



Atlantic Policy Congress of First Nations Chiefs Secretariat

Executive Director Report 2013-2014

In the past year, the Conservative government has continued its agenda of change and transformation of First Nations communities across the country. Through the development and implementation of a number of new laws, the government has set out key elements of its policy and issues of focus. The past approaches and old ways of conducting business has fundamentally changed between the federal government, First Nation organizations, the leadership and communities. The inclusion of 24 hour media, twitter, social media and thousands of savvy young people in First Nations has created a new communication reality. Today and going forward, certain projects or activities not aligned with federal priorities and needs, or its various specific programs and/or types of activities are not going to be provided funding. The access and availability of federal funding for projects or certain types of activities has been reduced significantly for all organizations nationally, regionally and provincially. The adjustments in processes and policies have made many requests for funding, which require innovative approaches, to produce more outcomes and results which can be clearly demonstrated and documented.

In the past year, there continues to be many issues and concerns which have faced the Chiefs and all the communities. The pace and urgency which the issues have to be addressed by the Chiefs and the communities has accelerated. This has allowed many of the leaders and communities to be exposed to the media and the public at large on a range of important public and First Nations issues. Increasingly, the First Nation voice is becoming an important voice on the issues of the day. We are seen as a group which has strong values on the important issues facing all of Canada. The national agenda driven by the federal government and its many actions including legislative and policy changes have impacted many communities across Canada. As their role as a national body, the Assembly of First Nations and the National Chief have continued to voice our concerns and issues of importance to the government and the Canadian public. The National Chief's voice is heard every day on a wide range of important issues or concerns. In particular, the efforts to support economic self-reliance and improvements to education and the provision of safe drinking water to all our communities has continued to show the key importance of the Assembly of First Nations (AFN) and the voice of the National Chief of the AFN.

In the past year, APC has conducted two All Chiefs Forums including the Annual General meeting June 13 & 14 & September 25, 2013; and a Chiefs & Council Forum September 26, 2013. All meetings have provided an opportunity to secure incites of the Chiefs and to work on the key priorities and issues as directed. In addition to these sessions, the elected APC Executive Chiefs have met a total of five times in May, July, September, November of 2013 & February 2014. The Executive Chiefs are supported by two other important Chiefs Committees which deal with Personnel and Audit and Finance items. In total, these committees have met eight times over the course of the last year. Through the contributions and incites of the Chiefs, APC is able to conduct its business on a regular and timely basis.

Late last year, the departure of Chief Candice Paul as Co-Chair of the APC provided an opportunity for the selection of a new Co-Chair from New Brunswick. At the March, 2013 meeting, the Chiefs expressed an interest to change the APC bylaws to allow a Chief outside of New Brunswick to serve as Co-Chair. As such, Chief Dean Vicaire of Listuguj was appointed as the interim Co-Chair until bylaws were changed and approved to allow this change which took place on June 13, 2013.

Chief Vicaire has moved into the new role with his fellow Co-Chair Chief Deborah Robinson with great interest in the role and the importance of the APC to follow the directions and priorities of the Chiefs.

The resolutions adopted by the Chiefs over the past year have included.

Resolutions June 13, 2013

2013-04 Co-Chairs position Bylaw Change June 2013.

2013-05 MMAYC Financial Support from AANDC June 2013.

Resolutions September 25 & 26, 2014

2013-06 Audited Financial Statements 2012-2013.

2013-07 Legal Defense Fund Application APC AGA Sept 2013 Re: Darren Paul.

From the resolutions, the various APC staff undertook the necessary work to ensure implementation and follow-up actions as required.

Both Co-Chairs have played key roles in many meetings with senior government officials and Ministers to ensure the needs and priorities and critical issues were always covered. Both Co-Chairs, supported by staff; have participated in presentations at meetings, conferences, workshops, the Senate and House of Commons Standing Committee Hearings to ensure the voices of the Chiefs and APC were clearly heard and communicated. Both Chiefs take important time from the work in the communities to advocate on the important issues and concerns of all the Chiefs of the APC. This commitment and dedicated effort has allowed the work of the APC and the Chiefs to be carried out in a professional and caring manner.

In Nova Scotia, the provincial election allowed APC to conduct a questionnaire on issues which were critical to the Chiefs in the province. All the parties provided formal written response and all committed to working with the First Nations in the province in a cooperative manner. As an outcome to meeting with the APC Co-Chair, Stephen McNeil, the new Premier, was encouraged to take on the role of Aboriginal Affairs to ensure issues of concern get addressed. As premier, it is expected he will meet with the Nova Scotia Chiefs to discuss priorities, issues and concerns. Such efforts help ensure all politicians pay attention to First Nations issues at the provincial level and work with First Nations on critical federal priorities and issues.

In the fall during the September session with Chiefs and Councils, APC provided an opportunity for all to have access to APC documents and materials. Many of the Councils provided emails to ensure relevant timely information was received by them. Over the year this continues to be done to ensure all Councils have current information on serious issues. Also each year Councils are provided an opportunity to identify key priorities for the Chiefs of the APC. A detailed list of items is provided and each Council is asked to prioritize between one to five to ensure the Chiefs and APC continue to be focused on issues important to all the communities. This year the priorities have remained constant and were identified as follows:

1. Economic Development;
2. Water & Wastewater Infrastructure;
3. Health Programs and Services;
4. First Nations Election Act; and
5. Housing.

These identified priorities were based on over 200 surveys completed at the All Chiefs & Councils Forum and is done yearly to make sure the work of the Chiefs reflects the priorities of the First Nation leadership. As per the priorities, the focus of the work at APC has been to ensure work continues in



John G. Paul, Executive Director.

each of these areas.

Economic Development

APC staff continues to do considerable work in this area in collaboration with the First Nation communities and the various organizations across the region and provinces. The work has to build a common voice and strategy to support a number of key goals identified by the Chiefs and worked on by the Atlantic Aboriginal Economic Developers Network (AAEDN) and the key organizations in the region. APC staff together with key Economic Development Officers (EDO's) have been able to further the Chiefs broad goals in the area of economic development that include:

1. Access to lands and resources for First Nation communities.
2. An educated and skilled workforce through coordination, supports, training and education.
3. A strong Aboriginal business sector supported by the First Nation communities and the ability to link with other businesses which promote growth and opportunities.
4. Documenting progress and successes of economic activities to ensure results can be supported by credible evidence.

Through the work of APC staff, EDO's and all collaborative organizations, the many actions and activities have led to the production of tangible results and outcomes which can be seen in every community across the region. APC staff play a support role to the EDO's who are leaders in the region in the work underway, and planned, to help support economic growth and prosperity.

APC continues to operate the AADEN network of

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the Atlantic EDO's and supports their ongoing efforts to produce events, actions and activities which support all aspects of training, employment and business growth. Only through the strong collaborative and cooperative efforts has the work of this group continued to prosper with the support of the APC. In addition to the network, APC continues to provide professional training to EDO's and other key First Nations economic development staff to build skills and expertise needed for continued growth and business opportunity development. Ongoing strategic planning and taking action to ideas has helped the various EDO's to become a natural support network to help and assist fellow communities across the region. The cooperative spirit allows the development and implementation of ideas which reduce risks and improve chances of success and the production of results for each First Nations community.

In the area of economic research, the unique partnership between the APC, governments and the 12 Atlantic universities has continued to empower the work of the Atlantic Aboriginal Economic Development Integrated Research Program (AAEDIRP). Its purpose is to improve the knowledge base on aboriginal economic development in order to improve the lives of Aboriginal people in the region.

The key objectives of the AAEDIRP are:

1. Conduct research on Aboriginal economic development.
2. To build Aboriginal and non-Aboriginal research capacity.
3. To share knowledge on Aboriginal economic development.

These objectives continue to be the critical focus of the projects and activities carried out each year. Over this past year the research projects have included:

- A. Managing Lands Beyond the Indian Act; Membertou First Nation
- B. Fisheries Post-Secondary Scan Phase II
- C. Women & Entrepreneurship in Aboriginal Communities
- D. Exploring the relationship between Substance Abuse and Economic Development in Atlantic First Nation Communities
- E. Atlantic Aboriginal Community Level Data Gathering Project

Many of the projects undertaken have happened over more than one specific fiscal year due to timing considerations and allowances for the full engagement of community stakeholders and researchers in all aspects of the processes. The projects and the activities have strengthened Aboriginal capacity to ensure Aboriginal people are part of the entire process and the results of each of the projects.

This year the AAEDIRP has published two books to highlight the work that has been carried out over the years. One book focuses on Aboriginal measures for Economic Development and a second book covers Aboriginal Knowledge for Economic Development. These documents will provide interested students and researchers' real information to further knowledge and more activities in research in the area of aboriginal economic development.

Another ongoing development of the AAEDIRP is the operation of a database called www.ASKECDEV.CA. This database is operated in partnership with the University of New Brunswick and provides complete and regularly updated inventory internet resources on Aboriginal economic development. Efforts in the coming year will be to continue the growth of Aboriginal economic & research expertise and knowledge growth across the region and beyond.

Water & Wastewater

In the past year the federal government has adopted new legislation which addresses the issues involving water and the protection of First Nations communities. In particular, the passage of the Safe Drinking Water for First Nations Act, which was passed into law in November 2013. This important legislation provides a framework for the development of a regulatory regime for the

First Nations communities across Canada. Since the passage of the Act, work has been underway to determine the appropriate regulations which will be required to fulfill all the requirements and needs of First Nations. APC Chiefs have clearly indicated the new legislation and the development of the appropriate regulatory regime over the next few years must be done in full consultation with the First Nations communities. To this end, the APC, through the work of the Clean Water Initiative, has been working closely with the Federal Government and the Atlantic Provinces to determine what could be the best possible approach for the development and implementation of a regulatory regime which would apply across all First Nations in Atlantic Canada. Through an engagement with governments, the APC Clean Water Initiative has developed various reports and documents which detail views and perspectives and needs for a new regime. All the reports are available for any interested person with concerns about water at:
<http://centreforwaterresourcesstudies.dal.ca/CleanWaterInitiative>.

Reports, work and dialogues completed over the past year have included:

- Atlantic First Nation Water Authority Summary Report;
- Safe Drinking Water for First Nation Act Regulatory Development Intergovernmental Engagement Report;
- Draft Drinking Water Regulatory Benchmarks Study Summary;
- Enforcement Options for the Water Authority;
- Municipal Transfer Agreements MTA's Workshop Summary Report;
- Water Authority Terms Sheets; and
- Power of Water Communication Tools.

These many areas of work and discussions have moved the focus towards the importance of the work on water by APC staff for the Chiefs and all the communities. Only through the contributions and efforts by First Nations across the region has APC been able to produce the information available for all to determine the way forward in the best interest of all the communities and the citizens.

Work to identify aspects of an Atlantic First Nations Water Authority to enable them to take control of the First Nations destiny in water and wastewater is very important. It will require the input and involvement of all communities and all leaders in the region. This is necessary to determine the best way to achieve the vision of safe water for future generations and the financial resources and First Nations capacity to ensure safe water is the normal standard in all the communities.

The P3 Business Case is another aspect to the work on the regulations and the governance aspects of the water. APC has continued to work in the development of a P3 proposal and business case for the design, building, operations & maintenance of all water and wastewater systems for all Atlantic First Nation communities. The development of the Business Case and costing information has been a very extensive task. To date this has developed costing to a Class D level for water and wastewater systems in all Atlantic First Nation communities. To fulfill the Business Case requirements of P3 Canada, and develop more accurate costing within plus or minus 15%, it will require considerable cost and detailed engineering work in all the communities. Only as First Nation communities participate in the project will and can a determination be made at some point to establish the viability of the project as a potential P3 project. A decision of all the communities will be required in order to proceed with a P3 based Business Case once the Business Case and costing is fully completed. It is clear a 25-30 year funding commitment in writing, for the entire life cycle of water and wastewater assets, will be required. Also funding to cover all operations and maintenances costs including the upgrading of all water and waste water infrastructure within a Three-five year period. Decisions will and must be made with the full involvement of the leadership of all APC communities.

Health Programs & Services

The work of the APC continues to focus on the important needs of the communities for funding and basic services to meet the growing health needs in every community. APC's Mi'kmaq Maliseet Atlantic Health Board (MMAHB) exists to improve the health and well-being of Atlantic First Nations. MMAHB ensures that there is First Nations participation in the planning, management and delivery of programs and services that they fund or deliver.

MMAHB is a group of six Chiefs who are appointed by the various Atlantic Tribal Councils to meet with me at least three times a year to share in decision making regarding First Nations Inuit Health Branch (FNIHB) Atlantic resources. MMAHB also has three committees: Public Health and Primary Care, Mental Wellness and Non-Insured Health Benefits.

Through MMAHB and its committees, First Nations influence and shape the priority areas of focus for First Nations Inuit Health Branch (FNIHB) and Atlantic staff and the allocation of resources within the regional FNIHB envelope. Through MMAHB, FNIHB now involves Atlantic First Nations in certain spending and non-monetary decisions regarding programs and services that are funded or delivered.

Since 2007, the Atlantic Chiefs have declared their top Health Priorities. These priorities have informed FNIHB strategic planning and have been central to strategic action plans created jointly by First Nations and FNIHB.

Mental health and addictions continue to be top priorities and we continue to make strides in that area. MMAHB is currently developing a mental wellness and addictions strategic action plan that can guide the work of Atlantic First Nations and FNIHB for the next five years. As part of our work on the development of this strategy, APC held a visioning session that brought all the stakeholders together to discuss the overarching vision of this strategy as well as obtain specific guidance on areas of concern in Mental Wellness. APC will ensure the actions under this strategic plan are achievable, measurable and in the best interest of all the communities. Certainly, the abuse of prescription drugs is a common concern that will be identified in the new plan, but we are already taking action now. FNIHB has been working with MMAHB to track prescription drug use through its NIHB data and to develop an appropriate method to provide each First Nation community a profile for them to guide local efforts. Furthermore, MMAHB was able to contribute valuable Atlantic feedback in order to contribute to the development of the Mental Wellness Continuum.

The care of Elders has long been a priority of Atlantic Chiefs. The joint FNIHB-APC strategic action plan on elder care encourages greater elder involvement in policy development, improved information to elders about programs and services available to them, and greater collaboration between FNIHB and APC in the design and delivery of programs. Last spring, APC hosted a large gathering for Elders in Fredericton to share information, network, and to identify health related needs. This was organized by APC's Elder Care Working Group. Wide participation from all the communities allowed for the development of various recommendations and actions which have been followed up by both APC and Health Canada. APC was also able to support the Mi'kmaq Maliseet Atlantic Youth (MMAYC) in their active participation in this gathering. A detailed report and recommendations are being worked on and the work continues with the key elders across the region on issues important to them and all our Chiefs.

In previous years, MMAHB developed a First Nations Child and Youth Strategic Action Plan. Most communities and FNIHB Program Managers have indicated that they are working on the goals and activities in the plan. Goals include strengthening parenting skills and family involvement, as well as creating safer communities. Youth engagement and the promotion of culture and language are also important goal areas. Community level staff are receiving training in many areas to support

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healthy child development. This year, APC has begun the process of monitoring the progress of this plan and has started to gather success stories.

MMAHB has further developed the way First Nations and FNIHB approach policy issues. When communities raise issues, we jointly acknowledge where we have authority and where authority rests elsewhere. When we possess the authority in the region, we thoughtfully and jointly consider and implement policy change. When we don't have the authority, we separately use our powers of influence to advocate for change in Ottawa and elsewhere.

This growth has been further supported by the revised MMAHB Terms of Reference (TOR) that All Chiefs approved September 2012 and a revised TOR for MMAHB Communities in January 2014. MMAHB is the process whereby issues are raised by communities through health directors, then tabled and considered at regional committees of largely First Nations representatives, and finally recommended to MMAHB Chiefs and the FNIHB Regional Executive for approval and implementation.

MMAHB also looked at a nationally driven collaboration between the two departments involving the streamlining of grants and contributions administration. MMAHB discussed how Aboriginal Affairs and Northern Development Canada (AANDC) and Health Canada will also be using the same transfer payment information system. MMAHB is doing its part to ensure that First Nations are aware of the changes planned.

Issues related to Non-Insured Health Benefits continue to be a considerable challenge for all First Nations communities. Many of the clients under this program are Elders. The APC Non-Insured Health Benefits Navigator (NIHB) and MMAHB continue to address critical issues and needs for services. The continued narrowing of all services for key items such as dental, transportation and prescriptions have made it increasingly difficult for clients to access services in a timely manner. Ongoing dialogue and continued identification of these serious issues are addressed to NIHB daily to find appropriate resolutions. The new NIHB Navigator at APC, Robert MacEachern, has worked hard to ensure any issues brought to his attention are addressed by Health Canada. All community members and health staff are asked to use this resource at APC to assist in dealing with Health Canada and staff at Non-Insured Health Benefits.

APC's Aboriginal Health Human Resource Initiative (AHHRI) continues to support work to ensure that First Nations, Inuit (FNIH) and Métis have access to health providers they need both now and in the future. AHHRI is accomplishing this by finding innovative ways to encourage and support Aboriginal students entering into to health care professions. AHHRI is also supporting health managers and community based workers to acquire the skills to more effectively meet the health care needs of Aboriginal communities. To further promote health careers, APC had contracts with six Atlantic post-secondary institutes to complete AHHRI activities.

APC successfully secured funding for this innovative summer camp, Elephant Thoughts, with AHHRI funding. Elephant Thoughts put on science camps for young people between the ages of six and 13 years of age. With these camps, young First Nations were exposed to science and technology with the intent to get the youth to consider science and technology careers in the future. APC managed the Community Based Workers (CBW) fund that provided opportunities for First Nations community employees to upgrade their training and skills in early childhood education, addictions, and personal care supporters. APC was also able to secure Health Managers training funds. As a direct result, several communities were able to receive valuable training at the First Nations' Health Manager national conference.

In the area of Residential Schools, APC continues to provide support services directly to survivors and families through two Regional health support

workers and a cultural support person. APC continues to work collaboratively with all healing centres across the region to help ensure a range of services are available when needed.

First Nations Election Act

Over the past year, the APC leadership has advocated strongly for the passage of the above noted legislation. Through various presentations and representations to Ministers, MP's and Senators of all parties APC has continued strong support of the legislative proposal. This legislation has been discussed with Chiefs at every meeting and the number one issue is when the Federal Government will pass the First Nations Election Act legislation into law. Many leaders from communities and others have expressed a strong view that proposed legislation will bring about fundamental changes in communities which opt in and help improve governance and all aspects of the election process. The proposed improvements will allow communities to plan for a period of four years and stop the yearly election cycle which happens in each community long before the Election Day is announced. All efforts continue to get the job done and help improve the election process for all our communities who opt into the new election process.

