community ultimately advising the Aurora Research Institute on policy changes that will better support community involvement in research and monitoring through the licensing process.

Similarly, the Forum is an appropriate venue to review land and water use applications and initiatives related to land use planning. Too often, research is not effectively mobilized into the decision-making process, but the Forum creates an opportunity for iterative knowledge exchange and continued conversations about how a growing body of knowledge ought to influence decisions. The Board has a responsibility to ensure that it is providing evidence to influence land use, water use, and land use planning decisions made by the other co-management Boards in the Sahtú and beyond. For instance, the Board's 2016 hearing decision 22 reaffirms the Board's responsibility to provide "input into Nunavut Wildlife Management Board, Nunavut Land Use Planning Board and Nunavut regulatory decisions regarding the importance of protecting the Bluenose East ʔedkwé né golek'á (calving ground).

---

<sup>26</sup> Sahtú Renewable Resources Board, 2018. The SRRB Document "Backgrounder: research licensing in the Sahtú region" written for the Ne K'ə Dene Ts'ı̄l̄ Forum provides an overview of how research licensing is currently administered in the Sahtú and summarizes discussions to date among Forum members regarding challenges and possible solutions.

Forum participants have also emphasized the need to focus on and better resource Dene and Métis knowledge research. The SRRB's policy on Dene náoweré (knowledge) indicates that "the Board is committed to a management system that takes direction from the people closest and most dependent on the resources being managed" and that comprehensive management decisions involve "equal parts traditional and scientific knowledge."<sup>27</sup> The SRRB's Rules for Public Hearings provide that "the Board will encourage the provision of and will consider information provided by Elders and traditional knowledge, including oral history and local knowledge, submitted during a Hearing."<sup>28</sup>

The need for such work was re-iterated through the Sahtú Bluenose East ʔekwé Hearing Final Report; the Board committed in Hearing Decision 14 that the "ʔehdzo Got'ıne Gots'é Nákedı (Sahtú Renewable Resources Board) will prioritize support for ʔełehé ʔeghálats'eda (collaborative) research."<sup>29</sup> Over time, through teleconferences and in-person meeting, the Board has been shaping Forum participants' priorities and feedback into a regional Environmental Research and Monitoring Strategy. The Board will prioritize completing and implementing this strategy, and ensuring that it prioritizes, among other research questions, priority research issues arising from the 2016 Bluenose East ʔekwé hearing decisions<sup>30</sup>. The Board would most appropriately undertake regulatory interventions such as these in consultation and collaboration with Renewable Resource Councils and knowledge holders; the Forum creates consistent opportunities for such exchange.

---

<sup>27</sup> SRRB Policies and Procedures Manual, 2008, pg 15

<sup>28</sup> SRRB Rules for Public hearings, January 2016, section 12.1.8, pg 15

<sup>29</sup> ʔekwé hé Dene Ts'ıı Sustaining Relationships Final report of the ʔehdzo Got'ıne Gots'é Nákedı Bluenose East ʔekwé Hearing Final Report pg, 51

<sup>30</sup> A full list of hearing decisions related to research priorities is included in appendix B.

## Dene náoweré<sup>31</sup>

Scientific evidence is often comprehensively provided in writing. Dene náoweré, on the other hand, is a way of life, conveyed in practice, and in stories passed on from generation to generation. Definitions of Dene náoweré vary in scope, and Indigenous community members may draw on a variety of knowledge sources. For this reason, Dene náoweré also refers to local, experiential or community knowledge. Science is often published in reports and journals and thus is easily accessible, but Dene náoweré may be held in confidence by knowledge-holders to be shared carefully. Special efforts may be required to ensure that the evidence is appropriately balanced. Moreover, extra effort is needed to properly interpret Dene náoweré across cultures. Even Dene sometimes require years to fully understand the teachings of an elder.

Finally, the Board has a key role (and mandated responsibility) to manage information. Over the years, it has undertaken numerous initiatives to fulfill this responsibility and to prioritize an approach that recognizes community ownership of traditional information, while striving to support Sahtú residents to have effective ownership, control, access, and possession (OCAP) of information.

So as not to duplicate government and academic platforms (for instance, the NWT Discovery Portal and various academic journals and databases) the Board is best positioned to support communities in protecting, accessing, and working with Dene and Métis knowledge materials. To this end, the SRRB has been working with partners to develop the Sahtú Atlas, using the Nunaliit platform in partnership with Carleton University. The Atlas contains digitized information from the Sahtú Dene Mapping work completed in the 1970s and the Board and its partners envision that each Sahtú community will ultimately have independent access to interactive on-line information as well as curated printed products.

In recent years the Board has also worked on developing a Sahtú library, creating a database of existing materials that can be accessible to communities and their research partners, with an emphasis on bio-cultural topics.

Looking forward, it will be valuable to retain third party expertise to assess the Board's work relating to information management to develop a plan, as needed, for improvements.

