



# Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.

## Executive Director Report 2006 -2007

### General:

Over the past year our organization has conducted 4 All Chiefs Forums, 5 Chiefs Executive meetings, including the Annual General Assembly as well as the Annual All Chiefs and Councils Assembly held on September 26th and 27th, 2006.

In October 2006, the APC Chiefs elected a new Co-Chair, Chief Noah Augustine, and re-elected Co-Chair Chief Lawrence Paul. The current members of the APC Executive for the next two years include Chief Shirley Clarke, Chief Deborah Robinson, Chief Terry Paul, Chief Candace Paul, Chief Ben Peter-Paul, Chief Jeff Tomah, Chief Darlene Bernard, and Chief Mi'sel Joe.

The Chiefs adopted a total of 20 resolutions. The issues covered ranged from the Water regulatory proposal, education, legal defense fund, founding APC members, Mi'kmaq Maliseet Youth Council (MMYC), FN Fisheries Knowledge Network (FNFKN), Residential School Compensation, Sheshatshiu Innu as a member, Bill C-44, Gesgapegiag, Prescription Drugs, Child and Family Services, Eel River-Bar Heritage Gardens, Water Protocols (DIAND), Financial Services Study, and the MMAYC/All Chiefs Forum joint meeting. All resolutions are also posted on the APC website.

A highlight of the year was the addition of the Innu community as a member of the APC. This was done in October at the Annual General Meeting. The addition of the Shashatshiu Innu First Nation Chief to APC, brings another key perspective to the Chiefs table and discussions.

The All Chiefs and Council Assembly held on September 26th and 25th in 2006 in Dartmouth, NS provides a real opportunity for all APC staff to detail their work and accomplishments over the year. The participation of Chiefs, Councilors and other Tribal Organizations who are invited provides a way for any Council to raise issues of concern and be provided complete details of the work of the Chiefs and staff at APC. The presentation and overview of key issues allows all leaders to gain a better understanding of the wide array of probing issues regionally and nationally that impact

Mi'kmaq, Maliseet, Passamaquoddy, and Innu Chiefs. It also provides Health Canada (HC) DIAND officials an opportunity to address all Councils on the work/efforts of the DIAND/HC to support communities' efforts.

In addition to an overview of work, the Forum provides an opportunity to focus and get impact on strategies or issues which continue to impact communities in key areas of housing/water, residential schools, and prescription drug issues. Through the dialogue and discussion with all representatives any gaps or additions to work being done is identified for each staff person and the files assigned based on directions received from the All Chiefs Forums.

The Chiefs in the region continue to focus on five key priorities of the communities which are: Housing and Infrastructure, Health, Economic Development, Education, and Social Reform. These key priorities are reviewed yearly at the All Chiefs and Council Assembly to ensure all First Nation Leaders have an opportunity to help identify the key priorities and are provided details of all areas of work of all APC Staff.

The election of a new Conservative government has created considerable uncertainty to the clarity of key priorities of the Federal Government. First Nation issues were not identified as key priorities of the government and were not mentioned in the Speech from the Throne or the Federal Budget. There were no Kelowna Accord type investments in the Federal Budget 2006.

The First Nation agenda for change advocated by the National Chief was to fall on the less than sympathetic ears of the Federal Government. The new government wanted to determine its own approach to First Nation issues and saw ways to fundamentally change the approach to governance and to legislatively address issues to make elements and priorities grounded in the Indian Act unworkable. Key policy advisors to the government proposed more radical shifts in policy but were kept in the background due to the minority parliament and the need to engage other federal parties to address First



Nation issues and a legislative agenda. The first area of focus was the water issue and the appointment of a First Nation Expert Water Panel to seek input over the summer on how to address the water quality crisis in First Nation communities.

Regionally, there was a restructuring of the On-reserve Liaison Committee to focus efforts. The new representation includes various Tribal Councils who provide services to First Nations. There also has been consistent success in the construction of additional housing/RRAP based on Budget 2005. Regionally, First Nations constructed 218 section 95 units and 92 RRAP in 2006/07. At the same time, the topic of Ministerial Loan Guarantees has been an issue for some communities. Due to ineligibility, a number of First Nations have been unable to build new houses for the past 2 to 3 years thus adding to the growing backlog in those communities who are not eligible.

In Atlantic Canada, two First Nations continue to be highlighted as communities in which the situation must be addressed by a comprehensive approach to the water issue. The expert panel was provided a presentation from APC staff and others in August 2006. The presentation highlighted a wide range of issues related to capacity, costs, and liability for First Nations what ever regime for water was to be developed by the Federal Government. The panel reported to the Minister with a series of recommendations to address the issue but have not moved

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toward legislation, regulatory changes, or a funding approach to address serious gaps in funding of services at the First Nation level. The development of an approach is still underway and a formal strategy is expected this 2007/2008.

In May of this year, the Comprehensive Community Planning Symposium and Trade show was held in Membertou on May 23rd and 25th, 2007. The session had in excess of 300 participants and included a wide array of workshops and seminars which provided tools, knowledge, and skills to participants to engage more fully in community planning and the critical linkages to economic development for each community. The connection between critical expertise at the First Nation level demonstrated the real potential of planning as to communities' change and how focusing on results was a way to achieve improvements in economic development.

Many presenters clearly showed how governance, leadership, vision and the right skilled people can create the synergy of change needed to make each community a better place. The workshops clearly demonstrated how activities can provide the focus for change which can empower leaders to take steps necessary to improve the living conditions of each community.

Later in May, youth in the region conducted a Youth and Traditional Leadership Workshop with Mi'kmaq Grand Council members. Participants were given an opportunity to exchange ideas on what youth did today and how they can play a role based on the culture and traditions of the Mi'kmaq and Maliseet people. The sessions provided a place to ground the youth participants as to where they were and the importance of identity, culture, and language to a future vision. The workshops also provided leadership skills and role models to demonstrate what is possible for youth who focus on a dream to overcome barriers to be a success. The session also provided a forum for Mi'kmaq/Maliseet Youth to establish and elect a Mi'kmaq/Maliseet Youth Council which presented a plan and strategy to the All Chiefs Forum in June 2006.

A key focus was to promote organization at the First Nation level and encourage a yearly event as well as activities to allow youth to provide ongoing input to decisions and work of the Chiefs regionally and nationally on key issues.

Health continues to be an area of significant focus and effort of all APC staff. Our staff in collaboration with, Chiefs, technicians, health directors, and members of the MMAHAB and various subcommittees focuses on the many issues raised by First Nations.

### Health:

In the past year, the MMAHAB committee structure was recognized to focus on key areas identified by the Chiefs and Health staff. The intent was to make the overall process focused on achieving results to improve the levels and health status of First Nation people. The renewed focus also allows for ongoing dialogue and input of First Nation Health Directors and staff to ensure

priorities and work is consistent with the needs of the all communities. A major research project into prescription drugs has helped identify the costs and barriers to FNIHB services for First Nation citizens. The project has made a series of recommendations which call for direct action to address the complex issue and concerns related to prescription drug use and misuse and the development of appropriate First Nation based strategies and approaches to actually deal with the serious problems facing all First Nation communities.

### Economic Development:

Economic Development has been an area of considerable focus for the fiscal year as well as the ongoing training and certification of Atlantic Economic Development Officers (EDOs). In the fall APC Staff, in cooperation with EDOs, initiated work to revise and update the Atlantic Aboriginal Economic Strategy. Through a series of focus group sessions with a wide range of First Nation expertise, the Strategy was updated for input and review of the Atlantic Chiefs in March 2007. The final revisions and details of the strategy were completed and was tabled for All Chiefs in the new fiscal year.

During the same period, work continued to secure multiyear funding for the Universities and Chiefs partnership on Atlantic Integrated Economic Development Research project. By the end of the year, commitments were in place from DIAND, ACOA, and DFO for an initial year and consideration of funding beyond the initial year.

### Legislative Matters:

Federally, a number of legislative measures are expected to impact First Nations in the Atlantic. The amendments to the Fisheries Act will fundamentally change the role and powers of the Minister and engage a wide range of interests in the DFO decisions related to all aspects of the resources. The range and level of impact on aboriginal and treaty rights is not certain but the regime will allow more transparent discussion of issues and decision by DFO at all stages of resource management.

Section 67 repeal of the Canadian Human Rights Act is a before Parliament. In spite of direct presentations detailing our Chiefs' concerns, the legislation is still moving through Parliament. Our Chiefs have serious concerns over the long term implications and legal liability to First Nations as well as the short timeframe for First Nations to put in place measures to address complaints related to the repeal of the section of the act. Many implications are not fully known or understood fully.

Over the past year there has been considerable discussion and dialogue about Matrimonial Real Property. The issues related to communities are complex and in many First Nations, are addressed based on existing First Nation level practices and policies. Federal or Provincial legislation to address First Nation circumstances or conditions may have unintended consequences to the local administration of lands and property in communities. The

control and dispossession of lands in First Nations is a very sensitive issue which must be fully understood and the issues need to be fully addressed in the end on the communal interests of all the citizens.

### Housing and Infrastructure:

In the area of housing and infrastructure, APC staff has worked to take an integrated approach. That is to look at the implications of all issues of First Nation communities. At the end of the last fiscal year, communities and Chiefs directed APC to look toward the development of a network to support regional efforts in housing and infrastructure. Over the winter, APC staff has conducted sessions with many First Nations to determine the next steps for development of a network. The network is expected to support collaborative efforts regionally to ensure First Nation issues on housing, water, waste water, source water protection, and First Nation Capacity and resources are put in place to ensure all First Nations are able to address issues today and in the future. A critical focus has been in the establishment of the right knowledge and capacity to assist all First Nations in the best ways possible.

The development of the First Nations Fisheries Knowledge Network has been a very gradual process. The process to find qualified expert staff has been a considerable challenge and staffing was completed later than expected. A full staff complement was in place before the end of the fiscal year.

In January 2007, APC engaged in a firm to assist in the design, training, and implementation of the Fisheries Management System in First Nation members of APC. To date, 8 First Nation communities have worked to help pilot the system and implement various modules of the data system. The system is created to support First Nations local management of the fishery operations and to be able to document all results for various fishery activities. It is expected the data will help First Nation and First Nation fishers to produce the results they seek for the benefit of the entire community.

In January and March, workshops were done with coordinators to provide updates on work and efforts of DFO and the various programs set out to support First Nation like at-sea mentoring, fishers management and vessel maintenance.

The sessions also provided a direct opportunity for coordinators to provide direction on the structure and priorities of the First Nation Fisheries Knowledge Network. These ideas are being incorporated in plans of the FNFKN including a new website and communications plan.

### Indian Residential Schools:

APC staff continues to conduct outreach sessions in all the communities. The sessions provide onsite opportunities for staff to update survivors on developments and provide a support forum to allow discussions and the sharing of information to all participants. The settlement agreement has been completed and approved by all courts in Canada and is now in the opt out period.



## Executive Director Report Continued

APC staff is currently working to engage all service providers at the local, provincial, and regional level to implement a comprehensive crime prevention strategy to support survivors in all First Nation communities. These efforts will use all available resources to support survivors in a proactive manner.

### Community Planning:

Community Planning work has continued under the leadership of the Chiefs through a member created regional Chiefs committee to provide supervision to the work and collaboration with various federal agencies. The work and support network created is to empower communities in the completion of comprehensive community plans and support tangible steps on implementation. All efforts are expected to support an ongoing planning approach for all First Nation Communities which respects communities' autonomy, needs, and priorities. In many of the First Nation communities, work is well underway toward completion of community plans and the emerging strategies for real implementation at each First Nation.

### Funding Agreements:

Funding agreements and the renewal of multi-year agreements is an issue which was identified by the Chiefs. The renewal of the 5 year funding agreements and the lack of negotiation was highlighted to Chiefs at an All Chiefs Forum. To help address the issues/concerns raised, APC conducted a joint session between DIAND/First Nations who were about to renew agreements. The session identified issues for DIAND to deal with in terms of the process and parameters of renewal and to conduct renewals in a consistent manner with First Nations. DIAND agreed to fully adhere to its regional policy set on renewals of agreements which provides a set process, timetables toward a set process, and timetables toward completing an agreement. The issue of most concern is that funding provided does not address growing population and community needs. Also to re-open agreement, does not necessarily guarantee additional funds as any/all programs will be addressed based on DIAND's current policies for specific services. The current funding block portion of up to 75% for each First Nation funded creates real financial challenges which will continue to grow in the future.

During the year, the new Conservative government did a review of all Transfers to Canadians including the Aboriginal Transfer Payment Policy. The Blue Ribbon Panel offered a number of specific useful recommendations for DIAND and all federal agencies to streamline the delivery of programs/services through a comprehensive funding agreement. It is expected these improvements to the funding regimes will be put in place in the coming years to ensure transfers from government to First Nations are really government to government transfers.



# Annual APC Health Report 2006-2007

## Mi'kmaq Maliseet Atlantic Health Board, Annual Update

The Mi'kmaq / Maliseet Atlantic Health Board (MMAHB) was created to ensure that all First Nations people in the Atlantic region have a health status that is comparable to all Canadians. MMAHB was designed to improve the health status of Atlantic First Nations through co-management of federal health programs and services. Co-management is defined here as an open, fair and respectful discussion, collaborative planning and decision-making related to Atlantic First Nations health programs and services. This will require the identification of shared priorities and overall strategic objectives for the effective delivery of regional health services.

### MMAHB Strategic Planning Session

The Mikmaq Maliseet Atlantic Health Board hosted a special assembly to evaluate their effectiveness and to focus on strategic priorities for the committee.

#### Process Improvements –

Chiefs noted that they are “run ragged” from issue to issue, committee to committee – with health being one of many equally complex and pressing files. MMAHB strategic priorities reflect community health needs. This means building regional priorities and plans on the strength of community health plans, and having a closer relationship with the Health Directors from who to receive advice and direction. MMAHB is acknowledged by all stakeholders as the trusted, reliable and action-oriented “go-to” group in the region for aboriginal health issues

#### Potential Shared Issues for Action

#### Health Directors Meetings:

The Atlantic Policy Congress hosted two Health Directors Meetings. This year's workshop occurred over a two-day span with several presentations and discussion on the presentations and community issues. The meeting objectives were the following; Gather Health Directors together to share and discuss emerging health issues; Create networking opportunities among the Atlantic First Nations health directors; Foster linkages with Federal Government Officials, Services providers, health organizations and To provide first nations with skills and capacity development to foster healthy environments for First Nation/ Innu Nations. Following are some of the workshops were held during this meeting; FNIHB Strategic Priorities and Directives; APC Health Overview and Strategic Priorities; NIHB Drug use/ misuse Interactive Forum; CDC update, Delivery of CDC Health Protection Program; Native Aboriginal Youth Suicide Prevention Strategy; and Accreditation.

The second Atlantic Health Directors meeting was held on March 27th & March 28th, 2007 in Moncton, NB. The following are just some of the workshops were held during this meeting; MMAHB Strategic Approaches and Planning Cycles; MMAHB Sub committees update; New Initiatives - Aboriginal Human Health Resource Initiative; Drug Utilization Prevention Promotion; Aboriginal Health Transition Fund; Community Health -Best Practices; Capacity Needs Assessment; Conflict Resolution/ Communications Workshop  
Health Director: Capacity Development Research Project

The Atlantic Policy Congress conducted a

research project to review the capacity needs for the Atlantic Health Directors. This document helps guide the Health Directors planning committee & communities on identifying and address the capacity requirements for Health Directors.