Fisheries

Efforts at APC continue to support all aspects of the commercial fisheries and the work of all First Nation AAROM body organizations across the region. This is in order to help ensure we all pursue efforts to continue to support work and activities in each of the communities. For APC, the key effort in the past year has been to advocate for the continued program support of the Atlantic Integrated Commercial Fisheries Initiative (AICFI) beyond the one year extension. The advocacy has involved many presentations, meetings with a wide range of stakeholders including Ministers, Atlantic MP's, Senators and key senior federal officials including Deputy Ministers and the staff at the Prime Minister's Office. The outcome of these efforts was a two year Budget extension of the program starting in 2014. The demonstrated

performance of the First Nation communities has been a critical factor in achieving success. The ability to tell a positive economic outcome story to all those who would listen and understand is important. The importance of this activity to each community and the Atlantic economy overall has also contributed to this success. The overall economic impact of the commercial fishery and related activities have accounted for over 1800 jobs and over \$105 million in revenues to communities.

During early June, the recruitment of Ken Paul as Fisheries Director has had a very significant positive impact on the work done by APC. As Director, he is well respected in the organizations and communities for the work he has been involved in for many years and now oversees all work in the Fisheries at APC. Another key activity by APC has been to work collaboratively with communities and fellow organizations in the region to address the DFO resource management processes in the region. APC Fisheries Coordinator Jordan Nikoloyuk, attends all key meetings and works closely with First Nation fisheries managers and fellow AAROM staff Community Fisheries Liaison Coordinators (CFLC's) to ensure all have the best available strategic advice and support

The Fisheries Management System (FMS) work continues to improve support and enhance the design and use of the program and the various reports. The development of a version 3.0 is well underway and will be provided to all communities in the very near future. FMS is the management tool which enables Fisheries Directors and communities to know all key performance measures of Fisheries activity and results related to their community. On training, APC has delivered six modules of training for First Nation fisheries managers and key staff which has over 120 participants for communities. This training and certification is another way to support and promote skill and management improvements in the FN commercial fishery

All activities of APC will be further detailed in reports from each of the key areas of APC.

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The work of the APC continues to focus on the important needs of the communities for funding and basic services to meet the growing health needs in every community.

Mi'kmaq Maliseet Atlantic Health Board

APC's Mi'kmaq Maliseet Atlantic Health (MMAHB) exists to improve the health and wellbeing of Atlantic First Nations. MMAHB ensures that there is First Nations participation in the planning, management and delivery of programs and services funded or delivered by FNIHB Atlantic.

MMAHB is a group of six Chiefs, Chief Norman Bernard, Wagmatcook First Nation, Chief Candice Paul, St. Mary's First Nation, Chief Matilda Ramjattan, Lennox Island First Nation, Chief Andrea Paul, Pictou Landing First Nation, Chief Arron Sock, Elsipogtog First Nation and Chief Mi'sel Joe, Miawpukek First nation, who are appointed by the various Atlantic Tribal Councils to meet with me at least three times a year to share in decision making regarding FNIHB Atlantic resources. MMAHB also has three committees: Public Health and Primary Care, Mental Wellness and Non-Insured Health Benefits.

Through MMAHB and its committees, First Nations influence and shape the priority areas of focus for FNIHB Atlantic staff and the allocation of resources within the regional FNIHB envelope. Through MMAHB, FNIHB now involves Atlantic First Nations in certain spending and non-monetary decisions regarding programs and services that are funded or delivered.

Since 2007, the Atlantic Chiefs have declared their top Health Priorities. These priorities have informed FNIHB strategic planning and have

been central to strategic action plans created jointly by First Nations and FNIHB.

Mental health and addictions continue to be top priorities and we continue to make strides in the area. MMAHB is currently developing a mental wellness and addictions strategic action plan that can guide the work of Atlantic First Nations and FNIHB for the next five years. As part of our work on the development of this strategy, APC held a visioning session that brought all the stakeholders together to discuss the overarching vision of this strategy as well as obtain specific guidance on areas of concern in Mental Wellness. APC will ensure the actions under this strategic plan are achievable, measurable and in the best interest of all the communities. Certainly, the abuse of prescription drugs is a common concern that will be identified in the new plan, but we are already taking action now. FNIHB has been working with MMAHB to track prescription drug use through its NIHB data and to develop an appropriate method to provide each First Nation community a profile for them to guide local efforts. Furthermore, MMAHB was able to contribute valuable Atlantic feedback in order to contribute to the development of the Mental Wellness Continuum.

The care of Elders has long been a priority of Atlantic Chiefs. The joint FNIHB-APC strategic action plan on elder care encourages greater elder involvement in policy development, improved information to seniors about programs and services available to them, and greater collaboration between FNIHB and APC in the design and delivery of programs to Elders. Last spring, APC hosted a large gathering for Elders in Fredericton to share information, network,



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and to identify health related needs. This was organized by APC's Elder Care Working Group. Wide participation from all the communities allowed for the development of various recommendations and actions which have been followed up by both APC and Health Canada. APC was also able to support the Mi'kmaq Maliseet Atlantic Youth (MMAYC) in their active participation in this gathering. A detailed report and recommendations are available for review and the work continues with the key Elders across the region on issues important to them and our Chiefs.

In previous years, MMAHB developed a First Nations child and youth strategic action plan. Most communities and FNIHB Program Managers have indicated that they are working on the goals and activities in the plan. Goals include strengthening parenting skills and family involvement, as well as creating safer communities. Youth engagement and the promotion of culture and language are also important goal areas. Community level staff are receiving training in many areas to support healthy child development. This year, APC has begun the process of monitoring the progress of this plan and has started to gather success stories.

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This growth has been further supported by the revised MMAHB Terms of Reference (TOR) that All Chiefs approved September 2012 and a revised TOR for MMAHB Communities in January 2014. MMAHB is the process whereby issues are raised by communities through health directors, then tabled and considered at regional committees of largely First Nations representatives, and finally recommended to MMAHB Chiefs and the FNIHB Regional Executive for approval and implementation.

MMAHB also looked at a nationally driven collaboration between the two departments involving the streamlining of grants and contributions administration. MMAHB discussed how AANDC and HC will also be using the same transfer payment information system. MMAHB is doing its part to ensure that First Nations are aware of the changes planned.

In May 2014, MMAHB changed its name to Health Partnership.

Health Directors Meetings

APC continues to work with the Health Directors to ensure we keep the Health Directors updated on regional activities and we gather valuable feedback. We hosted four Health Directors meetings.

This year, we restructured the Health Director meetings so that there was specific and direct feedback to MMAHB committees.

Non-Insured Health Benefits Navigator (NIHB) Issues related to Non-Insured Health Benefits continue to be a considerable challenge for all First Nations communities. Many of the clients under this program are Elders. The APC NIHB Navigator and MMAHB continue to address critical issues and needs for services. The continued narrowing of all services for key items as dental, transportation, prescriptions have made it increasingly difficult for clients to access services in a timely manner. Ongoing dialogue

and continued identification of these serious issues are addressed with NIHB daily to find appropriate resolutions. The new NIHB Navigator at APC Robert MacEachern has worked hard to ensure any issues brought to his attention are addressed by Health Canada. All community members and health staff are asked to use this resource at APC to assist in dealings with Health Canada and staff at Non-Insured Health Benefits.

Elders' Gathering

APC in cooperation with the Elder Care Working Group presented a two day regional gathering to share knowledge and discuss ways to improve the health and well-being of our First Nations. Best practices and lessons learned for working alongside Elders, plus current AAEDIRP research was shared.

There were Elder lead workshops, panels and sharing circles.

The event took place on June 20-21, 2013 at the Crowne Plaza in Fredericton, New Brunswick.

The theme of the gathering was Honouring Our Elders: A Traditional Gathering to Share Knowledge. The intent was to share knowledge and gain important insight from our Elders to support their health and well-being. The Gathering included workshops on issues such as mental health, chronic disease management, wills and estates etc.; plenary sessions; and small group discussions to facilitate garnering the views of our Elders. There was also a banquet and cultural showcase on the evening of June 20, 2013. Elders from almost all of our Atlantic First Nations communities attended this historic event.

Mi'kmaq Maliseet Atlantic Youth Council (MMAYC) The Mi'kmaq Maliseet Atlantic Youth Council (MMAYC) was very busy this year. The Listuguj Chief and council graciously invited MMAYC to host their August 29th, 2013, meeting in their community, and to attend the Treaty Conference on August 28th, 2013. MMAYC learned a lot during their visit with the Grand Council, the Chiefs and with the Elders. The youth travel to St. John's, NL in January 2014. MMAYC also met in February 2014 in Membertou, NS where they were able to network with Membertou youth council.

Aboriginal Health Human Resource Initiative (AHHRI)

APC's Aboriginal Health Human Resource Initiative (AHHRI) continues to support work and ensure that First Nations, Inuit (FNIH) and Métis have access to health providers they need both now and in the future. AHHRI is accomplishing this by finding innovative ways to encourage and support Aboriginal students entering into to health care professions and to support health managers and community based workers acquire the skills to more effectively meet the health care needs of Aboriginal communities.

APC had contracts with six Atlantic post-secondary institutes to complete AHHRI activities. APC successfully secured funding for this innovative summer camp, Elephant Thoughts, with AHHRI funding. Elephant Thoughts put on science camps for young people between the ages of six and 13 years of age. With these camps, young First Nations were exposed to science and technology with the intent to get the youth to consider science and technology careers in the future.

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communities were able to receive valuable training at the First Nations' Health Manager national conference.

Health Career Website

APC launched a Health Careers website, This website is very interactive, with trivia games, links to schools based upon career aspirations, a "taxi career" game, scholarship information, career prospects, statistics, and video profiles of some First Nations people in health careers.

<http://www.nativehealthcareers.ca/>

Residential Schools

As many of you are aware, the residential school unit has merged with the health department. APC is committed to ensuring we provide these services for survivors and their family members.

Outreach Residential School Atlantic Committee (ORSAC)

The ORSAC consists of a partnership of survivors, First Nation leadership representation, academic representation, Government Agencies and First Nation Agencies and Organizations who wish to provide access and facilitate information to former students of Residential Schools in the Atlantic region. APC staff continues to gather feedback from ORSAC members and send electronic IRS updates to the committee members.

Independent Assessment Process

APC health supports continue to assist claimants with their cases. Despite the fact that the application deadline passed on Sept. 19th, 2012, IAP hearings are anticipated to continue until FY 2016-17.

Truth & Reconciliation Commission (TRC)

The 6th TRC national event was in Vancouver in September 2013.

The 7th national event occurred in Edmonton, Alberta in March 2014.

A closing ceremony will take place in Ottawa, ON

The TRC is expected to complete its mandate on July 1st, 2015.

Commemoration

APC worked with a national commemoration project, "Witness: Pieces of History" to ensure the Atlantic representation on this national monument. This project comprised of items reclaimed from residential schools, churches, government building and traditional structures across Canada. The art will stand as a national monument to recognize the atrocities of the residential school era, honour the survivors, and symbolize ongoing reconciliation.

Resolution Health Support Program (RHSP)

Two Regional health support workers and a cultural support person continue to provide support to survivors and their families. APC continue to work collaboratively with all healing centres across the region to help ensure a range of services are available when needed.

IRS Youth Reconciliation Strategy

An IRS youth reconciliation strategy was ratified by the Mi'kmaq Maliseet Atlantic Youth Committee (MMAYC). Meaningful linkages have been made between youth, health supports and others in the region. APC worked with MMAYC to provide financial support for the Kingsclear Survivor Gathering and to host an information booth at this important gathering.



Atlantic First Nations Housing & Infrastructure Network (AFNHIN) 2013-2014

The purpose of the AFNHIN is to facilitate interdepartmental and First Nations discussion and collaboration for the provision of safe and sustainable drinking water, source water protection, effective wastewater management and an all hazards approach to emergency preparedness. In light of legislative changes and housing initiatives, the network will provide quality advice and strategic direction in the areas of housing & infrastructure by working collaboratively with key federal departments & agencies {Atlantic Aboriginal and Northern Development Canada (AANDC), Health Canada (HC), Environment Canada (EC), and Canada Mortgage and Housing Corporation CMHC} and First Nations representation; APC, Confederation of the Mainland Mi'kmaq (the CMM), Union of New Brunswick Indians (UNBI), Union of Nova Scotia Indians (UNSI), MAWIW Tribal Council, North Shore Mi'kmaq District Council (NSMDC) and Mi'kmaq Confederacy of Prince Edward Island (MCPEI), including representatives from Newfoundland and Labrador.

The Atlantic First Nations Housing & Infrastructure Network (AFNHIN) operates under the mandate by an APC All Chiefs Resolution #2007-12 that passed on May 2nd, 2007.

Senior Committee

Meeting Date:
November 14th, 2013
March 20th, 2014

In the past year, the AFNHIN held two Senior Committee meetings held on the dates above. Updates were given by Federal Representatives from CMHC on Section 95 housing allocations, capacity development and certificate of assessment, from AANDC on emergency management and their interest in major infrastructure and capital projects, from HC on the Community Based Water Monitor and Water Operator Work Shop and Housing Inspections; and EC on effluent regulations, their enforcement branch and the importance of traditional ecological knowledge.

While the Senior Committee heard updates and provided feedback on all initiatives regarding the AFNHIN, the Senior Committee's main focus was on the clean water initiative. The committee heard presentations from The Centre for Water Resource Studies and held discussion on the following Clean Water Initiative topics:

- Benchmark Regulations
- Pilot Project
- Asset Assessment
- Water Authority
- Business structure
- P3 Funding requirements

As well, the Senior Committee was used to hear presentations and provide feedback to presentations that would be made during March All-Chiefs forum concerning the Clean Water Initiative.

Regional Committee

Meeting Date:
June 27th, 2013
August 26th, 2013
October 16th, 2013
February 26th & 27th, 2014

The first order of business for the Regional Committee was to enforce the necessary changes that were identified as part of our network revitalization. The most apparent of these changes is the shift from sub-committees to working groups. As the sub-committees before them, the working groups will cover issues from: Housing, Water & Wastewater, and Emergency Management. However, these working groups will be action focused, deciding on specific projects to ensure tangible results at the community level.

As well, it was decided to create a standardized terms of reference, creating common rules for each committee and working group to abide by and clearly defining the roles and responsibilities of members. A major addition to the responsibilities of members is that they provide written updates before meetings,

leaving more time for discussion, making meetings more efficient.

From there, the Regional Committee provided feedback and strategic direction for all network working group activities, as well as heard updates from key federal departments (AANDC, EC, HC and CMHC) on regional initiatives. However, one of the Regional Committee's main objectives was to the Clean Water Initiative, giving expert feedback on term sheets for the formation of an Atlantic First Nations Water Authority, the pros and cons of co-operative vs. cooperation as a structure for the water authority as well as providing insight from the community level.

The Regional Committee also spent time discussing and solidifying the importance of the AFNHIN itself. During the most recent Regional Committee meeting, federal members and working group chairs shared their views on why the AFNHIN is vital to the success of First Nations infrastructure initiatives, as well as reviewed the past years work and ways we can continue to make improvements in the future.

Water & Wastewater Working Group

Meeting Dates:
August 15th, 2013
August 29th, 2013
November 20th, 2013
January 13th & 14th, 2014

An Ad-hoc group within the Water & Wastewater subcommittee was developed to prepare for the upcoming Community Based Water Monitor (CBWM) & Operators Workshop for November, 2013.

APC provided at various times, updates, summaries and next steps to the Water & Wastewater committee:

- Purposed Asset Condition for Assessment on Water & Wastewater Systems;
- Identifying Operation & Maintenance (O&M) gaps;
- Four First Nations Communities (four Atlantic Provinces) for the Pilot Project (Eskasoni, Conne River, Woodstock and Lennox Island); and
- Regulatory Bench Marks developed by the Center for Water Resource Studies.

A review of Water & Wastewater Facilities Fact Sheet was provided to review and input before finalizing and having them printed. The committee also reviewed examples of the operational log sheets as presented by the Circuit Rider Training Program. The log sheets are intended to be used by operators of water and waste water systems daily.

The committee then reviewed Emergency Response Plan Guide for Water & Wastewater Systems in First Nations Communities, Maintenance Management Plans & On-Reserve Source Water Protection Plan Guide and Template Documents provided by AANDC HQ.

Housing Working Group

Meeting Dates:
September 24th, 2013
November 21st, 2013
November 22nd, 2013
February 4th, 2014

The Housing Working Group has met four times in the past fiscal year, to discuss the need for housing policy in First Nations communities as well as templates that are currently available. The group also discussed the need to raise awareness amongst First Nations communities on the implications of Bill S-2: Family Homes on Reserves and Matrimonial Interests or Rights Act, Federal initiatives, Energy Efficiency and innovative ways to address the housing back log in Atlantic First Nations communities. During the first meeting, it was apparent that there was differing expectations between First Nations & Federal working group members. Therefore, it was proposed to have a facilitated session to discuss housing priorities.

A facilitated session was held on November 21st and 22nd, 2013, in Eskasoni First Nation. First Nations housing managers and decision making personnel

from key federal departments (CMHC, HC and AANDC) met to discuss and identify the true housing issues in the Atlantic. The group agreed that the following were the five overarching issues related to housing:

1. Governance & local leadership (Housing a top priority);
2. External Government (Limitations/Restrictions);
3. Social Issues;
4. Operations; and
5. Asset Management.

Through this exercise, the group was then able to set priorities for the Housing Working Group for the short and long term:

- Short term goals:
 - o My Home is My Wigwam completion
 - o Engage MMAYC,
 - o Environmental scan on homes
- Long term-career:
 - o Retention of qualified trades in the community
 - o Launch toolkit
 - o Make housing a priority

Using these identified priorities and goals, the Housing Working Group was able to shape their work plan for the up-coming fiscal year.

My Home is My Wigwam ad hoc Working Group:

Meeting Dates:
January 17th, 2014
February 6th, 2014
March 24th, 2014

The Atlantic Policy Congress of First Nations Chief (APCFNC) passed a resolution in June, 2012, entitled **"Support for the development of the toolkit my home is my Wigwam for First Nations youth education on healthy and safe homes"**. This resolution mandated APC's Atlantic First Nations Housing and Infrastructure Network (AFNHIN) to move forward with the development of a toolkit curriculum specific to Atlantic First Nations culture, values and knowledge.

Funding Strategy

At the first meeting on January 17th, 2014, APC presented two potential strategies for securing funding for the completion of the Atlantic toolkit: Path A & B. Path A outlines an option to seek funding from the private and public sectors. A proposal would be prepared for AANDC's Special Initiatives Fund (SIF) to fund the salary of an education expert, as well pay for the meetings for the education experts support committee, to complete the customized Atlantic toolkit. For that, two options for time line were presented, four and six months, with the latter being chosen as the most attractive option. As well, this option would seek the remaining project funds through private sector sponsorship. These dollars would be used for; mass toolkit production, curriculum introduction and promotion. Path B would seek funding from the private sector only. After debate and deliberation, the committee agreed to follow Path A.

