
2024-2025

ANNUAL REPORT



Union of Nova Scotia Mi'kmaq

MESSAGE FROM EXECUTIVE DIRECTOR

Once again, the Union of Nova Scotia Mi'kmaq has seen remarkable growth and achievement this year. This past year has been defined by our continued commitment to delivering enhanced services and addressing the evolving needs of our communities. We celebrated meaningful milestones, advanced innovative projects, and strengthened our partnerships, all while staying rooted in the values of unity, resilience, and Mi'kmaw self-determination.



The Capacity Development Department has made great strides this year, driving progress across several key areas. Our work with the Tripartite Forum continues to strengthen collaboration between the Mi'kmaq, provincial, and federal governments, ensuring our communities' voices are heard. In Governance and Data, the historic integration of Mi'kmaw Ethics Watch into UNSM has enhanced transparency and accountability while advancing Indigenous data sovereignty. Emergency Management expanded its reach, equipping our communities with the tools, training, and resources needed to be better prepared in times of crisis. On the Infrastructure front, we launched the first Infrastructure & Capital Building Conference and advanced initiatives such as the Net Zero Feasibility Study, the multi-community Solar Farm Project, and feasibility studies on deep energy retrofits. Our Strategic Planning efforts remain focused on building long-term initiatives that align with community goals and ensure lasting impact.

The Health Department has also seen tremendous growth, with each program contributing to the overall well-being of our Mi'kmaw communities. The Jordan's Principle team delivered thousands of services and community projects while continuing to advocate nationally for equitable access. Our Mental Wellness Team expanded to provide crisis response, advocacy, and cultural supports, reaching over 900 clients and hosting annual community wellness days. The Early Learning and Child Care Governance initiative advanced a culturally grounded model for early years, while Healing Our Nations expanded harm reduction and sexual health education across Atlantic Canada. Our Dietitian Services strengthened Mi'kmaw food sovereignty through initiatives such as the Food Bundle Project and a mobile kitchen partnership. This year also marked the 25th anniversary of Home and Community Care, honouring a vital program that continues to support Elders and aging in place. Together, these accomplishments demonstrate UNSM's dedication to strengthening our communities, ensuring that our efforts today create lasting impacts for future generations. Wela'lin,

Douglas Brown, Executive Director

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EXECUTIVE SUMMARY

The Union of Nova Scotia Mi'kmaq (UNSM) has proudly represented and served the Mi'kmaq people for more than 50 years, standing as a unified political voice and a strong advocate for Aboriginal and Treaty Rights across Nova Scotia. What began as a response to federal assimilation policies has grown into an organization that not only champions rights but also delivers modern governance services rooted in Mi'kmaq values and traditions.

From April 1, 2024, to March 31, 2025, UNSM has demonstrated resilience, innovation, and a deep commitment to community priorities. In a time of increasing demands and evolving opportunities, the organization has continued to strengthen its role as both an advocate and a service provider, ensuring that Mi'kmaq voices are heard and respected at every level.

Today, UNSM is home to more than 70 dedicated employees, supported by a budget that has grown by over 400%. This remarkable growth has been guided by an evolving staff policy framework that ensures our operations remain aligned with Mi'kmaq cultural values and community needs. This year's annual report reflects on key milestones and the progress we have achieved, while also recognizing the challenges we have overcome together. It highlights our continued efforts in governance, advocacy, and community engagement, with a focus on building capacity, strengthening relationships, and preparing for a sustainable future.

Through this work, UNSM remains firmly committed to advancing the interests of the Mi'kmaq people, ensuring our communities continue to thrive for generations to come.

MISSION STATEMENT

- To protect and maintain Mi'kmaq rights and entitlement.
- To preserve an enhanced way of life for the Mi'kmaq that is assured by our ancestry and guaranteed by our Mi'kmaq Treaty Rights.
- To guarantee liberty, freedoms and restoring life.
- To fulfill the goals and objectives of the Union of Nova Scotia Mi'kmaq as stated in the Constitution.
- To promote the education of the bands in matters affecting the Mi'kmaq.

OBJECTIVES

- To promote the welfare and well-being of the Mi'kmaq of Nova Scotia.
- To improve the economic and social conditions of the Mi'kmaq of Nova Scotia.
- To promote the rights of Mi'kmaq people, to inform Mi'kmaq of their rights and to assist Mi'kmaq of Nova Scotia in their enforcement of their rights.
- To promote discussion of Mi'kmaq problems.
- To seek to promote a better understanding between Mi'kmaq and other people.
- To initiate and carry out programs for the advancement of Mi'kmaq people.
- To cooperate with governmental and private agencies for the promoting of the interests of Milkman people.
- To do all such things as are incidental or conducive to the attainment of the above objectives.

BOARD OF DIRECTORS



CHIEF LEROY DENNY
ESKASONI



CHIEF TERRY PAUL
MEMBERTOU



CHIEF WILBERT MARSHALL
POTLOTEK



CHIEF NORMAN BERNARD
WAGMATCOOK



CHIEF JOHN L BERNARD
WE'KOQMA'Q



CHIEF ANDREA PAUL
REGIONAL CHIEF



JOHN FRANK TONEY
ESKASONI COUNCILLOR



STARR PAUL
ESKASONI COUNCILLOR



KJI SAQAMAQ
NORMAN SYLLIBOY



KJI KEPTIN
ANTLE DENNY



UNAMA'KI DISTRICT CHIEF
ALEX CHRISTMAS

UNION OF NOVA SCOTIA MI'KMAQ

MEMBER BANDS

ESKASONI FIRST NATION

63 MINI MALL DRIVE
ESKASONI NS, B1W 1A6
PHONE: 902-379-2800

CHIEF LEROY DENNY

SOPHIA BASQUE
BERTRAM (MUIN) BERNARD
LEON DENNY
JEROD FRANCIS
ELDON GOULD
MATTHEW RYAN GOULD
PIERRE GOULD
DEREK JOHNSON
THOMAS JOHNSON JR
STARR PAUL
KATERI STEVENS
JOHN FRANK TONEY

MEMBERTOU FIRST NATION

47 AUTWEN MAS'L AWTI
MEMBERTOU NS, B1S 2P5
PHONE: 902-564-6466

CHIEF TERRY PAUL

DARRELL BERNARD JR
CRAIG CHRISTMAS
DEAN CHRISTMAS
GAIL CHRISTMAS
MARY I JOE FRANCIS
PAUL BRADLEY GOULD
JOHANNA LAPORTE
PAUL MACDONALD
DAVID MARSHALL
ALLISTER (BUSTER) MATTHEWS
LAWRENCE (QUISM) PAUL JR.
STORM SACK

POTLOTEK FIRST NATION

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CHIEF WILBERT MARSHALL

ISAIAH BERNARD
TYRONE BERNARD
JOHN DUNCAN JOHNSON
MARY LEE ANN JOHNSON
MARY SUSAN LAFFORD
AARON MARSHALL
JOCELYN MARSHALL
JONATHAN MARSHALL

WAGMATCOOK FIRST NATION

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CHIEF JOHN L BERNARD

KATERINA BASQUE
STUART BASQUE
JASON BERNARD
JOHN W (TINY) CREMO
DALEN GOOGOO
GORDON GOOGOO
MATILDA GOOGOO
EMMA LEWIS
STEWART PETERS SR
STEWART L.M PETERS JR
BRANDON POULETTE

WE'KOQMA'Q FIRST NATION

PO BOX 149
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CHIEF NORMAN BERNARD

KIMBERLY DENNY
EVAN GOOGOO
TRAVIS ISADORE
CORNELIA PECK
THOMAS (TOMMY) PECK
ANGELA PIERRO
PETER PIERRO
RICHARD PIERRO

YEAR IN REVIEW



Staff Appreciation Day!

In May 2024, staff were surprised with a celebration that included treats, charcuterie boxes, candy apples, and thoughtful gifts. This gesture reflected UNSM's recognition of the dedication and hard work of its employees. Staff spent time socializing, relaxing, and enjoying a break from their daily routines. The appreciation day reinforced the strong sense of teamwork and community among staff members.

National Day for Truth and Reconciliation

On September 30th, the Union of Nova Scotia Mi'kmaq marked Orange Shirt Day by unveiling and wearing its first-ever custom-designed orange shirts. This important day honours residential school survivors, their families, and those who never returned home. Designing our own shirts made the commemoration deeply personal, symbolizing UNSM's commitment to remembrance and resilience. Staff proudly wore them in solidarity, reaffirming that truth and reconciliation are not just recognized on one day, but embraced as guiding values year-round.



Halloween Spirit - Minions Take Over!

UNSM staff went all out for Halloween by dressing up as Minions, while our Executive Director took on the role of Gru. The office was filled with laughter, team spirit, and plenty of yellow as staff competed in a friendly costume challenge against our neighbours at Mi'kmaq Kina'matnewey (MK). The creativity and energy on display showed the lighthearted side of our team and the strong camaraderie within the office. Events like this remind us that celebrating together builds connection, joy, and lasting memories.

YEAR IN REVIEW



Julie Thomas Honoured

Julie Thomas, Program Manager with UNSM, received the King Charles III Coronation Medal for her decades of work in health education and harm reduction. Julie's journey began in 2005 with Healing Our Nations, where she dedicated herself to HIV/AIDS awareness, Hepatitis C education, and sexual health advocacy. She represented Canada internationally and authored culturally relevant resources for Indigenous communities. This recognition honours her lifelong commitment to Indigenous health and education.

Union of Nova Scotia Mi'kmaq Hosts 55'th Annual General Assembly



The Union of Nova Scotia Mi'kmaq proudly hosted its 55th Annual General Assembly at the Membertou Trade and Convention Centre, a gathering that highlighted the strength, unity, and progress of Mi'kmaq communities. The day began with an opening prayer by Grand Chief Norman Sylliboy and a cultural performance by the Sons of Membertou, setting a tone of tradition and respect. Departments provided updates on their achievements and initiatives, showcasing the growth and impact of UNSM's work across health, capacity development, governance, and community services.

YEAR IN REVIEW

Union of Nova Scotia Mi'kmaq Hosts 55'th Annual General Assembly



Special recognitions formed a central part of the day. Lifetime Achievement Awards were presented to the late Sally Johnson and Nancy Paul, honouring their lifelong contributions to community. Service awards also celebrated dedicated UNSM staff, including five-year milestones.

A major highlight was the presentation of the Executive Recognition Award to Chief Financial Officer Michael Dwyer, chosen by the Executive Director to honour his exceptional leadership, vision, and dedication. Michael's innovative financial strategies including modernizing payment systems with direct deposit and Plooto, have been instrumental in UNSM's growth and long-term stability.

The AGA was more than a business meeting — it was a celebration of identity, resilience, and collective accomplishments. The recognitions underscored the dedication of both staff and leadership, leaving attendees inspired and united for the year ahead

2024 Years of Service Award Winners

Five (5) Years:

- Asha Marshall
- Chelsea Googoo
- Hilda Googoo
- Kim Marshall
- Muin Ji'j Bernard

Congratulations to all the honorees!

Health Branch



HEALTH BRANCH

Community wellness is our upmost priority, guiding the work of the UNSM Health Branch. Our mission is to advocate, support and serve Mi'kmaq communities. We do this through programs, services, and partnerships that aspire to enhance the wellness and vitality of our Mi'kmaq communities.

The UNSM Health Branch includes departmental programs such as Health Technician, Home and Community Care, Dietitian Services, Aboriginal Diabetes Initiative, Healing Our Nations, Mental Wellness Team, Maw-lukitimk wjit knijannaq (Early Learning and Child Care), and Unama'ki Jordan's Principle.

Unama'ki Jordan's Principle is a child-first initiative developed to ensure First Nations children receive equitable services in the areas of education, health, social development, and culture. 2024-2025 outlines a year of growth, advocacy, and service delivery in Unama'ki.

Significant progress was made in providing equitable, culturally grounded support to First Nations children and families. Over 2,300 applications resulted in nearly 2,850 services, 28 community projects were supported, and outreach extended to 226 off-

reserve children. The Cultural Support Program celebrated its fifth anniversary with the launch of the Ekwitamemk Traditional Fish Camp, and new transition supports were introduced for youth aging out of services. Operational improvements included the rollout of direct deposit and digitized forms.

Despite these achievements, systemic challenges persist. Canada continues to fall short of its legal obligations under Jordan's Principle, with over 100,000 applications unopened nationally and thousands more pending in the Atlantic region. In February 2025, Indigenous Services Canada (ISC) introduced major administrative changes through an Operational Bulletin without consulting First Nations leadership. These changes were applied retroactively, creating new barriers, and undermining the principle of substantive equality.

One significant impact has been ISC's new requirement that only licensed professionals regulated by a governing body can write letters of recommendation. In Nova Scotia, this excludes many professionals

HEALTH BRANCH

work with children under five, such as early interventionists and educators, leaving families struggling to access necessary services.

Looking ahead to 2025–2026, strategic priorities include enhancing digital access, strengthening partnerships, expanding cultural mentorship and youth transition planning, advocating for policy reform and increased First Nations control, and improving data capacity to support community-led decisions.