---

<sup>31</sup> ʔekwé hé Dene Ts'ı̨ı̨ Sustaining Relationships Final report of the ʔehdzo Got'ı̨ne Gots'é Nákedı Bluenose East ʔekwé Hearing Final Report. Pg 7-8

### Goal #3 Objectives

The Board will:

- 3a) Facilitate Sahtú research and monitoring partners to form meaningful partnerships with community Forum members to improve understanding of and inform decision-making related to water, fish, caribou, and other large animals, in order to support Sahtú self-determination, food security and Dene Ts'ı̨ı̨.
- 3b) Facilitate Sahtú organizations to create a Sahtú-made approach to research governance, including a revamped approach to research licensing.
- 3c) Encourage and support the implementation of the regional environmental research and monitoring strategy, advocating that Forum collaborators endorse and implement it within their roles.
- 3d) Document Dene and Métis knowledge according to community identified priorities and ensure results and outcomes are controlled by and accessible to appropriate community organizations and members.

### Goal #3 Approaches

The SRRB will:

- 3-i. Collaborate with partners to ensure that cross-cultural research and monitoring objectives are integrated into seasonal Nę K'ədıkə on-the-land camps, at least once annually.
- 3-ii. Review the Nę K'ədıkə Dene Ts'ı̨ı̨ Forum Terms of Reference with Members as a method of assessing the Forum's efficacy and ensuring continued improvements.
- 3-iii. Convene Nę K'ədıkə Dene Ts'ı̨ı̨ Forum teleconference calls regularly throughout the year.
- 3-iv. Host annual in-person regional research and monitoring planning and interpretation meetings.
- 3-v. Facilitate ʔehdzo Got'ı̨ı̨ to identify and articulate research and monitoring questions that help to achieve objectives identified in community plans.
- 3-vi. Facilitate ʔehdzo Got'ı̨ı̨ to document Dene and Métis knowledge related to key questions arising from community plans / concerns.
- 3-vii. Bring regulatory issues, including research, land and water use permit applications, to the Forum to ensure that a comprehensive analysis of evidence and values are informing the Board's written interventions.
- 3-viii. Assess SRRB information management approaches and develop a plan for information management, as required.

## Goal #4: Sahtú youth and young adults are strong environmental stewards and future community leaders

“We asked, ‘what do we want to do?’ And we got stuck - we don’t really know. We wish to learn but we don’t have the time or access to do it. We feel like we’re stuck in both worlds. We want to go further in our traditional knowledge, but we can only go so far without our modern life getting in the way. And we’d love to learn more from our elders to get first-hand experience. How can we change that?”

- Angela Bernarde<sup>32</sup>

“Since the modern school came, there’s a separation from our young people. Separation from our way of life. And the government makes the rules, so it’s a burden on us and on our Elders and our youth. But we cannot blame the government totally for what happened to us. When the white people came, we believe them and trusted them because Dene are trusting people. Then we realized we are losing who we are.

- Alfred Tanition<sup>33</sup>

“In the past, the Elders taught the youth, but since the school was established here, the children have been taken away from the Elders. We have to put them back together so they can be nourished by the Elders. Now’s our chance to put our kids back where they belong!

- Jimmy Dillon<sup>34</sup>

### Goal #4 Background

Perhaps no direction from ʔehdzo Got’ıne, other Sahtú leaders, elders and beneficiaries is more consistent and resounding than the need to involve youth, support their education in both traditional and wage economy skills and encourage their development as strong Dene leaders. The Board is increasingly coming to terms with the approaches and resources that are needed to prioritize youth leadership development, not as a tag-along to other programs, but through specifically designed youth-centred programs and initiatives. A focus on youth leadership development is required to respond adequately to the Sahtú claim’s chapter 1 objectives to encourage Sahtú Dene and Métis self-sufficiency, and to recognize and encourage the way of life of the Sahtú Dene and Métis, which is

---

<sup>32</sup> Quoted in Sahtú Renewable Resources Board, 2016, pg. 18.

<sup>33</sup> Quoted in Harnum et al. 2014, pg. 74.

<sup>34</sup> Ibid, pg. 69.

based on the cultural and economic relationship between them and the land. This clear direction, interpreted in the very real context of crisis rates of youth violence and suicide in the Sahtú, demands concerted strategic action and strongly implicates the SRRB as the only co-management Board created by the claim.

During the past several years, the Board has been piloting several responses to Sahtú communities' calls to support youth. For one, the idea for a Sahtú Youth Network as a forum for building youth leadership, youth regional connections and strategies for resilience emerged in 2013 from a youth focused project led by the Board. The project - Staying Strong: Sahtú Youth and elders Building Healthy Communities in the Face of Climate Change - was supported by Health Canada and intended to help youth navigate expert information regarding bio-cultural change, while building resiliency through leadership skills and finding voice through storytelling<sup>35</sup>. The resulting Sahtú Youth Network was funded in 2014-2015 by Health Canada and has recently received support from the Lawson Foundation.