Special Initiatives Fund Proposal (SIF):

As stated above, the committee agreed to a funding strategy that included a submission to AANDC's SIF for a six month contract for an education expert to customize the toolkit for Atlantic First Nations. However, much of the discussion about submitting a proposal to the SIF was about whom would be submitting it on APC's behalf. APC noted that individual bands could apply for funding for regional initiatives and asked if any of the four pilot communities (Lennox Island, Eskasoni, Sheshatshiu and Eel Ground First Nations) would be interested in championing the proposal. The committee agreed that Eskasoni First Nation would submit the proposal on APC's behalf.

APC, in collaboration with Eskasoni First Nation, has since developed and submitted a proposal to AANDC's SIF. As well, it was through this process that the committee decided that since Eskasoni would be submitting the proposal, that Darlene Marshall will now Chair the My Home is my Wigwam (MHIMW) Committee.



Atlantic First Nations Housing & Infrastructure Network (AFN-HIN) April 2013 to March 2014, con't

Sponsorship Letters:

As part of our funding strategy, the ad-hoc working group decided to seek roughly half of the required funds through private sector sponsorship. The committee agreed that the best course of action in this regard would be to search for these funds in phases. Phase one will ask major financial institutions, offering them the following in return for their sponsorship:

- The right to advertise as title sponsor;
- Recognized as title sponsor on the APC website;
- Name and logo predominately displayed on toolkit as title sponsor;
- Sponsor a topic (i.e. Financial planning for home ownership);
- Option to insert educational materials;
- A copy of the toolkit;
- Invited to sit on a meeting with development committee; and
- Receive detailed financial report of the use of sponsorship dollars.

Subsequent phases of sponsorship will request less funding from institutions like, but not limited to: NB Power, NS Power, Efficiency Nova Scotia and home building supply companies.

The committee decided that the Bank of Montreal (BMO) and the Canadian Imperial Bank of Commerce (CIBC) would be the first institutions we contact for sponsorship dollars. These two institutions were chosen because of specific details in their mandate to be committed to aboriginal banking. Unfortunately, CIBC has yet to respond to our request and BMO declined participation. New letters and packages are being developed for the next round of sponsorship request.

Education Expert:

The committee was fortunate enough to have several First Nations education experts participate in MHIMW meetings and provide valuable information on the direction the MHIMW toolkit. They were:

- Bart Jack, Sheshatshiu – Chair Person for Education Board for Sheshatshiu;
- Barbara Joe, Eskasoni First Nation – Retired School teacher with 30+ years' experience in First Nations Education; and
- Sister Dorothy Moore, Membertou First Nation – Renowned advisor on First Nation's education.

With their valuable insight, we were able to discuss further details about toolkit. Such as:

- As "Wigwam" is the Mi'kmaq word for Home, additional names for "Home" will need to be added to the kit to accommodate the Innu, Maliseet, and Passamaquoddy of Atlantic Canada;
- Begin a draft scope of work and job description for future Education Expert;
- Not all First Nations have K-12, therefore it is necessary to make the toolkit versatile to accommodate community programs that promote life skills;
- There is a need for further promotion of the toolkit and; and
- Possible education experts to consider: Barbara Sylliboy and Arlene Stevens, both educators from Eskasoni.

Housing Recognition Award:

In the 2013/2014 fiscal year, the Housing Working Group of the AFNHIN spoke of the continued importance of recognizing those who work in the housing field in their First Nations communities and the valuable contributions that they have made. Nominees for this award could include any dedicated First Nation's housing professional, for example, housing managers, carpenters, electricians, plumbers and contractors. The AFNHIN has and continues to highlight the great work shown by First Nations people involved in Housing & Infrastructure in their communities.

Last year, efforts were made to ensure the selection process was unbiased and fair by removing individual and community names from the nomination forms. However, such is the close knit nature of First Nations Housing; each member of last year's selection committee was able to decipher who each nominee was. Therefore, this year it was decided that the nomination forms would be sent to the selection committee in their entirety. The selection committee was then asked to provide a brief explanation as to why they have chosen who they think is most deserving of the award. This year, we are pleased

to announce the second annual winner of the First Nation's Excellence in Housing Award is Jennifer Martin of Membertou First Nation.

Emergency Management Working Group

Meeting Dates:
September 30th, 2014
January 23rd, 2014
February 20th, 2014
March 25th, 2014

This year, the Emergency Management Working Group made contact and fostered an excellent relationship with Melanie Goodchild, National Director of Aboriginal Affairs of the Canadian Red Cross. Ms. Goodchild works closely with First Nations across Canada and had the opportunity to participate in a working group meeting on September 30th, 2013, as this partnership has been very important to the EM working group.

The Emergency Management Working Group acknowledges the vital importance of working with the Canadian Red Cross. This year working group members participated in the conference "Bridging the Gap in Emergency Preparedness" held from November 26th to 28th, 2013. The conference highlighted: success stories, integrated emergency planning and health emergencies.

In 2013, APC ordered kits and gathered any kind of information related to emergency management preparedness. APC provided kits and information to First Nation communities that wished to hold sessions during the emergency preparedness week (First week in May).

The Emergency Management Working Group also has established relationships with key federal departments, such as AANDC and HC. AANDC deals with community all hazards plans, First Nations emergencies and provide funding for recovery and response.

AANDC has been urged to work with Health Canada in each region to work together on a number of fronts specifically to emergency management capacity to specifically target all hazards & pandemic planning. As well, the working group and its members have held a dedicated meeting to review and discuss the Auditor General's report on emergency management. The discussions from this meeting will help shape the work plan for the upcoming fiscal year.

Community Based Water Monitor(CBWM)/ Operator Work Shop

Water Monitor and Water Operator Workshop took place from November 5th to the 7th, 2013 at the Dartmouth Nova Scotia Community College (NSCC) Waterfront Campus. Held in collaboration with Health Canada and Aboriginal Affairs & Northern Development Canada, various presentations were made to approximately 50 First Nations public works employees on reserve and allowed for open discussion on various issues of water regionally, nationally and globally, water maintenance, water management and various potential disasters that require an immediate response.

To highlight the importance of dedication by water/wastewater operators and community based water monitors, certificates of recognition was given for their outstanding service for the provision of safe drinking water in their respective communities.

Elder, Donna Augustine of Elsipogtog First Nation opened the workshop with prayer and songs, followed by opening remarks from Chief Dean Vicaire of Listuguj First Nation, Quebec. Participants were warmly welcomed to the NSCC campus by John Paul, Executive Director, APC, Lucy Ellen Kanary, Dean, School of Trades and Technology, NSCC, Dougal MacDonald, Acting Regional Director General, AANDC, Len O'Neill, Acting Director, Health Protection, HC.

Four members of the Centre for Water Resource Studies (CWRS) staff were onsite on November 5th for the workshop. A 1/2 hour power point presentation was given on drinking water safety plans and then the hands-on activity was conducted. The participants were broken up into four teams.

CWRS staff coordinated with the NSCC maintenance staff to provide access and tours to the participants for them to gather information. CWRS staff had a water quality station set up so that participants could measure PH, turbidity and chlorine on site. After the activity, participants came back together to talk about the results and a summary close-out was provided.

All participants were tested on their knowledge of the workshop materials, successfully passed their tests and were awarded continuing education (CEU) credits from NSCC.

As well, a CBWM committee meeting was held on February 12th at the NSCC Dartmouth Waterfront Campus as a debriefing of the workshop to see what can be improved, changed, what worked, what didn't work, etc. The planning committee went through the evaluation summary and reviewed all comments and suggestions towards a more improved CBWM workshop for the 2014/2015 year.

Clean Water Initiative:

Phase One: Water Authority Activities

Task 1.1: Legal Review of Governance Model

There were several points within Phase 1 that required legal review of proposed Governance Models, which was conducted by McInnes Cooper.

The Governance Model developed by McInnes Cooper in March 2012, and the proposed recommendations from the Department of Justice, received March 2013, were reviewed by CWRS and used as the basis for discussion in the initial workshop (Task 1.2). Outcomes of the first workshop (June 24th) in Task 1.2 were incorporated into the Governance Model and subsequently legally reviewed by McInnes Cooper to ensure the proposed model could proceed. A second workshop (July 15th) was held to refine the model developed. Similarly, the proposed model was reviewed again for legal purposes following incorporation of outcomes from the Chiefs workshop to ensure that the final proposed model was legally viable.

Task 1.2: Governance and Business Model Development Workshop

CWRS worked with sub-consultants to develop an initial business and governance model for the Water Authority. The governance model proposed by McInnes Cooper in March 2012, and the Department of Justice Report received in March 2013 were used as a starting point. Additional topics addressed include:

- Identification of required parties on the Board of Directors;
- Organizational structure of entity;
- Roles of the Water Authority;
- Responsibilities of each member;
- Financial arrangements;
- Defining relationships with Federal agencies;
- Defining relationships with Private Water Company operating water and wastewater services; and
- Defining relationships between all communities and the Water Authority.

After this initial workshop on June 24th, 2013, a summary report was developed and provided to all who participated. On July 15th, 2013, a second, follow-up workshop was held to refine the details discussed in the first meeting, and clearly establish governance and management options for the Water Authority. Additional stakeholders were invited to attend the second meeting. Workshop attendees (additional attendees for the second workshop are italicized) included:

- CWRS – Graham Gagnon, Wendy Krkosek, Victoria Reed;
- APCFNC – Simon Osmond, Norah Ward-Osmond, Georgianna Barlow;
- Halifax Water – Reid Campbell and Carl Yates
- McInnes Cooper- Ray Adlington, George Monroe;
- Cape Breton Regional Municipality- Greg Penney;
- Councillor from Elsipogtog- Barry Augustine;
- Three O'clock- Marc Lewis, Katie Goodz;
- Water operator- Travis Dym;
- Chief Listuguj First Nation- Dean Vicaire;
- CBCL Ltd.- Mike Chaulk; and
- Eskasoni Representative- Darlene Marshall.

Comments and outcomes from these workshops were incorporated into a draft business and governance model report submitted to APC in August 2013. On December 2nd, a meeting was held with AANDC, APC, McInnes Cooper, Department of Justice and First



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Nations Chiefs and representatives to further discuss the Water Authority model. In addition to a summary report, a brochure was also developed out of these workshops to detail the Clean Water Initiative (and later, another brochure was developed regarding the Water Authority specifically).

On March 3, 2014, a follow-up meeting was held between AANDC, APC, McInnes Cooper, Department of Justice and Department of Natural Resources. The Water Authority model was again discussed in detail. In addition, land transfer issues were discussed in great detail.

Task 1.3: First Nations Dissemination Workshop

Once the summary Water Authority Governance and Business Development report was developed in Task 1.2, the results were presented to the Executive Chiefs at a workshop on July 25th. The presentation discussed the direction forward for the Water Authority, its governance, and business model. Feedback was gathered and incorporated into the structure. In preparation for this meeting, APCFNC visited Conne River, NFLD, on July 22nd, 2013, and presented the Clean Water Initiative activities and Water Authority options.

The feedback provided out of these meetings was incorporated into the summary report.

Task 1.4: Final Report

Upon final review by stakeholders of the draft report, a final report was prepared. This report included a recommended Business Model and governance structure for the Water Authority as developed out of the workshops. Items addressed include:

- Identification of required parties on the Board of Directors;
- Organizational structure of entity;
- Roles of the Water Authority;
- Responsibilities of each member;
- Financial arrangements;
- Defining relationships with Federal agencies;
- Defining relationships with Private Water Company operating water and wastewater services; and
- Defining relationships between all communities and the Water Authority.

Phase Two: Regulatory Regime

The objective of this Phase is to further develop the regulatory regime through consultation with the four Atlantic Provinces. There was one meeting with all four provinces and the federal government in attendance. This Phase was carried out in three tasks, as outlined below.

Task 1.5: Regulatory Report Preparation

The Regulatory Benchmark report prepared for APC in March 2012, the regulatory document submitted to APC and AANDC in August 2012 (revised March 2013) and the Pilot Trials final report presented to APC March, 2013, were summarized into an updated regulatory benchmark document and provided to the Provinces for their review in the Provincial engagement session in October. After a meeting with AANDC and APCFNC on June 27th, 2013, it was decided that the federal government would take responsibility for organizing provincial meeting(s) and involvement.

Task 1.6: Provincial Consultations

The main goals for meeting with the provinces were to solicit their feedback regarding the following issues:

1. Solicit feedback from the provinces regarding the proposed regime. Are the proposed regulations too stringent, or not stringent enough? Are there any lessons learned from the Provinces regarding items in the regulatory framework that will not work in practice?
2. Need to understand how Provinces deal with implementing modifications to regulations, e.g. grand-fathering of regulations of operators in Newfoundland and Labrador.
3. Need to understand whether a hub model can be used with the operator certification regulations.
4. Need to understand if provinces have provisions for trucked water delivery in emergency situations within their regulatory regimes, or whether this is part of ERPs.
5. Understand how compliance and enforcement are addressed within the provincial regime. i.e. who is responsible, what are the penalties, how does compliance/enforcement work together?

There was a two-day meeting held October 22nd/23rd, 2013, with the four Atlantic provinces, AANDC headquarters, AANDC Atlantic Regional Office, Aboriginal Affairs (NB), APCFNC, CWRS, Department of Environment and Conservation (NFLD & LAB), Environment and Local Government (NB), Environment, Labour and Justice (PEI), Health Canada, Intergovernmental and Aboriginal Affairs Secretariat (NFLD & LAB), NS Environment, and Office of Aboriginal Affairs (NS).

Additionally there was the potential for AANDC to contact the Province of Ontario via teleconference to understand lessons learned from implementation of the new regulatory framework after the events in Walkerton, ONT. To the best of our knowledge this contact was not made.

Following the Provincial engagement meeting, a summary report was developed and submitted to APCFNC and AANDC for dissemination to the provinces. There were several questions directed towards the provinces, and this information has yet to be shared with CWRS from AANDC.

In addition, a meeting was held on December 2nd, 2013, with AANDC, APCFNC (including Chiefs, water monitors, and water operators) and P3 Canada to discuss the relationship between the regulation development, Water Authority and the P3 partnership. Minutes were taken and submitted to APCFNC.

Task 1.7: Final Report Preparation

Recommendations were not provided by the provinces, thus the final reports submitted to APCFNC on August 20th, 2013, included:

- Regulatory regime summaries for both water and wastewater; and
- Summary report on compliance and enforcement options.

Phase Three: Community Outreach & Buy-in

Possibly the most critical component to the creation of a Water Authority and moving forward on a P3 agreement is to obtain buy-in from the Chiefs on the process. This has been an on-going process, requiring numerous meetings and to discuss the process, the benefits, changes in liability, funding, health and safety and what to expect moving forward. There are several components to this Phase.

Task 1.8: Dissemination of Technical Information to Place in Culturally Relevant Terms

CWRS worked with APC and 3 O'clock Communications to develop plain language materials including pocket guides that were disseminated to Chiefs, Operators and community members. Two brochures were developed, and were distributed at several stakeholder meetings.

Task 1.9: Community visits

Two regional visits were conducted on August 6th and 8th, 2013, in Moncton and Membertou, respectively. An overview presentation was delivered at each meeting that provided an overview of the Clean Water Initiative to-date and the Water Authority options. Feedback was provided by: chiefs, council members, water staff and the other interested stakeholders present. Chiefs voiced their interest in reviewing term sheets for the Water Authority and water asset transfer agreements.

Draft term sheets were developed by McInnes Cooper and presented to interested chiefs and other stakeholders at a meeting on September 11th, 2013. Feedback from this session was incorporated in the project activities and the draft term sheets were presented to the Executive Chiefs on September 12th, 2013, and revised for a Not-for-Profit corporation model in January 2014.

Task 1.10: Workshop with Housing & Infrastructure Committee

A workshop was held at the APC office in Cole Harbour with the Housing & Infrastructure Technical Group on August 15th, 2013, and another on August 25th, 2013, to the Housing & Infrastructure Committee. Further meetings were held with the H&I Senior Committee on November 14th, 2013, and March 20th, 2014. These workshops and meetings provided

an overview of the Clean Water Initiative activities and the options for the Water Authority.

Task 1.11: All Chiefs Meeting Workshop

Dr. Gagnon presented the findings from Phases 1-3 at the All Chiefs meeting on September 25th, 2013. He presented an overview of: the Water Authority technical overview document, the Water Authority and Clean Water Initiative brochures, term sheet feedback and the Water Authority options. By this point, all communities and stakeholders had been informed on the process. The purpose of this session was to update Chiefs on progress, provide a plan for the future and to answer any questions they may have moving forward.

Dr. Gagnon presented the findings from Phases 1-3 at the All Chiefs meeting on April 2, (originally scheduled for March 26, but delayed due to weather). He presented an overview of: the Water Authority technical overview document, the Water Authority and Clean Water Initiative brochures, term sheet feedback and the Water Authority options. The goal of this presentation is to lay groundwork for Band Council Resolutions to establish a Water Authority.

Phase Four: Task 1.1: Municipal Transfer Agreement Assessment (MTA)

There are 11 communities in total, of the 33, that have some form of an MTA agreement. Results from the Asset Assessment completed by CWRS and CBCL Engineering and Environmental Designs and Consulting, in 2012/2013 indicated that these agreements do not provide adequate protection of health and safety of First Nations people. The agreements vary in scope and length and there is a need to develop a standard agreement moving forward to ensure health and safety. This Phase consisted of two major tasks described below.

Task 1.12: Review of MTAs and development of a baseline agreement

CWRS worked with McInnes Cooper to evaluate the existing MTA agreements and determine the legal issues that exist with the current agreements and developed a baseline agreement that is recommended for use by communities in the future, regardless of whether there is a Water Authority or P3 agreement.

In addition to this baseline agreement, McInnes Cooper also developed a checklist for the communities with these agreements. The checklist provided a list of elements that should be included in a MTA, if they are revised in the future.

Task 1.13: MTA Workshop

There are basically three options for MTA communities at this point:

1. Business as usual, not joining the Water Authority
2. Joining the Water Authority, but maintaining MTA status with the neighbouring community with an updated agreement
3. Joining the Water Authority but building water and wastewater infrastructure from scratch so there is no longer an MTA.

A workshop was held for Chief and Council from all communities that have an MTA on June 20th, 2013. McInnes Cooper and CWRS led the workshop. The goals of the workshop were:

1. To review existing agreements and highlight some of the issues;
2. To present the baseline agreement and checklist developed in Task 4.1; and
3. To present Chiefs with options moving forward and gauge interest in the three options provided above. To understand the needs of these communities to provide more information and a closer budget estimation for any projects moving forward on this water and wastewater initiative.

A report was developed out of the workshop, highlighting the results of the MTA workshop.

Phase Five: Phase 1: P3 Involvement

The P3 Business Case has not yet been submitted, as more work was required to obtain a Class C cost estimate. In the fall of 2013, Mott-MacDonald was contracted as a cost consultant to review existing information and provide a report on required work to meet a Class C estimate. CWRS participated in meetings and workshops with KPMG, P3, AANDC and APC both in Ottawa and Halifax throughout the project. A report was drafted to summarize the potential relationship between the Water Authority and P3 Canada.