Indigenous Early Learning & Child Care Governance (IELCC) focuses on developing a cultural grounded, self-determined governance model for early years in Nova Scotia. Key milestones included community engagement, advisory committee collaboration across partners organisations (UNSM, CMM, MK & Tajikeyim k) and the development of a phased implementation plan. Challenges include jurisdictional questions and the need for consensus on host organisation. The Maw-lukiyimk Wjit Knijannaq initiative emphasizes collaboration across health, social and education with the prioritization of culturally based service that wraps around the needs our babies in the

year / years. Atlantic IELCC Capital Funding Governance, Union of Nova Scotia lead the regional project to develop a governance model for distribution federal IELCC infrastructure funds. This engagement revealed systematic funding challenges and strong support for needs based, community-driven allocations models. Recommendation emphasized fairness, transparency, and Indigenous self-determination. However, Indigenous Service Canada's capital funding does not come close to covering community needs.

Healing Our Nations delivered sexual health, harm reduction education, prevention, awareness to four Atlantic provinces, 33 First Nation communities, off reserve Indigenous and non-Indigenous partner organizations and off-reserve community members. HON's two main funding streams are Public Health Agency of Canada (PHAC) HIV and Hepatitis C Community Action Fund & Harm Reduction Fund (CAF-HAF), and the First Nations, Inuit Health Branch (FNIHB). Community Action Fund & Harm Reduction Fund

HEALTH BRANCH

(CAF-HAF), and the First Nations, Inuit Health Branch (FNIHB).

HON welcomed new team members Kendra Gould and Milo Gray. Despite staffing transitions, the team completed most of workplan activities and expanded harm reduction services.

HON offers peer mentorship training, cultural awareness sessions and community workshops. Workshops include Cultural Awareness, HIV 101, Hepatitis 101, Sexually Transmitted Blood Borne Infections, Healthy Relationships, Harm Reduction, Naloxone/Narcan, How to Talk to Your Kid about Sex and Sexuality, Smoking and Vaping reaching over 1,000 individuals.

Dietitian Services support First Nation food sovereignty by providing group-based nutrition education to all 13 Mi'kmaq communities in Nova Scotia. UNSM's Dietetic Services focused on strengthening partnerships to advance Mi'kmaq food sovereignty and land-based food systems. Key efforts included signing of the Memorandum of Understanding with Confederacy of Mainland Mi'kmaq to develop and pilot an Earth Keeper-led mobile kitchen initiative; proposing a school food asset mapping project; and launching the

Food Bundle Project to engage all Mi'kmaq communities and support community-led planning. These early-stage collaborations lay a strong foundation for long-term, community-driven food system development across Mi'kma'ki.

Home and Community Care Program (HCCP) continues to support the First Nation communities of Nova Scotia, Newfoundland, and Labrador through the great work of our UNSM Coordinator Beverly Madill. In addition to the coordination of this program, UNSM also coordinates and hosts the professional development for the Atlantic Region. 2024-2025 year marks a significant milestone as we celebrate the 25th Anniversary of the service delivery of the community-paced, community-based mandatory home care program. Of which was commemorated with the Celebrating 25 Years of Providing Quality Home Care Service Gathering of nursing staff, home support workers and health leaders where a strategic plan for FNIHCC communities for the Atlantic. UNSM HCCP activities include

HEALTH BRANCH

strategic planning, professional development, and community wellness education. The program remains vital for aging in place and end-of-life care for Mi'kmaw communities.

Our **Mental Wellness Team** welcomes social workers Nadia Denny and Keeshia Bernard in the role of case advocacy management completing our team of six. Our team provides programming and services, crisis response, cultural support, case advocacy management, Indian Day School compensation support, and behaviour intervention support to the five Unama'ki communities and Paqtnkek. Other roles include traditional healing and support for our clients in criminal and wellness courts. The MWT's programming and service have reached 903 clients. However, total community members supported far exceeds this number, as we provide invaluable crisis support through crisis counselling and comfort centres.



In Peace and Friendship,

Kara Paul

Director of Health

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DIETETIC SERVICES

UNSM Dietetic Services: Laying the Foundation for Mi'kmaw-Led Food Systems



This year, **UNSM's dietetic services** focused on building partnerships and strengthening capacity to advance Mi'kmaw food sovereignty and deepen land-based food stewardship knowledge. Working closely with Mi'kmaw communities, education leaders, health organizations, government partners, and groups like the Confederacy of Mainland Mi'kmaq (CMM), Parks Canada, and Nourish Nova Scotia, UNSM has laid important groundwork for future programming. A major step forward has been the signing of a Memorandum of Understanding

(MOU) between UNSM and CMM to jointly purchase and pilot a mobile kitchen trailer. This mobile kitchen will support development and piloting of Nuji Kelo'toqatijik Earth Keeper-led land-based food education, harvesting, and processing, creating new opportunities for community training and stewardship based on Mi'kmaw knowledge.

In addition, responding to recent provincial and federal school food funding announcements, UNSM has worked with the Tripartite Health Committee, Mi'kmaw Kina'matnewey, and Nova Scotia Health to propose a school food asset mapping and engagement project. This project aims to assess existing Mi'kmaw school food programs, gather input from communities, and identify opportunities to build stronger, community-led school food programming that reflects Mi'kmaw values and supports students, families, and communities. This work builds on the Food Bundle Project, which is engaging all 13 Mi'kmaw communities and the urban Indigenous community

DIETETIC SERVICES

through conversation, art, and the identification of local food assets and strengths. While many initiatives remain in the planning and development stages, the partnerships and shared vision developed this year provide a strong foundation for advancing Mi'kmaw-led food system work across the province. These efforts support ongoing progress toward self-determination and the renewal of Mi'kmaw food knowledge and values, placing land, relationships, and healing at the center.

Currently, this work is supported by a small but dedicated team of two staff: Chelsey Purdy and Tracy Marshall. While the addition of one full-time position has increased capacity, this role is funded through short-term grant funding. As demand for programming continues to grow, ongoing investment and stable funding will be critical to sustain and expand these important community-led initiatives.



For more information, contact:

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The Indigenous Early Learning and Child Care (IELCC) Governance project is meant to support, coordinate and guide the design, delivery and governance of IELCC that is anchored in self-determination, centred on children and grounded in culture, through new policies, processes, partnerships, authorities, capacities, and programs that will strengthen IELCC in Nova Scotia.

In 2024-2025, the two major projects were the Governance of Nova Scotia IELCC and the Atlantic Region IELCC Capital Funding Governance and Distribution Process Project, in addition to working with the community daycares, headstarts, and Early Childhood programs, throughout Nova Scotia. With our counterpart at the Confederacy of Mainland Mi'kmaq (CMM), we met with our Nova Scotia L'nu ELCC Governance Advisory Committee with representatives from health, education, and social to guide our work on the development of the IELCC Governance Structure. This advisory committee works together on IELCC in a way that compliments the strengths and deliverables of partner organizations and communities. This collaboration, Maw-lukitimk Wjit Knijannaq (working together for our

children), considers how culture, language, social determinants, health, education, employment, involvement of communities, and partners are needed to accomplish the development of a Governance Structure.

In 2024-2025, Maw-lukitimk Wjit Knijannaq did this by:

- Providing a forum for collaboration, integration, and communication across a range of sectors, partners, and decision-makers.
- With communities, prioritize needs and seek resources to address these, build capacity for improvements based on identified priorities through the development of culturally based, high quality programs and services.
- Supporting good governance and accountability through planning, oversight, sharing indicators of success and so on.
- We will look to include federal and provincial partners more next fiscal year.
- The decision regarding which organization hosts this structure should be made by consensus with partners and leaders.

- The biggest challenge with the project is the jurisdiction over the housing of the implementation of the governance structure.
- We will continue to work with our partners to problem solve the increasing prevalence of Autism, ADD/ADHD, and diverse learners.

Governance of IELCC for the Mi'kmaq of Nova Scotia: Summary of Engagement Insights and Resulting Recommendations

Engagements with the daycare and headstart managers, health and education directors, findings propose a governance model for the IELCC sector that supports a self-determined, culturally grounded, and coordinated approach.

1. Shared Purpose

A unified vision: Maw-lukitimk wjit knijannaq ("working together for our children"), aiming to create vibrant Mi'kmaq families and communities through culturally strong IELCC services.

2. Agreed Priority Areas - Eight key priorities emerged:

- Expand Access – more spaces, extended hours, infant and after-school care.
- Staffing – wage parity, training, and retention strategies, especially for Indigenous men.

- Culture & Language – embed Mi'kmaq teachings, language, and land-based learning.
- Program Quality – improve policies, consistency, and home-community learning links.
- Diverse Needs – more support for children with disabilities and diverse learning needs.
- Facilities – more/larger spaces and renovations needed.
- Streamlined Reporting – reduce administrative burden and complexity.
- Sustainable Funding – long-term, stable funding required to meet growing demand.

3. Shared Values & Principles

- Equity and Autonomy – respect for community self-determination.
- Mi'kmaq Culture and Teachings – including Seven Sacred Teachings.
- Transparency and Communication – open sharing of funding and decisions.
- Collaboration – cross-sector coordination (health, education, social services).
- Efficiency – avoid top-heavy models to protect funding for front-line services.
- Continuous Improvement – learning and adapting across the region.

4. Governance Preferences

IELCC

- Establish a stand-alone, non-political IELCC Board with representatives from each community, guided by professionals, parents, Elders, and knowledge keepers.
- Decentralized yet coordinated: Local program autonomy, but with regional collaboration on shared goals and funding proposals.
- Include forums/advisory groups and avoid creating a costly bureaucracy.
- Ensure Mi'kmaw culture and self-determination are central to all decisions.

Recommendations for Governance Model

- Establish a stand-alone IELCC Board with community and stakeholder representation.
- Maximize funding to communities and address collective needs efficiently.
- Validate purpose, priorities, and guiding principles through further engagement.
- Create an evaluation framework with measurable outcomes.
- Plan implementation in phases, including cost estimates and capacity building.
- Transition via an interim board, then fully implement the IELCC governance model.

Implementation Plan (Phased Approach)

- Phase 1: Set up an interim board with sector leaders and assign a lead Chief.
- Phase 2: Guide transition, develop structures, staff plans, and board policies.
- Phase 3: Launch IELCC governance model based on community-approved structure and capacity.

Conclusion

The Mi'kmaq of Nova Scotia are ready to lead their IELCC systems based on culture, autonomy, collaboration, and community-defined priorities. The proposed governance model is designed to ensure fairness, improve outcomes, and reflect Indigenous values while advocating for sustainable, long-term investment.

Atlantic Region Indigenous-Led IELCC Capital Funding Governance and Distribution Process Project

As directed by the Atlantic First Nations Health Partnership, the UNSM received funding to develop an approach for ongoing Infrastructure funds within Atlantic First Nation communities.

The Atlantic IELCC Technicians hired the Firelight Group consultants to engage with Atlantic communities and organizations to develop a model for allocating new federal IELCC

infrastructure funds. Firelight Group developed a "What We Heard Report – IELCC Capital Funding Governance Project" with the key findings from the engagement regarding the governance and distribution of IELCC capital funding in the Atlantic Region.

- The report is part of a broader project led by 6 Tribal Councils to develop a model for allocating a new federal IELCC infrastructure fund (\$4.2 million annually until 2027–28).
- Current funding structures are deeply flawed, treating all Atlantic provinces as a single recipient and creating administrative burdens, competition, and inequity.

Key Findings – “What We Heard”

1. Current System Challenges

- Chronic underfunding of IELCC undermines community well-being and cultural continuity.
- The federal funding model is flawed, especially the grouping of 34 First Nations into one funding region.
- The \$4.2M annual fund is inadequate, often not enough for even one major project, and forces communities into unfair competition.

2. Guiding Values for Governance

Participants strongly support governance based on:

- Fairness & Equity: Complicated by resource scarcity.
- Transparency: Critical at both regional and federal levels.
- Needs-Based Approaches: Consider population, facility condition, access, and cultural relevance.
- Effectiveness: Tensions between broad impact and meaningful change.
- Self-Determination: Undermined by imposed structures and timelines.

3. Funding Allocation Models Explored - Several options were discussed:

- Equal Distribution: Rejected as unfair and ineffective.
- Needs-Based Allocation: Widely supported but complex in practice.
- Rotational or Multi-Year Models: Seen as more impactful, but risk delaying support.
- Delegation to Tribal Councils: Desired but not feasible given small funds.
- Hybrid Models: Most supported—e.g., base amounts plus needs-based top-ups.

4. Defining and Measuring ‘Need’- Metrics communities identified include:

- Facility condition and age
- Waitlists (adjusted per capita)
- Population growth

IELCC

- Remoteness and access to services and capacity to serve children with special needs
- Cultural and language programming capacity

5. Mechanisms for Comparison - Several methods discussed:

- Formulas, Surveys and Proposals, Needs Assessments and Baselines, or Hybrid Approaches.

Conclusion

- There is no perfect model for distributing these limited funds fairly.
- Participants agreed that principles like fairness and effectiveness are hard to achieve with such underfunding.
- A consistent message: increased, sustained investment is essential.
- Any governance model must be community-driven, flexible, and rooted in Indigenous values and self-determination—but cannot succeed without greater resources from federal partners.