Since 2013, the Board has supported youth-centred activities within the banner of the Sahtú Youth Network. Though the Board seeks to support families in cultural resurgence and to restore place-based stewardship, the Board's focus is on supporting leadership of young adults as they seek new pathways after high school. For instance, the Board has specifically invited youth to participate in Board workshops and on-the-land camps including cross-cultural research camps at Taalé Túé (Stewart Lake, 2014), Sans Sault area, Mackenzie River (2015), and Onkə Be (Whiskey Jack Point, 2016) as well as a number of regional research and monitoring workshops and meetings. At a youth caucus during the 2016 Onkə Be camp, participating youth provided direction to the Board to coordinate Dene Ts'ı̨ı̨ schools - venues at which Sahtú youth could be supported to learn cultural and leadership skills. As Mandy Bayha explained at Onkə Be: "I benefited a lot from a more advanced education. But I feel that I lost more than I gained because I didn't get to learn from my elders... So I want to know how we could have had both at the same time because we need to figure out who we are... We need to figure out how we can learn both worlds well at once so that it doesn't take us two lifetimes to learn and to decide who we want to be."<sup>36</sup> As a result, the youth-led winter Dene Ts'ı̨ı̨ course was organized at Dəocha (Bennett Field on Bear River) in 2016 where elders led instruction in collaboration with

---

<sup>35</sup> Detailed objectives and a comprehensive summary of the project are available in the report: Lim, Tee with ʔehdzo Got'ı̨ı̨ Gots'é Nákedı (Sahtú Renewable Resources Board) and the Pembina Institute. December 2014.

<sup>36</sup> Quoted in Sahtú Renewable Resources Board, 2016, pg. 19-20.

visiting teachers, facilitating the youth in gaining formal on-the-land safety training and certification, building traditional skills and knowledge and strengthening leadership and knowledge in Dene governance. The Board has continued to organize Dene T'sı́ı́ schools since this time, increasingly emphasizing healing and counseling to foster safe environments in which youth can learn and flourish. All these initiatives have informed approaches and plans for emerging regional Guardian programs.

The Board supported Daniel T'seleie to facilitate the Sahtú youth Connection - a group of youth who engaged in the Bluenose East Hearing. The youth gained intervener status and one of them, Jordan Lennie, spoke at the hearing. The youths' participation further inspired other Sahtú beneficiaries, elders, and leaders to speak to youth as integral to caribou conservation work. Collectively, these interventions compelled the Board to include appropriate responses in the Hearing Decisions (see Box 5).

### **Box 5: Hearing Decisions Related to Supporting Youth**

Decision #8: The ʔehdzo Got'ı́ne Gots'é Nákedı́ (Sahtú Renewable Resources Board) recommends that curriculum development in the Sahtú Region related to be based on concepts of ası́ı́ godı́ hé Dene ts'ı́ı́ hé (biocultural diversity) and ʔedets'é k'áots'erewe (self-regulation) in order to instill new generations with understanding of the basis for hegerı́chá (respect), and to forge the way for new leaders in conservation.

Decision #9: The ʔehdzo Got'ı́ne Gots'é Nákedı́ (Sahtú Renewable Resources Board) will prioritize research that both involves youth and explores youth learning and environmental leadership as a part of robust community conservation initiatives.

Decision #13: The ʔehdzo Got'ı́ne Gots'é Nákedı́ (Sahtú Renewable Resources Board) finds that there is strong consensus in the Sahtú Region that youth involvement is critical for the success of community ʔekwé conservation plans. The SRRB will prioritize support for regional and local youth environmental leadership initiatives that can support community visions for youth education and participation.

Community members have provided guidance for how youth programs need to be structured, providing opportunities for elders to share stories and language with youth watching, listening, and practicing the traditional Dene cycle of learning. Programs also need to be grounded in traditional values, roles, relationships, and rites of passage, ensuring room not just for youth but for whole families to be on the land, re-asserting their roles as traditional stewards of their ancestral areas.



## Goal #4 Objectives

The Board will:

- 4a) Build the Sahtú Youth Network program so that it consists of year-round programming and multi-media platforms for inter-community communications and collaborations.
- 4b) Work with partners to ensure that Sahtú youth increasingly participate in on-the-land experiences with seasonal camps and local opportunities between camps.
- 4c) Strengthen the Sahtú youth scholarship program to support youth in education and training to become leaders and stewards.
- 4d) Expose Sahtú youth to experiential learning opportunities including internships and hands-on roles in research and monitoring projects.

## Goal #4 Actions

The Board will:

- 4-i. Commit to having every senior staff person in the SRRB act as a mentor to a Sahtú Beneficiary Intern.
- 4-ii. Direct SRRB staff to collaborate with government, academia and industry research and monitoring partners to ensure that they structure regional research and monitoring projects to resource and facilitate youth participation.
- 4-iii. Pursue project and program specific funding opportunities to sustain youth programs, and, in particular, youth on-the-land programs.
- 4-iv. Collaborate with ʔehdzo Got'ıneᑕ (and other community partners) to deliver seasonal camps and youth and elder mentorship programming.
- 4-v. Build an endowment fund to support youth education and training, broadly defined.
- 4-vi. Evaluate the Sahtú Youth Network program to determine how future programming can best encourage youth stewardship and leadership.

# What will we need?

## Governance, communications and human resources

Goal #5 The SRRB has strong staff, contractor, and partnership teams, with a central focus of building Beneficiary capacity in the Sahtú

### Goal#5 Background

As established by the Claim, the Board is governed by six Board Members and six alternates. Although nominated by specific organizations, each Board member is expected to represent the interests and mandate of the ʔehdzo Got'Inę Gots'ę Nákedı<sup>37</sup>.