Economic Development Annual Report - 2013-2014

April 2013 - Atlantic Aboriginal Economic Developers Network (AAEDN):

The beginning of the new fiscal year took the APC Economic Development office to New Brunswick for the Joint Economic Development Initiative (JEDI) Gala Dinner and Plenary meeting on 25 and 26 April, respectively. While the Ec Dev department was not able to make the Gala Dinner, Heather Knockwood was able to attend the plenary meeting featuring Talks and JEDI Updates from Charles Harn, Mike Hennessey, and Alex Dedam. This session also featured Mr. Tewanee Joseph, Entrepreneur and Vancouver 2013 Winter Olympics co-organizer, speaking on "Seizing Opportunities to Foster Aboriginal Entrepreneurship and Small Business Development."



AAEDN Executive committee.

The afternoon of this session broke into workshops on such topics as "accessing the Aboriginal Businesses Canada (ABC) Funding via the Ulnooweg Development Corporation," "New Brunswick Aboriginal Business Initiative," and "New Provincial Economic Development Services." Thematic elements surrounding the JEDI Plenary meeting revolved around strengthening cooperation within New Brunswick and extending its economic possibilities to new partners outside the provinces borders.

Atlantic Aboriginal Economy Building Strategy (AAEBS)

Fresh off the election of a newly defined AAEDN Executive Committee in March 2013, April saw the beginnings of an increasingly efficient internal communications strategy that will help the Committee coordinate the implementation of the Atlantic Aboriginal Economy Building Strategy (The "Chiefs' Strategy") into the New Year. The addition of weekly conference calls to the Committee's communications strategy will help formalize a more frequent and regular opportunity to check in with other regions and executive members, helping the committee adapt more readily to changes in the economic landscape.

AAEDN Executive (effective March 11, 2013):

1. Nova Scotia EDO – Lisa Francis, Acadia First Nation, Co-Chair;
2. New Brunswick EDO – Paula Corcoran, Eel Ground, Co-Chair;
3. Prince Edward Island EDO – Katie Baker, MCPEI;
4. Newfoundland and Labrador EDO – Tracy Howse, Conne River First Nation;
5. Nova Scotia Organization – Dawn McDonald, CMMNS;
6. New Brunswick Organization – Charles Harn, JEDI;
7. Youth – Peter Simon, MMAYC;
8. APC Economic Development Coordinator – Thomas Hill
9. APC Senior Policy Analyst – Economic Development – Heather Knockwood

- « MCPEI = Mi'kmaq Confederacy of Prince Edward Island
- « JEDI = Joint Economic Development Initiative
- « MMAYC = Mi'kmaq Maliseet Atlantic Youth Council
- « APC = Atlantic Policy Congress of First Nations Chiefs Secretariat

May 2013 - Atlantic Aboriginal Economic Developers Network (AAEDN):

May was an exciting month for the Economic Development Department of the Atlantic Policy Congress. The Economic Development department of APC also continued their community visits in May by traveling to Indian Brook and Millbrook early in the month. APC understands our efforts are greatly enriched through constant connection with the communities we serve, and it was in that

spirit we were able to meet with Indian Brook EDO David Nevin, Chief Rufus Copage, and Millbrook Chief Bob Gloade. These visits helped begin to connect challenges with solutions, allowing APC to deliver better and better programs. Further community visits will be planned for the coming year in which presentations can be made to Chief and Council regarding the APC's programs and the current context of Economic Development in the Atlantic Region.

AAEDN Executive Committee:

The AAEDN Executive proudly accepted an invitation from Chief Joanna Bernard to travel to Madawaska Maliseet First Nation in North Western New Brunswick, May 15 – 17, 2014, for the Grand Opening ceremonies of the Grey Rock Power Centre, 70 acres of prime commercial real estate owned and operated by the Madawaska Maliseet First Nation. The development is easily accessible from the Trans-Canada Highway as travelers enter and leave the Atlantic Provinces making it an economically and culturally relevant business opportunity for First Nations and Non-First Nations people alike.

Torrential downpours could not quench the fiery optimism of everyone in attendance, all of whom are excited to see what comes from this new business venture. The AAEDN Executive wishes Chief Joanna and her community the best of luck as they move forward to a bright future of economic self-determination.

The newly formed AAEDN Executive has kept pace with their early achievements and made May 2013, its busiest month to date. The Executive was able to meet in Edmondston during their trip to the Grey Rock Opening Ceremonies and significantly progress several plans for the future. Amongst them AAEDN will soon see an EDO Orientation binder complete with much of the information new and seasoned EDOs require on a daily basis. The Executive has been participating in weekly conference calls that have managed to keep the AAEDN's momentum at a steady velocity, effectively planning for the AAEDN Annual General Assembly, to be held on July 4, 2013, at the Loyalist Country Inn in Summerside, PEI.

June 2013 - Atlantic Aboriginal Economic Developers Network (AAEDN):

During the month of June the AAEDN Executive has been busy preparing the annual meeting for the full AAEDN membership. Much of what the AAEDN has planned for this year links economic development to employment and training, and it was therefore decided this year's Annual General Assembly (AGA) should reflect that connection. Not only have we invited Employment and Training officials from many of our region's First Nation communities for presentations exploring this theme of Economic Development linked to Employment and Training, but this meeting will also be necessary for the full AAEDN membership to review and accept, alter, or reject the updated Terms of Reference that recently restructured

the AAEDN and its Steering Committee into a more efficient executive structure. This meeting will also address a newly developed New EDO orientation tool kit, designed to assist those new to the profession. This item has been given a high priority status, and is likely to be completed for fall 2015.

In addition, time was spent this month developing a concept paper for the renewal of the Atlantic Aboriginal Economy Building Strategy (AAEBS), also known as the "Chiefs' Strategy." The AAEDN and its Executive Committee are aware that the original AAEBS has created many successes, and that continuing to strengthen the aboriginal economy will require the renewal of the strategy for the changed Atlantic economic landscape.

Both the AAEDN and EDO training projects' funders (Manson Gloade of AANDC and Cheryl Keats of ACOA) were invited to the AAEDN Executive conference calls this month so that they would be able to offer necessary input into the renewal of the AAEBS. Both were in favour of the recommended phases and a more detailed meeting was held on June 25, 2013, at APC's office to fully conceptualize the process necessary. A request for proposals has been circulated and further developments will be posted in later newsletters.

July 2013 - Atlantic Aboriginal Economic Developers Network (AAEDN):

During the month of July the AAEDN Executive met at MCPEI office on July 3, 2013. Guest speakers were Krista Brookes and Cheryl Knockwood. Krista Brookes, APC, gave the social and legislative updates; in addition, Cheryl Knockwood presented on Membertou Lands Priority. Budget updates were provided and remain on track as planned.

A full AAEDN meeting was held on July 4, 2013, in Summerside, Prince Edward Island, with an impressive turnout as this year was to link economic development to employment and training. Lisa Francis and Paula Corcoran co-chaired the meeting as the new AAEDN Co-chairs as selected in March 2013 by AAEDN. There is still a vacancy on the AAEDN Executive for the PEI Representative to be filled in the fall in an interim basis until the next full AAEDN meeting set for December 2013. Lisa Francis gave the update for the Chiefs' Strategy Review in addition to the AAEDN Membership Revitalization. Paula Corcoran presented on the AAEDN Terms of Reference which lead to the AAEDN members accepting the newly revised Terms of Reference, that recently restructured the AAEDN and its Steering Committee into a more efficient executive structure. Dawn McEwan made a presentation on Bear River's Best Practice – Integrating Employment and Economic Development with the Seven Paddle's Project. Matthew Tapper of Ulnooweg Development gave the updates on the newly transferred program from AANDC to Ulnooweg on the Aboriginal Business Development (ABD) Program.



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CANDO Training Session at the Metepenagiag Outdoor Adventure Lodge. L-R: Tuma Young, Thomas Hill, Rachel Pictou, Charlene LaBillois, Raymond Millier, Stephen Paul. Photo by Nicolaas Honig.

Margaret Donahue, APC, gave the AAEDIRP updates with highlights on Entrepreneurship Amongst Women. Dawn MacDonald presented on Employment Training Education Partnership Development. Charles Harn and Mark Taylor, JEDI, presented on the Aboriginal Economic and Workforce Development. Valerie Marsh-Bowers and Karen Pictou gave the update on Mi'kmaq Employment and Training Secretariat (METS), and in addition to Krista Brookes made a presentation on Social Assistance and Legislation updates. Special thanks to the information tables provided by Anita Boyle, Council Advancement of Native Development Officers (CANDO), Gabriele Tardif, Canadian Executive Service Organization (CESO) on the New Partnership Model. Cheryl Knockwood presented on Membertou Lands Priority. Thomas Hill presented on EDO training schedule and updates. This year's event was well attended with lots of new faces.

August 2013 - National Shipbuilding Procurement Strategy

Attended a working committee for leveraging aboriginal participation in the National Shipbuilding Procurement Strategy for Federal, Provincial, and Aboriginal Partners' Framework and work plan for Nova Scotia. There are three objectives: Jobs and Labour Market Readiness; Community and Employer Readiness, and Business Development.

These combined efforts are designed to ensuring aboriginal workers are prepared and considered for employment opportunities by way of Job and Labour Market Readiness. Community and Employer readiness is to strengthening relationships between communities and prospective employers. For Business Development is designed to support aboriginal communities, businesses and entrepreneurs to prepare for and pursue business development and supply chain/procurement opportunities.

Partnerships and programs include Aboriginal Affairs and Northern Development Canada, Atlantic Canada Opportunities Agency, Atlantic Policy Congress of First Nation Chiefs Secretariat, Aboriginal Skills and Employment Training Strategy, Employment and Social Development Canada (formerly HRSDC) First Nations Jobs Fund, Irving Shipbuilding Inc., Kwi'lmu'kw Maw-Klusuaqn Negotiations Office, Mi'kmaq Business Development Office, Mi'kmaq Employment Training Secretariat, Mi'kmaq Kina'matnewey, Nova Scotia – Major Initiatives & Project Office, Nova Scotia Aboriginal Employment Partnerships, Nova Scotia Economic and Rural Development and Tourism, Nova Scotia Community College, Nova Scotia Department of Labour and Advanced Education, Small and Medium Enterprises, Skills and Partnership Fund, Strategic Partnership Initiative, Unamaki Economic Benefits Office, and Ulnooweg Development.

Chief's Strategy Review

This strategy will focus on Strengthening the

Aboriginal Economy for the next five years striving to fulfill the vision of the Atlantic Chiefs where "Our communities have strong independent economies that generate wealth for our people who are now self-reliant. We have businesses in diversified sectors and corporations come to us to develop partnerships that recognize First Nation lands, resources and governance. Our members are motivated to work, are increasingly educated and trained, and actively participate in even higher paying jobs. Our Aboriginal governments work together to negotiate appropriate resource arrangements and identify future opportunities all the while ensuring the environmental and social health of our communities are protecting our basic rights."¹

Strengthening the Aboriginal Economy involves the revitalization of the strategy, reviewed and evaluated and further developed through a broad based and diverse process that includes four phases: 1) **Review and Evaluation Framework** – introduction, strategy profile, evaluation, conclusion, findings and recommendations, 2) **Background Research and Analysis** – literature review, economic base study and environmental scan, best practice review, strength weakness opportunities treats (SWOT) analysis and summarization of findings 3) **Engagement and Focus** – key informant interviews, surveys, and focus groups, and 4) **Revitalization and Development** – final strategy, implementation plan and evaluation framework.

This approach informs and represents the past and the accomplishments, recognizing the challenges and developing solutions, and informs the future in an innovative nationhood approach to long range development while identifying and implementing short and long term solutions for Strengthening the Aboriginal Economy.

The proposed process involves the following key phases informing and shaping each phase into a SMART (specific, measurable, attainable, realistic and timely) strategy.

PHASE I – Review and Evaluation Framework

To develop an evaluation framework to assess the current strategy, understanding what works, what doesn't and what should be improved. The framework should include an introduction, strategy profile, evaluation, conclusion, findings and recommendations.

For AAEDN to develop a new strategy the assessment process should consider:

- What has been learned that will provide answers to questions raised from the strategy and implementation plan?
- What does the evidence indicate and support?
- What results were achieved by AAEDN with regards to the strategy?
- What were the unintended results, if any?
- What recommendations would help to

improve the strategy and support for AAEDN initiatives?

- What was learned from the evaluation that could benefit future redirection/revitalization of the strategy?

Through the process the findings, conclusions and recommendations can generate understanding for AAEDN and the Executive Committee to seek new knowledge about effective practices and guide a future direction and increased support for AAEDN within levels of government, aboriginal organizations, and nation to nation.

Phase II – Background Research and Analysis

Literature Review: To review any existing background material that may be relevant in the planning process. A comprehensive list of documents associated with AAEDN and the strategy will be gathered to assist in providing the knowledge and background to re-establish the base of the strategy.

Best Practices Review: A best practices to demonstrate successful nation to nation approaches to grow the First Nation economy that can inform the strategy with new methods.

Economic Base Study and Environmental Scan: Provide detailed information about how First Nations participate in the economy with the identification of current sectors, an evaluation and benchmarking of trends to evaluate on a local, regional and national context. Setting the context from nation to nation against the economies of scale to identify gaps, opportunities for growth and growth potential and recommendations.

Identification of Strengths, Weaknesses, Opportunities and Threats (SWOT): Based on the literature review, best practices review, economic base study and environmental scan look further at industry by sector, current and future trends and participation rates of First Nation business.

Summarization of Findings: Demonstrate the findings and the recommendations that will influence the base of revitalizing the strategy.

Phase III – Engagement and Focus

It is not the intention to begin a new process or strategy but to evaluate and inform the revitalization of the strategy with existing information, and further gain valuable knowledge from key stakeholders through a series of key informant interviews, surveys, workshops with the AAEDN Executive Committee and focus groups. Innovative approaches to engagement include:

- Workshops and regular meetings with the AAEDN Executive – covering topics such as visioning, mandate, goals and objectives, roles and responsibilities (shaping the implementation plan)
- Focus Groups
- Key Informant Interviews

Phase IV – Revitalization and Development Framework

Revitalize a strategy that reaffirms the vision, goals and objectives of AAEDN are still relevant and/or make changes to reflect conditions.

Implementation Plan: A five year implementation plan that is workable into a yearly workplan for the AAEDN Executive Committee. The plan should clearly define goals, objectives and roles and responsibilities of the AAEDN membership.

Evaluation Framework: Develop an evaluation tool such as a report card that can easily measure performance within work plan initiatives.

¹ Atlantic Aboriginal Economy Building Strategy



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Lisa Francis of Acadia makes a speech at the Grand Opening of Gold River's new Recreation Park.

Presentation of Final Plan: Develop a communication process to present the final plan to Atlantic First Nation Chiefs, front line workers, aboriginal organizations, businesses and all levels of government.

Gold River Recreation Park Grand Opening

Heather Knockwood and Thomas Hill traveled to Acadia First Nation's Gold River reserve on Wednesday August 28th, 2013, for the Grand Opening of their Recreation Park. Championed by Lisa Francis, this park contains a basketball court that will double as a rink area in the winter months, a large playground, and large open, landscaped area with benches and picnic tables for people from all around to enjoy.

This project acts as a wonderful success story for many reasons. On the surface it is an amazing use of the funds that come from responsible economic development. It now provides an area for healthy leisure activities for people of all ages, promoting health, wellness, and community. More deeply, it is that promotion of community that can provide even more of a boost to the community's development. Its construction provided work and training for community members that helped increase their quality of life. Its maintenance provides more, continued employment, but more importantly it provides a positive sense of community, showing what can come of teamwork and dedication, and providing inspiration to community members of all ages.

September 2013 - AAEDN

A presentation was made to Atlantic Chiefs on day two of the All Chiefs and Councilors meeting held on September 25 & 26, 2013. This section will outline that presentation. If anyone would like a copy please send an email request to heather.knockwood@apcfn.ca.

Chief's Strategy

A lot has happened since 2007, with the original blue print, later renamed the "Atlantic Aboriginal Economy Building Strategy (AAEBS)," also referred to as "Chiefs' Strategy." It has been six years since its launch in the field of Native Economic Development. Many questions have since arisen regarding our economic future, hence the need for a review of the Strategy that can provide recommendations for an appropriate future direction. An RFP was sent out and a review is underway to meet with the potential candidates/companies that can best serve a review of this nature. The Chief's Strategy review is to happen in the new fiscal year of 2014-2015.

Nova Scotia Mi'kmaq Economic Benefits Office (MEBO)

A meeting was held on September 26 & 27, 2013, with the Nova Scotia Frontline workers to give an overview of the Nova Scotia Mi'kmaq Economic Benefits Office (MEBO) with Owen Fitzgerald. Alex Paul gave an overview of the Nova Scotia Aboriginal Employment Partnerships (NSAEP) on the structure, activities, and engagement. With the direction from the Assembly of Nova Scotia



The Playground at Gold River's New Recreation Park.

Mi'kmaq Chiefs, the Unamaki Economic Benefits Office is in the process of changing its name and its mandate, and it will be known as the Nova Scotia Mi'kmaq Economic Benefits Office and it will serve all 13 First Nation Committees in Nova Scotia. The assembly will be the board of directors and MEBO and will report to the Assembly's Benefits Committee. The three main goals of MEBO will be: building partnerships with industry, training (Nova Scotia Aboriginal Employment Partnership (NSAEP) – focus of Shipbuilding), and supplier development (coach and support aboriginal businesses).

AAEDN Executive

After a summer break AAEDN Executive is back on track with bi-weekly conference calls, next project is preparing for the full AAEDN meeting in December 11, 2013, in Moncton, New Brunswick. The AAEDN Executive will be completing the AAEDN Orientation tool kit, designed for new Economic Development Officers. Next AAEDN Executive's quarterly meeting will be held in October 2013.

October 2013 - AAEDN & AAEDN Executive

October has turned out to be an extremely busy month for the AAEDN Executive, the third quarter meeting being changed from Dartmouth to Fredericton, New Brunswick, in time to attend the Joint Economic Development Initiative (JEDI), in partnership with the Knowledge Industry Task Force (KITF), Ted Nolan Luncheon, October 3rd at the Kingswood Lodge. Mr. Nolan, the award-winning NHL coach, was the keynote speaker for the luncheon and actively facilitates opportunities for Aboriginal leadership and partnerships for the benefit of Aboriginal youth through his Ted Nolan Foundation. Mr. Nolan brought a message of the power of partnership and the benefits of empowering Aboriginal people. The luncheon was an inspirational event and excellent networking opportunity. Also in attendance were the students of JEDI's New Brunswick Aboriginal Information and Communications Technology (NBAICT) Project.