The ELCC Governance Project Manager sits on several advisories and committees:

- Maw-Meltamk L'nui - Kina'masit Advisory Meetings,
- MK's Early Childhood Education Language Networking Group,
- Regional IELCC Subcommittee

Meetings,

- Atlantic Child and Youth Committee as the Co-Chair,
- The Health Partnership and Atlantic First Nations Health Directors,
- The Health Partnership approved the IELCC Governance funding to go to the Tribal Council's on an on-going basis, until a governance structure is decided.
- The NSCC L'nu Early Childhood Education Advisory Committee,
- Observing the AFN's ELCC National Expert Working Group (NEWG), and
- Appointed as the technician for the AFN's Chief's Committee on ELCC (CCELCC).

The ELCC Governance Project Manager provided many presentations, project updates, and dialog sessions to different target audiences such as:

- The UNSM and CMM Board of Directors, Chief and Councils,
- The UNSM Health Directors, Tajikeyim k Health Directors and organization,
- Conferences; and
- Site visits to all Nova Scotia Mi'kmaw communities.

The ELCC Governance Project Manager has taken part in other smaller projects, such as:



- The UNSM Mental Wellness Days,
- Submitted a Catalyst Grant: Moving Upstream - Structural Determinants of Health on Targeting the Structural Drivers of Mi'kmaw Food Insecurity,
- Took part and supported in the UNSM L'nu Food Gathering,
- Assessment and Quality Improvement (AQI) Workshop; and
- Work with MK on Next Steps with Mi'kmaw Regulations & Guidelines.

For more information, contact:

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IELCC Governance Project Manager
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**2024 Mawitaik Wjit Knijannaq
Conference**

Co-hosted by UNSM, CMM, and MK, this conference brought together over 100 Early Childhood Educators across all 13 Mi'kmaw communities. Highlights included:

- Food, engagement, networking, music, Waltes, and crafts.
- Honouring our Early Childhood Educators for Years of Service,
- Support and Resources for Autism, a keynote on ceremony in the Early Years,
- IELCC Governance,
- How therapeutic power of play can support learning and relationship development; and
- Land based learning.

Collaboratively, we will be planning for the 2025 Mawitaik Wjit Knijannaq Conference.

HEALING OUR NATIONS

Healing Our Nations is a unique program under The Union of Nova Scotia Mi'kmaq. The representation, service, access and involvement of HON consists of 33 First Nation communities in the four Atlantic Canadian Provinces and the off-reserve population. Healing Our Nations has two funding streams. One being Indigenous Services Canada under The First Nations Inuit Health Branch and the other is The Public Health Agency of Canada.

Although this was a challenging year for Healing Our Nations, largely due to a change in staff and not hiring new staff until July and late August 2024. It was also a successful year due to the new HON team members stepping up like no other. They were able to complete most of the activities in our workplan. The activities that were not completed were reported to the funder and were approved to move over into the 2025/2026 fiscal year.

HON's activities include connecting with all 33 First Nation communities and facilitating Sexual Health and Harm Reduction workshops.

Although we mainly work with the First Nation Community Health Centres, we also work with other programs offered

through community through Community Centres, Treatment Centres, Crisis Centres and Schools. This activity also includes hosting information booths at community health fairs, community events such as Pow wow and Pride events.



Healing our Nations participates in conferences across the four Atlantic provinces, offering information booths and engaging directly with communities. Activities include Cultural Awareness Training for non-Indigenous organizations, Youth Peer Mentor Training for off-reserve Indigenous organizations, Youth Peer Mentor Training for off-reserve Indigenous youth, and Peer Mentor Training for Indigenous people living

HEALING OUR NATIONS



with HIV and/or Hepatitis C. HON also hosts an annual Elder and Youth Gathering and the Aboriginal AIDS Awareness Family Fun Day (AAAW). A new initiative now provides all 33 First Nation Health Centres with harm reduction supplies and Naloxone/Narcan training, funded by FNIHB. In addition, HON team members contribute to working groups and committees across Atlantic Canada and Turtle Island, expanding partnerships and advocacy efforts.

Healing Our Nations – Evaluation and Strategic Response

(HON) has adopted a strategic approach to growth and change, guided by regular evaluation to measure successes, challenges, and barriers. An External Evaluator reviews data collected from workshops,

information booths, and reports, producing annual evaluations for funders. HON uses pre-made evaluation packages at every event, including participant and facilitator forms, booth tracking sheets, resource logs, and data collection sheets, which are compiled quarterly and annually. This structured process ensures accountability and continuous improvement. HON's work is also grounded in five universal leadership principles—Legitimacy and Voice, Direction, Performance, Accountability, and Fairness—positioning the organization as a leader in Atlantic Canada for Indigenous sexual health and harm reduction through prevention, support, and education.

Workshops and Community Training

In 2024/2025, Healing Our Nations (HON) facilitated workshops in 28 of the 33 First Nation communities served. For the remaining communities, the HON team met directly with Health Centre and program staff to build relationships and provide harm reduction supplies.

HEALING OUR NATIONS

Workshops delivered included:

- Cultural Awareness
- HIV 101
- Hepatitis 101
- Sexually Transmitted and Blood-Borne Infections
- Healthy Relationships (boundaries and self-esteem)
- Sex Over 50
- Harm Reduction
- Naloxone/Narcan (with take-home kits provided through Nova Scotia Health)
- How to Talk to Your Kids About Sex and Sexuality
- Smoking and Vaping

New workshops developed for pilot in 2025:

- Menopause
- Sharps Safety and Disposal

These pilots will be held in four communities, with participant feedback used to refine content before adding them to the permanent workshop list.

The Healing Our Nations Community Health Coordinator facilitated 17 Cultural awareness workshops in 2024/2025 in four Provinces. Although this workshop is tailored to non-Indigenous organization who serve Indigenous clients, we quickly realized that Indigenous organization also

wanted the training as they employee non-Indigenous folks. There were five sessions completed in Nova Scotia, New Brunswick and Prince Edward Island. There were two sessions completed in Newfoundland. Some of the organization who received the training are The Alzheimer Society of PEI, Wild Chid, Boys and Girls Clubs, Nova Scotia Health, Newfoundland Aboriginal Women's Network, Connections to Employment and Family Services in New Brunswick

In 2024/2025, HON was unable to complete the Youth and IPHA Peer Mentor Trainings due to low participation and staffing changes. With funder approval, both trainings were carried over into 2025/2026 and will now be offered in person.

The Program Manager has rebuilt trust with IPHA members, who will help update the training, with sessions scheduled for September 2025 and February 2026. A new six-person Advisory Committee has also been established to guide HON's work with Indigenous

HEALING OUR NATIONS

people living with HIV in Atlantic Canada.



Sharing Knowledge Across Generations

During the Elder and Youth gathering that took place in March 2025 there were many teachings from a variety of Elders and Knowledge Sharers from Atlantic Canada. This year was special as it was the largest group of youth to ever participate in the gathering.

Seventeen Indigenous youth from across Atlantic Canada, including Mi'kmaq, Inuit, and Innu communities, gathered for four days of cultural learning and connection. Workshops included ribbon shirt and skirt making, fish skin tanning, dreamcatchers, quill



art, tipi lamps, and skirt making, fish skin tanning, dreamcatchers, quill art, tipi lamps, and Naloxone/Narcan training delivered by Healing Our Nations. The Atelihai Inuit group also offered a cultural presentation with drumming and teachings about Inuit traditions. This was the largest youth participation to date, fostering cultural pride, friendships, and intergenerational knowledge sharing.

Aboriginal AIDS Awareness (AAAW) Family Fun Day

This year's AAAW Family Fun Day was hosted in Glooscap First Nation in March 2025, after being

HEALING OUR NATIONS

postponed from December. The passport-style event encouraged participants to visit stations such as the HON information booth, bean bag toss, spin the wheel, plinko, match-it game, and photo booth. At each game station, participants answered questions about HIV or Hepatitis C, creating opportunities to share accurate information and increase knowledge. Additional activities included HIV/AIDS bingo, Hepatitis C testing, and HIV self-testing. The next AAW will be held in New Brunswick on the Miramichi side.

Condom Distribution & Harm Reduction Supplies

Healing Our Nations (HON) is the sole condom distributor for all 33 First Nation communities, providing condoms, dental dams, lube, and educational materials. In 2024/2025, HON produced three new resources and, with FNIHB funding, expanded to supply harm reduction items—including needles, stems, alcohol pads, sterile water, vitamin C, and sharps containers.

HON supported 26 of 33 communities with these supplies, with personal-sized sharps containers being most requested.

Toward year-end, HON also distributed puncture-resistant gloves and sleeves for safer needle clean-up. Looking ahead to 2025/2026, HON plans to purchase large community needle kiosks.

HON team members contributed to numerous committees and projects focused on sexual health and harm reduction. In 2024/2025, involvement included the Canadian Association for AIDS Research Scientific Committee, the Naloxone Network, STI Now (Nova Scotia Health), Quit Smoking (LungNSPEI), Boys and Men's Research and HIV & Disabilities Projects (Dalhousie University), Phase Two STBBI Testing (Canadian Trails Network), Mobilizing STBBI Research Advisory Council (Canadian Aboriginal Communities and Alliances), and the Nova Scotia Harm Reduction Working Group. Notably, HON's Program Manager became the first Knowledge Keeper for Action Hepatitis Canada.

Partnerships and Highlights

In 2024/2025, Healing Our Nations (HON) gained 13 new partnerships with direct service providers,

HEALING OUR NATIONS



strengthening capacity and expanding resources for sexual health and harm reduction across Atlantic Canada. Strong partnerships with First Nations communities and Health Centres continue to enhance prevention, support, and rapid response efforts.

HON is known for our swag. We give it out at the end of our workshops as prizes for completing evaluation forms. We also give away swag at our information booths. Some of our swag can also be used as harm reduction supplies. We offer turtle ice packs to keep medicine cold, or they can be heated up for injuries, nail clippers, utensils, stress balls, pencil cases to hold supplies in and notebooks so people can journal.

Here are some numbers of items that were distributed in 2024/2025; Over

13,000 male (external) condoms, over 600 female (internal) condoms, over 6,000 needles (syringes), over 3,000 drug testing strips, over 4,200 sharps containers, over 1,000 HON educational materials and over 3,000 HON swag items.

Highlights of the year include:

- Reached all 33 First Nation communities through workshops, information booths, harm reduction supplies, or in-person meetings.
- 26 communities received harm reduction supplies.
- 17 youth participated in the Elder and Youth Gathering.
- Hosted the first Indigenous Medicine Room at the Canadian Association for HIV Research conference, with an invitation to co-host again in Winnipeg in 2026.
- 13 new partnerships
- Established a new six-person Advisory committee of Indigenous people living with HIV and/or Hep c in Atlantic Canada
- We reached 1084 people directly through our sexual health and harm reduction workshops
- 17 Cultural Awareness workshops completed with a total of 140 participants

HEALING OUR NATIONS

- Julie – Program Manager – received the King Charles III Coronations Medal for her significant contributions, exceptional impact and commitment to Indigenous HIV/AIDS movement in Canada
- Julie was named the first ever Knowledge Keeper for the Action Hepatitis Canada's steering committee

Conclusion:

In conclusion, 2024/2025 was a challenging but successful year for Healing Our Nations. It is anticipated that HON will increase its workshops delivery, complete the entire workplan for 2025/2026 with the addition of the two activities not completed in the 2024/2025 fiscal year and increase the number of information booths we host. HON has increased uptake of prevention measures this fiscal year as participants indicated they are using condoms more; they are taking PrEp and are reducing their risks by using harm reduction supplies when using substances. HON will continue to increase its uptake and increase capacity throughout Atlantic Canada to

reduce transmission rates, increase testing and increase prevention interventions. We will continue to nurture the existing partnerships and strive to gain new ones. We will continue to collaborate with all First Nations Health Centres and other community programs on and off reserve.

Thank you for the support of UNSM, we look forward to a successful 2025/2026 fiscal year.

For more information, contact:

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Healing Our Nations
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HOME AND COMMUNITY CARE

Celebrating 25 Years of Home and Community Care

The 2024-2025 year has been celebrated as our 25th Anniversary in the service delivery of a community-paced, community-based mandatory home care program. A gathering of First Nation and Inuit Home and Community Care (FNIHCC) nursing staff, home support workers, and health leaders was held in Moncton, NB on October 22-23, 2024, with the theme of Celebrating 25 Years of Providing Quality Home Care Services. The event agenda included an opportunity to work with an experienced facilitator to engage home care staff in the creation of a strategic plan for FNIHCC communities in the Atlantic region. The regional gathering participants created a collective future vision for FNIHCC in the region and identify goals and potential actions to achieve priorities over the next five years.

The goals as developed by the HCC community staff include:

- Increasing access to culturally safe, wholistic and high-quality continuum of home care services

- Workforce: Prioritize recruitment and retention of the home care workforce (including prioritizing training including, but not limited to, cultural safety, palliative and end of life care, wound care).

Building Connections

In April, as part of our Home and Community Care Quarterly meeting, the Community Coordinators were able to have a tour with TC Bernard of the new Long Term Care home Ki'knu in Eskasoni. The coordinators were educated on the availability and admission process for community members, either presently or in the future. The potential for cross-education opportunities, such as dementia and Alzheimer or Aging in Place workshops was discussed as the Ki'knu education room provides a great learning space.