The Sahtú Secretariat Inc. nominates three Board members, plus alternates, from each of the three districts of the Sahtú Region: Dél'Inę, Tulít'a, and K'asho Got'Inę. The Government of the Northwest Territories, the Canadian Wildlife Service, and Fisheries and Oceans Canada each nominate one Board member and one alternate.<sup>38</sup> The Chair is nominated by the Board.

The ʔehdzo Got'Inę Gots'ę Nákedı further relies on the expertise of experienced and knowledgeable individuals who act as Advisors to the Board. In 2017, the Board passed a resolution that all ʔehdzo Got'Inę Chairs be invited to act as Special Advisors to the Board. In addition, further Advisors may be selected from time to time to lend expertise in their roles either as past Board Members or Sahtú leaders who work closely in SRRB programs and projects.

The Executive Director reports to the Board and oversees all operations and staff. To implement the strategic plan, the Board envisions a further staff contingent consisting of four senior program managers, each working closely with a Sahtú Beneficiary intern. A Research Director and Environmental Assessment Researcher (both on contract) provide further capacity to the team. In addition, the Board contributes funding towards a regional Guardian Program Coordinator, a position hosted by the Sahtú Dene Council that

---

<sup>37</sup> It is an important distinction that ʔehdzo Got'Inę Gots'ę Nákedı Members are *nominated* by specific organizations but do *not represent* those organizations when serving as Board members.

<sup>38</sup> Appointments are jointly approved by the federal Governor in Council and Executive Council of the Government of the Northwest Territories.

provides planning, administrative and technical support to communities to develop their Guardian Programs.

Looking forward, there may be opportunities to identify synergies between human and administrative resources by collaborating more closely with the other Sahtú -co-management boards (the Sahtu Land Use Planning Board and the Sahtu Land and Water Board). Indeed, the Claim and the Mackenzie Valley Resource Management Act always envisioned an integrated resource management approach in the Sahtú, however, to date, the Boards have acted relatively independently. The SRRB intends to work with the other Boards to identify opportunities for collaboration.

The Board will strengthen its partnerships within and beyond the Sahtu by improving communications and building broad recognition and understanding of its role within the Claim.

Achieving the other goals of this plan will require at minimum two full time staff persons entirely dedicated to supporting community conservation planning and preparation for the annual Public Listeners. In addition, Sahtú Beneficiary interns must be financially supported to ensure long-term investment in local and regional capacity.

### Goal #5 Objectives

- 5a) Recruit and maintain a strong staff team.
- 5b) Develop partnerships to build regional capacity.
- 5c) Support an effective, engaged and transparent Board.
- 5d) Strengthen awareness about the Board's role.

### Goal #5 Actions

- 5-i. Continue to support staff professional development according to personalized professional development plans, which are reviewed and updated annually.
- 5-ii. Support staff team-building and training in trauma-informed practice and emotional self-awareness.
- 5-iii. Update human resource policies and procedures.
- 5-iv. Hold two in-person Board meetings annually.
- 5-v. Hold approximately eight Board phone-meetings annually as well as approximately eight Executive Committee telephone meetings.
- 5-vi. Hold an annual work planning retreat with staff to review roles and responsibilities within the context of this plan and to assess progress on plan implementation.

- 5-vii. Collaborate with the other Sahtú co-management Boards to identify opportunities for improved collaboration.
- 5-viii. Explore secondment approaches with GNWT to help the Board attract qualified professional staff.
- 5-ix. Develop and implement a communications plan to promote awareness of the Board's role within the Claim and the Board's current strategic plan.

## Implementation Funds

**Goal #6** The Board has secured increased and diversified funding to support Plan implementation.

### Goal #6 Background

In recent years, the Board has strengthened its financial position. In 2014, Indigenous and Northern Affairs Canada (INAC) reviewed the funding provided to Boards created by the SDMCLCA and agreed that the SRRB required additional funding to effectively implement its mandate. This additional core funding has allowed for a new staff person, aiding the Board significantly in responding to its workload.

However, achieving the goals laid out in this plan will be costly. In 2016 to 2018, the Board was able to successfully obtain additional funding from various sources outside of its core federal allowance. Such special project funding is critical in supporting the Board to take on significant initiatives such as Hıdo Gogha Sėnėgots'ıgá and ensure on-going strong communications grounded in community work.

Crucially, the Board intends to communicate the critical importance of the community planning approach to the Implementation Committee. In a context of self-government and Indigenous Reconciliation, the community planning approach must replace previous interpretations of the Claim and the Board's mandate, which perpetuated colonial systems and relationships. Hıdo Gogha Sėnėgots'ıgá requires intensive engagement and on-going capacity building with community government entities and is therefore costly.

### Goal #6 Objectives

6a) Seek funding to adequately support community conservation approaches to implementing the Board's mandate.

6b) When approaching new projects, ensure that staff assess the extra capacity that the Board will need beyond its core funding and seek to recover these costs through special project funding.