The following week had the APC's Economic Development department with JEDI again in Saint John, New Brunswick for their plenary meeting on October 9, 2014. This meeting focused primarily on Aboriginal recruitment and featured addresses by Mr. Charles S. Coffey, O.C., Chair, Aboriginal Human Resource Council Foundation, Former Executive Vice-President of RBC; Mr. J.P. Gladu, President and CEO of Canadian Council for Aboriginal Business; and Mr. Robert Blakely, Director of Canadian Affairs, Canadian Building Trades.

During this same week, another quarterly funder's meeting was held with Manson Glaode, Atlantic Aboriginal Northern Development Canada (AANDC), and Cheryl Keats, Atlantic Canada Opportunities Agency (ACOA) on Atlantic Economic Developments projects for Atlantic Aboriginal Economic Developer's Network (AAEDN) and EDO Training.



APC Ec. Dev. Department with former NHLer Ted Nolan.

The AAEDN Executive resumed their bi-weekly conference call meetings after a brief hiatus due to individual scheduling conflicts. The executive is currently working on:

- The Chief's Strategy review
- The EDO Training program
- Upcoming EDO training opportunities (priorities for courses this year)
- AAEDN conference in December 2013

Heather Knockwood was able to attend the Women and Entrepreneurship Workshop on October 17, 2013, at Millbrook, Nova Scotia, which was organized by Atlantic Aboriginal Economic Development Integrated Research Program (AAEDIRP) and M. Carroll Consulting. Details for this workshop are listed under AAEDIRP.

Heather also met with AAEDN Co-Chair, Lisa Francis of Acadia First Nation at the end of October to discuss the final revisions of the AAEDN Strategy Renewal direction, and other key issues for December's Economic Development General Assembly.

November 2013 - AAEDN

Much of November was spent preparing for the AAEDN General Assembly on December 11, 2013, at the Crowne Plaza Hotel in Moncton. This Event featured many presentations from various organizations including the Maliseet Nation Conservation Council, Ulnuoweg Development Group Inc., and the Glooscap First Nation Economic Development Corporation on various issues affecting Economic Development in the Atlantic region. Also of great importance were presentations and discussions around the renewal and redevelopment of both the Chiefs' Strategy and the EDO Training Programs respectively, for which much work had been done this month between APC and the AAEDN Executive.

After the AAEDN Assembly our EDOs enjoyed an Evening Christmas Dinner Gala complete with a Keynote address from our MMAYC Youth Representative, Peter Simon. This also featured a Trade and Vendor Show before the dinner allowing for networking and independent project promotion.

AAEDN then hosted a Professional Development session on the 12th of December, also at the Crowne Plaza relating to Digital Media Marketing and Branding facilitated by The Sobey School Business Development Centre. This session focused on the responsible and productive use of social media to help market and brand a firm, especially when that firm or entrepreneur makes a living on the production and distribution of Digital Media.

December 2013 and January 2014 - Economic Development Department

AAEDN met in December 2013, in Moncton, New Brunswick for AANDC funded bi-annual conference and training on Digital Media and marketing. The conference gave our membership an opportunity to hear some exciting and pertinent updates to various initiatives like the Glooscap Economic Development Corporation's



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efforts to help organize regional enterprise network opportunities in Nova Scotia's Annapolis Valley. The AAEDN also received a useful presentation from Patricia Saulis of the Maliseet Nation Conservation Council that put the Shale Gas exploration into perspective, separating fact from fiction, outlining the possible economic benefits and the legitimate concerns our First Nations communities have with fossil fuel developments.

The training was facilitated by the Sobey School Business Development Centre and covered the topic of Digital Media Marketing and Branding. Leanne Perry and Kelly LeFort led our EDOs in a discussion about what opportunities and challenges were presented to a First Nation community, business, or entrepreneur in the online world, and how to best navigate the virtual marketing initiatives to best promote one's initiatives.

The Sobey School also delivered an amazing two-day professional development session in Membertou covering the topic of Strategic Planning for Sustainable Community Economic Development. This session saw two full days, dense with information as well as the weather problems that only Atlantic Canada can provide, though our EDOs continued to show the dedication and professionalism that makes them so effective at their work. Additionally, the superior quality of Kelly LeFort's instruction helped keep attitudes positive and spirits high, amplifying the benefit of the two day session. This session also saw some new faces with Gerald Toney taking over Economic Development duties for the Annapolis Valley First Nation and Bryan Harn entering the Economic Development department at the Joint Economic Development Initiative in New Brunswick.

The AAEDN was also pleased to welcome David Joe of Miawpukek First Nation in Newfoundland as a temporary proxy for their EDO, Tracy Howse. David's travels to Membertou exemplified the positive, proactive, and collaborative attitude toward community and economic development for which Miawpukek has become known.

Lastly, the AAEDN would like to extend their heart-felt congratulations to Dawn McEwan, EDO for Bear River First Nation in Nova Scotia on her twenty-year anniversary working for the community. Dawn is one of the AAEDN's longest serving and most dedicated members, helping to drive positive change throughout the region. The AAEDN can only hope they can keep her around for another twenty years.

The Economic Development department also met with it's ACOA and AANDC funders in Moncton, New Brunswick regarding amendments to the current year's programming. This meeting allowed the EDO training program to add two new valuable training sessions to the year's schedule, firstly on Developing Partnerships with Municipalities on February 17 - 18, 2014, at the St. Mary's First Nation as well as Innovative Approaches to Off Reserve Development, on March 12-13, 2014, at APC Head office. Both of these sessions will help move the AAEDN's goal towards developing more partnerships with both Aboriginal and Non-Aboriginal businesses and communities.

The Economic Development Department also joined a new committee to assist in the development of an event for the Atlantic called the Lands and Economic Readiness Summit. The event will result in increased lands management capacity to address economic opportunities. We will meet to discuss a fall meeting for the agenda and draft Request for Proposals (RFP). The meeting is scheduled January 7, 2014, at the Uluoeweg Offices in Millbrook.

Regular monthly meetings occurred with the Nova

Scotia AAEDN Co-chair – Lisa Francis to discuss ongoing project development for EDO Training and AAEDN, to prepare for the AAEDN Executive meetings upcoming on the fourth and final quarter for 2014-2015.

February 2014 - AAEDN

February saw the Economic Development Department furiously writing, strategizing, and tapping the expertise of the AAEDN to draft a new set of proposals for the coming fiscal year. The AAEDN's Co-Chair Lisa Francis (EDO Acadia) has been an unending source of knowledge, expertise, and support for the APC's Economic Development team, helping to organize the coming year and ensure the needs of the AAEDN are met.

The AAEDN Executive was also able to meet midway through the month to help in the formulation of the coming year's proposals as well. Thanks to their expert opinions and wise guidance, the Economic Development department was able to put together a set of programs for 2014-2015 that will continue to advance the AAEDN towards a sustainable and self-determined future.

The final week of February 2014, saw APC's Economic Development Department attend the Confederacy of Mainland Mi'kmaq's "Collaborating for Community Success Symposium" at the Ramada Park Place in Dartmouth, Nova Scotia. This session brought together EDOs, Native Employment Officers (NEOs), Social and Education workers, as well as some Chiefs for a very engaging session spanning three days. It was refreshing to hear the many new ideas being put forward in regards to education and social outreach as well as affirmation that the full AAEDN direction toward close partnerships between communities, Aboriginal and Non-Aboriginal alike, at a local level is also seen as a priority by other municipal, provincial, and federal governments, organizations, and institutions.

March 2014 - Economic Development – AAEDN

Another busy month of planning for the upcoming year, proposals have been sent to our funders, and we will have another annual Atlantic Aboriginal Economic Developer's Network (AAEDN) meeting this fiscal year 2014-2015. Details will be emailed to the Atlantic Economic Development Officers and Atlantic First Nation Organizations. Previous years saw a bi-annual event for AAEDN; this year makes room for the review of the Atlantic Aboriginal Economy Building Strategy (AAEBS) also known as the Chief's Strategy.

Vision

"AAEDN promotes Aboriginal Economic Development through the implementation of initiatives that enhance the capacity and effectiveness of its membership."

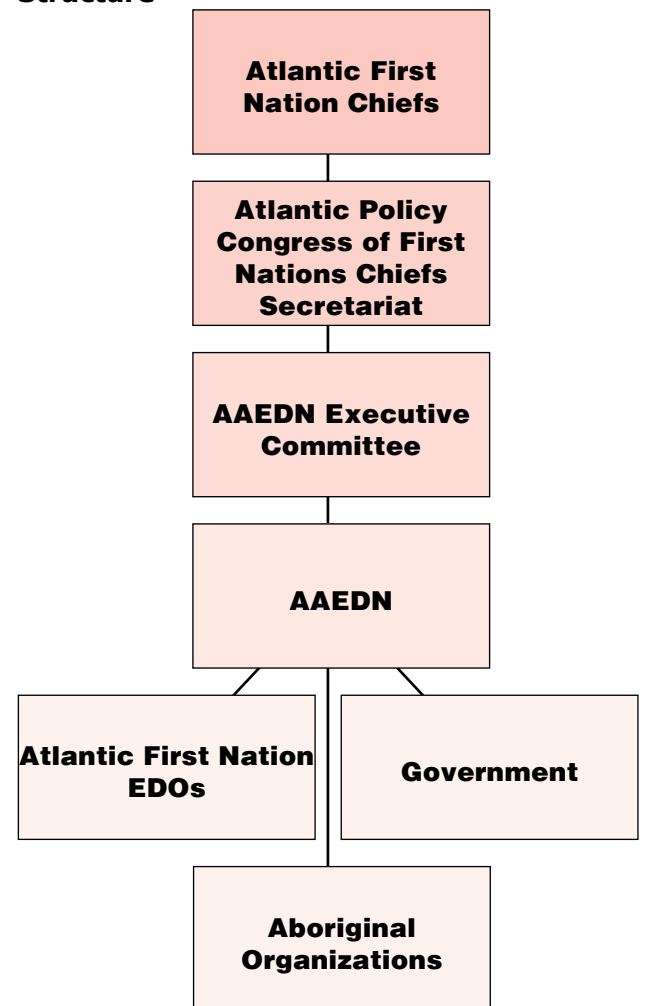
Guiding Principles

- AAEDN is established to serve as the lead in the implementation of the Atlantic Aboriginal Economy Building Strategy (AAEBS).
- AAEDN shall be a place that provides an opportunity for open and well informed discussion, responsible undertakings and consensus building.
- AAEDN is dedicated to sharing knowledge recognizing that access to accurate and current information is a primary condition essential to decision making.
- AAEDN shall be regionally managed by its membership, administered by the Atlantic Policy Congress of First Nations Chiefs (APC), and funded by a partnership of funding sources.
- AAEDN works with its membership respect for local autonomy, political allegiance and candid in communication.
- AAEDN members work in a unique context, relying on trusted advice and assistance

amongst its membership to overcome challenges and be successful.

- AAEDN promotes and supports the interest of its membership.

Structure



Governance

AAEDN is governed by an executive body known as the AAEDN Executive Committee established to provide strategic input, advice and make recommendations with regard to the implementation of the AAEDN, operational plans, training and capacity, policies, procedures and budgets of the AAEDN.

Yearly Training Schedule 2013-2014

For the fiscal year of April 1, 2013, to March 31, 2014; APCFNC with ACOA and AANDC have delivered six professional development and CANDO training to AAEDN. These topics are listed as following:

1. Cando Course – Community Impact Analysis and Assessments;
 - June 10 to 14, 2013, Metepenagiag Outdoor Adventure Lodge, New Brunswick.
2. PD - Quality Assurance Management;
 - September 10 & 11, 2013, Holiday Inn Dartmouth, Nova Scotia
3. PD – Digital Media Marketing and Branding (AANDC Funded);
 - December 12, 2013, Crown Plaza Moncton, New Brunswick
4. PD - Strategic Planning for Sustainable Community Economic Development;
 - January 28 & 29, 2014, Membertou Trade and Convention Centre, Nova Scotia
5. PD - Developing Partnerships with Municipalities;
 - February 17 & 18, 2014, Saint Mary's Culture Centre, New Brunswick
6. PD - Innovative Approaches to Off Reserve Development;
 - March 12 & 13, 2014, APC Head Office, Dartmouth, Nova Scotia

Any questions regarding the Atlantic Aboriginal Economic Developers' Network should be directed to Heather Knockwood, the Atlantic Policy Congress' Senior Policy Analyst for Economic Development at heather.knockwood@apcnc.ca or for the Economic Development Officer's Training contact Thomas Hill, Economic Development Coordinator at thomas.hill@apcnc.ca.



APC Executive Member and Eel Ground First Nation Chief George Ginnish.



APC Executive Director John G. Paul, Dean Vicaire, Listuguj, and APC Director of Fisheries Ken Paul.



APC Executive Committee Vice Chair, Chief Wilbert Marshall, Potlotek First Nation (Photo by Barry Bernard)



Chief David Peter-Paul of Pabineau First Nation and Chief Kenneth Barlow of Indian Island at the APC All Chiefs Forum.



APC Executive Secretary and Treasurer Chief Bob Gloade, Millbrook First Nation.



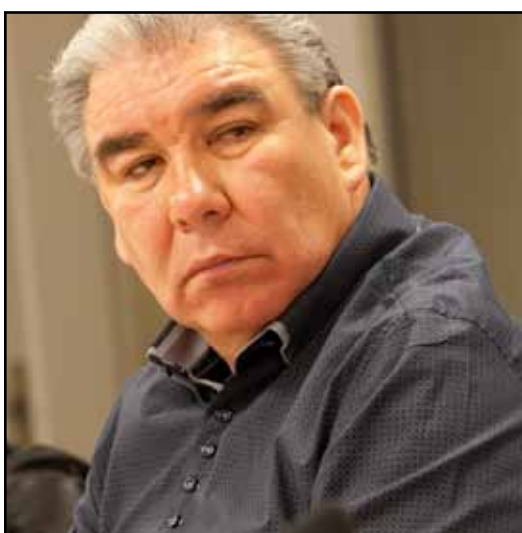
APC Finance Department.



Atlantic Aboriginal Women in Business Sharing Stories, Building Capacities, Enhancing Futures Millbrook First Nation, October 17th, 2013.



APC Staff.



Glooscap Chief Sidney Peters.



Metapenagiag First Nation Chief Freeman Ward.



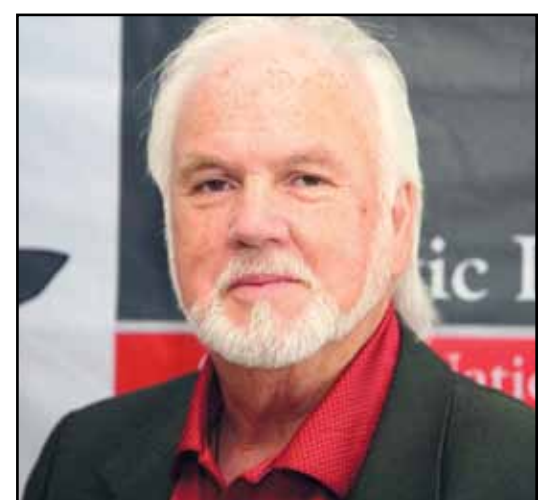
Drumming circle.



Economic Development Department.



APC Fisheries Award winners 2014.



AFN Regional Chief Roger Augustine, NB/PEI.



Former Chief Dean Vicaire of Listuguj First Nation.



Fisheries Department.



APC Executive Member Chief Mi'sel Joe, Miawpukek First Nation.



Fishing boats in British Columbia.



APC Fisheries Analyst Amy Moulton aboard vessel with Captain Durney Nicholas, owner of a company named Tuna Town.



James MacKinnon and Georgianna Barlow from Housing and Infrastructure Department.



Executive Committee Member, Chief Brian Francis, Abegweit First Nation.



Grand Chief Ben Sylliboy.



APC Executive Director John Paul, APC Co-chair Chief Deborah Robinson, Acadia First Nation along with former APC co-chair and chief Dean Vicaire of Listuguj First Nation.



APC Executive Member Chief Terry Paul, Membertou First Nation.



NS-NL Regional Chief Morely Googoo and APC Executive Director John Paul, at the APC All Chiefs Forum.



APC Health Department.



AAEDIRP Annual Report, 2013-2014

The Atlantic Aboriginal Economic Development Integrated Research Program (AAEDIRP) is a unique research program formed in 2007 through partnerships between the 37 member communities of the Atlantic Policy Congress of First Nations Chiefs, the Inuit of Labrador, 12 Atlantic universities, and 4 government funders, both federal and provincial.

To enhance strategic planning and research initiatives, the AAEDIRP is guided by a Steering Committee and a Research Subcommittee, both providing direction and advice throughout all research processes. Both committees are comprised of First Nations' leaders, academics and government partners.

The main purpose of the AAEDIRP is to improve the knowledge base concerning Atlantic Aboriginal economic development in order to improve the lives of Aboriginal people in the region.

AAEDIRP'S University Partners

In 2010, Atlantic region universities signed a Memorandum of Understanding (MOU) with the AAEDIRP/ACPFNC. The MOU sets out a common framework and ensures that AAEDIRP research projects will not be charged an overhead administration fee by the universities. The AAEDIRP has 12 university partners:

- Acadia University;
- Cape Breton University;
- Dalhousie University;
- Memorial University;
- Mount Allison University;
- Mount Saint Vincent University;
- Saint Mary's University;
- St. Francis Xavier University;
- St. Thomas University;
- Université de Moncton;
- University of New Brunswick; and
- University of PEI.

AAEDIRP'S Government Funding Partners

Atlantic Canada Opportunities Agency (ACOA); Aboriginal Affairs and Northern Development Canada; Nova Scotia Office of Aboriginal Affairs; and the Department of Fisheries and Oceans Canada (DFO)

Key objectives of the AAEDIRP

1. *Conduct Research on Aboriginal Economic Development*
 - a. All research conducted is community-based, participatory research linking the needs of Aboriginal communities with post-secondary resources in order to promote and enhance Atlantic Aboriginal community economic development.
2. *Build Research Capacity*
 - a. Research Capacity is built through the collaborative relationships the AAEDIRP cultivates between Aboriginal communities and Aboriginal and non-Aboriginal researchers. Research capacity is also built through the hiring and training of Aboriginal researchers and project associates and assistants.
3. *Share Knowledge on Aboriginal Economic Development*
 - a. ASK-ECDEV, Database of Internet Resources (www.askecdev.ca) - ASK-ECDEV is a one stop shop for internet resources on Aboriginal economic development in Atlantic Canada.
 - b. Workshops and Conferences on Aboriginal Economic Development - The AAEDIRP workshops and conferences bring together Aboriginal and non-Aboriginal stakeholders to share knowledge and to build relationships that can support economic development in Atlantic Aboriginal communities.
 - c. Publication of reports and research projects. All research reports are published on the AAEDIRP website (<http://www.apcnc.ca/en/economicdevelopment/aaedirp.asp>). Two books on AAEDIRP research projects



AAEDIRP department staff.

were published by Fernwood Publishing in March, 2014.