#### Child & Youth Committee

The Child & Youth Committee (CYC) was created as part of the health committee restructuring activities. The Child & Youth committee is the amalgamation of the Canadian Prenatal Nutrition Program, Fetal Alcohol Spectrum Disorder, Aboriginal Headstart, Injury Prevention, Maternal Child Health and Health Careers. The purpose of the committee is as follows: To work in collaboration and partnership with the Mi'kmaq Maliseet Innu and Inuit people of the Atlantic Region to identify effective approaches to the delivery of Children & Youth programs and To support community health programs, special projects and initiatives.

#### Aboriginal Head Start on Reserve Networking Session

Two Aboriginal Headstart Networking Sessions were held. The meeting objectives were the following; Gather Atlantic Aboriginal Headstart workers together to share and discuss new initiatives and programs.; Create networking opportunities among the Atlantic First Nations Aboriginal Headstart Workers to improve the health and social outcomes for families and young children; and Foster linkages with Federal Government Officials, Services providers, health organizations.

#### Maternal Child Health

The Maternal Child Health Workshop meeting was held on May 23rd & 24th, 2006 in Moncton, New Brunswick. The meeting objectives were the following; Gather key health workers together to share and discuss maternal child health program goals, objectives, outputs, outcomes and evaluation frameworks; Create networking opportunities among the Atlantic First Nations health providers to improve the health and social outcomes for pregnant First Nations women and families with infants and young children and Assist communities with the development of maternal child health proposals for site selections in the Atlantic. Primary Health Care & Public Health Care Committee (PHCPHC)

The Primary Health Care & Public Health Care Committee (PHCPHC) was created as part of the health committee restructuring activities. The PHCPHC committee is the amalgamation of the Aboriginal Diabetes Initiative, Home & Community Care, Environment Health, Nursing, Immunization, NIHB, E-Health and CDC. The purpose of the committee is the following; To work in collaboration and partnership with the Mi'kmaq Maliseet Innu and Inuit people of the Atlantic Region to identify effective approaches to the delivery of Primary Health Care & Public Health Care programs; and To support community health programs, special projects and initiatives.

#### Wellness Committee

The Wellness Committee was created as part of the health committee restructuring activities. The Wellness committee is the amalgamation of the Addictions, Brighter Futures, Building Health Communities, Tobacco Strategy, National Aboriginal Youth Suicide Strat-

egy and Residential Schools. The purpose of the committee is as follows; To work in collaboration and partnership with the Mi'kmaq Maliseet Innu and Inuit people of the Atlantic Region to identify effective approaches to the delivery of Wellness programs and To support community health programs, special projects and initiatives.

#### FNIHB Hiring Practices/ MMAHB Special Committee:

MMAHB Committee requested the APC Health Staff was directed to examine FNIHB Hiring Practices.

MMAHC: Traditional Leadership for Future Generations Youth Conference.

Health Canada has a commitment to improving the health status of First Nations People and Inuit. Atlantic Region First Nations and Inuit Health Branch sent a contribution agreement to Atlantic Policy Congress to hire a facilitator for a meeting. This meeting was to develop a strategy for the region taking into account the gaps and issues regarding services available to Aboriginal youth. Jaime Battiste was hired to coordinate the Mi'kmaq Maliseet Atlantic Youth Council Conference. 2006 Annual Mi'kmaq Maliseet Atlantic Health Conference

The 2006 Annual Mi'kmaq/ Maliseet Health Conference was held on October 17th-19th, 2007 at the Dartmouth Holiday Inn, Dartmouth, NS. Participants came from all sectors of the health spectrum to attend this event. This year's theme was “Wholistic Health”

The Annual Atlantic Health Conference has two key goals they are to educate and inform community members and health workers about emerging health issues that affects Atlantic First Nations; and To honor individuals for their dedication and hard work in the health field.

Each year the Mi'kmaq/ Maliseet Atlantic Health Board appoints a conference committee to organize this event. The conference committee took all the suggested topics and recommendations from past health conferences to design workshops that reflect our unique first nation health models.

#### APC Prescription Drug Project:

The Atlantic Policy Congress has recently conducted a research project on the magnitude and determinates of the escalating health service & prescription drug cost in the Atlantic First Nations. The objective is to assist the Atlantic First Nations capturing data and creating community based recommendations related to prescription drugs and the NIHB program. As a result of this report Health Canada through the Atlantic Policy Congress issued reimbursement checks for all communities that paid for open benefit drugs for First Nation Clients. \$17,000.00 was reimbursed to communities in the Atlantic Region.

#### Drug Utilization/ Prevention/ Promotion

The APC and Health Canada have identified Prescription Drug Abuse/ Misuse as a growing issue. Under the direction of the Mi'kmaq Maliseet Atlantic Health Board, we have been directed to begin work on addressing this issue. In 2005 FNIHB National Headquarters initiated a process with the AFN to develop a strategy to address prescription drug abuse.

Since then, FNIHB NHQ has agreed to provide



## Health Report Continued

funds for each region to hire a coordinator to work with FN/I community in implementing a community chosen project with an anticipated outcome of enabling communities/community members to use prescription drugs appropriately and therefore to reduce the misuse and abuse of prescription drugs.

### Prescription Drug Summit

As a result of the APC prescription drug report, the APC submitted a proposal and it was accepted to host an Atlantic Prescription Drug Summit. Key Goals for the Conference are: To bring Federal/ Provincial and First Nations together to address the use and impact of drugs in the Atlantic First Nations; To highlight strategies currently being utilized to address drug use and abuse; To develop a strategic approach towards developing a drug strategy for Atlantic First Nations; Legislation and Policy; Foster linkages with federal government officials, services providers, and health organizations; and to Work with physicians, pharmacist to influence policy changes to the Federal/ Provincial Drug Benefit programs to address prescription drug issues.

### Occupational Therapy Project

Proposal to the Atlantic Aboriginal Health Regional Group is almost completed and plans are to submit it by the end of June, 2006.

### APC Cultural Competency Project

2005-2006 The Atlantic Policy Congress of First Nation Chiefs Secretariat Inc (APC) began to get the fundamental pieces to develop a wholistic cultural competency manual. The proposal for phase II was submitted and accepted under the Aboriginal Human Health Resource Initiative. The APC Cultural Competency project activities will serve as a foundation for the long term planning required to sustain a cultural competency program. All developed documents can be utilized by Provincial & Federal Health Departments, other Government Agencies, Education Institutions, etc.

### Cultural Competency Planning Meeting

The need for cultural competency among health care professionals providing services to aboriginal people has been identified as a priority in a number of consultation and planning process. These include findings of a recently completed capacity needs assessment of First Nation community health centres, recommendations in the Nova Scotia submission to the National Aboriginal Health Blueprint, findings in primary health care development initiatives across the province and issues raised by DHAs and provincial programs in the evaluation of their services. APC has already begun work on a three-part cultural capacity-building project to begin to address identified need.

Instead of pursuing an un-coordinated, piecemeal approach to building cultural competency capacity, there is an opportunity to support a collaborative project to increase the net cultural competency of health care providers who deliver service to aboriginal people. There were seven project ideas generated which are; Discharge Planning; Mental Health Interprofessional team training; Physician Continuing Medical Education (CME); Community health workers education module; Prescription drug complaints process; Training program for ER and after hours clinic staff and Culturally appropriate patient

education materials for First Nation clients Interprofessional Education for Collaborative Patient-Centered Practice

Facilitator's training planning committee to discuss the two sessions Jan 18th – 21 in Antigonish. APC's Health Technician, Theresa Meuse co-facilitated cultural training with Dr. Charlotte Loppie on Jan20th.

Update: Attended facilitator's training planning committee to discuss the two sessions being offered to Facilitators. Cultural Session is on March 1st.

### E-Health-Online Computer and Videoconferencing Training Facility

The Atlantic Policy Congress in Partnership with Aboriginal School Project and FNIHB-Health Information Analysis & eHealth Solutions have created an online computer and videoconferencing training facility at the APC Cole Harbour Office.

### Aboriginal Health Transition Fund:

The Aboriginal Health Transition Fund (AHTF) is administered by First Nations and Inuit Health Branch (FNIHB) of Health Canada. It aims to; improve the coordination of federally and provincially funded health systems in First Nations and Inuit communities; enhance the accessibility and suitability of provincial health programs/services for Aboriginal people regardless of where they live; and increase Aboriginal participation in the design, implementation, and evaluation of health services/programs. Adaptation file: The Provincial Adaptation Plan will support initiatives to improve existing provincial health services to better meet the needs of the diverse Aboriginal population it serves.

Integration file: The Regional Integration Plan will support initiatives to improve integration of federally and provincially funded health systems in First Nations/Inuit communities within the Atlantic Region

### Aboriginal Health Human Resource Initiative:

Of particular concern has been the fact that the health care system's ability to provide high quality, effective, patient-centered health services depends on the right mix of health care providers, with the right skills, in the right place, at the right time.

In 2003, federal funding was committed to a pan-Canadian Health Human Resources Strategy in order to help secure and maintain a stable and optimal health workforce in Canada, and support health care renewal.

The three objectives of the Aboriginal Health Human Resources Initiative (AHHRI) are to increase the number, retention and cultural competence of First Nations, Inuit and Métis health care workers and non-Aboriginal health care workers serving First Nations, Inuit and Métis peoples.

An environmental scan to develop a complete picture of where Aboriginal health care workers are employed; in what capacities they serve in providing care; and the number of non-Aboriginal health care workers currently providing services to First Nations, Inuit and Métis peoples is underway in Atlantic Canada has been completed.

APC contracted Horizons Community Development Associates Inc. ([www.horizonscda.ca](http://www.horizonscda.ca)) to conduct the scan. APC is working with the First Nations & Inuit Health Branch of Health Canada to establish an Advisory Committee for the AHHRI.

Health Integration Initiative: Nursing Policy

### Project (Stage 3 Implementation)

The First Nation Band Employed Registered Nurse (FNBERN) in the Atlantic Region working in the capacity of a Community Health Nurse had few, if any guidelines or policies to guide their clinical practice or to support their human resource requirements. Their employers (Chiefs and Councils, Health Directors, Band Employers) as well, required policies and guidelines to enhance their knowledge of the nursing scope of practice to better support and guide the work of the RNs.

## 2006 Annual Mi'kmaq Maliseet Atlantic Health Conference

This year's theme was "Wholistic Health"

Honouring Our People Banquet

Each year the health conference organizes a banquet that honors individuals for their dedication and hard work in the field of health. This year we provided three different awards.

- Appreciation Awards,
- Chief Michael Augustine Awards,
- Health Canada Recipients

This year's recipients of the Chief Michael Augustine Award were:

1. Dr. Michael Perley, Tobique
2. Billie Joe Levi, Elsipogtog
3. John Paul, APC

### Appreciation Award Recipients

- Tobique First Nation – New Brunswick  
- Roxanne Sappier
- Sydney – Nova Scotia  
- Dr. Virrik
- Elsipogtog First Nation – New Brunswick  
- Freda Augustine
- Eel River Bar First Nation-New Brunswick  
- Sue Labillios-Nevin
- Tobique First Nation – New Brunswick  
- Sharon Traught
- St. Mary's First Nation-New Brunswick  
- Lorraine Bear
- Healing our Nation:  
- Monique Fong  
- Theresa Morris  
- Trina Khattar  
- Tim Wall

### Health Canada Recipients:

- Phyllis Harlow: Capacity Building & Health Transfer Manager
- Charmane Kay: Manager Non-Insured Health Benefit Policy & Systems
- Louise Cholock: Regional Nurse Manager: Family Practices



# Aboriginal and Treaty Rights Education Initiative

## Meeting of Nations Video Launch Background

The purpose of the treaty video project is to promote understanding of the Treaty Relationship to students as well as the general public. The video project is intended to educate; Treaties are documents that are still valid, to debunk myths; Treaties are not archaic. The "Meeting of Nations" video is approximately 25-30 minutes in length that will encourage and accommodate dialogue and promote understanding of the Treaty Relationship in and out of the classroom.

The Meeting of Nations video launch was undertaken in collaboration with Indian and Northern Affairs, Atlantic Negotiations team.

APC organized four successful video launch events in:

Halifax, NS;  
Charlottetown, PEI;  
Moncton, NB; and  
Pointe-à-la-Croix, Quebec.

The events were hosted by Chief Noah Augustine and Chief Lawrence Paul who are both Co-Chairs of the APC. In addition to screening the video, we provided those who attended with the opportunity to learn more about our community through entertainment, exhibits of First Nations arts and crafts, and made available material and information about some of the exciting projects and initiatives undertaken in our region. We have attached the event scenarios and media releases for these events. The following list provides the location of the events along with names of individuals that MC'd;

- World Trade & Convention Centre, Halifax, NS – March 7th, 2007 – Cathy Martin, Master of Ceremonies MC;
- Rodd Royalty, Charlottetown, PEI – March 13th, 2007 – Tiffany Sark-Carr, MC;

- Capitol Theatre, Moncton, NB – March 27th, 2007 – Alan Polchies Jr., MC;
- Pointe-à-la-Croix, Quebec – March 30th, 2007 – Andrew Lavigne, MC; and

APC developed targeted a list of invitees in the hope of attracting a broad selection of people from diverse backgrounds and sectors. We were pleased that our events were attended by:

- Business leaders;
- Community leaders;
- Provincial Cabinet Ministers and MLA's;
- Mayors and other municipal politicians;
- School teachers and principals;
- University and post-secondary leaders;
- Deputy Ministers and other federal and provincial representatives; and
- First Nations leaders and members of our communities.

Although the screening of the video was the focus of the events, we also saw it as an opportunity to showcase our culture and engage people directly. Overall, over 400 individuals attended the events, and each walked away with a better understanding of Treaties and of our community as a whole.

The events also provided us with the opportunity to reach out to media. Information about the events, and the importance of the video as an educational tool was sent to all major media outlets in the Atlantic Canada. Our Halifax launch was featured on Breakfast Television (ATV) and received news coverage on Aboriginal Peoples Network (APTN).

The APC made the Meeting of Nations video and posters, available at the Capitol Theatre; the video was distributed to all the guests that came to see the show.

Overall, the Meeting of Nations Video launches were very successful in terms of organization, execution and participation. There have been a lot of positive comments received regarding these events as well as with the video itself.

Through the video launch events, APC has strengthened its position and has been seen to be taking a leadership role in promoting a better understanding of our culture. APC is confident that we can continue to be proactive and be creative in developing other such opportunities going forward.



Capitol Theatre, Moncton, NB - March 27th, 2007



# Annual Report on Economic Development

AAEDN Final Report  
May 31, 2007

## Description of Initiatives Taken

The Atlantic Policy Congress of First Nation Chiefs Secretariat Inc. (APC), on behalf of AAEDN, beginning April 1, 2006 until April 1st, 2007 have supported the administrative costs of the AAEDN membership with the Council for the Advancement of Native Development Officers (CANDO). APCFNC coordinated four training sessions. The first occurred in June, the second in September and the third in December and the final one in February.

APCFNC coordinated four AAEDN meetings. The first occurred in September, the second in December, the third in January and the fourth in March. The purpose of the AAEDN meetings was to network and strategize on issues related to economy building. Guest speakers from government and private industry were invited at various meetings to share information from issues related to land claims to forestry to ABSN.

