



**NORTHWEST TERRITORIES
COMMUNITY FUTURES
PROGRAM**

2014/15 ANNUAL REPORT



Government of
Northwest Territories



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English

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French

KĪspin ki nitawihtĭn ē nĭhĭyawihk ōma ācimōwin, tipwāsinān.

Cree

Tĭjchq yatı k'ĕĕ. Dı wegodı newq dĕ, gots'o gonede.

Tĭjchq

ʔerihł'ıs Dĕne Sųłnĕ yatı t'a huts'elkĕr xa beyáyatı theʔą ʔat'e, nuwe ts'ĕn yółł.

Chipewyan

Edı gondı dehgáh got'je zhatıé k'ĕĕ edat'ĕh enahddhĕ nıde naxets'ĕ edahlı.

South Slavey

K'áhshó got'jne xĕdĕ k'ĕ hederı ʔedjhtl'ĕ yerıniwĕ nıde dúle.

North Slavey

Jii gwandak izhii ginjik vat'atr'ijahch'uu zhit yinothtan ji', diits'at ginohkhii.

Gwich'in

Uvanittuaq ilitchurisukupku Inuvialuktun, ququaqłuta.

Inuvialuktun

Ć'bdł nŋ'bbΔ'c Λ'rlJΔ'rc Δ'obŋJc'sb'ylJ'ob, Δ'ĕ'ŋ'ob'c Δ'ı'bc'ĕ'ob'J'ŋ'c.

Inuktitut

Hapkua titiqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarlutit.

Inuinnaqtun

Aboriginal Languages Secretariat: 867-767-9346 ext. 71037

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Community Futures Program
2014/15 Annual Report
Department of Industry, Tourism and Investment

Front Cover Photo: John McKay, McKay Electric, Yellowknife
Photo Credit: Akaitcho Business Development Corporation

Minister's Message

2014/15 Community Futures Annual Report



A grass-roots approach to economic growth and diversity is critical to maintaining the overall health and stability of the Northwest Territories' (NWT) economy – and serves to build capacity and self-sufficiency in our communities and residents.

With a small population in 33 independent communities across 1.3 million square kilometres, the environment in which the Government of the Northwest Territories (GNWT) is working to realize this economic development is both unique and challenging.

The task of identifying and advancing economic opportunities and converting them into real and tangible economic development is one best completed in partnership with NWT entrepreneurs and small businesses.

The Department of Industry, Tourism and Investment is committed to ensuring that all NWT residents that want to succeed in business have the tools, skills and support to do so.

Our support for NWT Community Futures Development Corporations (CFDC) is one of the important ways we are working to achieve this.

But it is also thanks to the hard work of CFDC volunteer boards and their staff that this program continues to be successful and is a leading contributor to the strength and vibrancy of our communities.

CFDCs give us the capacity to adapt to community needs. This report highlights the success and impacts that were realized through these organizations in the 2014-15 fiscal year.

It offers a tangible demonstration of the GNWT's commitment to supporting economic diversification through strategic regional investments as highlighted in the priorities of our 18th Legislative Assembly.

Honourable Wally Schumann
Minister of Industry, Tourism and Investment
Government of the Northwest Territories

Community Futures Program
2014/15 Annual Report
Department of Industry, Tourism and Investment

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EXECUTIVE SUMMARY

This Annual Report provides performance data from the 2014/15 fiscal year regarding the seven Community Futures Development Corporations (CFDCs) in the Northwest Territories (NWT). The Government of the Northwest Territories (GNWT), through the Department of Industry, Tourism and Investment (ITI) Community Futures Program, currently funds five of the six CFDCs operating in the NWT.

ITI views this program as important to its economic development efforts and supports CFDCs through:

- Year-to-year contribution funding for operations;
- Non-repayable investment fund capital;
- Access to low cost capital via the NWT Business Development and Investment Corporation (BDIC).

