

Qalipu Mi'Kmaq First Nation
Annual Report
2013-2014



Photo by Drew Kennedy



MESSAGE FROM THE CHIEF

Brendan Sheppard

Dear Members

On behalf of Council, executive and staff, I extend sincere greetings to each of you. Another year has gone by and again I am very pleased with the advancement of initiatives undertaken by the Qalipu Mi'kmaq First Nation Band.

During the past year Qalipu Council has spent a great deal of time focusing on governance to ensure that the needs of the members are given the utmost consideration. The three year strategic plan guides the operations of the Band and it is also used to evaluate how well all employees are working toward achieving the goals and objectives set within the timeframe of the plan. There are many initiatives on-going within Qalipu which will be reported on by our respective directors and managers. In order to advance our members at Qalipu we believe it is essential to focus on establishing partnerships with businesses, corporations, other aboriginal groups and different levels of government. Such partnerships will provide the support required to build a strong foundation and prepare us for future endeavours.

Since the last reporting AGA, it was observed that Qalipu was receiving a huge number of requests for assistance from members, therefore, it was decided that a new department was necessary to handle the volume of requests, hence; Council supported the creation of a department entitled Service Qalipu and a Strategic Partnership Office.

I understand from the lens of a member one may think that Qalipu is moving slowly to advance the opportunities of its members; however, you must keep in mind that we are an Indian Act Band, there are many complicated issues that arise which require a great deal of debate, consideration and even legal advice before some final decisions and action can be fully implemented. But I can assure you that reasonable efforts are being made with Qalipu members as the priority.

I commend the CEO, directors, managers and staff for their great work in implementing the different programs, their hard work and dedication is greatly appreciated. I will continue to work with the CEO, Council, executive and staff, to do whatever is required to establish the highest degree of credibility and advancement of the Qalipu Mi'kmaq First Nation Band for the benefit of the members.

Chief Brendan Sheppard

Chief Executive Officer

Annie M. Randell



It is my pleasure to address each of you again this year.

In 2011-2012 the transitional Council of the Qalipu Mi'kmaq First Nation Band crafted a three-year strategic plan to guide the organization. 2012-2013 was a year of implementation. The staff of Qalipu was very busy implementing programs, services and Council was equally busy creating policy and governance procedures. During the past year, while implementation continues, I have been checking the progress of implementation against the Strategic Plan. This year is mid-point for the plan and, for that reason, it was time to assess the organization's performance. I am pleased to say that Qalipu is on track with the plan's expected completion date of 2015.

Delivering programs and services, creating economic development, sponsoring post-secondary education, providing health benefits, promoting Qalipu's culture and maintaining accountability to our members all includes forming partnerships and collaboration of many stakeholders. A special Thank You is extended to the visionary stakeholders who recognized the value of investing in Qalipu to enhance the new Mi'kmaq community of Qalipu. The staff of Qalipu is what brands Qalipu as a vibrant and energized organization. Without any hesitation, it is my pleasure to extend an open and positive culture to all staff of Qalipu. We have committed and delivered to our staff regular opportunities to come together and have a voice. We hold joint staff meetings that include staff from all four of our locations, promote integration across departments, engage employees through surveys, hold an annual appreciation day, and in return our staff are eager to work very hard for you, our members.

Each day we work toward our mission; the advancement of our people. We accomplish this through being spiritual, accountable, professional and progressive. Throughout this report I am delighted to share many examples of the organization's accomplishments throughout this past year of operations.

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

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ENROLMENT PROCESS

The Federation of Newfoundland Indians (FNI), whose members are comprised of the Council of the Qalipu Mi'kmaq First Nation, and Canada have been working towards a process that is acceptable to both parties which will see all applications that were received to the enrolment process for membership into the Qalipu Mi'kmaq First Nation Band reviewed and determined.

In June 2013, all files associated with the enrolment process were moved from Corner Brook, NL to Aboriginal Affairs and Northern Development Canada's processing unit in Winnipeg, MB. Approximately forty staff persons are dedicated to working on this process.

On July 4, 2013, Canada and the FNI announced a Supplemental Agreement that clarified the process for enrolment in the Qalipu Mi'kmaq First Nation and resolves issues that emerged in the implementation of the 2008 Agreement for the Recognition of the Qalipu Mi'kmaq Band. The information update was intended to provide general guidelines on what information applicants could start to gather to support their application for enrolment in the Qalipu Mi'kmaq First Nation.

In November 2013, all applicants, except those previously rejected, were sent one of two letters:

- 1) Where an application is invalid, the letter advised the applicant that their application was denied.
- 2) Where an application is valid, the letter advised the applicant that they had the opportunity to provide additional documentation relating to self-identification and/or group acceptance in support of their application, pursuant to the June 2013 Supplemental Agreement.

The date for submitting additional documentation was February 10, 2014. Approximately 15,000 packages were received by this deadline at the Winnipeg processing unit. The Enrolment Committee is working full time reviewing applications and is expected to be reviewing applications until August 31, 2015. Applicants will be notified of the decision relating to their application after the review process is completed.

Further details to this process are available on www.qalipu.ca.

OPERATIONS

COUNCIL

The foundation of Qalipu Mi'kmaq First Nation Band is its Council. The Council is ultimately responsible for the health and sustainability of the Band. A well-functioning Council is the first step toward success for the Band. Therefore, Council has been busy during 2013-2014 learning about key governance processes, policies, and practices to have in place in order to support Council's effectiveness. Some of the activities that Council has been involved in over the past year are as follows:

Finance

In April 2013, Council accepted a balanced budget and a detailed operating plan for the fiscal year of 2013-2014.

Lobbying the Provincial Government

Council has been lobbying the Provincial Government of Newfoundland to include Qalipu into the Nalcor process as an aboriginal organization that must be consulted, however, to date that process is stagnant. This is unlike the Emera negotiations that Council has been conducting. Qalipu Mi'kmaq First Nation Band is now in the final stages of developing a Socio-Economic Agreement with Emera Newfoundland and Labrador (ENL) related to the Maritime Link Project. This agreement will formally establish and maintain a long-term working relationship, based on mutual respect and trust that can support this major electrical transmission project on the west coast of the island of Newfoundland. As part of the framework, ENL will work to support Qalipu environmental monitoring and traditional use studies in areas affected by the project. In addition, the agreement will include capacity funding, as well as ways to enhance employment and business opportunities for Qalipu members and businesses in relation to the Maritime Link Project.

Trademarking the Band's Name and Logo

Qalipu has successfully trademarked "Qalipu" and has also applied to have the Qalipu Logo trademarked.

The Band's First Annual General Meeting

The first Annual General Meeting of the Band was held October 2013 in Gander.

Qalipu Cultural Foundation

Qalipu has created the Cultural Foundation as a separate corporation. Further details of the Foundation to follow under Service Qalipu.

Providing Support to Members on the Enrolment Process

Council members provided support where possible to members trying to understand the enrolment process.

