

Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.

~ Nikanitaiek ~

ANNUAL REPORT 2002 -2003

~ People's Moving Forward ~

ACCOMPLISHMENTS

OF THE ATLANTIC POLICY CONGRESS OF FIRST NATION CHIEFS SECRETARIAT INC.

APC as a... Coordinator for Conferences, Meetings & Workshops

- ▶ Coordinate the Annual Mi'kmaq/Maliseet Atlantic Health Conference which educates First Nations about current health issues;
- ▶ Coordinate all meetings of the On Reserve Liaison Housing Committee and the Senior Housing Committee which are committees made up of CMHC, DIAND and First Nation representatives that work in partnership to address housing policy and program issues on reserve;
- ▶ Coordinate and administer all meetings of the Regional Project Review Committee in partnership with DIAND regional officials. This committee is made up of several First Nation, Inuit and Innu and federal government representatives (ie, ACOA, ABC, DIAND) and is mandated to review and make recommendations to DIAND on providing funding to support band economic development projects;
- ▶ Coordinate and administer all meetings of the Mi'kmaq/Maliseet Atlantic Health Board (MMAHB) and the various subcommittees. The Board is made up of Health Canada officials as well as First Nation community and organization representatives within the region to discuss and make recommendations on health policy and program issues;
- ▶ Hired a Coordinator to coordinate the development of community based proposals for the Income Security Reform Demonstration projects in the region;
- ▶ Coordinated several meetings of the member communities with the Minister of DFO and advised/supported communities post SCC Marshall decision;
- ▶ Coordinated 2 Annual Atlantic Regional First Nation Fisheries Training Conferences;
- ▶ Coordinated several meetings of the Atlantic First Nation Fisheries Technicians in which members shared information, technology, advice etc;
- ▶ Coordinate "Intercultural Forums" in the region between First Nations and Schools, private business, Federal and Provincial departments./agency officials to raise awareness about Mi'kmaq and Maliseet History, culture, language etc.
- ▶ Coordinated two "Atlantic Agenda for Action" workshops in which Federal, provincial and First Nation representatives from organizations and communities developed "Priorities for Action" relating to First Nation issues;
- ▶ Coordinated a regional conference of Post Secondary Institutions, Band Education Directors and First Nation students. The objective was to develop recommendations on how to encourage and support First Nations students to attend Post Secondary institutions;
- ▶ Coordinated an Atlantic First Nation Forum on raising awareness about the impact of Climate Change on our communities – several NGOs and government departments made presentation on the impact of climate

change and several recommendations were made on how to address this issue – a strategy on how to address the issue is currently being developed;

- ▶ Coordinated a series of First Nation/government/Private Sector Roundtables on Information Technology. The objectives was to develop recommendations and a strategy on how to make better use of information technology in First Nation communities in several areas, ie, promotion of culture/heritage, economic development, etc.
- ▶ Coordinated a regional workshop with the Band Education Directors and DIAND on the New Youth Employment Strategy;
- ▶ Coordinated several Regional Band Economic Development and Information and Training Sessions with CANDQ;
- ▶ Coordinate a regional Training Initiative for the Atlantic Band Social Development Administrators;
- ▶ Coordinated a Regional Conference with Universities, government and Private Sector on "Re-building the Atlantic Aboriginal Economy" – the objective was to develop recommendations and a strategy/action plan for implementation in the region;
- ▶ Coordinated meeting with some APC Chiefs and members of the Atlantic Liberal Caucus to raise awareness about Atlantic First Nation issues;
- ▶ Coordinated several meetings of the DIAND & Health Canada Funding Agreements Technicians committee whose mandate it was to review and suggest changes to the funding agreements;
- ▶ Coordinated 3 Annual Atlantic First Nation Housing Sharing Information Workshops in which government and First Nation representatives attended to learn more about housing related issues, ie., mold and mildew, innovative housing, financing etc.
- ▶ Coordinate the creation and work of the Atlantic Aboriginal Economic Developers Network (AAEDN);
- ▶ Coordinate, advocate and support the proposal for the creation of an Atlantic First Nation Economic Development Research Institute;
- ▶ Conducting community information sessions on the Species at Risk Act (SARA);
- ▶ Coordinated a regional workshop of various partners and First Nations entitled "Calling for Action –First Nation Health and Environmental Policy" – a report of recommendations was developed and published;
- ▶ Coordinate the funding from DIAND to Dalhousie University for the Atlantic First Nation Community Planning Initiative;
- ▶ Coordinated regional meeting of the Atlantic First Nation veterans to inform veterans on the federal proposed compensation package..



Assembly of First Nations newly elected National Chief Phil Fontaine and former National Chief Matthew Coon Come pose for photo during Chiefs meeting in Wagmatcook this summer.

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Executive Director's

• REPORT

Over the year a range of issues continue to influence the Chiefs and the work of APC Sect. (Atlantic Policy Congress of First Nations Chiefs Secretariat Inc.). Our Chiefs held five All Chiefs Forums where 14 resolutions and strategies were adopted for action.

The relationships with the federal government and with DIAND have been very difficult and has been, for the most part, contrary to the principles of partnership. The agenda of focus of Minister Nault and his legislative suite has created an environment of mistrust which has a direct impact on all First Nations, First Nation members, their relationships with DIAND.

A great deal of time was focused on the challenges related to the proposed legislation including the FNG (First Nation Governance) Act, the Specific Claims Resolution Act, and First Nations Fiscal and Statistical Management Act. A great deal of effort was spent communicating the flaws and concerns about the legislative agenda and getting the right messages about the implications to First Nations, First Nation members, federal legislators, and the general public.

Our Chiefs' concerns were communicated to all government interests and our Chiefs worked closely with the AFN (Assembly of First Nations) nationally and other regions to coordinate our efforts. This included media actions, briefings, press releases, and various presentations to Minister Nault and the House of Commons and Senate parliamentary committees. APC Sect. organized a regional working group and conducted information sessions in a number of First Nation communities.

■ Economic Development

Our efforts in economic development involved ongoing support of the RPRC (Regional Proposal Review Committee) and various other committees made up of First Nation staff charged with working on implementation of the Atlantic Aboriginal Economic Development Strategy. The networks of economic development officers and employment staff at the First Nation level have continued to work and support all elements related to building an economy and the various measures proposed in the plan.

Efforts continue on the development and to secure government support of the Research Institute or Aboriginal Economic Development. Universities across the region continue to be very supportive however federal agencies have taken a negative view toward contributions toward core costs to set up by the Institute. Instead, federal funding partners have begun to look toward funding a research agenda on economic development with some core costs to make the Institute a reality.

■ Review of the APC

An organizational and strategic review was done by an external firm, Grant Thornton during the year. The review was done to help address serious concerns expressed by First Nations who believed the role had expanded beyond the original intentions of the Chiefs who created the APC Sect. based on a resolution in 1996. A report and recommendations for action was completed early in April 2004.

Consultative Guide

An area of ongoing concern to Chiefs and First Nations is the issue of consultation. As such, APC Sect. in conjunction with various legal advisors created a basic document as a reference tool for all First Nations to use. The guide was completed and sent to all First Nations for consideration and use.

PTO

(Provincial/Territorial Organizations) Policy Review

The APC Sect. participated and provided input on the DIAND PTO (Provincial/Territorial Organizations) policy which governs funding to political and advocacy groups in the region. Organizations such as APC Sect., UNSI (Union of Nova Scotia Indians), and the UNBI (Union of New Brunswick Indians) are funded based on this policy. The policy review process was completed and an interim policy was approved by Minister Nault and a funding process was implemented as of April 2003 with the same budget.

■ Veterans

This was raised at an All Chiefs forum by Veterans and addressed the level of respect the federal government shows to our First Nation Veterans. A compensation package and information on the options/implications was discussed and provided to all First Nation communities. A one day regional roundtable information session including First Nations Veterans representatives and Chiefs was held in Halifax to help inform all Veterans and help organize themselves to address their issues of concern publicly in a way our Chiefs collectively and each First Nation could support their goal to get a fair settlement.

■ Fisheries

The relationship between First Nations and the DFO (Department of Fisheries and Oceans) has continued to be one of many faces. Different First Nations have established various relations with DFO to support implementation of fisheries agreements and projects related to agreements. Implementation to support First Nations efforts continues to be the source of both cooperation and conflict. Those First Nations who do not have agreements are being supported by our Chiefs through the provision of the relevant information or support based on requests. Mentors and trainee numbers continue to increase as do the financial returns of various fishery operations to individuals and those First Nations with various licenses.

Work continues to maintain the linkages to the AFN and national fisheries policy and strategy efforts nationwide to create a workable relationship with DFO and a common strategy for First Nation cooperation and support that will not negatively impact Aboriginal or Treaty Rights.



John G. Paul, Executive Director

■ Social

On March 27, 1998, the Minister of Indian Affairs and Northern Development and 23 of the Atlantic First Nation Chiefs signed a three year Political Accord on social services and programs. On March 2, 2001, one more first nation has signed on to the Political Accord for a grand total of 24 Atlantic First Nations. The Accord is intended to foster partnership and define jurisdiction and governance with respect to social programming for participating First Nations. The Accord launched a process for discussion of Social Reform and was the first step toward achieving control of social services for the Mi'kmaq and Maliseet Nations. The Political Accord was renewed March 26, 2001 and will expire March 27, 2003.

■ Communications

In the work of communications, a number of initiatives have been funded that only promote the political accord, but would also provide activities and products that would explain all aspects of the initiative and work.

Products such as the Information Folders with information sheets and brochures have been completed and are continually provided to community members on reform work.

Chief and Council Sessions report has been completed and this work was at the end of March. Following the Chief and Council Sessions, a contact list of community members who will assist in delivering Community Information Sharing Sessions was developed. Two one-day training sessions with the community contacts were developed.

The Community information presentation has been developed and approved by the Atlantic Chiefs for delivery to the communities. This also included Youth Specific Information kits as well as determining what the focus will be of a second Video production on Social Reform.

■ Youth Social Reform

Atlantic Policy Congress formed the Atlantic Policy Congress Youth Working Group to work with the youth components of the Political Accord. The Working Group conducted a Youth Forum on December 16-18, 2002, as well as work on the Youth Strategy and a Youth Council.

■ Youth Contest:

During the month of November, APC held a youth contest from Kindergarten to High School. The purpose was to actively encourage involvement of First Nation Youth on issues of Social Reform. The winners were announced during the Youth Forum. The winners are Chad Levi (Grade 2, Red Bank), Tracy George (Grade 4, Chapel Island), Jasmine Collins (Grade 8, Glooscap), April Levi (Grade 10, Big Cove)

■ Youth Forum:

The Youth Forum that was held at the Dartmouth Holiday Inn was a success, with over 135 participants from around the Atlantic participating in workshops and giving their input on the development of the Youth Council and Atlantic Youth Strategy which was completed in March 2003.

■ Youth Council:

Part of the process of getting youth's input into current issues that affect them, is through the creation of Atlantic Youth Council which will comprise of First Nation Youth from around the Atlantic. The Role & Function of the council is to represent First Nation Youth perspectives in all political, social, economic, cultural and traditional matters.



► Youth Strategy:

The youth strategy to provide youth with alternatives to welfare was completed. Information gathered from the Youth Forum and the Youth Contest was used as a guide to inputting the concerns from youth into a strategy.

► Communities Delivery & Management Implementation

Extensive work in both theory and practice over the past four years has been aimed at an eventual field test. The Chiefs have developed a common vision for Social Reform. The purpose of the projects is to start implementation of the Social Reform Vision at the community level.

Proposals were developed for the Nova Scotia Case Managers projects. Two communities have submitted applications to be phased implementation communities. APC worked with both communities on the implementation process.

Two communities in New Brunswick have been approved to start case management projects. Progressive planning was working on a developing training component for case management. There training is focused on assessment, especially testing adult literacy levels. Big Cove has developed a training program that will focus on the Capacity development on the Social Administrative Department. This training program will focus on conflict resolutions, reflective listening etc. The Province of New Brunswick Community Services has agreed as part of the Mutual Learning Process to provide the First Nation Case Managers the provincial Case Management Training modules.

Several meetings with the Province of Nova Scotia have been completed to develop an improved cooperative relationship and develop an evaluation framework. The framework was completed by March 31, 2003.

► Social Reform Research

The Traditional Governance Research paper was completed. The research paper got comments and helped further discussion. The areas of focuses are:

- Historical context of Mi'kmaq people and First Contact
- The principles of traditional governance for Mi'kmaq and Maliseet nations
- Mi'kmaq Grand Council roles and activities pre Indian Act and post Indian Act
- Transformation stage noting significant events
- Contemporary governance considerations
- Recommendations for future governance of Mi'kmaq and Maliseet nations

The main traditional principles related to governance were non-dependency, balance and moderation, consensus building, and respect for order.

► Social Reform Strategic Planning

A consultant, Grant Wedge, completed an independent review of the Political Accord Process over the last four years.

The focus was on the accomplishments to date, as well as lessons learned. Both APC and DIAND were to use this document as a tool in moving the Social Reform initiative forward.

APC staff has also worked with other First Nation regions to find out what kind of activities or strategies they are involved in and how such work may assist our Chiefs in terms of moving the accord forward.

An Environmental Scan of the Political Accord was done in December 2002 and input provided to the Chiefs on

the scope of the renewal discussions based on the achievements of the Political Accord process and the status of the current environment, as well as a strategy to move forward. It was important to have a common understanding of the current regional, national and Atlantic First Nation activities that may impact or be taken into consideration for the possible renewal of the Accord.

The APC Executive held a visioning session in January 2003 called Moving Forward on the Social Reform. Our Chiefs discussed their future partnership/relationship with the Federal Government under the current Political Accord and how to proceed beyond March 31, 2003.

Additionally, the session reviewed various initiatives in the region as well as activities or developments currently underway among federal, provincial and First Nation governments and other tribal organizations in order to fully inform the renewal of the Political Accord. This was to ensure that the proposed renewal of the Political Accord would be in keeping with the objectives of the region as a whole, as well as take advantage of any national developments.

APC also conducted a specific session with participants from the Provinces of Nova Scotia and New Brunswick, and representatives from DIAND, METS and HRDC to prepare for a meeting with the Chiefs and to develop strategies for the renewal or continued work beyond the Political Accord. Chiefs identified the various impacts and challenges facing the renewal of the Accord, as well as possible future directions to be developed and presented at the All Chiefs Forum.

The work in the area of Social Reform lead to a plan to move forward as per All Chiefs Resolution #01/03 dated February 6, 2003, and Band Council Resolutions from 26 First Nation communities in Atlantic Canada calling to move forward in implementing Social Reform.

► Housing

In housing a DIAND change in the process for securing ministerial guarantees impacted a number of First Nations. First Nations having serious financial difficulties were excluded from getting ministerial guarantees if remedial financial plans were not operating effectively for a six month period and were also not eligible for Section 95 subsidy funding.

Additionally, funding secured from DIAND headquarters allowed First Nations in the Atlantic additional Section 95 subsidy funds for First Nations to build a similar number of units as the previous year.

Work also continues in areas of First Nation training, mold, mildew, air quality, First Nation inspection services, and R2000 certification. A study was also completed to identify potential allocation models for Section 95 subsidy funding to First Nations in the region and was tabled with the Chiefs consideration.

► Information and Communication Technology Strategy (ICT)

In September 2002 the chiefs approved a multi-faceted strategy to pursue active measures related to the growth and application of the internet and technology on our First Nations. Our First Nation communities require digital equity to ensure all our First Nations have access and capacity and equipment to allow high speed internet access to a maximum number of First Nation people. A First Nation working committee is operational and helps advocate for the First Nations needs, focused strategies in training, First Nation equipment needs and potential partnerships. The members saw the development of key IT expertise needs to be part of First Nation community and financial plans or processes to ensure First Nations are part of the technology revolution.

► Community Planning

The APC Sect. in partnership with Dalhousie University has played a support and advocacy role to the process and development of community plans by various First Nations in the region. A number of plans and a model have been completed and more First Nations are directly engaged in the process to make community planning a part of where and how each First Nation develops and focuses its attention on priorities for the long term.

► Health

The operation of MMAHB (Mi'kmaq Maliseet Atlantic Health Board) continues to be the core focus of the APC Sect. health staff. Health issues related to non-insured health benefits, mental health, and new programs to be implemented and supported continue to be the focus of health staff at APC Sect in cooperation with health advisors across the region.

The issue of client consent has dominated the dialogue with Health Canada and the planned timetable for implementation. Another successful health conference was held to focus of the needs of First Nation health staff and to allow the exchange of innovative ideas between health staff and all First Nation communities.

► Environment

APC Sect., through a partnership with Environment Canada, hosted a regional environmental conference in Elsipogtog. The participants discussed key environmental issues and developed a strategy for implementation by our Chiefs and First Nations.

► ATEI (Atlantic Treaty Education Initiative)

Treaty education continues to have a key focus to raise knowledge and awareness of Treaties. A focus of sessions with non-Native groups has been a continued presence at First Nation events, Powwows, and gatherings. Sessions were also done on the host cable networks in Nova Scotia and New Brunswick. Efforts to educate federal and provincial agencies have continued and officials who dealt with First Nation issues dialogue and the exchange of information continue on a regular basis. Posters, hats, t-shirts and other products continue to be provided across the region.

► Education

Over the year APC Sect worked with DIAND, Universities, and First Nations educators to organize the Seven Generations Post Secondary Conference. The event brought together educators, First Nations people, university and governments to focus attention on the relationships and issues facing First Nation students. The participants developed a range of key recommendations on specific measures and strategies related to accessibility, success, and relevance of post secondary education for First Nation people.★

The Atlantic Policy Congress of First Nation Chiefs Secretariat

Head Office

PO Box 26005,
RPO Market
Dartmouth NS B2W 6P3
Tel: (902) 435-8021
Fax: (902) 435-8027
Toll Free:
1-877-667-4007
Website: www.apcfn.ca





Aboriginal & Treaty Rights Education

• REPORT

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Executive Summary

This report is intended to highlight the activities of the Aboriginal & Treaty Rights Education Initiative (ATREI) for the April 2002 to March 2003 fiscal year.

The first section of this report entitled Elements of the Work plan is particular to the work plan tasks that have been undertaken by this initiative.