Regional Advocacy and Community Wellness

The HCC Regional Team consisting of Atlantic Tribal Council Coordinators and ISC

HOME AND COMMUNITY CARE

Regional Coordinators continued to meet monthly to bring forward Community Coordinator concerns and suggestions for program patient safety and funding advocacy. Again, the NIHB process was reviewed, especially for wound care supplies, and the concerns were relayed through our ISC regional coordinator. The time lag, administrative burden on nurses, doctors and pharmacies to get the supplies quicker, is a major concern, as is the eligibility for items needed. NIHB is not keeping up with current products and supplies to meet the complex needs of community clients. HCC was able to support various community Wellness Fairs and present current information on Falls Prevention; Healthy Living to Decrease Risks of Chronic Disease and Cancer; and some childhood health issues such as child poisoning prevention and children's home safety checklists. . Talking to community members about their health promotion and concerns helps to ensure future resource development can meet the needs of those who participate in community wellness education.



Training, Orientation, and Community Support

The Atlantic Skills Development for CCAs and Nursing staff from across the four provinces, under Professional Development funding held by UNSM, was held in June in partnership with Dalhousie University Nursing and Paramedicine faculty. We were able to provide 30 newly hired and long-serving HCC staff with skill refreshers such as taking blood-pressure; wound and ostomy care; infection control and using personal protective equipment, and some case management exercises specific to community scenarios.

HOME AND COMMUNITY CARE



Community Engagement and Strategic Planning

Community visits continue to include policy review, program issues and complex client care. The newly hired staff in community have the option to have an in-person or virtual orientation and to connect and network through our Quarterly meetings, education day or conference. Orientation is a priority to ensure that HCC staff have the information and resources required to do their role in a community setting as opposed to hospital or nursing home backgrounds.

Participation in the UNSM Strategic Planning exercise, with Asset Mapping discussion took place in February/25.

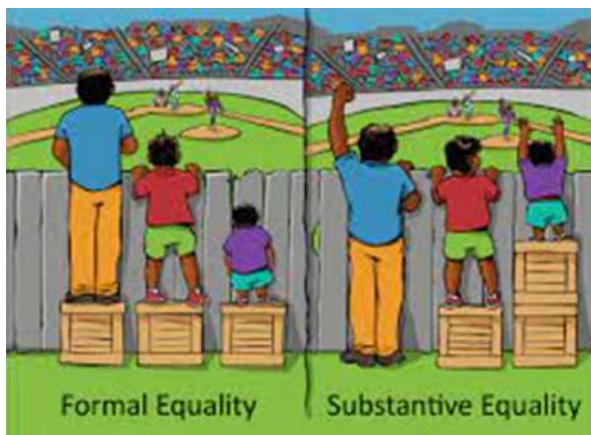
This provided an opportunity to share community perspective on how UNSM is seen as health partner and resource support when requested, and the several ways departments can share expertise.

For more information, contact:

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UNSM HCC Coordinator, N, NF & LB
Home and Community Care
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JORDAN'S PRINCIPLE

Jordan's Principle is a human rights obligation requiring the Government of Canada to ensure First Nations and Inuit children have equal access to services without gaps, delays, or denial. It is grounded in the principle of substantive equality, recognizing the historic disadvantages and systemic barriers faced by First Nations children, and seeks to provide them with the same opportunities and supports as other children in Canada.



Eligibility to apply for Jordan's Principle funding:

- A child who has status is eligible
- A child who is eligible for status can apply for funding
- A child who is ordinarily residing on reserve is eligible
- A child who is recognized by their First Nation is eligible

Jordan's Principle can support a child from pre-natal until the child reaches their 19th birthday. Jordan's Principle has been serving First Nations and Inuit children living in Unama'ki since 2017. We now have offices located in Membertou, Eskasoni, We'koqma'q, Wagmatcook and Potlotek.

2024-2025 Program Highlights

- Individual Support Services: A total of 2,332 individual applications were submitted, resulting in 2,845 services secured for children across Unama'ki.
- Group Initiatives: 28 group requests were submitted to support and enhance community-based and educational initiatives.
- Urban Outreach: Outreach efforts to First Nations children living outside community expanded significantly, reaching 226 children this year.
- Regional Collaboration: UNSM Jordan's Principle successfully hosted the Atlantic Jordan's Principle Conference, welcoming 97 Service Coordinators from across the Atlantic provinces.

JORDAN'S PRINCIPLE

- Transition Support: In August 2024, UNSM appointed a Transition Coordinator to assist youth aging out of Jordan's Principle services.

- Cultural Engagement: A Traditional Fish Camp was hosted in collaboration with community partners and Parks Canada.

- The Cultural Support Team organized an Eel Group Activity and Ribbon Skirt Making Workshop.

- A Lunch and Learn session on Intergenerational Wellness was also facilitated.

- Operational Improvements:

- Direct Deposit was fully implemented for families opting for this payment method.

- The phased introduction of digital forms began, streamlining application and reporting processes.

Service Coordination Updates

Service Coordination is the heart of the Jordan's Principle Initiative. If a child or group of children has unmet needs in the areas of Health, Education, Social Development or Culture,

we may be able to secure funding to meet those needs.



Service Coordination staff have the following responsibilities:

- Navigate existing services for families – staff always attempt to connect families with services that are available in their home community

- Secure funding through the Service Access Resolution Fund (SARF) and help families find the services they require

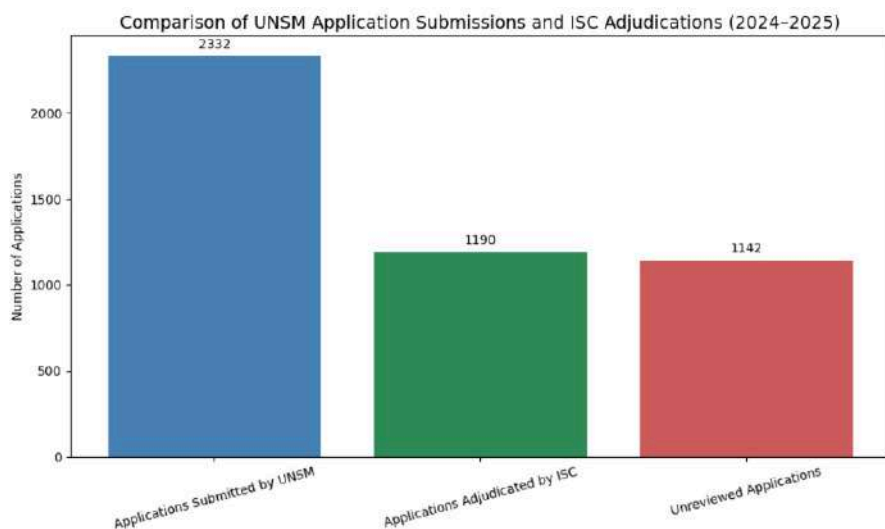
- Case management services for those families that require it

- Outreach/education and community capacity building

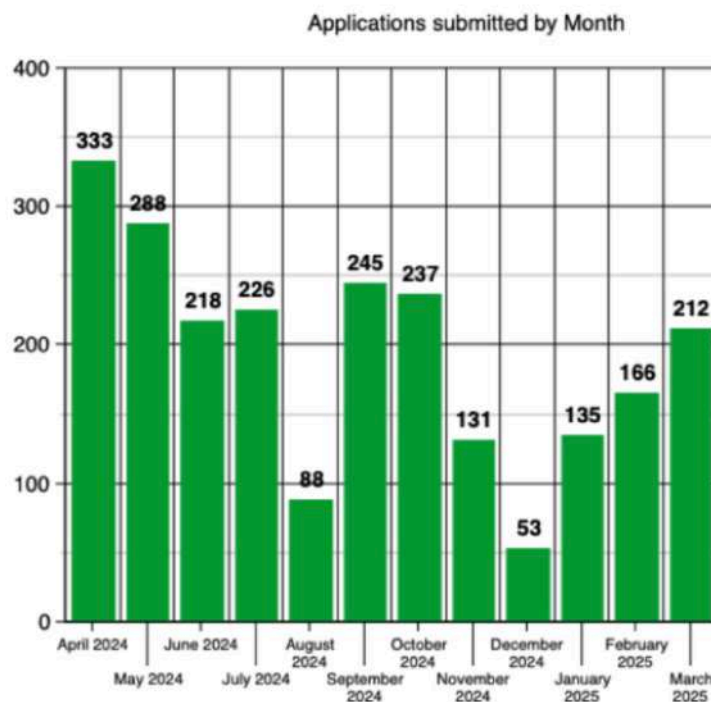
JORDAN'S PRINCIPLE

Disparity Between Application Submissions and Adjudications: Fiscal Year 2024–2025

The following chart illustrates a comparison between the number of applications submitted by the Union of Nova Scotia Mi'kmaq (UNSM) and the adjudication rate by Indigenous Services Canada (ISC) for the 2024–2025 fiscal year. During this period, UNSM submitted a total of 2,332 applications. In contrast, ISC rendered decisions on only 1,190 applications, resulting in a backlog of 1,142 applications that remained unreviewed.



Individual Applications- 2,332



28 Group Applications Approved (Highlights- not exhaustive):

- We'koma'q Youth Retreat
- Second Step Bullying Program (Mi'kmawey School)
- Safety Assessment – Potlotek Daycare
- Ipads for Kindergarten – Eskasoni
- Wagmatcook Drum Group Supplies
- We'koqma'q Grad trip for 2 students

JORDAN'S PRINCIPLE

Challenges

Canada continues to fall short of meeting its legal obligations regarding the timely adjudication of applications under Jordan's Principle. The situation has escalated to a critical level, with over 100,000 applications remaining unopened at the national level and thousands more pending review within the Atlantic region.

In February 2025, Indigenous Services Canada (ISC) issued an "Operational Bulletin" that introduced significant changes to the administration of Jordan's Principle. These changes were implemented without prior consultation with First Nations leadership and, notably, were applied retroactively to the existing backlog of applications.

The retroactive application of these policy changes has introduced additional barriers for First Nations children seeking support.

In some cases, these changes have effectively undermined their right to substantive equality, further exacerbating systemic inequities.



The chart on the next page highlights some of these changes and how they are impacting the families we serve.

JORDAN'S PRINCIPLE

Policy Changes and Impacts on First Nations Children (Pre- and Post-February 2025)

Area	Typical Standard (Prior to Feb. 2025)	February 2025 Decision	Impact to First Nations Children
Substantive Equality	ISC recognized substantive equality as essential for all applications, acknowledging historical trauma among First Nations children.	ISC will only approve items if substantive equality is demonstrated.	Families must now disclose historical trauma to justify funding, placing emotional and administrative burdens on them.
Housing Adaptations	Purchase, construction, or structural renovations were typically funded for safety-related needs.	No longer funded unless substantive equality is demonstrated.	Families must prove the necessity through historical trauma, potentially delaying or denying essential safety modifications.
Sporting Events	Typically approved with a letter of recommendation.	No longer approved unless substantive equality is demonstrated.	Children may lose access to culturally and socially enriching activities unless trauma-based justification is provided.
Non-Medical Supports (e.g., travel, respite care, childcare, clothing, furniture, vehicles)	Typically approved with a letter of recommendation.	Now require a medical professional's recommendation and proof of substantive equality.	Increased strain on community medical professionals; families face additional barriers to access basic supports.
School Supports	Reviewed based on individual needs, regardless of school location.	Supports to off-reserve and private schools redirected to provincial or federally-funded programs.	Provincial boards may lack resources to meet substantive equality needs, risking unmet educational requirements.
Continuity of Services	Services continued past fiscal year-end to ensure stability.	Each request now reviewed case-by-case; past approvals do not guarantee future funding.	Delays in approvals disrupt services, causing regression in children due to lack of continuity.

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Community Outreach/ Partnerships

Community partnerships and outreach are foundational to the work we do and are essential in building trust, fostering collaboration, and ensuring that services are accessible and responsive to the needs of First Nations children and families. These efforts not only strengthen relationships with community members and organizations but also enhance our ability to advocate effectively and deliver culturally grounded support.

Over the past fiscal year, our team has actively engaged in a variety of outreach initiatives aimed at raising awareness, sharing resources, and supporting community-driven solutions. These activities have included:

- **Participation in Community Events:** Attending health fairs, cultural gatherings, and local celebrations to connect directly with families and share information about available supports.
- **Workshops and Information Sessions:** Hosting and facilitating sessions on Jordan's Principle.

- **School and Youth**

Engagement: Collaborating with local schools to provide support services tailored to the needs of students and educators.

- **Partnership Development:** Building and strengthening relationships with local service providers, health professionals, and advocacy groups to coordinate care and streamline referrals.

- **Mobile Outreach:** to our families living outside of a First Nation community. This ensures equitable access to information and support services.

- **Feedback/Follow Up calls** - Creating space for community members to share their experiences, voice concerns, and contribute to the continuous improvement of our services.

These outreach efforts are a testament to our commitment to community-led approaches and to ensuring that every child receives the support they need in a way that respects their identity, culture, and rights.