Keeping Members Informed

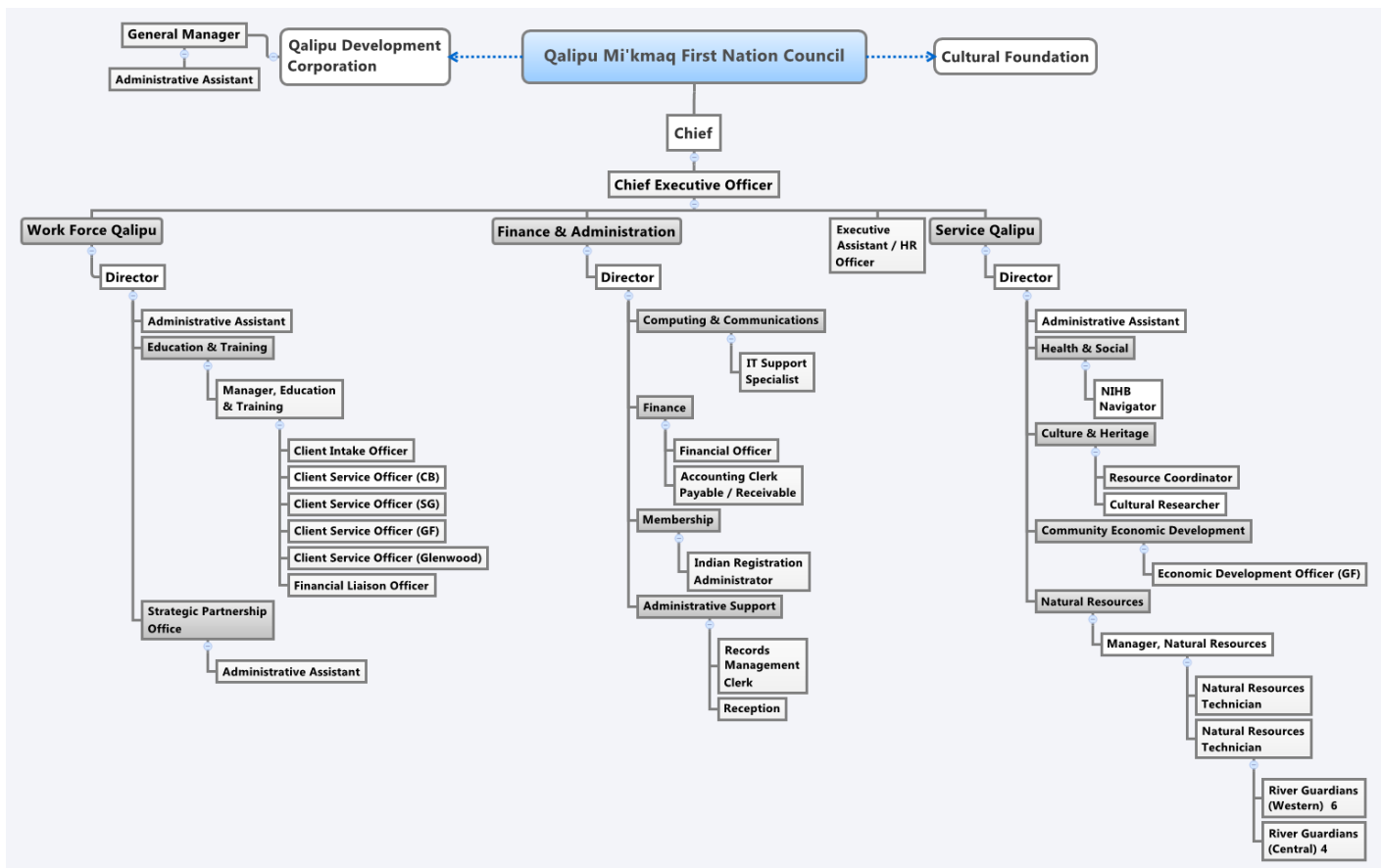
A synopsis of Council minutes are located on Qalipu's website for those individuals who are interested in further details of Council activity during fiscal year of 2013-2014.

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. The chart continues to change as the Band evolves. During this year the demand for community support provided the necessity to create a department called "Service Qalipu". This department is explained further in the report.

Employment positions with Qalipu Mi'kmaq First Nations and MAMKA are advertised on www.qalipu.ca

Qalipu Mi'kmaq First Nation Organization Chart



Finance and Administration

Lynn Kendall, Director



The Finance and Administration Department is responsible for the administration and financial systems, including finance, accounting, computing and communications, membership and records management.

FINANCE

It has been a busy year for the Finance Department. In addition to recording and reporting on the financial operations of the Band, there have been a number of improvements to business processes. Operational efficiencies were created with the implementation of an Electronic Funds Transfer (EFT) system for payments. As well, an enhanced budget management system was implemented that will enable QMFNB to achieve its strategic goal to provide financial accountability to funders, Band members and interested stakeholders.

The Finance Department had a successful year in meeting its financial reporting requirements. The financial statements included herein represent the consolidated operations of the Band and its wholly-owned commercial enterprise, Qalipu Development Corporation (QDC). In 2013-14, the Band earned revenues of \$10.3 million and had total expenditures of \$10.2 million, resulting in a surplus of \$94,459. This surplus includes a \$1,613 loss attributed to QDC. The Band's auditors completed their final report on May 27 and reported that the financial statements are fairly presented.

Consolidated financial statements, including the Auditor's Report, for the year ended March 31, 2014 can be found on the Website at <http://qalipu.ca/departments/finance-and-administration/>.

COMMUNICATIONS

We have been working with an outside consultant on building our Communications Plan. This strategy contains recommendations for communications programs with key audiences, shaping and defining key messages to groups of people that are important to Qalipu; the members, the elected executive and employees,

government partners including other aboriginal governments, the general public, media, interested investors and developers and other stakeholders. It is structured to provide purpose-built communications programs for key operations, programs and services including Work Force Qalipu, Service Qalipu, and Finance and Administration. Communications programs are also outlined for Election Readiness.

Qalipu's communications strategy will continue with the development of a detailed Action Plan. Information was collected from managers and coordinators of programs and services and consolidated into a plan that will schedule delivery, allocate resources and identify responsibilities.

We have been transitioning communications planning from an outside consultant, to a role within Finance and Administration.

We encourage a dialogue between the Qalipu Band and its members therefore we encourage you to keep in contact. The Band has incorporated a service standard policy for all staff to return messages, respond to emails and correspondence in a timely fashion. Directors meet once a month with CEO, Director meets at least every six weeks with their team, a complete staff meeting and Council meeting is held every quarter.