The second section is a briefing on community and public information sessions, which outlines the questions, comments and concerns raised during the presentations.

The final section of this report summarizes the number of sessions completed throughout the year. The questionnaire responses will be found in the appendices section of the report.

The APC staff has had a very productive year with regards to the delivery of the ATREI sessions the total of which is 68 sessions and events.

Aboriginal & Treaty Rights Education Description

The purpose of this initiative is to raise awareness and understanding of the Covenant Chain of Treaties and to explore the meaning of the Treaty Relationship.

Background

The Mi'kmaq-Maliseet and Passamaquoddy ATREI, conducted by the Atlantic Policy Congress of First Nation Chiefs, was formerly established in 1999. The need for an education initiative was recognized at the Mi'kmaq-Maliseet Treaty Education Forum an event that was held in Halifax.

The ATREI is embarking on its forth year in providing information on treaties to Mi'kmaq, Maliseet, Passamaquoddy and non-Aboriginal people.

Elements of the Work Plan

The following is an outline of activities as set out within the April 2002 to March 2003 work plan. The status section marks the actual session completed during this reporting period.

ATREI Activity Plan	Work Plan Items	Completed
Community Information Sessions	8	11
Public Information Sessions	25	40
Information Kiosk	10	16
Intercultural Forum	1	1
Total	44	68

Communications

The ATREI has distributed approximately (#) information packages and posters at both information kiosk and information sessions

Information Distributed	Packages	Posters
April to August 2002	870	3600
August to October 2002	837	4520
November to January 2003	381	735
February to March	367	592
Total Distribution	2455	9447

Deliverables

- April 2002 to August 2002
- August 2002 to October 2002
- November 2002 to January 2003
- January 2002 to April 2003

Introduction

The purpose of the Aboriginal & Treaty Rights Education Initiative is to raise awareness and understanding of the Covenant Chain of Treaties and to explore the meaning of the Treaty Relationship. In conjunction with the information sessions, posters and publications related to treaties are distributed to participants.

A total of 40 public information sessions have been conducted in this fiscal year.

Public Information Sessions

St. Thomas University, Native Studies - Feb 18/03

Cheryl Knockwood and Norah Ward gave a historical and legal overview on the Covenant Chain of Treaties to the Native Studies Class of St. Thomas University. There were approximately 35 students present.

Questionnaire results can be found in appendices.

Mi'kmaq Mawiommi Intercultural Forum

Big Cove First Nation, NB - Feb 19/03

The APC staff held its first Intercultural Forum, which was hosted by the Lone Eagle Treatment Centre in Big Cove First Nation. The focus of the forum was to bridge gaps between First Nations and non-native people. The day was full of cultural activities such as a healing sweat. The event closed with a feast and a give-away. The participants gave an overall positive feedback.

This event was showcased in the March issue of the Mi'kmaq-Maliseet Nation News. The news article and questionnaire results will both be found in appendix 3.

Canadian Wildlife Services, Sackville, NB - Mar 18/03

Norah Ward gave a historical and legal overview of the Covenant Chain of Treaties to the staff at Canadian Wildlife Services. There were approximately 16 people present.

The group was curious about Abenaki people and their involvement with the Wabanaki Confederacy. One person asked if First Nations people regarded the Treaties as their law. One comment arose about the treaty making and how they are one-sided in favour of the British and the failure to understand why First Nations people would sign the treaties without the full understanding of them. Another question was asked about the meaning of the word Passamaquoddy.

Questionnaire results can be found in appendices.

Community Information Sessions

The ATREI staff was invited by the MAWIW Negotiations Preparedness Initiative to give the following presentations on the Treaty Relationship.

Burnt Church First Nation - Feb 26/03

Ron Gaffney, legal advisor for MAWIW and Norah Ward gave a historical and legal overview of the Covenant Chain of Treaties to the Burnt Church Community. There were approximately 21 people present.

The community members inquired about the recent Sappier case, the Peter-Paul case and the still on-going Bernard case. Other questions asked involved hunting, fishing and logging rights. The audience was also curious about the role that the province plays with regard to the Sappier case since First Nations fall under federal responsibility. As well, why First Nations people are tried in Provincial Courts.

Questionnaire results can be found in appendix 4.

Bonar Law Memorial High School - Mar 10/03

Norah Ward gave a historical overview of the treaty relationship to First Nations students at Bonar Law Memorial High School. There were approximately 80 students present.

One student inquired about the signing and location of the 1725 treaty. Overall, the students seemed to have a good understanding of the treaty relationship when posed with questions.

Tobique First Nation - Mar 11/03

Cheryl Knockwood and Norah Ward gave a historical and legal overview of the treaty relationship to the Tobique community. There were approximately 12 people in attendance.

Burnt Church First Nation - Mar 12/03

Cheryl Knockwood and Norah Ward gave a historical and legal overview of the Covenant Chain of Treaties to the community members of Burnt Church. There were approximately 25 people present.

Big Cove First Nation, Community Cable - Mar 13/03

The NPI community facilitator, Ruth Levi, organized this event and the ATREI staff was invited to present in a panel discussion on treaties. Kenneth Francis, Councillor of Big Cove, and Ron Gaffney, MAWIW Legal advisor were also part of the panel. The focus of these presentations was the history and the law related to treaties. The audience was given an opportunity to call in any questions. This event was aired live on Big Cove's cable station.

Information Kiosk - As part of educating the public, an information kiosk gives the public an opportunity to gather information related to treaties.

Dalhousie University Native Student Association Halifax, Nova Scotia - Mar 25/03

Summary of Sessions 2002-2003

Acronyms: Ctr-Center / Con -Conference / HS -High School
FN - First Nation / Univ - University / NB - National Park

April 2002

- 8 - Breton Education Ctr, NS
- 9 - Riverview HS, NB, Sydney Academy, NS
- Membertou School of Fisheries, NS
- 10 - Holy Angels HS, NS
- MacDonald HS Complex, NS
- Glace Bay HS, NS
- 23 - Leo Hayes HS, NS
- 24 - Devon Middle School, NB
- Mi'kmaq Services Division, NS

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Building the Atlantic Aboriginal Economy

• REPORT

Background:

In the spring of 2000, a regional conference on Building an Atlantic Aboriginal Economy was held. It was sponsored by the Atlantic Policy Congress of First Nation Chiefs, the Department of Indian Affairs and Northern Development and Dalhousie University. The conference brought together economic development officers, political leaders, and government and university personnel to participate in dialogue with resource personnel from Canada and abroad, and to discuss the future direction of economic development in the Aboriginal communities of the Atlantic region.

Following the conference, the Atlantic Region Chiefs asked the economic development officers and the conference organizing committee to put together an economic development strategy for the region.

This strategic exercise was completed during the period July 2000 through to June 2001, and the strategy was approved by the Atlantic Region Chiefs at meetings in Fredericton, New Brunswick and Dartmouth, Nova Scotia, in June and July, 2001.

The strategy that was approved contains an analysis of the key issues facing Atlantic Aboriginal communities as they seek to build their economic base in the medium to longer term. Included are issues such as access to lands and resources, human resources, entrepreneurship, governance, technology, and access to capital. For a complete copy of the Strategies for Building the Atlantic Aboriginal Economy document, please see our website or contact Pam Ward.

The Action Plan described in Appendix D of the document, contains more than 50 items. We recognize that there is a need to specify priorities for action on the grounds that not everything can be done at once. In deciding on priorities, we have used the following criteria, which we believe reflect the strengths of this strategy document:

- Is the action item one which can best be approached from the perspective of the Atlantic region as a whole?
- Is the action item one that will have a significant impact on the development of the Aboriginal economy in the region?

- Is the action item one to which the region's economic development officers working with others can make a substantial contribution?
- Is the action item one that can be achieved within a reasonable length of time?

The following is an update on the priorities identified that can be implemented, and that will, we believe, make an important contribution to the building of the Aboriginal economy in the region. We want to underline that other items in the Action Plan are also very important, such as the settlement of land claims or the reform of the welfare system, but in many cases there are existing processes underway to address these areas. By establishing certain priorities, we certainly do not wish to signal that other initiatives should not be vigorously pursued.

Update

The following are the initial priorities identified for action in 2001-2002.

Building Aboriginal Human Resource Capacity For Economic Development

(1) **Priority:** Undertake research on directions being taken by Aboriginal communities on the shortage or educated personnel in fields directly related to economic development, such as business and economic development, land and natural resources management and information technology.

Update: Study Proposal was developed by Fred Wien and Krista Brookes and funding was secured from INAC, ACOA, METS and MAWIW. APC has formed an Advisory Group to oversee the project and contracted Doreen Saulis of Aboriginal Consulting Services on March 17, 2003 to conduct this research project. Doreen provided an update at a meeting of the HR Advisory Committee on May 20th and indicated that she had completed surveys of most NB and Quebec communities.

(2) **Priority:** Following the research study, a regional conference will be organized to discuss the shortage or personnel in technical/scientific fields, and the education/training strategies that will be required to successfully address the situation. We have started talking

about what a conference might look like once the study is completed: who should be there, what should be discussed, how to come up with a strategy to address the HR shortages, etc.

Strengthen the capacity of the EDO's to contribute to the building of the Aboriginal economy of the region

(1) **Priority:** Create an Atlantic region network of EDO's so that we can share information, identify opportunities and lobby for economic development measures.

Update: In July of 2001, the Atlantic Aboriginal Economic Developers Network (AAEDN) was created, comprised of First Nation, Innu and Inuit economic developers, and is coordinated by APC. The AAEDN implementation committee meets quarterly, in addition to some sub-committee meetings that focus on specific action plan items. There are currently 7 sub-committees: CEDO Budget; Workplan; CANDO Certification Training; Quickstart Pilot Program; HR Study Advisory Committee; Community Profiles and Ec Dev Research Institute. A complete membership list for the sub-committees is available at our office.

(2) **Priority:** Support an ongoing program of education and training for EDO's on a regional level to take advantage of economies of scale.

Update: To date, the EDO's have participated in training in the areas of Financial Accounting (April 2001) and Counseling New Entrepreneurs (February 2002). AAEDN agreed that the Council for Advancement of Native Development Officers (CANDO) become involved and conduct assessments (January 2003) for any EDOS wishing to pursue certification with a technician designation. The first training course toward certification, entitled Aboriginal Business Law and Policy, was completed in March 2003. **Next courses for Atlantic Canada Certified Aboriginal Economic Developer Program Candidates have been identified. (This list has been sent out to AAEDN)** A sub-committee, met with ACOA, HRDC and DIAND on May 20th to discuss a 3 year training package for AAEDN members to pursue CANDO certification. **The three training priorities for this fiscal year are: Community Impact Analysis (September 2003); CED Philosophy and Theory (January 2004) and Nature, Structure, Function and Development of Economies (March 2004).**

(3) **Priority:** Increase the CEDO budget to ensure that each community has a qualified development officer

Update: A National review of the CEDO program is underway and AAEDN has provided specific Atlantic input and has a sub-committee to develop a rationale to lobby for a regional increase to the CEDO budget.

Improve access to capital

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Aboriginal & Treaty Rights Education

➤ Continued from page 4.

- Career Day, Membertou, NS

May 2002

- 3 - NBTA Spring Con, NS
- 7-9 - ANTEC, NB
- 8-9 - ANTEC, NB
- 14 - Oromocto HS, NB
- 14-17 - Mi'gamawei Mawiommi AGA, Que
- 15 - Madawaska FN, NB
- 23 - Big Cove Health & Wellness Fair, NB
- 24 - Southern Victoria HS, Perth, NB

27 - DFO, Dartmouth, NS
June 2002

- 14 - Kitpu Elders & Youth Con, Dartmouth, NS
- 21 - National Aboriginal Day, NS Tourist Info
- 24-26 - Wabanaki Confederacy Gathering, Maine
- 28-30 - Red Bank Powwow, NB

July 2002

- 4-7 - Abegweit Powwow, PEI
- 9 - Acadia FN, NS
- 15-19 - NEXUS/AFN Con, Montreal
- 18 - NB Summer Institute, Fredericton, NB

August 2002

- 2 - Listuguj Wellness Fair, Que
- 3 - Listuguj FN, Que

- 4 - Listuguj Powwow, Que
- 31 - Big Cove Powwow, NS

September 2002

- 5 - Wagmatcook Powwow, NS
- 22 - Roger's TV community channel, NB

October 2002

- 1 - Treaty Day, NS
- 2 - Gros Morne NP, NF
- 4 - Terra Nova NP, NF
- 8 - Kouchibouguac NP, NB
- 9 - Fundy NP
- 11 - Prince Edward Island NP
- 15 - CB Highlands NP, NS
- 17 - Multicultural Education Council, NS
- Margaret Michaud School, NB
- 18 - Parks Canada, Service Ctr, NS

- 22 - Dalhousie Univ., NS
- Post Secondary Education Con
- 24 - Environment Canada, NS
- Mi'kmaq Law, BA Program, NS
- 25 - Fredericton HS, NB
- 30 - Digby Community Education Ctr, NS

November 2002

- 8 - Irving Eco-Ctr, NB
- 12 - Mount Allison Univ., NB
- 14 - Bonar Law Memorial HS, NB
- 28 - Keji'mkujik NP, NS

December 2002

- 6 - Indian Island FN, NB
- 12 - Waterville Youth Ctr, NS
- 16 - APC Youth Con, NS

January 2003

- 21 - Regional Technicians, NS
- 27 - MAWIW NPI, NB

February 2003

- 12-13 - NS All Chief & Council Mtg
- 18 - St. Thomas Univ., NB
- 19 - Mi'kmaq Mawiommi Intercultural Forum, NB
- 26 - Burnt Church FN, N

March 2003

- 10 - Bonar Law Memorial HS, NB
- 11 - Tobique FN, NB
- 12 - Burnt Church FN, NB
- 13 - Big Cove FN, NB
- 18 - Canadian Wildlife Services, NB
- 25 - Native Awareness Day, Dalhousie Univ

Building the Atlantic Aboriginal Economy

► Continued from page 5.

(1) **Priority:** Work with INAC, ACOA and ABC and other departments to clarify program funding, criteria, the roles and responsibilities of those involved in the funding process, the reasons for decisions, and the reporting process.

Update: Sub-committee struck to review government programs. An AAEDN sub-committee is working on a new pilot program called Quickstart to devise an efficient program to assist Atlantic Aboriginal small businesses with grants of less than \$5K. The primary grant applicants would be from a growing cottage industry - crafters, etc. The TOR, and forms are being finalized. This pilot program was recommended by the RPRC in December 2002.

(2) **Priority:** Mandate the Project Review Committee (RPRC) to take a more active role in the "pathfinding" process for project funding, including program streamlining.

Update: RPRC Committee, coordinated by APC, meets quarterly to discuss and recommend to INAC on economic development program projects as well as suggesting improvements to the process. The next RPRC meeting is July 7th (via conference call if enough proposals are ready for review) and August 27/28 (location yet to be determined). Proposals should be submitted asap to allow for the RPRC process for review at the

Aug. mtg.

Establish the capacity to identify and pursue large economic development projects that would link Aboriginal communities across the Atlantic region

(1) **Priority:** Mandate AAEDN to identify opportunities for larger projects in consultation with member communities.

Update: On-going through Networking opportunities of meetings, conferences and workshops.

(2) **Priority:** Fully implement the Aboriginal Business Services Network, including the hiring of a full-time Atlantic Aboriginal coordinator

Update: Part-time Aboriginal Coordinators have been hired in all provinces through the Canada Business Service Centres.

(3) **Priority:** Expand the availability of community profiles and community planning to all interested Aboriginal communities in the region

Update: Subcommittee is working on a template for community profiles and information on Joint Community Planning Committee (JCPC) has been provided to all EDO's. If you have any questions regarding JCPC, please call Violet Paul at APC 1-877-667-4007.

(5) **Priority:** Undertake a feasibility study on the potential for larger Atlantic Aboriginal Economic Development projects or opportunities that link communities together within the region

Update: Terms of Reference to be developed

Action Plan Items identified in March 2003:

The following action plan priorities and preliminary approaches have been identified for implementation in 2003-2004.

(1) **Priority:** Access royalties and other benefits from companies that exploit resources on traditional lands

Approach: Undertake research study to look across Canada and organize conference for region.

(2) **Priority:** Leakage studies

Approach: Undertake 6 pilots within region

(3) **Priority:** Entrepreneurship

Approach: Organize workshops for Marketing, Business Plans, Pre-Feasibility and Feasibility Studies, Business Practices and Small Business Accounting.

(4) **Priority:** Increase availability of Small Loans

Approach: Invite Mary Coyle of Cody Institute to speak to Implementation Committee about lending circles.

(5) **Priority:** Exhibit an awards night to recognize business success and best practices

Approach: Organize an awards night to recognize both male and female achievement, work with Ulnuweg

(6) **Priority:** Encourage Entrepreneurs to expand business vision, "Global

Thinking"

Approach: Contact Rosie Niedermeyer of Department of Foreign Affairs regarding an Export Workshop

(7) **Priority:** Assess the effectiveness of Employment Development mechanisms

Approach: Undertake an evaluation of the Employment Equity, Anti-discrimination and Labor force Mechanisms in our region.

(8) **Priority:** Improve Recreational Opportunities

Approach: Develop a plan for the expansion of recreational opportunities for both male and female youth

(9) **Priority:** Establish mechanism for Conflict Resolution at the community level

Approach: Undertake research on alternative models of dispute resolution and Aboriginal Traditions, and also the nature of the problem in the Atlantic Region.

The Workplan subcommittee will meet on June 18th at APC Amherst beginning at 10am to further develop the new action plan items.

The next AAEDN Implementation Committee meeting will be on September 10th. (Location to be announced).

The next AAEDN meeting will be on September 11th (location to be announced). *

Accomplishments

► Continued from page 1.