In their work with implementing the Regional Aboriginal Economic development strategy through the regional Implementation Committee, APCFNC has held three implementation committee meeting and 5 sub committee meetings.

AAEDN played a key role in the design and implementation of the Roundtable Process and in updating the Economic Development Strategy. The purpose of the Roundtables was about developing a 5-10 year action plan/Blueprint on Building an Atlantic First Nation Economy and Blueprint. All roundtables occurred in Moncton NB. The first Roundtable was on Lands and Resources. The second Roundtable was on Strengthening

Aboriginal Businesses and the last Roundtable was on Building an Educated and Skilled workforce. (Please Find Attached the 2007 Strategy).

In assessing whether to develop AAEDN as a stand alone agency, AAEDN met as a full committee in September to discuss their options. A full AAEDN Meeting was devoted to discussing this issue in January 2007. At this meeting, AAEDN decided to remain with APCFNC and that in a few years there may be another discussion to decide whether or not to be a stand alone. (Please find attached summary report of this meeting).

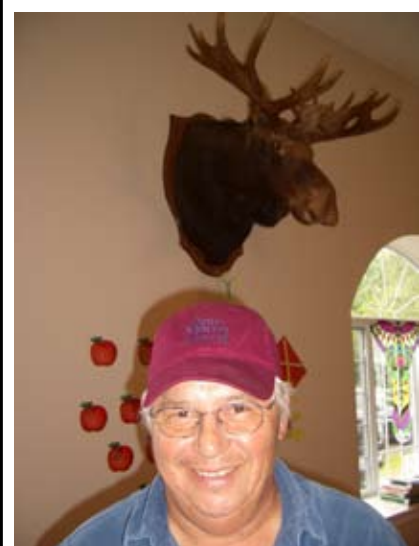
AAEDN continued to inform/update the All Chiefs of their activities. An update on activities was given at the Sept. 2006 all Chief and Councilors meeting and a briefing note was included within the Executive Chiefs Meeting Package in January and for the Chiefs package in March 2007.



Workplan



Task	Activity Detail	Assignment	Output	Target Dates
1.0 Coordinate CANDO Certification for AAEDN	<ul style="list-style-type: none"> <li>Organize training sessions;</li> <li>RFP process for trainers;</li> <li>Liaise with CANDO on certification needs of EDO's;</li> </ul>	APC Staff	<ul style="list-style-type: none"> <li>- June</li> <li>- September</li> <li>- December</li> <li>- February</li> </ul>	Completed all 4 sessions
2.0 Implementation of Ec Dev Strategy	<ul style="list-style-type: none"> <li>Participate in key committees, roles and implement strategy;</li> <li>Coordinate 2 Full AAEDN sessions to deal with upcoming Ec Dev Related Issues;</li> <li>Coordinate 4 Implementation Committee meetings to move forward on Strategy</li> <li>Coordinate sub committee meetings as necessary anticipate 5.</li> </ul>	APC Staff and AAEDN	Coordinated three full AAEDN Meeting in Sept., Jan. and Feb.	Completed
3.0 Assessing Long term goal of AAEDN	<ul style="list-style-type: none"> <li>Coordinate session</li> <li>Hire facilitator to do session</li> </ul>	APC Staff Facilitator	Completed December	Completed
4.0 Updating Chiefs	<ul style="list-style-type: none"> <li>Distribute information, encourage feedback and discussion, develop local positions on issues, prepare support for Tribal and community based development.</li> </ul>	APC Staff and AAEDN	Gave update to Chiefs and councilors in Sept.	Completed





# Indian Residential School Activities

Welcome to our status report on Indian Residential Schools from April 2006 to March 2007. Once again, we have had a successful year in our mandate to provide outreach sessions to the Mi'kmaq and Maliseet First Nations and the general public in the Atlantic. As well, our continuance to ensure the safety of First Nation survivors remains very high on our priority list.

The Atlantic Policy Congress was mandated back in November of 2004 by the 35 Mikmaq Maliseet and Passamaquoddy Chiefs to provide outreach and information to Atlantic survivors so that they would be aware of the latest issues and negotiations taking place with the Residential School issue. The goal of the APC is to organize, facilitate and encourage dialogue on options that are available to survivors regarding compensation, healing, truth and reconciliation and commemoration.

The APC is currently working towards their third year of delivering outreach sessions to Mi'kmaq and Maliseet survivors, their families, communities and the general public on the Indian Residential School issue in Canada.

## Outreach Sessions

The objections of the APC outreach sessions are:  
To organize, facilitate and encourage dialogue on the issues facing residential school survivors.  
Present options available to survivors to achieve reconciliation.  
Provide updated information on progress to date, i.e. Final Settlement Agreement.

Below is a briefing of outreach sessions held in the Atlantic First Nation communities. First Nation psychologists, social workers, Health Canada, Assembly of First Nation representatives and Indian Affairs also attend to give their input and expertise. Minutes taken from the following outreach sessions can be found in Appendix A.

Meeting with IRS Assistant Deputy Minister Gina Wilson  
February 6th, 2007-Dartmouth, N.S.

The APC, in conjunction with Chiefs Lawrence Paul, Chief Rick Simon, Grand Chief Ben Sylliboy, survivor representatives, DIAND Regional Director General Ian Gray, Service Canada, Health Canada, Corrections Canada, Child and Family Services and RCMP held a successful and productive meeting with Associate Deputy Minister Gina Wilson on February 6th. Ms. Wilson was updated on the current status of the APC work undertaken with Mi'kmaq and Maliseet First Nation survivors and the proposed Crime Prevention Strategy, that wishes to implement safety mechanisms for elders and communities. Ms. Wilson stated the court ruling of the Merchant Law Firm's legal fees will be heard before the projected Final Settlement Agreement Implementation date which is November 1st, 2007. If the legal fee matter is not resolved, she believes that it could be severed from the Final Settlement Agreement. Regarding school records, IRSRC recognizes this problem as many el-

derly survivors who qualified for the Advance Payment of the CEP did not receive it, due to missing school records. The IRSRC only have 70% of the school records and have resolved to begin looking for the remaining records and appealed to the CEP group to assist with this matter. Minister Wilson also stated that survivors who do not have school records could be asked to fill out a questionnaire form that asks for details of the School in question. Ultimately, Ms Wilson thanked APC for their work undertaken directly with survivors and that it must continue.

## Crime Prevention Strategy/Emergency Mental Health Preparedness

In providing outreach information sessions to the Mi'kmaq and Maliseet survivors, it's been stressed by survivors that they are being victimized through thefts, assaults, fraud and abuse as a result of receiving the Advance Payment of \$8000. Through meetings held over the past year with relevant Federal Agencies, First Nations leadership, First Nations organizations and survivors, a committee known as the Outreach Residential School Atlantic Committee (ORSAC) has been formed. The objective of this committee is to ensure the safety and protection of former

## Summary of Outreach Sessions

Location	Date	# of Survivors
Membertou First Nation, N.S	May 26th	25
Debert, N.S	May 27th	80
Woodstock First Nation, N.S	June 10th	15
Eskasoni First Nation, N.S	June 13th	32
Chapel Island First Nation, N.S	June 14th	20
Eskasoni First Nation, N.S	June 15th	30
APC All Chiefs Meeting, N.S	June 19th-20th	40
Woodstock First Nation, N.B	June 20th	25
Eskasoni First Nation, N.S	June 30th	68
Woodstock First Nation, N.B	July 3rd	5
Eskasoni First Nation, N.S	July 4th & 5th	55
Wagmatcook First Nation, N.S	July 6th	0
Whycocomagh First Nation, N.S	July 7th	25
St. Mary's First Nation, N.B	July 25th	20
Tobique First Nation, N.B	July 26th	10
Elsipogtog First Nation, N.B	July 27th	27
Chapel Island First Nation, N.S	July 29 th	0
Millbrook First Nation, N.S	August 1st	4
Millbrook First Nation, N.S	August 2nd	35
Indian Brook First Nation, N.S	August 3rd	25
Red Bank First Nation, N.B	August 10th	10
Indian Island First Nation, NB	August 13th	2
Acadia First Nation, N.S	August 17th	1
Waycobah First Nation, N.S	August 22th	20
Abegweit First Nation, P.E.I	August 24th	10
APC Chief/Council meeting, N.S	September 26th-27th	50
APC Health Conference, N.S	October 17th - 19th	20
Afton First Nation, N.S	October 23rd	10
Pictou First Nation, N.S	October 23rd	5
Oromocto First Nation, N.B	November 1st	1
Lennox Island First Nation, P.E.I	November 16th	10
Eel Ground First Nation, N.B	November 23rd	5
Eel River Bar First Nation, N.B	November 24th	3
Crime Prevention Strategy meeting, Membertou First Nation, N.S	November 30th - December 1st	50
Legacy of Hope event, N.S	December 2nd	7
Burnt Church First Nation, N.B	December 7th	10
Social Tripartite meeting, N.S	January 24th, 2007	10
Aboriginal Finance Officers Association	January 25th, 2007	30
CEP Meeting Assistant Deputy Minister Gina Wilson	February 4th, 2007	20
Native Employment Officers Meeting	February 8th, 2007	25
APC All Chiefs Meeting	February 14th & 15th, 2007	70
Bouctouche First Nation, N.B	February 20th, 2007	3
Kingsclear First Nation, N.B	February 23rd, 2007	10
Bear River First Nation, N.B	March 1st, 2007	1
Annapolis First Nation, N.B	March 7th, 2007	3
Total # of Sessions held : 45		Total # of survivors/ participants: 927







## Update on Residential School File Continued

Indian Residential School students and ensuring that they are aware of all options and services available. The mandate of the committee, as a team, will be to facilitate access to programs and services which will enable the IRS former students to deal with issues reflective of their experiences, and ensure that these experiences are acknowledged and commemorated. The committee presently consists of five former IRS students, 2 representatives from HC, APC representation, one representative from RCMP and community Police member from a different detachment to attend at each meeting, Indian Affairs, 2 representatives from Corrections Canada, CFS, AFN, NADACA, ACOA and Ulnooweg.

The APC are also informing the Atlantic Aboriginal Human Resource Development Agreement Holders in the Atlantic about the Final Settlement Agreement to see if they can also assist survivors for when they receive compensation. Many Atlantic First Nation organizations all house the AAHRDA and the APC is working towards involving this group to work with survivors when dealing with Service Canada to receive their payments and how this can be made easier for survivors.

A Resource Guide will also be developed which will be a directory of services for survivors and ultimately communities should they need counseling, contacts for their local RCMP's, Health Canada, Indian Residential Schools Resolutions Canada, information on Wills and Estates, banking information, information sheets on identifying abuse, what to expect from a lawyer, etc. These proposed safety mechanisms are ongoing and expect to be ready before the Final Settlement Agreement Implementation date this year. The APC is currently seeking funding for these very important and worthwhile initiatives for the ultimate goal of ensuring the safety of survivors.

### Communications

Since the APC staff began conducting information sessions with communities, a database form has been handed out to survivors and former boarding school students. The database form requests their names, addresses and phone numbers. The reason for the database forms are to record the number of survivors living in the Atlantic and to also mail out the latest information to survivors. By having the information database, survivors could also be contacted for any upcoming meetings in communities and regionally. Since forms are coming into the APC office daily, here are the current numbers of survivors and former boarding school students on the database system:

Database forms Location Distribution  
# of database forms received to date  
Atlantic First Nation communities and U.S.  
440  
Information Kiosks

An integral component of the public education campaign as well as reaching survivors who live off-reserve has involved setting up an Indian Residential School information booth (ki-

osk) at various conferences and events. This is an excellent venue to distribute information on the Indian Residential School issue.

### APC Residential School Website

The APC Indian Residential School website ([HYPERLINK "http://www.apcfnc.ca"](http://www.apcfnc.ca) www.apcfnc.ca) has also been updated to include the latest Mi'kmaq Maliseet News articles that are written monthly, information on the Final Settlement Agreement, APC contact information and quarterly APC activity reports on the IRS issue. Survivors continue to call and email the APC office looking for information on the IRS issue and to which are responded to in a timely and respectful manner. The APC will continue to work on the Indian Residential School issue and promote safety and awareness to all of the Mi'kmaq and Maliseet survivors. Please contact Violet Paul, Georgianna Barlow and administrative assistant, Paula Robinson, should you have any issues, recommendations or concerns that should be brought to attention.



## APC Report on Housing and Infrastructure Protocols for Safe Drinking Water in First Nation Communities

### Protocols for Safe Drinking Water in First Nation Communities

Due to the "Lack of Proper" communication to bands, First Nations do not understand the full implications of the protocols for safe drinking water. The protocols are to be the minimal for proposed water regulations, and if bands do not understand the issue before them, they may not understand the full impact of proposed water regulations. Communication and awareness of the issue has to be done now, before any further discussion begins in terms of the proposed water regulations. The timeframes are short with regard to consultation on regulation (water and wastewater) to begin late summer or early fall.

The Protocol for Safe Drinking Water in First Nations Communities contains standards for design, construction, operation, maintenance, and monitoring of drinking water systems in First Nations communities and is intended for use by First Nations staff responsible for water systems.

It is also intended for use by Indian and Northern Affairs Canada (INAC) staff, Public Works and Government Services Canada (PWGSC) for INAC staff, and all others involved in providing advice or assistance to First Nations in the design, construction, operation, maintenance, and monitoring of their drinking water systems in their communities in accordance with established federal or provincial standards, whichever are the most stringent. Listed below are concerns of the protocols for safe drinking water:

- Part of First Nations funding agreements April 2007.
- Transferring liability and responsibility to First Nation Communities.
- Additional responsibilities placed on Operators. i.e. reporting requirements, etc.
- Will be minimal requirements for proposed Water Legislation.
- No New Monies for Implementation of Protocols.
- INAC will monitor compliance of the protocols.

If a Band is found not to be in compliance of these protocols, INAC will intervene, by bringing in a third party contractor to take over control of Water facilities, using band funds. Bands will still be liable under this scenario. If a band falls to this phase and a third party is brought in, the third party may not assume responsibility if a system is not up to standard. INAC may use band funds to bring this facility up to standard so that a third party can assume control to operate and maintain the water system, thus leaving a band in possible third party or co-management. Bands that are on Municipal agreements

are not immune to these protocols. Since funding comes from INAC and there is no distinction within the protocols to either FN water systems and Municipal agreements, municipalities' will be required to ensure they meet the protocols including sources water protection and emergency response plans.

#### Sources Water protection Plans:

- Environment Canada developed National Guidelines and Standards regarding source water protection plans For INAC.
- To be implemented as a component to the Safe drinking water protocols.
- Could cost any where from \$250,000 to \$500,000 to develop plans, keep in mind this does not include cost for implementation.
- Involves jurisdiction issues with provinces and surrounding municipalities.

How do you implement source water protection plans, when industry development is happening within the surrounding area of First Nation communities? i.e. Indian Brook and a sand pit within the boundaries of their source water.

Emergency Response Plans are to be in place by April 2007.

An APC All Chiefs resolution was passed on February 15th, 2007, not supporting the implementation of the INAC protocols for safe drinking water until a comprehensive O&M study is completed on all First Nation water systems.