MEMBERSHIP

The role of the Indian Registration Administrator (IRA) is to maintain the integrity of information contained within the Indian Register. Although the Qalipu enrolment process is still underway, the IRA is able to maintain current membership information by updating the following information in the Indian Register:

- Add a child under the age of 18 to the Register, provided the child has a parent who is a current member of Qalipu. The parents or legal guardians must submit the original long form birth certificate along with a completed Application for Registration of a Child under the Indian Act.
- Change of name due to marriage. A copy of the marriage certificate must be included.
- Change of name due to divorce. A copy of the certificate of divorce must be included.
- Notification of death. A copy of one of the following documents must be provided: Funeral Director's Statement of Death; Death Certificate; or a Vital Statistics' Death Registration.
- A Status Indian from another Band wishing to transfer their membership to Qalipu. Approval of such a transfer requires the permission of Chief and Council.
- Correction of personal information contained within the Indian Register. If your personal information (such as name, date of birth, etc.) is incorrect in the Register, a member can request the information to be corrected. Documentation to support the correction must be provided.

Members wishing to update or correct their information in the Indian Register are asked to contact Charmaine Bath at (709) 679-2142 or cbath@qalipu.ca.

**CONSOLIDATED STATEMENT OF REVENUE
FOR THE YEAR ENDED MARCH 31, 2014**

	Budget	2014	2013
REVENUE			
Federal Government			
Aboriginal Affairs and Northern Development Canada	\$8,175,873	\$8,156,988	\$9,882,204
Service Canada	1,319,686	1,280,159	1,175,609
Department of Fisheries and Oceans	445,000	445,000	275,000
Health Canada	98,068	98,068	93,068
Province of Newfoundland and Labrador			
Department of Tourism, Culture and Recreation	12,000	12,000	-
Department of Health and Community Services	-	-	5,963
Department of Advanced Education & Skills	23,672	23,672	11,328
Women's Policy Office	15,000	15,000	-
Congress of Aboriginal Peoples	33,000	33,000	83,500
Emera	38,000	38,000	-
Management and administration fees	105,126	60,900	74,843
Rent	105,039	105,019	124,603
Miscellaneous	2,160	2,038	5,828
Government assistance	30,000	29,840	6,721
Contribution from Federation of Newfoundland Indians	-	11,707	-
Contribution from Qalipu Development Corporation	5 900	-	-
	<u>\$ 10,408,524</u>	<u>\$10,311,391</u>	<u>\$11,738,667</u>

**CONSOLIDATED STATEMENT OF EXPENDITURES FOR THE
YEAR ENDED MARCH 31, 2014**

	Budget	2014	2013
EXPENDITURES			
Skills development - University	\$4,084,614	\$4,891,290	\$5,624,089
Skills development - Community College	2,567,894	1,937,452	2,922,542
Wages and benefits	1,459,300	1,364,894	1,263,448
Consulting and research fees	538,803	559,490	531,141
Contribution to Mi'kmaq Commercial Fisheries Inc.	234,000	234,000	75,000
Travel and meetings	207,880	186,958	138,043
Amortization of tangible capital assets	169,285	168,787	117,309
Office and postage	79,944	107,105	98,333
Graduate incentive	62,500	78,774	54,050
Rent	138,949	51,671	102,608
Honorariums and per diems	73,400	73,072	53,964
Summer program	73,999	71,256	71,409
Professional fees	118,233	53,712	73,278
Telephone	50,900	43,498	46,007
Self-employment assistance	60,000	43,333	49,017
Interest on long term debt	43,337	42,956	28,392
Wage subsidy	48,000	42,674	30,571
Maintenance and supplies	45,873	39,582	30,116
RCMP youth program	46,000	35,768	35,804
Advertising and promotion	54,863	39,617	22,199
Reserve for election	-	30,000	30,000
Cultural activities	20,882	23,394	21,730
Staff skills development	55,321	18,256	66,024
Municipal tax	17,295	17,716	10,594
Insurance	43,093	17,328	34,548
Utilities	19,750	17,238	12,607
Career Threads Program	21,704	9,102	-
Interest and bank charges	7,216	7,894	10,270
Contribution to New Horizons Program	-	5,000	-
Income taxes	-	(112)	4,696
Capacity building	2,000	2,684	1,935
Miscellaneous	3,364	1,657	5,092
Licences and fees	603	753	-
Communications	3,500	133	10,304
Equipment purchases	35,745	-	-
Election expenses	2,400	-	97,115
Contribution to Qalipu Development Corporation	-	-	23,963
Contribution to MAMKA	-	-	16,000
Band support	-	-	430
Administration fees	93,916	-	-
	\$10,484,563	\$10,216,932	\$11,712,628



Work Force
Qalipu

Keith Goulding, Director

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, and partnerships.

Post-Secondary Student Support Program (PSSSP)

This past year marks the first full year that 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 we have funded 777 students under the Post-Secondary Program in a variety of college diplomas as well as undergraduate and post-graduate studies. While we have been very fortunate to be able to support as many members as we have, there have been quite a few we have not been able to support as our funds were fully committed in 2013-2014. As we move forward, we look forward to being able to support more Qalipu members. We would encourage people to carefully review our application criteria and to make sure that you apply early to ensure your file is reviewed in a timely manner. Our program is administered by a dedicated staff spread out throughout our various regions including our offices in St. George's, Corner Brook, Grand Falls-Winsor and Glenwood.

Work Force Qalipu works continuously to ensure that its programs and services are as responsive as it can be to the needs of our clients and the labour market in which we live and work. In 2013 – 2014 we struck an ad-Hoc committee to look at the Local Guidelines to ensure that they are clear, detailed enough to be helpful and that our programs can be positioned to work collaboratively with other funding programs that are out there to help our students. The outside stakeholders that were invited to the table included representation from;

- Department of Advanced Education & Skills (AES): Student Aid Division
- Miawpukek First Nation (Conne River)
- Grenfell Campus Memorial University's Aboriginal Liaison Office
- AES: Employment Service Division

Education and Employment

Monique Carroll, Manager

Aboriginal Skills Employment and Training Strategy (ASETS)



Our ASETS program focuses on a number of different initiatives.