APC as a... Policy/Program Researcher, Advocate

► Advocated to HRDC changes to the funding formula for Aboriginal Headstart Program;

► Researched and analyzed funding formula for the NB First Nation Communities for the Aboriginal Human Resources Development Strategy and advocate to HRDC for more funding; ► Advocated to Justice Canada for the non-application of the Federal Gun Control/Firearms Legislation to Atlantic First Nations;

► Advocated successfully with DIAND for First Nations to create their own National Child Benefit Reinvestment Strategy;

► Research and analyze the impact of provincial and DIAND social policy changes on First Nation individuals and communities;

► Studied impact of the SCC Corbiere decision on the member communities and provided overview of the new Band Election & Referendum regulations;

► Advocated to DIAND for sufficient level of funding for Special Needs Education for children on reserve;

► Advocated and supported the Passamaquoddy Tribe in St. Croix, NB and USA, the Mi'kmaq of Gaspé in Quebec, the Glenwood Band in Nfld, the Mi'kmaq of Miawpukek (Conne River) post SCC Marshall decision;

► Conducting a study on the impact of Bill C-31 on First Nations in the region;

► Hired a consultant to conduct a study on examining the future Human Resource requirements of First Nation communities in the Atlantic region;

► Ongoing review and analyze the impact of various court decisions on activities and rights

of the member communities;

► Ongoing review and analyze the impact of the various DIAND sponsored First Nation legislation;

► Prepared Position Paper and Speaking Notes and appeared before Standing Committee on Aboriginal Affairs on the various First Nation legislation;

► Successfully advocated for wage parity compensation to Health Canada for the Native Alcohol and Drug Rehabilitation Workers;

► Hired a consultant to conduct a study on developing alternative options on the allocation of section 95 housing program funding within the region;

► Researched and analyzed the impact of changes to DIAND's Ministerial Guarantee policy on section 95 within the region;

► Hired a consultant to examine the viability of creating an Atlantic First Nation Housing Institute;

► Conducted in-house research study on Atlantic First Nation data relating to housing issues;

► Research, analyze and advocate of various Cross Border and taxation issues as relate to member First Nations;

► Research, analyzed and considered impacts of the Species at Risk Act (SARA) on Aboriginal and Treaty Rights and appeared before the Standing Committee on Aboriginal Affairs on legislation;

► Hired a consultant to conduct a research study on the Traditional Governance Principles of the Mi'kmaq and Maliseet First Nations;

► Research and analyzed the impact of DFO's Atlantic Fisheries Policy Review and prepared submission to government committee;

► Advocated support for continued government funding for the Atlantic First Nations AIDS Task Force, the Atlantic First Nation SchoolNet Help Desk and the Atlantic

First Nation Firefighters Association;

► Conducted a research study based on consultations with communities on the possible creation of an Atlantic Treaty Commission;

APC as a... partner in creating new Ideas/Initiatives

► Created a Mi'kmaq/Maliseet Legal Defence Trust Fund;

► Created and implemented the Mi'kmaq/Maliseet Treaty Education Initiative which aims at educating First Nations, Schools, Provincial and Federal departments/agencies and the general public about our treaties and our historical treaty relationship;

► Coordinated the signing of the Political Accord on Mi'kmaq/Maliseet Self-Governance in Social Services between 23 of the Mi'kmaq/Maliseet First Nation Chiefs and the Minister of DIAND in 1998;

► Created several educational tools for children and the general public to raise awareness about Treaties and the historical treaty relationship, ie, Treaty Posters, Children's Colouring Books, bibliography of resources;

► Coordinated the development of a Mi'kmaq/Maliseet Social Development Policy Manual;

► Created a Oral History Project in partnership with DIAND in which a summer student was hired to work with APC and begin gathering and document oral history from Mi'kmaq and Maliseet Elders for future generations;

APC as a... member of various Committees

► Member of the AFN National Fisheries Committee;

► Member of the AFN National Treaty Implementation Committee;

► Member of the Senior Housing Committee;

► Past Member of the AFN/DIAND National Social Policy Working Group and the AFN Social Policy Research Advisory Committee;

► Past Member of the Mi'kmaq Research Group whose mandate it was to oversee the research report on the "Health of the Nova Scotia Mi'kmaq Population";

► Members of various NS Tripartite Forum Working Groups, ie, Social (Chair), Health, Economic Development;

APC as a... communicator of information

► APC Annual Reports distributed to every household on reserve in Atlantic region;

► APC Supplementary Special Reports, ie, Social Reform, Marshall, FNGA distributed to every household on reserve in Atlantic region;

► Monthly News Articles in the Mi'kmaq/Maliseet Nation News on various issues;

► MMAHB Newsletter;

► Social Reform Newsletter;

► NB/NS Community TV Channel Panel Discussions with Treaty Experts on Mi'kmaq/Maliseet Treaties;

► APC website - www.apcfc.ca

► Toll Free # to provide First Nation community members with access to APC information free of charge - 1-877-667-4007 & 1-866-269-4258;

► Press Conferences Post Marshall ie, Mi'kmaq of Conne River etc.;

► Participated on Panel with Media representatives on Mi'kmaq History and issues;

► Creation of an APC Information Booth for set up at malls, conferences, meetings, Pow Wows, Career Fairs, etc.

► Conducted several First Nation Chief/Council and community information sessions on DIAND legislation;

► Presentations to community groups, conferences, workshops, First Nation women's organizations, non-profit organizations, church groups on various First Nation issues in this region. *



Fisheries

REPORT

Community Support

Atlantic Policy Congress (APC) has provided ongoing support and assistance to all Mi'kmaq, Maliseet and Passamaquoddy Communities whether they have signed fishing agreements or not. Community visits with twenty four communities took place and necessary follow up action to requests. In addition to these community visits, the Fisheries staff provided regular support to various fishery coordinators regarding any questions or concerns they may have about the fishery. Inquiries generally range from details about meetings to the more serious concerns they may have about their signed agreements and the difficulties that may arise from them.

Over the past year, the Atlantic Policy Congress has found that most communities do not receive regular notices of meetings that relate to their fishery and as such have attempted to keep communities informed of all fishery related meetings by directly advising the Fisheries Coordinators of those meetings and issues that needed to be raised.

Initially, the Atlantic Policy Congress was not made aware of many of the meetings that were taking place but as improved contacts with both DFO and other groups were made more notices of meetings were being forwarded to the Congress and for follow up with each First Nation.

Following policy directions from the Department of Fisheries and Oceans is another way the APC supports the communities by attempting to keep them informed of any new policy and writing letters to the Minister of Fisheries and Oceans for clarification on any concerns these policies raise. These policy issues include the review of the AFS program, Snow crab allocations, The Precautionary Approach/Principle, Royalty Charters, and the IPAC recommendations as well as others.

DFO-APC Joint Initiative on Fisheries Training

The DFO-APC Joint Initiative on Fisheries Training has not met this year mainly because many of the training issues have already been discussed and are now waiting for implementation funds and further dialogue with DFO and members of the Training Working Group. Development of a training conference was left to DFO, St. Francis Xavier University and First Nations mentors/fishers to organize an event based on issues they saw as priorities. APC participated and provided support via staff and the First Nations network of Fisheries Coordinators.

There has been some participation at some of the planning meetings for the New Brunswick mentoring programs. At the request of the communities a representative from APC has attended various meetings to mainly support the communities during these meetings and to do the necessary follow up to ensure activities were done as agreed.

Fisheries Training Conference

APC distributed copies of the Second Annual First Nations Training Conference prepared by DFO in April and May 2002. A response to the training issues raised in the report was expected from DFO but to date no response has been received, however follow up was conducted by DFO on or First Nations by First Nations basis. At a meeting in May with officials from DFO and some of the fisheries training schools it was suggested by APC that some planning of future training needs take place by having DFO first provide a response to the Training Conference report and then assess what the needs for future training would be in Mi'kmaq, Maliseet and Passamaquoddy communities. APC Staff continued to work with First Nations Fisheries Coordinator to identify needs and priorities.

In addition to the request for a response to the training conference report APC also advised those at the meeting that reports of the poor quality of some of the training being provided has been the subject of some discussion in some communities. APC reminded those present at various meetings that any training being provided to First Nations should be of the highest quality in order for it to be successful.

A third training conference in Dartmouth, N.S. was held in March 2003 based on DFO support and with First Nations mentors.

Moving First Nations toward Joint Management of The Fishery

In early April a position paper titled, "The Future of the Atlantic Fishery" was presented to the Minister of Fisheries and Oceans with a copy of the resolution from the Chief's supporting the position paper.

The general subject matter of the paper was an attempt to achieve some sort of structure that would allow First Nations to become more involved in the management of the fishery. As rights holders, First Nations are in a fundamentally different position than other stakeholders and believe that they have a unique place within the management of the fishery. At the present time First Nations are significantly under represented within the numerous committees which are responsible for the recommendations made to the Minister for the management of the fishery.

After initial meetings with DFO staff, no further discussions took place and no movement has been made toward the Mi'kmaq, Maliseet and Passamaquoddy vision of Joint Management of the fishery despite efforts on the part of the Atlantic Policy Congress. Efforts to build a relationship with DFO were hindered by legislation regulatory activities and concerns of some First Nations about consultation impacts.

Building Relationships with Non-First Nation User Groups

The APC continues to recognize the value of good relations with non-First Nation user groups with general discussions with groups or individual fishers taking place

mainly on an ad hoc basis. The main focus is the Maritime Fisheries Union and other key groups involved where First Nations have sizeable portions of the quota for snow crab, lobster or shrimp. APC provided direct science and technical advice to First Nations members on request. Input was secured from members of the science advisory group comprised of key university fishery management experts at Dalhousie, St. Mary's, and St. Francis Xavier University.

Discussions have also taken place with other non-First Nation user groups through the work of the Industry Advisory Committee's sub committee on mentoring. The Atlantic Policy Congress requested Mr. Gilles Theriault invite First Nation representatives to this meeting in Moncton and generally provided support to the First Nation representatives who were present. In addition to assisting Mr. Theriault coordinate attendance, the APC provided support to the First Nation members attending and copies of the minutes produced by DFO with comments on their omissions after.

Building Governance Network in First Nations Fisheries

Over the past year the list of each First Nation's fishery coordinators and their contact information have been updated by APC and automated for maximum communication and timely distribution of relevant information.

In addition to this, a two-day workshop was held for the fishery coordinators to assist the building of this network. Coordinators were given information and updates on fishery policy in the region as well as given the opportunities to share information with each other. This was viewed by most coordinators as a very valuable experience and most hoped these meetings continue in the future based on First Nations by First Nations visits and dialogue.

Advancing the Science Agenda

Most Mi'kmaq, Maliseet and Passamaquoddy communities want to have more expertise in the field of science. This was raised at the training conference in February 2002 and is raised by individual First Nations communities in discussions with APC staff.

In an effort to pursue this agenda various employment programs within DFO were discussed with (Steve Tierney). These included a First Nations DFO summer employment program similar to the one HRDC currently has which seeks to introduce Secondary and Post Secondary students to the type of work done within the Department.

Contact was also made with the Invasive Species branch of DFO to stimulate some cooperative interest with a First Nation community. As well as with discussions to advocate a role of the Bedford Institute into First Nations partnership or work.

The issue of scientific and technical capacity building is a point of interest for all First Nation communities and they are eagerly awaiting ongoing support from DFO to move on with this area more aggressively.

All Chiefs Forums

Fisheries issues were discussed at most All Chiefs Forums. A complete update on all APC Fisheries resolutions was provided to all the Chiefs. Additionally issues related to consultation and the impact continues to

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Health

REPORT

► 2002 Annual Mi'kmaq Maliseet Atlantic Health Conference, Moncton

The annual Mi'kmaq Maliseet Atlantic Health Conference, sponsored by the Atlantic Policy Congress of First Nation Chiefs (APCFNC), was held October 28th to 30th, 2002 at the Crystal Palace Hotel in Moncton, NB. The theme of this year's health conference was "Health Matters: Prevention Is Our Business". This theme was selected to encourage participants to focus on prevention related activities in their communities. More than 175 delegates and representatives from all First Nations communities and several First Nations organizations in the Atlantic region and Labrador participated in the conference. The conference was opened with remarks by Atlantic Policy Congress of First Nation Chiefs Co-Chairs Chief Lawrence Paul and Chief Second Peter Barlow and by Peter McGregor of First Nations and Inuit Health Branch, Atlantic region.

Some of the workshops and presentations attended by delegates included: "Saying Goodbye: The Story of Grief In Our Lives", by Vincent MacDonald; "Promoting Healthy Active Lifestyles Through Sports and Recreation", by Robert Bernard; "Prescription Drug Abuse: Rethinking Prescription Drugs", by Terri Sabattis; "Bullying and Teasing", by George (Tex) Marshall; "Steps to Quitting Smoking", by Dr. Gerry Brosky; "HEP-C: Safe Practices", by Ashley Dedam and Rose Nevin; "and "Mental Health: An Effort to Embrace the Mental Health Challenge – 10 Years Later", by Claudia Simon, Eva Sock and Ron Brun.

A dinner and awards ceremony was held during the conference. National Chief Matthew Coon Come of the Assembly of First Nations (AFN) spoke to delegates about current initiatives being carried out by the AFN.

following his comments, an awards ceremony honoring health workers in the communities took place. Eskasoni, Glooscap, Bear River, Wagmatcook and the Confederacy of Mainland Mi'kmaq honored staff.

Delegates were asked to evaluate the conference and to provide future health conference topics that will be used to develop the next conference agenda.

► NIHB Client Consent Form

To curb the high financial costs of prescription drug misuse and to conform to privacy legislation that will become effective January 2004, FNIHB has developed NIHB Client Consent that is being rolled out to communities until September 2003. Information has been forwarded to communities, pharmacies, Native Friendship Centers and Canada Post outlets, explaining the NIHB Client Consent form, with attached consent forms for clients to sign. According to FNIHB, another purpose of the client consent form is to monitor prescription drug abuse among First Nations (FN) clients. Previously, FNIHB tracked prescription drug abuse through the drug utilization review (DUR) but said that it was advised that it could no longer carry out the DUR as it infringed on the rights of the client, since it used their personal information without their consent. Representatives of FNIHB have stated that the signed NIHB client consent form will allow it to use a client's information to report unethical physicians and pharmacists to their governing bodies.

NIHB clients have the option not to sign the consent form after September 1st, 2003, but they will have to pay for NIHB at the point of sale and then seek reimbursement for the NIHB. To be reimbursed, they will be required to sign a NIHB Reimbursement Consent Form for that particular benefit, and will have to do so

for each and every benefit they receive, if they do not sign the one time NIHB Client Consent form. By signing the reimbursement consent form, the client will be providing the same personal information provided with signing the NIHB Client Consent form, but only for that particular transaction.

In July 2002, the AFN General Assembly passed a resolution asking for an immediate halt of the roll out of the NIHB Client Consent form until First Nations had more opportunity to put forth other ideas regarding the tracking of prescription drug abuse, rather than require all eligible clients to sign the one-time NIHB Client Consent form. Health Canada agreed to delay the mailing out of this information by a few weeks but proceeded thereafter according to their plan. The Minister did, however, agree to review options on the client consent form and on ways to track prescription drug misuse, currently in the process of being developed by First Nations.

On February 27th, 2003, the Chiefs of the Atlantic Policy Congress of First Nation Chiefs (APCFNC) passed a resolution (04/03) supporting the development of a NIHB client consent form that meets the needs of Atlantic First Nations. They also resolved to discourage their community members from signing the current Health Canada NIHB Client Consent Form, in support of concerns raised by health technicians.

The Chiefs approved the recommendation that the new client consent form be prepared by the regional health technicians for UNSI, UNBI, CMM, MAWIW and APCFNC, as well as a representative of Health Canada (NIHB), an ethicist from Dalhousie University, and legal advisor for APCFNC. Once the form is developed, it will be reviewed by the Atlantic Chiefs and then forwarded to Health Canada for review and approval/disapproval.

The technical working group tasked to develop the new client consent form will meet on April 23rd in Halifax. The form will be developed using information shared by other regions, information developed by the AFN NIHB technical working group, and opinions gathered from experts in the Atlantic region. During the first meeting, the technical working group will decide whether or not the consent form will include a drug utilization review (DUR) process, and it will also decide on whether or not to develop a separate NIHB reimbursement form. The group may decide to focus only on developing a consent form that will allow NIHB to adjudicate claims.

Atlantic First Nations communities will be provided with updates on the development of the new form by the APCFNC. Regular updates on the Atlantic First Nations regional process will be shared with the AFN NIHB technical working group.

► Regional Tobacco Control Strategy Work Shop, PEI

The Atlantic Policy Congress of First Nation Chiefs (APCFNC) sponsored a regional First Nations and Inuit Tobacco Control Strategy work shop held February 25th to 27th, 2003 at the Rodd Royalty Inn in Charlottetown, PEI titled "Smoking Cessation Training and Proposal Writing Training". Participants included community health representatives and community additions workers from 29 First Nations communities in the Atlantic region, totaling 54 participants. Certification for the training workshops was offered to participants.

Fisheries

► Continued from page 7.

be a serious concern of some First Nations and limits the ability for dialogue without formal legal waivers from DFO officials.

Co-Chairs and staff met with the new Minister and identified a number of the issues and concerns to the Minister. These included access by Chiefs to the Minister and lack of full implementation of agreements or license access, and development of co-management directions. A great deal of discussion with chiefs occurred related to implementation of consultation and information to be provided to DFO and the intended use and purpose. Chiefs had concerns about how and what information will be used by DFO and for what purpose. These concerns were raised about the expanded reporting requirements and evaluation type information to be gathered by DFO. These concerns were raised to DFO officials, however, the DFO determined such

requirements were part of agreements needed from DFO for accountability.

An issue of regulatory compliance of DFO was raised if the communal licensing regulations would be cancelled based on actions of John Cumings of the reform party. APC staff worked closely with AFN to monitor the impacts and implications of potential changes in communal regulations. These issues were raised to DFO officials.

APC staff also work closely with AFN on developing a national fisheries strategy. APC Chiefs and staff provided direct input to AFN on a national framework and recommendations on how to move forward on fisheries issues. APC staff participated in all AFN fisheries committee meetings.

The network created by APC continues to grow and evolve to meet the changing needs of the First Nations and the Chiefs collectively. Action requests and follow up by APC staff has been key to maintain a high level of confidence in the work done by APC staff on fisheries issues. *



Don Julian of Millbrook speaks during the Health Conference.