#### Proposed O&M study on

### First Nations Water/Wastewater Systems

The Atlantic Policy Congress of First Nation Chiefs is proposing to undertake a process by which First Nation communities can fully participate in the development of a regulatory regime to address issues of sustainable use, safety of consumption and protection of on-reserve water resources.

It is proposed that APC set up a Regional Water Resource Committee, to identify, and assess, the range of water-related issues and financial constraints currently facing First Nation Communities. Also, this work will be done in a timely manner based on full consultation and input of all First Nations Organizations, First Nation Leaders, Managers and Water Advisors within the Atlantic.

#### The Objectives proposed:

- To identify all key possible financial gaps for First Nations.
- To create an accurate picture (Background) of the current situation within the Atlantic of all First Nation water systems.
- Assess current water systems and identify needs for next 10-20 years.
- To identify key issues and concerns from First Nation communities.
- Identify potential barriers to implementing Protocols & Regulatory regarding water.

Clearly, there is a need to regulate on-reserve water treatment and distribution systems, in the interest of Community safety and confidence in that system. The APC is fully cognizant of the value to our First





## APC Report on Housing and Infrastructure Continued Protocols for Safe Drinking Water in First Nation Communities

Nation Communities of Operator Training and Certifications Programs and Source Water Protection (SWP) and Emergency Response (ER) planning, and supports the continuation these, and any other applicable, activities which build capacity in First Nations Communities in this regard.

That said, the APC is also acutely aware of the challenges facing First Nation communities with regards to the current state of their on-reserve water treatment and distribution infrastructure, wastewater collection and treatment infrastructure, and the financial challenges to undertake these activities with budgets that may not accurately reflect the current costs to provide these most essential of services to a standard enjoyed by other Canadians living off-reserve.

Clearly, before any new protocols or additional regulations can be put in place, an assessment of the current O&M needs to be undertaken. Implementing new regulations or standards (such as the proposed municipal wastewater effluent regulations or the upgraded turbidity standards) within First Nations communities can only be done if infrastructure and O&M issues on First Nations have been fully addressed, and if they have the Communities have been provided the resources to implement any such protocol or regulations. Simply put, this activity has not yet been undertaken, and clearly needs to be, as soon as is practicable.

### Proposed Water Regulatory Regime

The First Nation Water Management Strategy was developed 2003. The Federal Government has allocated \$600 million over five years to ensure the safety of drinking water in First Nation communities. Indian and Northern Affairs, Health Canada and recently Environment Canada have been tasked with implementation of the First Nation Water Management Strategy. A renewal of this process is underway but the focus will not be on First Nations water/wastewater systems, rather the renewal of the First Nation Water Management Strategy will be on four areas:

1. Water Regulation development;
2. Enforcement of Water Regulations;
3. Penalties for violation of Water Regulations; and
4. Administrative Strategies.

Indian and Northern Affairs Minister Prentice is proposing to introduce legislation when parliament resumes this fall, 2007 on Water regulations. Mr. Prentice is hoping to use one of the five proposed options: using provincial regulations by "incorporation by reference." For now the Protocols for safe drinking water will be the minimum for any proposed regulations.

Under the proposed Federal Water Legislation, some of the areas to be discussed when approaching provincial regulations will

entail the following (Federal government is not proposing to implement the full provincial regulation, but rather pick and choose which sections of the regulations will be enforced within First Nation communities residing within that province, ie Nova Scotia First Nation Communities will have to follow Nova Scotia Provincial Regulations):

- An overall objective;
- Source water protection;
- Drinking water standards;
- Water treatment standards;
- Standards for testing water;
- Certification of testing laboratories;
- Certification & re-certification of water plants & distribution systems (including construction & maintenance of wells);
- Equipment maintenance standards;
- Certification and re-certification of operators plus ongoing training;
- Record keeping;
- Public disclosure of test results & other information;
- Inspections & public education by the regulatory agency;
- Penalties for non-compliance, emergency procedures & redress;
- Clear roles & responsibilities e.g. operators, regulators, labs, etc.;

The main concerns regarding both a regulatory regime and protocols are as follows:

- Picking and choosing sections of provincial regulations will leave gaps to the effectiveness of the regulations themselves;
- Lack of capacity within First Nation communities;
- Liability to Chief and Councils;
- Lack of resources available;
- Compliance and Enforcement;
- Funding for implementation;
- Timeframe for development, input and implementation are unrealistic, with no commitment of further funding; and
- Impact to any Municipal Funding agreements between Bands and Municipalities.

Wastewater Regulations (Canadian Council of the Ministers of Environment (CCME))

The Canadian Council of Ministers of the Environment (CCME) is developing a strategy to improve the management of municipal wastewater effluent in Canada. This Canada-wide strategy will apply to all municipal, community, or First Nation community wastewater facilities throughout Canada.

Municipal wastewater effluent is considered to be effluent released from a municipal or community wastewater collection or treatment facility to a surface water supply such as a lake, stream, river or ocean. The strategy is being designed to apply to wastewater, from its source to the effluent released at the end of the discharge pipe. It would address overflows from sanitary sewers and from sewers that combine sanitary waste and storm water (combined sewers). It would not address storm water discharge separate from a sanitary sewer system, nor would it address septic tanks.

Below are specific issues with regards to the wastewater regulations:

1. These are National Performance standards which will affect Municipalities including First Nation Systems.
2. First Nations would be required to conduct site-specific environmental risk assessments and manage those risks appropriately.
3. No new money for facilities that need upgrading, risk assessments and monitoring.
4. First Nations have not been given a proper consultation on the proposed regulations.

Currently working with Environment Canada to ensure First Nations are given an opportunity to voice their issues and concerns with the proposed regulations.

### Protocols for Wastewater

INAC is proposing to develop and implement through First Nation Funding agreements protocols for wastewater possibly in 2008. These protocols will deal with the systems themselves including; operator certifications, systems standards, basically everything the protocols for safe drinking water entails. The protocols for wastewater and the CCME Wastewater Regulations will be combined to deal with O&M and effluent standards. They are:

1. No new money for implementation or system upgrades.
2. Impact to municipal agreements.
3. Compliance and enforcement will be done through funding agreements for O&M, while effluent will be done through Environment Canada. (Violation for Effluent discharge could be one million dollars for every day in



# APC Report on Housing and Infrastructure

## Protocols for Safe Drinking Water in First Nation Communities

violation.)

4. First Nations have not had a chance to view this document.

### Protocols for Source Water Protection

These protocols developed by Environment Canada is to be included within the Protocols for Safe Drinking Water. Source Water Protection has two main components: a source water assessment and a source water protection plan.

Source water assessments identify the area of land that contributes the water we use for drinking. They also identify the specific potential and actual sources of contamination to drinking-water supplies. This information is used to determine how susceptible the water system is to contamination and how to protect it. There are three main steps to a source water assessment:

1. Delineating the source water area;
2. Identifying contaminants; and
3. Assessing vulnerability.

A source water protection plan uses the information collected during the source water assessment to create a firm list of actions to be carried out, the names of those responsible for doing them, and the deadlines involved. It has two main steps:

1. Developing a plan to address the issues identified in the assessment; and
2. Implementing and evaluating the source water protection efforts detailed in the plan.

Since these are a part of First Nations funding agreements as of April 2007, First Nations are required to develop and implement these protocols. The issues and concerns are:

1. No new money for development or implementations of source water protection plans;
  2. Issues of jurisdiction, First Nation, Province and Federal. Once plans are developed how to enforce if boundaries fall off reserve;
  3. Could cost Bands pending on size \$250,000-\$500,000;
  4. Once plans are in place, reduces size of reserve due to areas being protected as source water areas;
  5. Limits development on source water protected areas;
  6. How do Bands enforce source water protection plans;
- Water Monitoring Program Study

The Community Based Water Monitors program operated as a part of the Atlantic First Nations Drinking Water Safety Program

was designed by Health Canada as a method of monitoring drinking water quality in First Nations communities. Due to certain concerns of liability, it was purpose that a study be done to assess the legal and liability issues for the successful operation and implementation of water monitors within First Nation communities. The Minister of Indian and Northern Affairs announcement on March 21, 2006 is: "that one of my first priorities would be to resolve the problems associated with drinking water," is a step in the right direction. At the same time, it is also important to have reliable and certifiable water monitors to ensure a check and balance of good quality water.

The purpose of this proposal will be:

1. Assess the liability of the water monitors and the Community Administration;
2. Assess insurance related issues, including the potential insurability of the water monitors; and
3. Review alternative delivery mechanisms in order to allow for the continued engagement of the community members who are currently participating in the delivery of the Water Monitor program, in a manner which fully addresses the concerns described in the recent APC resolution dated February 15, 2007.

An analysis of the regional Community Based Water Monitoring program for legal and insurance liability issues will include all activities under the program including training package, best practices, electronic database training, CBWM audit evaluation completed by an accredited laboratory and the final CBWM program evaluation undertaken by Dalhousie University.

An APC All Chiefs resolution was passed on Feb 15th, 2007, not supporting the Water Monitoring Program, until such time that Health Canada defines the band's legal obligations/risk of such a program. This proposed study will satisfy the APC resolution passed February 17, 2007.

Atlantic First Nation Housing and Infrastructure Institute

There are several major initiatives underway in the Housing and Infrastructure field, all of which will have implications for First Nation communities. These include:

- Implementation of a Protocol for Source Water Protection handbook for First Nations. EC is also developing Source Water Protection on Federal Lands;
- Minister Prentice is proposing Water Legislations to be implemented within First Nation Communities;
- The protocol for safe drinking water is being attached to funding agreements as of April, 2007;

- Health Canada is actively changing water monitoring for reserves. It is unclear how this program will complement any new Federal regulations by incorporation by referencing provincial regulations;
- There are overlapping waste water initiatives including: provincial regulations, Canadian Council of Ministers of Environment (CCME) waste water regulations discussions; waste water regulations for federal lands are under study; and INAC studying protocols for waste water for reserves; and
- In housing, a new \$300 million program to encourage home ownership is being implemented that require procedures substantially different than other related programs.

The levels of expertise, ability, and training, needed to meet any one of these items is significant. Small First Nation communities with limited professional capacity will be hard pressed to meet these challenges, let alone implement them seamlessly. While it is clear that the community will be made responsible for meeting these imposing challenges and held accountable when they do not, it is not clear that all initiatives are proceeding with a sound understanding of the First Nation environment.

The First Nation communities of Atlantic Canada are aware of this situation. They know improved capacity in governance, regulation, certified operation, and professional management in all aspects of infrastructure, is needed quickly. It is also clear that federal and provincial regulatory priorities mean that housing, water, waste water, and source water are sectors that require urgent, immediate attention.

Rather than duck the challenges, Atlantic First Nations are seeking to take effective, informed, and efficient action. What follows is a proposal for a network to assist Atlantic First Nations. The network will help establish the First Nations' governance, policy, technical and training framework needed for housing and infrastructure, yet will still ensure that authority remains with communities. The network will also assist other governments in developing appropriate policy and practices, and in implementing their new regimes and programs.

In short the Atlantic First Nations Regional Housing and Infrastructure Network (RHIN) is needed to fill capacity gaps that are essential to effective, efficient and fair implementation of new regulatory, funding and management regimes. There is building support for such an Institute, especially with the growing concern over Water/Wastewater regulations and no support Mechanism in place for First Nation communities.

A Housing and Infrastructure Function basic functions:



## APC Report on Housing and Infrastructure Continued

### Protocols for Safe Drinking Water in First Nation Communities

Data: Data management could include three functions or capabilities:

- 1) a capacity to map, gather and monitor a wide array of related data;
- 2) an ability to examine the data within the context of First Nations infrastructure matters, to discern items of significance; and
- 3) an ability to interpret and communicate the most useful lessons and opportunities to those most able to profit from the new data on both broad and personal levels.

Capacity and Certification: An Institute could work on two levels:

- 1) certification of community processes, and
- 2) certification of qualified individuals.

This function would involve setting appropriate standards, matching existing abilities and processes to desired ones, assessing gaps in skills, abilities and processes, analyzing existing programs for filling the gaps, and identifying new ones as required.

Best Practices: An Institute could inventory, assess, clarify, and communicate the main types of models and practices.

Communications: An Institute could help by providing focused, quality information on Housing and Infrastructure topics, targeted to the audiences of interest.

Research: First Nations need quantitative results that illustrate issues, positions, and opportunities.

Policy Analysis: Infrastructure and housing development for First Nations is guided by a large set of public policies in all levels of governments.

An APC All Chiefs Resolution was passed on May 2nd 2007, supporting the development of the First Nation Housing and Infrastructure Network.



APC hosted a meeting, on July 31 & August 1, 2006, to identify issues related to safe drinking water in First Nation Communities in preparation for the Experts Panel. L - R Chief David Peter Paul Pabineau, Earl Commanda, AFN and Simon Osmond, APC.

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# Highlights of 2006 - 2007





# Highlights of 2006 - 2007





# Update on Information Technology

At the beginning of this fiscal year, the IT department set out three goals to accomplish by the end of the year.

- The first goal was to restructure the internal network so that it could meet the growing needs of the APC.
- The second goal was to develop an enhanced web presence that utilizes the latest web 2.0 technologies to engage First Nations people.
- The third goal is to begin development on the First Nations Knowledge Network. The First Nations Knowledge Network will provide a common platform to launch various data applications built by the APC.

## IT Staff

Up till recently, the IT staff consisted of just one person. Back in February, APC contracted Gerald Cloud, a database application specialist, to assist with the design and implement the First Nations Knowledge Network. With over 10 years of experience in the computer industry, Gerald brings with him an extensive amount of experience in designing and developing large –scale business –to-business web portals for both financial and medical industries. Gerald had previously worked with APC on the creation of the social data network.

Another addition to the APC IT staff is Mitchell Morrison. Mitchell was contracted in February to assist with the hardware upgrade required by the First Nations Knowledge Network. Mitchell comes with experience in Microsoft Server Technologies, having completed courses in designing, implementing and managing Microsoft Networks. His experience covers Windows XP desktop support, Exchange Server administration, and Cisco Router administration.

## Server Upgrades

The IT department has recently purchased new, high end servers from Dell to handle the complex needs of the First Nations Knowledge Network and the Fisheries Management System. Since the beginning of the New Year, the IT staff has been working with various partners to design, implement and maintain a system that not only can handle all of APC's internal workload in a reliable and secure environment, but handle the additional stress of First Nation Knowledge Network. Security of the network is of great concern to the IT staff, and we are working hard to make sure that the network is secure, reliable, and easy to use.

## First Nation Knowledge Network

The Knowledge Network, from an Information Technology perspective, is APC's platform for internal and external communications. Utilizing the in-depth of knowledge and expertise of our fishery department and community members we have been devising

and building a platform to host our Fishery Knowledge Network.

This new platform will become the source of our online information services and assist in elimination of some communication barriers and effectively help our regular readers target their interests quicker.

The First Nation Knowledge Network was built in a layered approach enabled us to build the core services and break out each service individually. Building the FNKN on top of SharePoint services will allow us to apply the technology to other departments with minimal effort and deploy faster (aka Social Data network).

As we ramped up development efforts and get ready for a late summer launch we are also going to be including a section for communities to sharing FMS experiences.

## Fishing Management System

APC has completed the development phase of the FMS project and is now involved in the process of rolling out the tools to the communities. We have successfully distributed and installed the FMS tools at 6 communities with 2 more to go. Our rollout plan included two training sessions along with series of "one on one" site visits to insure communities understand the power behind the FMS.