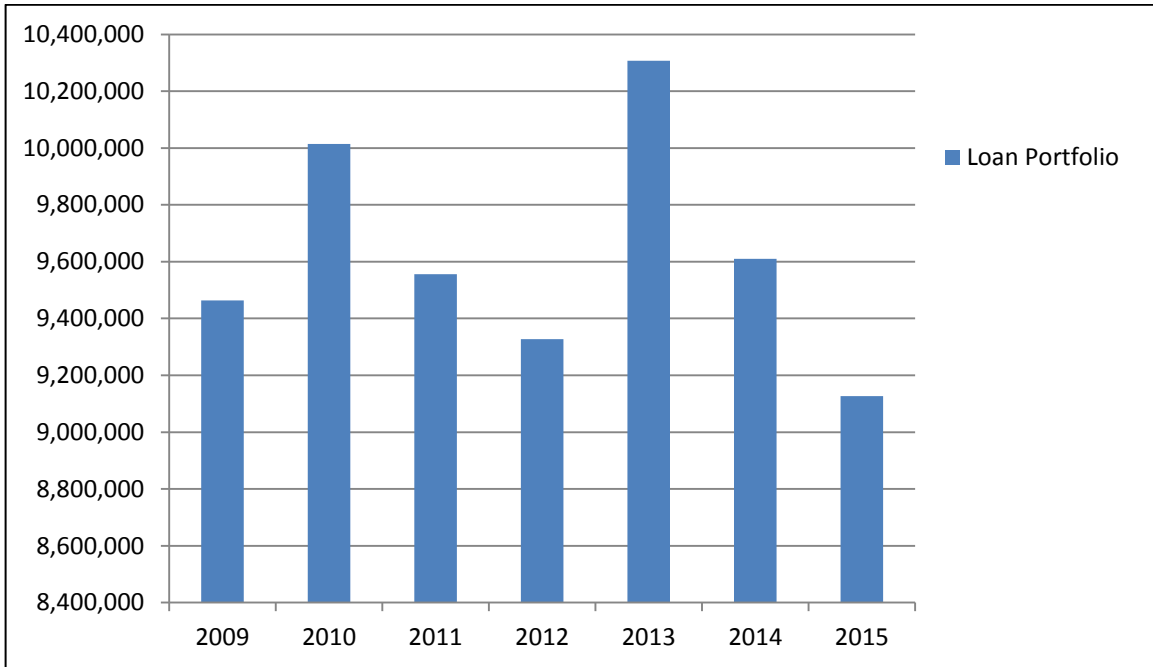
The corporations operate independent of government as community-based, non-profit organizations, overseen by a volunteer Board of Directors drawn from the communities served by their respective organizations.

Program Highlights – 2014/15

- CFDCs operate in all 33 communities in the NWT and directly employ 11 people. CFDCs rely on the skills and judgement of their employees and 34 community-based volunteer board members.
- The activity of the CFDCs created and/or maintained 134 full-time and 64 part-time jobs in the NWT in the 2014/15 fiscal year.
- CFDCs granted 109 loans totalling \$3.77 million during the 2014/15 fiscal year. In 2013/14 they granted 79 loans totalling \$3.42 million. The average size of each loan in 2014/15 was \$34,587, compared to \$43,291 in 2013/14.
- Of the total loan disbursements, just over \$1.49 million was disbursed in Level 2 communities (see page eight) in fiscal 2014/15. In 2013/14 that total was \$1.75 million.
- Overall, CFDCs held a total loan portfolio balance of \$9.12 million, a decrease of \$482,869 from the 2013/14 balance of \$9.61 million.
- Total program funding provided by ITI to CFDCs was \$1.32 million in 2014/15.
- The total low cost loan capital provided by BDIC to CFDCs was \$1.36 million compared to \$1.52 million in 2013/14.
- Since their inception, CFDCs have been provided \$6.23 million in non-repayable capital funding and the GNWT has contributed \$3.73 million of that total.

Total Value of Loans Portfolio by Year

As noted in the highlights, the CFDC loan portfolio balance totals \$9.12 million. This represents a significant amount in terms of small business borrowings in the NWT and is testament to the enthusiasm and hard work of the Board members and staff of these organizations, as well as to the dynamic efforts of NWT entrepreneurs.