JORDAN'S PRINCIPLE



National Advocacy and Engagement

Jordan's Principle Unama'ki remains steadfast in its commitment to securing a long-term, sustainable solution for the implementation of Jordan's Principle. As part of our ongoing advocacy efforts, we actively engage at the national level to ensure that the voices and needs of First Nations children and families are represented and prioritized. We are currently involved with the following national committees and advocacy groups:

- Assembly of First Nations
- The First Nations Caring Society
- Jordan's Principle Action Table
- Jordan's Principle Operations Committee
- Institute of Fiscal Studies and Democracy Working Group
- Education Tripartite

We also work to advocate at the Atlantic and Local Level. Working with the following groups:

- Non-Insured Health Benefits Committee
- FASD Atlantic Region
- Atlantic Jordan's Principle Working Group
- Various Local and Grassroots organizations

Through these partnerships, we contribute to policy discussions, share regional perspectives, and advocate for systemic changes that uphold the principles of equity, accountability, and cultural safety.

Cultural Support Program: Celebrating Five Years of Growth and Renewal

This fiscal year marks the fifth anniversary of our Cultural Support Program—an important milestone in our ongoing commitment to cultural revitalization and community connection. As part of this milestone, we have initiated a comprehensive review and update of the program to ensure it continues to meet the evolving needs of First Nations children and families.

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Our renewed focus emphasizes expanding access to diverse cultural experiences available within communities, while also strengthening one-on-one cultural mentorship for children who benefit from individualized support. In addition, we are actively revising our cultural mentoring training curriculum, incorporating valuable feedback from both families and mentors to enhance its relevance, effectiveness, and cultural integrity.

(EKWITAMEMK 2024)

Ekwitamemk is a Mi'kmaw phrase that means "to fish" and our Ekwitamemk Camp provided hands-on opportunities for youth to learn how to fish, how to clean and prepare it for cooking, while also learning about the traditional perspectives of sustainability. The Ekwitamemk Camp was hosted by the

Jordan's Principle Cultural Support Team, alongside with the help and support from the Unama'ki Institute of Natural Resources (UINR), Joef Bernard (Knowledge Sharer), the Land Guardians from Eskasoni Fish & Wildlife Commission, our cultural mentors, Parks Canada, and Buddy Young (UNSM Cultural Support). This camp was the first of its kind in the region. The main goals of the Ekwitamemk Camp were:

- To help youth reconnect with traditional Mi'kmaw values and practices
- To help youth reconnect with nature
- To gain knowledge of how to manage our natural resources
- To gain hands-on fishing experience as a way to provide food

The camp welcomed 15 youth participants, aged 10 to 15, for an immersive land-based learning experience. Throughout the program, participants engaged in traditional fishing practices, learned fish preparation techniques, and developed essential water safety and canoeing skills. Staff from the Unama'ki Institute of Natural Resources (UINR) provided

JORDAN'S PRINCIPLE

educational sessions on conservation and fish species identification, enriching the learning experience with ecological knowledge.

Each day concluded with meaningful cultural activities, including storytelling, medicine pouch making, and the opportunity to participate in a sweat lodge ceremony—offering spiritual reflection and cultural grounding. Campers stayed in traditional tipis and benefited from continuous guidance and teachings from Elders, Land Guardians, and other respected knowledge holders present on site.

The event was a resounding success, reflecting the dedication and collaboration of all involved. Sincere congratulations and gratitude go out to the staff and volunteers whose efforts brought this vision to life.



Transition Coordination

In September 2024 we launched our Transition coordination Services as an additional support for our families.

The Heart of This Work (Our Goal)

- To support our current clients in transitioning from Jordan's Principle to broader, sustainable resources beyond their immediate networks.
- To reduce barriers and open pathways to new supports for Indigenous youth.
- To walk alongside families as they move through life's next chapters, offering guidance and care.

Walking the Path: From Here to There

- When a client reaches the age of 17 or 18, they are connected with our Transition Coordinator.
- The Transition Coordinator works closely with families to create a personalized transition plan.
- They help bridge connections to new resources and services beyond Jordan's Principle.
- Ongoing support is provided, ensuring families are not left to navigate the journey alone.

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The Winds We Walk Against

- Broken Trust – Historical trauma and systemic discrimination have fractured the relationship between First Nations and Inuit families and government systems.
- Fear and Uncertainty – Many families feel overwhelmed, unheard, or unaware of the services available to them.
- Cultural Gaps in Services – After aging out of Jordan's Principle, culturally appropriate supports are often scarce or nonexistent.
- Systemic Barriers – Adult services are often difficult to access due to strict eligibility rules, long waitlists, and a lack of cultural understanding.

Sharing the Fire – Our Advocacy

- Connecting families with people and organizations that can offer meaningful support.
- Empowering families to become advocates for themselves and their communities.
- Continuing to listen, guide, and help navigate complex systems of care.
- Educating and collaborating with non-Indigenous organizations to foster understanding and partnership.



Carrying the Flame Forward

As our youth transition into adulthood, our role as advocates doesn't end—it evolves. We shift from leading the way to walking beside them, offering the knowledge, tools, and teachings they need to carry the flame forward. And when the fire dims, we remain close, ready to help tend it again.

Youth Supported by Transition Coordination – September 2024 – March 2025 (7 months)

- Number of Youth Aging Out April 2024 – March 2025 – 69
- Number of Inactive Files - 43
- Number of Youth/Families Contacted in person– 26
- Number of Youth/Families that Accepted Support – 12

JORDAN'S PRINCIPLE

Strategic Priorities and Actions for 2025-2026

Enhance Access and Transparency

Ensure children/youth receive quality and culturally appropriate health, social and educational services/supports across all stages and levels of care.

Establish a clear, accessible digital process for families and community members to access Jordan's Principle services and provide meaningful feedback.

Support Leadership and Policy Development

Champion the health priorities of Atlantic Chiefs and work of the Chiefs in Assembly.

Endorse proposed policy options that promote increased First Nations control over Jordan's Principle as part of a long-term implementation strategy.

Raise Awareness Among Provincial Partners

Strengthen understanding of Jordan's Principle within provincial agencies to foster collaboration and improve service delivery.

Foster Relationships with Non-Indigenous Service Provider

Build respectful, reciprocal relationships through meaningful dialogue that promotes shared knowledge and cultural understanding.

Advocate for Regional Needs

Ensure Jordan's Principle Unama'ki is represented in advocacy groups to identify and address service gaps within our region.

Support Youth Transitions

Expand aging out and transition planning to ensure continuity of culturally appropriate care and support.

Revitalize Cultural Mentorship

Update the cultural mentoring training program to include land-based learning experiences that deepen participants' connection to Mi'kmaw knowledge and traditions.

Strengthen Data Capacity

Expand data collection and analysis capabilities to support community-driven planning and decision-making.

JORDAN'S PRINCIPLE

Ensure Holistic, Culturally Grounded Services

Strive to ensure that children and youth receive high-quality, culturally appropriate health, social, and educational supports at every stage of care.

Promote Capital Asset Funding Awareness

Increase visibility of Jordan's Principle Capital Asset Funding through targeted outreach and participation in community events.

Improve Financial Accessibility

Continue to streamline financial processes that provide support for families.

Facilitate Regional Collaboration

Continue to foster Atlantic collaborations/information sharing by hosting regular meetings of the Atlantic Jordan's Principle Working Group

Monitor Emerging Trends

Analyze regional, provincial, health, environmental, and social trends to identify opportunities for Jordan's Principle to engage and adapt.

For more information, contact:

Kelly Holley BACS, BED
Jordan's Principle Unama'ki Manager
Email: kholley@unsm.org



MENTAL WELLNESS TEAM



Team Lead/Cultural Support

Buddy Young

Case Advocacy

Chelsea Googoo

Nadia Denny

Keeshia Bernard

Behavioral Support

Megan Bowers

IDS/Youth Compensation support

Debra Ginnish

Mandate

Under the mandate of the Union of N.S. Mi'kmaq, the mental wellness team members work under the supervisor of our Health Director, Kara Paul. We also work very closely with the Jordan's Principal team members as well. . Much of the work we do is helping the Unama'ki band communities and health centers, with programs, workshops, crisis and emergencies, case management and

traditional healing, training and committee work, family group conferencing circles and sentencing circles, as well as attending criminal court and wellness court for our clients.

We redesigned our mental wellness logo as well, we are "health and wellness team" instead.



Positive Notes:

During the month of May, we celebrated mental health awareness, and we were able to visit the 5 Unama'ki communities plus Paqtnkek and Jane Paul Center. We visited each community during the month of May where we hosted a community visit to promote mental health. We encouraged all community members to visit us, where we had a world café set up and resources that included many Departments and we promoted

MENTAL WELLNESS TEAM

self-care by hiring local Mi'kmaq hairdressers to give out free haircuts, we had Jordan's Principle where the workers spoke to parents and children, we provided a healthy selection of catering and snacks, we also promoted traditional cultural arts and crafts (demonstrated by the RRS cultural support workers), we also had a Mi'kmaq dietician available to speak to people about our land based ways of healing, our Mi'kmaq diets need to be incorporated and re-introduced into our diets to help prevent diabetes and other chronic diseases. Some departments and organizations reported a significant increase with client numbers after the wellness days.

Counselling and NIHB Mental Health Providers:

The demand for mental health services in Nova Scotia is climbing rapidly and so are the wait times. The wait times for community health counselling and therapist are longer for children and youth up to the age of 18 years of age, compared to

adults. The lack of services providers creates an additional backlog for services as well. Our psychotherapist (a contracted service provider) was providing counselling to adults only, and crisis and emergencies matters has recently retired.

Community Crisis Response:

The MWT continues to provide ongoing crisis support to the UNSM designated communities. The team works collaboratively with the mental health teams and the health centers in Unama'ki and Paqtnkek. We visit the communities, we set up comfort centers, sacred fires, food and catering and soft counselling all through a cultural lens. Our approach to each community is using a model we created called the 3 circles approach (Emergency Management Approach).

Organizational Wellness /Cultural Support:

The MWT assists and collaborates with several organizations with wellness and cultural support. Such as: Assembly of First Nations,

MENTAL WELLNESS TEAM

Tajikeimik, Jordan's Principle, Cape Breton University and St. F.X. The MWT aids with trauma informed (ACE'S), cultural safety, and humility.

Richard "Buddy" Young is a part of the cultural authenticity committee representing UNSM. This group is to assist in creation of Mi'kmaq brands and labels.

We also utilize traditional healers funding to provide cultural healing services such as land-based healing programs like sweats, sacred fires, and cultural activities for educational purposes.

Keynote Speaker on ACE's Trauma informed for MK Teachers Professional development.

Nationhood Pannel speaker on Mental wellness, justice and addictions.

Participation in Community Events:

- Youth Moose, Fish, and cultural camps
- Sacred fires

- On the Land Healing
- Cultural authenticity gathering
- Mi'kmaq Summer Games – August
- Indian Day School supports for Unama'ki communities, this has ended, but we now transitioned to helping people with the child and youth compensation.
- Cultural and spiritual support - ceremonies and land-based healing when requested by communities.
- MMIWG
- Crisis team supports in communities
- The Mental Wellness team attended Mental health conferences, APC Training, EMO Training, Social Work conferences.



MENTAL WELLNESS TEAM

Traditional Healers

Traditional Healers Fund covers the following: Although this program is sunsetting, it plays a huge role in helping our people with healing in so many ways that we cannot measure. "On The Land Healing" is the new catch phrase and it is proving to be effective and successful toward healing.

- Wakes, sacred fires, and teepees to support the ceremonies.
- Many ceremonies like Sweat lodge, Naming and Pipe ceremonies, etc.
- Traditional and cultural support including gatherings, cultural teachings and arts and crafts.
- Culturally informing groups and organizations.
- Trauma informed education and culture.
- On the land healing
- Cultural reconnection for clients



Monthly Initiatives and Community Supports

Wagmatcook Wellness Court
Supporting our community members in navigating the justice system, while providing ongoing cultural and wellness support.

Interagency Collaboration

Participating in monthly interagency meetings at the Mi'kmaq Family & Children's Services office in Eskasoni, N.S., to strengthen partnerships and improve services for families.

Programs & Workshops

We continue to offer a variety of workshops and programs designed to support wellness, growth, and cultural connection, including:

- New Paths
- Options to Anger
- Mental Health Awareness

MENTAL WELLNESS TEAM

- Coping with Grief
- Cultural Awareness
- Empowering Parents
- Compassion Fatigue
- Grief Support

Case Management

To navigate and help support our clients in the following areas:

- Help people navigate the health, justice system, child welfare system and many more areas.
- Referrals and Intakes
- Some work includes outreach to Health professionals,
- Working closely with our in-house team of Jordan's Principles.
- Family and criminal court for clients.
- Work with probation officers, MLSN court workers and Gladue writers.
- Mi'kmaq Family and Children's Services, and the Jordan's Principal offices within Unama'ki and advocacy on behalf of our mental wellness clients.
- We also visit the local correctional centres.
- Family Group Conferencing Circles (Wikimanej Kikmanaq) with Mi'kmaq



Family and Children's Services and sentencing circles with MLSN.

