



Painting by Marilyn Bruce

Qalipu Mi'Kmaq First Nation

Annual Report

2012-2013



MESSAGE FROM THE CHIEF

Dear Members:

On behalf of the Qalipu Mi'kmaq First Nation Council, Executive and Staff, I am pleased to say that the Qalipu Mi'kmaq First Nation Band has made substantial progress since the band was established in September 2011 and particularly so during the April 2012 to March 2013 period.

As a new *Indian Act* Band, we wanted to establish a mission with certain values that would be used to set the future direction of Qalipu and maintain its integrity. Qalipu's Mission Statement is: **"The Qalipu Mi'kmaq First Nation exists to achieve the advancement of our people. We accomplish this through being spiritual, accountable, professional and progressive"**. In an endeavour to carry out this mission, Qalipu has a Strategic Plan which guides the operations of the band.

Qalipu managers and staff alike have done a great job implementing the Strategic Plan during the fiscal year 2012-2013. The CEO of Qalipu deserves an enormous amount of credit for working so diligently on all aspects of Qalipu to insure that the mission statement and values are maintained.

To supplement Qalipu's mission statement and values, Executive and Council have shared their ideas in respect to developing an Economic Development Strategy. The goal of the Economic Development Strategy is to arrive at a vision and course of action for the future economic investment. This strategy will build the infrastructure necessary to support economic development and growth, encourage entrepreneurship and engage in direct business ownership. Since Qalipu is a not-for-profit entity, council created an independent development corporation, namely the Qalipu Development Corporation. The Corporation will be a holding company for all the business operations of Qalipu, which will utilize the economic development strategy in the best interest of Qalipu membership.

To date, I am very pleased with the progress and accomplishments of Qalipu Mi'kmaq First Nation Band and I will continue to work with the CEO, Council, Executive and Staff to do whatever is necessary in carrying out Qalipu's mission statement and values in order to reach Qalipu's goals and objectives.



REPORT BY THE CHIEF EXECUTIVE OFFICER

Kwe' members of the Qalipu Mi'kmaq First Nation:

It has been a very productive year for your organization. As you read through this Report you will be pleasantly surprised by how many members have been assisted through the programs and services that are delivered by this organization. This Report will highlight activities that have occurred from April 1, 2012 to March 31, 2013. Each year the organization will provide its members with an Annual Report of activities and an Audited Financial Statement for the previous fiscal year.

Folks, these activities do not occur without hard work, dedication, professionalism and creativity by someone. It is my most honest words to tell each of you that it is the staff at Qalipu who is so deserving of this credit. The funding agency could give the organization double the funds and we would not be able to accomplish more if we did not have the staff Qalipu is so fortunate to have as your administrators.

It is our mission to advance the lives of our people and we sincerely try to listen to the common voice among you and implement changes in any programs and services in order to better serve as many people as possible without losing sight of providing benefit. We relish the challenge of taking on new opportunities that will help contribute to the personal, cultural, social, and economic wellbeing of our members.

In closing, I would like to say Thank You to Chief and Council for working in harmony with the staff to advance our strategic goals.

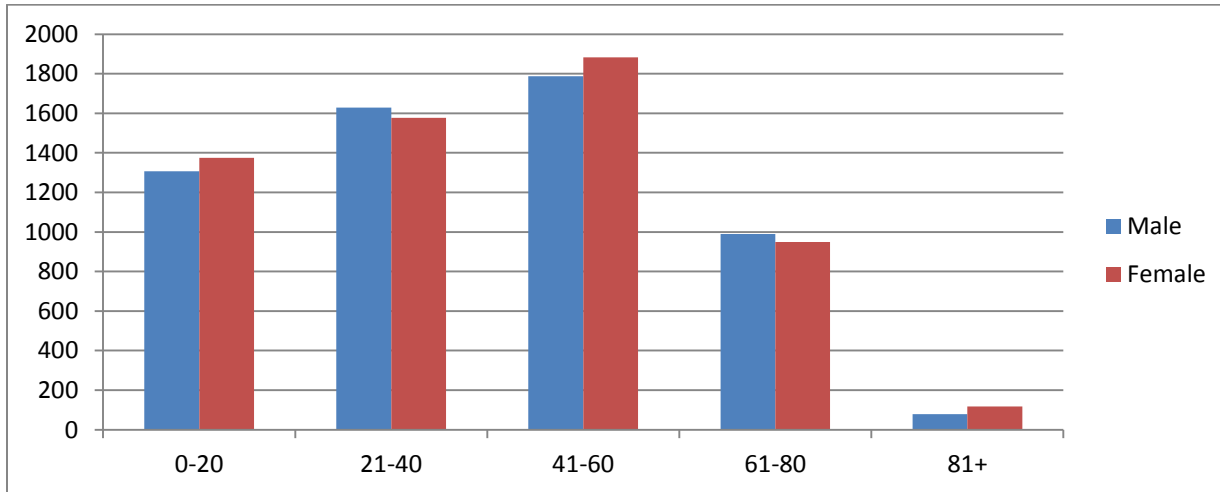
TABLE OF CONTENTS

MESSAGE FROM THE CHIEF	i
REPORT BY THE CHIEF EXECUTIVE OFFICER.....	ii
TABLE OF CONTENTS.....	iii
MEMBERSHIP	1
ENROLMENT PROCESS	2
GOVERNANCE	3
AGREEMENT FOR THE RECOGNITION OF THE QALIPU MI'KMAQ FIRST NATION.....	3
INDIAN ACT	3
BY-LAWS.....	4
ROLES AND RESPONSIBILITIES.....	4
ELECTION FOR CHIEF AND COUNCIL.....	5
OPERATIONS	6
Finance and Administration.....	6
FINANCE	6
HUMAN RESOURCES	8
COMMUNICATIONS	9
Enterprise Qalipu	10
Work Force Qalipu	10
EDUCATION, TRAINING AND EMPLOYMENT	11
COMMUNITY ECONOMIC DEVELOPMENT	13
Culture and Heritage.....	17
Health and Social.....	18
Aquatic Conservation.....	19
THE GINU MEMBERSHIP DATABASE	22