Al Garman and Sharon Rudderham – "Sharon Rudderham presents Former Health Canada Regional Director Al Garman with a gift during the Health Conference in Moncton in 2002."



Doctor Gerry Broskey talks about the sensations of not smoking during the Health Conference in Moncton in 2002.

Health

► Continued from page 8.

Chief Darlene Bernard of Lennox Island and Peter McGregor of First Nations and Inuit Health Branch provided opening remarks. Louise Garrow, National Coordinator with the First Nations and Inuit Tobacco Control Strategy provided background on the national strategy. Lucien Comeau, Tobacco Consultant with Health Canada offered information on the Federal Tobacco Strategy, of which the FN&I Tobacco Strategy is a part. Darlene Auger of the NECHI Institute held focus groups that previewed a national video on tobacco use in Aboriginal communities throughout Canada to help in the development of a program guide that will be sent with the video to communities. Many participants agreed that the video should be revised to include concerns raised by Aboriginal groups across the country. Lastly, Dr. Fred Wien and Jean Knockwood provided a power point presentation update on the regional tobacco control strategy environmental scan being conducted by them on behalf of the Atlantic Policy Congress of First Nation Chiefs and the regional tobacco control strategy committee.

First Nations Training and Consulting Services of Saanichton, BC provided certification training on Smoking Cessation. Edith Loring-Kuhanga led the training. Training on proposal writing was provided by the Union of New Brunswick Indians, with facilitators Peter Birney, Ellen Bubar, April Barlow and Michelle Gruben.

► Regional Tobacco Control Strategy Environmental Scan

The regional First Nations and Inuit Tobacco Control Strategy Committee recommended that the Atlantic Policy Congress of First Nation Chiefs (APCFNC) hire Dr. Fred Wien of Dalhousie University to carry out an environmental scan (summary report) on tobacco use in First Nations and Inuit in this region. Dr. Wien focused

the review on a summary of existing data on smoking, smokeless tobacco and exposure to "second-hand" tobacco smoke. He provided a summary of information about available resources that are being or could be applied to a tobacco control strategy. He also provided an assessment of accessibility issues that communities face in undertaking an effective tobacco control strategy.

The environmental scan was conducted as a requirement of all regions under the First Nations and Inuit Tobacco Reduction Strategy. The results of the scan will be used to help develop a regional tobacco control strategy.

Data was collected through analysis of existing data; through meetings with government departments/agencies engaged in tobacco reduction; telephone interviews with community-based health directors regarding resources, gaps, barriers, and proposed strategies; community visits (four); review of the Regional First Nations and Inuit Health Survey 1997; and, a report by the Labrador Inuit Health Commission on Risk and Resilience Among Youth in Northern Labrador.

The final report due at the end of March 2003 will be shared with First Nation and Inuit communities, leadership, and interested parties.

► Atlantic Aboriginal Health Research Program Announcement (ACADRE Center)

Dr. Jeff Reading and Earl Nowegiesic of the Institute of Aboriginal Peoples' Health (IAPH), one of the institutes of the Canadian Institutes of Health Research (CIHR), which were created by an act of parliament in 2000, provided background to the Mi'kmaq Maliseet Atlantic Health Board (MMAHB) on the ACADRE Centers prior to the announcement of the ACADRE Center opening in this region. CIHR has 13 institutes for areas such as children and youth, aging, and aboriginal people. There was recognition that for aboriginal health to be improved, an institute for aboriginal peoples health needed to be developed. IAPH, which has an aboriginal majority advisory board, has been operating for two years. IAPH has contributed about \$30 million dollars to help build capacity for aboriginal students. ACADRE

centers are funded under the \$30 million dollars. An ACADRE center has to meet high standards and has to be informed by the aboriginal community. The centers underscore the idea that knowledge is power because aboriginal people are interpreting their own research and experiences through their own lens. IAPH, through the ACADRE centers, wants to make the university environment more welcoming to aboriginal students. There are eight ACADRE centers on a six-year funding cycle that will be reviewed near the end of the cycle. Each center must create at a minimum three areas of aboriginal research expertise.

Dr. Fred Wien of Dalhousie University and Executive Director of the Atlantic ACADRE Center provided background on how the ACADRE Center proposal was developed and reviewed how our regional ACADRE board was chosen. The Mi'kmaq Health Research Group (MHRG), hearing about the call for proposals for the ACADRE centers, applied to IAPH for a planning grant. The planning grant provided funding for the MHRG to carry out consultations with communities and universities in the region regarding a possible ACADRE center. Upon completion of consultations, the MHRG submitted a proposal for a full ACADRE center based out of Dalhousie University in Halifax and was advised that their proposal was successfully funded. A newly formed aboriginal majority board, composed of 13 people from across the region, governs the ACADRE center, now referred to as the Atlantic Aboriginal Health Research Program (AAHRP). Now that the board is in place, staff will be hired to include a coordinator based at Dalhousie and the other two staff members would be based in NB or PEI and in Labrador. The staff would identify aboriginal people and communities interested in research and liaison between communities and universities. Sixty percent of the money for the centers goes to the support of aboriginal researchers; 20% goes into working with communities to identify research opportunities; and 20% for administration.

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Health

► Continued from page 9.



Chief Shirley Clark presents a plaque to her Band Staff during the Health Conference

The AAHRP Center ceremony was held in front of at least 50 guests and MMAHB members at the Harbourview Holiday Inn in Dartmouth, NS. Remarks were made by Dr. Jeff Reading on behalf of IAPH, Chief Lawrence Paul on behalf of the Confederacy of Mainland Mi'kmaq, Chief Second Peter Barlow on behalf of the Atlantic Policy Congress of First Nation Chiefs, Carla Moore on behalf of the Mi'kmaq Health Research Group and Chief Blair Francis on behalf of the Union of Nova Scotia Indians.

► Mi'kmaq Maliseet Atlantic Health Board, Annual Update

Health Advisory Committee (HAC):

In an effort to provide more efficient and effective support to MMAHB, a new committee structure was

approved by MMAHB. This new committee is referred to as the Health Advisory Committee (HAC) and it will replace the several MMAHB committees currently in place. HAC will act as a filter to MMAHB and a secretariat involving a communications officer could be hired to ensure that all appropriate information is shared. Three sub-committees of HAC have been proposed and they include: Children and Youth; Wellness; and Primary Health Care and Public Health. These sub-committees will utilize expertise in the three identified areas and as topics arise. Members of HAC will include a health technician each from UNBI, UNSI, CMM, MAWIW, APC, PEI, NF, and two FNIHB employees. HAC's draft terms of reference was approved by MMAHB. The new structure will result in savings with the dissolution of the other committees and it is anticipated that the resulting savings will be used to fund positions such as the health liaison officers. More importantly, it is hoped that HAC will improve communication to grassroots people as well as to Chiefs and health workers, while performing all the groundwork and analysis for MMAHB. HAC will be evaluated at the end of the fiscal year for effectiveness.

MMAHB Work Plan:

The draft MMAHB work plan for this year was presented and approved using the top four priority issues over the past four years. The issues that MMAHB will focus on for the remaining year include mental health, NIHB, medical transportation, and health system renewal.

Atlantic Regional Director:

Al Garman, FNIHB Regional Director (RD) left the Atlantic region to become RD for Ontario region on September 23rd. The new Atlantic region RD is Debra Keays-White.

Regional Tobacco Strategy:

The regional tobacco strategy work plan and budget for this year were approved. The budget was used to conduct an environmental scan on tobacco strategy

priorities in the region, to fund a smoking cessation and proposal writing workshop for community health representatives and additions workers, to purchase educational resources for all communities in the region, to sponsor a smoking cessation work shop at the annual regional health conference, and to sponsor a Labrador Inuit Health Commission Conference.

NIHB Client Consent:

Representatives of the Assembly of First Nations (AFN) and First Nations and Inuit Health Branch (FNIHB) made presentations on the NIHB Client Consent Process to MMAHB. MMAHB was informed that after September 1st, 2003, clients eligible of NIHB who have not signed a Health Canada NIHB Client Consent Form will be asked to pay for the NIHB up front and then they may seek reimbursement from FNIHB thereafter.

Following an AFN resolution on the NIHB client consent process, the AFN regional health technicians were asked to develop options to the NIHB client consent process. The technicians met in November to begin developing options and completed their work by the end of March. One of the concerns raised during this process was that Health Canada did not go far enough to explain what First Nations were signing. As well, the drug utilization review outlined under client consent was a concern, as First Nations had no idea what framework supported the protection of their personal information. An ethicist, hired by the AFN, said that the material accompanying the client consent form does not fully explain what Health Canada wants to use the information for. The AFN

recommended that if First Nations people did not fully understand what was in the form, they should not sign the form, and that they should return the form to the Minister, keeping in mind, that they have until September 2003 to sign a client consent form.



Dylan Joudrey, Carla Moore's son, during the Health Conference

► Health continued on page 11



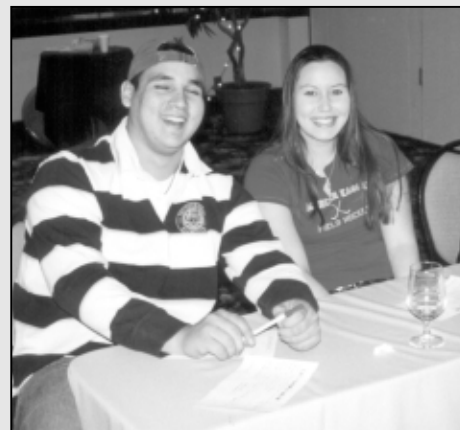
Former Regional Director General James Wheelhouse of Indian & Northern Affairs Canada delivers opening remarks at the Post Secondary Education Conference.



Note: I can't remember his name but he is from UCCB



Late Chief Mickey Augustine from Metepenagig (Red Bank)



Youth conference attendees Geronimo Barlow and Kateri Francis. Note: crop

Health

► Continued from page 10.

The FNIHB representative from Ottawa said that the NIHB program must collect the minimum amount of information to process claims so that they can pay the provider on the client's behalf. She said that this is similar to the information collected by the provinces, and she said that when anyone signs a provincial health card, they have given the province consent to share their information for claims purposes. With new federal and provincial legislation on the protection of personal information, referred to as the Personal Information Protection and Electronic Documents Act (PIPEDA), which will apply to all organizations in January 2004, providers will not be allowed to bill NIHB electronically without client consent. She said that their legal department has advised them that the consent materials explain fully what the intent of client consent is and whom the collected information will be shared with. She also said that they are seeking client consent to monitor drug abuse and to ensure that service providers are in compliance with its rules through audits. This cannot be accomplished without consent, as they need

to look at client history to review what they received.



Former National Chief Matthew Coon Come speaks on Health issues during Health Conference.

The Atlantic Chiefs passed a resolution in February of this year rejecting the current Health Canada NIHB client consent form and mandating regional health technicians to develop a new form that meets the needs and concerns of Atlantic First



L-R: Mi'kmaq Grand Chief Ben Sylliboy, Elder Raymond Tremblay, Grand Keptin Frank Nevin and RCMP Steve Gloade Jr.

Nations. The technicians will meet mid-April to develop the new form. The form will be reviewed by the Atlantic Chiefs and then forwarded to Health Canada for approval. A process of communication and dissemination of the new form will be determined during the meeting of the technicians.

FNIHIS Server Site Selection Process:

MMAHB sent a request for proposals (RFP) to First Nations communities/organizations in this region to submit proposals to MMAHB on behalf of the Atlantic Chiefs to house the First Nations and Inuit Health Information System (FNIHIS) regional server. The server, which currently resides in Ottawa, houses all the information that is placed into the FNIHIS computers in Atlantic First Nations communities. The proposals will be reviewed and screened by MMAHB during its May meeting and then the Atlantic Chiefs will select the successful proposal during a meeting thereafter. The RFP was sent with two documents to help writers develop their proposals.

Institute of Aboriginal Peoples' Health (IAPH) and ACADRE Centers of Excellence:

MMAHB helped launch the beginning of the new ACADRE center at Dalhousie University in February. The ACADRE center's purpose is to build capacity for aboriginal health researchers and is funded by the Institute of Aboriginal Peoples' Health (IAPH), one of thirteen institutes of the Canadian Institutes of Health Research (CIHR). There are eight ACADRE centers across the country, including the Atlantic ACADRE center.

An aboriginal-majority board consisting of thirteen people from across the region governs the ACADRE center in this region. The board will hire a coordinator in the new fiscal year as well as other staff as required. The main role of staff will be to identify aboriginal people and communities interested in research and liaison between communities and universities.*

HIGHLIGHTS

2002

2003

OF THE ON RESERVE LIAISON HOUSING COMMITTEE MEETINGS

- Successful workshops for aboriginal builders/inspectors (R2000 and Indoor Air Quality Investigators). Three of four participants in the IAQ Investigators workshop have received their certification. Prior to this only one other native inspector in Canada had been certified.
- Allocation Methodology Report - alternative Section 95 allocation models completed.
- Information sharing through a number of different presenters on areas such as community planning, DIAND and CMHC strategic housing plans, R2000 NS Home Builders, CMHC Insured Lending On Reserve program
- Three On Reserve Liaison committee meetings were held.
- On Reserve Liaison subcommittees struck for Indoor Air Quality, Technical Training, Property Management, Communications, Allocation

Methodology

- Several On Reserve Liaison committee members participated in national focus groups/consultations or served as resource persons at the request of CMHC for the following:
 - Renovation consultation
 - First Nation Builders Series Curriculum review
 - First Nation Building Officers Association
 - Indoor Air Quality Workshop materials

Planned Initiatives for 2003/04

- Development of an annual report for the On Reserve Liaison committee.
- Evolution of the role of the communications subcommittee.
- Continued focus on technical training and next

stage of indoor air quality workshops (Mould and Remediation).

- Roll-out of indoor air quality information kits for home occupants and Band housing personnel.
- Review of the mandate and terms of reference for the On Reserve Liaison Working committee with a view to making recommendations on how the committee can be more effective. Included in the review will be a more formalized approach to development of a workplan.
- Investigate opportunities to increase the interest of aboriginal youth in construction trades as a preferred area of employment.
- Continue to explore allocation methodology options which result in a fair and equitable allocation process.*

Political Accord on Social Services

REPORT

FIRST NATIONS READY FOR SOCIAL IMPLEMENTATION

Background

On March 27, 1998, the Minister of Indian Affairs and Northern Development and 23 of the Atlantic First Nation Chiefs signed a three year Political Accord on social services and programs. On March 2, 2001, one more first nation has signed on to the Political Accord for a grand total of 24 Atlantic First Nations. The Accord is intended to foster partnership and define jurisdiction and governance with respect to social programming for participating First Nations. The Accord launched a process for discussion of social reform and was the first step toward achieving control of social services for the Mi'kmaq and Maliseet Nations. The Political Accord was renewed March 26, 2001 and will expire March 27, 2003.

Social Reform Communications

In the area of communications, a number of initiatives have been funded that would not only promote the political accord, but would also provide activities and products that would explain the project generally.

Products such as the Information Folders with information sheets and brochures have been completed and are continually in demand by community members.

The Chief and Council Sessions report has been completed. Following the Chief and Council Sessions, a contact list of community members who will assist in delivering Community Information Sharing Sessions was developed. We have completed two one-day training sessions with the community contacts with St. Mary's University and are now ready to deliver the sessions in the Communities.

The Community deck has been developed and ratified by the Atlantic Chiefs and is ready for delivery to the communities. Work still is required in the Youth Specific Information kits.



Violet Paul discusses issues with APC Co-Chair Chief Lawrence Paul during an all Chiefs forum.



Peter Stevens receives an appreciation award.

Social Reform Youth

Youth Working Group:

Atlantic Policy Congress formed the Atlantic Policy Congress Youth Working Group to work with the youth components of the Political Accord. The Working Group has been mandated to set-up the Youth Forum that was held on December 16-18, 2002, as well as the development of the Youth Strategy and Council.

Youth Contest:

During the month of November, APC held a youth contest from Kindergarten to High School. The purpose was to actively encourage involvement of First Nation Youth on issues of Social Reform. The winners were announced during the Youth Forum. The winners are Chad Levi (Grade 2, Red Bank), Tracy George (Grade 4, Chapel Island), Jasmine Collins (Grade 8, Glooscap), April Levi (Grade 10, Big Cove).

Youth Forum:

The Youth Forum that was held at the Dartmouth Holiday Inn was a success, with over 135 participants from around the Atlantic participating in workshops and giving their input on the development of the Youth Council and Atlantic Youth Strategy. The feedback from the Youth Forum is currently being transcribed and will be available by the middle of February in the form of a report.

Youth Council:

Part of the process of getting youth's input into current issues that affect them, is through the creation of Atlantic Youth Council which will comprise of First Nation Youth from around the Atlantic. The Role & Function of the council is to represent First Nation Youth perspectives in all political, social, economic, cultural and traditional matters. It is hoped that the Council would be set-up by the first week of February.

Youth Strategy:

The Atlantic Youth Strategy has been completed and has been ratified by the Atlantic All Chiefs. The next steps is to present this strategy to the Mi'kmaq, Maliseet and Passamaquoddy communities.

Social Reform: Phased Implementation Communities Delivery & Management

Extensive work in both theory and practice over the past four years has been aimed at an eventual field test. The Atlantic All-Chiefs have developed a common vision for Social Reform. The purpose of the projects is to start implementation of the Social Reform Vision at the community level. Here is a quick review of activities completed under this category.

Social Reform Committee has been established with Chief Bob Atwin and Chief Reg Maloney as co-chairs. Initial meeting completed. Terms of Reference for committee being revised and will be tabled with Technical Committee on February 7th, 2003.

METS (Mi'kmaq Employment/Training Secretariat) and APC have been discussing the development of a Case Managers Pilot Project for Nova Scotia. We are looking at funding two case managers projects for Nova Scotia. A proposal is currently being developed for the Nova Scotia Case Managers projects. Two communities have submitted applications to be phased implementation communities. APC will be working with both communities on the implementation process.

Two communities in New Brunswick have been approved to start case management projects. Progressive planning is working on a developing training component for case management. A February target date for the training session has been proposed. Their training is focused on assessment, especially testing adult literacy levels. Big Cove has developed a training program that will focus on the Capacity development on the Social Administrative Department. This training program will focus on conflict resolutions, reflective listening etc. The Province of New Brunswick Community Services has agreed as part of the Mutual Learning Process to provide the First Nation Case Managers receive the provincial; Case Management Training modules. More information will follow.