- d. Video Release: The Rosie Basque Story: Entrepreneurship among First Nations Women in the Atlantic Region.

Objective #1: Conduct research on Aboriginal Economic Development

Research Projects, 2013-2014:

Research Project #1:

Fisheries Research Project, Phase II and Phase III: A Scan of Key Knowledge Holders, Resources and Activities in Atlantic Post-Secondary Institutions that can Assist First Nations Fisheries in Meeting Their Research Needs

The project increased knowledge for First Nation communities in relation to what post-secondary resources are available and how to connect with those resources to support their fisheries in meeting their full potential.

Advisory Committee: Ken Paul, Director of Fisheries, Atlantic Policy Congress of First Nations Chiefs; David Simms, Team Leader, Ulnooweg Business Development; Margaret Donahue, AAEDIRP Senior Research Coordinator; Heather Mulligan, AAEDIRP Assistant Research Coordinator.

Research Team: Dr. Thomas A. Gill, Professor, Department of Process Engineering and Applied Science / Canadian Institute of Fisheries Technology (CIFT); Kathy E. Spencer, CIFT Project Coordinator / Food Technologist, Department of Process Engineering and Applied Science / Canadian Institute of Fisheries Technology (CIFT).

Research Objectives and Outcomes:

- Phase II of the Fisheries Research Project began in February, 2013. The post-secondary institutional scan completed in Phase I provided a basis for Phase II of the project. Phase II of the project expanded and elaborated upon the high level scan completed in Phase I. There were five main goals of Phase II of the research.
 - 1) Identify and compile all relevant data pertaining to First Nations' commercial fisheries development found in the scan completed in Phase I.
 - 2) Elaborate on the relevant data that is found in the scan, i.e. fill in any gaps and provide more detailed information as to possible existing resources and activities occurring in post-secondary institutions that could support First Nations' commercial fisheries development.
 - 3) Show how the resources and activities

identified may be relevant to First Nations' commercial fisheries in Atlantic Canada.

- 4) Address possible issues and challenges that may be inherent in engaging the identified resources and activities with First Nations' communities in Atlantic Canada; and identify any possible approaches and/or initiatives that have been successful in such engagement.
 - 5) Provide concrete recommendations on how the identified resources and activities can be effectively linked with specific needs experienced in First Nations' commercial fisheries development in Atlantic Canada.
- Phase III consisted of a two-day workshop, Sharing Knowledge and Building Partnerships, held in Moncton, NB on January 30th and 31st, 2014. The information from this workshop was analyzed in conjunction with the final report received from Phase II and will provide Aboriginal fisheries across Atlantic Canada with increased knowledge of, and access to, the post-secondary resources required to meet their research needs.
 - Phase II and Phase III were completed in March, 2014. A final report on Phase II is available on the AAEDIRP website: <http://www.apcnc.ca/en/economicdevelopment/resources/FINALREPORT-FisheriesMarch172014.pdf>.

Research Project #2:

Managing Land, Governing for the Future: Finding the Path Forward for Membertou

The project supported Membertou's initiative in the development of new land management laws for its community, which will in turn enable economic development. For example, new land management laws could determine the types of businesses that can be initiated and that can operate on reserve land.

Advisory Committee: The Membertou Governance Committee: Candice Paul; Gloria Nicolas; Muriel Moore-Waldvogel; Dr. Peter Christmas; Katy McEwan; Eileen Paul; Trevor Bernard; Alexandria Christmas; Angela Paul; Jennifer Martin; Dan Christmas; Laurianne Stevens; Pam Paul; Mary Beth Doucette; Laurie Doucette; Michael Isadore; Ike Paul; Janine Christmas; Deanna Joe; Jane Bernard; Margaret Johnson; Peter Waldvogel; Bernadette Christmas; Jacob Marshall; Jane E. Meader; Rebecca Scirocco-Paul; Austin Christmas; Jeff Ward; Derek B. Christmas; Donna Brown; and Donna Christmas.

Research Team: Cheryl Knockwood, Co-Researcher, Governance Coordinator - Membertou Governance; Mary Beth Doucette, Co-Researcher, Manager Quality Assurance and ISO Compliance - Membertou and Assistant



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Purdy Crawford Chair in Aboriginal Business, Cape Breton University; Janice Esther Tulk, Senior Research Associate, Purdy Crawford Chair in Aboriginal Business Studies, Cape Breton University; Trevor Bernard, Co-Researcher, Executive Director, Membertou; Tamara Young, Mi'kmaq Research Assistant; Miriam Jorgensen, Co-Researcher, Research Director, Native Nations Institute; Rachel Starks, MA Co-Researcher, Senior Researcher & Research Coordinator, Native Nations Institute, Udall Center for Studies in Public Policy, University of Arizona; Keith Brown, Vice President, International and Aboriginal Affairs, and Chair, Purdy Crawford Chair in Aboriginal Business Studies, Cape Breton University; Stephen Cornell, Co-Researcher, Director of Udall Center for Studies in Public Policy and Professor, University of Arizona Faculty Associate, NNI and Co-Director, Harvard Project.

Research Objectives and Outcomes:

- Phase I of this project was completed in November, 2012. Phase I consisted of a literature review and analysis of the current Indian Act land management regime; and the processes and land management laws that have been developed by other economically successful First Nations.
- Phase II of the project was informed by Phase I. This phase included interviews and discussions with First Nations experts in land management, experts at Aboriginal Affairs and Northern Development Canada (AANDC), provincial governments, economic advisors, and Membertou community members on which best practices to apply in Membertou.
- No RFP was released and no research design workshop was required for this project as Membertou identified the need for the research through Chief and Council and their Governance Committee, and put forward a draft project outline to the AAEDIRP. An interim report was submitted to the AAEDIRP in November 2012. The report was accepted. A final report was submitted in September, 2013 and was accepted with minor revisions.
- The project was completed in October, 2013. A final report is available on the AAEDIRP website: <http://www.apcfn.ca/en/economicdevelopment/resources/FINAL-ManagingLandGoverningfortheFuture-FindingthePathForwardforMembertouMarch2014.pdf>.

Research Project #3:

Entrepreneurship among Aboriginal Women in the Atlantic Region

The project expanded the knowledge base on the nature and scope of business activities among First Nations women in the Atlantic region, and explored what resources are required to support First Nations women-in-business or women interested in starting a business. There is currently very little known about this issue.

Advisory Committee: Chief Candice Paul, St. Mary's First Nation; Eileen Paul, Manager, Membertou Entrepreneur Centre; Membertou First Nation; Rosie Basque, Rosie's Hair Shop – Entrepreneur, Eskasoni First Nation; Odelle Pike, President, NL Aboriginal Women's Network; Tracy Menge, Director, Community Economic Development, Eskasoni First Nation.

Research Team: Monica Diochon, Professor, Business Administration, St. Francis Xavier University; Eileen Alma, Manager, International Centre for Women's Leadership, Coady International Institute; Alison Mathie, Manager, Research & Publications, Coady International Institute; Sheila Isaac, Program Manager, Indigenous Women in Community Leadership, Coady International Institute.

Research Objectives and Outcomes:

- Phase I consisted of a survey of attitudes and involvement in business activities among Atlantic First Nations women (both on and off reserve) across Atlantic Canada. Phase I was completed in September, 2013.

- Phase II consisted of interviews and focus groups conducted in four case study communities across the Atlantic Region. These interviews and focus groups focused on the benefits, drawbacks, barriers and supports for business activity with the goal of assessing what supports would be necessary to enable more women in Atlantic First Nations communities to benefit from entrepreneurship. Phase II was completed in December, 2013.
- A final report was submitted and the project completed in March, 2014. A final report is available on the AAEDIRP website: <http://www.apcfn.ca/en/economicdevelopment/resources/FINALREPORT-EntrepreneurshipamongFirstNationsWomenApril2014.pdf>.

Research Project #4:

Atlantic Aboriginal Community Level Data Gathering Project, Phase II

The project will create new (eventually longitudinal) economic development community-level data for all communities that participate. These data could potentially be used by communities to improve the offering of economic development supports, show successes and failures of economic development initiatives, identify areas for training and support for economic development, and help entrepreneurs in communities gain insight on the infrastructure available in the communities in the construction of future business plans and economic development.

Advisory Committee: There is no official advisory committee for this project as community Economic Development Officers, Band Managers/Administrators and Aboriginal organization representatives involved in the project have been consulted on an ongoing basis over the past two years on how they would like this research to proceed. Regional Health Survey (RHS) employees have also given feedback through the Union of Nova Scotia and New Brunswick Indians as well as Professor Fred Wien of Dalhousie University (former AAEDIRP University Co-Chair) and Gerald Cloud, APC Fisheries Software Development.

Research Team: Howard Ramos, Professor, Sociology and Social Anthropology, Dalhousie University; Yash Gugle, Consultant, Archway; Mitchell Morrison of Metepenagiag First Nation. Project consultation and support was provided by Gerald Cloud, APC Fisheries Software Development Coordinator, Metepenagiag First Nation.

Research Objectives and Outcomes:

- Phase II of the project began in January, 2013 based on recommendations from Phase I. Phase II included:
 - The design and development of a central database to be housed at the Atlantic Policy Congress of First Nations Chiefs Secretariat.
 - The training of Band Managers and other Economic Development Stakeholders throughout the Atlantic Region in the collection and entry of community-level economic development data into the central database.
 - A pilot project engaging a small number of Band Managers and Economic Development Stakeholders to test the database and to provide feedback on the utility and development of both the surveys and the database itself.
- The Phase II Pilot of the database resulted in eight communities engaging with the database. They are expected to receive their first reports on the data they entered by September, 2014. The final workshop resulted in increased interest on the part of stakeholders to utilize the database in the 2014 data collection period. The database will now be updated and prepared for data input

in 2014 by a wider group of stakeholders.

Research Project #5

Exploring the Relationship between Substance Use and Economic Development in Atlantic First Nation Communities

It is anticipated that this project will make linkages between substance use and economic development indicators in Atlantic Aboriginal communities. The project findings are expected to provide base-line information to be used by communities and policy makers in their efforts to address the relationships between substance use and economic development in Atlantic Aboriginal communities.

Advisory Committee: Eileen Paul, Manager, Membertou Entrepreneur Centre; Debbie Dysktra, Director, Economic & Business Development, Pictou Landing Band Council; Darlene Anganis, Director, Health Services, Membertou; Blair Paul (proxy), Addictions Counsellor, Membertou Addiction Services; Philippa Pictou, Director, Pictou Landing Health Center; Margaret Paul, Director, Wel-a-mook-took Health Center, Oromocto.

Research Team: Fred Wien, Owner/Operator, Birch Cove Associates; Carla More, Director of the Atlantic Aboriginal Health Research Program; Debbie Martin, Assistant Professor, School of Health and Human Performance, Dalhousie University; Lisa Perley-Dutcher, School of Nursing, University of New Brunswick; Christopher Mushquash, Assistant Professor, Department of Psychology, Lakehead University, and Northern Ontario School of Medicine; Aislin Mushquash, Psychologist, St. Joseph's Care Group Mental Health Outpatient Programs, Thunder Bay.

Research Objectives and Outcomes:

- The research will proceed in three phases. Phase I of the project is presently underway. An Advisory committee has been established to collaborate and to guide the research.
- Phase I of the project began in December, 2013. Phase I will collect and analyze quantitative data to explore the relationships between indicators of substance use and economic development at both the individual and community level.
- Phase II: Collection and analysis of primary data, including in-depth qualitative interviews and focus groups in three First Nations case-study communities across Atlantic Canada.
- Phase III: Undertake interviews in six communities that have deliberately addressed substance use in the context of economic development, and where promising practices have emerged.
- An expected end date for the project is March, 2015.

Objective #2: Build Research Capacity

Research capacity in Aboriginal economic development is built with an emphasis on the hiring of Aboriginal staff; involving Aboriginal academics, students and community members; and training Aboriginal researchers. Building research capacity also includes the knowledge and experience gained by non-Aboriginal researchers working with Aboriginal communities.

Numbers of Aboriginal People Involved in AAEDIRP Research:

In 2013-2014, the AAEDIRP contracted one Aboriginal lead researcher, eight Aboriginal co-researchers, three Aboriginal research associates, one Aboriginal research assistant, and one Aboriginal database consultant. Thirty Aboriginal people were also involved in research projects as Advisory Committee Members in their capacity as leaders of key Atlantic region Aboriginal organizations.

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Research Skills Developed by Aboriginal People Involved:

Through participation in AAEDIRP projects and workshops, Aboriginal community members develop their understanding of Western research and research methodologies. They also gain knowledge of the project topics and strengthen their research skills and experience.

Aboriginal Capacity Building 2013-2014:

Aboriginal Researchers (Lead and Co-Researchers)

- Cheryl Knockwood, LLM Governance Coordinator, Membertou First Nation;
- Mary Beth Doucette, MBA Manager Quality Assurance and ISO Compliance, Membertou First Nation; Purdy Crawford Associate Chair in Aboriginal Business Studies, Cape Breton University;
- Trevor Bernard, LLM Executive Director, Membertou First Nation;
- Miriam Jorgensen, Co-Researcher, Research Director, Native Nations Institute;
- Rachel Starks, MA Co-Researcher, Senior Researcher & Research Coordinator, Native Nations Institute, Udall Center for Studies in Public Policy, University of Arizona;
- Stephen Cornell, Co-Researcher, Director of Udall Center for Studies in Public Policy and Professor, University of Arizona Faculty Associate, NNI and Co-Director, Harvard Project;
- Sheila Isaac, Program Manager, Indigenous Women in Community Leadership, Coady International Institute;
- Carla Moore, Director of the Atlantic Aboriginal Health Research Program, Membertou First Nation;
- Christopher Musquash, Assistant Professor, Department of Psychology, Lakehead University;

Aboriginal Research Associates and Assistants

- Tamara Young, Pictou Landing First Nation;
- Blossom LaBillois, Eel River Bar First Nation;
- Kateri Stevens, Eskasoni First Nation; and
- Shawnee LaPorte, Membertou First Nation.

Database Consultant

- Mitchell Morrison, Metepenagiag First Nation

Aboriginal Advisory Committee Members

- Chief Candice Paul, St. Mary's First Nation;
- John Paul, APCFNC Executive Director;
- Ken Paul, APCFNC Director of Fisheries;
- Vanessa Nevin, APCFNC Senior Health Policy Analyst;
- Eileen Paul, Manager, Membertou Entrepreneur Centre;
- Rosie Basque, Rosie's Hair Shop – Entrepreneur, Eskasoni First Nation;
- Odelle Pike, President, NL Aboriginal Women's Network;
- Tracy Menge, Director, Community Economic Development, Eskasoni First Nation;
- Debbie Dysktra, Director, Economic & Business Development;
- Darlene Anganis, Director, Health Services, Membertou;
- Philippa Pictou, Director, Pictou Landing Health Center, Pictou Landing;
- Margaret Paul, Director, Wel-a-mook-took Health Center, Oromocto;
- Blair Paul, Addictions Counsellor, Membertou First Nation;
- Karen Hardy, Addictions Worker, Oromocto First Nation;
- John Borrows, Professor and Law Foundation Chair in Aboriginal Justice in the Faculty of Law at the University of Victoria and Robina Professor in Law and Public Policy at the University of Minnesota Law School; and
- Membertou Governance Committee, 15 active Mi'kmaq members from Membertou First Nation.

Research Capacity Developed by Non-Aboriginal Researchers:

Non-Aboriginal researchers are supported as they cultivate relationships with Aboriginal researchers and communities. The AAEDIRP also contributes to the education of non-Aboriginal researchers on issues and methodologies involved in undertaking research on Aboriginal economic development.

Participatory research is used in all projects. This research approach "enables a range of levels and types of community participation while ensuring shared power and decision-making. Such partnerships will help to ensure that research proceeds in a manner that is culturally sensitive, relevant, respectful, responsive, equitable and reciprocal, with regard to the understandings and benefits shared between the research partner(s) and Aboriginal community/ies."² Through participation in AAEDIRP research projects, non-Aboriginal researchers learn more about Indigenous knowledge and ways of knowing that they may not have encountered during their formal education.

Non-Aboriginal Capacity Building 2013-2014:

In 2013-2014, the AAEDIRP collaborated with fifteen non-Aboriginal researchers and consultants.

Researchers (Lead and Co-Researchers)

- Jeff Orr, PhD Dean of Education, St. Francis Xavier University
- Sharon Taylor, PhD Associate Professor, Memorial University School of Social Work
- Howard Ramos, PhD Associate Professor, Sociology and Social Anthropology, Dalhousie University;
- Fred Wien, PhD, Birch Cove Associates;
- Thomas Gill, Professor, Canadian Institute of Fisheries Technology, Dalhousie University;
- Kathy Spencer, CIFT Project Coordinator, Canadian Institute of Fisheries Technology, Dalhousie University;
- Debbie Martin, Assistant Professor, School of Health and Human Performance, Dalhousie University;
- Monica Diochon, Professor, Department of Business Administration, St. Francis Xavier University;
- Alison Mathie, Manager of Research and Publications, Coady International Institute;
- Eileen Alma, Associate Director, International Centre for Women's Leadership, Coady International Institute;
- David Burns, Vice President of Research, University of New Brunswick;
- Martha Crago, Vice President of Research Services, Dalhousie University;
- Keith Brown, Vice President, External Purdy Crawford Chair in Aboriginal Business Studies and Associate Professor of Marketing, Cape Breton University.
- Aislin Mushquash, Psychologist, Mental Health Outpatient Programs, Thunder Bay, Ontario.

Database Consultant

- Yash Gogle, Archway Consulting

Community-University Workshops: Building Aboriginal and Non-Aboriginal Research Capacity:

Two Community-University Workshops were held to bring together Academics and Aboriginal Community members, including Elders, to explore how academic and community resources can more effectively build partnerships and share knowledge to improve the lives of Aboriginal people across Atlantic Canada.

- The AAEDIRP sponsored and collaborated on a workshop held in Miawpukek First Nation on March 22nd, 2014: The Role of Elders in Research and University Education. The

workshop was developed in partnership with Memorial University of Newfoundland and Miawpukek First Nation. It brought together researchers, First Nations community members including Elders, and other stakeholders to learn about community-based research practices. It provided an opportunity for participants to discuss and increase understanding of the roles of Elders; and to learn more about the purpose and processes of research conducted with, and by, First Nations communities.

- The AAEDIRP sponsored and collaborated on a workshop held in Kingsclear First Nation on February 26th, 2014: Building Research Capacity and Partnerships: Connecting First Nations, Universities and Urban Communities. The workshop was developed in partnership with the University of New Brunswick (UNB), the Mi'kmaq Maliseet Institute (UNB), and the Urban Aboriginal Knowledge Network (UAKN) Atlantic Research Centre. The workshop brought together First Nations community members, including Elders, University faculty and student researchers, and urban community groups to learn about community-based practices. It provided an opportunity for community administrators wishing to pursue research to connect with established researchers, and also for students and others to learn more about the intricacies and ethics of conducting research with First Nations communities.