Through the ASETS program, we offer a full palette of programs to help connect members to employment opportunities. We offer employment programs, summer student programs, training programs and funding for students attending post-secondary education. In the past year we have supported 27 clients in employment program;

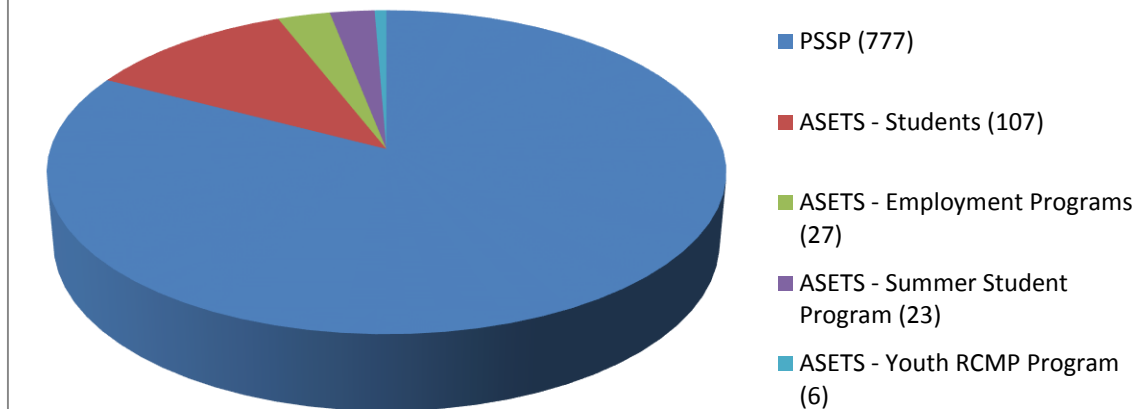
- Self-Employment Assistance Program – 6
- Graduate Incentive Program – 12
- Wage Subsidies – 9

In addition, we funded 107 students for post-secondary education in programs with strong labour market demand. While we are proud to be able to support these students, it is critical that youth get a chance to help themselves through relevant work opportunities. In this effort we are pleased to offer our youth summer work opportunities. This past year, we funded work programs for 23 summer students and an additional 6 students in our RCMP Summer Student Program. This program is a partnership with the RCMP in which our youth are able to work with the RCMP in select detachments in Western and Central in community outreach and youth engagement.

We also launched our Skills Parachute program in January 2014. Some members are unable to find work because they are in need of some short courses; that is where the Skills Parachute helps. Skills Parachute provides funding for members with job prospects, however, are in need of some additional training. These are courses that are usually no longer than 5 days. Although only launched in the last quarter of 2013-2014, we supported 4 clients in the 4th quarter and are looking forward to a busy year in 2014-2015.

In order to allow our members to fully understand the funding programs and services provided by our Band, we have made our policy available on our website. The full “Local Guidelines” is available to our members online at <http://qalipu.ca/wf/>. In addition to help support our members there is also a page dedicated to available bursaries, grants and scholarships available to aboriginal people. These links may be found at <http://qalipu.ca/wf/scholarships-and-bursaries/>.

Students Funded



Strategic Partnership Office

The Qalipu Mi'kmaq First Nation has established a Strategic Partnership Office to capitalize on opportunities from major industrial project development in our province. The function of the office is fourfold;

- Firstly, to foster the development of business partnerships between private industry and the Band to ensure reinvestment back into the community.
- Secondly, to act as liaison between member businesses and project proponents to ensure members derive benefit from procurement and supplier development opportunities.
- Thirdly, to oversee the development of training tools within the Qalipu Business Development Centre to enable new and existing entrepreneurs capacity to benefit from business opportunities on major project.
- And lastly, to ensure the integration of our workforce through education and employment training ensuring that Band members derive representation in the project workforce.

We have engaged numerous partners this year that we would like to thank for their dedication and their willingness to support our members and our programs. In the past year some partners of Work Force Qalipu included: RCMP, Emera NL, Atlantic Engineering, C-Tech Oilwell, Care Givers, Steele Communications, Harmonie Foods, IBEW Local 1620, Advanced Education and Skills and WestRock Community Centre.

This office can only be effective if we can connect our members to these opportunities as well. In in order to help facilitate this, we ask all members to update their education, training and work profiles on Ginu, our Labour Force Database at <http://qalipu.ca/login-options/>. In addition we have procurement and employment links on our Work Force Qalipu website to help connect our members to opportunities. Please follow the link to <http://qalipu.ca/wf/>.

Targeted Training Initiatives



In March, Qalipu partnered with our friends at Emera NL and the IBEW Local 1620 to facilitate a two-week training initiative. The Maritime Link Training Initiative was put off under the leadership of Mary Bungay-Gaultois to provide 16 members with an orientation to the Maritime Link project work site as well as some of the key safety certifications required on this job site. Nine men and seven women participated in this program covering topics such as diversity, respectful workplaces, WHMIS, Fall Arrest, Traffic Control, First Aid, OHS Awareness and Powerline Hazards. This is the first group of such a program and we hope there will be many more in the future.

This brings the total number of clients served this past year to 956. We look forward to the coming year and the opportunity to help our members connect to the endless possible employment opportunities that exist for us.



Ralph Eldridge, Director

It is the Vision of Service Qalipu that the combined and integrated programs and services will contribute to a stronger and more sustainable Qalipu Mi'kmaq Nation based on individual and collective values of economic security, healthy lifestyles, pride in heritage and a stewardship commitment to the natural environment.

In January, the Band officially launched the new department of Service Qalipu with Ralph Eldridge serving as the new Director. As we continue to evolve as an organization it is important for us to model our administrative structure to optimize staffing and ensure continued accountability to our funding agencies and our members. This new department will oversee 4 divisions of the Band's operations:

- **Community Economic Development**
- **Natural Resources**
- **Health and Social**
- **Culture and Heritage**

The creation of Service Qalipu is a natural progression for the Band to expand its delivery of programming and services to members. Our focus is to continue the progress we have made in our economic development and culture portfolios over the previous two years. Building on this success, we plan to put new emphasis on the expansion of programs and services within the Natural Resources and Health divisions.

Community Economic Development

In 2013, Qalipu undertook a mid-year review of its program delivery for community economic development. This review highlighted a growth strategy for the program, as well as distinguished between the mandates for Community Economic Development and the Qalipu Development Corporation. Based on the findings, it was determined that the new Service Qalipu departmental structure be incorporated immediately and a new Community Economic Development Officer be hired to work with member companies. Mr. Donald Quigley was hired in February to fulfil this mandate and is working out of the Grand Falls office. The Framework study

also formalized the establishment of a Strategic Partnership Office to capitalize on partnering opportunities with industry, government, etc. This office has been created as a two year pilot project with Keith Goulding acting as Director. Keith will maintain his role as Director of Work Force Qalipu during this period.

Qalipu Business Network

The Qalipu Economic Development Strategy identified the formation of a Qalipu Business Network (QBN) as one of the priorities under Community Economic Development. The strategy envisioned, “development of a network among business owners, to facilitate knowledge sharing and opportunity identification.” The QBN is intended to provide business owners with an opportunity to network with each other. It is a vehicle of communication between the Band and business owners around potential opportunities, market trends, training, and partnership development.

The Qalipu Business Network database architecture and web interface has been developed and work is currently underway to populate the database with member data. There are currently 110 business owners listed in this directory and it will be used this year to communicate opportunities from the Maritime Link Project. EmeraNL will also incorporate the database directly on their procurement website.

Mawio'mi 2014

Each year, the Band hosts a business forum to discuss supplier and procurement opportunities related to commercial activities within the province. The responsibility to host this event has been taken over by the newly formed Service Qalipu department. Mawio'mi 2014 was expanded this year into a two-day event with the first day focused on funding opportunities for business growth, while day two was centred on presentations from major project proponents such as Nalcor, Emera, and Exxon Mobil. More than 80 participants, from as far away as Fort McMurray, gathered in Gander to take in the presentations and network with key industry decision makers.