MEMBERSHIP

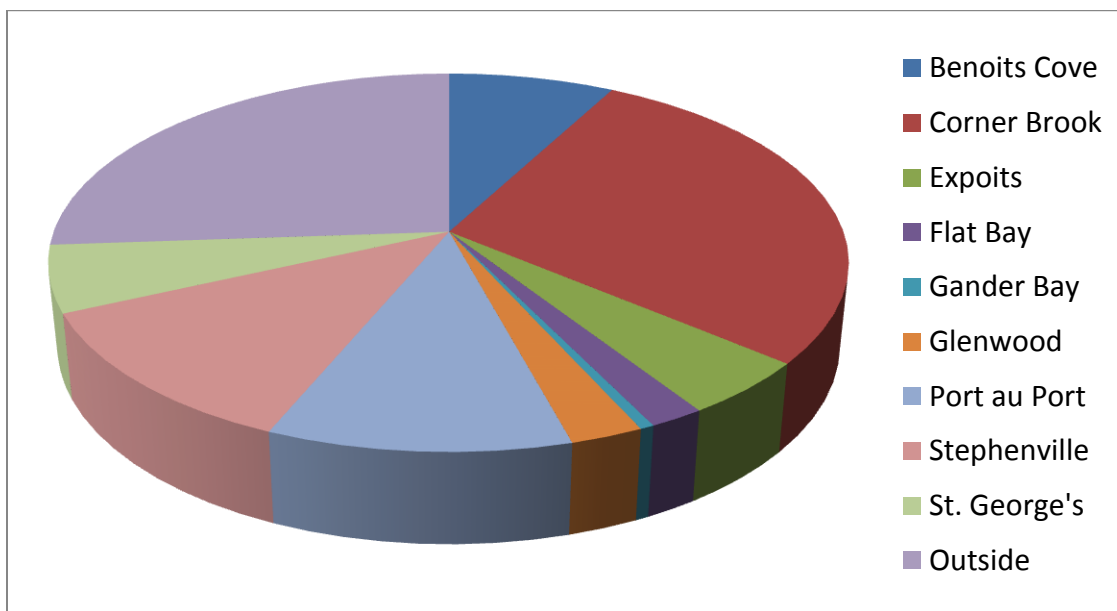
Qalipu Mi'kmaq First Nation Band was formed on September 22nd, 2011. As of March 31st, 2013, there were 23,898 members. The total percentage of females (50.6%) and males (49.4%) are equally balanced. The bar chart below illustrates the number of members living in Newfoundland and Labrador in each age range.

AGE BY GENDER



The majority of the members live in Newfoundland and Labrador (66.2%), while 32.7% live in other areas of Canada, and 1% live outside Canada. The pie chart below breaks down the number of members living in Newfoundland and Labrador based on their Electoral Ward.

NEWFOUNDLAND AND LABRADOR MEMBERSHIP BY ELECTORAL WARD



ENROLMENT PROCESS

The Enrolment Process for Founding Membership in the Qalipu Mi'kmaq First Nation Band (sometimes referred to as QMFNB) is governed by the June 23, 2008 Agreement for the Recognition of the Qalipu Mi'kmaq Band (Original Agreement) made between The Federation of Newfoundland Indians (FNI) and the Government of Canada (Canada). Under the Original Agreement, the Enrolment Process was scheduled to end on December 30, 2012.

Due to the number of applications received in the late spring and early summer of 2012, the FNI became concerned that the Enrolment Committee would not have sufficient time to consider all applications before the Enrolment Process was due to end. The FNI therefore wrote Canada on August 16, 2012 to propose an amendment to the Original Agreement to extend the time given to the Enrolment Committee to review the remaining applications. The FNI's request resulted in negotiations with Canada on an extension. These negotiations resulted in the signing of a Supplemental Agreement between the FNI and Canada on June 30, 2013.

Under the Supplemental Agreement, all valid applications which had not been considered by the Enrolment Committee prior to December 30, 2012 will be assessed to ensure compliance with the eligibility criteria for Founding Membership set out in Section 4.1 of the Original Agreement. Applications not previously rejected by the Enrolment Committee, or following an appeal to the Appeal Master, will be reassessed in the manner specified in the Supplemental Agreement to ensure that applicants meet the criteria of self-identification and community acceptance set out in section 4.1(d) of the Original Agreement. All applicants who will have their applications assessed or reassessed will receive a letter informing them that they may submit further documentation to show that they meet the self-identification and community acceptance criteria. Further documentation on the remaining criteria under Section 4.1 of the Original Agreement, including ancestry, will not be accepted. It is anticipated that the letters to applicants will be distributed in November, 2013.

Each applicant will be advised of the Enrolment Committee's decision on his or her application after August 31, 2015. Applicants, the FNI and Canada will each have thirty days from the mailing of the Enrolment Committee's decision to appeal. Appeals will be determined by March 31, 2016. Once the appeals have been determined, a new Founding Members List will be submitted to the FNI and Canada to replace the one previously submitted by the Enrolment Committee.

GOVERNANCE

Governance of the Qalipu Mi'kmaq First Nation is based on the following:

- The Agreement for the Recognition of the Qalipu Mi'kmaq Band (Original Agreement), including the Custom Election Code attached as Annex 'C' to the Original Agreement;
- The *Indian Act*;
- By-laws passed by the Band Council pursuant to authority granted by the *Indian Act*.

AGREEMENT FOR THE RECOGNITION OF THE QALIPU MI'KMAQ FIRST NATION

The Qalipu Mi'kmaq First Nation is an *Indian Act* band established pursuant to the provisions of the Original Agreement. That Agreement was negotiated between the Federation of Newfoundland Indians and the Government of Canada to establish the framework by which the federal Cabinet would establish the Band. A copy of the Agreement can be found on the Qalipu Mi'kmaq First Nation website (Website) at <http://qalipu.ca/qalipus-story/the-agreement/>.

The Qalipu Mi'kmaq First Nation therefore was not formed by members in the same way that a corporation or association would be formed. It was established by a federal Cabinet Order recognizing the specific people named in the Order as the body of Indians that would form the Band membership. Since the Band was formed by a declaration of the federal cabinet and not by its members, there was no constitution or by-laws that had to be approved by members dictating how the Band was to be governed. Instead Section 6.2 of the Original Agreement specified that the Qalipu Mi'kmaq First Nation was to be governed through a Band Council selected in accordance with the Qalipu Mi'kmaq First Nation Band Custom Election Rules.

Through the Custom Election Rules, members eligible to vote determine their representatives on the Band Council. Through a referendum, members can also approve or reject changes to the Custom Election Rules pursuant to Section 34.1 of those Rules. Once elected, the Band Council assumes responsibility for Band governance pursuant to the authority granted to it under the *Indian Act*.

INDIAN ACT

The Qalipu Mi'kmaq First Nation Band Council is a council chosen in accordance with the custom of the Band and therefore falls within the Section (b) definition of 'council of the band' under the *Indian Act*.