Several meetings with the Province of Nova Scotia have been schedule to develop the Evaluation framework. The framework will be completed mid-February.

Social Reform Strategic Planning

Grant Wedge, an independent consultant, has completed his independent review of the Political Accord Process over the last four years. Grant completed his analysis with the Executive of the APC, and the Staff of APC. He interviewed participants from the regional and headquarters office of the Department of Indian and Northern Affairs and Provincial Representatives. Grant also interview past participants who were involved with the drafting of the Political Accord. His focus has been on the



Bernie Francis – "Linguist Bernie Francis speaks on the importance of languages in University during the Post Secondary Education Conference in St. Mary's in October of 2002.

➤ Political Accord continued on page 13.



Political Accord on Social Services

► Continued from page 12.

accomplishments to date, as well as lessons learned. Both APC and the DIAND will be able to use this document as a tool in moving the social reform initiative forward.

APC staff has also visited other Regions to find out what can of activities they are involved in that may assist the Chiefs in terms of moving the accord forward.

The APC Executive held a visioning session on January 30-31, 2003, called Moving Forward on the Social Reform. As a result of the federal government not wanting to renew the Accord, the Chiefs met to discuss their partnership relationship with the Federal Government under the current Political Accord and how to proceed beyond March 31, 2003. The results of these meetings will be discussed at the APC All Chiefs on February 6th, 2003, as well as the issues and challenges associated with moving forward with the Social Initiative.

APC also held an Environmental Scan on the Political Accord on December 9th and 10th. The APC was seeking input to provide information to the Executive on the scope of the renewal discussions, based on the achievements of the Political Accord process and the status of the current environment, as well as a strategy



Cheryl Knockwood of APC presenting during Atlantic Chiefs forum in Halifax in October, 2002.

to move forward. In order to properly inform the Chiefs, it is important to have a common understanding of the current regional, national and Atlantic First Nation activities that may impact on or be taken into consideration for the possible renewal of the Accord. The purpose of this session was to gather information on any initiatives, activities or developments currently underway among federal, provincial and First Nation governments and organizations in order to fully inform the renewal of the Political Accord. This was to ensure that the renewal of the Political Accord would be in keeping with the objectives of the region as a whole, as well as take advantage of any national developments.

APC also held a brainstorming session on Dec 2 - 3, 2002 with participants from the Province of NS and NB, as well as representatives from DIAND, METS and HRDC.

The purpose of this session is to brainstorm in preparation for a meeting with the APC Executive and the renewal of the Political Accord. This includes identifying the various impacts and challenges facing the renewal of the Accord, as well as possible future directions to be developed and presented to the APC Executive Chiefs.

Social Reform Research

The Traditional Governance Research paper has been sent to all Chiefs and Councils, Grand Council members, and those interviewed by Mr. Augustine for this paper. The research paper was sent around to seek comments and for discussion purposes. The paper does not reflect the views of APC. The paper focuses on these areas:

- Historical context of Mi'kmaq people and First Contact
- The principles of traditional governance for Mi'kmaq and Maliseet nations
- Mi'kmaq Grand Council roles and activities pre Indian Act and post Indian Act
- Transformation stage noting significant events
- Contemporary governance considerations
- Recommendations for future governance of Mi'kmaq and Maliseet nations

The main traditional principles related to governance were non-dependency, balance and moderation, consensus building, and respect for order.



Chief Gerard Julian of Pictou Landing and Chief Wilbert Marshall of Chapel Island.

Conclusion

The Political Accord on Social Services has expired on March 27, 2003 and the First Nations are now ready for development and implementation of specific community Social Policies and Procedures. More information and input sessions are needed in the communities to ensure complete community involvement in the process. More training is needed for Social Administrators to deliver the Case Management side of social delivery.

The Atlantic Policy Congress staff is working towards attaining more funding for development and implementation of the Mi'kmaq, Maliseet Social manuals, policies and procedures.

For More Information

If you have any questions or comments on the social initiatives or the traditional governance report please forward them to Catherine Paul at (902) 435-8021 or via email at catherine.paul@apcfn.ca.

► Political Accord continued on page 14.



Aboriginal Lawyer Tuma Young.



Chief Sherry Pictou's daughter.



Catherine Knockwood of Indian Brook during the Youth Conference in Halifax in December 2002.



Jean Knockwood speaks about continued education during the Youth Conference.

Political Accord on Social Services

► Continued from page 13.

2002-2003 proved to be a pivotal year for the Atlantic Policy Congress in the area of Social Reform. One of the highlights for the year was the Youth Contest which asked the Mi'kmaq, Maliseet and Passamaquoddy youth what they thought social was and how we could improve the social programs in our communities.

More than 130 youth from Atlantic Canada entered the contest with their thoughts of what Social meant to them. The contest was open to all youth in four categories; they were Kindergarten to Grade 3, Grades 4-6, Grades 7-9 and Grades 10-12.

The two lower grade categories asked the youth to make a poster depicting what they felt Social meant to them, where the two higher grade categories asked the youth to write an essay explaining how they felt Social could be improved in the communities.

"This contest was hard to judge since there were many very good entries," said Chief Gary Sanipass of Buctouche. "Some entries literally had me close to tears, so it was very enlightening to learn what our youth thought about how Social works."

The winners of the contest were:

- K-3:** Chad Levi, Grade 2, Metepenagiag (Red Bank) Game Cube with 5 leaning games.
- 4-6:** Tracy George, Grade 4, Potlotek (Chapel Island) Game Cube with 5 Learning Games
- 7-9:** Jasmine Collins, Grade 8, Glooscap (Horton) Complete Computer Package
- 10-12:** April Levi, Grade 10, Elsipogtog (Big Cove) Complete Computer Package

Prizes were presented to the winners during the Atlantic Youth Forum in Dartmouth in December 2002 and their contribution to the overall look of the current social picture was included in the Atlantic Youth Strategy that was developed out of the conference.

"It is our intention to include the youth in our discussions around social since they are the future leaders," concluded Chief Sanipass. *



Chief Gary Sanipass presents a prize to Grade 2 Metepenagiag student Chad Levi.



Jaime Baptiste awards a prize to April Levi, Grade 10 student of Elsipogtog a prize.



Tracy George, Grade 4 student of Potlotek was presented a prize by Chief Terry Paul



Terry Young presents a prize to Jasmine Collins, Grade 8 student from Glooscap.



Head Office

PO Box 26005,

RPO Market

Dartmouth NS B2W 6P3

Tel: (902) 435-8021

Fax: (902) 435-8027

Toll Free:

1-877-667-4007

Website: www.apcfn.ca

The Atlantic Policy Congress of First Nation Chiefs Secretariat

Co-Chairs:

- Chief Lawrence Paul, Millbrook, NS
- Chief Second Peter Barlow, Indian Island, NB

Members:

- Chief Deborah Robinson, Acadia, NS
- Chief Reginald Maloney, Indian Brook, NS
- Chief Terrance Paul, Membertou, NS
- Chief Jeff Tomah, Woodstock, NB

Ex-Officio Members:

- Mi'kmaq Grand Chief Ben Sylliboy, Waycobah, NS
- Elder Raymond Tremblay, Tobique, NS
- Vice-Chief Len Tomah, AFN District Vice-Chief NB & PEI
- Vice-Chief Rick Simon, AFN District Vice-Chief NS & NFLD

Staff:

- John G. Paul, Executive Director
- Violet Paul, Senior Policy Analyst
- Krista Brookes, Senior Policy Analyst/Legal Advisor
- Cheryl Copage, Health Policy Analyst
- Adam Augustine, Chief Informatics Officer
- Norah Ward, Treaty Policy Analyst
- Georgianna Barlow, Treaty Policy Analyst
- Noreen Copage, Financial Assistant
- Simon Osmond, Treaty Policy Analyst
- Charity Barlow, Records Clerk
- Heather Tubman, Executive Assistant

Financial Statements

GRANT THORNTON

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- ~ Economic
- ~ Environmental Health
- ~ Community Planning

Management's Responsibility for Financial Reporting

The accompanying financial statements of the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc. and all the information in this annual report are the responsibility of management and have been approved by the Executive Committee on behalf of the First Nations of Atlantic Canada.

The financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. Financial statements are not precise since they include certain amounts based on estimates and judgments. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the financial statements are presented fairly, in all material respects.

The congress maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and the assets of the congress are appropriately accounted for and adequately safeguarded.

The congress is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. The congress carries out this responsibility principally through its executive committee.

The executive committee, composed of First Nation members, reviews the congress' financial statements and recommends their approval to the First Nations. The executive committee meets periodically with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities, and to review the annual report, the financial statements and the external auditor's report. The executive committee reports its findings to the First Nations for consideration when approving the financial statements for issuance to the members. The executive committee also considers, for review and approval by the First Nations, the engagement of the external auditors.

The financial statements have been audited by Grant Thornton LLP in accordance with Canadian generally accepted auditing standards on behalf of the members. Grant Thornton LLP has full and free access to the executive committee.

Executive Director: _____

Auditors' Report - June 6, 2003

To the Members of the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.

We have audited the balance sheet of the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc. as at March 31, 2003 and the statements of operations, unrestricted surplus and cash flows for the year then ended. These financial statements are the responsibility of the congress' management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc. as at March 31, 2003 and the results of its operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Grant Thornton LLP, Chartered Accountants
Truro, Nova Scotia

Statement of Operations

Year Ended March 31	Page	2003	2002
Revenues			
Indian and Northern Affairs Canada		\$2,443,077	\$2,515,500
Department of Fisheries and Oceans		367,500	560,205
Health and Welfare Canada		81,354	677,073
Canada Mortgage and Housing Corporation		50,258	167,330
Environment Canada		27,000	-
Harmonized sales tax rebate (Note 11(b))		491,990	336,874
Miscellaneous		31,756	35,438
Interest		2,232	6,209
		<u>3,995,167</u>	<u>4,298,629</u>
Expenditures			
Administration	12	836,669	606,649
All Chiefs Forums	13	215,004	215,000
Executive	14	140,326	106,270
C.M.H.C. Housing	15	56,971	171,209
Social	16	1,040,483	1,091,035
Treaty Education Initiative	17	283,330	490,996
Health	18	495,719	591,511
Fisheries	19	380,715	560,205
Economic	20	427,461	261,261
Environmental Health	21	30,558	-
Community Planning	22	46,750	-
		<u>3,953,986</u>	<u>4,094,136</u>
Excess of revenues over expenditures		\$41,181	\$204,493

Statement of Unrestricted Surplus

Year Ended March 31	2003	2002
Unrestricted surplus, beginning of year	\$233,923	\$29,430
Excess of revenues over expenditures (Page 3)	41,181	204,493
Unrestricted surplus, end of year	\$275,104	\$233,923

Balance Sheet

March 31	2003	2002
Assets		
Current		
Cash and cash equivalents	\$385,200	\$533,605
Restricted cash (Note 3)	12,514	2,848
Receivables (Note 4)	261,085	357,978
Prepays	-	17,352
	<u>658,799</u>	<u>911,783</u>
Capital assets (net of accumulated amortization of \$88,027; 2002 - \$56,571)	142,207	142,108
	\$801,006	\$1,053,891
Liabilities		
Current		
Payables and accruals	\$310,352	\$434,698
Deferred revenue (Note 6)	60,829	240,314
	<u>371,181</u>	<u>675,012</u>
Surplus		
Investment of capital assets (Note 7)	142,207	142,108
Legal Defence Fund reserve (Note 8)	12,514	2,848
Unrestricted (Page 4)	275,104	233,923
	<u>429,825</u>	<u>378,879</u>
	\$801,006	\$1,053,891

Commitments and contingent liabilities (Notes 9 and 11)

On Behalf of the Executive Committee

Statement of Cash Flows

Year Ended March 31	2003	2002
Increase (decrease) in cash and cash equivalents		
Cash flows from operating activities (Note 2)		
Cash receipts from revenue	\$3,912,575	\$4,398,323
Cash paid for expenditures to employees	(4,060,980)	(3,966,904)
Net (decrease) increase in cash and cash equivalents	(148,405)	431,419
Cash and cash equivalents, beginning of year	533,605	102,186
Cash and cash equivalents, end of year	<u>\$385,200</u>	<u>\$533,605</u>



Notes to the Financial Statements (March 31, 2003)

1. Nature of operations

The Atlantic Policy Congress of First Nation Chiefs Secretariat Inc. is an incorporated non-profit organization and operates under funding agreements with Indian and Northern Affairs Canada and other government agencies and acquires substantially all of its revenue from these sources. The objective of the congress is to create a forum to enable First Nation Chiefs to speak with one voice on policy matters affecting the First Nations of Atlantic Canada. The congress is exempt from tax under Section 149 of the Canadian Income Tax Act.

2. Summary of significant accounting policies

Revenue recognition

The congress follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions and investment income are recognized as revenue when received or receivable if the amounts to be received can be reasonably estimated and collection is reasonably assured.

Capital assets

Capital assets acquired after March 31, 1997, are valued at cost. Capital assets financed out of operations are expensed in the accounts. An entry is subsequently made to record an increase in capital asset cost and increase in investment in capital assets.

Depreciation

Depreciation is recorded as a charge to the investment in capital assets account and not expensed in the statement of operations. Rates and bases of depreciation applied to write-off the cost of equipment over its estimated life is 20%, declining balance.

Statement of cash flows

Cash and cash equivalents include cash on hand and balances with banks and financial institutions. Bank borrowings are considered to be financing activities.

Cash flows from operating activities on the statement of cash flows reconciles cash receipts from total revenues and from changes in the accounts receivable and deferred revenue balances from 2002 to 2003 as well as cash paid for expenditures from total expenditures and from the changes in prepaids and payables and accruals balances from 2002 to 2003.

Financial instruments

The Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.'s financial instruments consist of cash and cash equivalents, receivables, payables and accruals and deferred revenue. Unless otherwise noted, it is management's opinion that the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc. is not exposed to significant interest, currency, or credit risk arising from financial instruments. The fair market values of these financial instruments approximate their carrying values.

Overhead allocations and project transfers

The congress allocates overhead costs incurred to the various projects undertaken during the year.

Transfers are made among various programs when in management's opinion, certain revenues or expenses incurred in one program relate to another program.

Use of estimates

In preparing the congress' financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the year. Actual results could differ from these estimates.

3. Restricted cash

Cash held in the Legal Defence Fund is subject to internal restrictions and is not available for unrestricted purposes without the approval of the executive committee.

4. Receivables

	2003	2002
Indian and Northern Affairs Canada	\$77,650	\$174,684
Canada Mortgage and Housing Corporation	-	56,616
Health and Welfare Canada	45,521	-
Department of Fisheries and Oceans	36,750	56,020
Mikmaq Employment Secretariat Inc.	-	25,000
Sundry	6,936	3,033
HST recoverable (Note 11(b))	66,378	-
Staff advances	27,850	42,625
	\$261,085	\$357,978

5. Bank indebtedness

The congress has an operating line of credit of \$200,000, none of which was used at March 31, 2003. As security, the congress has pledged receivables.

6. Deferred revenue

	2003	2002
Indian and Northern Affairs Canada	\$60,829	\$240,314

7. Investment in capital assets

	2003	2002
Investment in capital assets, beginning of year	\$142,108	\$106,662
Purchase of office equipment	31,556	63,089
Amortization of capital assets	(31,457)	(27,643)
Investment in capital assets, end of year	\$142,207	\$142,108

8. Legal Defence Fund Reserve

	2003	2002
Beginning of year	\$2,848	\$34,514
Contributions	19,666	23,334
Expenditures	(10,000)	(55,000)
End of year	\$12,514	\$2,848

9. Commitments

Atlantic Policy Congress of First Nation Chiefs Secretariat Inc. has entered into agreements to lease its premises and office equipment for various periods until 2008. Minimum rent payable for premises and equipment in aggregate for each of the next five fiscal years are as follows:

2004...\$29,623	2006...\$26,801	2008...\$1,882
2005...\$26,801	2007...\$23,879	

10. Remuneration of senior staff

The executive committee of the congress has established the rates and levels of compensation of senior staff.

11. Contingent liabilities

(a) The Atlantic Policy Congress of First Nation Chiefs Secretariat Inc. has entered into contribution agreements with various government departments on both the provincial and federal level. Funding received under these agreements are subject to repayment if the congress fails to comply with the terms and conditions of the agreements.

(b) The congress has received correspondence from Canada Customs and Revenue Agency which questions their ability to recover Harmonized Sales Tax paid (HST). The congress records its recoverable HST component with expenses. A rebate is then filed for the recoverable HST and recorded in revenue in the period it is receivable. Previous to January 1, 2003, the congress recorded the recoverable HST when received. During the year, the congress received HST rebates of \$425,612. Included in receivables is \$66,378 for HST recoverable.

12. Pension plan

The congress has a defined contribution pension savings plan for its employees. The assets of the plan are held separately from those of the congress in independently administered funds.

Contributions paid and expensed by the congress in the current year amounted to \$45,617 (2002 - \$41,939).

13. Comparative figures

Certain of the 2002 comparative figures have been reclassified to conform with the financial statement presentation adopted for the current year.