## Goal #6 Actions

- 6-i. Provide an assessment of the additional annual cost associated with the Board adopting the Hıdo Gogha Sėnėgots'ıá approach and seek to recover identified shortfalls from the Implementation Committee.
- 6-ii. Seek annual intern subsidies through GNWT – Education, Culture and Employment and through federal wage subsidy programs. Target at least \$50,000 each year in wage subsidies to support additional interns.
- 6-iii. Assign program development and associated fundraising as a key component within staff or contractor position.
- 6-iv. Ensure administrative and/or project management fees are recovered from special projects, where possible, typically as 10 – 20% of the overall project value. Ensure administrative fees are transferred to core to offset administrative costs associated with special project management.
- 6-v. Continue to solicit funding for priority research initiatives from outside agencies, guided by the completed Sahtú Environmental Research and Monitoring Strategy.
- 6-vi. Advocate for core (or annual supplemental) funding for at least two full-time additional senior staff to support the community conservation approach and preparation for annual Public Listenings. Additional funding is also needed to support two additional Sahtú Beneficiary intern positions.

# How Will We Track Our Progress?

The SRRB Strategic Plan has identified six primary goals during this five-year planning period. Each goal has a series of related objectives and actions; a total of 21 objectives and 46 actions are put forward as part of this strategy. This is an ambitious plan and the board is committed to measuring and tracking progress.

The activities outlined will generate a number of tangible results (meetings, documents, tools, Public Listenings) or *outputs*. However, these are not the end goal – they are immediate results that are intended to contribute to the broader objectives. To know that the Board is succeeding in achieving these objectives, it is helpful to identify short-term and long-term outcomes that can be measured and that are steps towards the broader goals. Within each goal, we therefore identify a number of outputs, short-term outcomes and long-term outcomes; if we can measure success in these outcomes, then it is likely that we are making progress towards our broader goals, and therefore our responsibility in implementing the core objectives of the Sahtu Dene and Metis Comprehensive Land Claim Agreement. How these activities result in steps towards long-term change is called a logic model.



Figure 2. A Logic model promotes understanding of needs, intended actions and anticipated outcomes. Logic models help track change over time and are an effective communication tool for collaborators.

We present a simplified logic model for each goal of the Strategic Plan, specifying the intended outputs to ensure progress, and suggesting a list of indicators that we can track to assess whether our activities are leading to the outcome (or change) as we intend. While much more complex logic models and associated indicators are possible (and may be further developed and tracked by the Board as the Plan is implemented) several key and prioritized outputs, outcomes and indicators are shared here, for each goal.

There will be a number of on-going opportunities to reflect internally and with others about how the Plan implementation is progressing and to what extent the intended outcomes are likely to be achieved. These include the following:

- Regular internal reflection through dialogue at staff and Board meetings
- On-going dialogue with key stakeholders through virtual and in-person meetings of the Nę K'ə Dene Ts'ıı Forum
- Annual staff reviews
- A 2025 in-person meeting of the Nę K'ə Dene Ts'ıı Forum and Board members specifically to review and assess the implementation of the Board's strategic plan and the Sahtu environmental research and monitoring plan and to develop a new plan to guide work in 2025-2030.
- Contingent on securing supplemental funding, an independent evaluation of the implementation of the 2020-2025 strategic plan, with recommendations for an evaluation framework to accompany the 2025-2030 strategic plan.



## Goal 1: Planning and related initiatives in the Sahtú are undertaken through Hıdo Gogha Sēnēgots'izá processes

---

### Outputs (target)

- Community Planning training for SRRB Board and staff and community leadership and champions (1 annually)
- Training opportunities in environmental leadership and facilitation
- Each ʔehdzo Got'ıne has a community plan for caribou (5)
- Tools and guidance to support communities in community planning
- Each community plan contains a section or other consideration of forest and habitat (5)
- Cross-cultural workshops, meetings and forums to share knowledge of forest and habitat stewardship, including dialogue about wildfires (1-3 annually, more in lead-up to the third Public Listening)
- Public Listenings registries, reasons for decisions, and final report on the series of Public Listenings

### Short-term outcomes, 3-5 years (indicators)

- Increasing and meaningful community participation in advance of, during, and emerging from the Public Listenings (debrief meetings of participants)
- Increased understanding and collaboration between communities and between regions in wildlife stewardship (Number and strength of collaborations)
- Strengthened collaboration by other levels of government and research and monitoring partners to support community leadership in plan implementation. (Number and strength of collaborations)
- Implementation of short-term recommendations from the Public Listening Sessions

### Long-term outcomes, 5-10 years and beyond (indicators)

- Strengthened cultural practices and sustainable harvesting rooted in Dene values and laws (# of community initiatives)
- Improved wellness indicators (health, education & employment outcomes, strong language speakers in younger generations)
- Confident and effective community environmental leadership (strength and vibrancy of community-grounded initiatives)
- Implementation of long-term recommendations from the Public Listening Sessions

## **Goal 2: ʔehdzo Got'ɩnɛ are strong, independent organizations, fully implementing their role as defined in the Sahtú Dene Métis Comprehensive Land Claim Agreement**