- When it comes to clients who request additional services such as counseling, we make referrals to therapists, the behavioral support program, and to Buddy's traditional healing program.

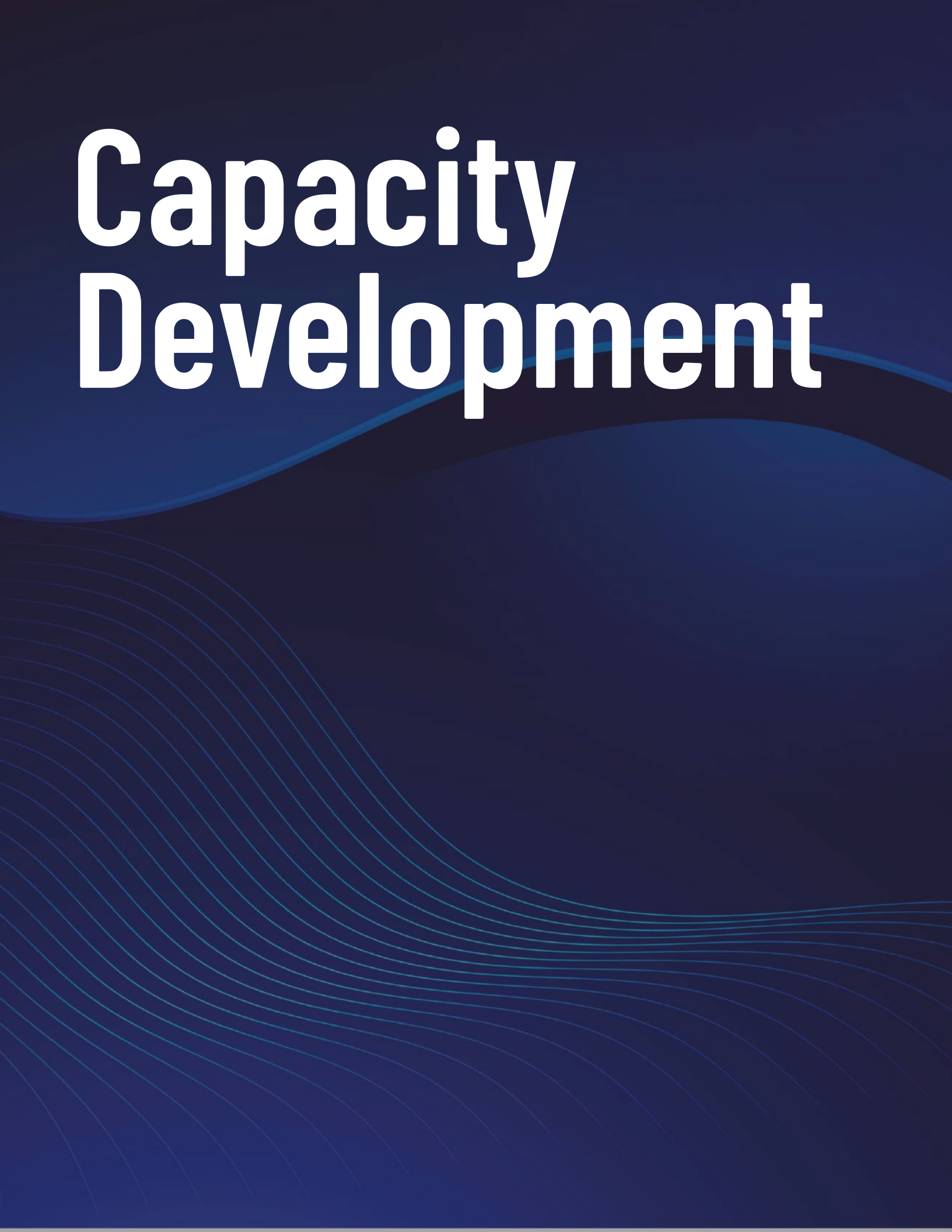
Mental Wellness Committee

MWT have been active participants with the Mental wellness committee that is one of many committees that are under the Atlantic Policy Congress of First Nations Chiefs Secretariat Health Partnership. Richard Buddy Young sits on the Mental wellness committee that meets quarterly to discuss and collaborate with decision making that assists the health directors within our respectful regions.

For more information, contact:

Richard (Buddy) Young
Cultural Support Advisor / Team Lead
Email: ryoung@unsm.org

Capacity Development

The background of the slide features a dark blue gradient. In the lower half, there are several thin, light blue wavy lines that sweep across the frame from left to right, creating a sense of movement and depth. The overall aesthetic is modern and professional.

CAPACITY DEVELOPMENT

Kwe' aq Pjila'si,

It is my honour to present the 2024–2025 Annual Report on behalf of the Capacity Development Department. I extend heartfelt thanks to our Chiefs, Councils, Board of Directors, and community members for your continued support. This year, our Community Development team advanced Comprehensive Community Planning, launched a Net Zero Feasibility Study, and began a multi-community Solar Farm project. These initiatives reflect our commitment to sustainability and resilience.

Our Infrastructure team expanded services in environmental stewardship, emergency preparedness, and technical innovation. Highlights included erosion protection, climate engagement sessions, and the Mi'kmaq Building Inspector Program. The Data Governance team marked a major milestone with the transition of Mi'kmaq Ethics Watch to UNSM and continued progress toward a Regional Data Centre. We also

strengthened governance through Matrimonial Real Property sessions and a new regional HR Committee. Our Cultural team promoted Mi'kmaq identity through the Mukla'qati signage project and quad-lingual interpretive signs. Through the Tripartite Forum, we supported initiatives such as the Gluskabewimk legal revitalization project, the Mi'kmaq Food Bundle Project, province-wide food systems engagement, and a Homelessness Symposium focused on decolonized solutions. Wela'lioq to our staff and leadership. Your dedication makes this work possible. As we look ahead, we do so with unity, purpose, and pride in all we've achieved together. Msit No'kmaq,



Joan Stevens

Director of Capacity Development
Union of Nova Scotia Mi'kmaq
Email: joanstevens@unsm.org

CAPACITY DEVELOPMENT

Capacity Development Support Team



Levi Francis, Operations Coordinator, is the team's go-to for keeping internal systems and day-to-day operations on track. From coordinating communications and supporting HR tasks to managing office logistics and assisting the Director with travel claims, Levi ensures the department stays organized and efficient. Fluent in Mi'kmaq, Levi is also looking forward to mentoring his colleague Kennedy this fall as she begins learning the language.

Morgan Metallic, Administrative Assistant, brings warmth and reliability to her role, supporting the Director and team with scheduling, document management, event coordination, communications, and processing travel claims. Outside of work, Morgan is passionate about

basketball and proudly served as a coach for girls' basketball at the 2023 North American Indigenous Games in Halifax—an experience that reflects her dedication to youth and community.



Kennedy Marshall, Projects Coordinator, brings energy and precision to the team's many initiatives. She leads the development of proposals, tracks project deliverables, and manages the Request for Proposals (RFP) process. Kennedy works closely with community and government partners to keep projects aligned with departmental goals. She's also excited to begin learning Mi'kmaq this year, with support from Levi.

Together, the Capacity Development Support Team combines professionalism, cultural awareness, and a strong sense of teamwork to support the department's work with UNSM member communities.

COMMUNITY DEVELOPMENT

Community Development

The Community Development team included: Kim Milley MacDonald, Community Development Manager, Gage Sabattis, Planning Coordinator; and Brianna Gottschall, Community Development Projects Coordinator.

Planning Supports

The Community Development team including Kim and Gage supported the Infrastructure and Cultural teams with community engagement.

Funding and Capacity

We secured a two-year agreement with CIRNAC to support community planning activities. This funding covers engagement sessions and staffing, including the new Projects Coordinator role. We welcomed Brianna Gottschall as Projects Coordinator. Brianna's responsibilities included identifying funding opportunities, supporting reporting requirements, sourcing resources for communities, ensuring Comprehensive Community Plans (CCPs) are fully utilized, and advancing plan development.

Community Planning Progress

Membertou: Completed all engagements and drafted the first CCP. The Executive Committee will review early this fall, followed by the Chief and Council, and then the community. Feedback will be incorporated before finalization.

Membertou has requested an ISC extension, with a celebration and wrap-up planned for mid fall.

Wagmatcook: Engagement and data analysis is complete. The first draft is expected by mid-June.

We'koqma'q: Approved to proceed, with an initial planning meeting scheduled. Community engagement sessions are expected in September.

Next Steps

Once CCPs are complete in all communities, the team will ensure they remain active tools rather than static documents. Annual reviews will be conducted with each community to confirm priorities and adapt plans as needed. We will also pursue funding to support the implementation of initiatives identified in the plans.

COMMUNITY DEVELOPMENT

L'nu Learning Hub

This year, the Community Development team advanced several learning and training initiatives:

L'nu Training Instructors

We now have two L'nu training instructors serving the Unama'ki communities. Joan successfully delivered the first offering of a Project Management course, and Kim is preparing to launch a Leadership program this fall.

Management Training (Coaching Approach)

Planning is underway to offer a management training program with a focus on the coaching approach. Delivery will be contingent on securing external funding later this year.

Financial Literacy Program

We are preparing to deliver a Financial Literacy Program to support aspiring entrepreneurs. The program will focus on building financial knowledge and practical skills needed to successfully manage and operate a business.

Economic Development Strategic Plan

To establish a unified economic vision, we secured funding for an Economic Development Strategic Plan for UNSM and issued a Request for Proposals (RFP). After a competitive evaluation process, a consultant was awarded the contract. Launching in the upcoming fiscal year, this plan will outline shared economic development priorities across the Unama'ki communities and define the Community Development team's role in supporting these efforts.

Net Zero Feasibility Study and Solar Farm Initiative

We engaged with community leadership to discuss the return of Carbon Pricing funds and gathered feedback on the federal government's proposed funding formula. Leadership agreed to allocate these funds toward a collective green initiative. In response, we issued an RFP for a Net Zero Feasibility Study, evaluated submissions, secured funding, and awarded the contract to a consultant. The study, beginning in early fall

COMMUNITY DEVELOPMENT

2025, will explore Net Zero opportunities across the five Unama'ki communities.

In parallel, we initiated a multi-community collaboration to develop a Solar Farm project. This initiative will use the returned Carbon Pricing funds as seed investment. Designed to generate revenue over a 25-year period, the project also aims to reduce electricity costs for community members. It represents a major step toward sustainability, energy independence, and shared economic prosperity in Unama'ki.

Food Security and Community Resilience

As Comprehensive Community Planning (CCP) processes near completion, food security has emerged as a common priority. In response, we partnered with UNSM's Health Department to explore a Backyard Garden Cooperative Project. Chelsey Purdy has committed her support to this initiative, which aligns with our goals of empowering community members and enhancing local food access and resilience. With support from our

director, we developed a proposal and have begun applying for funding. We expect updates on funding decisions in the coming summer months.

Tripartite Economic Development Committee

The Community Development team remains actively involved in the Tripartite Economic Development Committee and its subcommittees. Our contributions include planning the annual Economic Development Officers (EDO) Symposium and supporting tourism-related initiatives.

For more information, contact:

Kim Milley MacDonald
Community Development Manager
Email: kmilley@unsm.org

CULTURE

Cultural Program

The Cultural program supports and advances ongoing efforts to revitalize Mi'kmaw culture, language, and heritage by partnering with member communities to enhance cultural education, promote sustainable tourism, and ensure ethical stewardship of sacred spaces. Through knowledge-sharing initiatives, youth programming, interpretive signage, and advisory representation, the program helps coordinate capacity-building activities that strengthen community identity and foster intergenerational learning.

In collaboration with the Province of Nova Scotia, Destination Cape Breton, NSITEN, and other regional partners, UNSM is advancing a diverse portfolio of cultural preservation, education, and environmental stewardship initiatives to honour and elevate Mi'kmaw heritage across Unama'ki.

To recognize the pre-dispossession Mi'kmaw communities and foster respect for sacred sites, new signage titled Mukla'qati – Respect this Sacred Place designed by Loretta

Gould will be placed on Kelly's Mountain. The Province will undertake cleanup and graffiti mitigation at key scenic areas including St. Ann's Lookoff and Bras D'or Lookoff. QR-coded informational markers will be installed, linking visitors to www.muklaqati.com, which offers extensive cultural and historical content.

UNSM continues to engage Mi'kmaw member communities to develop and promote regional cultural tourism initiatives. Online storytelling initiatives will feature:

- Kluskap's legendary journey as recounted by Chiefs Joe Julian and Joe Gould recorded in 1915; and
- Cultural and heritage hubs including Eskasoni Cultural Journeys, Membertou Heritage Park, Wagmatcook Heritage Centre, We'koqma'q's Sky River Trail, Glenview Campground, and Potlotek's sacred Miniku.

Efforts are underway to gathering community-driven data regarding the

CULTURE

vitality and state of the Mi'kmaw language. These engagements will help inform future programming and resource development to support the revitalization of the Mi'kmaq language in Unama'ki.

UNSM plays a pivotal role in the steering and elders advisory committees for the 48-kilometre Jaiiktek Trail, designed as a multi-day cultural trekking experience along Cape Breton's coastline. The incorporation of Huts aq Wikuom'l emphasizes environmental sustainability and cultural authenticity.