PROGRAM DESCRIPTION

The mandate of each CFDC is to support community and business development through the creation and expansion of small and medium sized enterprises and the creation and maintenance of employment opportunities in NWT communities. CFDCs provide some or all of the following services:

- Term loans and loan guarantees;
- Lines of credit;
- Letters of credit;
- Business planning and assistance;
- Information and training for entrepreneurs via regional workshops;
- Management training, monitoring and after-care;
- Access to business information and the Canada Business-NWT Service Centres;
- Access to state-of-the-art video conferencing technology; and
- Delivery of the Self-Employment Options Program* - a Human Resources Development Canada program delivered by the GNWT Department of Education, Culture and Employment (ECE).

CFDCs also have the flexibility to set their own priorities for economic development in their respective regions. This may include programs specific to the businesses in their regions, as well as special interest group initiatives such as targeted support for Aboriginal entrepreneurs, youth entrepreneurs and women in business.

A CFDC loan can be as large as \$200,000. Investment and loan funds administered by these corporations are designed to complement conventional funding provided by other financial institutions, the Business Development Bank of Canada or other territorial and federal funding programs.

Finally, and perhaps most importantly, CFDCs are staffed by employees trained in the field of community economic development. They are a valuable resource to prospective entrepreneurs, seasoned managers looking for that extra edge and local leaders seeking help in determining the future direction their community will take. CFDC employees make varied and invaluable contributions to the NWT economy.

* The Self-Employment Options Program allows eligible individuals to continue receiving Employment Insurance while starting and establishing a small business.

PROGRAM BACKGROUND

The Community Futures Program was established in 1985 by Employment and Immigration Canada, now Employment and Social Development Canada (ESDC), which was responsible for the establishment of CFDCs throughout rural Canada. The program was part of a major effort by the Government of Canada to provide financial assistance in areas experiencing significant hardship due to loss of industry.

In the NWT, the program started in 1987 in response to the closure of the Pine Point Mine with the formation of the Hay River and Area Community Futures Society. This is now known as the Southwest Territorial Business Development Corporation. A second program was formed in Inuvik in 1988 following the closure of the military base there and a downturn in oil and gas activity.

In 1994, Human Resources and Skills Development (HRSD) entered into negotiations to transfer the program to regional economic development agencies across Canada. In the NWT, where no federal economic development agency existed, the program was transferred to the GNWT. It is now administered by ITI.

At the time of the transfer, four CFDCs operated in the NWT. The transfer agreement provided annual funding of approximately \$900,000, of which \$819,000 was operational funding for the four CFDCs, with the remainder of the funding used for a community futures consultant.

On April 1, 1999, the Territory of Nunavut was formed. Two of the four CFDCs were located in Nunavut and this resulted in an annual funding decrease for the NWT Community Futures Program budget of approximately \$400,000.

Since 2000, the GNWT has funded the addition of five new community futures organizations. There are now seven CFDCs in the NWT, of which six are fully operational. All 33 NWT communities have access to the program. The seven organizations are:

Akaitcho Business Development Corporation	ABDC	Yellowknife
Dogrib Area Community Futures	DACF	Whati
Dehcho Business Development Centre	DBDC	Fort Simpson
Sahtu Business Development Centre	SBDC	Norman Wells
Southwest Territorial Business Development Corporation	SWTBDC	Hay River
Thebacha Business Development Services	TBDS	Fort Smith
Western Arctic Business Development Corporation	WABDC	Inuvik

Despite major challenges – high operating costs, limited operational and capital resources, the isolation of NWT communities and a shortage of qualified workers – CFDCs in the NWT have been remarkably successful in meeting the needs of small business. The GNWT considers them a vital component in the economic development of the territory.

LOCAL INVOLVEMENT – Serving the Community

CFDCs are overseen by a volunteer Board of Directors. The members are drawn from the communities served by the respective corporation. CFDCs expend considerable resources in the training, guidance and assistance of local entrepreneurs and community leaders.