Statement of Operations - Administration

Year Ended March 31	2003	2001
Revenues		
Indian and Northern Affairs Canada	\$686,869	\$601,830
Miscellaneous	19,387	26,000
Harmonized Sales Tax rebate	491,990	336,874
Interest	1,838	6,209
	<u>1,200,084</u>	<u>970,913</u>
Transfer to Executive	(140,326)	(106,270)
Transfer to Social	-	(45,000)
	<u>1,059,758</u>	<u>819,643</u>
Expenditures		
Accommodations	38,691	38,352
Advertising and promotional materials	26,274	14,656
Catering	13,699	8,038
Communications	68,406	55,371
Contractors, researchers and technical support	66,591	34,658
Dues and fees	3,132	3,333
Equipment and room rentals	9,521	6,943
Equipment leases	37,816	27,878
Furniture and equipment	31,556	52,912
Incidentals	4,797	4,837
Insurance	903	791
Interest and bank charges	4,065	5,049
Library resources	1,240	2,363
Meals	27,991	26,307
Meeting coordinator, facilitator & administrative support	7,137	-
Office supplies and postage	69,291	76,897
Per diem	342	1,500
Professional fees	38,099	19,777
Rent and facilities	71,964	59,654
Salary and benefits	396,462	326,567
Staff training	21,212	1,574
Travel	84,871	70,114
	<u>1,024,060</u>	<u>837,571</u>
Overhead allocations to:		
All Chiefs Forum	46,607	23,298
CMHC Housing	(7,431)	(23,226)
Social - Income Security Reform and Governance	(94,589)	(46,376)
Treaty Education Initiative	(25,757)	(39,569)
Health	(25,723)	(8,026)
Fisheries	(34,610)	(40,228)
Economic	(38,860)	(28,654)
Environmental Health	(2,778)	-
Community Planning	(4,250)	-
Transfer to Fisheries	-	(68,141)
	<u>836,669</u>	<u>606,649</u>
Excess of revenues over expenditures	\$223,089	\$212,994



Statement of Operations – All Chiefs Forums

Year Ended March 31	2003	2002
Revenues		
Indian and Northern Affairs Canada	\$120,000	\$120,000
Health Canada	95,004	95,000
	<u>215,004</u>	<u>215,000</u>
Expenditures		
Accommodations	99,899	113,920
Catering	30,874	39,348
Equipment and room rental	16,952	17,020
Incidentals	30,970	35,623
Meals	56,070	64,108
Meeting coordinator, facilitator & administrative support	4,400	5,282
Office supplies and postage	4,609	1,044
Travel	70,159	93,388
	<u>313,933</u>	<u>369,733</u>
Transfer to Administration	(46,607)	(23,298)
Transfer to Health	-	(33,725)
Transfer to Fisheries	(52,322)	(60,000)
Transfer to Treaty	-	(37,710)
	<u>215,004</u>	<u>215,000</u>
Excess of revenues over expenditures	\$ -	\$ -

Statement of Operations - Executive

Year Ended March 31	2003	2002
Revenues		
Transfer from administration	\$140,326	\$106,270
Expenditures		
Accommodations	63,179	24,523
Catering	5,890	3,896
Equipment and room rental	2,169	3,206
Incidentals	19,044	7,750
Meals	34,284	13,770
Office supplies and postage	432	89
Per diem	-	27,180
Travel	48,174	25,856
	<u>173,172</u>	<u>106,270</u>
Transfer to Fisheries	(32,846)	-
	<u>140,326</u>	<u>106,270</u>
Excess of revenues over expenditures	\$ -	\$ -

Statement of Operations – C.M.H.C. Housing

Year Ended March 31	2003	2002
Revenues		
Canada Mortgage and Housing Corporation	\$50,258	\$167,330
Expenditures		
Accommodations	8,888	39,977
Advertising and promotional materials	-	137
Catering	2,891	1,608
Communications	-	467
Contractors, researchers and technical support	9,550	9,800
Equipment and room rental	971	9,935
Incidentals	1,047	9,313
Meals	5,861	23,144
Meeting coordinator, facilitator and administrative support	159	2,246
Office supplies and postage	-	207
Overhead allocated from administration	7,431	23,226
Per diem	-	1,100
Rent and facilities	-	900
Travel	20,173	49,149
	<u>56,971</u>	<u>171,209</u>
Excess of expenditures over revenues	\$(6,713)	\$(3,879)

Statement of Operations – Social

Year Ended March 31	2003	2002
Revenues		
Indian and Northern Affairs Canada	\$952,867	\$1,046,035
Transfer from administration	-	45,000
	<u>952,867</u>	<u>1,091,035</u>
Expenditures		
Accommodations	99,824	105,049
Advertising and promotional materials	4,084	6,184
Catering	33,725	43,140
Communications	19,851	15,398
Contractors, researchers and technical support	185,397	217,359
Dues and fees	2,690	2,547
Equipment and room rental	19,178	19,876
Furniture and equipment	-	3,000
Incidentals	22,104	21,496
Interest and bank charges	124	64
Meals	65,801	64,096
Meeting coordinator, facilitator and administrative support	11,238	29,850
Office supplies and postage	27,937	11,217
Overhead allocated from administration	94,589	46,376
Per diem	662	11,363
Rent and facilities	-	712
Salaries and benefits	291,519	318,514
Staff training	-	890
Travel	161,760	173,904
	<u>1,040,483</u>	<u>1,091,035</u>
Excess of expenditures over revenues	\$(87,616)	\$ -

Statement of Operations – Treaty Education Initiative

Year Ended March 31	2003	2002
Revenues		
Indian and Northern Affairs Canada	\$225,309	\$490,996
Expenditures		
Accommodations	18,931	41,625
Advertising and promotional materials	18,017	31,926
Catering	1,690	1,204
Communications	13,354	9,030
Contractors, researchers and technical support	-	10,300
Dues and fees	1,504	-
Equipment and room rental	375	813
Furniture and equipment	-	6,191
Incidentals	3,001	8,591
Insurance	-	64
Meals	17,300	34,234
Meeting coordinator, facilitator and administrative support	800	2,723
Office supplies and postage	833	14,634
Overhead allocated from administration	25,757	39,569
Per diem	2,486	2,000
Rent and facilities	-	173
Salaries and benefits	146,749	174,258
Staff training	-	1,280
Travel	39,733	74,671
290,530	453,286	-
Transfer to Environmental Health	(7,200)	-
Transfer from All Chiefs Forums	-	37,710
	<u>283,330</u>	<u>490,996</u>
Excess of expenditures over revenues	\$(58,021)	\$ -

Statement of Operations - Health

Year Ended March 31	2003	2002
Revenues		
Health Canada	\$486,350	\$582,073
Other	9,369	9,438
	<u>495,719</u>	<u>591,511</u>
Expenditures		
Accommodations	96,581	122,197
Advertising and promotional materials	3,052	3,433
Catering	31,696	22,044
Communications	3,778	3,074
Contractors, researchers and technical support	42,539	4,725
Equipment and room rental	4,147	11,474
Furniture and equipment	-	2,759
Incidentals	23,894	26,831
Meals	48,649	69,992
Meeting coordinator, facilitator and administrative support	30,669	16,720
Office supplies and postage	3,242	1,862
Overhead allocated from administration	25,723	8,026
Per diem	350	1,240
Salaries and benefits	86,982	66,550
Travel	94,417	196,859
	<u>495,719</u>	<u>557,786</u>
Transfer from All Chiefs Forum	-	33,725
	<u>495,719</u>	<u>591,511</u>
Excess of revenues over expenditures	\$ -	\$ -

Statement of Operations - Fisheries

Year Ended March 31	2003	2002
Revenues		
Department of Fisheries and Oceans	\$367,500	\$560,205
Interest	394	-
	<u>367,894</u>	<u>560,205</u>
Expenditures		
Accommodations	12,839	30,439
Advertising and promotional materials	-	13,130
Catering	3,191	2,735
Communications	5,227	10,991
Contractors, researchers and technical support	20,700	27,744
Dues and fees	350	627
Equipment and room rental	619	6,377
Furniture and equipment	-	2,759
Incidentals	3,024	12,363
Insurance	-	196
Interest and bank charges	-	40
Meals	7,975	32,489
Meeting coordinator, facilitator and administrative support	-	1,600
Office supplies and postage	44	1,620
Overhead allocated from administration	34,610	40,228
Per diem	-	1,350
Professional fees	4,435	-
Salaries and benefits	178,498	152,401
Staff training	-	847
Travel	24,035	94,128
	<u>295,547</u>	<u>432,064</u>
Transfers from:		
Administration	-	68,141
Executive	32,846	-
All Chiefs Forums	52,322	60,000
	<u>380,715</u>	<u>560,205</u>
Excess of expenditures over revenues	\$(12,821)	\$ -



Statement of Operations - Economic

Year Ended March 31	2003	2002
Revenues		
Indian and Northern Affairs Canada	\$411,282	\$256,639
Other	3,000	-
	<u>414,282</u>	<u>256,639</u>
Expenditures		
Accommodations	35,294	51,174
Catering	10,614	8,683
Communications	171	4
Contractors, researchers and technical support	185,742	54,600
Dues and fees	198	-
Equipment and room rental	3,895	6,644
Incidentals	5,973	9,699
Meals	20,336	26,359
Meeting coordinator, facilitator and administrative support	25,775	-
Office supplies and postage	318	435
Overhead allocated from administration	38,860	28,654
Salary and benefits	21,678	-
Travel	78,607	75,009
	<u>427,461</u>	<u>261,261</u>
Excess of expenditures over revenues	\$ (13,179)	\$ (4,622)

Statement of Operations – Environmental Health

Year Ended March 31, 2003	
Revenues	
Environment Canada	<u>\$27,000</u>
Expenditures	
Accommodations	3,663
Catering	2,479
Contractors, researchers and technical support	1,200
Equipment and room rental	75
Incidentals	910
Meals	2,096
Meeting coordinator, facilitator and administrative support	200
Office supplies and postage	6
Overhead allocated from administration	2,778
Per diem	1,000
Travel	<u>8,951</u>
	<u>23,358</u>
Transfer from Treaty Education Initiative	<u>7,200</u>
	<u>30,558</u>
Excess of expenditures over revenues	\$ (3,558)

Statement of Operations – Community Planning

Year Ended March 31, 2003	
Revenues	
Indian and Northern Affairs Canada	<u>\$46,750</u>
Expenditures	
Contractors, researchers and technical support	42,500
Overhead allocated from administration	<u>4,250</u>
	<u>46,750</u>
Excess of expenditures over revenues	\$ -

APC Organizational/Strategic Review

BY GRANT THORNTON

Contents

- Objectives and Approach for the Review
- Shared Values
- Key Achievements and Hurdles
- Strategy and Mandate
- Structure
- Staff
- Communication (Style)
- Next Steps
- APC Preliminary SWOT Analysis

Appendices

- Appendix 1 – Approach to Review of the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc. – 6-Step Approach
- Appendix 2 – Meeting Dates and Names of Interviewees
- Appendix 3 – Staff Interview Guide
- Appendix 4 – Chief Interview Guide
- Appendix 5 – Current Organizational Mandates
- Appendix 6 – Current Organizational Structure
- Appendix 7 – Role of the Audit Committee

Objectives and Approach for the Review

The Atlantic Policy Congress of First Nation Chiefs (APC) initiated this review to assist them in creating a strong vision and mandate for the next five to ten years. The review was intended to measure and monitor the organization's performance against its strategic goals and objectives. Specifically, the review is to address the following six objectives.

1. To conduct a complete review of all roles, mandates and operations of the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.
2. To detail the historical perspectives and developments of the APC Sect.
3. To identify all key achievements and failures of APC Sect.
4. To conduct an environmental scan of key issues to impact Mi'kmaq, Maliseet, & Passamaquoddy Chiefs and First Nations.
5. To identify and document perceptions on the current roles of APC Sect.
6. To secure input on the future strategic vision, role, mandates, key policy interests of Chiefs and Mi'kmaq, Maliseet, & Passamaquoddy opinion leaders.

The review was conducted using a 6-step approach that is outlined in Appendix 1.

To gather information for the review, a series of interviews and small group meetings with the Executive Director, senior staff and a selection of Chiefs were conducted. The lists of interviewees and meeting dates are detailed in Appendix 2. Structured interview guides were used to collect information in the interviews. These guides can be found in Appendices 3 and 4.

Information gathering was based on a 7-S Framework. This framework considers:

- The **strategy and mandate** of the organization;
- The **structure** of the organization;
- The **shared values** of the organization;
- The **staffing** of the organization;
- The **skills** of the organization;
- The **systems** of the organization; and
- The **style** of the organization.

This report provides a summary of the key findings from the review. It also provides recommendations for next steps for the APC to consider as they review their mandate and plan their short-term and long-term strategic activities.

Shared Values

Although member communities vary in size, developmental stage and perhaps in self-governing structures and processes, there seems to be similar and consistent shared values of the APC. Shared values commonly expressed were:

- Nation building;
- Protecting aboriginal and treaty rights;
- Protecting traditional heritage;
- Improving the quality of life of all First Nation communities;
- Strength in numbers; and
- Commitment to APC.

Documenting and revisiting shared values within APC is important part of strategic planning and review. They remind individuals why they have formed the organization and why they come and meet together as one. Quite simply, they put the organization's mandate into perspective.



► Key Achievements and Hurdles

Achievements

From the interviews conducted, there were many differing views on particular key achievements. However, many felt that the APC, as an organization, is a success for the following reasons. It...

- has the overall commitment of Member Chiefs;
- is a highly recognized entity;
- is a forum to share and obtain information;
- is a support mechanism (for information, knowledge and resources) for Member Chiefs and other aboriginal organizations; and
- has qualified and dedicated staff.

Hurdles

Many interviewees felt that there were no specific failures of the APC but rather "hurdles" that APC must overcome. The "hurdles" identified by the interviewees are further explored in the following sections of this report.

► Strategy and Mandate

The APC is intended to be a policy research and advocacy group to represent the diverse voice of 35 Mi'kmaq, Maliseet and Passamaquoddy Chiefs of Atlantic Canada, Eastern Maine and the Gaspé of Quebec. The current mandate of APC was developed in 1996 by Business Development Canada (BDC) as part of the process of developing a seven-year strategic plan for the APC.

While the general mandate of the APC is described above, the mandate and overall strategies for the APC are defined differently in the organization's March 2, 1995 resolution, 1996 strategic plan and its website.

According to a resolution on March 2, 1995, the vision and objectives of the organization are:

Resolution dated March 2, 1995

Vision

We must speak with one voice on policy issues affecting First Nations in Atlantic Canada.

Objectives

- To create a forum to enable First Nation Chiefs to speak with one voice to policy matters affecting the First Nations of Atlantic Canada.
- To create the capacity to analyze, discuss, modify and develop alternatives to Federal policy.
- To develop and table First Nation policy positions.
- To call before the Congress the Federal policy decision makers.

The organization's 1996 Strategic Plan indicates that the current vision and overall strategies of the APC are as follows:

1996 Strategic Plan

Vision

Nikanitaiek – Peoples moving forward

The Atlantic Policy Congress is the unified voice of the Mi'kmaq/Maliseet Chiefs and represents a strategic, collective approach to developing policies to support the principles of self-government by self-determining peoples and First Nation governments. We are working for the people, with the people, through existing First Nation governments.

Basic Strategy

To maintain and improve its ability to anticipate, gather, research, interpret and advise policy development for the Mi'kmaq/Maliseet Chiefs Council.

Strategic Position

To position itself as a highly skilled and competent team of technically qualified individuals which facilitate and advocate the development and implementation of policies endorsed by the Mi'kmaq/Maliseet Chiefs.

Within the strategic plan however, the APC's strategic objective is defined differently.¹

1996 Strategic Plan

The Atlantic Policy Congress needs to become recognized as:

- The policy "voice"¹ for the Congress Chiefs
- The honest broker of Mi'kmaq/Maliseet information
- The best source of high quality, accurate research product and data.

Specific Strategy

To become more proactive and forward looking in its activities.

The organization's website describes the organization's profile and mandate as shown below.

Website

Organization Profile/Mandate

To research, analyze and develop culturally relevant alternatives to federal policies that impact on the Mi'kmaq, Maliseet and Passamaquoddy First Nation communities and peoples.

We are in association with the Assembly of First Nations located in Ottawa, Canada.

While the different mandate statements share common themes, they differ in a few significant ways. Specifically, they are inconsistent with respect to:

- Whether APC is intended to speak with a "voice" for its member boards;
- Documentation of the word "voice"; and
- Whether APC's policy development mandate is limited to those policies which have an impact on self-government by self-determining people.

Recommendation 1

APC should review its mandate to clarify these inconsistencies. Specifically, APC should consider whether it should be acting as a "voice" for all members. If APC is to have a "voice", the type and meaning of "voice" should be clearly documented in its mandate and strategies. If APC is to act as a "unified voice", it should be considered whether "unified" is to imply that, on any particular issue, APC will be speaking "on behalf of all members" or "on behalf of the majority of members". In reviewing and clarifying its mandate, APC should also determine the impacts on its key stakeholders (for example: Member Chiefs and government).

APC's mandate also indicates that the organization is "in association with the Assembly of First Nations". The AFN mandate is shown below and is also provided in Appendix 1.

Mandate of AFN

The Assembly of First Nations (AFN) is the national representative organization of the First Nations in Canada. The AFN Secretariat, is designed to present the views of the various First Nations through their leaders in areas such as: Aboriginal and Treaty Rights, Economic Development, Education, Languages and Literacy, Health, Housing, Social Development, Justice, Taxation, Land Claims, Environment, and a whole array of issues that are of common concern which arise from time to time. The Chiefs meet annually to set national policy and direction through resolution.

Many APC members are also members of other aboriginal organizations such as Union of Nova Scotia Indians (UNSI), Union of New Brunswick Indians (UNBI), The Confederacy of Mainland Mi'kmaq (CMM) and MAWIW. The mandate statements of these organizations are provided in Appendix 5.

Recommendation 2

In considering its mandate, APC should ensure that its mandate and objectives complement (or at least, do not conflict with) those of the Assembly of First Nations (AFN) and other aboriginal organizations with whom APC shares common members.

APC currently defines the scope of its mandate to encompass the following policy areas:

- Social/income security reform
- Health
- Treaty education initiative
- Economic development
- Housing
- Fisheries.

For each of these policy areas, annual work plans are developed and approved by Chiefs. Feedback through the review indicated however, that the objectives of the work plans and the specific actions defined therein were not well understood by all Chiefs. Further, it is not clear that the work plans – and therefore the policy development priorities for APC – were well-understood and communicated to Chiefs, their communities and other aboriginal organizations.

Some of those interviewed, through the course of the review, also indicated that the scope of policy considered within the mandate of the APC may be too broad. Others indicated that the scope of policy areas is appropriate but noted that the priority of policy research and development should shift to response to various key governmental policy issues.