As we continue with the FMS pilot project we will perform more community visits thus keeping the communications lines opening throughout the summer. We also anticipate success with our pilot project, and once we have ironed out the wrinkles we will be opening up the doors for more communities to join the FMS project.





# Activity Report for the AAROM Body

## Fisheries Knowledge Network

The development of the First Nations Fisheries Knowledge Network has been a very gradual process. The process to find qualified expert staff has been a considerable challenge and staffing was completed later than expected. A full staff complement was in place before the end of the fiscal year.

Efforts of staff have been to establish key contacts in all First Nation communities and with various Tribal Organizations and ARROM bodies in the region. This work requires a great deal of travel and on site visits to various First Nations across the region. Site visits were used as the way to introduce the work of the FNFKN and to identify key issues or concerns from each of the communities. The site visits to many First Nations were conducted between December and March 2007. The remainder of the First Nation site visits were to be conducted early in the new year. A list of First Nation communities visited and ARROMs are detailed on the workplan results.

The FNFKN focus has been on building relationships and exploring purpose and function of the network. It was also to build solid relationships with Chiefs and Fisheries Staff in all the First Nation communities whose support was essential to the ongoing development of the Network.

Nationally, staff assigned to FNFKN, have participated in the National Policy Advisory Group and joint policy group between AFN and DFO. Meetings in December and February 2007 provided tangible opportunities to make national communications to other existing ARROM bodies and networks in other parts of Canada. A list of contacts from sessions provided a way to identify critical elements which would be most important to ensure the network works and is of value to the First Nations who are part of the network. Available resources nationally and in other regions allow the development of key First Nation contacts on key issues facing First Nations. These are people willing to share knowledge, skill, and expertise to support the development of the Network in the Atlantic Region and provide specific expertise if and when possible.

The relations with DFO regionally and nationally has been strengthened through regular meetings on various issues or just to show development on issues of important concern to individual First Nations or members of First Nations in the different regions. Any issues beyond Regional control would be raised to senior officials at DFO HQ to ensure various issues were addressed and communication was open and ongoing.

Fishery staff updated Chiefs on the development of the FNFKN at the All Chiefs Forum in January 2007. Key issues covered were the role of the Knowledge Network to support First Nations, not interfere, and to focus on issues of major importance to all First Nations in the Region. Chiefs were pleased at the progress and encouraged staff to come directly to the First Nations to help them fully understand issues and knew the

Knowledge Network could support and assist.

Between January and March 2007, two joint APC/DFO workshops were conducted. Copies of materials and agendas, including presentations, are available upon request. All materials were provided to all First Nation Fishery Coordinators in the Region. The second workshop provided an opportunity to develop a more detailed plan for the FNFKN and sort out key issues that could be pursued by staff in the year.

The issues and focus of work identified have been added into the APC FNFKN workplan. Ongoing results to all First Nations are seen as essential to govern ongoing support of the network and its work.

Over the winter, APC and the Chiefs have been working to update the Chiefs Economic Strategy. APC Fishery Staff and First Nation Fisheries Coordinators were provided an opportunity to provide direct input into the strategy. A number of Fisheries staff, including FNFKN, participated in various workshops which helped design the final strategy for presentation to the Chiefs for approval. The Fishery is seen as a key element to many First Nation Economic plans and thus must be part of the larger strategy to ensure fishery operations are well managed and sustainable in the long term for First Nations. These businesses provide direct benefits to fishers and communities which use these resources for additional or expanded fishing activities or other projects which are priorities of each First Nation.

Both an Economist, Ian Wentzell and Biologist, Dr. Joanne Jellet (contract employee) are now on staff. The initial work has been to focus on the DFO processes and to determine, based on First Nations input, key priorities and approaches to provide strategic input and advice.

APC staff have provided direct input through a wide range of sessions/meetings with DFO and other fishery stakeholders. These sessions have included lobster, snow crab, shrimp, seals, oyster, tuna, swordfish, herring, cod, and scallops. Key issues have been identified in collaboration with First Nation Fishery Coordinators and have provided an overview of key concerns to various First Nation participants before and after meetings through email and phone discussions.

APC staff have conducted a complete review of the DFO Aboriginal Integrated Policy Framework. The policy provided a DFO perspective on engagement which is holistic and done in a respectful manner under the frame of co-management. The clarity and interpretation of policy and the long term implications must be clearly understood so First Nations have a positive open relationship with DFO through the range of process and discussion. Consistent application of the principles in all areas of work done by DFO staff is paramount if the goals are to be fully acknowledged for the benefit of First Nations.

The Fisheries Act amendments will have significant impact on the relationship of DFO and First Nations. The greater use of the transparent stakeholder groups to form the basis of decisions must not erode any First Nation Aboriginal and Treaty rights directly or indirectly. A direct, clear and consistent consultation approach to address First Nation issues must be paramount to protect our First Nation rights. Clearly the potential implications must be fully understood to ensure policy and management approaches at all levels do not infringe on rights or activities proposed by First Nations now or in the future. First Nations feel a joint management approach to this public resource would ensure long term sustainable development of the Fishery based on shared ecosystems based principles consistent with First Nation traditional knowledge and practices.

### First Nations Fishery Knowledge Network Update

#### 1. Dialogue with First Nation Fisheries Coordinators, Councils, and Fishers

Since December, APC Staff have been conducting community visits to meet fisheries coordinators, Councils, and fishers to engage in discussions on a wide range of fisheries related issues. The objectives of this dialogue process are as follows:

- To meet and establish a good working relationship with each community's fishery coordinator and promote information sharing based on interest and follow-up plan.
- To gain an understanding as to the information needs of each First Nation community's fishery activities and program.
- To promote best practices and capacity building ideals to foster collaboration.
- To promote participation in networking in and between First Nations.
- To find ways to collaboratively improve our fishery operations and dialogue with DFO and industry groups.
- To identify key fisheries conservation and harvesting priorities and issues.

Based on discussion with coordinators, they expressed concerns in various areas of the fishery.

Issues identified included:

-Increased access

First Nation Communities want increased access to current resources. (Snow crab, lobster, etc...) They also seek access to new aquatic species that are currently not being harvested like seal harvesting.



# Activity Report for the AAROM Body

## Fisheries Knowledge Network

### -Loss of Habitat due to erosion

The issue of habitat erosion and decreasing First Nation land mass are issues of great concern based on growing populations. Currently, First Nation Communities are not adequately resourced to address the problem of more lands.

### -Protection of Watershed areas

Pollution of our watershed areas is affecting the survival of some of our targeted species for harvest. (e.g. oysters in Nova Scotia being affected by msx).

### -Vessel Maintenance & Repairs

The financial burden of ongoing maintenance and repair is far above targeted resources. Additional capacity building and First Nation level expertise is required to assist First Nations in this area. The common issue raised here is that DFO should consider resourcing because as the quality of vessels and equipment were in question through the Marshall implementation and provision of gear to First Nations are part of the agreements. Older vessels and gear need replacement in the near future.

### -Program Development

A focus of continued Capacity Building is being expressed by various communities. Emphasis on mentorship program development to recruit & promote First Nation Students in the area of sciences is desired by communities.

A life long learning model approach is required to enable this process. This programming should emphasize participation at the middle school and high school level, which leads to post secondary recruitment. Further promotion should be given to students via linkages to other agencies and possible employers to ensure the overall success for First Nation students; hence forth addressing the socio-economic situations faced by First Nation Communities. This will also address the lack of First Nations participation in the Science domain. Increased dialogue and networking is desired by First Nations with the educational sector, agencies, service providers and institutions.

### -Protection of Resources

Chiefs expressed concern about protecting our resources which is an issue being raised in First Nation Communities. In Cape Breton, concern that "invasive parasites" such as MSX are going to be on the rise in our watersheds and has raised questions as to how do we protect our resources? There is an identifiable need for more direct research and financial resources to assist First Nations in this process and to find solutions to protect our resources.

### -Aquacultural Capacity Building

Many communities require a significant amount of effort to enhance capacity building to do much needed market research and analysis to determine if Aquaculture based practices would be feasible. Assistance is required to allow First Nations to partake in this part of the Fishing Industry and the need for development of a seafood company was discussed.

### -Strategies to increase revenues and collaborative approaches

Communities expressed interest in the idea of marketing and export as a means to increase fishery revenues. Strategies discussed were looking at the various ways of processing raw materials by First Nations. The development of traditionally prepared products to be marketed was brought up. Looking at research and analysis to determine a "niche" market product that our communities could promote.

## 2. First Nations Knowledge Network Development

The development of a First Nations Fisheries Knowledge Network (FNFKN) is underway. The concept of the FNFKN is derived from "network weaving" a term used to describe the connecting of communities. Its goal is to promote information sharing between communities and enhance community capacity building in fisheries knowledge. The means in which information is shared is via a collaborative process, whereby the information will be housed and shared through a website/sharepoint site.

The website sharepoint design will include main sections that will encompass fish biological information; Conservation; Habitat Protection; SARA/AAROM; Commercial Fisheries; Workshops & Best Practices etc. The site will have links to forums for discussion on fisheries related topics to foster information sharing and networking.

## 3. Status Report on Website

APC has begun work on building a fisheries knowledge network website to link the various communities together using Microsoft Sharepoint Technology. The goal of the project is to promote information sharing between communities, enhance community capacity building in fisheries knowledge and contribute to the development, operation and sustainability of aboriginal fisheries in the Atlantic region through the use of web technologies. The website will engage the aboriginal fisheries in a constructive and transparent communication that will foster an exchange of ideas, advice, criticisms and knowledge of the fishery. Currently APC is designing the functionality of the website and has begun work to make the site operational in the next year. By utilizing these latest technologies, APC hopes to be proactive in the transfer and sharing of knowledge within the aboriginal fisheries.

## 4. Fisheries Management Software

The FMS project is developed and being implemented. APC Staff member Gerald Cloud is the lead on this project with support from Ian Wentzell.

The Fishing Management System (FMS) is a database to assist the administration and collection of key data related to fishing industry. In the past two weeks we have been involved in the research phase of the project and working with the communities to understanding their business needs.

Over the next month APC Staff will continue to work with the participating 8 communities, and the success of this project is heavily reliant on the cooperation.

## 5. APC Fishery Workshop - Training and Mentoring, Moncton Ramada, February 5 & 6, 2007 (Agenda and Presentation Attached)

### Introductions

Workshop opens with a prayer by elder Gilbert Sewell from Pabineau First Nation community.

There are about 50 attendees, about 8 of whom are women. Attendees include: Chiefs, Band Fisheries Managers and Staff, APC personnel, fisheries service providers, DFO personnel, representative from AFN, representatives from Nova Scotia and New Brunswick Schools of Fisheries, and representatives from the National Inshore Fisherman's Association.

### Fisheries Knowledge Network

Ed Genova made a presentation on the Fisheries Knowledge Network. He described what the knowledge network might look like, and how it will help Atlantic First Nations fishers to connect with each other, and eventually, to connect with First Nations fishers and fishers' organizations across Canada.

One participant wanted to know how APC and the Fisheries Knowledge Network would be working with existing AAROM groups. Concern was expressed that the Knowledge Network might be "another level of bureaucracy that First Nations are going to have to address." If others get this impression of the purpose of the Network, it might impede its success. Fishers and First Nation fisheries managers need to be made aware that the purpose of the Network is to support them, not to create more or duplicate work for them.

There is a need for clarity that AAROM groups are separate but connected to the Fisheries Knowledge Network as they deal with local watershed issues, and the Network will connect First Nations across the Maritimes (and eventually Canada).



# Activity Report for the AAROM Body

## Fisheries Knowledge Network

### Fisheries Management System

Next, Gerald Cloud gave a brief presentation on the Fisheries Management System (FMS). The goal of the FMS is to help in the administration of First Nations' fisheries programs by "providing a suite of tools to keep track of aspects of reporting and management." The idea for the FMS came about at a 2005 workshop where fisheries personnel asked for "tools" to help them keep track of their fleets, catches, incomes, expenditures, etc. This need arose because "fisheries has gotten so bog so fast." FMS is a software-based system that is in the beginning stages of development.

System features include: Vessel management, reporting, HR management, asset tracking, licensing, accounting and equipment maintenance.

The FMS will be piloted in eight First Nations communities.

### At-Sea Mentoring Initiative

Kevin Fram, Director of Special Project from DFO (Ottawa) gave a presentation on the At-Sea Mentoring Initiative (ASMI). The program will wrap up in March 2008 as the Marshall agreement expire. He encourages communities to take advantage of the program now, before it runs out.

Christine from the COADY Institute gave a quick update on the number of mentors, mentor days, etc. She said that DFO requires 6 people to sign up for a captains or mentors training class in order to run the class. It has been difficult to get 6 people together in the off-season to do a training class. She said that it can be especially difficult to coordinate cost-sharing when fishers are on a calendar year cycle and DFO runs on a fiscal year cycle. She has also noticed that Native fishers work especially well with Native mentors.

Christine also said that she has felt frustration in her role as a liaison between DFO, fishers and service providers. She feels like she has to repeat herself too often. She called for greater communication, cooperation and transparency between these bodies.

### Nova Scotia School of Fisheries

John Gilles from the NSSOF gave a presentation about his experience with the mentorship initiative. He prefaced his remarks by saying that he is motivated by the spirit of the Antigonish Movement, a community-based social change movement started in Antigonish in the early 1900s. He considers the At-Sea Mentorship Initiative to be such a movement.

He described the mentorship program run at the NSSOF as a 5-day training program with 4 days of training captains to be mentors and one day to follow-up

### New Brunswick School of Fisheries

Luc Leblanc from the NBSOF gave a

presentation and described the types of information that the NBSOF collects on mentors and deckhands including: the types of certifications that they have and/or want to get; what type of fishing they do or want to do; if they are an owner operator; the types of formal training that they have.

Mentors are evaluated by their instructors. They are rated on their dependability, commitment and community skills.

In addition to the teachers evaluating the new mentors, the mentors also evaluate their teachers. 95% of the students have been happy with the instruction they received.

### Clarence Savoie's Presentation

Clarence Savoie, a technical advisor from DFO, spoke about what a "training plan" for mentorship should include.

He offered a critique of the mentorship training program, saying that mentor trainees often have "little formal training" before they come to be trained as mentors. This is a weakness of the ASMI.

He noted that local Band issues can complicate fishers' participation in the ASMI, because Bands have to approve fishers' participation in the program. He implied that potentially if a fisher is out of favor with the Chief and Council, then they can block his or her participation in the ASMI.

He gave a step-by-step description of what should go in a mentor training plan, saying that there are very few examples of successful training plans. He emphasized the importance of these plans, because in fisheries it is very important to plan for the future. He added that fishers may need a business plan in addition to a training plan. He said, "If you have no training program, then you have no bank of information to tell you where you are going."

He provided templates for fishers and fisheries managers to fill out about their experiences, interests, gear type, etc. This template is supposed to be used to give communities an objective picture of local fisheries.

First Nations communities complimented Clarence on his work to simplify the federal regulations and paperwork that they are required to comply with. One man said, "A lot of times, the stuff that comes from Ottawa is too complicated," but Clarence helped him through the process. Another man said that he, "knew nothing about computers two years ago", but Clarence helped him put together an easy way to do his reporting on a computer.