Objective #3: Share Knowledge on Aboriginal Economic Development

ASK-ECDEV Database (www.askecdev.ca):

The AAEDIRP has created a database of internet resources pertaining to Aboriginal economic development: "Aboriginal Sharing of Knowledge on Aboriginal Development" (ASK-ECDEV). The vision for ASK-ECDEV is to be a "one stop shop" for internet resources on Aboriginal economic development in the Atlantic region. It caters to the needs of our diverse stakeholders who primarily include Aboriginal communities and governments, students and researchers, as well as Provincial and Federal governments.

Scope of Resources on ASK-ECDEV:

The scope of resources collected to date pertains mainly to: business, entrepreneurship, employment and careers, skilled trades and training, education as it relates to economic development, natural resources (oil and gas, mining, forestry, commercial fisheries and Aboriginal Traditional economic activities) as well as pertinent national entrepreneurship and educational resources. The types of resources collected include academic and industry research reports and papers, annual reports, program information, pamphlets and brochures, conference proceedings and other relevant information that is publicly accessible on the internet.

Expansion of Academic Literature:

- AAEDIRP's focus for 2013/14 was collecting resources/tools relating to businesses on reserves. The scope of resources collected focused on basic business knowledge such as budgeting, business communications, business plan development, and financial analysis.

University support for ASK-ECDEV:

The AAEDIRP receives in-kind support from the University of New Brunswick's Electronic Text (E-Text) Centre for the development and hosting

²The Canadian Institute of Health Research, The Canadian Institute of Health Research Guidelines for Health Research Involving Aboriginal People (Ottawa: Her Majesty the Queen in Right of Canada, 2007), p. 3



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of the database, and has been collaborating with Erik Moore. The E-Text Centre is hosting ASK-ECDEV; however, all content is provided by the AAEDIRP.

Workshops and Conferences:

Atlantic Aboriginal Fisheries Project – Sharing Knowledge and Building Partnerships:

- The AAEDIRP hosted a workshop, Sharing Knowledge and Building Partnerships, in Moncton, NB, on January 30th and 31st. This workshop brought together delegates involved in research and Atlantic Aboriginal Fisheries to explore the question: How can we begin to build more effective partnerships with post-secondary resources to address the research needs of Aboriginal Fisheries across Atlantic Canada? This question came out of research conducted by the AAEDIRP to explore what post-secondary resources are available to support Atlantic Aboriginal Fisheries and how to better engage with those resources. The data gathered at the workshop were analyzed in conjunction with the data from Phase II of the fisheries research project and will provide assistance to First Nations communities in adequately addressing the research needs of Atlantic Aboriginal Fisheries.

Participants by province:

Nova Scotia	23
New Brunswick	9
Prince Edward Island	1
Newfoundland	2
Quebec	6

Community-level Data Gathering Project – Database Review and Moving Forward (January, 2014)

- The AAEDIRP hosted a workshop for Band Managers and other key stakeholders across Atlantic Canada on January 15th, 2014 to review the pilot project, gain input from stakeholders, and promote usage of the database to a larger group of stakeholders. A presentation was done on the database including input from community members using the database. The surveys were reviewed and input was received from the participants on data capture and features they feel important to include. Instruction was also provided on how to input data and produce reports.

Participants by province:

Nova Scotia	12
New Brunswick	12
Prince Edward Island	2
Newfoundland	0
Quebec	0

Community-level Data Gathering Project (CLDGP) – Pilot

- The AAEDIRP hosted an instructional workshop on Thursday, November 7th, 2013 to provide training to a small group of Band Managers and other Economic Development Stakeholders to launch the CLDGP database. This workshop introduced a core group of Band Managers and Economic Development Stakeholders to the database. Stakeholders who attended the workshop piloted the database and completed data input for their respective communities in March, 2014. The participating communities will receive their final reports on the analyzed data in June.

Participants by province:

Nova Scotia	6
New Brunswick	2

Prince Edward Island	1
Newfoundland	0
Quebec	1

Atlantic Aboriginal Women in Business: Sharing Stories, Building Capacities, Enhancing Futures

- The AAEDIRP hosted a workshop, Atlantic Aboriginal Women in Business: Sharing Stories, Building Capacities, Enhancing Futures, on October 17th, 2013, at the Glooscap Annex, Millbrook First Nation. The workshop brought together 57 delegates from across the Atlantic Region. The delegates engaged in sharing stories and participated in business development workshops. Delegates also engaged in discussion with researchers who were conducting research in collaboration with the AAEDIRP exploring entrepreneurship among First Nations women in Atlantic Canada.

Participants by province:

Nova Scotia	30
New Brunswick	21
Prince Edward Island	1
Newfoundland	5
Quebec	0

Honouring Our Elders: A Traditional Gathering to Share Knowledge

- The AAEDIRP supported and participated in the APCFNC Honouring Our Elders: A Traditional Gathering to Share Knowledge at the Crowne Plaza Hotel in Fredericton, New Brunswick on June 20th and 21st. The AAEDIRP led a series of sharing circles with the Elders to discuss how the Elders see their involvement in AAEDIRP decision making processes, research, and capacity building. The knowledge gained from the circles will provide the AAEDIRP with practical advice and guidance on engaging Elders in its research processes.

Participants by province:

Nova Scotia	77
New Brunswick	55
Prince Edward Island	8
Newfoundland	3
Quebec	7

AAEDIRP Publications:

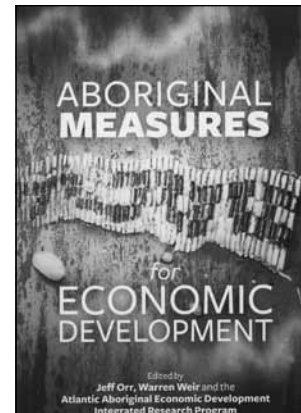
Professors and students from Atlantic Region universities have been stressing the great need for more published academic literature concerning Atlantic Aboriginal economic development. To address this need, the AAEDIRP has published two books of completed AAEDIRP research projects. The AAEDIRP worked closely with university partners who were involved in the research projects contained in the books to coordinate, compile and edit the work. The books will be of special interest to academics and those engaged in Aboriginal program development. The two books were published by Fernwood in March, 2014. Fernwood is a leading academic



Heather Knockwood, Patricia Saulis and Lisa Francis.

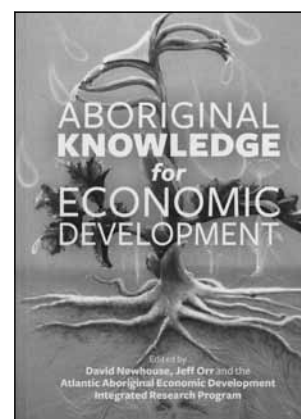
publisher in Atlantic Canada of books on First Nations issues:

Volume 1: Aboriginal Measures for Economic Development



The volume, Aboriginal Measures for Economic Development, explores differing perspectives on economic development in relation to the social impacts these perspectives may have on Atlantic Aboriginal communities. The tensions between best practices and wise practices are highlighted, with focus on wise practices that continue to support economic development in the context of Atlantic Aboriginal regions and communities.

Volume 2: Aboriginal Knowledge for Economic Development



The volume, Aboriginal Knowledge for Economic Development, focuses on the links between language immersion, identity development, academic success, worldviews, ethics, and economic progress. The volume also presents a report on an Elder's conference focused on Indigenous knowledge and economic development. What emerges is an understanding of the centrality of language as the foundation for not only academic success, but for strengthening connections between youth and their culture and heritage. The inclusion of Elders and traditional teachers can provide youth with a strong sense of their language and culture which may, in turn, inform traditional beliefs, values and attitudes that enhance a sense of positive identity and well-being.

Copies are available at Fernwood Publishing: <http://fernwoodpublishing.ca>.

AAEDIRP Video Release:

The Rosie Basque Story: Entrepreneurship among First Nations Women in the Atlantic Region

This video stemmed from research conducted by the AAEDIRP in partnership with St. Francis Xavier University and the Coady International Institute exploring the topic of entrepreneurship among First Nations women in the Atlantic Region. In conjunction with this research project, the AAEDIRP conducted a workshop that hosted First Nations women from across Atlantic Canada who owned or were interested in owning their own business. Rosie Basque, an entrepreneur from Eskasoni First Nation was one of the presenters at this workshop. Please click on the link below to access Rosie's inspiring story of her struggles and achievements in commencing and sustaining her own successful business enterprises.

Video Link: <http://vimeo.com/91423844>.



James MacKinnon, My Home Is My Tipi.



Legal & Legislative Updates

Update on social manual case: Simon v. Canada (A.G.) (as per KMK (Mi'kmaq Rights Initiative) community notice)

In 2012, the Assembly of Nova Scotia Mi'kmaq Chiefs joined First Nations communities in New Brunswick and Prince Edward Island to take the federal government to court on changes that were being introduced to the social assistance policy on-reserve.

On November 4, 2013, we were informed we won our case. Justice Scott of the Federal Court of Canada found that the First Nations won on two grounds:

- 1) The decision was unreasonable because Canada failed to study what the impacts of the social decision would be on social recipients; and
- 2) Procedural fairness required the government to consult with the First Nations about the decision and they failed to do so.

Justice Scott found that the decision of the government to make these changes to the social programming on-reserve was made prior to any actual consultation. It was clear to the Judge that Aboriginal Affairs and Northern Development Canada (AANDC) did have knowledge that their introduced changes would impact a majority of recipients, yet it still informed the First Nations that changes needed to be implemented.

In the judgment, the court stated that "the recipients of social assistance are the most vulnerable in society and yet a decision affecting a number of them is made without any true comprehension of its impact."

The court also found that the UN Declaration on the Rights of Indigenous Peoples informs the government's duty of procedural fairness and it was clear, thanks to the testimony of our legal team, that this was not followed.

The Federal Government has appealed this decision, and Naomi Metallic of Burchells LLP via the Assembly of NB Chiefs, KMK and other organizations will be sure to keep people informed and up to date as things move forward.

Key Legislation pertaining to First Nations (from the AFN)

Bill C-9: First Nations Elections Act (APC sponsored Bill)

- Introduced in the House of Commons on October 29, 2013 (previously Bill S-6 in the last session and had completed second reading in the House of Commons before prorogation). Passed report stage and 3rd reading in the House of Commons and was introduced at 1st reading in the Senate on December 10, 2013.
- Completed debates at 2nd reading in the Senate and is under study by the Standing Senate Committee on Aboriginal Peoples.
- Bill C-9 is opt-in legislation for First Nations who conduct their elections under Indian Act
- Extends the election term from two to four years; has provisions for a re-call mechanism; elections can be contested in a court and sets-out offences and penalties in relation to the election of a Chief or Councillor.
- Concerns have been expressed about provisions in the Bill that empower the Minister of AANDC to order a First Nation under the Act, including one that conducts custom elections, in the event of a dispute or an election overturned by the Governor-in-Council.
- Includes opt-out provisions for First Nations to transition to custom codes.
- APC presented to the Standing Senate Committee on Aboriginal Peoples regarding our support for Bill C-9 on March 26th, 2014. The presentation was circulated to all member Chiefs and can be also found on the parliamentary website.

Bill C-10: Tackling Contraband Tobacco Act

- Introduced in the House of Commons on November 5, 2013 (previously S-16 in the last sessions and had completed second reading in the House of Commons before prorogation).
- Completed committee review without amendments and is currently at Report Stage in the House of Commons.
- Creates a new offence of selling contraband tobacco, specifically: "a tobacco product, or raw leaf tobacco that is not packaged, unless it is stamped."
- Bill establishes mandatory minimum sentences for repeat (i.e. more than one) offence.
- This bill raises serious concerns regarding infringement on First Nations' jurisdiction over trade and sale of tobacco.

C-23: An Act to Amend the Canada Elections Act and make consequential amendments to other acts

- Introduced in the House of Commons on February 4, 2014 makes fundamental changes to how elections are conducted, the role of Elections Canada and the Chief Electoral Officer. Currently under study by the House of Commons Committee on Procedure and House Affairs.

There are a number of specific implications for First Nations:

- ~ The bill no longer permits voter cards to be used as proof of address – this was done in the last election as many First Nations do not have street addresses or ID that would show a street address;
- ~ The bill forbids "vouching" for voters without requisite ID; and
- ~ The bill disallows Elections Canada from conducting specific information outreach to underrepresented groups of voters. In previous elections, the AFN has worked with Elections Canada to inform First Nations of the process for voting.

C-25: Qalipu Mi'kmaq First Nation Act

- Introduced in the House of Commons on February 25, 2014. Currently under study by the House of Commons Standing Committee on Aboriginal Peoples and Northern Development.
- The Bill amends the "Band Order" for the newly recognized Qalipu Mi'kmaq First Nation, NFLD, to reflect a clarified process for enrolment of individuals who had self-identified as members of the Group, were recognized as such and had a current and substantial connection with one or more of the Mi'kmaq communities identified in the Agreement

C-31: Economic Action Plan 2014 Act, No. 1

- Introduced in the House of Commons on March 28, 2014.
- The Bill implements Budget 2014.
- Includes the Administrative Tribunals Support Service of Canada Act (at Division 29). This

would consolidate administration of the 12 existing federal tribunals into one department, independent from Justice Canada. **This will include the Specific Claims Tribunal.** Analysis by the AFN on implications is underway.

Private Member Bills

Bill C-428: Indian Act Amendment and Replacement Act

- Passed Report Stage with amendments from committee and Third Reading on November 20, 2013. The bill started debates at 2nd reading in the Senate on December 5, 2013.
- Introduced on June 4, 2012, by Rob Clarke, Desnethé-Missinippi-Churchill River. Completed study by the Standing Committee on Aboriginal Affairs and Northern Development and was reported back to the House of Commons with amendments. These amendments include removal of the Bill's repeal of sections related to wills and estates in the Indian Act as well as removal of the repeal of First Nations' authority for by-laws restricting intoxicants.
- Amends provisions of the Indian Act including repealing provision which limit bylaw authority and require submission to the Minister before they can come into force; repeals provisions related to residential schools.
- Sets out in preamble a commitment to develop new legislation to replace the Indian Act and continuing work in "exploring creative options for the development of this new legislation in collaboration with the First Nations that have demonstrated an interest in this work"
- Establishes a requirement for the Minister to report annually on efforts to replace sections of the Indian Act with modern amendments or legislation.

Bill C-469: Declaration on the Rights of Indigenous Peoples Act.

- Introduced on January 28, 2013 and requires the Government of Canada to take all measures necessary to ensure that the laws of Canada are consistent with the Declaration on the Rights of Indigenous Peoples, and that the Minister of Aboriginal Affairs must prepare an annual report to Parliament for the next four years reviewing progress in implementing this law.

Michael Augustine Memorial Legal Defense Fund

In the past year, two separate cases have been brought to the All Chiefs for consideration of funding of legal costs. In September 2013, Chiefs adopted a resolution to provide a maximum of \$20,000 financial support to Mr. Darren Paul's case on the treaty right to trade in forest products as guaranteed in the 1725/26, 1760 and 1778 treaties application in trust to his lawyer Rick Hatchette of the St. John River Tribal Council (SJRVT) and upon request provide updates to the All Chiefs.



Water treatment plant operators were also awarded certificates for outstanding service in systems operations and contribution to ensuring safe drinking water and a healthy environment. The Indian Brook team Stephen Knockwood Sr., Rhonda Knockwood, Stephen Knockwood Jr., and Brett Googoo. Also, with John Paul, Executive Director, APC, Len O'Neill, Acting Director, Health Protection, HC and Dougal MacDonald, Acting Regional Director General, AANDC.



Fisheries Department Report

The 2013-2014 APC Fisheries Conference and Awards Banquet

The 3rd Annual APC Fisheries Conference was held February 6th and 7th this year in Moncton, New Brunswick. The APC Fisheries Conference provides the opportunity for First Nations Fishery Coordinators to meet, exchange information and build relationships while discussing ways to grow and strengthen First Nations Fishery enterprises. This year's event provided an excellent networking opportunity and a chance to learn about a number of initiatives that impact the industry in the region. APC Co-chair Chief Dean Vicaire, Executive Director John G. Paul, and the APC Fisheries staff were available during the event and a number of First Nations Chiefs were also in attendance.

This year the APC relied on the expertise of First Nations Fishery Coordinators in the region to set the agenda by asking its members what they wanted to talk about at the conference. The result was a high level of interest and engagement from participants and a diverse agenda that offered something for everyone. Presenters covered a range of topics, including the use of traditional knowledge in fisheries management, opportunities in aquaculture development, DFO management and policy changes, safety programs, marine brokerage services, taxation laws, marketing, promotion and certification efforts in First Nations and other commercial fisheries. There was also a presentation and discussion with the Maritime Lobster Panel and an update on commercial fisheries and treaty negotiations provided by the Assembly of First Nations Chiefs in New Brunswick.

For the first time, there was also a small trade show exhibition of suppliers and businesses that work with commercial First Nations enterprises. The trade show featured some of the region's largest and most experienced providers of marine safety equipment, vessel design and construction services, fishing and harvesting equipment and aquaculture industry products. Many of the trade show participants have been doing business with First Nations fisheries for several years and eagerly took the opportunity to meet Fishery Coordinators from other communities.

The contribution that fisheries make to individual communities was also on display at the APC Fisheries Awards ceremony, where 12 individual hardworking fishers, managers and support staff were recognized for their contributions to the industry, to their communities and were celebrated at the Annual Awards Banquet. This recognition among their peers is a small way for us to demonstrate that we appreciate the work they are doing.

The APC has been pleased to host the Fisheries Conference and Awards Banquet each year and looks forward to hosting the Fishery Coordinators and staff from partner organizations next year and into the foreseeable future. Presentations from the Third Annual Aboriginal Fisheries Conference are available on the APC's website at www.apcnc.ca and people interested in more information about Atlantic First Nations Fisheries can contact the Fisheries Department staff at anytime. APC would also like to thank all the sponsors of the event, including the main sponsor Fisheries and Oceans Canada, as well as ABCO Industries, DSS Marine, Enterprises Shippagan, Hackett Enterprises, OysterGro, Rainbow Net and Rigging and Spartan Industrial Marine.

Fisheries Management System Report

The Fisheries Management System (FMS) was designed to provide an affordable, integrated software application that will assist the First Nations communities to manage various aspects of their commercial fishing enterprises. There are currently thirty First Nation communities

using the FMS in Atlantic Canada and six First Nation Commercial Fishing Enterprises adopting the FMS for use in Pacific fisheries.

Community Support

Community support services are offered to fisheries staff at the community level to assist with using the program. These services include staff training for the entry of data into the program, assistance with suggestions on how to gather the data and general technical assistance when required. To be in a better position to assist communities with support issues the FMS team utilizes a web based support system which gives the support team the ability to remotely connect to a users' computer. This has greatly improved the ability of the support team to troubleshoot issues.