---

### Outputs (targets)

- Plain language manual of ʔehdzo Got'ɩnɛ roles and responsibilities as well as the broader objectives of the Claim (1) with workshops delivered (5)
- Frequent meetings between SRRB staff and ʔehdzo Got'ɩnɛ staff and leadership (increasing and regular, Forum participation)
- Each ʔehdzo Got'ɩnɛ has a strategic plan
- Regional forums to share ʔehdzo Got'ɩnɛ projects with other communities (Forum at least one meeting virtually monthly, and 1 in-person annually)

### Short-term outcomes, 3-5 years (indicators)

- ʔehdzo Got'ɩnɛ are strengthening their prioritized programs such as Nɛ Kádíke, on-the-land programs, and other identified objectives (targets to be identified by ʔehdzo Got'ɩnɛ strategic planning processes)
- Strengthening relationships between ʔehdzo Got'ɩnɛ and the Board (as reported by Board staff, leadership and ʔehdzo Got'ɩnɛ staff and leadership, through dialogue)
- Strengthened ʔehdzo Got'ɩnɛ (funding budget, # of staff, # of meetings, # of initiatives)

### Long-term outcomes, 5-10 years and beyond (indicators)

- Strengthened cultural practices and sustainable harvesting rooted in Dene values and laws (# of community initiatives)
  - Improved wellness indicators (health, education & employment outcomes, strong language speakers in younger generations)
  - Confident and effective community environmental leadership (strength and vibrancy of community-grounded initiatives)
-

### **Goal 3: Research and Monitoring in the Sahtú are collaborative, and support community and regional leaders to make wise decisions**

---

#### Outputs (targets)

- Nę K'ə Dene Ts'ı́ı Forum meetings (>1 virtually monthly, in-person annually)
- Research and monitoring plan (1)
- Policy paper evaluating options for increased Sahtu self-governance of research and monitoring (1)
- Assessment of SRRB data and information management
- Cross-cultural research and monitoring camps (1 annually)
- Updated Nę K'ə Dene Ts'ı́ı Forum Terms of Reference

#### Short-term outcomes, 3-5 years (indicators)

- ʔehdzo Got'ı́nę and other community leadership participate effectively in land use planning and land and water regulation processes
- ʔehdzo Got'ı́nę and other community leadership participate regularly and strongly in Nę K'ə Dene Ts'ı́ı Forum meetings (# of participants / meeting)
- Each Sahtu community's leadership agrees on a path forward to regulate research locally and presents the approach to the Aurora Research Institute and Aurora Research Ethics Committee (# of community consensus policies)
- Guardians, youth and other Sahtu community members are participating regularly in research and monitoring projects (# of people, frequency, reflection on strength of experience)
- Community collaborative research projects are contributing to strengthened Sahtu leadership and self-determination (# of projects, reflection on strength of experience, research \$ spent in the Sahtu)

#### Long-term outcomes, 5-10 years and beyond (indicators)

- Strengthened cultural practices and sustainable harvesting rooted in Dene values and laws (# of community initiatives)
- Improved wellness indicators (health, education & employment outcomes, strong language speakers in younger generations)
- Confident and effective community environmental leadership (strength and vibrancy of community-grounded initiatives)

## **Goal 4: Sahtú youth are strong environmental stewards and future community leaders**

---

### Outputs (targets)

- Review and assessment of youth initiatives to date (1)
- Local and regional youth meetings (1 regionally annually)
- Endowment fund (growth)
- Youth interns working with the Board (2-3 at any given time)

### Short-term outcomes, 3-5 years (indicators)

- Youth interns feel supported in their role and feel that they grow in confidence and skills during their employment with the Board (regular check-ins and annual review)
- Local youth groups are increasingly self-directed (youth organized initiatives or youth roles in partner-organized initiatives)
- More Sahtu youth are learning cultural skills, language and values (Forum dialogue and debrief)
- Proportion of Board staff that are Sahtu Beneficiaries or other Indigenous person increases

### Long-term outcomes, 5-10 years and beyond (indicators)

- Youth interns demonstrate positive education, employment and wellness outcomes in the future
  - Improved wellness indicators (health, education & employment outcomes, strong language speakers in younger generations)
  - Confident and effective community environmental leadership (strength and vibrancy of community-grounded initiatives)
-

## **Goal 5: The SRRB has strong staff, contractor, and partnership teams, with a central focus of building Beneficiary capacity in the Sahtú**

---

### Outputs (targets)

- Updated human resource policies and procedures with professional development plans with annual reviews (1 policy, annual reviews all staff)
- Staff work planning and professional development retreat (2 annually)
- In-person and virtual Board meetings (8 full Board, 8 executive, 2 in-person)
- Full staff contingent (percentage of time roles are filled)

### Short-term outcomes, 3-5 years (indicators)

- Staff are retained over the long-term (years working)
- Staff experience upward movement in the organization with growing responsibilities over time (assessment of salary and role over time)
- Executive Director's workload is shared among more team members (Overtime hours, increasing responsibilities of others)
- Individual staff have constructive and positive relationships with community leadership and other Sahtu and NWT collaborators (staff feedback and Ne K'ə Dene Ts'ıı Forum feedback)
- Success of this Plan is assessed and a new plan is then developed and implemented (2025-2030)
- The Board is attracting strong qualified staff sensitive to cross-cultural understanding and grounded in a commitment to reconciliation (Ne K'ə Dene Ts'ıı Forum feedback)
- SRRB staff are able to support community capacity development as a partner to related initiatives hosted by community leadership organizations, including ʔehdzo Got'ıne