### AFN Presentation – Audrey Mayes

Audrey Mayes from the AFN gave a presentation. She said that AFN's National Fisheries Strategy (NFS) was developed out of workshops that occurred in 2000-01. It is a vision shaped by elders, fishers, youth, Chiefs, and FN's technicians. It is called "A

Way to Make a Living," and it's main goals is to eliminate poverty through developing successful fisheries programs.

Under its own AAROM agreement, AFN has been able to increase its management capacity at the national level so that AFN can provide technical support and help local First Nations to identify experts – local fishers and fisheries management people.

Implementing this NFS has been challenging and AFN is striving to address fisheries issues that are unique to First Nations, namely: rights, access, capacity, and accountability - meaning accountability of the federal government in their dealings with First Nations. She detailed how the Marshall decision has had positive effects on some communities.

She provided information about AAROM and how it is designed to address "capacity issues." Many First Nations on the east and west coasts have signed AAROM agreements, and the agreements are diverse and unique to individual community needs.

The goal of AAROM is to link aboriginal fisheries to outside advisory groups. It was noted that some First Nations have told AFN that they would like a First Nations Advisory Committee to be developed to assess, evaluate and advise the federal government.

Other initiatives that AFN is working on include a Memoranda of Understanding (MOUs) between DFO and AFN that stress commitments to cooperation and open communication to avoid conflicts. This came out of the incidents at Burnt Church and conflicts on the Fraser River in BC. The second MOU concerns a National Policy Analysis Group where DFO and AFN experts talk about "tough policy issues". Some of these issues have included renewal of the Fisheries Act, aquaculture, SARA and AAROM.

It is expected MOUs will expire during the next fiscal year, but it sounded like new MOUs are being drafted and will require ratification by the National Chief and Assembly.

Mayes also talked about research that AFN is doing including some policy and discussion papers that are available online.

She presented a brief update on the renewal of the Fisheries Act. The new Act has been tabled in the House of Commons and AFN is waiting for the federal government's next step.

She detailed DFO's Habitat Management Program, and said that DFO has asked AFN for input on how to make it more effective. AFN is writing a paper on this process and will post it on the AFN website. She encouraged people at the meeting to help shape this paper by contacting her with their thoughts, experiences, etc. about habitat management in their region.

One key challenge that many First Nations communities have is accessing science knowledge. AFN wants to work with DFO



# Activity Report for the AAROM Body

## Fisheries Knowledge Network

to 1) get better access to science and, 2) better sharing of TEK with DFO, so that TEK is not just understood by DFO but actually implemented. She said that “every fisherman is a scientist” because they’re the ones on the ground handling the fish. They are the first ones to know if something is wrong.

First Nations need to be at the negotiating and planning tables from the beginning, not just consulted after the federal government has made its decisions.

FOMI Presentation - Kevin Fram, DFO

Kevin Fram detailed the FOMI program and reminded attendees that the Marshall agreements expire March 31, 2007 and that all money needs to be spent by that time. The At-Sea Mentoring Initiative will be funded until March 2008.

Detailed was the need to establish fisheries structures and policies to promote economic development.

A First Nation participant asked what will happen after March 07 and 08 when these programs officially end because it is clear that there will still be need for help with fisheries development in the communities. Kevin Fram said that DFO would like to continue to fund these types of programs (like ASMI and FOMI), but that getting funding for them could be a problem.

For the FOMI project, APC is acting as coordinator for the 8 First Nation communities involved in the FOMI pilot project. Someone asked if the software for the FOMI program will be free. Kevin Fram said that it will be affordable for all the communities.

Day 2

Presentation on Vessel Maintenance

The first presentation of the day was by Gilles Gauthier of the NS School of Fisheries. He gave a talk about vessel maintenance. Topics he covered included:

- 1) the importance of keeping accurate, up-to-date maintenance and inspection records
- 2) how well-maintained boats save owners a lot of money in the long run
- 3) the importance of winterizing boats to save engines – diesel engines don’t do well in cold weather

There was a long complicated report on vessel maintenance that came out but he shortened it and made it more accessible for fishermen. He said that this accessible version was needed because sometimes, when fishermen read the long version, they had different interpretations of what it was saying. The new user-friendly version encourages hands-on learning about boats and engines.

His teaching focuses on teaching fishers what

they want to learn.

He said that there are a lot of misconceptions among new First Nations fishers about how to fix/maintain boats. Often, they pay too much for equipment and repairs because they don’t have the experience to know better. Gilles teaches fishers to fix minor problems, and to know where to take their boats to get honest, good work done – so they don’t get taken advantage of.

He also noted that in First Nations communities, often the fishers don’t own the boats, the Bands do, so the fishers don’t have a lot of personal incentive to make sure that the boats are well-maintained; they don’t have to pay for repairs out of their own pockets.

He acknowledged that “life experience” is a good thing, but that it is still good to keep learning new and changing ways to do fishing and boat maintenance.

Safety, Training and Lifelong Learning are the three principles that guide his teaching. Fishers who take his courses learn to: classify, identify, disaggregate, produce, create (log books), verify, keep and survey.

He asked someone if the FOMI log book is “fisher-oriented” or “administrator-oriented”, and suggested that it should be both.

He said that it is important to know what each fisher brings to the table (like past experiences), and that communication and cooperation are essential. He said that “Talking is Learning,” and that fishers can learn from reading, but that they really need to talk to each other. He also said that “the best way to learn something is to teach it.”

Someone asked about winterizing a boat that doesn’t come out of the water all winter. Gilles Gauthier said that there are steps to make sure that no water gets into the engine over the winter, because water and rubber expand in the cold temperature and this can lead to leaks when the temperature warms up again.

Kevin Fram really encouraged fisheries managers to have their fishers to sign up for Gilles’s courses, and to contact the fisheries schools at Pictou and Caraquet when they’re updating their mentoring plans for the coming year – and to do it before March 31.

Canadian Professional Fish Harvesters Presentation by John Sutcliffe

John Sutcliffe noted that he is very impressed by the steps taken by First Nations to do formal fisheries training. He said that the east coast is ahead of the west coast in this area.

He said that some people who have only informal training consider themselves “professionals” and they don’t think that they need to be certified, etc. to be called professional. He doesn’t agree with this.

His board is open to having Atlantic fishers

organizations join the Canadian Professional Fish Harvesters organization. Pierre has found three important aspects to training fishers:

- 1) the training program must be offered at a reasonable cost
- 2) training must be available in fishers’ communities so they don’t have to travel far
- 3) fishers have to be able to relate well to their instructor. He mentioned that “people have to see themselves in their instructor.”

Fisher training should be customized to each local region.

His organization has held “capacity building” classes to build “essential skills” to help fishers to apply and understand their technical training. The essential skills he mentioned were: computer skills, math skills, and reading tutoring.

Someone asked him if his organization has any programs specific to the Atlantic region. He said that their mandate has changed and they can only fund and work on national-level programs, but that he personally would like to do regional programming.

Someone else asked them about when the Marshall agreements expire in March 2007 where they can go to find funding for their fisheries programs. He asked how west coast First Nations find funding for their fisheries programs, and if east coast First Nations can also tie into those funding networks. In response, John Paul said that the west coast is in the same boat; their agreements are up soon, too. They’re also in negotiations processes.

There were only specific things that the Marshall agreements could fund, and how the money could be spent.

Networking and Marketing

Gilbert Sewell from Pabineau asked about the long term outlook for the Atlantic Fisheries, and wondered if Atlantic First Nations should be thinking about a global marketing strategy for a unique product. In response to this inquiry, John Paul said that APC is trying to create a network to do just that. First, he said, First Nations need to talk with each other to come up with a product idea (for instance, canned lobster or crab.)

Building on this comment, Gilbert Sewell also said that Atlantic First Nations should link into other First Nations’ resources and arrange trade situations. For instance, trading Atlantic lobster meat for west coast salmon. Or labour could be exchanged for goods and services – for example, Native mentors from Nova Scotia could come to Pabineau to train fishers there in exchange for goods or a labour exchange. John Paul agreed and said that these are the types of programs that APC supports – to help First Nation communities develop and implement



# Activity Report for the AAROM Body

## Fisheries Knowledge Network

programs to build their fisheries and local economies.

A participant from the Gespeg Band said that the Band bought a fish processing plant a few years ago, but it hasn't been running because Gespeg fishers can't produce enough fish to keep it running. This person asked how they could link up with other First Nations communities and convince them to supply the Gespeg plant with fish. Someone else said that this is a great idea, because their community is importing frozen mackerel for bait because they can't afford the local bait supplier. If they linked up with the Gespeg processing plant, then maybe the plant could supply bait for all the Native communities (and for non-Native fishers, too.)

It was mentioned that, too often, First Nations are persuaded to buy into ventures that were not profitable before, and they are still not profitable when they are taken over by Native communities.

Gilbert Sewell offered a closing prayer.

### First Nation Fishery Knowledge Network Results Timeline 2006/2007

Economic Staff hired - Ian Wentzell	March 2007
Biologist Contracted - Dr. Joanne Jellet	March 2007
Design work on APC site and sharepoint site for development of FNKN site	March 2007
Review and Update Work plans 2007/08	April 2007
Engage in DFO advisory meetings: Tuna, Snow Crab, Seal Harvest, Oysters, Lobster, Tuna	December - March 2007
Produce regular e-mail updates on issues raised by Coordinators weekly/monthly	March 2007
Development of Key advisors list from First Nation and AAROM bodies	March 2007
Work plan Results 2006/2007	Completed
Coordinated hired, Ed Genova	November 2006
Site visits to key First Nation and AAROM Bodies 2 PEI FN 2 NS FN 8 NB FN	January - March 2007
Regular Meeting DFO Gulf/Fundy DFO HQ Officials	February - March 2007
Identify within communities areas in which to facilitate improved fisheries management.  This will be achieved through various forms of correspondence: Community visits; e-mail; fax; and telephone. The initial correspondence will be to collect base line fisheries data to assist in developing a more focused approach in assisting these communities. As a follow up we will analyze the base line data collected which in turn will help us develop a needs assessment for the respective communities based upon the project parameters of the AAROM proposal.	March 31st, 2007
Establish and setup the FN Fishery Coordinators Advisory Group.  Identify key FN Fishery Coordinators who would be willing to participate in this committee. Develop the terms of reference for the committee and outline the work plan of the committee.	March 31st, 2007
Fishery Knowledge Network Update to All Chiefs January 11th and 12th (07 Presentation)	January 12th, 2007
Joint APC/DFO Workshop in Moncton January 2007 March 28th and 29th, 2007	January - March 2007
AFN Workshops/Fisheries Comm. NPAG Species at Risk Conference	December 13th & 15th, 2007 February 6th & 7th, 2007 March 20th & 21st, 2007
Fishery Input to Atlantic Aboriginal Economic Strategy to Cheryl Knockwood	February 2007
Increasing FN's Representation at major stakeholder/advisory processes.  Establish contact with DFO and Fisheries Associations.  Survey FN representation at these various functions and document the level of participation; and provide feedback to the advisory group.	March 2007
Organizing of Best Practices Workshop.  Set dates, contact Coordinators, presenters, and agencies and follow-up on presentation and participation.	March 2007
Establish Network Priorities.  By utilizing the feedback from communities, fisheries coordinators and advisory group, we will establish the network priorities. This process will facilitate the development of the "Priorities Document" for all Chiefs.	April 2007



# Licensing of Daycares on Reserves

## Atlantic Child Care Facilities Licensing Authority Briefing Note

### Background:

### Purpose of Proposed Work

As part of the Nova Scotia Tripartite Forum, which was created in 1997, a Social Working Group was established. In June 2000 the Social Working Group Members agreed to develop an issue paper outlining the options related to the regulations and standards of on reserve childcare facilities in Nova Scotia. This was completed by the then Co-Chair of the social working group, Krista Brookes. Three options were made available. The first being jurisdiction, the second was the development of an MOU, where the Province would delegate to the First their area of responsibility for licensing of Day Cares, since nothing was available. The last option was for the province to come in and license the day cares. The delegated option was recommended and directed to be further explored. The development of an MOU had to be created by all parties and then consultation on the MOU needed to occur with all stakeholders. The First Nations did not have input in the creation of the MOU which is why this work that needs to be completed.

### Proposal

The APC, in conjunction with the Tripartite Working Group submitted a proposal to work on this issue, as it is an issue not only in Nova Scotia but one throughout all the First Nations within our territory. The Objective of this proposal is to identify the options available for discussion and implementation in relation to the establishment of Atlantic Licensing Childcare Authority, which will ensure that children are in a safe and nurturing childcare facility that is up to the same standards as other children in Canada.

The APC has asked Mike Taylor, from Pesse Mason, to review the MOU document, provided by both the Federal and Provincial Government and to check its legality and ensure that it is a sound documented appropriate for consultation on APC's part with the Day Care Directors, Mets and MK who were heavily involved with the creation of the regulations and standards. Once these two processes are complete the comments will go back to Mr Taylor for his review of the feedback and incorporated into the documented. Both Mr Taylor and APC will consider the next steps for discussion. APC visions that these steps will include taking the final draft document back to the Social Working Group for review and discussion. APC as Co-Chair member of the social working group will recommend that the following steps be taken.

- Document to be tabled with all Day Care and Head Start Directors within the Atlantic for review and input.
- Document to be tabled with the Tripartite social working group for discussion and recommendations.

- Document to be presented to the Tripartite Justice Working Group for discussion and recommendations.
- Document then to be finalized and tabled with the official of the Tripartite Forum for further consideration of next steps.
- Determine whether MET's is still interested in hosting the Licensing Authority responsibilities?

Child Care facilities on-reserve in Nova Scotia are currently not licensed by the province, only NB has something similar to this structure set up. The concern is, that if First Nations do not have their Day Care licensed then what happens if something were to occur and what would be the legal consequences on the Bands? This is why this idea is being explored at this point for consideration.



# Social Data Network

## Atlantic Chiefs Social Reform/Social Data Initiative

On June 13th and 14th, 2007 the APC hosted an Social Development Administrators Training Workshop. The purpose of the conference was to highlight the success and work the initiative to date. Work in the last year was focused on gathering input and comments from the social development administrators, provincial and federal government. The new manual is now complete and ready for implementation in pilot communities. The reasoning for this approach is to ensure a proper evaluation is completed that captures all the relevant information that will enhance the roll out of the manual and the Social Data Network in all First Nations communities the following year. No conclusive work has been completed on this initiative in the last year due to the lack of funding.

## Social Policy Manual

The levels of dependency are still high and not being reduced based on existing policies. The policies that the First Nations are using are still outdated and that is why it is important that the communities implement their own First Nations Manual that will suit their needs and priorities of their community. The manual is built on uniqueness of the communities, investment strategies, community ownership and community accountability. The Income Assistance Policy is based on an integrated delivery system that is client centered and based on a case management and referral system approach. The policy manual lays out common program objectives, principles and operating standards. The most important component is that it establishes a common methodology for data gathering, analysis and evaluation and reporting. The manual overall forms the foundation for a First Nations Income Assistance System based program.