Since the Band Council has been recognized by the Government of Canada to have the authority to govern the Band's affairs, it has responsibility for the employment process, program and service delivery, financial management, policy development, and planning and control systems development. This includes the responsibility to manage the Band's assets, appoint auditors and approve financial statements. Subject to limited exceptions addressed in the next section, its powers include the sole authority to pass By-Laws authorized by the *Indian Act*.

The Band Council therefore operates as the authorized First Nation Government, operating as an allowed government under powers and duties prescribed by the *Indian Act*. Its power to act is sometimes compared to that of a municipality; i.e. based on powers given by legislation to a town or city council.

BY-LAWS

A Band Council's authority to pass By-Laws is contained in Sections 81 through 86 of the *Indian Act*. Since the Qalipu Mi'kmaq First Nation is an *Indian Act* band without a reserve, only certain portions of these sections apply. Those that do apply are contained in Annex E of the Original Agreement.

Of those sections that apply to the Qalipu Mi'kmaq First Nation, the *Indian Act* only requires membership approval for By-Laws passed under Section 81(1) of the *Indian Act* relating to the assumption of control over band membership or payments to persons who ceased to be band members. The *Indian Act* also requires membership approval for By-Laws addressing the importation, distribution and the sale of alcohol on reserves but for an obvious reason, this exception does not apply to the Qalipu Mi'kmaq First Nation. Otherwise, sole authority to pass By-Laws authorized by the *Indian Act* rests with the Band Council. The current By-Laws can be found on the Website under the heading "Governance".

ROLES AND RESPONSIBILITIES

Based on the foregoing, the governance roles and responsibilities within the Qalipu Mi'kmaq First Nation are summarized below. A more detailed explanation of the roles of the Chief, Vice-Chiefs and Band Council can be found on the Website at <http://qalipu.ca/chief-and-council-2/>.

Chief

- Present the agenda at all meetings of the Band Council.
- Run the Band's offices and oversee all programs and activities.
- Ensure that the objectives and By-Laws of the Band are carried out.

Executive Committee

- Carry out the affairs of the Band on a day to day basis.

Band Council

- Direct the business of the Qalipu Mi'kmaq First Nation.
- Set direction for the Band.
- Ensure the Band's financial viability.
- Enhance and protect the Band assets.
- Ensure the business of the Band is conducted responsibly.
- Consider the Band's interests and needs in setting priorities.

- Pass By-Laws where authorized by the *Indian Act* to give effect to its decisions.

Members (Members on official voting list)

- Decide by election the Chief and Council of the Band.
- Approve changes to the Custom Election Rules through a referendum.
- Approve By-Laws and Council decisions only when related to the assumption of control over Band membership or payments to persons who cease to be Band members.

ELECTION FOR CHIEF AND COUNCIL

Qalipu Mi'kmaq First Nation was created on September 22, 2011 through an Order-in-Council of the Governor-General-in-Council, as outlined in the Original Agreement between the Government of Canada and The Federation of Newfoundland Indians. As per the requirements of the Original Agreement and the amended Section 6.5.2, the Band Council had to announce the date of the first election for all positions on band council within twelve months and hold the election within eighteen months of the date of the establishment of the Band. Qalipu Mi'kmaq First Nation held its first election on October 23, 2012 for all positions on its Band Council - Chief, Central Vice-Chief, Western Vice-Chief and a Council for each of the nine wards throughout Newfoundland. (Note that a by-election was called for March 27, 2013 for Gander Bay Ward. Mr. Calvin Francis was elected by acclamation.) The members of the Band Council are listed below. Bios for each of the Band Council members can be found on the Website at <http://qalipu.ca/chief-and-council/meet-the-chief-council/>.

Chief-----	Brendan Sheppard
Central Vice Chief-----	Randy Drover
Western Vice Chief-----	Kevin Barnes
Benoit's Cove Ward-----	Bernard White
Corner Brook Ward-----	Brendan Mitchell
Exploits Ward-----	Andy Barker
Flat Bay Ward-----	Ben Bennett
Gander-----	Calvin Francis
Glenwood Ward-----	Frank Skeard
St. Georges Ward-----	Karen White
Stephenville Ward-----	Gerard (Joe) White
Port au Port Ward-----	Laetitia MacDonald

OPERATIONS

In the 2012-2013 fiscal year, the Qalipu Mi'kmaq First Nation Band has focused its attention on developing strategies that will enable the Band to deliver quality programs and services to the growing membership that is anticipated. Strategic direction is critical for the success of the newly formed Band as it allows the Executive Committee and the Band Council to make decisions based on sound reasoning and a common vision for the future. To this end, a comprehensive strategic planning process was undertaken by the Strategic Planning and Governance Committee during this past year. The resulting Strategic Plan can be found on the Website at <http://qalipu.ca/>. The Strategic Plan sets out short, medium and long term objectives to meet the goals of 11 functional areas. These functional areas fall under one of five distinct departments. The five departments include Finance and Administration, Work Force Qalipu, Enterprise Qalipu, Health and Social, and Culture and Heritage. The following sections report on the operations and progress of each department and corresponding functional areas during the 2012-2013 fiscal year. Additional information can be found on the Website under the heading "Departments".

Finance and Administration

The Finance and Administration division is responsible for the overseeing of administration and financial systems, including finance, accounting, computing and communications, human resources, fisheries and resource management, and physical infrastructure.

FINANCE

Consolidated financial statements, including the Auditor's Report, for the year ended March 31, 2013 can be found on the Website at <http://qalipu.ca/departments/finance-and-administration/>. Due to increased reporting requirements implemented to all First Nations Bands receiving funding from Aboriginal Affairs and Northern Development Canada (AANDC), the audit of Qalipu's 2012-13 financial statements was delayed. As a result, our Annual General Assembly was deferred pending completion of the audit. Qalipu staff, as well as its auditors, worked diligently for several months to ensure the financial statements adhere to these new reporting requirements. The Band's financial statements have now been approved by AANDC. With the new process in place, the objective is to have the 2013-14 audit completed by May 2014 with the Annual General Assembly held in June.

The budgets of all programs and services are monitored closely. The Consolidated Review and Expense Statement for all activities during the 2012-2013 fiscal year is set out below. As can be seen, the year-end results include a minor deficit of \$1,233. The 2013-14 budget, approved by Council on April 12, 2013, will allow us to continue the programs and services in support of our members and ensure the sustainability of the Band.