Recommendation 3

APC should:

- Determine whether the policy areas of APC are too broad and perhaps narrow them by prioritizing key issues/policies annually.
- Ensure each policy area has objectives and strategies that compliment APC's overall mandate and objectives (once APC's mandate is reviewed, revised and clarified as suggested in Recommendations 1 and 2 above).
- Develop a process for better communicating its policy research and development priorities annually.
- Communicate its policy research and development priorities in an effective yet efficient manner to Chiefs, their communities and other related organizations.

► Structure

The review also considered both the formal organization structure (governance structure) and the various committee structures in place to support the work of the organization. The current organizational structure of APC is provided in Appendix 6. The staffing structure of APC is discussed in the next section of this report.

Executive Committee

According to the organization's by-laws, the directors (or Executive Committee members) of the organization:

"may administer the affairs of the corporation in all things and make or cause to be made for the corporation, in its name, any kind of contract which the corporation may lawfully enter into, and save in hereinafter provided, generally, may exercise all such other powers and do all such other acts and things as the corporation is by its charter or otherwise authorized to exercise and do.

shall have the power to authorize expenditures on behalf of the corporation from time to time and may delegate by resolution to an officer or officers of the corporation the right to employ and pay salaries to employees. The directors shall have the power to enter into a trust arrangement with a trust company for



the purpose of creating a trust fund in which the capital and interest may be made available for the benefit of promoting the interest of the corporation in accordance with such terms as the board of directors may prescribe.

shall take such steps as they may deem requisite to enable the corporation to acquire, accept, solicit or receive legacies, gifts, grants, settlements, bequests, endowments and donations of any kind whatsoever for the purpose of furthering the objects of the corporation."

The roles and responsibilities of the Co-Chairs, according to the bylaws, are outlined below:

"The co-chairs shall be Chief Executive Officers of the corporation. Both and/or either shall reside at all meetings of the corporation and of the board of directors. They shall have the general and active management of the affairs of the corporation. They shall see that all orders and resolutions of the board of directors are carried into effect.

Through the review, it was apparent that these roles and responsibilities, including the roles of the Co-Chairs, are not generally understood, are vague and are subject to interpretation.

Recommendation 4

The terms of reference including membership, terms of office and voting procedures for both the Executive Committee and Co-Chairs should be revisited and corresponding bylaws be revised. This review should consider:

- The specific roles and responsibilities of Chiefs as members of the APC.
- The specific roles and responsibilities of the Executive Committee and Co-Chairs.
- The specific roles and responsibilities of other officers.
- Assignment of responsibility/authority for meeting with government officials on issues and resolutions.
- Executive Committee membership including number of members and member representation (for example: whether there should be a representative from each of the provinces and/or representation for each of the Mi'kmaq, Maliseet and Passamaquoddy First Nation communities).
- Co-Chair membership.
- Terms of office for both the Executive Committee members and Co-Chairs.
- Whether nominations to the Executive Committee and Co-Chair positions be made in advance of the All Chiefs Meeting session rather than during the session.

Recommendation 5

APC should develop and deliver an orientation program for newly elected Chiefs and Executive Committee members.

Other Committees

APC currently has a number of committees in place to support the work of the organization. Through the interview process, it was clear that the objectives for the various committees are not clear nor is it clear how each committee's objectives support APC's mandate and objectives. Some felt that there are too many committees, which may have a direct impact on the focus of the organization. There was also some suggestion that committees were formed to address "pending issues" and were not disbanded after the issues were resolved. Although committees do report progress, options and recommendations to the Chiefs, concerns were expressed with respect to the consistency of reporting from the committees. While the objectives of the various committees are not clear, key staff are involved at the committee level to ensure that the communication lines remain open amongst staff and to ensure staff know what next steps to take on their work plans.

Recommendation 6

The APC should review its committees to ensure they have a stated purpose and are consistent with the mandate and objectives of the organization. For the committees which meet these criteria, the terms of reference should be developed to address the following:

- Purpose and objectives for the committee, which tie into the mandate and objectives of the APC. The purpose and objectives of the committees should be clearly communicated to the Chiefs.
- The committee's scope of authority and decision-making authority.
- Committee membership including number of members, expertise, terms of office, and whether individuals outside the APC should sit as members (i.e. government officials, members from other organizations, technicians from the First Nation community level, etc).
- Reporting requirements (for example, there should be a regular formal reporting process to ensure member Chiefs of APC are consistently and adequately informed on the progress of committee efforts on key issues).
- Minimum number of meetings to be held throughout the year for each committee.
- Process for regularly reviewing and updating the terms of reference for the committee.

Where committees are struck to address specific issues and/or projects, APC should have a process in place to ensure wrap-up of the committee once the issue has been resolved or upon completion of the project.

Audit/Finance Committee

Through the review, some individuals expressed concern over the financial aspects of APC, especially on where funding is primarily being spent and on issues of financial management and internal control. APC does not currently have an Audit or Finance Committee responsible for the financial management of the organization. Further, formal responsibility for financial issues has not been assigned to a representative body of the Chiefs.

Recommendation 7

APC should consider appointing an Audit/Finance Committee. The objective of the audit committee is to protect the interests of the organization's stakeholders. The way in which the audit committee can do this is to be actively involved in overseeing financial reporting and satisfying themselves that the organization's financial reports are comprehensive, reliable, understandable and responsive to the needs of users.

Audit Committees can add value to the organization by:

- Improving the communication among the Chiefs, the Executive, management and the auditors;
- Helping Directors/Chiefs become more accountable for decision-making;
- Improving the quality of reporting;
- Improving the quality of internal control; and
- Enhancing the organization's reputation by increasing public confidence in its reports.

Appendix 7 documents more information on the roles of an Audit Committee.

Procedures and Policies for Meetings

APC does not currently have any policies or procedures to guide conducting meetings for both the Executive and All Chiefs Meetings. From the interviews conducted, there was general agreement that Chiefs had a say on what gets put on the agenda of the meetings. However, many suggestions on improving the manner in which meetings are conducted were expressed. Some of the suggestions are:

- Policies and procedures should be documented on how and who chairs the meetings.
- Policies and procedures should be in place to deal with conflict on an issue or resolution. Otherwise, feelings of unity seem to be compromised. These policies or procedures should ensure that there is time taken to try and resolve the conflicts.
- If an agenda is prepared, the meeting should revolve around the agenda. New issues, which sprout during meetings, should be introduced at a later date or discussed after the items on the agenda are discussed. There is a general feeling that new issues not on the agenda are brought to light and discussed, causing the discussion on some other important items on the agenda being pushed to a later date or "rushed". If meetings stick to the agenda, there may be more of a group feeling of staying focused on key issues.
- Consideration should be made to limit the agenda to a set number of items, if possible. Some feel the agenda is too long and sometimes there is a feeling of being "rushed" to discuss and decide on issues.
- The agenda should always include follow up of the previous meetings business and resolutions passed. This ensures follow up on key business issues that have not been fully addressed to determine what next steps to take.
- Aboriginal tradition should be introduced into the meetings to keep aboriginal tradition alive.

Voting on Resolutions

Many participants in the review expressed concern over how resolutions are brought forward and how resolutions are passed. Because the First Nation communities within APC differ in size and are at varying stages of development, key issues for some communities may not be as important to other communities. As a result, there is not always agreement on voting for resolutions. Some interviewees were unsure whether the "majority rules" process was fair to those First Nation communities who vote against or abstain from certain APC resolutions. This is of particular concern because APC is mandated to act, as a "unified voice" for the Atlantic Region yet there are cases where self-governing communities are not in support of a particular APC resolution. Those who expressed this concern were also unsure whether a consensus vote on a resolution was the answer because consensus decision-making processes may not result in agreement on how an issue is handled.

Recommendation 8

The APC should provide direction to the decision-making processes, responsibilities and authorities of APC. The APC should develop a policy statement that is consistent with its mandate and that describes the types of decisions that should be put forward to the Chiefs in the form of a resolution.

This policy statement needs to consider:

- Resolutions be sent to Chiefs in advance of voting. This will allow Chiefs to discuss the resolution(s) with their Band Councils before they, as Chiefs, vote on the resolutions. It would also allow the Chiefs to gather more information, if needed, to fully understand the impact the resolution may have on his/her community.
- Having resolutions reviewed by legal counsel prior to a vote to ensure that the resolutions are legally sound and are not subject to misinterpretation by government upon approval.
- Band Council Resolutions (BCRs) from the First Nations in support of the resolution.

Recommendation 9

APC should develop a policy statement that requires in-depth review and discussion on a resolution before the resolution is voted upon. This in-depth review should include an assessment of all supporting information and options available of the resolution. This will allow sufficient opportunity to consider each resolution and its implications prior to voting.

Further, APC should review its voting process for resolutions to provide clarity with respect to whether resolutions require unanimous, majority or consensus voting. This policy direction should also provide for:

- time to discuss the issues of concern with the Chiefs of First Nations who vote against or abstain from a resolution;
- in the case of "majority rules" voting, a requirement to document not only the "for" votes, but also the "against" and abstention votes. Key discussion points and concerns, to provide a record of the rationale for each perspective in the vote, should also be considered to be documented in the resolution; and
- a process for APC to follow up on the issues of concern for those First Nations who vote "against" or "abstain" from a resolution and assist those First Nations where necessary. Timeframes should be in place to ensure timely follow-up.

Recommendation 10

APC should introduce a policy or practice of reviewing the actions that have been taken pursuant to its resolutions to ensure that its directions have been appropriately carried out.

Staff

Participants of this review suggested that while the staff are valuable, hardworking and dedicated resources, there was the general feeling that staff are overworked. Some concerns raised on staffing are:

- Lack of funding to support the current workload of the APC;
- Alignment of staff skill set to key policy areas as some employees work over various policy areas depending on the priorities of the organization;
- Continual professional development of staff to ensure staff skills are maintained and enhanced; and
- Most staff are located in two offices – Cole Harbour and Amherst. It was unsure whether the staff mix at each of the locations is appropriate and adequate.



Recommendation 11

Staff requirements at each location should be regularly reviewed to determine if staff resources are utilized to their full potential in each of the locations. Staff resources assigned to policy work plans should also be regularly reviewed to determine if the work plans are appropriately aligned to staff resource expertise and experience.

Recommendation 12

APC should ensure regular professional development courses are available to staff members. These courses should allow staff to maintain and enhance their skill set as well as keep abreast of changes in APC's environment.

Personnel Policies

The personnel policies of APC were also reviewed. From this review, the following was noted:

- Staff positions and their corresponding skills and experience expectations are not documented.
- There is no documentation of job descriptions for each staff position within the policies. Job descriptions are documented on separate forms but are not kept up to date. Over time, employees may feel that they have either outgrown their positions or have taken on various roles for which they are or were not originally responsible. In addition, if not documented, some employees may not understand the roles and responsibilities of their peers. To promote an effective "team approach", each staff member should understand the roles of others.
- There are no specific processes relating to the hiring and dismissal of employees.
- The Executive Director is responsible for most, if not all, human resource activities.

Recommendation 13

The Personnel Policies of APC should be reviewed and revised where necessary. Considerations for this review include:

- Documentation of staff positions and their corresponding skills and experience requirements.
- Documentation of up to date job descriptions for each staff position including the Executive Director to promote accountability for responsibilities. It should also be determined whether the Executive Director should carry all human resource responsibilities as detailed in the Personnel Policies. In addition to job descriptions, documentation of compensation levels for each position should be considered.
- Documentation of specific processes relating to hiring and dismissal of employees.

Performance Evaluations

According to the Personnel Policies, the Executive Director is responsible for all annual employee evaluations. Annual and regular performance evaluations on staff, including the Executive Director, are not consistently prepared. Performance evaluation templates do not exist to ensure all staff is receiving consistent feedback on key competencies of their positions.

Recommendation 14

The performance evaluation policies as documented in the Personnel Policies should be reviewed and revised where necessary and should consider the following:

- Clarification of the responsibilities within the process. It should be determined if senior staff other than the Executive Director should be responsible for a part of the performance evaluation process.

Recommendation 15

Performance evaluation form templates should be created to complement staff roles and responsibilities. The performance evaluation form should allow a section for recommendations on training requirements or enhancements based upon the strengths and weaknesses identified for the employee. There should also be a section for employee comments on the evaluation form.

If performance is unsatisfactory, the performance evaluation should clearly indicate this and offer suggestions for improvement. Follow up on improvement should be performed on a timely basis to monitor progress.

As stipulated in the Personnel Policies, the Executive Committee should also perform an annual performance evaluation of the Executive Director.

Other

Currently, the Executive Director is the main person managing the organization's day-to-day operations while at the same time, managing his own workload.

Recommendation 16

The workload and job responsibilities of the Executive Director should be reviewed to determine if he needs additional assistance, such as an office manager.

Communication (Style)

It has been suggested that one of the key issues facing APC is communication. APC is now working on a communications strategy in association with a public relations firm to deal with communication concerns. Some interviewees suggested that information from APC is misunderstood and/or misinterpreted depending on how the information is presented or documented. Although many felt the information in the Chiefs' binders for the All Chiefs Meetings is valuable information, some felt that the information is too overwhelming in content to sift through and/or felt unsure whether the information is clearly and consistently communicated.

Some suggestions out of the review to improve communication are:

- Additional communications staff should be considered to help staff with report writing, documentation, media relations, website management and other identified areas. The roles and responsibilities of all communications staff should be clearly defined.
- Website could be improved and accurately kept up to date on a timely basis. The website could provide more information on each First Nation Community in the Atlantic Region.
- It is unsure whether there is enough information provided on current key policy issues versus other issues, which are not of significance.
- There is a lot of information coming from APC in terms of briefing notes in the Chiefs binders, e-mails, the supplement APC provides in the Mi'kmaq/Maliseet

Nation News, community bulletins, etc. APC needs to evaluate what means of communication are most important and effective while at the same time ensure that key issues of significance are relayed to the Chiefs and their communities.

- Many feel that minutes of Executive Committee meetings should be provided on a timely basis to keep Chiefs informed on issues dealt with at the Executive Committee level. Minutes of the All Chiefs Meetings should also be provided on a timely basis.
- Signed resolutions should be provided to Chiefs for their records and review.
- Staff should be involved in the development of the communications strategy. They may have suggestions on the experienced successes they have had on certain communication mediums.
- The necessity to have better communication strategies in dealing with government departments and officials on key issues and concerns.
- The necessity to also have better means of communicating and networking with technicians and other individuals working at First Nation communities and other aboriginal organizations.

Recommendation 17

APC should review its communications work plan and revise it to ensure its overall communications objectives and strategies:

- Tie into the organization's overall objectives and strategies;
- Complement the needs and requirements of all users (for example, Chiefs, First Nations, aboriginal organizations and government);
- Identify the communication mediums which are most effective while at the same time, recognize benefits over costs; and
- Support communications mediums which are consistent, concise and timely.

In revising its communication strategy, APC should consider the involvement of Chiefs (or a selection thereof) and staff.

Next Steps

Recommendation 18

In light of the findings and recommendations outlined in this report, we recommend APC prepare a new strategic plan which will address the findings and recommendations from this report as well as any additional items that may come to light.

Strategic planning is a management tool. As with any management tool, it is used to help an organization do a better job - to focus its energy, to ensure that members of the organization are working toward the same goals, to assess and adjust the organization's direction in response to a changing environment. In short, strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future.

Being strategic means being clear about the organization's objectives, being aware of the organization's resources, and incorporating both into being consciously responsive to a dynamic environment. The process is about planning because it involves intentionally setting goals (i.e., choosing a desired future) and developing an approach to achieving those goals. The strategic plan calls for a certain order to keep the organization focused and productive.

One strategic planning model involves a **Five (5) Question Approach**:

1. Where do we want to be?
2. What are our measurable goals?
3. What are the key issues that face us today? How do we address the issues?
4. What are the steps we need to address the issues?
5. What do we need to monitor to ensure we are on track?

The Five (5) Question Approach can also be depicted in the following diagram:



Recommendation 19

We recommend that APC use the above strategic planning model to develop and/or revise its strategic plan.

Strategic planning, though described as disciplined, does not typically flow smoothly from one step to the next. It is a creative process, and the fresh insight arrived at today might very well alter the decision made yesterday. Inevitably the process moves forward and backwards several times before arriving at the final set of decisions.

Recommendation 20

We recommend that APC review its strategic plan on a regular basis (once completed) to ensure its mandate, objectives and strategies are relevant and effective in light of its ever changing and dynamic environment.

In order to initiate the strategic planning process, we have completed a preliminary SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis in the next section of this report.

► APC Preliminary SWOT Analysis

A SWOT analysis helps an organization analyze its current situation as well as focus its efforts to those issues that have the most impact on the organization. SWOT provides a framework for identifying these critical issues. To relate the SWOT analysis to the strategic planning model, (5 Question Model) mentioned in the previous section of this report, SWOT helps answer question 3:

"What are the key issues that face us today? How do we address these issues?"

The diagram below summarizes the basis of the SWOT analysis:

	Strengths	Weaknesses
Opportunities	S-O strategies	W-O strategies
Threats	S-T strategies	W-T strategies

S-O strategies – purpose opportunities that are a good fit to strengths.

W-O strategies – overcome weaknesses to pursue opportunities.

S-T strategies – use strengths to reduce vulnerability to external threats.

W-T strategies – establish a defensive plan to prevent weaknesses susceptible to external threats.

The table on the next page provides a preliminary SWOT analysis of APC in which APC can use in its strategic plan to:

- Identify its strengths to pursue its opportunities and to minimize its threats; and
- Identify its weaknesses to either overcome them or strengthen them to pursue opportunities and minimize threats and/or to have a plan in place to prevent the organization from being susceptible to its threats.

Strengths

- "Strength in numbers".
- Support (information, education and knowledge) for Chiefs, First Nations and other organizations.
- Shared values.
- Staff (dedicated, hard working, cooperative and professional).
- Support of the Assembly of First Nations (AFN).
- Forum for the identification of key issues for First Nations in Atlantic Region.

Mandate/Weaknesses

- Strategic plan needs to be revisited and clarified.
- APC more reactive than proactive.
- Unity on issues.
- Lack of adequate human resources.
- Communications strategy needs to be revisited.
- Appropriate analysis and follow up on key issues.

