

OFFICE OF ABORIGINAL AFFAIRS

BUSINESS PLAN 2006-2007

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Minister of Aboriginal Affairs

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Appendix A - Outcome Measures

A. Message from the Minister

The Office of Aboriginal Affairs (OAA) expects 2006-2007 to be a pivotal year in its work leading Nova Scotia in Aboriginal affairs by building mutual understanding, respect and a lasting relationship with the Mi'kmaq.

The Mi'kmaq have begun the process of endorsing the Framework Agreement and the document should be signed this year, opening the door to full treaty negotiations. The Office will be engaged in making all Nova Scotians aware of the Made-in-Nova Scotia negotiation process as these historic talks begin.

To facilitate a greater understanding of Mi'kmaq history and culture, OAA, working with the Mi'kmaq, Indian and Northern Affairs Canada and the Nova Scotia Museum, have completed a documentary film entitled *Wabanaki: People of the Dawn* which will soon be available to the general public.

Last year marked an historic turning point for the relationship between governments and Aboriginal people. In Kelowna, First Ministers and National Aboriginal leaders agreed to take measures to close the gap in a range of social and economic outcomes. A key challenge in Nova Scotia will be moving these commitments from words into action. The Mi'kmaq-Nova Scotia-Canada Tripartite Forum will be a key mechanism for moving forward on improving the lives of Aboriginal people in Nova Scotia. A prime example of how this partnership can work is the Forum's report on health care, titled *Providing Healthcare, Achieving Health*. This work will be the blueprint for change in Aboriginal healthcare delivery and takes us one step closer to closing the health care gap between the Mi'kmaq population and the rest of Nova Scotia.

This will be the third full year of OAA's delivery of the Aboriginal Perceptions Training course. To date, more than 1,200 people have attended this course which is designed to provide public servants with a greater knowledge and understanding of Aboriginal people. The course is being delivered in every region of Nova Scotia, so all public employees can participate. Last year, Deputy Ministers and department heads also participated in the course.

These are only some examples of the Office's work in building an inclusive, informed and more prosperous Nova Scotia. I want to again acknowledge the dedicated work of our staff. Please feel free to contact the Office of Aboriginal Affairs with any questions or concerns regarding this business plan or any of our work ahead in 2006-2007.

Michael G. Baker, Q.C.
Minister of Aboriginal Affairs

B. Vision

The vision of the Office of Aboriginal Affairs (OAA) is:

Partnership. Negotiation. Direction.

On our journey toward fair and meaningful relationships with Aboriginal Peoples, we strive to build an inclusive, informed and prosperous Nova Scotia.

C. Mission Statement

It is the mission of the Office of Aboriginal Affairs to:

Lead Nova Scotia in Aboriginal Affairs by building mutual understanding, respect and a lasting relationship.

D. Planning Context

Nova Scotia has 13 Mi'kmaq First Nations with community populations ranging from 219 in the Annapolis Valley First Nation to 3,567 in the Eskasoni First Nation. In total, there are 12,943 registered Indians in Nova Scotia and of these, 4,339 live off-reserve. The Registered Indian population in Nova Scotia is represented through a series of 13 band councils and two tribal councils, the Confederacy of Mainland Mi'kmaq and the Union of Nova Scotia Indians. The Union of Nova Scotia Indians tribal council represents the five First Nation communities within Cape Breton (We'koqma'q, Wagmatcook, Membertou, Eskasoni, and Chapel Island First Nations) along with two First Nations located in mainland Nova Scotia (Indian Brook and Acadia First Nations). The remaining six communities are represented by the Confederacy of Mainland Mi'kmaq (Bear River, Annapolis Valley, Glooscap, Millbrook, Paq'tnkek, and Pictou Landing First Nations).

Other Aboriginal organizations include the Native Council of Nova Scotia which provides a range of services, primarily to Aboriginal people living off-reserve and the Native Women's Association which provides Aboriginal women with a voice in the social, cultural and economic development of the Aboriginal community.