With the Cabot Trail approaching its 100th anniversary in 2032, UNSM is actively participating in planning efforts to ensure meaningful Mi'kmaw representation – correcting historical gaps and maximizing community benefit from this milestone. This planning is supported by Victoria and Inverness Counties.

Through the CEPI Steering Committee, UNSM works with adjacent communities and

stakeholders to protect the ecological integrity of the Bras D'or Lakes and explore remediation strategies for environmental restoration.

The Culture team participates in the Tripartite Forum's Culture and Heritage Committee which focuses on tangible outcomes across language, research, heritage resource management, and cultural presentation; and supports the Justice Committee's Gluskabewimk Project. The project focuses on identifying and articulating Mi'kmaw legal values and governance frameworks rooted in Kluskap stories. The initiative draws lessons on ethical behaviour, environmental stewardship, and communal interdependence – revitalizing Indigenous legal traditions through storytelling and analysis.

In partnership with local groups and municipalities, UNSM unveiled the first quad-lingual interpretive sign including Mi'kmaq, French, English, and Gaelic, at the base of Kluskap's sacred mountain. These signs broaden cultural awareness and will

CULTURE

be extended to other key areas like Margaree Valley and Middle River with support from Victoria County.



In partnership with CMM and the Province, UNSM's Infrastructure and Culture Program's coordinated a 4-day cultural camp in Asitulisk near Bridgewater in July of 2024 to transfer knowledge of Mi'kmaq cultural and spiritual teachings.

For more information, contact:

Darrell Bernard
Cultural Manager
Email: darrellbernard@unsm.org

DATA GOVERNANCE



The Data Governance team includes: Susy Denny, Governance Coordinator; Julia Witmer, Policy Analyst; Bertram Bernard (Muin), Special Projects Coordinator; Sean Campbell, Data Analyst; Shenayah Gould, Project Coordinator; Camryn Sock, Outreach Coordinator; Melissa Webb, Policy Analyst; Zabrina Downton, Program Coordinator (MEW); and Kayla Doucette, Administrative Assistant.

Strengthening Indigenous Data Sovereignty

As part of the Capacity Development Department at the Union of Nova Scotia Mi'kmaq (UNSM), the Data Governance team continues to advance Indigenous-led research and data practices across Mi'kmaq communities in Nova Scotia and Newfoundland. Supported by the

First Nations Information Governance Centre (FNIGC), the team's work is grounded in the OCAP® principles, Ownership, Control, Access, and Possession, ensuring that all research reflects Mi'kmaq values, priorities, and sovereignty.

Mi'kmaw Ethic Watch Joins UNSM

In February 2025, Mi'kmaw Ethics Watch (MEW) officially transitioned to UNSM's Data Governance team, marking its 25th anniversary. Established in 2000 by a committee empowered by the Sante' Mawio'mi (Grand Council), MEW has long served as a vital body for ethical oversight in research involving Mi'kmaw people.

This integration strengthens MEW's capacity to develop new ethical frameworks and deepen collaboration among communities, institutions, and leadership. Zabrina Downton (Wasogopa'q First Nation) joined the team as MEW Program Coordinator, ensuring that research remains community-centered, respectful, and rooted in Mi'kmaw self-governance.

DATA GOVERNANCE



MEW continues to benefit from the expertise of community members who volunteer as reviewers and advisors. Current recruitment efforts aim to expand representation in environmental science, forestry, fisheries, and health. An advisory committee is also being established to support policy updates, operational improvements, and a rebranding of the MEW logo.

Regional Engagements & Events

- Epigenetics Training** – Pictou Landing (May 2024): A three-day workshop on Indigenous Knowledge and Epigenetics, delivered in partnership with the Thunderbird Foundation and academic institutions, fostered community-led dialogue on genetics and health research.

- Winnipeg Conference Delegation** (January 2025): Team members attended the First Nations Data Sovereignty & Research Conference,

strengthening national networks and applying key insights to regional practices.

- Biobanking & Feasibility Study** (February 19, 2025): UNSM hosted a regional discussion on biobanking and genomic research in collaboration with FNIGC, the University of Toronto, Carleton University, and the Thunderbird Partnership Foundation. The event explored how First Nations can lead, control, and govern biological samples and genomic research in alignment with OCAP® and community values.

Community-Based Surveys

- Regional Health Survey (RHS)** Phase 4: As of February 2025, data collection was completed or nearing completion in We'koqma'q, Eskasoni, Miawpukek, and Annapolis Valley. Other communities, including Potlotek, Membertou, and Millbrook, continued local data collection with support from trained fieldworkers.

- Regional Social Survey (RSS)**: The Mi'kmaq Research Advisory Committee (MRAC) continued its review of the RSS. Regionalization efforts are underway, with data

DATA GOVERNANCE

collection planned for 2026. The RSS will provide valuable insights into the well-being of children and caregivers in Mi'kmaw communities.

Infrastructure and Strategic Planning

•Regional Data Centre

Development: Work continues establishing a non-political Regional Data Centre for Nova Scotia and Newfoundland. A Steering Committee, comprising UNSM, the Confederacy of Mainland Mi'kmaq, Taji'keimik, the Mi'kmaw Grand Council, and Newfoundland representatives, is guiding its development. The centre will offer independent, community-accessible data services.

•Website Revamp and Rebranding:

The Mawkim website is undergoing a full redesign and rebranding, with a launch expected in fall 2025. The new site will serve as a secure, centralized digital hub for communities to access tools, reports, and project updates, enhancing visibility, transparency, and digital readiness.

Looking Ahead

The 2024-2025 fiscal year marked a transformative chapter in Indigenous data governance across Mi'kma'ki. With the integration of MEW into UNSM, momentum toward a Regional Data Centre, and deeper ethical engagement in biogenomic research, the Data Governance team is well-positioned to continue advancing the capacity, autonomy, and well-being of Mi'kmaw communities through data.



For more information, contact:

Robin Thompson
Data Governance Manager
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DISTRICT REBUILDING



Led by Robin Thompson, Governance Manager and Susy Denny, Governance Coordinator, this multi-phase project was funded by Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) and involved meaningful engagement with the Mi'kmaq Grand Council and the leadership of the UNSM First Nation member communities.

The primary goal of these engagements was to reimagine, reestablish, and rebuild the role of the Mi'kmaq Grand Council, the original governing body of the Mi'kmaq Nation, while addressing contemporary realities and Nation-level priorities.

Guidance for the project was

provided by a Unama'ki District Advisory Committee, which met regularly throughout its duration. These meetings, along with annual leadership gatherings, informed the development of a strategic plan for the district.

The intention was for this initiative to serve as a pilot project, supporting the growth and development of other districts.

In addition to the strategic plan, the project produced a research report on the historical roles of the Grand Council, a video, and several storyboards. All project deliverables will be made available on the UNSM website for public reference.

For more information, visit:

www.unsm.org

EMERGENCY MANAGEMENT

Jennifer Jesty, Emergency Resiliency Manager (2020-2025)

The Emergency Management team received administrative support and oversight from the Capacity Development Support Team until it was integrated into the Infrastructure program in February 2025.

The Emergency Management Program provides support and continues existing efforts to address gaps in comprehensive emergency management and aims to improve preparedness, capacity building, and knowledge mobilization within the member communities by acting as a liaison, coordinating training, and providing support during emergency events.

UNSM developed a business case and received funding to administer to the member communities to support in hiring Emergency Management Coordinators at the community-level.

UNSM supports the administration of the Everbridge Emergency Alert System to member communities

which has been a growing success and continues to deliver alerts from boil water advisories, road closures, severe weather alerts, missing persons, and dangerous persons alerts. The team has worked diligently to make updates to the software through the creation of templates for community use in emergency situations. UNSM is committed to supporting the communities in becoming self-sufficient in the administration of this software.

The team was requested to support in the establishment of a National Red Dress Alert System for Missing and Murdered Indigenous Women, Girls, Boys, Men, and Two-Spirit people that aims to enhance safety in communities; respond to incidences of violence against MMIWG2S+; and raise public awareness.

UNSM received funding to provide Trunk Mobile Radios (TMR Radios) to member communities that will allow Emergency Response teams to easily communicate with other Indigenous communities in the Atlantic Region and outside emergency service providers.

EMERGENCY MANAGEMENT

In collaboration with the Confederacy of Mainland Mi'kmaq, a one-day training was coordinated and facilitated at White Point Beach Resort.

The Emergency Management Program also coordinates training opportunities for member communities. The program has successfully coordinated and delivered First Aid Training, Search and Rescue Training, Roundtable Exercise Training, Red Cross Evacuation Planning, and TMR Radio Training.

For more information, contact:

Stanford Phillips
Emergency Services Manager
Email: stanfordphillips@unsm.org

GOVERNANCE

Robin Thompson, Manager (2020-2025); Susy Denny, Governance Coordinator (2024-2025)

The Governance team assists communities with addressing the ten core functions of governance capacity functions such as planning, law making, human resources capacity support, and planning.

The Community Development team was proud to support both Membertou and Wagmatcook in advancing their Comprehensive Community Planning (CCP) processes. This support included facilitating community and leadership engagement sessions, analyzing collected data, and contributing to the development of the final CCP documents.

We successfully supported the completion of these plans within just two years. These are community-led initiatives, and our role is to foster meaningful dialogue that helps identify key priorities—ensuring the community moves forward together with a shared vision.

The Community Development team

provided valuable human resources capacity support in 2024-2025 by establishing a Human Resource Committee.

This committee brings together HR professionals from each Unama'ki community to collaborate, share knowledge, and address common challenges which strengthened regional HR capacity and highlighted opportunities where UNSM can offer strategic support.

In 2024, UNSM received funding from the Estate Management Program to administer the drafting of wills for community members, specifically Elders. A consultant was hired to hold information sessions in the communities as well as to draft and finalize wills for community clients.

Community engagement sessions continued in Eskasoni on the drafting of a new Matrimonial Real Property (MRP) law for Eskasoni. A consultant was hired to hold information sessions in Eskasoni and Potlotek as well as support the development of the draft laws.

GOVERNANCE

The Capacity Development department supported the development of the UNSM Strategic Plan (2025-2030) including Joan Stevens, Director of Capacity Development; Kim Milley, Community Development Manager; Gage Sabattis, Planning Coordinator; and Storm Gould, Governance Manager. The development of the plan is still ongoing and will be ratified in the fall of 2025.

For more information, contact:

Storm Gould
Governance Manager
Email: stormgould@unsm.org

INFRASTRUCTURE

The Infrastructure team includes Devin MacAskill, Projects Manager; Justin Googoo, Housing Coordinator; John M. Johnson, Land Steward Coordinator; Stanford Phillips, Facilities Manager, and Dallas Gould, Infrastructure Intern.

The Infrastructure Program oversees housing, infrastructure, and public works related projects at the community level. The program has experienced significant growth in the last fiscal year and has expanded the scope of their program to include environmental and technical services for our member communities.

UNSM member communities and First Nations across Canada are discussing the Transfer of Technical Services, including housing, fire protection, and transportation, as part of Truth and Reconciliation efforts. UNSM is facilitating conversations between ISC and member communities regarding the transformation of these services.

The Infrastructure Program annually employs a housing intern with CMHC support to build STEM capacity. The intern provides administrative,

technical, training, and community engagement support. They receive coaching and mentorship from experienced Project Managers to build capacity in member communities.

Technical Services

The Extended Asset Conditioning Report (E-ACRS) was successfully completed in Eskasoni. UNSM hired a consultant to conduct building inspections to all ISC-funded assets and provide reports for the communities to submit proposals for the recommended repairs and maintenance to their assets.

The team will be transitioning from Asset Management to Maintenance Management Plans which is a computerized maintenance management system that is intended to schedule and direct work order based on standard operation procedures to ensure regular scheduled maintenance and accountability to prolong the life of the assets.

The team has been working diligently to collect data to map out assets in

INFRASTRUCTURE

each member community and support UNSM's Asset Management Plan. Over 1,500 assets have been collected since May 2024 which includes culverts, bridges, roads, signs, houses, trails, and facilities.

The Mi'kmaq Building Inspector Program is scheduled to be administered through the UNSM with funding secured through CMHC's Indigenous Skills Training. The program aims to provide training to become a building inspector through Ontario's Building Officials' Association course material. UNSM has secured a facilitator, and training will be provided to 10 individuals from each community in the 2025-2026 fiscal year.

UNSM has received funding through the ReCover Initiative to conduct a comprehensive feasibility study of deep energy retrofits for 220 homes in We'koqma'q and Potlotek and propose cost-effective residential deep retrofit solutions at scale.

Environmental Services

The Erosion Protection Project aims to install a living shoreline to mitigate



climate change and erosion in Eskasoni and Miniku. UNSM has collaborated with the Miniku Working Group to ensure the environmental assessments, the permits for the regulatory criteria under DFO are followed and so the project stays within budget. A consultant has been hired to conduct an environmental assessment for Eskasoni.

The Solid Waste Management Initiative aims to support services on solid waste management, green energy, and natural infrastructure initiatives that aim at improving waste management systems, coordination, community engagement, and environmental stewardship in member communities.