Board Member and Staffing Contingents

REGION	CFDC	BOARD MEMBERS	STAFF	# COMMUNITIES SERVED	POPULATION SERVED ¹
DEHCHO	DEHCHO	6 ³	2	6	2,224
BEAUFORT DELTA	WESTERN ARCTIC	5 ⁴	2	8	6,699
NORTH SLAVE	AKAITCHO	7	3 ⁵	2 ²	20,889
	DOGRIB	4	0 ⁶	4	3,023
SAHTU	SAHTU	4 ⁷	2	5	2,545
SOUTH SLAVE	SOUTHWEST TERRITORIAL	2 ⁸	1	3	4,165
	THEBACHA	6	2	5	4,117
TOTAL		34	12	33	43,662

Thirty-four (34), of a possible forty-two (42) board members were actively involved with CFDCs in 2014/15.

Notes from table:

- 1 Population statistics are drawn from the Annual Population Estimates, NWT Bureau of Statistics. Numbers listed do not include communities with a population of 50 or less or unorganized areas.
- 2 Akaitcho: This Community Futures Development Corporation actually serves three communities. However, N'dilo is not listed separately from Yellowknife by the NWT Bureau of Statistics for the purposes of the population estimates (see also Page 11).
- 3 Dehcho: Two board positions were vacant as of March 31, 2015.
- 4 Western Arctic: Two board positions were vacant as of March 31, 2015.
- 5 Akaitcho: One staff position was vacant as of March 31, 2015.
- 6 Dogrib: Staff position was vacant as of March 31, 2013.
- 7 Sahtu: Three board positions were vacant as of March 31, 2015.
- 8 Southwest Territorial: One board position vacant as of March 31, 2015.

LOAN ACTIVITY – Number and Value of Loans Approved

Economic development is a dynamic and evolving field of work. Demand for loan financing varies and not all loan applications are approved. All lenders, including those at CFDCs, must exercise prudent decision-making and good judgement.

Number of Loans Approved

REGION	CFDC	2014/15	2013/14
DEHCHO	DEHCHO	18	19
BEAUFORT DELTA	WESTERN ARCTIC	42	7
NORTH SLAVE	AKAITCHO	7	6
	DOGRIB	0	0
SAHTU	SAHTU	28	37
SOUTH SLAVE	SOUTHWEST TERRITORIAL	5	4
	THEBACHA	9	6
TOTAL		109	79

Value of Loans Approved

REGION	CFDC	2014/15	2013/14
DEHCHO	DEHCHO	\$ 1,143,957	\$ 1,006,097
BEAUFORT DELTA	WESTERN ARCTIC	1,346,806	539,930
NORTH SLAVE	AKAITCHO	330,000	400,000
	DOGRIB	0	0
SAHTU	SAHTU	252,980	598,000
SOUTH SLAVE	SOUTHWEST TERRITORIAL	455,000	407,000
	THEBACHA	241,221	469,000
TOTAL		\$ 3,769,964	\$ 3,420,027

LOAN ACTIVITY – Some Comparatives

In 2014/15, the seven NWT CFDCs made 109 loans with a disbursement value of \$3.76 million. The table below shows how these numbers compare to the rest of Canada (excluding Québec and Yukon).

2014/15	Average # of loans per operating CFDC	Average value of loans per operating CFDC
NWT	15.57	\$ 538,566
Canada	20.93	\$ 1,178,884

2014/15	Average # of loans per capita (by '000 people)	Average value of loans per capita (by '000 people)
NWT	2.50	\$ 86,344
Canada	0.39	\$ 22,142

IMPACT ON COMMUNITIES – Loan Activity by Community Level

One objective of the Community Futures Program is to encourage increased business development in rural and remote communities. It does this by providing small business loans to small and medium sized enterprises. These funds may also be used to leverage other financing. The current and cumulative impacts of the CFDCs in the NWT are as substantial as they are positive.

ITI policy classifies the economic activity and potential of NWT communities into two levels:

Level 1 Communities

- These are the most developed communities in the NWT and are characterized by well-developed community business infrastructure and air/road transportation links.
- Includes the communities of Fort Smith, Hay River, Inuvik and Yellowknife.