Opportunities

- Recommendations of review.
- To redirect APC with the involvement and input of all Atlantic Chiefs.
- Pooling of resources amongst First Nations to gain competitive advantages and economies of scale.

Threats

- Government funding is year-to-year rather than continual.
- Government impact on director of policy analysis and development.
- Lack of cooperation with other aboriginal organizations.
- Overall mandate of APC is being questioned – threat that APC performing work that does not support its mandate.

► Appendix 1: Approach to Review of the APC – 6 Step Approach

Step 1: Review of operations and performance of the APC;

Approach: Review of written material and through interviews with Executive Director, senior staff and a selection of member Chiefs. Interviewees were asked various questions on the operations of the APC including its strengths, weaknesses, opportunities and threats as well as its key experienced successes and hurdles.

Step 2: Development of structured interview guides;

Approach: Development of interview guides by Grant Thornton used to collect information from the Executive Director, senior staff and a selection of Chiefs. Contents of the interview guides for both senior staff and Chiefs are detailed in Appendices 3 and 4.

Step 3: Conduct interviews/meetings;

Approach: The meeting dates and interviewees for the review of APC are detailed in Appendix 2.

Step 4: Develop draft report;

Approach: Draft report written based upon collective results of the review of written material and to a large extent, the results of the interviews conducted in Step 3 above.

Step 5: Present key findings and recommendations to Chiefs; and

Approach: PowerPoint presentation at the All Chiefs meeting held in Moncton, New Brunswick on April 15, 2003.

Step 6: Complete final report.

Approach: Based upon the presentation of the results in Step 5 above, comments and issues raised by the Chiefs on the draft report will be considered for the final report. Once completed, the final report will be distributed to the Executive Director and all Chiefs.

► Appendix 2: Meeting Dates and Names of Interviewees

Senior Staff – One-on-One Interviews

Staff Member, Position, Interview Date

- Krista Brookes, Senior Policy Analyst and Legal Advisor, February 14, 2003
- Cheryl Knockwood, Senior Policy Analyst, February 14, 2003
- Carla Moore, Senior Health Policy Analyst, February 20, 2003
- Violet Paul, Senior Policy Analyst, March 19, 2003
- John G. Paul, Executive Director, March 20, 2003

Chiefs – One-on-One Interviews

Chief, First Nation, Interview/Meeting Date

- Project Committee, Atlantic Policy Congress of First Nation Chiefs Secretariat Inc., February 4, 2003
- All Member Chiefs, Atlantic Policy Congress of First Nation Chiefs Secretariat Inc., February 5, 2003
- Proxy Rita Fraser, St. Croix Scoudic Band, St. Andrews, NB, February 27, 2003
- Chief George Ginnish, Eel Ground Band, NB, February 27, 2003
- Chief Terrance J. Paul, Membertou Band, NS, February 27, 2003
- Chief Jeff Tomah, Woodstock First Nation, NB, February 27, 2003
- Chief Darlene Bernard, Lennox Island Band, PE, March 4, 2003
- Chief Francis Jadis, Abegweit Band, PE, March 4, 2003
- Chief Sherry Pictou, Bear River Band, NS, March 26, 2003
- Chief Allison Metallic, Listuguj Band, PQ, March 27, 2003
- Chief Mi'sel Joe, Miawpukek Band, NF, Unable to contact

Other

Name, Organization, Interview Date

- P J Prosper, Mi'kmaq Confederacy of PEI, March 4, 2003
- Don Julien, The Confederacy of Mainland Mi'kmaq, Declined offer for an interview

► Appendix 3: Staff Interview Guide

Strategy

1. Can you describe the organization's core service functions?
2. What are the overall objectives or mandate of the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.?
3. (a) What are the goals and objectives of your service area (health, social, etc.)?
(b) What is your role in reviewing policy, government legislation, legal cases, etc.?
(c) How do your service area goals support the overall objectives/mandate of the organization?
4. What have been the major successes of the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.?
5. What have been the major hurdles for the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.?
6. (a) How do you know if you have succeeded as an organization?
(b) How do you know if you have succeeded in your service area?
(c) What measures of success do you use (forms of benchmarking)?
7. What are the greatest strengths of the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.?
8. What are the greatest challenges for the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.?
9. (a) What are the external drivers of change for your organization?
(b) What are the likely external impacts on the organization?
10. (a) How does Atlantic Policy Congress of First Nation Chiefs Secretariat Inc. set its priorities/do planning?
(b) What roles do Chiefs/First Nations play in the planning process?
(c) What is role do you play in this planning process?
11. (a) What are the organization's goals and objectives for the future?
(b) Do the organization's current objectives/mandate support its future?

Structure

1. (a) What is the current structure of the organization?
(b) How well does the current structure of the organization support you in doing your work?
2. How many and what committees have formed for your service area?
(a) Who comprises these committees (i.e. Are Chiefs/First Nations involved)?
(b) How active are these committee members?
(c) What roles do these committees play?
(d) Does the Executive Committee and/or Chiefs need to ratify all decisions?
(e) How often do they meet?
(f) What types of decisions do they make?
(g) What is the communication between you and the committees?
3. What are the reporting requirements, structures and processes of the organization's senior staff?
(a) Between you and other members of the senior staff
(b) Between you and your staff
(c) Between you and Chiefs and their First Nations
(d) Between you and Executive Committee
4. How often does the staff and management meet?
(a) How effective are these meetings?



- (b) Do you have any ideas of how to improve communication within the staff?
5. How do you typically communicate with your staff?

Shared Values

1. What are the core principles or shared values that guide your organization?
2. In your opinion, to what extent are these shared values understood and shared in your organization?
3. How do these shared values effect the day-to-day operation of the organization?
4. Are these shared values consistent with shared values of Chiefs and Executive Committee?

Staffing/ Skills

1. (a) Do you have a current job description?
(b) Is it up to date?
(c) Do all senior staff have job descriptions?
2. (a) Does your staff have current job descriptions?
(b) Do they reflect what each staff member does on a day-to-day basis?
3. Are there responsibilities appropriately assigned and aligned to meet organizational objectives?
4. (a) Do you have sufficient resources to meet your needs?
(b) Does your staff have the necessary skills and competencies to fulfill their roles?
5. (a) Describe your organization's performance evaluation process?
(b) What works well about the current process?
(c) What could be improved?

Systems

1. (a) Does your service area have a procedure/policy manual?
(b) Is this document complete and enforced?
2. (a) What is the process for keeping this document up-to-date?
(b) What role, if any, do you play in this process?
3. Is there someone who monitors the organization's compliance to this document?
4. If you have a concern regarding procedure or policy, or the way in which this procedure or policy is carried out – what do you normally do?

Style

1. How is information generally communicated in the organization?
2. How is information generally communicated outside the organization to Chiefs, First Nations, and other native organizations?
3. (a) How is information from the board communicated to the senior staff and management?
(b) Do you communicate board information to your staff?
4. Do all Chiefs/First Nations have access to internet and email?
5. From your experience, what is the preferred method of communication of Chiefs/First Nations?
6. (a) Are there certain Chiefs/First Nations which you correspond more often than others?
(b) If so, why?
7. When you think about how information travels in your organization, what opportunities exist to improve this communication?

Appendix 4: Chief Interview Guide

Strategy

1. (a) What are the overall objectives or mandate of the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.
(b) Do you think the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc. has evolved over time into a completely different entity than originally mandated? If so, why?
2. The organization's core service functions... what do you think Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.'s purpose for each service area is or should be?
(a) Social/Income Security Reform (b) Health
(c) Treaty Education Initiative (d) Economic Development
(e) Housing (f) Fisheries
(g) Others?
3. Do you feel that Atlantic Policy Congress of First Nation Chiefs Secretariat Inc. is more of a program deliverer rather than policy analyst based on answers to 2 above?
4. (a) How are APC's overall objectives/mandates similar to other native organizations to which your First Nation belongs?
(b) How do they differ?
(c) If they are similar, what role does the APC play versus the roles of the other organizations?
(d) If they are similar, have you experienced (as Chief/Board Member of native organization) perceived misunderstanding of roles between APC and the native organization?
(e) If you answered (d) above, can you provide some ideas/views on how these misunderstandings can be resolved?
5. (a) What have been the major successes of the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.? Please give specific examples.
(b) How do you know if APC has succeeded as an organization?
(c) What measures of success do you use (forms of benchmarking)?
6. What have been the major hurdles for the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.? Please give specific examples.
7. What are the greatest strengths of the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.?
8. What are the greatest challenges for the Atlantic Policy Congress of First Nation

- Chiefs Secretariat Inc.
9. (a) What are the external drivers of change for APC?
(b) What are the likely external impacts on the organization?
10. (a) What do you think are/should be the organization's goals and objectives for the future?
(b) Do you think the organizations' current objectives/mandate support its future?

Structure

11. (a) How do you perceive the current structure of the organization?
(b) How well does the current structure of the organization support you in doing your work as Chief or support other native organizations from your experience?
12. (a) What roles do the committees of the APC play?
(b) Given your answer in (a) above, are the committees productive and valuable to support the APC and First Nations?
(c) What types of decisions do the committees make?
(d) Do you feel the Executive Committee and/or Chiefs ratify all decisions of the committees?
(e) What is the communication between you and the committees?
(f) Do you believe that "majority rules" voting at the All Chiefs Meetings are effective and fair? If not, why? Any suggestions for improvement?
(g) Do you feel that the Executive Committee makes decisions on behalf of All Chiefs? (on committee recommendations, etc.) If so, do you feel some recommendations should have been brought forth to all Chiefs before a decision was made?

Style of Communication

13. How is information generally communicated outside the organization, especially to you as Chief and to your First Nation?
14. From your experience, what is the preferred method of communication of Chiefs/First Nations?
15. Are the binders (which contain briefing notes from each service area) passed out during All Chiefs Meetings informative and adequate?
16. Do you feel that recommended resolutions are advanced to you in time for an in-depth review before a vote is taken on a resolution?
17. Do you feel you have enough information/support to vote on a resolution at the All Chiefs Meeting?
18. When you think about how information travels from APC, what opportunities exist to improve this communication?

Other

19. Are there any other issues/concerns you want to address in this interview which have not been covered in the above questions?

Appendix 5: Current Organizational Mandates

Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.

Mission/Vision – Nikanitaiek – "Peoples Moving Forward"¹: The Atlantic Policy Congress is the unified voice of the Mi'kmaq/Maliseet Chiefs and represents a strategic, collective approach to developing policies to support the principles of self-government by self-determining peoples and First Nation governments. We are working for the people, with the people, through existing First Nation governments.

Organizational Mandate: "To research, analyze and develop culturally relevant alternatives to Federal policies that impact on the Mi'kmaq, Maliseet and Passamaquoddy First Nation communities and peoples." (in association with the Assembly of First Nations located in Ottawa, Canada)

Assembly of First Nations (AFN)

Background²: The Assembly of First Nations (AFN) is the national representative organization of the First Nations in Canada. There are over 630 First Nation communities in Canada. The AFN Secretariat, is designed to present the views of the various First Nations through their leaders in areas such as: Aboriginal and Treaty Rights, Economic Development, Education, Languages and Literacy, Health, Housing, Social Development, Justice, Taxation, Land Claims, Environment, and a whole array of issues that are of common concern which arise from time to time. The Chiefs meet annually to set national policy and direction through resolution. The National Chief is elected every three years by the Chiefs-in-Assembly. The present National Chief of the Assembly of First Nations is Matthew Coon Come. The Chiefs meet between the annual assemblies every three to four months in a forum called the "Confederacy of Nations" to set on going direction. The membership of the Confederacy consists of Chiefs and other Regional Leaders chosen according to a formula based on the population of each region. The AFN receives most of its operating funds from the Department of Indian Affairs.

Organizational Mandate³: The Chiefs meet annually to set national policy and direction through resolution. The National Chief is elected every three years by the Chiefs-in-Assembly.

Union of Nova Scotia Indians (UNSI)

Background⁴: The Union of Nova Scotia Indians is a tribal organization which has been in existence in Nova Scotia for 30 years. It held its first meeting July 12, 1969 and ratified its constitution on Sept. 13, 1969 during its first annual general assembly. It was formally incorporated under the Nova Scotia's Societies' Act on July 3, 1970. The organization came into existence to provide a unified political voice for the Mi'kmaq people of the province in the face of a proposed federal government policy to assimilate Canada's First Nations people into mainstream society. The 1969 White

Paper was widely viewed by the First Nations' leadership as the government's deliberate attempt to introduce a policy of cultural and political genocide.

Faced with the prospect of extinction, a group of Mi'kmaq leaders formed the Union of Nova Scotia Indians to provide political leadership for the Mi'kmaq Nation. The Union of Nova Scotia Indians operates under its original terms of the Memorandum of Association that was registered in 1970 and its present By-Law which was adopted in July 1992 and amended during its 28th annual assembly held in Waycobah in July 1997.

Organizational Mandates/Objectives⁶: The objectives of the Union of Nova Scotia Indians are as follows:

- To promote the welfare and well-being of the Indians of Nova Scotia
- To improve the economic and social conditions of the Indians of Nova Scotia
- To promote the rights of Indian people, to inform Indians of their rights and to assist Indians of Nova Scotia in their enforcement of their rights
- To promote discussion of Indian problems
- To seek to promote a better understanding between Indians and other people
- To initiate and carry out programs for the advancement of Indian people
- To cooperate with governmental and private agencies for the promoting of the interests of Indian people
- To do all such things as are incidental or conducive to the attainment of the above objectives

Union of New Brunswick Indians Incorporated (UNBI)

Organizational Mandate⁷: "To foster and promote greater self-determination of the Indian People of New Brunswick in the presence of all of their Aboriginal, Treaty and Residual Rights."

The Confederacy of Mainland Mi'kmaq (CMM)

Background⁸: The Confederacy of Mainland Mi'kmaq (CMM) is a Tribal Council incorporated in 1986 under the Societies Act of the Province of Nova Scotia. It was formed by the Band Councils of six Mainland Nova Scotia First Nations, namely Afton, Acadia, Glooscap, Millbrook, Pictou Landing and Shubenacadie. The Membership of the organization is the Chiefs and Councilors of each First Nation. The Executive of the organization is appointed by the Board of Directors (Chiefs of the member First Nations governments) and include an Executive Director, Secretary/Treasurer, and District Chief.

Mandate⁹: "To pro-actively promote and assist First Nation Band Members" initiatives in attaining self-determination and enhancement of community."

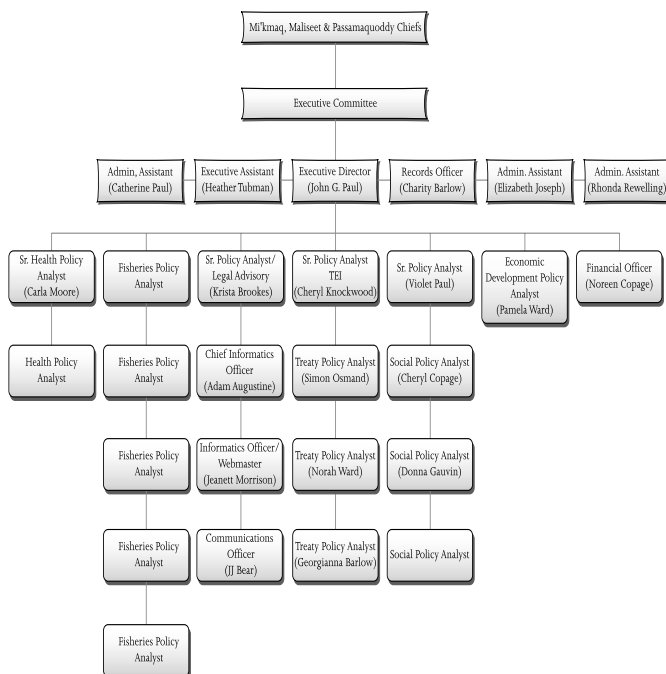
Mawiw Tribal Council

Background¹⁰: "Mawiw" means "together" - The council includes both Micmac and Maliseet Chiefs. Tobique, Burnt Church and Big Cove are the member bands. It acts as a district council for the three communities.

Mandate¹¹

Organizing and administering programs, working in an advisory role, fostering economic development initiatives, and organizing engineering and technical support for on-reserve projects.

Appendix 6: Current Organizational Structure



Appendix 7: Role of the Audit Committee

Overall objective

To protect the interests of the organization's stakeholders.

Principal function

To oversee the organization's financial reporting process and the internal control structure and report its findings to the board. Responsible to maintain communication about financial reporting and internal controls among the board of directors, management and the external auditors.

Principles for success

Three fundamental principles underline the success of the audit committee function:

1. The audit committee oversees; it does not manage. That is management's role. This is easily said, but not easily practiced. The audit committee needs to retain the "big picture" rather than get immersed in detail. A written mandate for the committee will help to clarify its role.
2. The committee gathers information and makes recommendations to the board, which is the decision-maker.
3. The committee exists to enhance independence and communication. The flow of communication to and from the committee should be unfettered: management, internal and external auditors must feel able to communicate freely with the committee if its deliberations are to be valuable.

¹ Although "voice" was italicized, there was no clarity on the word "voice" in the strategic plan.

² From the October 1996 Strategical Plan of the Atlantic Policy Congress of First Nation Chiefs Secretariat Inc. prepared by the Business Development Bank of Canada (BDC).

³ From the website of the Assembly of First Nations, www.afn.ca

⁴ From the website of the Assembly of First Nations, www.afn.ca

⁵ From the website of the Union of Nova Scotia Indians, www.unsi.ns.ca

⁶ From the website of the Union of Nova Scotia Indians, www.unsi.ns.ca

⁷ From the website of the Union of New Brunswick Indians Incorporated, www.unbi.org

⁸ From the website of The Confederacy of Mainland Mi'kmaq, www.cmmns.com

⁹ From the website of The Confederacy of Mainland Mi'kmaq, www.cmmns.com

¹⁰ From the website of New Brunswick Aboriginal Affairs, www.gnb.ca

¹¹ From the website of New Brunswick Aboriginal Affairs, www.gnb.ca

The Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.

PO Box 26005, RPO Market

Dartmouth NS B2W 6P3

Tel: (902) 435-8021

Fax: (902) 435-8027

Toll Free:

1-877-667-4007

www.apcfnc.ca