QALIPU MI'KMAQ FIRST NATION
CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES
FOR THE YEAR ENDED MARCH 31, 2013

Revenue

Federal Government	
Aboriginal Affairs and Northern	
Development Canada	\$ 9,882,204
Service Canada	1,175,609
Department of Fisheries and Oceans	275,000
Health Canada	93,068
Province of Newfoundland and Labrador	
Department of Health and Community Services	5,963
Department of Human Resources Labour	
and Employment	11,328
Congress of Aboriginal Peoples	83,500
Administration Fees	56,443
Rent	46,550
Miscellaneous	4,712
	11,634,377

Expenses

Post-secondary education programs	8,546,631
Wages, benefits, honorariums, and per diems	1,317,412
Consulting and research fees	531,141
Rent, insurance, office expenses, and maintenance	321,832
Travel and meetings	135,150
Amortization of tangible capital assets	99,285
Election expenses	97,115
Contribution to Mi'kmaq Commercial Fisheries Inc.	75,000
Employment Assistance Programs	240,851
Professional fees	68,347
Staff skills development	67,959
Reserve for election	30,000
Contribution to Qalipu Development Corporation	23,963
Cultural activities	21,730
Advertising, promotion and communications	30,155
Contribution to MAMKA	16,000
Interest and bank charges	7,947
Miscellaneous	5,092
	11,635,610

Annual surplus (deficit) (\$ 1,233)

MEET THE STAFF**Lynn Kendall – Director of Finance and Administration**

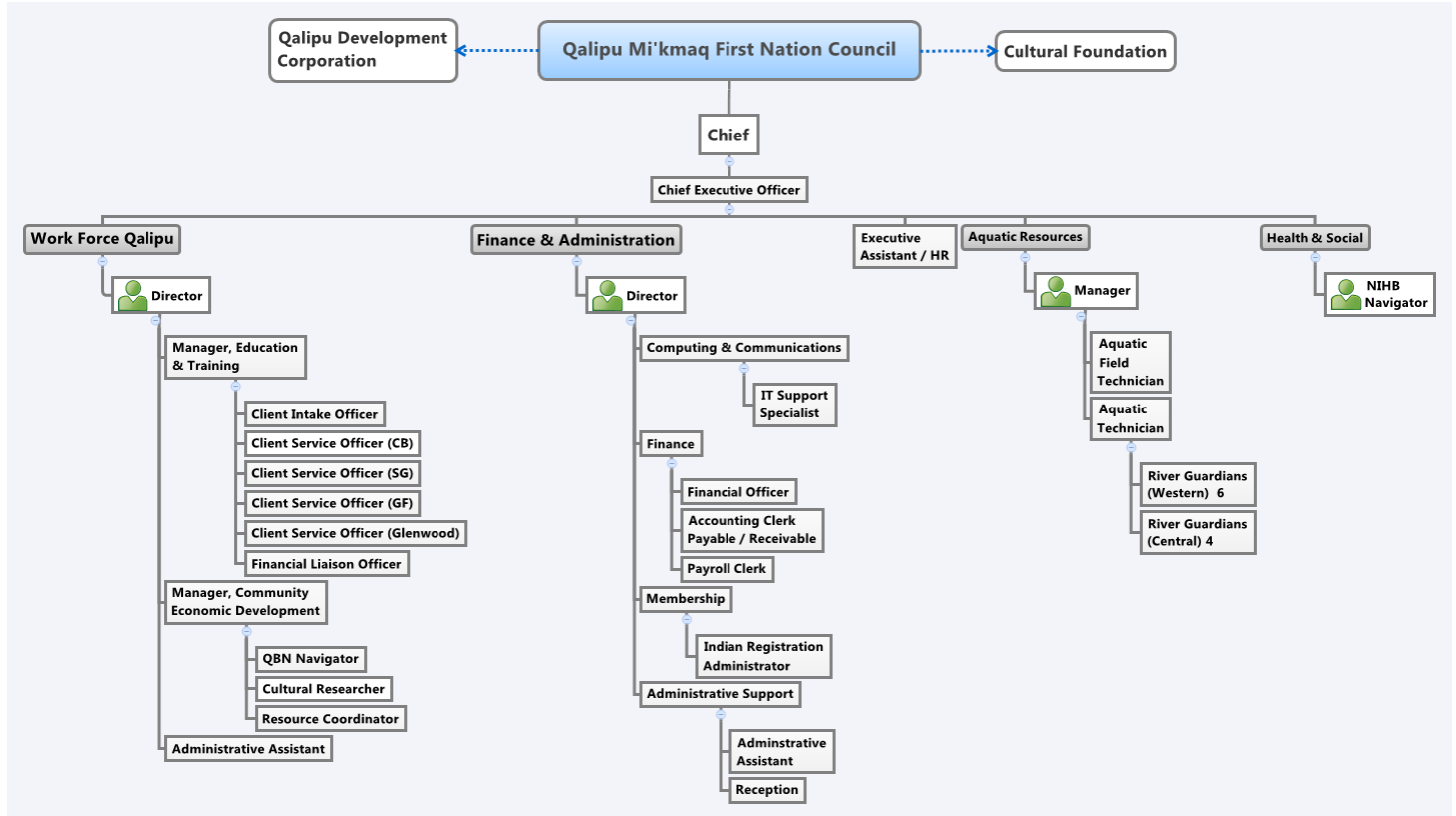
Lynn recently joined the Qalipu Mi'kmaq First Nation Band as the Director of Finance and Administration. She has over 18 years of experience in the accounting and finance field. Her background includes a Bachelor of Commerce degree from MUN, a Master of Business Administration (MBA) from Laurentian University and a Certified General Accountant (CGA) designation. Lynn has worked in a variety of sectors including construction, government, public accounting and education. Lynn is looking forward to this new challenge and contributing to the success of QMFNB.

HUMAN RESOURCES

The organization chart set out below illustrates the reporting structure for each of the main departmental areas of the Qalipu Mi'kmaq First Nation. Work Force Qalipu is separated into two divisions: Education and Community Economic Development. The Education division is responsible for Post-Secondary Education Funding, Training Initiatives and Employment Programs and Services. The Community Economic Development division is responsible for all community support programs and services related to economic development for members. Finance and Administration is separated into four divisions: Computing and Communications, Finance, Membership and Administrative Support. The Aquatic Resource activities are composed of conservation, research, and engagement initiatives (as per MAMKA), and enforcement activities (as per the AFS program). The Health and Social department is focused on guiding members through the various services and supports offered through the Non-Insured Health Benefits Program.

In addition, Qalipu Mi'kmaq First Nation is supported by a Human Resources/Executive Assistance Office and has two incorporated entities that operate at arm's length from the QMFNB. The Qalipu Development Corporation is responsible for economic growth within the Band while the Cultural Foundation is focused on cultural growth and program delivery. There are a total of 36 employees working for the Qalipu Mi'kmaq First Nation. Nineteen employees work in the Corner Brook office; four in the St. George's office, two in the Glenwood office and one in the Grand Falls-Winsor office. Ten people are employed as western and central river guardians.