A consultant was hired to conduct a comprehensive feasibility study of a centralized transfer station. The team coordinated two Cultural

INFRASTRUCTURE

in Potlotek and We'koqma'q to educate youth on land stewardship, conservation, and proper waste disposal.

UNSM received funding to conduct engagement sessions within member communities on the Effects of Climate Change on Health.

Engagement sessions were coordinated and facilitated in Eskasoni, Membertou, Potlotek, Wagmatcook, and We'koqma'q, and included surveys on housing, climate change, health, and provided valuable insight on the current housing situation exacerbated by climate change.

The team was successful in its bid to administer UNSM's first Solar Energy Project which aims to conduct a feasibility study on the rooftops of We'koqma'q's buildings to determine the suitability of the installation of solar panels.

For more information, contact:

Wasuek Googoo
Infrastructure Manager
Email: agoogoo@unsm.org

TRIPARTITE FORUM

Tripartite Forum Overview

The Mi'kmaq–Nova Scotia–Canada Tripartite Forum was established in 1997 as a partnership between the Mi'kmaq of Nova Scotia, the Province of Nova Scotia, and the Government of Canada. Its purpose is to strengthen relationships and collaboratively address issues of mutual concern affecting Mi'kmaw communities.

The Forum provides a space for all parties to jointly identify, design, and implement solutions that reflect Mi'kmaw perspectives and governance. While the Forum works to improve service delivery and community outcomes, it does not serve as a venue for discussions related to constitutional Aboriginal or treaty rights.

Executive Committee

The Executive Committee is the highest decision-making body within the Tripartite Forum, where consensus-driven decisions are made. The Committee can overrule current policies, influence legislative

changes, and must approve the formation, mandate, and workplans of all other committees.

Officials Committee

The Officials Committee oversees forum operations, restructuring and working committees. They develop agendas for the Executive Committee, set meeting dates, and address issues with the Tribal Council and the Nova Scotia Native Women's Association (NSNWA). The Officials Committee also approves projects funded by the Tripartite Forum.

Secretariat and Administration

The Tripartite Forum Secretariat supports the Forum's daily operations, including meeting coordination, policy planning, and communications. Originally administered by The Confederacy of Mainland Mi'kmaq (CMM), the Secretariat was restructured in 2021 to be jointly housed by CMM and the Union of Nova Scotia Mi'kmaq (UNSM). Each organization contributes staff with equivalent

TRIPARTITE FORUM

roles and responsibilities. The Nova Scotia Native Women's Association (NSNWA) also participates through its own Liaison.

The CMM administers the Culture & Heritage, Education, and Sports & Recreation working committees. The UNSM administers the Economic Development, Health, Justice, and Social working committees. The Officials and Executive Committees are co-administered by each Tribal Council, alternating responsibilities every other meeting.

Forum Representatives

Liaisons

- Jewl Stevens – UNSM
- Samantha Trites – CMM
- Joanne Cope – NSNWA

Administrators

- Lyric Christmas-Johnson – UNSM
- Chloe Faulkner – CMM

Communications

- Jessica Christmas – UNSM (until March 2025)

- Sam MacDonald – CMM

Project Fund Management

- Brad Sullivan – CMM (since 2020)
Supports all seven working committees and the three Mi'kmaq member organizations.

Working Committees

Justice Committee (Administered by UNSM)

Co-Chairs: Shelly Martin, Wayne Woodard, David Hansen

Focus: Culturally appropriate justice and safety.

2024 Highlight: Glooscap Stories Project with Dalhousie University exploring Mi'kmaq legal principles.

The Justice Committee encompasses justice related issues that exist or emerge from the relationship between the Mi'kmaq, Federal, and Provincial Government.

Health Committee (Administered by UNSM)

Co-Chairs: Kara Paul, Skylan Parker, RJ Carr

TRIPARTITE FORUM

Working Committees

Focus: Gender equality, mental health, disabilities, racism.

Key Projects:

- Mi'kmaq Food Bundle
- Cancer Care Strategy
- Birth Rights
- Jordan's Principle
- 2025: Launching a food systems mapping project led by Chelsey Purdy (UNSM).

The **Health Committee** is focused on various priority areas including women and gender equality, racism, mental health and addictions, disabilities, and communications.

The key priorities of the committee are as follows: Cancer Care Strategy, Birth Rights, Jordan's Principle, Measuring Truth and Reconciliation Calls to Action, Communications, and Mi'kmaq as a First Language.

Social Committee (Administered by UNSM)

Co-Chairs: Sandy-Lynn Fisher, Shannon Kelly, Natacha Beniot

Focus: Housing, homelessness, disability support.

2024 Highlight: Homelessness Symposium to develop decolonized approaches.

Symposium to develop decolonized approaches.

The Social Committee is focused on increasing the awareness of support available to Mi'kmaw people in and out community; housing and homelessness; and support for people with disabilities.

Economic Development Committee (Administered by UNSM)

Co-Chairs: Michael Peters, Evan Williams, Mike Rothenburg

Focus: Indigenous tourism, economic capacity building.

2024 Highlight: Proposed Economic Knowledge and Capacity Symposium on critical minerals, green energy, and tourism.

The Economic Development Committee addresses gaps and opportunities in economic development in the Mi'kmaq Nation through information sharing.

Education Committee

(Administered by CMM)

Co-Chairs: (Mi'kmaq: Vacant), Melody Martin-Googoo, Helen Long

TRIPARTITE FORUM

Focus: Early years, lifelong learning, treaty education, language, special education.

Current Project: Ladybug Campaign celebrating Mi'kmaw language in memory of a respected Elder.

The Education Committee is focused on Mi'kmaw Early Years, Lifelong Learning, Treaty Education, Mi'kmaw Language, and Special Education.

Culture & Heritage Committee

(Administered by CMM)

Co-Chairs: Tim Bernard, Sean Weseloh-McKeane, Faith Wallace

Focus: Heritage preservation, cultural identity.

Projects:

- Indian Residential School Commemoration (Phase 3)
- Oral History Project on St. Peters Canal

The Culture & Heritage Committee is focused on several priority areas including heritage preservation, community identity and language, and cultural expression and preservation.

Sports & Recreation Committee

(Administered by CMM)

Co-Chairs: George Tex Marshall, Michelle Aucoin, Natalie Chavarie

Focus: Indigenous sport development.

2024 Initiative: Increasing Mi'kmaq women and girls' participation in sport through a community-informed Action Plan.

The Sports & Recreation Committee focused on several priority areas including Aboriginal Sport Circle, the creation of a National Strategy for Indigenous Sport, Physical Activity, Recreational and Traditional Practices Mi'kmaw Physical Activity Leadership, bi-lateral funding agreement with Sport Canada, and the Mi'kmaw Sport Council of Nova Scotia.

For more information, contact:

Jewl Stevens
Tripartite Forum
Email: jewlstevens@unsm.org

Finance



FINANCIALS

THE UNION OF NOVA SCOTIA MI'KMAQ
Consolidated Financial Statements
Year Ended March 31, 2025

FINANCIALS

THE UNION OF NOVA SCOTIA MI'KMAQ
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INDEPENDENT AUDITOR'S REPORT

To the Members of The Union of Nova Scotia Mi'kmaq

Opinion

I have audited the consolidated financial statements of The Union of Nova Scotia Mi'kmaq (the Union), which comprise the consolidated statement of financial position as at March 31, 2025, the consolidated statement of operations and the consolidated statements of changes in net assets and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Union as at March 31, 2025, and the consolidated results of its operations and consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Basis for Opinion

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of my report. I am independent of the Union in accordance with ethical requirements that are relevant to my audit of the consolidated financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Union's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Union or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Union's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

(continues)

FINANCIALS

rh Richard Hannem CPA Inc.
CPA Chartered Professional Accountant

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Independent Auditor's Report to the Members of The Union of Nova Scotia Mi'kmaq (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Union's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Union's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Union to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Sydney Mines, Nova Scotia
July 28, 2025

Richard Hannem CPA Inc.
Chartered Professional Accountant

FINANCIALS

THE UNION OF NOVA SCOTIA MI'KMAQ
Consolidated Statement of Financial Position
March 31, 2025

	2025	2024
ASSETS		
Current		
Cash	\$ 13,220,813	\$ 9,804,297
Accounts receivable (Note 3)	2,029,475	4,720,411
Prepaid expenses	-	43,478
	<u>15,250,288</u>	<u>14,568,186</u>
Leasehold improvements (Note 4)	201,732	234,837
	<u>\$ 15,452,020</u>	<u>\$ 14,803,023</u>
LIABILITIES		
Current		
Accounts payable	\$ 3,254,794	\$ 3,904,666
Deferred revenue (Note 6)	<u>10,046,105</u>	<u>9,129,890</u>
	13,300,899	13,034,556
Severance liability (Note 7)	<u>778,279</u>	<u>560,841</u>
	14,079,178	13,595,397
NET ASSETS		
Unrestricted	<u>1,372,842</u>	<u>1,207,626</u>
	<u>\$ 15,452,020</u>	<u>\$ 14,803,023</u>

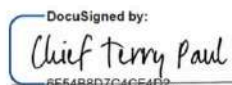
Contingent liability (Notes 10, 11)

Lease commitments (Note 13)

On behalf of the Board

Signed by:

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 Director

DocuSigned by:

 6F54B8D7C4CF4B2...
 Director

FINANCIALS

THE UNION OF NOVA SCOTIA MI'KMAQ

Consolidated Statement of Operations

Year Ended March 31, 2025

	Budget	2025	2024
Revenue			
Health Canada	\$ 13,000,000	\$ 13,187,964	\$ 13,053,981
Province of Nova Scotia	475,000	474,852	245,051
First Nations Information Governance Centre	950,000	957,571	2,378,284
Indigenous Services Canada	2,900,000	2,946,261	2,018,155
Confederacy of Mainland Mi'kmaq	50,000	49,174	17,379
Atlantic Policy Congress	-	18,414	24,376
KMK Payment	235,000	-	173,526
Other	1,591,321	1,721,680	971,870
PHAC	141,000	141,000	141,000
Deferred revenue opening	9,129,889	9,129,890	8,069,841
Deferred revenue ending	(10,046,105)	(10,046,105)	(9,129,890)
	18,426,105	18,580,701	17,963,573
Expenses			
Amortization	33,105	33,105	36,209
Award	2,000	2,000	1,500
Bad debts	-	-	1,396
Cleaning	40,000	39,038	39,946
Consulting fees	795,000	670,449	790,410
Data collection	-	59,200	19,750
Donations	-	4,300	3,550
Equipment	-	133,050	88,728
Equipment rental	10,000	9,629	20,631
Insurance	40,000	20,354	64,129
Interest and bank charges	14,000	13,928	13,206
Legal fees	-	-	30,375
Meetings and conventions	830,000	820,285	440,969
Office	975,000	971,208	695,292
Performer fees	-	-	6,028
Professional fees	215,000	227,556	86,028
Rent	280,000	278,748	255,912
Salaries and wages	5,280,000	5,275,048	4,870,535
Service delivery	8,300,000	8,235,090	8,872,998
Supplies	120,000	119,601	293,947
Utilities	80,000	79,793	64,682
Traditional healer	-	-	104,707
Training	92,000	91,948	43,467
Travel	1,320,000	1,315,383	1,041,178
Youth gathering	-	-	78,000
	18,426,105	18,399,713	17,963,573
Subtotal	-	180,988	-
Clawback of current year surplus	-	(15,772)	-
Excess of revenue over expenditures	\$ -	\$ 165,216	\$ -

FINANCIALS

THE UNION OF NOVA SCOTIA MI'KMAQ
Consolidated Statement of Changes in Net Assets
Year Ended March 31, 2025

	2025	2024
Net assets, beginning of year	\$ 1,207,626	\$ 1,061,066
Excess of revenue over expenditures	165,216	-
Healing Our Nations opening program surplus	-	146,560
Net assets, end of year	<u>\$ 1,372,842</u>	<u>\$ 1,207,626</u>

THE UNION OF NOVA SCOTIA MI'KMAQ
Consolidated Statement of Cash Flows
Year Ended March 31, 2025

	2025	2024
Operating activities		
Excess of revenue over expenditures	\$ 165,216	\$ -
Item not affecting cash:		
Amortization of leasehold improvements	33,104	36,209
	<u>198,320</u>	<u>36,209</u>
Changes in non-cash working capital:		
Accounts receivable	2,690,933	(4,206,381)
Accounts payable	(649,868)	1,564,909
Deferred revenue	916,215	1,329,343
Prepaid expenses	43,478	(14,232)
	<u>3,000,758</u>	<u>(1,326,361)</u>
	<u>3,199,078</u>	<u>(1,290,152)</u>
Financing activities		
Increase in severance liability	217,438	560,841
Healing Our Nations opening program surplus	-	146,560
	<u>217,438</u>	<u>707,401</u>
Net change in cash and cash equivalents during the year	<u>3,416,516</u>	<u>(582,751)</u>
Cash and cash equivalents, beginning of year	<u>9,804,297</u>	<u>10,387,048</u>
Cash and cash equivalents, end of year	<u>\$ 13,220,813</u>	<u>\$ 9,804,297</u>

Union of Nova Scotia Mi'kmaq

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