The Office of Aboriginal Affairs has a leadership and coordination role within government on Aboriginal issues. Delivering on this mandate is done in the context of a number of factors:

- The signing of the Umbrella Agreement (2002) outlines the Province's primary commitments and mechanisms by which we will address issues with the Mi'kmaq of Nova Scotia and Canada, namely the development of a Framework Agreement (Aboriginal and Treaty Rights); development of a Terms of Reference with respect to consultation and; a re-commitment to the Mi'kmaq - Nova Scotia - Canada Tripartite Forum.
- The Mi'kmaq-Nova Scotia-Canada Tripartite Forum continues to offer a unique forum for dialogue and shared problem solving. Meaningful progress has been made on a number of projects which have resulted in positive changes in areas of culture and heritage, access to justice, economic development, health and healthy lifestyle promotion, to name a few.
- The First Ministers Meeting on Aboriginal issues in 2005 set out a series of joint commitments targeted at closing the gap between Aboriginal and non-Aboriginal Canadians in housing, health, education, economic opportunities and strengthening the relationship between governments and Aboriginal people. With more concentrated work in the area of health through the development of the National Aboriginal Health Blueprint, Nova Scotia, through the Tripartite Forum, developed *Providing Healthcare, Achieving Health*, which articulates the state of Aboriginal health in Nova Scotia.
- Recent Supreme Court of Canada decisions (Haida, Taku River and Mikisew Cree) outlined the obligations that provinces have with respect to consultation with Aboriginal peoples. The Office of Aboriginal Affairs will work collaboratively with other departments of government and the Mi'kmaq over the next year to develop consultation policies, protocols and approaches.

Within this context OAA will work collaboratively with other Provincial Departments and Agencies, Federal, and Aboriginal partners to address key challenges in the following areas:

- Development of policy, protocols and approaches for consultation with the Mi'kmaq;
- Finalizing a Framework Agreement through the Made-in-Nova Scotia process with the Federal Government and the Mi'kmaq of Nova Scotia;
- Completing renewed gaming agreements with First Nations in Nova Scotia that are consistent with the Nova Scotia Gaming Strategy.

- Establishing broad education initiatives to generate a better public and stakeholder understanding of Nova Scotia's Aboriginal community;
- As a result of the Fall 2005 First Ministers Meeting on Aboriginal Issues in Kelowna, BC, Nova Scotia anticipates to work closely with provincial and federal departments towards the goal of closing the gap in the social and economic status of the Mi'kmaq. In particular, the Office will work with the Department of Health to maintain the momentum gained while preparing *Providing Healthcare, Achieving Health* by taking steps toward action and;
- In support of these critical priorities, the Office puts a high value on ensuring that all staff have the necessary training made available to carry out the tasks assigned. Both individual and joint training of staff will again be pursued in 2006-2007. In an effort to promote healthier workplaces, efforts will be made throughout the year to provide opportunities for employees to learn about ways to improve their workplace and create a healthy work environment. Emphasis will be placed on implementing government wide strategies in the spirit of healthy workplace creation. In addition, a high level of individual and corporate accountability will be ensured through regular performance management and reporting on progress to senior management and the public.

E. Strategic Goals

1. To facilitate and support a coordinated approach within Government on matters related to Aboriginal people.
2. To work collaboratively with the Mi'kmaq, and other Federal and Provincial agencies to foster economic and social development as well as community capacity building.
3. To enhance awareness and understanding of issues related to the Mi'kmaq of Nova Scotia.
4. To build a sustainable foundation for Aboriginal-Government relations.
5. To represent the interests of Nova Scotians in intergovernmental, bilateral and tri-party negotiations and initiatives.

F. Core Business Areas

The Office of Aboriginal Affairs carries out its responsibilities through the following three core business areas:

- 1. Aboriginal and Intergovernmental Relations** - This area includes working collaboratively with Aboriginal communities and organizations and other levels of Government to coordinate Aboriginal and tripartite initiatives, develop strategies, and build and maintain a sustainable foundation for First Nation-Government relations.
- 2. Corporate Aboriginal Affairs Administration** - This business area includes providing corporate policy and strategic advice to departments and agencies concerning matters related to Aboriginal people while achieving departmental and corporate goals and objectives through planning, budgeting, reporting and communication.
- 3. Negotiations** - The Office of Aboriginal Affairs is responsible for coordinating provincial departments in intergovernmental, bilateral and tri-party negotiations while working to create a stable and respectful relationships to reconcile the respective rights and interests of the Parties.

G. Priorities 2006-2007

1. Aboriginal and Intergovernmental Relations

On November 24-25, 2005, First Ministers held an historic meeting with the five National Aboriginal Organization (NAO) leaders to discuss Aboriginal health, housing, education, economic opportunities and relationship building. First Ministers and NAO leaders agreed to take steps forward as articulated in the FMM communique entitled "Strengthening Relationships and Closing the Gaps".