Qalipu Mi'kmaq First Nation Organization Chart



COMMUNICATIONS

Qalipu Mi'kmaq First Nation faces significant challenges when communicating with members across Newfoundland and Labrador, Canada and around the world. The Band believes that its Website is the most effective, economical and efficient tool to provide information to its members. A draft Communications Strategy was developed during the 2012-2013 fiscal year. The strategy includes continued commitment to provide timely and accurate information on the Website. As well, the strategy sets out other mediums that will enhance communication. For example, Workforce Qalipu has a facebook page. The Band has incorporated a service standard policy for all staff to return messages, respond to emails and correspondence in a timely fashion. Managers meet every six weeks and Council and staff meet every quarter. Keeping everyone informed on the happenings within the different departments will help provide members with better information.

Enterprise Qalipu

Qalipu Development Corporation (QDC) was incorporated on November 29, 2011 by the Qalipu Mi'kmaq First Nations Band. Designed as an arms-length corporation, QDC is tasked with a mandate to pursue economic opportunities that will result in wealth creation for the QDC and, by extension, its single shareholder the Qalipu Mi'kmaq First Nations Band. By the fall of 2012, QDC established a sound board of directors comprised of three Band Councillors (Randy Drover, Brendan Mitchell, and Karen White) and three external professionals (Jason Muise, George Murphy, and Tammy Drew). QDC began to oversee the management of Mi'kmaq Commercial Fisheries and two commercial rental properties (1 and 3 Church Street) while exploring further potential business investments. In its early stage of formation, QDC spent its first official year of operation sorting through various business opportunities and forming its own management practices. By March 2013, it had completed feasibility studies on aquaculture, homecare, insurance, the creation of a health complex and affordable housing. Additionally, it had developed its own branding and identity to formally separate its image from the Band. Projecting into the 2013-2014 fiscal year, it is predicted that QDC will make improvements to both Mi'kmaq Commercial Fisheries and its management properties and create at least one new partnership to form a new joint venture business. The operations of Enterprise Qalipu and Work Force Qalipu discussed below are directed by the Band's Economic Development Strategy dated June 15, 2012 and found on the Website at <http://qalipu.ca/departments/enterprise-qalipu/>.

Work Force Qalipu

MEET THE STAFF



Keith Goulding - Director of Work Force Qalipu

Keith is responsible for the Education, Training and Employment programs and services of the Band as well as Community Economic Development. This role gives Keith the opportunity to support and encourage members to realize their own potential, explore their own career options and move into the labour market as a contributing member of an organization or as an entrepreneur. Keith became involved in the Board of Trade movement in 2008 and is the Past President of the Greater Corner Brook Board of Trade. Keith has worked in the fields of finance and education for the past 13 years. Keith has a degree in Pure Mathematics from Memorial University of Newfoundland. He and his wife have twin 16 year old daughters. In 2010, Keith was recognized as one of Western Newfoundland's top 40 under 40 in a Western Star campaign and was voted one of the Western Coasts Top 10 "Movers and Shakers".

The mission statement for Work Force Qalipu is “to enhance the training level of our people and to secure employment opportunities to ensure our people are self-sufficient”. To achieve its mandate, Work Force Qalipu offers a number of services for members in areas such as education, training, employment, community economic development, and labour force initiatives.

EDUCATION, TRAINING AND EMPLOYMENT

MEET THE STAFF



Monique Carroll – Manager of Education and Training

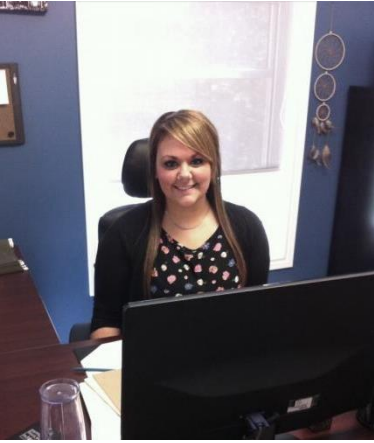
Monique began working with the Federation of Newfoundland Indians as an Administrative Assistant under the Employment and Training program in the St. George's office on July 6, 1996. In 2009, she administered an Off-reserve Housing Program for the FNI. In September 2011, the Qalipu Mi'kmaq First Nation was formed and Monique was hired as a Client Service Officer. In July, 2013, she became the Manager of Education and Training under Workforce Qalipu. After working with the Federation of Newfoundland Indians and Qalipu Mi'kmaq First Nation for the previous 16 years prior, Monique gained a great deal of experience in the Education and Training field and became more versed in the reporting, financial planning and implementation of the programs and services currently

being delivered by Work Force Qalipu.

Post-Secondary Support Program

This past year marks the first full year the Work Force Qalipu has managed the Post-Secondary Student Support Program. This program provides funding for tuition, books and a living allowance for eligible clients. In this past year, 1,120 students have been funded under the Post-Secondary Program in a variety of college diplomas as well as undergraduate and post-graduate studies. While many members were very fortunate to receive support, there have been quite a few that could not be supported as Band funds were fully committed in 2012-2013. During the next fiscal year, the objective is to be able to support more members. Members are encouraged to carefully review the application criteria and deadline dates. This program is administer by a dedicated staff spread out throughout various regions including Band Offices in Corner Brook, St. George's, Grand Falls-Winsor and Glenwood.

SUCCESS STORY



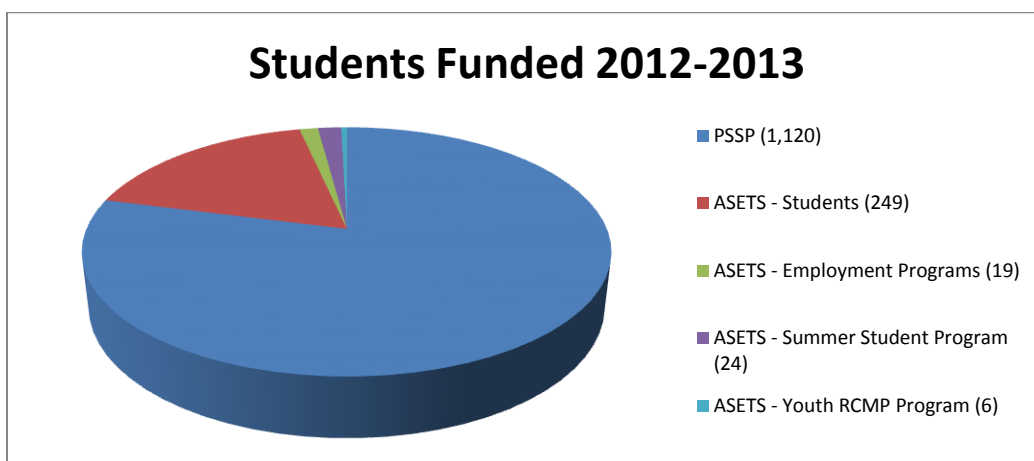
Samantha MacWhirter completed a diploma in Office Administration in June 2012 from the College of the North Atlantic. Samantha secured her work term placement with the Qalipu Mi'kmaq First Nation Band office in Corner Brook. Samantha was so impressive that she was offered a full time job with the organization as an Administrative Assistance. *"Having the privilege to do my 6 week work term placement with the Qalipu Mi'kmaq First Nation Band has taught me a tremendous amount about working in an office setting. I had the opportunity to work in many different departments within the Band, which not only helped me understand the process of how the Band works, but has also allowed me to add to my experience."*