Level 2 Communities

- These are communities with less-developed business infrastructure and air/road transportation links.
- Includes all NWT communities not listed as Level 1.

Loan Activity by Community Level (by fiscal year)

	CFDC	2014/15		2013/14	
		Total Value	#	Total Value	#
LEVEL 1	AKAITCHO	\$ 330,000	7	\$ 400,000	6
	SOUTHWEST TERRITORIAL	455,000	5	357,000	3
	THEBACHA	241,221	9	469,000	6
	WESTERN ARCTIC	1,250,556	40	439,930	6
TOTAL		\$ 2,276,777	61	\$ 1,665,930	21
LEVEL 2	AKAITCHO	\$ 0	0	\$ 0	0
	DEHCHO	1,143,957	18	1,006,092	19
	DOGRIB	0	0	0	0
	SAHTU	252,980	28	589,000	37
	THEBACHA	0	0	0	0
	WESTERN ARCTIC	96,250	2	100,000	1
	SOUTHWEST TERRITORIAL	0	0	50,000	1
TOTAL		\$ 1,493,187	48	\$ 1,754,092	58

IMPACT ON COMMUNITIES – Jobs Created by Region

CFDCs in the NWT assist with the creation and maintenance of many jobs every year. CFDCs created and/or maintained some 134 full-time and 64 part-time jobs in the NWT during 2014/15.

Number of Full-time Jobs Created and Maintained (2014/15)

REGION	CFDC	FULL-TIME JOBS CREATED	FULL-TIME JOBS MAINTAINED
DEHCHO	DEHCHO	2	13
BEAUFORT DELTA	WESTERN ARCTIC	17	41
NORTH SLAVE	AKAITCHO	14	2
	DOGRIB	0	0
SAHTU	SAHTU	3	17
SOUTH SLAVE	SOUTHWEST TERRITORIAL	2	3
	THEBACHA	4	16
TOTAL		42	92

Number of Part-time Jobs Created and Maintained (2014/15)

REGION	CFDC	PART-TIME JOBS CREATED	PART-TIME JOBS MAINTAINED
DEHCHO	DEHCHO	1	11
BEAUFORT DELTA	WESTERN ARCTIC	14	19
NORTH SLAVE	AKAITCHO	8	0
	DOGRIB	0	0
SAHTU	SAHTU	0	0
SOUTH SLAVE	SOUTHWEST TERRITORIAL	1	6
	THEBACHA	2	2
TOTAL		26	38

ITI FUNDING

The following figures refer to ITI funding provided to CFDCs for fiscal years 2013/14 and 2014/15.

Total Funding Provided to CFDC by ITI

REGION	CFDC	2014/15	2013/14
DEHCHO	DEHCHO	\$ 311,630	\$ 311,630
BEAUFORT DELTA	WESTERN ARCTIC	239,270	239,270
NORTH SLAVE	AKAITCHO	263,920	263,920
	DOGRIB	0	0
SAHTU	SAHTU	333,000	333,000
SOUTH SLAVE	THEBACHA	174,660	174,660
TOTAL		\$ 1,322,480	\$ 1,322,480

Funding Provided to CFDC – Operational

(Contribution agreement and other contract based funding)

REGION	CFDC	2014/15	2013/14
DEHCHO	DEHCHO	\$ 203,630	\$ 203,630
BEAUFORT DELTA	WESTERN ARCTIC	239,270	239,270
NORTH SLAVE	AKAITCHO	155,420	155,420
	DOGRIB	0	0
SAHTU	SAHTU	213,000	213,000
SOUTH SLAVE	THEBACHA	174,660	174,660
TOTAL		\$ 985,980	\$ 985,980

Funding Provided to CFDC – Economic Development Officer

(Community Transfer Initiatives)

REGION	CFDC	2014/15	2013/14
DEHCHO	DEHCHO	\$ 108,000	\$ 108,000
NORTH SLAVE	AKAITCHO	108,500	108,500
SAHTU	SAHTU	120,000	120,000
TOTAL		\$ 336,500	\$ 336,500