In order to meet our FMM commitments which are based on fundamental principles of partnership, respect and commitment, Nova Scotia will work with the Nova Scotia Mi'kmaq and the Government of Canada to improve the health, education, housing and economic conditions of Mi'kmaw people in Nova Scotia. Specific actions in 2006-2007 will include:

- Moving the Nova Scotia Aboriginal Health Blueprint from discussion to action. The Mi'kmaq-
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Nova Scotia-Canada Tripartite Forum successfully guided the community engagement process to support the development of the Nova Scotia Aboriginal Health Blueprint titled *Providing Healthcare, Achieving Health*. This document will be the framework for future approaches to health services development for Mi'kmaq people in Nova Scotia;

- With respect to economic opportunity, Nova Scotia, through the Tripartite Forum and other mechanisms will develop an economic framework to focus our collaborative efforts in support of Mi'kmaq economic development in Nova Scotia.
- Nova Scotia will continue to strengthen its efforts in improving educational outcomes of Mi'kmaq students in the public education system. OAA will also work with provincial, federal and Mi'kmaq partners to maximize skills and training opportunities and to examine opportunities for improvements in post-secondary education for Mi'kmaq in Nova Scotia.
- In the area of housing, Nova Scotia is advocating the creation of a housing discussion forum within the Tripartite Forum to help identify opportunities for collaboration and partnership.
- In collaboration with Intergovernmental Affairs, OAA will continue to work with federal, provincial and territorial colleagues as well as the NAO leadership to plan for a follow-up Multilateral Ministers/Leaders Meeting in 2006-2007.

The Tripartite Forum is seen as a key mechanism in Nova Scotia for implementation of the FMM commitments. In order to prepare for this role, and to further strengthen the Tripartite Forum model, an evaluation was undertaken with the assistance of the Saint Mary's University Business Development Centre. The evaluation advocated greater emphasis on strategic planning, communications and project management. OAA will work with the Mi'kmaq and our federal partners to begin to implement these recommendations. Specific priority areas for the forum in the coming year include:

- Nova Scotia will also work closely with the Mi'kmaq to increase recognition of communities through enhanced highway signage, inclusion in tourism material and other means;
- Using the Nova Scotia Health Blueprint, *Providing Health Care, Achieving Health*, the Forum will begin to prioritize action focused on improving health outcomes;
- Mi'kmaw Kina'matnewey (MK), in partnership with the Department of Health Promotion and Protection, will continue to pilot the Sport Animator program within MK schools during 2006-2007. This partnership is supported and guided by the Forum's Sport and Recreation working committee.
- One of the means for economic prosperity for Mi'kmaq communities is participation in the tourism industry. Through further work and implementation of an Aboriginal Tourism Strategy,

First Nations will participate more meaningfully in Nova Scotia's tourism industry.

- The repatriation of historic Mi'kmaq regalia from Australia will be a significant accomplishment for the Forum's Culture and Heritage working committee. Achieving tangible results like these builds international partnerships in preparation for further repatriation of Mi'kmaq artifacts.

The *Mi'kmaq Legal Support Network* (MLSN), created in 2002-2003, is an administrative structure designed to support current and future justice programs and services directed toward Nova Scotia's Aboriginal community. OAA participates in this initiative in partnership with the Nova Scotia Department of Justice, Justice Canada and the Confederacy of Mainland Mi'kmaq (on behalf of all First Nation communities in Nova Scotia). In 2006-2007, the Province will continue to strengthen service delivery of MLSN by examining the outcomes of the independent evaluation of MLSN, to be submitted in May 2006 by Professor Donald Clairmont.

The Office will continue to work with First Nations, Tribal Councils and the Native Council of Nova Scotia to identify community issues and determine what role the province can play in helping to resolve those issues.

2. Corporate Aboriginal Affairs Administration

OAA will continue to work closely with departments and agencies to provide advice and support in defining various approaches to addressing Aboriginal issues. In particular, during 2006-2007, the Office will focus on the following key areas:

- The Supreme Court of Canada ruled in key cases (Haida, Taku River, Mikisew Cree) on the obligations that Provincial governments have with respect to consulting with Aboriginal peoples on decisions that may affect their interests. Over the coming fiscal year, OAA will work with departments of government and the Mi'kmaq in developing consultation policies, approaches and protocols for Nova Scotia.
- OAA will continue to work with the Mi'kmaq and other provincial and federal partners to further the work of Mi'kmawey Debert. The aim of this initiative is to protect a valuable and unique archaeological site while developing opportunities to share the history and culture of the Mi'kmaq. Progress is being made in the joint management planning of both the archaeological sites as well as the overall development process. OAA will continue to work closely with line departments to facilitate and foster cooperation with the Mi'kmaq on this initiative.
- OAA will work with First Nations to conclude gaming agreements that are consistent with the Nova Scotia Gaming Strategy. In 2005-2006, the Office successfully concluded agreements with two First Nation communities that reduced the number of active video lottery terminals by

one-third.