### Long-term outcomes, 5-10 years and beyond (indicators)

- Continued progress on chapter 13 and chapter 1 Claim responsibilities
-

**Goal 6: The Board has secured increased and diversified funding to support Plan implementation.**

---

Outputs (targets)

- Supplemental funding secured to deliver Public Listening Sessions
- Funding secured to support minimum core staff contingent (Executive Director, Office Manager, 4 program staff, two interns)

Short-term outcomes, 3-5 years (indicators)

- Project work outside of core responsibilities is funded by project revenue (annual financial review)
- Community planning processes are well resourced (# of planning meetings and preparation meetings for each Public Listening Session, by community)
- A diversity of partners are supporting Sahtu communities in community planning initiatives (Value and sources of support, including funds directly to ʔehdzo Got'ine and other community organizations for planning, on-the-land and Ne Kádike programs)

Long-term outcomes, 5-10 years and beyond (indicators)

- Continued progress on chapter 13 and chapter 1 Claim responsibilities
  - Success of this Plan is assessed and a new plan is then developed and implemented (2025-2030)
-

## References

Bateyko, Darwin. 2003. Evaluating co-management in the Sahtu: a framework for analysis (unpublished master's thesis). University of Calgary, Calgary AB

Carthew, Ruairaidh. 2007. Beyond bureaucracy: Collaborative relationships in the transition to co-management: A case study in the Sahtu Region, Northwest Territories, Canada. (unpublished master's thesis). Stockholm Resilience Centre.

Indian and Northern Affairs Canada. 1993. Sahtu Dene and Métis Comprehensive Land Claim Agreement Volume 1.

Karen Peachey Consulting. February 2015. On-The-Ground Indigenous Stewardship Programs Across Canada, Inventory Project. Prepared for: The Nature Conservancy, Tides Canada and the Indigenous Leadership Initiative.

Lim, Tee with ʔehdzo Got'Inę Gots'ę Nákedı (Sahtu Renewable Resources Board) and the Pembina Institute. December 2014. Staying Strong: Sahtu Youth and Elders Building Healthy Communities in the Face of Climate Change. Volume 1: Final Report.

Morgan, Shauna (The Pembina Institute), 2014. A Way Forward: Report of the Environmental Research and Monitoring Coordination Workshop, November 5-7, 2013, Tulít'a. Report prepared for the Sahtú Renewable Resources Board.

Morgan, Shauna (The Pembina Institute), 2013. It's about our survival: Keeping the food and water safe in the Sahtú Region. Research Results Workshop, Tulít'a, November 27-28, 2013. Report prepared for the Sahtu Renewable Resources Board.

Nadasdy, Paul. 2003. Hunters and Bureaucrats: Power, Knowledge, and Aboriginal-State Relations in the Southwest Yukon. University of British Columbia Press

Nę K'édiké, Sahtú Keepers of the Land Initiative, April 24-25, 2018 (newsletter).

PlanIt North Inc. February 2018. Backgrounder: research licensing in the Sahtú region. Draft for Discussion. Prepared for the SRRB and the Sahtú Nę K'ə Dene Ts'ıı Forum.

PlanIt North Inc. for SRRB and the Sahtú Nę K'ə Dene Ts'ı́ı Forum 2017. Indigenous Monitoring Stewardship and Programs in Canada: Backgrounder for Discussion.

Sahtú Renewable Resources Board 2009-2012, February 2009. Strategic Plan Draft 1.0.

Sahtú Renewable Resources Board, December 1999. Strategic Plan Draft.

Sahtú Renewable Resources Board, July 28, 2016. ʔekwé hé Dene Ts'ı́ı Sustaining Relationships Final report of the ʔehdzo Got'ıne Gots'é Nákedı Sahtu Renewable Resources Board Bluenose East ʔekwé Hearing 2016. Submitted to Honorable Wally Schuman, Minister of Environment and Natural Resources, Legislative Assembly of the Northwest Territories. Available on-line:

[http://www.srrb.nt.ca/index.php?option=com\\_docman&view=document&alias=1580-srrb-bne-caribou-hearing-report-16-07-28-final&category\\_slug=final-report&Itemid=697](http://www.srrb.nt.ca/index.php?option=com_docman&view=document&alias=1580-srrb-bne-caribou-hearing-report-16-07-28-final&category_slug=final-report&Itemid=697), accessed 22 April 2019.

Sahtú Renewable Resources Board, January 8, 2016. Łeghágots'enetę - Learning Together. 2016 Sahtú Cross-Cultural Research Camp July 30 - August 6, 2016.

Sahtú Renewable Resources Board, January 8, 2016. Rules for Hearings. Available on-line: [http://www.srrb.nt.ca/index.php?option=com\\_content&view=category&id=140&Itemid=1225#final-report-and-follow-up](http://www.srrb.nt.ca/index.php?option=com_content&view=category&id=140&Itemid=1225#final-report-and-follow-up)., accessed 22 April 2019.