NWT COMMUNITY FUTURES DEVELOPMENT CORPORATIONS

AKAITCHO BUSINESS DEVELOPMENT CORPORATION

PO Box 427, Yellowknife, NT X1A 2N3

Tel: (867) 920-2502 Fax: (867) 920-0363

E-mail: akaitcho@akaitchobdc.com, rstarnaud@akaitchobdc.com

Communities Served	Yellowknife, N'dilo and Dettah
Population of Service Area	20,889 (July 1 st 2015, Annual Population Estimates, NWT Bureau of Statistics)
Services Provided	Commercial lending Business information and skills development Business seminars Small business counselling Monitoring and aftercare services Assistance with writing business plans Assistance with applications to funding agencies Self-employment options program
Staff	Raymond St. Arnaud General Manager Margaret Pawluk Senior Business Analyst Vacant Business Analyst
Incorporated	Not-for-profit corporation, <i>Canada Business Corporations Act</i> Designated as an Aboriginal financial institution by the Government of Canada
Board	Seven member volunteer board Chair: Darrell Beaulieu Secretary-Treasurer: Shirley Tsetta Directors: Jonas Sangris Roy Erasmus Jr. John Hazenberg Steve Meister Patrick Doyle

NWT COMMUNITY FUTURES DEVELOPMENT CORPORATIONS

DEHCHO BUSINESS DEVELOPMENT CENTRE

PO Box 240, Fort Simpson, NT X0E 0N0
Tel: (867) 695-2441 Fax: (867) 695-2052
E-mail: toddn@northwestel.net

Communities Served	Fort Simpson, Fort Liard, Jean Marie River, Nahanni Butte, Wrigley and Trout Lake	
Population of Service Area	2,224 (July 1 st 2015, Annual Population Estimates, NWT Bureau of Statistics)	
Services Provided	Commercial lending General business assistance Small business resource centre Video conferencing	
Staff	Todd Noseworthy Sean Whelly	General Manager Business Development Officer
Incorporated	Not-for-profit corporation, <i>Canada Business Corporations Act</i> Designated as an Aboriginal financial institution by the Government of Canada	
Board	Eight member volunteer board Chair: Ron McCagg Vice-Chair: Larry Campbell Secretary-Treasurer: Shadab Khan Directors: Dennis Deneron Yvonne Norwegian Albert Moses Vacant Vacant	

NWT COMMUNITY FUTURES DEVELOPMENT CORPORATIONS

DOGRIB AREA COMMUNITY FUTURES

PO Box 92, Whatì, NT X0E 1P0
Tel: (867) 573-3140, Fax: (867) 573-3142

Communities Served	Behchokò, Whatì, Gamètì and Wekweètì
Population of Service Area	3,023 (July 1 st , 2015 Annual Population Estimates, NWT Bureau of Statistics)
Services Provided	Commercial lending Canada business-NWT access site
Staff	Vacant General Manager
Incorporated	Society, <i>Societies Act</i> of the Northwest Territories Designated as an Aboriginal financial institution by the Government of Canada
Board	Four member volunteer board Chair: Luke Grosco Directors: David Wedawin Nora Simpson George Nitsiza

* Notice: In fiscal 2010/11 and continuing through 2014/15, the Dogrib Area Community Futures (DACF) began a reorganization process. The DACF can be contacted via the Industry, Tourism and Investment office in Behchokò. Please address correspondence to:

Mr. Luke Grosco
Dogrib Area Community Futures
PO Box 70
Behchokò, NT X0E 0Y0

NWT COMMUNITY FUTURES DEVELOPMENT CORPORATIONS

SAHTU BUSINESS DEVELOPMENT CENTRE

PO Box 307, Norman Wells, NT X0E 0V0

Tel: (867) 587-2016 Fax: (867) 587-2407

E-mail: exec.dir.sbdc@theedgenw.ca

Communities Served	Norman Wells, Tulit'a, Délj̄ne, Colville Lake and Fort Good Hope	
Population of Service Area	2,545 (July 1 st 2015, Annual Population Estimates, NWT Bureau of Statistics)	
Services Provided	Commercial lending General business assistance Small business resource centre Video conferencing	
Staff	Gregor Harold McGregor Nicky Richards	Executive Director Economic Development Officer
Incorporated	Not-for-profit corporation, <i>Canada Business Corporations Act</i> Designated as an Aboriginal financial institution by the Government of Canada	
Board	Seven member volunteer board	
	Chair:	Tanya McCauley
	Secretary/Treasurer:	Vacant
	Directors:	Trudy Kochon Sally-Ann Horassi David Codzi Vacant Vacant

NWT COMMUNITY FUTURES DEVELOPMENT CORPORATIONS

SOUTHWEST TERRITORIAL BUSINESS DEVELOPMENT CORPORATION

Suite #7, 6 Courtoreille St., Hay River, NT X0E 1G2

Tel: (867) 874-2510 Fax: (867) 874-3255

E-mail: swtbdc@northwestel.net

Communities Served	Hay River, Enterprise and Kátlodééche First Nation (Hay River Reserve)
Population of Service Area	4,165 (July 1 st , 2015 Annual Population Estimates, NWT Bureau of Statistics)
Services Provided	Commercial lending Canada business-NWT access site
Staff	Jeff Griffiths General Manager
Incorporated	Not-for-profit corporation, <i>Canada Business Corporations Act</i>
Board	Three member volunteer board Chair: Sharon Dragon Directors: Gary Viziowski Vacant

NWT COMMUNITY FUTURES DEVELOPMENT CORPORATIONS

THEBACHA BUSINESS DEVELOPMENT SERVICES

PO Box 25, Fort Smith, NT X0E 0P0
Tel: (867) 872-2795 Fax: (867) 872-2824
E-mail: tbds_manager@northwestel.net

Communities Served	Fort Smith, Łutselk'e, Fort Resolution, Fort Providence and Kakisa	
Population of Service Area	4,117 (July 1 st , 2015 Annual Population Estimates, NWT Bureau of Statistics)	
Services Provided	Commercial lending Small business resource centre Video conferencing Self-employment options program	
Staff	Linda Martin Sylvia Clement*	General Manager Administrative Assistant
Incorporated	Not-for-profit corporation, <i>Canada Business Corporations Act</i>	
Board	Six member volunteer board	
	Chair:	Tom Lockhart
	Directors:	Ronnie Schaefer Earl Jacobson Arthur Beck George Kurszewski Stephen Cuthbert

*Note: Causal Administrative Assistant

NWT COMMUNITY FUTURES DEVELOPMENT CORPORATIONS

WESTERN ARCTIC BUSINESS DEVELOPMENT CORPORATION

Suite 204, 125 Mackenzie Road, PO Box 2360 Inuvik, NT X0E 0T0

Tel: (867) 777-2836 Fax: (867) 777-3470, 1-800-244-1203

E-mail: generalmanager@northwestel.net

Communities Served	Inuvik, Tuktoyaktuk, Aklavik, Fort McPherson, Paulatuk, Ulukhaktok, Sachs Harbour and Tsiigehtchic
Population of Service Area	6,699 (July 1 st , 2015 Annual Population Estimates, NWT Bureau of Statistics)
Services Provided	Commercial lending Lines of credit Letters of credit Loan guarantees Small business counselling and advisory services Entrepreneurial training Canada business–NWT access site Video conferencing Self-employment options program
Staff	Brent Kay General Manager Arthur Barrows Loans Officer
Incorporated	Not-for-profit corporation, <i>Canada Corporations Act</i>
Board	Seven member volunteer board Chair: Clarence Wood (Town of Inuvik) Vice-Chair: Derek Lindsay (Member at large) Treasurer: Gary McBride (Inuvik) Secretary: Taig Connell (Delta) Directors: Ray Ruben (Nunakput Region) Vacant (Inuvialuit Regional Corp.) Vacant (Gwich'in Tribal Council)