Business Wings

A concept report has been created for the establishment of the Qalipu Business Development Centre. The Centre would provide support for new and existing businesses. It would offer support services to member entrepreneurs for training, skills development, and business planning. The project is currently being reviewed for funding under several provincial and federal programs. Qalipu has proceeded with one of the pillars of the centre, the Business Wings Program. The program is comprised of several online learning modules that will be incorporated into the Qalipu Business Network portal and be made available to members requiring training in a variety of disciplines. The modules will develop learning outcomes in the following areas:

- Business Planning
- Professional Development and Motivation
- Taxation
- Accounting
- Marketing
- Human Resource Management
- Borrowing and Financing
- Operating a Business in Newfoundland

Full program launch of Business Wings will occur later in 2014.

Micro-Loan Program

Another initiative undertaken this previous year has been the framework for a micro-lending program for member businesses. This program will seek to fill a gap that has been identified in existing lending programs offered in the marketplace. This program will enable members who wish to start a small or micro-enterprise to avail of lending under the \$5000 amount. In discussions with members, we have learned of their difficulties to acquire small capital investments to get their business ideas off the ground. The Qalipu micro-loan would be repayable, but would offer more flexibility to our members, as well as compliment the other services offered through the Business Development Centre. We anticipate the rollout of this program later in 2014.

Commercial Opportunities

A function of our Economic Development team is to evaluate commercial opportunities as they arise. As activities heat up around the Maritime Link Project, more and more companies are approaching Qalipu to partner on specific ventures. We are actively engaged in discussions with a number of these companies and fully anticipate that several partnerships will be formalized in 2014. These partnerships will result in own-source revenue for the Band, employment for its members and contracting opportunities for member businesses.

Qalipu's Engagement to Benefits Project

In 2012, Qalipu began discussions with EmeraNL on a partnership agreement that centred on benefits that the Band and its members could realize from the Maritime Link Project. As a part of this project, we were able to fund the development of the labour force module that was added to Ginu, our membership database. This module captures critical educational, training, and work experience data from our members and stores this in each member's individual profile. This information can then be used to match members to employment opportunities as they arise. In June, we completed a promotional campaign to promote and populate the database. Seven campaign workers were successful in contacting 14,000 of our members that resulted in 8,000 member profile updates. A Qalipu negotiation team was formed to begin discussion with EmeraNL with four objectives in mind;

- environmental protection
- employment for our members
- business opportunities for our member-owned businesses, and;
- capacity support for other initiatives.

Our discussions have been very successful and a draft socio-economic agreement will be tabled for ratification early in 2014.



Ralph Eldridge, Director of Service Qalipu, and Peter Dawe of Conach Consulting prepare to deliver a presentation on the Maritime Link Project to members in Corner Brook.



Natural Resources

Jonathan Strickland, Manager

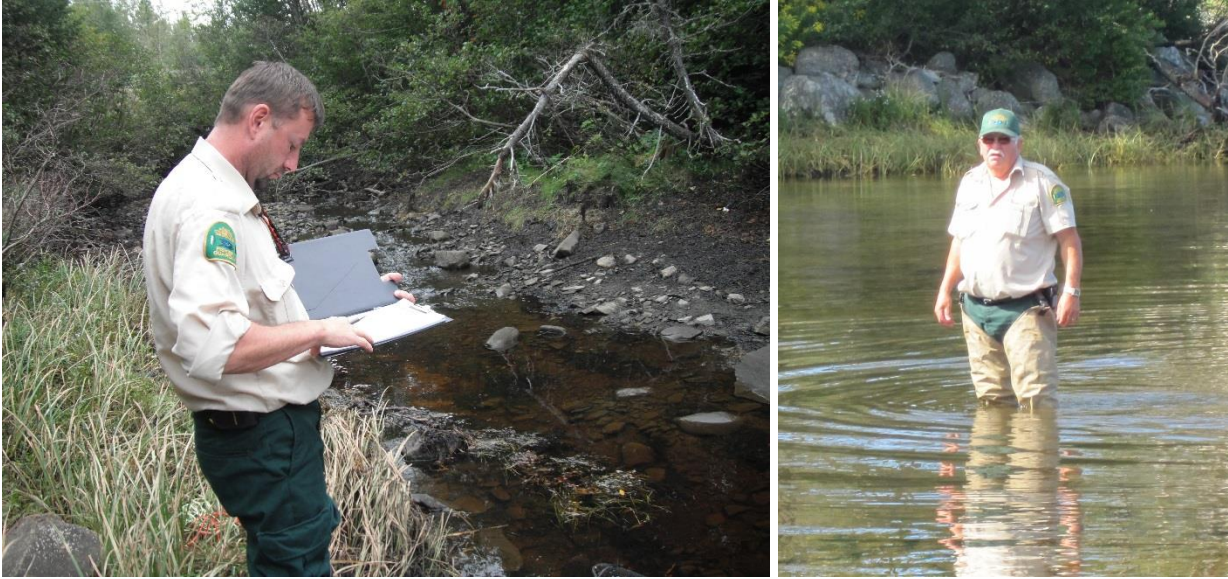
In 2013-2014, the Aquatic Resource Department has broadened its mandate to not only represent the interests of Qalipu members on aquatic resource management, but to also include all other natural resources to improve management techniques such that healthy ecosystems are maintained for sustainable living. This is a vital concern for the Mi'kmaq people who are so closely tied to the water and land. The expansion of the Aquatic Resource Department to the Natural Resources Division of Service Qalipu serves as a first step towards a greater involvement of the Qalipu Mi'kmaq First Nation Band in resource management through interactions

with local communities, research groups, and policy makers to better represent the interests of the Qalipu Mi'kmaq people. In 2013-2014, the Natural Resources Division kick started its terrestrial involvement by becoming involved in the Canadian Boreal Forest Agreement Regional Working Group. The Canadian Boreal Forest Agreement is collaboration between forest companies and environmental groups to develop methodologies that will allow forestry activities to continue while protecting the Canadian Boreal forest for future generations.



Aboriginal Fisheries Strategy Agreement (AFS)

AFS is an agreement 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 AFS program has been funding the Aboriginal Fisheries Guardian Program. The AFS Guardian program consists of 10 skilled guardians in the areas of western and central Newfoundland as well as one Aquatic Technician who is responsible for coordination of guardian activities. AFS Guardians are responsible for inland and coastal enforcement patrols as well as provide assistance to the Natural Resources Division on a number of targeted research programs focusing on aquatic resources.



AFS Guardians completing research and patrol activities.

In 2013-2014 AFS Guardians invested over 3000 hours in patrol activities as well as nearly 2500 hours in research activities. In addition to the work completed on the ground, AFS was involved in a number of stakeholder meetings giving the program a strong voice in resource management and protection throughout some member communities of the Qalipu Mi'Kmaq First Nation Band.