## Next steps

- Finalizing the Policy and Procedures Manual for Piloting in participating First Nations.
- Manual will be sent to Minister of Indian Affairs for approval and sign off.
- Development of BCR's and social regulations for the bands, as it lays out the continuity of practices for the policies.
- Commit subject matter expertise from Provinces to assist process.
- Review DIAND reporting requirements to reduce administrative burden.
- Create a regional and accountability and evaluation framework.
- Collaboration and partnership building.
- Exploratory work on adult care, CFS and family violence to include in overall policy

manuals and social data network.

## Social Data Network - Current SDN Stages

Online Discussion Forums will be the first stage of the Social Data Network rollout. This is where all documentation and support framework will start. Here APC will answer questions and provide feed back to communities onboard the network. APC is currently testing this part of the network and expect rollout in May. The Web site address to be determined.

Once APC signs the communication protocol with the communities, the APC will then proceed to review the historical data and plan out the next steps for migrating and adjusting the tools to meet the needs of the individual communities. This should take an estimate of 1-3 months, as additional training & development time maybe needed, if any gaps in the data are discovered. (Note APC is not examining individual cases, only looking for types of data being recorded). This process will involved APC working with the community on a one on one basis.

APC will then proceed to developing the data migration tools to facilitate the import of data. Once these data migration tools are in place this will streamline the expansion of other communities in the future.

Once the data has been reviewed and gaps filled, the next step will be to proceed to import the data in to the Social Data Network, and community will have direct access to their part of the network right away. At this point, the system will not be live, but it will give the community an opportunity to run the system side by side to insure it meets the expectations of the SDA.

The finalized policy manuals will be integrated and an eligibility model will be developed and tested against the historical data within the network. This will help ensure the integrity of the data, and allow us to finalize the reporting requirements. Any new reports are rolled out within the network and are available for each community.

Training will be provided to the community along side of rolling out of the network, as well as some human resources will be available to answer questions and provide ongoing support in a timely fashion.

Quality assurance testing will always be an ongoing process. This will ensure that the system is always being tested and kept up to date as the needs of the community's changes.

## Next Steps

Prior to going live, each community will go through a series of exercise to insure that the system operates as expected, prior to going live.

1. Sign communication protocol with Community A

2. Develop data migration tools for our first community (1 Month)
3. Import and verify migrated data from community (1 Month)
4. Develop plug-in to allow batch post of financials to Accounting.
5. Finalize reporting requirements and develop reports based on new data from community.
6. Provide training to community members
7. Quality Assurance testing (APC & Community) (3 Months)
8. Bug Fixes (2 Months)
9. Deployment (Dec 2006)

The benefits are enormous in terms of moving this process forward with the Atlantic and also rolling the APC work out nationally. This process will allow ongoing shared learning and best practices. The model of working together with provinces and other agencies can be used a template for other partnership building for other program areas. As so much work has gone into the developmental work on the reform process, it can be used by other first nations to move forward on related initiatives.



# Community Planning

The Atlantic Community Planning Steering has been meeting regularly and its purpose is to advise on the community planning process. The committee meets monthly, if possible, with the government, First Nations and trainees to enhance community and institutional capacity. It is hoped that this committee will promote partnership and collaboration.

The membership for the Steering Committee consists of two representatives from DIAND, two representatives from Dalhousie, four First Nations Planners, three APC Chiefs, Health Canada, ACOA and the Aboriginal Policing Directive have attended but yet to become an official member.

APC is the permanent chair for this committee.

Roles have been defined for each party, which forms part of the Terms of Reference for the committee. APC is the body that is responsible for coordination of the committee meetings as well as raising awareness of the importance of Community Planning. Also the APC will provide regular updates to the All Chiefs Forum.

## Role of INAC

The Role of INAC is to provide financial support to First Nations, and coordinate the attendance of the federal government agencies at the Steering Committee Meetings on a as needed basis.

## Role of Planners

The role of the planners is more directed towards engaging the communities and promotion of community planning within their communities. They also are responsible for coordinating and developing individual community plans.

The Community Planning Steering Committee has gathered on a regular basis to finalize the Terms of Reference, Membership and Workplan items for 2007, January to March exclusively. This part of the work has been completed and now the work is underway. Chief Noah Augustine and Violet Paul, APC staff have met with the Governance Institute to talk about ways to work in partnership in developing a sounds sustainable governing structure for bands actively involved in community planning. APC will be hosting a Custom Election Band Code meeting on February 13th, 2007 as part of the governance work of the APC, as the current election system has been seen by some as a barrier to active community planning.

Some of the workplan items that have been identified are as follows; Refocus and rejuvenate the Community Planning Committee, identify barriers to the implementation of community planning and work on solutions; the creation of a MOU with other government departments of the use of plans, continuity of community planning conferences, management frameworks, mutual learning sessions on

various First Nations/Government related issues, development of a comprehensive accreditation program for First Nations planners, development of a comprehensive community planning strategic plans that includes economic development and the finalization of a revised Band Governance and Administration orientation package for newly elected chiefs and councils and the pertinent band staff.

## Progress to date on Training for Community Planner:

The APC now has nine communities on side and back on track completing their community plans. Each community is at different stages in the process, with two in the implementation stage, which is exciting for APC and the Chiefs as a full implementation plan has not yet been achieved. This process is community driven and lead by the ACPC committee who provide direction and advice.

The nine communities are: Eel River Bar, Mario Lapointe, Pabineau, Barbara Calderone, Eel Ground, Junior Denny, Saint Mary's, Allan Polchies Jr., Fort Folly, Rebecca Knockwood, Conne Rive, Phoebe Foster, Annapolis Valley, Julia Fralick, Acadia, Melanie Robinson, and Lennox Island, Gilbert Sark.

The planners meet in Moncton, NB from March 26 -28th, 2007, and were introduced to the new process set out and it also gave APC an opportunity to determine where each community was in the planning process and to discuss issues of mutual concerns. The APC provided software to the nine communities so they could complete their plans electronically and update and change as they saw fit. APC wants the community plans to be living documents that can be changed as the community changes. The ACPC committee has developed a management framework which will be included as part of the implementation strategy and governing aspect for the First Nations. It was merely introduced and work will be on-going in this area. The training will continue into the new year and will continue till December 31, 2007 and that time a new process/finalizing of stages will be discussed.





# 2006 - 2007 Financial Statements

## 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

## Statement of Operations

Year Ended March 31	Page	2007	2006
<b>Revenues</b>			
Indian and Northern Affairs Canada		\$ 1,774,450	\$ 2,017,052
Department of Fisheries and Oceans		613,791	236,400
Health and Welfare Canada		1,566,708	910,340
Atlantic Canada Opportunities Agency		192,621	145,443
Canada Mortgage and Housing Corporation		48,127	102,423
Nuclear Waste Management Organization		-	50,000
Indian Residential Schools Resolution Canada		304,000	170,819
Dalhousie University		68,572	66,502
Assembly of First Nations		-	20,000
HST recoverable (Note 2)		279,227	197,283
Miscellaneous		110,542	32,799
Interest		201	431
		<u>4,958,239</u>	<u>3,949,492</u>
<b>Expenses</b>			
Administration	11	514,122	634,544
All Chiefs Forums	12	159,318	192,850
Executive	13	136,011	105,930
C.M.H.C. Housing	14	234,675	157,984
Social	15	101,179	224,039
Treaty Education Initiative	16	128,987	371,886
Health	17	1,462,237	833,895
Fisheries	18	595,821	236,870
Economic	19	478,412	392,370
Environment and Pathfinders	20	71,646	110,571
Community Planning	21	407,244	344,397
EDO Certification	22	171,753	161,735
Residential Schools	23	305,627	183,080
Nuclear Waste	24	-	53,477
Traditional Youth Conference	25	89,904	15,094
		<u>4,856,936</u>	<u>4,018,722</u>
Excess (deficiency) of revenues over expenses before depreciation		101,303	(69,230)
Depreciation		77,980	59,518
Excess (deficiency) of revenues over expenses		\$ <u>23,323</u>	\$ <u>(128,748)</u>

See accompanying notes to the financial statements

## Statement of Surplus

Year Ended March 31, 2007	Unrestricted	Investment in Capital Assets	Legal Defence Fund Reserve	Total 2007	Total 2006
Beginning of year	\$ 14,675	\$ 130,419	\$ 42,858	\$ 187,952	\$ 289,341
Excess (deficiency) of revenues over expenses	101,303	(77,980)	-	23,323	(128,748)
Contributions	-	-	35,132	35,132	27,359
Payments	-	-	(60,105)	(60,105)	-
Interfund transfers (net)	(34,744)	34,744	-	-	-
End of year	\$ 81,234	\$ 87,183	\$ 17,885	\$ 186,302	\$ 187,952

See accompanying notes to the financial statements



## Auditors' Report

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, 2007 and the statements of operations, 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, 2007 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*

Truro, Nova Scotia  
June 18, 2007

Grant Thornton LLP  
Chartered Accountants



# 2006 - 2007 Financial Statements

## Balance Sheet

March 31	2007	2006
<b>Assets</b>		
Current		
Cash and cash equivalents	\$ 726,618	\$ -
Restricted cash (Note 3)	17,885	42,858
Prepaid expenses	2,353	2,617
Receivables (Note 4)	873,130	733,419
	<u>1,619,986</u>	<u>778,894</u>
Furniture and equipment, at cost (net of accumulated amortization of \$166,387; 2006 - \$107,122)	87,183	130,419
	<u>\$ 1,707,169</u>	<u>\$ 909,313</u>
<b>Liabilities</b>		
Current		
Bank indebtedness (Note 5)	\$ -	\$ 129,914
Payables and accruals	462,463	376,147
Deferred revenue (Note 6)	1,058,404	215,300
	<u>1,520,867</u>	<u>721,361</u>
<b>Surplus (Page 4)</b>		
Unrestricted	81,234	14,675
Investment in capital assets	87,183	130,419
Legal Defence Fund reserve	17,885	42,858
	<u>186,302</u>	<u>187,952</u>
	<u>\$ 1,707,169</u>	<u>\$ 909,313</u>

Commitments and contingent liability (Notes 7 and 9)

On Behalf of the Executive Committee

\_\_\_\_\_ Co-Chair

\_\_\_\_\_ Co-Chair

See accompanying notes to the financial statements

## Statement of Cash Flows

Year Ended March 31	2007	2006
Increase (decrease) in cash and cash equivalents		
<b>Cash flows from operating activities (Note 2)</b>		
Cash receipts from revenue	\$ 5,733,019	\$ 3,788,812
Cash paid for expenditures	(4,876,487)	(4,039,821)
Net increase (decrease) in cash and cash equivalents	856,532	(251,009)
(Bank indebtedness) cash and cash equivalents, beginning of year	(129,914)	121,095
Cash and cash equivalents (bank indebtedness), end of year	\$ 726,618	\$ (129,914)

See accompanying notes to the financial statements

## Notes to the Financial Statements

March 31, 2007

### 1. Nature of operations

The Atlantic Policy Congress (APC) of First Nation Chiefs Secretariat Inc. is a policy research organization that analyzes and develops culturally relevant alternatives to Federal policies that impact on the Mi'kmaq/Maliseet and Passamaquoddy First Nation communities and peoples.

### 2. Summary of significant accounting policies

#### Use of estimates

The preparation of the financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the amounts of assets and liabilities and disclosure of the contingent liability at the date of the financial statements and reported amounts of revenue and expenses during the year. Actual results could differ from those reported.

### 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

The investment in capital asset fund reports the assets, liabilities, revenue and expenses related to the council's capital assets.

Rates and bases of depreciation applied to write-off the cost of capital assets over their estimated useful lives are as follows:

Furniture and equipment	30%, declining balance
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### 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, changes in the accounts receivable and deferred revenue balances as well as cash paid for expenditures from total expenditures, changes in prepaids, and payables and accruals balances.

### Financial instruments

The Atlantic Policy Congress of First Nation Chiefs Secretariat Inc.'s financial instruments consist of cash and cash equivalents, restricted cash, receivables, and payables and accruals. 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 administrative overhead costs incurred to the various projects undertaken during the year based on estimated costs incurred by each project.

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

### Harmonized Sales Tax (HST)

The Congress includes with its expenses the recoverable portion of HST. A rebate is then filed for the recoverable HST and recorded as revenue in the administration statement of operations in the period it is receivable.

### 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

	2007	2006
Indian and Northern Affairs Canada	\$ 234,043	\$ 306,108
Department of Fisheries and Oceans	214,342	42,470
Health and Welfare Canada	96,399	140,503
Indian Residential Schools Resolution Canada	30,400	17,082
Dalhousie University	18,389	15,777
Assembly of First Nations	-	10,014
Sundry	9,455	1,102
HST recoverable	270,102	200,363
	<u>\$ 873,130</u>	<u>\$ 733,419</u>

### 5. Bank indebtedness

The Congress has an agreement for an operating line of credit of \$200,000, which expires September 1, 2007. There was no balance outstanding at March 31, 2007. As security, the Congress has provided a general security agreement over all assets, assignment of certain receivables and revenues, and an assignment of insurance.

### 6. Deferred revenue

	2007	2006
Indian and Northern Affairs Canada	\$ 663,783	\$ 133,948
Department of Fisheries and Oceans	96,082	-
Health and Welfare Canada	275,350	70,500
Atlantic Canada Opportunities Agency	20,689	10,852
Other	2,500	-
	<u>\$ 1,058,404</u>	<u>\$ 215,300</u>



# 2006 - 2007 Financial Statements

## 7. 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 2012. Minimum rent payable for premises and equipment in aggregate for each of the next five fiscal years are as follows:

2008-2012	\$	58,993
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## 8. Remuneration of senior staff

The Executive Committee of the Congress has established the rates and levels of compensation of senior staff as follows:

Executive Director's salary	\$	117,615
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## 9. Contingent liability

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.