The FMS support team has been working with the Business Development Teams (BDT) of Ulnooweg Development Corporation with the integration of the program into the daily operations of the fishery departments in each community. This integration is an ongoing concern and is intended to demonstrate the value of the data contained in the FMS for business planning activities.

Software Development

The development of the FMS software is a continuing and essential function as the integration of the software into the fisheries operations continues. Our plan to overhaul the user interface for the system is almost completed. Version 3 of the system will be launched soon and will have a more 'professional' and easy-to-use look and feel. Some changes will also make the system more flexible and usable for complex fisheries.

Pacific Fishery Integration

The Fisheries Management System is being adapted for use by First Nation communities in British Columbia through the Pacific Integrated Commercial Fisheries Initiative (PICFI). Last fall, FMS staff planned training sessions on the west coast in different areas of the province. These sessions were an introduction to what the FMS is and an opportunity to begin to learn of the unique situations in the west coast fisheries and how things may differ in relation to the FMS software. Changes to the software are being made to accommodate the needs of west coast fisheries and integration with the PICFI program will continue this year.

Collaborative Management in Fisheries

The Fisheries staff has been working with fishery managers and Commercial Fishery Liaison Coordinators based at Aboriginal Aquatic Resource and Oceans Management bodies to advance First Nation interests in commercial fisheries collaborative management processes. This year APC invested time and resources to support work on a number of different fisheries management issues. More information can be found on our website but the issues we worked on this year included:

- Stock assessment and quota decisions for the Gulf of St. Lawrence snow crab fishery;
- Guidelines for quota transfers in the Gulf of St. Lawrence shrimp fishery;
- Recommendations of the Maritime Lobster Panel and the industry Lobster Summit;
- Quota recommendations for the declining stock of Atlantic Mackerel; and
- Fisheries and Oceans Canada's proposed 'Use of Fish' policy to finance scientific work.

APC is working more broadly to support the participation of First Nation communities in the development of Integrated Fisheries Managements Plans (IFMP), which exist for all major commercial fisheries. We are supporting projects to incorporate Aboriginal Traditional Knowledge (ATK) in the planning cycles of some priority fisheries and are working to ensure that

communities are able to have their interests represented in all sections of other IFMPs. More information about this work will be available on our website as it is completed.

Business Development Team

The Business Development Team (BDT) plays an important role in supporting First Nations through the Atlantic Integrated Commercial Fisheries Initiative (AICFI). BDT members work closely with communities to help develop fishery business plans, to provide technical and business advice relevant to the fishery sector, and to help identify potential sources of funding for projects and initiatives.

The BDT will continue to be available as a resource for community fisheries over the coming two years. The Ulnooweg Development Group is contracted by APC to provide the services of the Business Development Team to APC member communities.

Aboriginal Aquaculture in Canada Initiative

The APC worked closely with Fisheries and Oceans Canada and Aboriginal Affairs and Northern Development Canada to launch the Aboriginal Aquaculture in Canada Initiative this year. The initiative is a program that supports Aboriginal economic development in the aquaculture sector by providing business and technical support through Aquaculture Business Development Teams.

We concluded a large number of projects in March designed to support First Nations' involvement in the aquaculture industry in Atlantic Canada. Over the next year, this information will be used to increase knowledge and improve the bottom lines of communities that are developing or operating aquaculture businesses.

Those communities that are not already working with an Aquaculture Business Development Advisor are invited to contact us to discuss business opportunities in specific communities and geographic areas.

Fisheries Training

APC has continued to work with the AICFI Technical Advisory Committee to deliver at-sea mentoring, fishery safety training and fisheries enterprise management training opportunities to Atlantic First Nations fishers and fishery managers. The majority of communities have developed training plans with assistance from the Technical Advisory Committee and most fishery managers have participated in portions of the Enterprise Management Training course. This year 1032 training days were delivered through this program.

As a new initiative, the 'Safest Catch Program' developed by Fish SAFE BC was introduced in Atlantic Canada as a pilot project this year. This program assists commercial fishermen in developing vessel specific safety management systems. With the excellent feedback received and the high level of interest in safety training shown by First Nation communities, preparations are being made to deliver this program on a larger scale in this region in the coming year.

Marketing and Branding Work

This year the Fisheries Department supported a number of small initiatives to assist communities in marketing and branding seafood products to earn better returns. A contract was completed to explore partnership opportunities with the West Coast Swinomish Tribe in Washington State under the 'Native Catch' brand. Two branding and marketing experts from the seafood industry also worked directly with some communities on a pilot project centered on oyster marketing. Results of this work were presented at the APC Fisheries Conference in February.



Financial Statements 2013-2014

Atlantic Policy Congress of First Nations Chiefs Secretariat

March 31, 2014



Independent auditor's report

Grant Thornton LLP
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To the Members of the Atlantic Policy Congress of First Nations Chiefs Secretariat

We have audited the accompanying financial statements of the Atlantic Policy Congress of First Nations Chiefs Secretariat, which comprise the balance sheet as at March 31, 2014, the statements of operations, surplus, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

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 comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Congress' preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Congress' internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Atlantic Policy Congress of First Nations Chiefs Secretariat as at March 31, 2014 and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Other matter

Our audit was conducted for the purpose of forming an opinion on the financial statements taken as a whole. The schedules included on Pages 15 to 24 are presented for purposes of additional information and are not a required part of the financial statements. Such supplementary information has been subjected to the auditing procedures applied, only to the extent necessary to express an opinion, in the audit of the financial statements taken as a whole.

Grant Thornton LLP

Truro, Canada
July 10, 2014

Chartered Accountants

Statement of Operations

Year ended March 31	(Unaudited)	2014	2013
Revenues			
Aboriginal Affairs and Northern Development Canada	\$ 2,240,957	\$ 2,188,192	\$ 2,921,718
Fisheries and Oceans Canada	2,168,708	1,923,631	1,502,176
Health Canada	2,402,842	1,753,134	1,532,773
Atlantic Canada Opportunities Agency	389,716	382,768	413,913
Canada Mortgage and Housing Corporation	50,000	50,000	52,500
Canada Health Infoway	-	-	75,000
Province of Nova Scotia	30,000	30,000	47,500
HST recoverable (Note 2)	150,000	161,425	164,660
Miscellaneous	60,676	88,210	169,345
Interest	-	1,014	1,023
	<u>7,492,899</u>	<u>6,578,374</u>	<u>6,880,608</u>
Expenses			
Advertising and promotional materials	19,128	34,820	33,554
Catering	4,600	150,032	164,523
Communications	30,576	56,962	67,602
Contracts	1,863,671	2,482,465	2,655,821
Direct project costs	121,045	23,118	65,418
Dues and fees	20,000	21,087	25,908
Equipment and room rentals	98,407	79,864	85,809
Equipment leases and interest	8,100	5,969	14,093
Insurance	2,000	12,305	12,247
Interest and bank charges	3,000	5,506	4,348
Interest on long term debt	70,000	67,229	74,821
Office supplies and postage	223,683	83,574	95,847
Professional fees	47,283	29,952	55,351
Rent and facilities	85,300	96,499	86,910
Salaries and benefits	2,026,637	2,065,438	2,135,455
Staff training and relocation	24,000	4,006	6,870
Travel	2,845,469	1,082,447	1,076,747
	<u>7,492,899</u>	<u>6,301,273</u>	<u>6,661,324</u>
Excess of revenues over expenses before amortization		277,101	219,284
Amortization		100,629	121,688
Excess of revenues over expenses	\$	<u>176,472</u>	\$ <u>97,596</u>



Balance Sheet

Atlantic Policy Congress of First Nations Chiefs Secretariat

Statement of surplus

Year ended March 31, 2014

	Unrestricted	Investment in Capital Assets	Legal Defence Fund Reserve	Total 2014	Total 2013
Beginning of year	\$ (172,276)	\$ 465,032	\$ 53,811	\$ 346,567	\$ 288,982
Excess (deficiency) of revenues over expenses	292,985	(116,513)	-	176,472	97,596
Contributions	-	-	20,256	20,256	19,989
Payments	-	-	(20,000)	(20,000)	(60,000)
Repayments on long term debt	(123,502)	123,502	-	-	-
Capital asset additions (net of disposals)	(29,575)	29,575	-	-	-
End of year	\$ (32,368)	\$ 501,596	\$ 54,067	\$ 523,295	\$ 346,567

See accompanying notes to the financial statements

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Assets

Current		
Cash and cash equivalents (Note 3)	\$ 544,849	\$ 651,781
Restricted cash (Note 4)	54,067	53,811
Receivables (Note 5)	1,355,937	938,675
	<u>1,954,853</u>	<u>1,644,267</u>
Property and equipment (Note 6)	1,595,484	1,682,421
	<u>\$ 3,550,337</u>	<u>\$ 3,326,688</u>

Liabilities

Current		
Payables and accruals (Note 7)	\$ 1,181,962	\$ 1,108,588
Deferred revenue (Note 8)	640,986	564,214
Current portion of capital leases (Note 9)	27,250	33,153
Current portion of long term debt (Note 10)	208,999	180,415
	<u>2,059,197</u>	<u>1,886,370</u>
Capital lease obligations (Note 9)	4,643	31,893
Long term debt (Note 10)	963,202	1,061,858
	<u>3,027,042</u>	<u>2,980,121</u>

Surplus (deficit) (Page 5)

Unrestricted	(32,368)	(172,276)
Investment in capital assets	501,596	465,032
Legal Defence Fund reserve	54,067	53,811
	<u>523,295</u>	<u>346,567</u>
	<u>\$ 3,550,337</u>	<u>\$ 3,326,688</u>

Commitment and Contingent liabilities (Notes 11 and 12)

Notes on Financial Statement

1. Nature of operations

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

2. Summary of significant accounting policies

Basis of presentation

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO"). The significant policies are detailed below.

The Atlantic Policy Congress of First Nations Chiefs Secretariat is only one entity and does not own or control other entities and therefore the financial statements are not labelled as "consolidated". In addition, the Congress does not have any segments but has programs and therefore no segment information or disclosures have been presented in these financial statements.

Use of estimates

Management reviews the carrying amounts of items in the financial statements at each balance sheet date to assess the need for revision or any possibility of impairment. Many items in the preparation of these financial statements require management's best estimate. Management determines these estimates based on assumptions that reflect the most probable set of economic conditions and planned courses of action. These estimates are reviewed periodically and adjustments are made to net income as appropriate in the year they become known. Items subject to significant management estimates include the useful life and amortization rates of capital assets.

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.

Rental and other revenues are recognized when received or receivable, provided the amount 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 Congress' capital assets.

2. Summary of significant accounting policies (continued)

Capital assets (continued)

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

Building	4%, declining balance
Furniture and equipment	30%, declining balance

Cash and cash equivalents

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

Income taxes

The Congress is exempt from income taxes under Section 149(1)(c) of the *Income Tax Act*.

Financial instruments

Initial measurement

Financial instruments are measured at fair value when issued or acquired. For financial instruments subsequently measured at cost or amortized cost, fair value is adjusted by the amount of the related financing fees and transaction costs. Transaction costs and financing fees relating to financial instruments that are measured subsequently at fair value are recognized in operations in the year in which they are incurred.

Subsequent measurement

At each reporting date, the Congress measures its financial assets and liabilities at cost or amortized cost (less impairment in the case of financial assets). The financial instruments measured at amortized cost are cash and cash equivalents, receivables, payables, capital leases and long term debt.

For financial assets measured at cost or amortized cost, the Congress regularly assesses whether there are any indications of impairment. If there is an indication of impairment, and the Congress determines that there is a significant adverse change in the expected timing or amount of future cash flows from the financial asset, it recognizes an impairment loss in the statement of operations. Any reversals of previously recognized impairment losses are recognized in operations in the year the reversal occurs.

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 and based on the terms and conditions of specific funding agreements.

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

2. Summary of significant accounting policies (continued)

Harmonized Sales Tax (HST)

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

3. Cash and cash equivalents

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

The Congress has an agreement for an operating line of credit of \$300,000, which expires November 1, 2014. There is no balance outstanding on the line of credit at March 31, 2014. For security on the operating line of credit, see Note 10.

4. 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 a resolution from all Chiefs.

5. Receivables

	2014	2013
Province of Nova Scotia	\$ 25,000	\$ -
Atlantic Canada Opportunities Agency	99,809	267,411
Fisheries and Oceans Canada	1,007,550	461,048
Canada Mortgage and Housing Corporation	12,500	12,500
Confederacy of Mainland Mikmaq	750	1,000
Aboriginal Affairs and Northern Development Canada	99,800	7,000
Sundry	22,478	25,056
HST recoverable	88,050	164,660
	<u>\$ 1,355,937</u>	<u>\$ 938,675</u>

6. Property and equipment

	2014		2013	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Furniture and equipment	\$ 475,453	\$ 384,002	\$ 91,451	\$ 115,719
Building	1,806,875	302,842	1,504,033	1,566,702
	<u>\$ 2,282,328</u>	<u>\$ 686,844</u>	<u>\$ 1,595,484</u>	<u>\$ 1,682,421</u>

7. Payables and accruals

	2014	2013
Health Canada	\$ 33,133	\$ 107,574
Other	1,148,829	1,001,014
	<u>\$ 1,181,962</u>	<u>\$ 1,108,588</u>

8. Deferred revenue

	2014	2013
Atlantic Canada Opportunities Agency	\$ -	\$ 28,128
Aboriginal Affairs and Northern Development Canada	-	15,000
Province of New Brunswick	-	15,000
Health Canada	615,986	506,086
Province of Nova Scotia	25,000	-
	<u>\$ 640,986</u>	<u>\$ 564,214</u>

9. Obligations under capital lease

The Congress leases equipment under various capital leases with effective interest rates between 8.15% to 17.37%. Future minimum lease payments reconciled to the balance sheets are as follows:

	2014	2013
2014	\$ -	\$ 39,122
2015	29,038	29,038
2016	4,738	4,738
	<u>33,776</u>	<u>72,898</u>
Less: amount representing interest	1,883	7,852
	<u>31,893</u>	<u>65,046</u>
Less: current portion	27,250	33,153
	<u>\$ 4,643</u>	<u>\$ 31,893</u>



Notes on Financial Statement, Con't

9. Obligations under capital lease (continued)

All capital leases are secured by specific pieces of equipment with carrying values in excess of the obligations.

10. Long term debt	2014	2013
Non-interest bearing payable to Health Canada for repayable funding, payments are quarterly instalments of \$27,552.	\$ 110,207	\$ 89,930
Peace Hills Trust base rate prime plus 2.0% mortgage, amortized over 20 years, payable in equal monthly instalments of \$6,645 including principal and interest.	912,320	943,475
10.75% term loan with Ulnooweg Development Group Inc., amortized over 7 years, maturing April 1, 2015, payable in equal in equal monthly instalments of \$3,951 including principal and interest.	84,064	120,693
10.75% term loan with Ulnooweg Development Group Inc., amortized over 7 years, maturing June 1, 2016, payable in equal in equal monthly instalments of \$2,558 including principal and interest.	65,610	88,175
	<u>1,172,201</u>	<u>1,242,273</u>
Less: current portion	208,999	180,415
	<u>\$ 963,202</u>	<u>\$ 1,061,858</u>

Principal repayments in each of the next five years are due as follows:

2015	\$ 208,999
2016	\$ 105,638
2017	\$ 48,630
2018	\$ 38,192
2019	\$ 40,223

14. Financial instruments – risk management

The Congress is exposed to various risks through its financial instruments. The following analysis provides a measure of the Congress's risk exposure and concentrations as at March 31, 2014.

a) Credit risk

Credit risk is the risk of financial loss to the Congress if a debtor fails to make payments when due. The Congress is exposed to this risk relating to its receivables. Receivables are ultimately due from government and various funders. Credit risk is mitigated by ensuring government grants are entered into by way of contribution agreements. Management also continuously reviews aging and collection of receivable balances to ensure collection is timely. The Congress recognizes a specific allowance for doubtful accounts when management considers the expected amounts to be recovered is lower than the actual receivable. There has been no significant change in exposure from prior year.

b) Liquidity risk

Liquidity risk is the risk that the Congress will encounter difficulty in meeting the obligations associated with its financial liabilities. The Congress is exposed to this risk mainly in respect of its accounts payable and long term debt. The Congress has adequate resources to meet its obligations and therefore risk is considered to be low. There has been no significant change in exposure from prior year.

c) Market risk

Market risk is the risk that the fair value or expected future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Congress is mainly exposed to interest rate risk. Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Congress is exposed to interest rate risk on the long term debt. In the opinion of management, the interest rate risk to the Congress is low and not material. There has been no significant change in exposure from prior year.

15. Comparative figures

Certain of the comparative figures for 2013 have been adjusted to conform to changes in the current year presentation.

10. Long term debt (continued)

As security on the Peace Hills Trust operating line of credit and loan and Ulnooweg Development Group Inc. loans, the Congress has provided the following:

- First, second and third mortgage of leasehold interest on a building;
- General security agreement over all current and future floating assets of the Congress;
- An assignment of leases and rentals and an assignment of current and future receivables and revenues from the landlord of the land lease on which the building resides;
- An assignment of monies due from specific funding agencies on contractual funding arrangements; and
- An assignment of permanent fire and all risks and perils insurance.

11. Commitment

The Congress has entered into an agreement to lease the land where its building is situated for \$7,961 per year, expiring in August 2034.

12. Contingent liabilities

The Congress 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.

13. Employee benefits

- (a) 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 \$103,407 (2013 - \$103,891).

- (b) The Congress remits employee benefits on behalf of employees and as of March 31, 2014, all remittances for employee benefits are up to date.



Student Researcher Loni Vicaire.



Elder Doug Knockwood.



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- Buffy Peach
Reception/Administrative Assistant
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Current Executive Committee Members

Chief Deborah Robinson, Acadia First Nation - Co-Chair
 Chief Wilbert Marshall, Potlotek First Nation - Vice Chair
 Chief Bob Gloade, Millbrook First Nation – Secretary & Treasurer
 Chief Mi'sel Joe, Miawpukek First Nation
 Chief Terry Paul, Membertou First Nation
 Chief George Ginnish, Eel Ground First Nation
 Chief Brian Francis, Abegweit First Nation

Non-Voting – Ex-Officio Members

AFN Regional Chief Roger Augustine, NB/PEI
 AFN Regional Chief Morely Googoo, NS/NFLD
 Grand Chief Ben Sylliboy, Mi'kmaq Nation, NS
 Elder Doreen Jenkins, Abegweit First Nation

Organizational Profile

Atlantic Policy Congress of First Nations Secretariat was incorporated in 1995 as a non-profit corporation and is mandated to research, analyze and develop culturally relevant alternatives to federal policies that impact on Mi'kmaq, Maliseet, Innu and Passamaquoddy First Nation communities and peoples.

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