Mi'Kmaq Alsumk Mowimsikik Koqoey Association (MAMKA)

MAMKA was formed in 2005 to represent Mi'Kmaq people of the Federation of Newfoundland Indians and the Miawpukek First Nation (MFN) in aquatic research and oceans management through funding provided by the Aboriginal Aquatic Research and Oceans Management Program through DFO (AAROM).

In 2013-2014 MAMKA completed a number of research projects in the areas of Marine Resource Inventory, Species at Risk, Aquatic Invasive Species, and Community & Youth Engagement.

Numerous projects are conducted under each of the four broad themes listed above. Selected projects under these themes include underwater video collection to document local freshwater and marine ecosystems. This documentation allows for the identification of key habitat for a number of local fish species and allows us to monitor ecosystem health by detecting trends in the amount of habitat available in the region over time. American Eel and Elver monitoring was conducted by monitoring the commercial Eel harvest as well as maintaining Elver fyke nets in the Bay St. George region. The Elver fyke net study was designed to get an indication of the relative abundance of elver moving into the Harry's River system. Banded killifish monitoring was also conducted throughout western Newfoundland to better understand distribution and allow for better protection of local populations given its status as a species of special concern under the species at risk act.



LEFT: checking minnow trap for Banded Killifish. RIGHT: Setting up fyke net for Elver monitoring.

Green Crab distribution studies were completed throughout western Newfoundland using shoreline surveys as well as Fukui traps to better understand the impact aquatic invasive species may have on our local marine ecosystem. Aboriginal Traditional Knowledge was gathered through a number of projects including winter eel spearing activities as well as a Traditional Use Study capturing land use information from 310 Qalipu Members in the regions of Bay St. George, Burgeo, and White Bay.



Edward Sheppard participated in the recent Traditional Use Study and highlights resource areas on the map.

MAMKA will continue its work in 2014- 2015 under the same four research themes and strives to continue improving two-way communication between its research staff and Qalipu Mi'kmaq Band members.

Traditional Knowledge Study

In March of this year, the Natural Resources Division oversaw an update to the 2002 Traditional Use Study (TUS) conducted by the Federation of Newfoundland Indians. The TUS documents traditional usage of aquatic, avian and land resources based on data retrieved from member interviews. The location of important sites are stored in GIS format within a database that the Band maintains. An update to the study was high on the agenda for 2013-2014, as much construction is anticipated within the St. Georges Bay area surrounding the Maritime Link Project. Six interviewers were hired to conduct new interviews from members living in the communities of St. Georges, Barachois Brook, Mattis Point and Stephenville Crossing. Additional interviews were completed in Burgeo and Sop's Arm. The new data will be added to the GIS database with a new report generated for the TUS Study.

Culture and Heritage

Qalipu Cultural Foundation



The Qalipu Cultural Foundation exists to preserve and promote the culture and heritage of the Mi'kmaq people of Newfoundland and Labrador. The Foundation is striving to inspire Qalipu's members to proudly embrace their heritage; empowering members to continue their traditions and heritage in the twenty-first century.

The Qalipu Cultural Foundation has adopted and passed their By-Laws, and is currently mandated to have quarterly meetings, however because the Foundation is in its early stages of development, the

Directors of the Foundation have agreed to meet bi-monthly.

There are currently nine Directors on the Qalipu Cultural Foundation. Two new Directors have recently been appointed to the Foundation. Marlene Farrell will oversee the portfolio of Cultural Programs, and Desiree Luedee has been appointed as Youth Director. The Youth Director completes the circle and brings strength to the Foundation's Board. The Band felt it important to establish a position on the Board exclusively dedicated to youth because the Band membership statistics are such that 41% of our members are under the age of 30.

In the upcoming months, the Foundation will complete its Mission Statement and Vision Statement, develop the terms of references for the Youth Director, file the articles of incorporation, and seek charitable status with the Canada Revenue Agency.

The Qalipu Cultural Foundation has highlighted two ambitious objectives for the upcoming year for cultural development and revenue generation; establishing a Signature Fundraising Event and developing a major Capital Campaign. The Signature Fundraiser Event will be marketable, reproducible, scalable, inspiring, shaped by culture, and activity-based with the ability to have individuals, or team based participation. This event will help promote the Foundation and generate revenue for future activities that the Foundation will be involved in. The Capital Campaign will focus on the establishment of a multi-function Cultural Interpretation Centre with satellite centres established in other jurisdictions. This Interpretation Centre will be able to facilitate tourism, arts and crafts, cultural teaching, retreats, community economic development, business development, the Cultural Field School, as well as provide space for the Foundation and other rental space.

Maoitajig Epitjig

This past Fall, the Qalipu Mi'kmaq First Nations hosted a two-day two-weekend symposium, "Maoitajig Epitjig, A Gathering of Women", funded by the Women's Policy Office and Department of Tourism, Culture,

and Recreation. The event took place at the Dhoon Lodge, in Black Duck Siding on October 26-27 and November 2-3, 2013.

Mi'kmaq women from the ages of 16-30 from across the island gathered to learn about Mi'kmaq traditions, the history of becoming Qalipu, the art of story gathering and Bullying and harassment in the Workplace.

Facilitators were Jennifer Young and Michelle Matthews with Marlene Farrell as Elder.

Each day started with a traditional opening of smudging and prayer. The women were taught four new aboriginal songs each day. The Elder followed with a Talking Circle beginning with respect to the Elders and Mother Earth. She shared numerous teachings about drums, rattles, eagle feathers, the four sacred medicines, the altar, the talking stick, regalia, healing stones, and tobacco ties.

Special guest speaker was Annie Randell, CEO of the Qalipu Mi'kmaq First Nation. Annie shared the story of her career highlighting that hard work, determination and goal setting, are the tools to success.

A presentation on Workplace Bullying and Harassment followed. In this presentation, participants learned skills such as how to determine if a workplace is healthy, what constitutes bullying and what can be done to prevent it. Each member went home with many traditional teachings, crafts, songs, storytelling skills, violence awareness and an understanding of the formation of Qalipu Mi'kmaq First Nation. Indeed, it was a gathering of very strong, visionary women who are appreciative of their Aboriginal ancestry. Each of the women received a Certificate of Aboriginal Leadership.

Cultural Research Project

In October of 2013, the Band funded a research project in an attempt to catalogue the current volume of cultural research into an Aboriginal traditional Knowledge (ATK) Catalogue. This catalogue was developed to include a directory of cultural information such as a listing of Mi'kmaq elders living in Newfoundland, internet resources in Mi'kmaq cultural and language, academic sources, genealogical directories, archeological sources of traditional land use, ceremonial events such as Mawio'mi s, etc. The ATK catalogue will eventually be made available for distribution as well as converted into a web enabled document.