Aboriginal Skills and Employment and Training (ASETS) Program

Through the ASETS program, members are offered a full palette of programs to help connect them to employment opportunities. In the past year, the ASETS program supported 19 clients in employment program such as Self-Employment Assistance Program (5); Graduate Incentive Program (7); and Wage Subsidies (7).

In addition, the program funded 249 students for post-secondary education in programs with strong labour market demand. It is critical that youth get a chance to help themselves through relevant work opportunities. To support this effort, a youth summer work opportunities program was launched. This past year, the program funded work placements for 24 summer students including 6 students in the RCMP Summer Student Program. This program is a partnership with the RCMP in which the youth are able to work with the RCMP in select detachments in Western and Central Newfoundland and Labrador in community outreach and youth engagement. The pie chart below summarizes the number of students funded during 2012-2013 by program.

Students Funded by Program



The above noted programs were greatly enhanced and the experiences obtained by the students magnified because of the partnerships and collaborations that have been maintained. Work Force Qalipu has engaged numerous partners this year which deserve recognition for their dedication and their willingness to support members and the Band's programs. In the past year, partners of Work Force Qalipu included: RCMP, Academy Canada, Stephenville Theatre Festival, KJL Cleaning, Schlumberger, Norris Point Wizard of Paws, Noseworthy & Chapman, Baffin Correctional Centre, Advanced Education and Skills and Kiewitt-Kvaerner Contractors.

COMMUNITY ECONOMIC DEVELOPMENT

MEET THE STAFF



Ralph Eldridge – Manager of Community Economic Development

Since joining the Band's management team in 2012, Ralph has been engaged in numerous initiatives designed to foster economic growth in communities throughout Central and Western Newfoundland and Labrador. He established a Cultural Tourism Policy and a Cultural Foundation Policy. In addition to providing business support to aboriginal entrepreneurs and establishing the Qalipu Business Network, he is working towards the creation of a Business Development Centre in the region. Ralph completed undergraduate degrees at the University of New Brunswick and l'Université de Montréal as well as achieving a graduate diploma in computer programming from the College of the North Atlantic. He began an IT start-up in 1999 and worked as a registered consultant with the Business Development Bank of Canada offering expertise in Internet marketing. In 2008 Ralph co-founded Visible Innovation, a manufacturing company specializing in egress marking systems utilized in high-rise office complexes and offshore installations. Ralph lives in Curling with his wife Donna and their three children. He has had a lifelong passion for carpentry and is currently finishing the restoration of their 1895 historic property.

The Manager of Community Economic Development oversees the implementation of the Economic Development Strategy and responds to calls for support from the Aboriginal business community. The Manager serves as the first point of contact for entrepreneurs looking for support services from the Band. Responsibilities include answering general inquiries on taxation, land grants, incorporation, set-asides, etc., as well as providing information on services within the Band or from other organizations. In the 2012-2013 fiscal year, there have been 147 referrals to outside agencies offering Aboriginal Grants and Loans.

Community Economic Development Program (CEDP) Initiatives

In 2012 the Qalipu Mi'kmaq First Nation undertook a number of community economic development initiatives funded through Aboriginal Affairs. These individual projects have been mostly comprised of scoping studies, business plans and feasibility studies aimed on moving a number of community led initiatives forward.

Tourism

Chignecto Consulting Group was engaged in 2012 to develop a Cultural Tourism Policy and accompanying reference document to serve as a framework for the Tourism Sector Plan. Regional consultations were held in Grand Falls, Corner Brook and Stephenville.

Cultural Foundation

The Band has been working to develop a Mi'kmaq Cultural Foundation. A cultural foundation has been identified as a successful way to generate resources and will be responsible for preserving and promoting the culture, language, and traditions of the Qalipu Mi'kmaq people. Community consultations were conducted, a governance model has been devised including revenue and volunteer development strategies. Directors are currently being identified and incorporation is anticipated in 2013.

Field School

A concept report has been prepared on a potential cultural field school. A field school is a time-limited learning experience where participants learn how to do something on location and in a setting where new learning can be practiced while the learning takes place. The Qalipu Field School will provide hands-on training in cultural documentation techniques which participants will use to document the heritage of the Qalipu Mi'kmaq First Nation in Newfoundland and Labrador.

Business Development Centre

A proposal for the Qalipu Business Development Centre was created in 2012-2013. The Qalipu Mi'kmaq First Nation plans to establish the Qalipu Business Development Centre to support new and existing businesses. It will provide access to training, skills development, and business planning assistance/support through one-on-one counselling, a virtual business network, online resources and community outreach. This Centre will work in collaboration with other provincial and regional aboriginal organizations to provide business support and advisory services to a broad range of Mi'kmaq constituencies.

SUCCESS STORY



Boyd Duffy of St. John's, Newfoundland and Labrador successfully completed a Marine Cooking Program at the College of the North Atlantic, St. John's Campus. Boyd worked as a cook for ten years but could not advance in the field due to "lack of formal training" and could not attain formal training due to the cost of completion. But with the funding he received from Workforce Qalipu under the PSE program, he was able to successfully complete the Marine Cooking program and is currently working for Woodward Group aboard the tanker "Nannie" as a marine cook. The

tanker "Nannie" will be delivering fuel to small communities in coastal Labrador as well as the Arctic. Boyd states *"Thank you for all your help. You have no idea how big a positive impact you have made in my life."*

Business Forum

The Qalipu Mi'kmaq First Nation hosted a one-day Business Forum in Corner Brook that took place on February 28, 2013 at the Pepsi Centre. The event theme was "Supplier Development and Procurement Strategies for Aboriginal Entrepreneurs". The Business Forum allowed the membership to partake in major project development, network with key industry stakeholders, avail of government set-asides, and learn how diversity programs work. Guest speakers and panelists included procurement experts from the Lower Churchill Hydroelectric Generation Project, the Maritime Link Project, the Hebron Topsides Project, and Federal and Provincial Supplier Development Programs.