## 10. 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 \$50,859 (2006 - \$49,502).

## Schedule of Operations - Administration

Year Ended March 31	2007	2006
<b>Revenues</b>		
Indian and Northern Affairs Canada	\$ 482,091	\$ 566,217
Dalhousie University	68,573	66,502
HST recoverable	279,227	197,283
Interest	201	401
	<u>830,092</u>	<u>830,403</u>
Transfers to Executive	(136,011)	(105,930)
	<u>694,081</u>	<u>724,473</u>
<b>Expenses</b>		
Accommodations	23,000	22,052
Advertising and promotional materials	12,364	15,508
Catering	4,308	1,744
Communications	48,014	40,969
Contractors, researchers, technical support	87,360	104,167
Dues and fees	7,135	6,773
Equipment and room rentals	3,272	3,258
Equipment leases	18,848	25,248
Incidentals	2,339	4,008
Insurance	1,620	1,673
Interest and bank charges	6,215	4,973
Library resources	508	255
Meals	27,064	21,133
Meeting coordinator, facilitator and administrative support	5,476	7,037
Office supplies and postage	54,604	40,193
Professional fees	48,366	47,494
Rent and facilities	64,344	55,619
Salary and benefits	266,971	311,423
Staff training and relocation	25	-
Travel	45,622	15,913
	<u>727,455</u>	<u>729,440</u>
<b>Overhead allocations from (to):</b>		
All Chiefs Forum	116,828	145,749
Housing	(21,334)	(16,198)
Social	(9,198)	(20,380)
Treaty Education Initiative	(16,707)	(33,967)
Health	(132,931)	(50,710)
Fisheries	(43,837)	(21,544)
Economic	(43,492)	(35,670)
Environmental and Pathfinders	(6,386)	(10,052)
Community Planning	(35,847)	(31,309)
EDO Certification	(12,256)	(14,581)
Nuclear Waste	-	(4,862)
Traditional Youth Conference	(8,173)	(1,372)
	<u>514,122</u>	<u>634,544</u>
Excess of revenues over expenses	\$ 179,959	\$ 89,929

## Schedule of Operations - All Chiefs Forums

Year Ended March 31	2007	2006
<b>Revenues</b>		
Indian and Northern Affairs Canada	\$ 60,000	\$ 75,000
Health and Welfare Canada	99,318	97,850
Assembly of First Nations	-	20,000
	<u>159,318</u>	<u>192,850</u>
<b>Expenses</b>		
Accommodations	81,774	105,477
Catering	31,056	28,140
Communications	-	236
Dues and fees	-	477
Equipment and room rental	22,071	25,945
Incidentals	25,124	31,751
Meals	44,798	58,863
Meeting coordinator, facilitator and administrative support	-	3,250
Office supplies and postage	740	2,831
Travel	70,583	81,629
	<u>276,146</u>	<u>338,599</u>
Transfer to Administration	(116,828)	(145,749)
	<u>159,318</u>	<u>192,850</u>
Excess of revenues over expenses	\$ -	\$ -

## Schedule of Operations - Executive

Year Ended March 31	2007	2006
<b>Revenues</b>		
Transfer from administration	\$ 136,011	\$ 105,930
<b>Expenses</b>		
Accommodations	45,275	31,894
Catering	3,072	2,506
Communication	-	11
Equipment and room rental	1,127	4,495
Incidentals	11,875	8,715
Meals	21,012	13,750
Office supplies and postage	30	162
Per Diem	-	14,250
Travel	53,620	30,147
	<u>136,011</u>	<u>105,930</u>
Excess of revenues over expenses	\$ -	\$ -

## Schedule of Operations - C.M.H.C. Housing

Year Ended March 31	2007	2006
<b>Revenues</b>		
Canada Mortgage and Housing Corporation	\$ 40,700	\$ 102,423
Environment Canada	8,770	-
Indian and Northern Affairs Canada	197,919	51,265
	<u>247,389</u>	<u>153,688</u>
<b>Expenses</b>		
Accommodations	33,258	34,216
Catering	7,952	12,864
Communications	2,163	4,000
Contractors, researchers, technical support	8,411	450
Dues and fees	175	-
Equipment and room rental	2,772	7,647
Incidentals	6,397	5,534
Meals	22,058	18,411
Meeting coordinator, facilitator and administrative support	-	1,900
Office supplies and postage	244	-
Overhead allocated from administration	21,334	16,198
Per diem	-	9,750
Salaries and benefits	69,851	-
Travel	60,060	47,014
	<u>234,675</u>	<u>157,984</u>
Excess (deficiency) of revenues over expenses	\$ 12,714	\$ (4,296)



# 2006 - 2007 Financial Statements

## Schedule of Operations – Social

Year Ended March 31	2007	2006
<b>Revenues</b>		
Health Canada	\$ 13,613	\$ -
Indian and Northern Affairs Canada	48,000	197,125
	<u>61,613</u>	<u>197,125</u>
<b>Expenses</b>		
Accommodations	2,352	9,574
Advertising and promotional materials	-	303
Catering	547	496
Communications	901	4,384
Contractors, researchers, and technical support	16,443	5,502
Dues and fees	-	222
Equipment and room rental	319	513
Incidentals	483	1,424
Interest and bank charges	-	2
Meals	2,498	7,431
Office supplies and postage	-	560
Overhead allocated from administration	9,198	20,380
Salaries and benefits	59,133	150,606
Travel	9,305	22,642
	<u>101,179</u>	<u>224,039</u>
Deficiency of revenues over expenses	\$ (39,566)	\$ (26,914)

## Schedule of Operations – Treaty Education Initiative

Year Ended March 31	2007	2006
<b>Revenues</b>		
Indian and Northern Affairs Canada	\$ 130,952	\$ 290,000
Miscellaneous	530	10,295
	<u>131,482</u>	<u>300,295</u>
<b>Expenses</b>		
Accommodations	4,886	12,389
Advertising and promotional materials	12,301	12,749
Catering	10,141	3,904
Communications	935	4,117
Contractors, researchers, and technical support	49,661	90,090
Dues and fees	-	625
Equipment and room rental	4,424	1,477
Incidentals	946	2,443
Meals	3,920	12,232
Office supplies and postage	3,820	3,435
Overhead allocated from administration	16,707	33,967
Per diem	-	7,050
Rent and facilities	-	50
Salaries and benefits	12,682	153,529
Travel	8,564	33,829
	<u>128,987</u>	<u>371,886</u>
Excess (deficiency) of revenues over expenses	\$ 2,495	\$ (71,591)

## Schedule of Operations - Health

Year Ended March 31	2007	2006
<b>Revenues</b>		
Canada Mortgage and Housing Corporation	\$ 927	\$ -
Health and Welfare Canada	1,416,501	812,490
Indian and Northern Affairs Canada	22,000	-
Miscellaneous	20,185	20,504
	<u>1,459,613</u>	<u>832,994</u>
<b>Expenses</b>		
Accommodations	160,158	78,612
Advertising and promotional materials	30,392	10,853
Bank and service charges	42	-
Catering	96,889	52,677
Communications	7,427	18,217
Contractors, researchers, and technical support	348,285	204,898
Dues and fees	1,412	775
Equipment and room rental	30,461	16,571
Incidentals	30,794	16,396
Interest and bank charges	-	16
Meals	86,263	43,614
Meeting coordinator, facilitator and administrative support	1,400	200
Office supplies and postage	9,009	26,821
Overhead allocated from administration	132,931	50,710
Per diem	9,965	4,357
Salaries and benefits	258,092	158,922
Travel	258,717	150,256
	<u>1,462,237</u>	<u>833,895</u>
Deficiency of revenues over expenses	\$ (2,624)	\$ (901)

## Schedule of Operations - Fisheries

Year Ended March 31	2007	2006
<b>Revenues</b>		
Department of Fisheries and Oceans	\$ 592,791	\$ 236,400
Interest	-	30
	<u>592,791</u>	<u>236,430</u>
<b>Expenses</b>		
Accommodations	21,900	20,629
Advertising and promotional materials	4,054	6,622
Catering	5,507	8,647
Communications	4,039	678
Contractors, researchers, and technical support	288,107	17,091
Dues and fees	75	175
Equipment and room rental	4,678	4,895
Incidentals	4,668	3,715
Meals	13,161	14,918
Office supplies and postage	15,058	355
Overhead allocated from administration	43,837	21,544
Per diem	-	265
Professional fees	-	2,500
Rent	7,500	-
Salaries and benefits	129,391	62,393
Travel	53,846	72,443
	<u>595,821</u>	<u>236,870</u>
Deficiency of revenues over expenses	\$ (3,030)	\$ (440)

## Schedule of Operations - Economic

Year Ended March 31	2007	2006
<b>Revenues</b>		
Indian and Northern Affairs Canada	\$ 477,886	\$ 375,014
<b>Expenses</b>		
Accommodations	61,599	36,740
Advertising	983	698
Catering	18,606	10,194
Communications	4,551	1,350
Contractors, researchers, and technical support	48,764	102,490
Dues and fees	1,956	478
Equipment and room rental	12,210	5,767
Incidentals	14,620	8,329
Meals	39,415	24,803
Meeting coordinator, facilitator and administrative support	-	8,308
Office supplies and postage	633	200
Overhead allocated from administration	43,492	35,670
Salary and benefits	111,732	57,994
Travel	119,851	99,349
	<u>478,412</u>	<u>392,370</u>
Deficiency of revenues over expenses	\$ (526)	\$ (17,356)

## Schedule of Operations – Environment and Pathfinders

Year Ended March 31	2007	2006
<b>Revenues</b>		
Indian and Northern Affairs Canada	\$ 70,000	\$ 107,688
<b>Expenses</b>		
Accommodations	2,472	7,447
Communication	3,525	3,373
Dues and fees	-	75
Meeting coordinator, facilitator and administrative support	-	1,000
Incidentals	571	1,231
Meals	2,702	8,831
Office supplies and postage	-	10
Overhead allocated from administration	6,386	10,052
Salary and benefits	51,619	56,647
Travel	4,371	21,905
	<u>71,646</u>	<u>110,571</u>
Deficiency of revenues over expenses	\$ (1,646)	\$ (2,883)



# 2006 - 2007 Financial Statements

## Schedule of Operations – Community Planning

Year Ended March 31	2007	2006
<b>Revenues</b>		
Atlantic Canada Opportunities Agency	\$ 30,000	\$ -
Canada Mortgage and Housing Corporation	6,500	-
Department of Fisheries and Oceans	21,000	-
Health Canada	12,000	-
Indian and Northern Affairs Canada	256,003	341,743
Miscellaneous	52,457	-
	<u>377,960</u>	<u>341,743</u>
<b>Expenses</b>		
Accommodations	61,622	4,100
Advertising and promotions	16,236	-
Catering	36,525	2,454
Communication	136	-
Contractors, researchers, and technical support	97,936	296,000
Equipment and room rental	10,386	-
Equipment leases	-	1,980
Incidentals	13,112	920
Meals	32,781	2,450
Meeting coordinator, facilitator and administrative support	8,553	-
Office supplies and postage	1,776	47
Overhead allocated from administration	35,847	31,309
Per diem	554	-
Travel	91,780	5,137
	<u>407,244</u>	<u>344,397</u>
Deficiency of revenues over expenses	\$ (29,284)	\$ (2,654)

## Schedule of Operations – Nuclear Waste

Year Ended March 31	2007	2006
<b>Revenues</b>		
Nuclear Waste Management Organization	\$ -	\$ 50,000
<b>Expenses</b>		
Accommodations	-	5,726
Catering	-	2,864
Communication	-	306
Equipment and room rental	-	1,656
Incidentals	-	861
Meals	-	3,489
Office supplies and postage	-	248
Overhead allocated from administration	-	4,862
Per diem	-	5,750
Salary and benefits	-	13,995
Travel	-	13,720
	<u>-</u>	<u>53,477</u>
Excess (deficiency) of revenues over expenses	\$ -	\$ (3,477)

## Schedule of Operations – Traditional Youth Conference

Year Ended March 31	2007	2006
<b>Revenues</b>		
Health Canada	\$ 25,276	\$ -
Indian and Northern Affairs Canada	29,599	13,000
Miscellaneous	21,850	2,000
	<u>76,725</u>	<u>15,000</u>
<b>Expenses</b>		
Accommodations	16,730	-
Advertising and promotion	6,660	3,072
Catering	9,989	224
Contractors, researchers, and technical support	5,075	7,975
Equipment and room rental	1,817	175
Incidentals	1,033	-
Meals	9,867	-
Meeting coordinator, facilitator and administrative support	5,600	-
Office supplies and postage	310	-
Overhead allocated from administration	8,173	1,372
Per diem	4,200	-
Salary and benefits	4,838	2,276
Travel	15,612	-
	<u>89,904</u>	<u>15,094</u>
Deficiency of revenues over expenses	\$ (13,179)	\$ (94)

## Schedule of Operations – EDO Certification

Year Ended March 31	2007	2006
<b>Revenues</b>		
Atlantic Canada Opportunities Agency	\$ 162,621	\$ 145,443
Miscellaneous	6,750	-
	<u>169,371</u>	<u>145,443</u>
<b>Expenses</b>		
Accommodations	27,245	25,108
Catering	15,036	12,510
Contractors, researchers, and technical support	62,849	58,147
Dues and fees	530	1,122
Equipment and room rental	5,996	7,058
Incidentals	4,135	4,135
Meals	13,769	13,182
Office supplies and postage	270	205
Overhead allocated from administration	12,256	14,581
Travel	29,667	25,687
	<u>171,753</u>	<u>161,735</u>
Deficiency of revenues over expenses	\$ (2,382)	\$ (16,292)

## Schedule of Operations – Residential Schools

Year Ended March 31	2007	2006
<b>Revenues</b>		
Indian Residential Schools Resolution Canada	\$ 304,000	\$ 170,819
<b>Expenses</b>		
Accommodations	23,186	13,015
Advertising and promotions	-	600
Catering	9,613	6,044
Communications	8,622	2,400
Contractors, researchers, and technical support	18,073	-
Dues and fees	200	75
Equipment leases	4,000	2,040
Equipment and room rental	2,820	1,175
Incidentals	4,398	1,885
Meals	15,734	9,740
Office supplies and postage	3,001	2,100
Per diem	3,700	3,000
Professional fees	4,000	2,640
Rent	4,000	2,400
Salary and benefits	158,836	102,679
Travel	45,444	33,287
	<u>305,627</u>	<u>183,080</u>
Deficiency of revenues over expenses	\$ (1,627)	\$ (12,261)





# Organizational Profile

The Atlantic Policy congress of First Nation Chiefs Secretariat was incorporated in 1994 as a non-profit corporation and is mandated to research, analyze and develop culturally relevant alternatives to federal policies that impact on Mi'kmaq and Maliseet and Passamaquoddy First Nation communities and peoples.

We are in association with the Assembly of First Nations located in Ottawa, ON (www.afn.ca)



## Fiscal 2006-2007

### Our Executive Board

Co-Chair Chief Lawrence Paul, Millbrook  
Co-Chair Chief Stewart Paul, Tobique  
Chief Deborah Robinson, Acadia  
Chief Jeff Tomah, Woodstock  
Chief Joanna Bernard, Madawaska  
Chief Mi'sel Joe, Miawpukek  
Chief Noah Augustine, Metepenagiag  
Chief Roger Atwin, Oromocto  
Chief Susan Levy-Peters, Elsipogtog  
Chief Terry Paul, Membertou  
Elder Raymond Tremblay, Tobique  
Grand Chief Ben Sylliboy, Whycobah  
Regional Chief Len Tomah, NB/PEI – AFN  
Regional Chief Rick Simon, NS/NL – AFN



### Staff Directory

John G. Paul, Executive Director  
Adam Augustine, Chief Informatics Officer (Elsipogtog)  
Cheryl Copage, Health Policy Analyst  
Cheryl Knockwood, Senior Policy Analyst (Elsipogtog)  
Loraine Etter, Health Policy Analyst  
Georgianna Barlow, Policy Analyst (Elsipogtog)  
Paulette General, Executive Assistant  
Krista Brookes, Senior Policy Analyst / Legal Adv.  
Norah Ward, Policy Analyst (Elsipogtog)  
Noreen Copage, Financial Officer  
Oasoeg Joy Milliea, Policy Analyst Assistant  
Jacqueline Ouellet, MMAHB Coordinator  
Simon Osmond, Policy Analyst (Elsipogtog)  
Violet Paul, Senior Policy Analyst  
Wanda Paul, Reception / Administrative Support  
Paula Robinson, Administrative Support  
Gerald Cloud, Fisheries Software Development Coordinator  
Mitch Morrison, Informatics & Web  
Buffy Peach, Administrative Assistant  
Janice Pyke, Chief Financial Officer (Amherst)  
Ian Wentzell, Fisheries Economist  
John Syiboy, AHHRI Coordinator



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### Co-Chairs:

- Chief Lawrence Paul, Millbrook, NS
- Chief Stewart Paul, Tobique, NB

### Executive Director:

- John G. Paul, APC