A second component of this project is scheduled for later in 2014 and will involve hosting a cultural symposium. Identified Mi'kmaq Elders and other stakeholders will be brought together for a two day event to review the body of knowledge that has been compiled and explore how to address authenticity in cultural research.

Culture and Heritage Education

The Qalipu Mi'kmaq First Nation Band has partnered with the Newfoundland and Labrador English School District Western Region on a new initiative to place renewed focus on Mi'kmaq culture within our communities. This cultural initiative is part of the Band's strategic plan to educate members and the public about our proud ancestral heritage.

The Band has focused on the grade five curriculum. The goal is to give students, parents and teachers both tangible and intangible experiences related to the following curriculum objectives: Aboriginal culture, oral

traditions, decision making, healthy living, problem solving, conflict resolution, history, music, arts and crafts, sustainability and the environment. One of the major underlining themes is the emphasis on respect for themselves, each other, Mother Earth and other cultures. These teachings have so far been delivered to Sacred Heart Elementary, Humber Elementary, and Pasadena Academy over a six week period, reaching more than 120 youth.



Grade 5 Students taking part in cultural activities offered by the Qalipu Mi'kmaq First Nation delivered each year at Killdevil Camp.

The Mi'kmaq Cultural Interpreter will develop and deliver a 1 ½ hour outdoor Mi'kmaq cultural program that can be repeated throughout the day to all participating students. They will work with and advise the school board coordinator on the respectful inclusion of Mi'kmaq culture within the various parts of the Outdoor Education Program. The Interpreter will reach over 1000 grade five participants, plus additional teacher-chaperones, parents, volunteers, and visitors in this school year. A special thank you is extended to Vice Chief Kevin Barnes for endless volunteer hours dedicated to this project. Vice-Chief Barnes has encouraged the participation of many youth and parents that will continue beyond this project. Thank you Vice-Chief Barnes.

The Qalipu Mi'kmaq First Nation has also donated over ninety small drums to Sacred Heart Elementary and Humber Elementary. Each student assembled their own drum with the support of parents, teacher, volunteers, Qalipu staff, and Band Councillors. These cultural teachings have contributed to the learning objectives for several units of grade five Social Studies curriculum.

The partnership between Qalipu and the School District will soon extend beyond the traditional classroom setting. The Band has further committed to providing a Mi'kmaq Cultural Interpreter for the District's Outdoor Educational Program which is





Western Vice-Chief Barnes welcomes students to the Mini Pow Wow celebration in Corner Brook

Building Connections

In an effort to build capacity within the communities, the Cultural Foundation's Resource Coordinator, Mitch Blanchard, has begun to make contact with various Mi'kmaq and Aboriginal groups within each ward. Thus far, he has reached out to the Corner Brook Aboriginal Women's Association, Norpen Aboriginal Women's Circle (Port Saunders, NL), Newfoundland Aboriginal Women's Network (Stephenville, NL), the Benoit's Cove Native Women's Association (Benoit's Cove, NL), the St. Georges Native Women's Association (St. Georges, NL), and the Indigenous Student Caucus – Grenfell Campus, Memorial University. The Resource Coordinator is focusing on relationship building with the community groups, discussing each group's ideas, issues, goals, future ventures and events.

The Resource Coordinator also met with representatives of Academy Canada interested in setting up a Volunteer Mi'kmaq Liaison for the student body. The Liaison would host cultural events, information sessions, and provide support to Qalipu members who attend Academy Canada. They are looking at programming in smudging, traditional crafts, healthy life choices, language, etc.

Cultural Field School

In 2013, the Qalipu Mi'kmaq First Nation developed a concept report on developing a Cultural Field School. The Qalipu Cultural Field School will provide hands-on training in cultural documentation techniques, which participants will use to document the heritage of the Qalipu First Nation in Newfoundland and Labrador.

Programs would be offered in a series of three week cycles where participants progress through Introductory, Intermediate and Advanced levels. At the end of successfully completing the nine week program, participants receive a certificate and would have the necessary skills to either further their research or engage in commercial opportunities related to culture, crafts, tourism, etc. Application has been made to several agencies looking for partnership support. To further this effort, the Band has committed resources to engage Magnetar Consulting to develop the necessary curriculum for the 8 training modules. Topics will range from cultural heritage awareness, research methodologies, archiving, and community mobilization. It is hoped that the necessary funding will be secured in 2014 with the first class beginning in the fall.



Health

Howard Thistle, Navigator

The Qalipu Mi'kmaq First Nation employs a Non-Insured Health Benefits (NIHB) Navigator to support 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 issues, and identifies ways of improving health services for Qalipu members. During the fiscal year of 2013-2014 a total of \$10,200,681 was paid out on behalf of Qalipu members receiving NIHB from Canada.

The Navigator fields several thousand inquiries each year ensuring that members have assistance in acquiring medical services in each region. The Navigator provides members with support in other areas such as in the appeals process and medical transportation.

The Navigator role also serves to provide support to health service providers. The Navigator ensures that providers are paid in a timely fashion as well as facilitates the preauthorization of certain medications and services.

The Navigator represents the Band on a number of committees and associations including the Community Linkage Committee, the Aboriginal Health Initiative, the Violence Prevention Initiative Stakeholders, the Adult Protection Act, the Health Services Integration Fund, and the NL Aboriginal Administrative Data Identifier.

Important Information for all Qalipu Members

As one of the principles of the Canada Health Act, individuals can access any appropriate Medicare service, regardless of the location of that service. However, NIHB provides a finite range of benefits, and may assist with transportation costs for First Nation individuals to travel to the "nearest provider" of a medically necessary service, when that service is only available outside the person's local home area. NIHB does not cover transportation costs for individuals to travel to a service provider located within 35 km of their home.

This is an outline of what NIHB means by the "nearest provider". If your family physician or GP refers you to a specialist, NIHB considers the nearest provider to be the specialist who has an office closest geographically to your home, who is licensed in NL for that specialty.

As an example, if a GP refers an individual who lives in Deer Lake (52 km from Corner Brook) to a general surgeon, then the nearest provider is one of the 6 physicians who practice as licensed general surgeon in Corner Brook. If the general surgeon in Corner Brook sees this individual and considers that they need to be assessed by *another more specialized* general surgeon in St John's, then that is considered by NIHB as a 'tertiary referral' and the transportation to St John's would be covered. However, if the GP refers the individual straight to a general surgeon in St John's, then NIHB will only cover transportation costs for the individual to travel to see the nearest general surgeon in Corner Brook. The same principle applies to all groups of specialists.

If a GP says that you need to see a specialist urgently, the 'nearest provider' principle still applies. The GP can communicate with the nearest specialist to explain the urgent clinical situation, since specialists arrange to see clients with urgent needs more quickly than those with less urgent medical needs. However, an individual may always choose to travel further from their home, rather than see the nearest provider.