Community Economic Opportunities Program (CEOP) Initiative

In 2012, the Band was successful in obtaining Federal funding from Aboriginal Affairs' CEOP program to engage in discussions with Emera Newfoundland and Labrador (Emera) pertaining to benefits from the Maritime Link Project. Discussions between the parties began in December and have been amicable and purposeful thus far, with consensus in developing a Partnership Agreement that would centre primarily on employment and business opportunities for the Band and its membership.

As part of the project, Magnetar Inc. has been engaged to modify Ginu, the existing membership database, to provide more flexibility in its reporting. A Business Network module is currently being added to Ginu. (More information on the Ginu database can be found on the Website at <http://qalipu.ca/wf/programs-and-services/labour-force-database-login/>.) The module will enable member-owned businesses to register with the Network and avail of business support services provided by the Band as well as provide an online portal to network with other businesses. A content management system has also been designed to act as a web

interface for the portal. New queries have been developed to generate email lists by regions and wards, to construct demographic profiles, and to allow employers to query multiple fields to more finely pinpoint suitable candidates for employment positions.



Ken Mead, Director of Environmental & Aboriginal Affairs with Emera NL, speaks at Mawio'mi 2013, Qalipu's annual business forum.

In March, seven promotional campaign marketers began work in a 14 week blitz to populate the membership database. Two workers have been hired for the Glenwood and St. George's offices while three work out of the Corner Brook office. The database has a component that is capable of capturing detailed data regarding members' educational and work experience. The workers are tasked with contacting each member and advising them of the importance of having a complete profile and, when necessary, aid in the completion of the profile. The workers are also compiling an Employers Contact List of those members that want to be further contacted by potential employers. A members' skills inventory will be compiled based on the population of this data.

Three consultation sessions were held with the membership of the Qalipu Mi'kmaq First Nation Band on the Maritime Link Project. These sessions were conducted on March 18, 2013 in Corner Brook, March 19, 2013 in St. George's and March 20, 2013 in Burgeo. At the sessions the Band gave an overview of the project, outlined potential employment and business opportunities, summarized considerations in developing the Band's position on the project, and described next steps. Consultation Summary Reports have been shared with Emera and have been formally submitted as a response to the Environmental Assessment Report.

Culture and Heritage

Responsibility for cultural activities lies with the Band's Cultural Committee. The Committee currently organizes activities for the Aboriginal Day celebrations and staff learning activities during each staff meeting. The Band also has representation on the Aboriginal Initiatives Committee in collaboration with Grenfell Campus, Memorial University and the Corner Brook Aboriginal Women Association.

Cultural programming currently falls within the portfolio of the Manager of Community Economic Development. (A review is currently underway to provide a broader analysis of departmental responsibility as it relates to Economic Development and other service-oriented programming.) Several culturally centric projects have commenced or are in advanced planning stages. The position of **Resource Coordinator** has been created to coordinate the Cultural Foundation activities related to revenue generation and volunteer recruitment. Interviews have been completed and the selection committee is finalizing its decision. The Band has made a commitment to support the position for two years, after which point it is envisioned that the position will become self-sustaining.

Funding has been secured through the Aboriginal Cultural Heritage Program to undertake a **Cultural Research Project** during the fiscal year of 2013-2014 to compile a directory of Aboriginal Traditional Knowledge. Conach Consulting is currently preparing a proposal to explore the development and commercialization of the **Mi'kmaq Crafts Industry** sector. The proposal would bring together artisans from both the Miawpukek and Qalipu First Nation to create production and delivery models.



National Aboriginal Day Celebrations 2012 – Corner Brook

Health and Social

The Navigator of Health and Social assists eligible First Nations and Inuit clients to access the Non-Insured Health Benefits (NIHB) Program. The role supports First Nation and Inuit clients and communities in gaining an increased understanding of existing health services, jurisdictions and the NIHB program. The Navigator works to exchange, gather and collate information on health access issues, and identifies ways of improving health services for First Nation and Inuit clients. Discussions with personnel in NIHB are ongoing on issues such as accessing mental health and treatment centres for aboriginal people; obtaining medical transportation to and from treatment centres for addictions; speeding up processes and making it simpler for members to get approved for medical supplies; and providing efficient procedures for members submitting forms for reimbursement.

The Navigator consults with providers on issues regarding direct billing and predeterminations on health benefits for members. As well, the Navigator consults with the staff at NIHB on matters concerning members and voices questions on their behalf. The Navigator sits on a number of committees, including the Adult Protection Steering Committee; the Central Health Youth Treatment Centre; Aboriginal Health Initiative; Health Services Integration Fund; Aboriginal Health Policy Framework; and the NL Aboriginal Data Identifier.

MEET THE STAFF



Howard Thistle – NIHB Navigator

Howard was born in Gander and raised in Glenwood by his mom Janet Thistle. He is the youngest of five siblings. Growing up in his family the Mi'kmaq way of life has always been a strong connection and influence in his endeavors. Upon graduation from high school he went on to pursue a career in the Dental Field. In 2003, he decided to join the Canadian Arm Forces and went off to Saint Jean Quebec for Basic Training. Upon completion of basic training, he was posted at the Dental Unit in

Kingston Ontario. As a past time he spends a lot of his time with his two horses and dog. Being close to his animals is what keeps him grounded because he believes it's a gift from the Creator of mother earth. Howard is looking forward to developing the Qalipu Mi'kmaq First Nation Health Department to ensure elders and members are receiving the best Health care possible.

Aquatic Conservation

The Aboriginal Fisheries Guardians program (AFS) is conducted in accordance with terms and conditions set out in the Aboriginal Fisheries Strategy Agreement. The Agreement is between the Government of Canada (Fisheries and Oceans) and the Federation of Newfoundland Indians (now the Qalipu Mi'kmaq First Nation Band) since 1992. The Agreement is written to provide for orderly management of that resource based on cooperation and commitment to a relationship built on mutual respect and understanding.