- During 2006-2007, INAC-Atlantic Region, will be working with the Atlantic Provincial Emergency Management Offices to develop an MOU with respect to Emergency Management in First Nation communities. OAA, NS Emergency Measures Office and INAC will work collaboratively to engage First Nation communities in Nova Scotia to increase their preparedness and management of emergencies.
- To enhance public understanding and awareness of the Mi'kmaq and the collaborative work of governments and communities, OAA will pursue the following priorities in the coming fiscal year:
 - In the coming fiscal year the Office in collaboration with Mi'kmaq representatives will conduct a series of roundtables with community and business leaders. The objectives of this exercise will be to share information on the key issues facing Mi'kmaq communities and enhance awareness of the Mi'kmaq, the importance of their culture and the modern day context of the relationship between governments, Nova Scotians and the Mi'kmaq.
 - OAA will work toward preparing a second film taking a contemporary approach to Mi'kmaq history and culture following on the successful launch of the first documentary film entitled *Wabanaki: People of the Dawn*.
 - 2006-2007 will represent the third full year of OAA's delivery of the Aboriginal Perceptions Training course. To date, more than 1,200 people have attended this course which is designed for two purposes: first, it is a valuable asset for employees who work with Aboriginal communities as a result of their department's work; second, it will help prepare employees for the experience of having Aboriginal co-workers in the Nova Scotia Civil Service. The course is being delivered in every region of Nova Scotia, so all public sector employees can take part, not just those in the Halifax area. Last year, all Deputy Ministers of government took the course.
 - In 2006, Nova Scotia will celebrate the 20th anniversary of the Treaty Day festivities. With Treaty Day (traditionally October 1st) kicking off Mi'kmaq History Month, OAA will continue to organize, in cooperation with the Mi'kmaq and Federal governments, commemorative activities both on October 1st as well as throughout the month of October. With the successful creation of *Wabanaki: People of the Dawn*, OAA will use this film, as well as other resources to continue the tradition of celebrating Mi'kmaq culture.

3. Negotiations

- Working together with the Mi'kmaq of Nova Scotia and the federal government, efforts will continue towards signature of the "Mi'kmaq of Nova Scotia Framework Agreement". The Framework Agreement is a commitment in the June 2002 *Umbrella Agreement*, and will formalize the establishment of a negotiations process on matters related to Aboriginal rights, including Aboriginal title, and treaty rights. The provincial and federal governments have approved the Framework Agreement and the Mi'kmaq approval process is currently underway.
- In recognition of widespread interest in treaty-related negotiations, the Office of Aboriginal Affairs will continue to take steps to provide information to the public, municipalities and stakeholders, and to establish appropriate advisory mechanisms for negotiations. An example is the preparation of a document that outlines Nova Scotia's broad interests and perspectives for the negotiation process.
- The June 2002 *Umbrella Agreement* also included a commitment for the parties to develop terms of reference to address consultation between the federal and provincial governments and the Mi'kmaq. This work has begun and the goal is to finalize the terms of reference and to proceed with a collaborative approach on consultation issues.
- The Office of Aboriginal Affairs will continue to coordinate the involvement and input of Provincial departments and agencies on treaty-related and consultation discussions. A corporate approach of working with interdepartmental committees and individual departments will ensure the interests of all affected departments are integrated in the development of Provincial positions and mandates.

H. Budget Context

The budget for the Office of Aboriginal Affairs is estimated to be \$3.1 million in 2006-2007.