Sahtú Renewable Resources Board, March, 2008. Operating Procedures. Available on-line: [http://www.srrb.nt.ca/index.php?option=com\\_content&view=category&id=140&Itemid=1225#final-report-and-follow-up](http://www.srrb.nt.ca/index.php?option=com_content&view=category&id=140&Itemid=1225#final-report-and-follow-up)., accessed 22 April 2019.

Taylor, M., Purdue, D., Wilson, M. and P. Wilde. (2005). Evaluating community projects: a practical guide. Published 11 August 2005. Available on-line: <https://www.jrf.org.uk/report/evaluating-community-projects-practical-guide>., accessed March 24 2022.

W.K. Kellogg Foundation (WKK). (2004). Using logic models to bring together planning, evaluation, and action. Published by the WKK Foundation, January 2004.



# Appendices

## Appendix A – Sahtú Dene and Métis Comprehensive Claim Agreement Chapter 13 Objectives

### 13 WILDLIFE HARVESTING AND MANAGEMENT

#### 13.1 OBJECTIVES

13.1.1 This chapter has the following objectives:

(a) to protect for the future the right of participants to gather, hunt, trap and fish throughout the settlement area at all seasons of the year;

(b) to conserve and protect wildlife and wildlife habitat and to apply conservation principles and practices through planning and management;

(c) to provide participants with certain exclusive, preferential and other harvesting rights and economic opportunities related to wildlife;

(d) to respect the harvesting and wildlife management customs and practices of the participants and provide for their ongoing needs for wildlife;

(e) to involve participants in a direct and meaningful manner in the planning and management of wildlife and wildlife habitat;

(f) to integrate planning and management of wildlife and wildlife habitat with the planning and management of all types of land and water use in order to protect wildlife and wildlife habitat;

(g) to ensure that traditional harvesting by other aboriginal peoples who have harvested in the settlement area can be accommodated in this agreement; and

(h) to deal fairly and equitably with persons who hunt, trap, fish or conduct commercial wildlife activities in the settlement area and who are not participants.

## Appendix B – Decisions providing research direction from the Bluenose East ʔekwé (Caribou) Hearing 2016

Hearing decisions related to research priorities.

### Hearing decision #1

The ʔehdzo Got'ıne Gots'é Nákedı (Sahtú Renewable Resources Board) finds that further Dene náoweré and genetics research is required to address questions regarding ʔekwé herd structure and distribution.

### Hearing decision #3

The ʔehdzo Got'ıne Gots'é Nákedı (Sahtú Renewable Resources Board) will work with tıch'ádıı (wildlife) management partners to develop a well-rounded community-collaborative Dene náoweré and science-based research and monitoring program in order to provide greater certainty about the status of Bluenose East ʔekwé based on the ten criteria outlined in the Taking Care of Caribou plan developed by the Advisory Committee for Cooperation on Wildlife Management, and approved by the NWT Minister of Environment and Natural Resources.

### Hearing decision #17

The ʔehdzo Got'ıne Gots'é Nákedı (Sahtú Renewable Resources Board) recommends that the Governments of Canada and the NWT seek and dedicate additional funds and support for research to understand the known and unknown impacts of ʔehdanagowkı (climate change) over the short and long term, as it relates to ʔekwé and edadáhk'á goʔekwé (caribou habitat), and that this research involve both Dene náoweré and science perspectives in order to better understand and monitor the impacts of the changing environment on Bluenose East ʔekwé.

### Hearing decision #18

The ʔehdzo Got'ıne Gots'é Nákedı (Sahtú Renewable Resources Board) recommends that NWT Environment and Natural Resources, SRRB and ʔehdzo Got'ıne (Renewable Resources Councils) work together to develop a plan for community-collaborative Dene náoweré and science research on ʔededáhk'á goʔekwé (caribou habitat) and nerekó (wildfire) ecology and management.

#### Hearing decision #20

The ʔehdzo Got'Inę Gots'ę Nákedı (Sahtú Renewable Resources Board) will support community-collaborative initiatives to identify, name and conduct baseline assessments of critical ʔededáhk'á goʔekwé (caribou habitat) in the Sahtú Region.

#### Hearing decision #23

The ʔehdzo Got'Inę Gots'ę Nákedı (Sahtú Renewable Resources Board) will review and evaluate the Wek'èezhıı Renewable Resources Board's díga (wolf) control feasibility study when it is complete, and then engage in dialogue with ʔehdzo Got'Inę (Sahtú Renewable Resources Councils) to identify future research needs and whether a díga (wolf) control feasibility study when it is complete, and then engage in dialogue with ʔehdzo Got'Inę (Sahtú Renewable Resources Councils) to identify future research needs and whether a díga program should be put in place in the Sahtú Region.

#### Hearing decision #35

The ʔehdzo Got'Inę Gots'ę Nákedı (Sahtú Renewable Resources Board) will prioritize community-collaborative research working with and building on existing Dene náowerá map datasets and stories to understand the social-ecological history of Bluenose East ʔededáhk'á goʔekwé (caribou habitat) within and beyond the boundaries of the Sahtú Region as a basis for community conservations planning.