MEET THE STAFF



Roger Gallant - Aquatic Resource Manager

Roger has been with the Mi'kmaq Alsumk Mowimsikik Koqey Association (MAMKA) since 2006. He has a M.Sc. in Environment and Management from Royal Roads University in British Columbia and a B.Sc. in Environmental Science and Biology from Memorial University of Newfoundland. During the past several years Roger has conducted various research studies and traditional knowledge initiatives. He has been active in the conservation and recovery of species at risk in insular Newfoundland. Recent activities have focused on the monitoring of piping plover (*Charadrius melodus melodus*) and several other avian species at risk in western Newfoundland and Labrador; determining banded killifish (*Fundulus diaphanus*)

dispersal and habitat requirements in Newfoundland and Labrador; monitoring American eel (*Anguilla rostrata*) migrations; documenting traditional eel harvest practices; and, preserving Mi'kmaq traditional knowledge on culturally important species.

Through regular meeting with three enforcement agencies (AFS, DFO Enforcement, and Contract Guardians), better coordination was achieved; improving joint operations through the exchange of information eliminating loss or lack of communication between staff working in the field. Discussion of concerns identified by each group helped focus efforts on common goals and agreement on division of duties and tasks all geared toward the same objectives. This level of cooperation resulted in several joint operations and patrols. Through the assistance of AFS guardians such patrols were more extensive and covered a much larger geographical area than in previous years.

Success levels of the program can be significantly attributed to the actual presence of guardians along the inland waterways patrolled and their positive interactions with users. Although not directly identified in the mandate, and quite difficult to quantify, the proactive contacts by guardians serve to enhance conservation by way of persuasion and example. Also, the frequent presence of guardians serves as a deterrent against any activity that could harm existing salmon stalks or any habitat utilized by salmonids.

Throughout the 2012 salmon-angling season, the AFS Guardians cooperated with both DFO officers and Shanahan's guardians in several joint operations and patrols. Those ranged from marine patrols via watercraft, ATV patrols of isolated areas, and aiding in the setup of camera systems. A significant proportion of the AFS guardians' time was invested in joint operations with partner agencies.

Throughout the angling season, the AFS guardians invested a total of 4,345.5 hours in patrolling, performing 1,325 license checks of anglers and witnessing 218 salmon being hooked, 162 of which were retained. Several offences of the *Fisheries Act* and one on the *Marine Mammals Act* were observed and acted upon by the AFS guardians.



DFO craft conduct a joint patrol with Qalipu Fishery Guardians on the Northeast Coast.

Mi'kmaq Alsumk Mowimsikik Koqoey Association (MAMKA)

MAMKA is an Aboriginal Aquatic Resource and Oceans Management body that was formed in 2005 between the Federation of Newfoundland Indians (now the Qalipu Mi'kmaq First Nation Band) and Miawpukek First Nation through funding provided by Fisheries and Oceans Canada. MAMKA's mission is to represent the Mi'kmaq people and communities of the Qalipu Mi'kmaq First Nation Band and the Miawpukek First Nation in aquatic resource and oceans management.

MAMKA works towards fulfilling its mission by conducting conservation and research initiatives in regards to marine and aquatic resources; species at risk; and alien and invasive species. During the initiatives, MAMKA tries to engage youth and members in aquatic resource and oceans management. MAMKA also participates in various stakeholder sessions, resource management meetings, and conferences.

For 2012-2013, MAMKA focused on several conservation and research projects as related to the broader categories listed above. During the summer MAMKA documented the presence of eel grass within the Flat Bay area by using underwater video/GPS equipment. The eel grass documentation project was performed over a six week period by conducting 16 transect surveys. Atlantic wolffish by-catch was documented by monitoring two commercial American lobster harvesters in North Arm of the Bay of Islands. The wolffish project documented and tagged nine Atlantic wolffish over ten sampling days from 1,760 lobster pots.

MAMKA also monitored commercial American eel fyke nets in Muddy Hole, St. George's Bay to document eel migrations from headwaters to ocean. During this project, 1,203 eel samples were documented from the west coast where the average body length was 340mm and average weight was 154g. By-catch documented during

the project included tomcod, sculpin, mummichog, flounder, smelt, and green crab. MAMKA also documented green crab by conducting 60 beach transect surveys within St. George's Bay and Gander Bay. The purpose of the beach transects was to document the presence of green crab within the study areas so that future studies could be developed.

In the fall of 2012, MAMKA conducted Atlantic salmon redd surveys to monitor salmon spawning. A total of 25km of stream was surveyed over 13 stream systems in a span of seven days. All surveys were tracked using GPS to record what sections and the lengths of systems surveyed. The data collected from this study was combined with past redd survey data. In several years when additional redd surveys are added to the database, MAMKA will be able to monitor trends in Atlantic salmon spawning and will be able to advise and work with resource managers to address any issues. MAMKA also continued to document freshwater habitats by conducting habitat surveys within areas that are key to Atlantic salmon conservation. To date 64.5 kilometers of stream habitat has been surveyed with approximately 1,500 point surveys.



Atlantic salmon documented during a habitat survey.

MAMKA will continue to work on conservation and research initiatives so that the communities of the Qalipu Mi'kmaq First Nation Band and Miawpukek First Nation can be represented in aquatic resource and oceans management.



Qalipu Fishery Guardians with a net confiscated during a patrol on the west coast.



Work Force
Qalipu

MAWIO'MI 2014

CENTRAL NEWFOUNDLAND

Each year the Qalipu Mi'kmaq First Nation hosts a business forum for its members to network, create partnerships and partake in discussions centering on business development. In 2013 the event was held in Western Newfoundland with the theme of *Supplier Development and Procurement Strategies for Aboriginal Businesses*.

The planning for Mawio'mi 2014 is currently underway, with the event planned for February in Central Newfoundland.

THE GINU MEMBERSHIP DATABASE

The Qalipu First Nation has developed a membership database that stores information on each Qalipu member. Member profiles are used to develop and maintain the QMFN Membership List and generate the official Voters' List for QMFN.

Q: Why Should I update my profile?

It is important that you keep your information current to vote in Band elections as well as provide important demographic information about our population for the delivery of programming and services. Use the **Ginu member login** button on the Qalipu website to access your profile.

Q: Can Ginu help me find employment?

A: When you log into Ginu you will notice there are tabs to provide detailed information regarding your education, training and work experiences. We are able to use this data to match employers looking for workers with particular skills.

Q: Is my personal information secure?

A: Please be assured of privacy and confidentiality. Your information will not be shared and is secured using a VeriSign SSL encrypted certificate.

Please remember to include your current email address when updating your Ginu member profile.

The Qalipu Business Network

The Qalipu Business Network (QBN) is an online portal that supports business development among its members. It provides business owners with opportunities to network with each other, market their business to other Qalipu entrepreneurs, develop strategic alliances and partnerships, encourage joint ventures, provide business opportunity awareness, share market research, and build relationships among Qalipu members. Visit qbn.qalipu.ca.