Office of Aboriginal Affairs - Estimated Budget Expenditures			
	Estimate 2005-2006	Forecast 2005-2006	Estimate 2006-2007
	(\$'thousands)	(\$'thousands)	(\$'thousands)
Gross Expenses	2,475	5,252	3,695
Net Expenses	2,349	4,642	3,103
Salaries and Benefits	797	710	942
Funded Staff (FTEs)	12.0	10.1	14.0

Appendix A

Outcome Measures

Aboriginal and Intergovernmental Relation

Outcome	Measure	Base Year Data	Target	Strategies to Achieve Target
To effectively represent the interests of Nova Scotians in intergovernmental, tripartite, and bilateral initiatives and negotiations.	Percentage of government departments and agencies who agree that OAA effectively represents Nova Scotian's interests in intergovernmental, tripartite, and bilateral initiatives and negotiations.	32% of respondents strongly agreed and 64% agreed that OAA represents Nova Scotian's interests effectively in intergovernmental, bilateral, and tri-party initiatives and negotiations.	To increase the % of respondents who strongly agree.	<ul style="list-style-type: none"> -Ongoing participation and coordination of provincial role in the Mi'kmaq-Canada-Nova Scotia Tripartite Forum. -Ongoing discussions with the Mi'kmaq and Canada to prepare for negotiations in anticipation of the signing of the Framework Agreement. -Development of common approaches to consultation. -Internal preparation and consultations with departments. -Initiation of discussions with the Federal Government and the Mi'kmaq on principles and guidance for a consultation process in NS.
Improved relations between the Government of Nova Scotia and Aboriginal communities and organizations.	Percentage of departments and agencies who are satisfied with their working relationship with Aboriginal communities and organizations.	15% of respondents were very satisfied with their working relationship with Aboriginal communities and organizations, and 65% were only somewhat satisfied.	To increase the % of respondents who are very satisfied.	<ul style="list-style-type: none"> -Ongoing participation and involvement in national and regional initiatives, such as the development of an Aboriginal Health Blueprint and implementation of commitments from the 2005 FMM on Aboriginal issues. -Ongoing identification and coordination of cross departmental Aboriginal issues. -Continuation of strategic advice and policy analysis to departments and agencies. -Working with departments and agencies to apply national strategies to provincial approaches.

Corporate Aboriginal Affairs Administration:

Outcome	Measure	Base Year Data	Target	Strategies to Achieve Target
Effective coordination and advice being provided to departments and agencies.	Departments and agencies satisfaction with the advice and support provided by OAA.	75% of departments were “very satisfied” with the advice and support provided by OAA.	80%	-Provide research and policy advice that is timely, accurate and useful.
To enhance awareness and understanding of Aboriginal issues in Nova Scotia.	Increase in Nova Scotian’s who feel informed and knowledgeable of Aboriginal issues in Nova Scotia.	40% of Nova Scotians feel informed about Aboriginal issues in Nova Scotia. (2003 Omnibus Survey)	Increase in % of Nova Scotians who feel informed about Aboriginal issues in Nova Scotia.	-Develop and implement strategies to enhance Nova Scotian’s understanding and awareness of issues related to Aboriginal people in Nova Scotia.
	% of government employees who strongly agree that OAA enhances awareness of Mi’kmaq culture.	33% of departments and agencies “strongly agreed” that OAA enhances the awareness of Mi’kmaq culture, while 67% “agreed”.	Increase in the % of government employees who strongly agree.	-Develop and implement strategies to enhance employee’s understanding and awareness of issues related to Aboriginal people in Nova Scotia.
	Qualitative assessment of Government employees satisfaction with Aboriginal Perceptions Training.	Participants in the first session generally rated the course as excellent	We hope to continue on the success already achieved by responding to the comments and suggestions of future participants.	-Develop a program that can be fluid according to the needs of the participants.

Negotiations:

Outcome	Measure	Base Year Data	Target	Strategies to Achieve Target
Progress toward resolution of Aboriginal rights, Aboriginal title and treaty-related issues	Framework Agreement	Draft Framework Agreement	Signed Framework Agreement in 2006	-Complete Mi'kmaq ratification process. -Inform public and stakeholders
	Public Participation (Processes for information sharing and input by public and stakeholder regarding negotiations)	Series of informal meetings and presentations about negotiations to key stakeholder groups	Initiate more formal stakeholder and public participation mechanisms in 2006-2007	-Complete Terms of Reference for joint Nova Scotia-Canada public participation process. -Implement a public participation work plan, coordinated with the work of the negotiation table.
	Consultation Terms of Reference (To address consultation between the Mi'kmaq, Canada and Nova Scotia for government approvals and activities that may impact Aboriginal or treaty rights).	Discussions between the three parties have begun	Complete Terms of Reference in 2006 - 2007	Continue discussions with Mi'kmaq and Canada, and obtain input from Provincial departments and agencies.