The same principle applies to tests, investigations and procedures, since not all hospitals and clinics perform the same range of tests, investigations and procedures.

Frequently-asked-questions and reimbursement forms can be obtained by visiting <http://qalipu.ca/membership-programs-and-services/non-insured-health-benefits/>

If you have any questions, please contact your NIHB navigator at 709-679-5743

Stories



Joan Duffney, right, was a participant in the Maritime Link Project that was facilitated by Qalipu Mi'kmaq First Nation in partnership with Emera Newfoundland & Labrador. During this training program Joan completed several safety courses that had been outlined by Emera and Qalipu as necessary in order to be



I would like to thank everyone at the band office who was involved with this project for helping me get where I am today. So A BIG THANKS!

considered for work on the Maritime Link Project which was due to begin in the summer of 2014. Joan had completed a Heavy Equipment Operator's course but had been unsuccessful in finding employment with her trade so she decided to apply for the safety courses in order to open up her chances of finding employment. Joan finished the Maritime Link Project and completed all her courses which helped her to learn more about the Unions and opportunities that could become available. During the course of her time in the training program she met various people from Emera, IBEW and other organizations and spoke about her troubles in finding work with her trade. Joan was quite happy to receive a phone call a few weeks after the training from a company H J O'Connell who had been told about Joan and her affiliation with IBEW and Emera, Joan was offered a

job with HJ O'Connell as a Heavy Equipment Operator and was delighted to accept the offer. The connections she made with IBEW and Emera through the Maritime Link Project helped her to secure employment in her trade. We congratulate Joan on her new employment and wish her the best of luck in the future.

Aboriginal Day Festivities

During this past year Qalipu Cultural Committee along with the Executive held Aboriginal Day celebrations in Central, NL. The day began with an amazing Sunrise Ceremony with a sacred fire in Wig Wam Point, led by Marie Eastman and followed by a traditional breakfast feast. The group continued the activities at the Mary

March Museum. Approximately 60 people were in attendance for the day and enjoyed cultural teachings from Violet Benoit-Dawson, medicine walk by Tyrone Mulroney and the making of aboriginal crafts such as medicine bags by Scarlet Thistle.



LEFT: Cavelle Gaye, participating in the making a medicine bag

RIGHT: Violet Benoit-Dawson illustrating a medicine wheel during Cultural teachings at the Aboriginal Day festivities in Grand Falls Windsor.





Qalipu staff making a \$4,000 presentation to the Janeway telethon June 2013

The staff of all four offices continue to fundraise for local charities by having BBQs during lunch hours, internal ticket lotteries, sales from recycling, etc.

Devon Murray knew that he wanted to have his own Coffee Shop. He knew that the market for away-from-home coffee was strong and he wanted to offer his clients a relaxed, comfortable space to enjoy the freshest and finest Organic and Fair Trade Certified coffee, specialty teas and treats. When Devon and co-owner Shelly opened their doors in the fall 2013, they did not know what to expect. Finding the courage to open your own business can be difficult; in order to ensure their business had the best chances for success Devon took advantage of the Self-Employment Assistance Program. This program contributed towards Devon's salary for the first 30 weeks to help ensure that Devon's time and energy could be spent in growing their business to ensure that they were able to meet the need of the customers in the Stephenville area. In speaking with Devon, he states that, "By providing funding which helped cover the cost of living, we were able to grow the business through reinvestment. The funds used in reinvestment would have normally been applied to a salary for living expenses. Therefore, the SEA program assured me that the business could be sustainable while we built our customer base in the most difficult time for a small business." When in the Stephenville area, please drop by Common Grounds on 90 Main Street for some great coffee in a relaxed atmosphere.



Self – Employment Assistance (SEA) Program provides financial assistance to clients who want to start their own business. Under this program, the client can access assistance to subsidize their personal income or hire consultants or technical experts to assess the business opportunities, prepare a business plan or in some way grow their business.



Lucas Dicks was funded under the Aboriginal Skills and Employment Training Strategy (ASETS) to attend the College of the North Atlantic as a student in the Automotive Service Technician program. After graduating, he began work as an apprentice Automotive Service Technician with Canadian Tire. Since starting with Canadian Tire in December 2013, he has been registered with the Apprenticeship Board and has obtained enough hours to qualify as a Second Year Apprentice. In speaking with Lucas he was quick to note that, “the financial support along with the great moral support and advice received throughout the year from the Band office was excellent.” Congratulations Lucas, enjoy your exciting new career.

John Buckingham, Buckingham Holdings Inc.



Buckingham Holdings 2010, Inc is owned and operated by John and Sherry Buckingham. The business operates out of Meadows, Newfoundland on Brake land that has been in the family for 88 years. As a member of the Qalipu Mi'kmaq First Nations Band, John has embraced his heritage with preserving this land and has begun farming the land as his Grandfather did many years ago. John is proud that he is able to work, live and have fun all in the same place. Buckingham Holdings sell specialty papers, film and board products to the print and packaging industry. Suppliers and customers are located all over the world that does mean travelling frequently for John. Customers in the Canada and the USA look for supplier diversity when purchasing goods and services.

Buckingham Holdings recently became a CAMSC Certified Supplier to participate in this sector of the business. CAMSC stands for Canadian Aboriginal & Minority Supplier Council. CAMSC objectives include providing and continually strengthening a nationwide information and referral network, which links major corporations and institutions with Aboriginal and minority owned businesses. As well CAMSC encourage and assist Aboriginal and minority owned firms to use this network for the promotion of their products and services to corporate members and to help those firms develop and market their capabilities. Buckingham Holdings is already reaping the rewards of bring minority certified with increased business from a pharmaceutical printer in the USA. John is excited about the opportunities of being a certified minority supplier and how it will shape his company.

ELECTION 2015



YOUR GINU PROFILE

2015 will mark Qalipu's second general election for Chief and Council. As you are aware, every member of the QMFN has an individual profile created in Ginu, our membership database. It is very important for you to keep your contact information up to date. Members who cannot vote at a polling station will have the option of casting their vote by mail-in ballot. Without the correct mailing address we will not be able to provide you with this feature. Qalipu can also notify members of election details through an email if members register an email address in the Ginu membership database. It is critically important that you continuously manage your own member profiles on our database. We urge you to actively keep your information up to date. As you can imagine with such a large membership, we need you to take responsibility for making sure your information is up to date in your Ginu membership profile.

If you require help updating your information please contact Charmaine Bath at (709) 679-2142

Why Should I update my GINU profile?

It is important that you keep your membership 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. Contact Charmaine Bath at (709) 679-2142 if require assistance accessing your account or need any assistance updating your information.

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: Can Ginu help my business find opportunities?

A: Qalipu is working very closely with several partners to develop opportunities for member companies. Visit qbn.qalipu.ca to have your business added to our business directory. This directory will soon be added to the EmeraNL procurement site for the Maritime Link Project.

Q: Is my personal information secure?

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

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 to register.