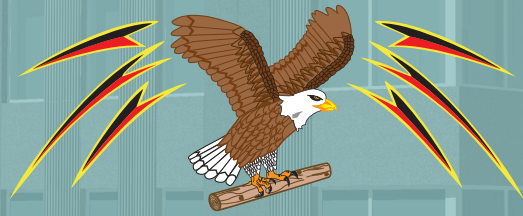


ANNUAL REPORT 2021/22



The Confederacy of Mainland Mi'kmaq





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The Cover:

From concept to reality, the proposed new building, built by Millbrook First Nation in the Power Centre.

Our new home is scheduled to be ready December 2022.





Executive Director's Message



Kwe' to all my relations! On April 27th, 1987, I became an employee of the Confederacy of Mainland M'kmaq, hired to be Director of the Research Department for six member Bands. This position gave me great insight to our history, and the struggles

that our people had throughout contact history. With the past 52 years of employment for the betterment of our Mi'kmaq people and the fantastic historical knowledge that our Elders have shared and taught me, I continue to share our rich history with our people today as well as to the general public across our great Atlantic Region, and Nationally whenever opportunity allows me. The Confederacy of Mainland Mi'kmaq was incorporated as a not-for-profit entity under the Societies Act of Nova Scotia, on December 5th, 1986. When we first began there were only three employees working out of the Mi'kmaq Friendship Centre in Halifax: Dr. Dan Paul Executive Director, Secretary Frances (Green) Sylliboy and yours truly.

After we relocated to the Millbrook Community Centre, we began hiring the Core of the positions as required for Tribal Council funding and mandated by Indian and Northern Affairs Canada to deliver advisory services in finance, economic development, community planning, technical services, and local government. Once The CMM began hiring the core employees, we looked to our member communities for direction. The mandate from our member communities took priority and continues to do so today.

The mission statement best summarizes the objectives of The CMM.
"To proactively promote and assist Mi'kmaw communities' initiatives toward self-determination and enhancement of community."

The support and clear direction from the member communities has enabled The CMM to grow and flourish far beyond the Indian and Northern Affairs mandate.

The CMM grew from three employees to over 130 employees, as we are fast approaching the end of our 36th year of operation on December 5th of this year.

For me, it has been a great opportunity working here from the inception of The CMM until today to see a huge number of employees come and go through our doors, the vast experiences staff have had, and the number of Band Councils that continued to give us support. We are very proud that we now have all eight First Nations Communities on the Mainland of Nova Scotia as Members. We do share all our programs with the eight communities, and we are very proud of that fact.

I will be retiring from my duties as Executive Director in October of 2022 but will stay on until the end of December to assist the new Executive Director Angie Gillis. I will be leaving this organization in capable hands. I want to thank each and every one of the Board of Directors and Member Communities for believing in me for the past 28 years as your Executive Director. We have a very hardworking Management Team, and a great new Executive Director in Angie Gillis. I will be around as an Elder for The CMM in the new building for a few years. So once again, thank you all for your continued support for the past 35 years as a CMM employee!

Wela'liaq!
Thank You All!

Dr. Donald M Julien, C.D, C.M., O.N.S., DCL., DHumL
Executive Director



Message from The Associate Executive Director



To all My Relations, Chiefs, Councils, and colleagues, thank you! Thank you for your continued support and thank you for all the work you do for our communities.

The last year has flown by so fast for all of us as we try to normalize our daily lives

whilst still trying to remain aware and cautious of the Covid virus. For the most part we are starting to see operations for stabilize and the focus has shifted to addressing the gaps and vulnerabilities that Covid uncovered for our communities. It has become evident that there is still lots of work to do in our communities and for our communities.

It has been a very busy year at The CMM in terms of its continued growth but also in its transition into a new era. This fall we will see two retirements of our senior leadership team, Executive Director, Dr. Donald Julien and the Director of Common Services, Lynn Knockwood. With a combined 60+ years of corporate knowledge being lost, we have been making great strides to record their experiences, lessons learned and practices, vis-à-vis mentorship of a new director, and monthly staff knowledge days. In March 2022, Justin Julien was named as Lynn Knockwood's replacement with a new title Director of Finance and Administration.

Another component of the transition has been the ongoing construction of The CMM's new building which will be in Millbrook across from the Hampton Inn. The anticipated completion date is early December 2022 with all staff being completed moved into the new office space no later than January 2023.

Despite all the changes coming to the organization, the departments and their respective teams have never slowed down. We have seen some familiar faces leave the organization, but we have also met some new faces who continuously demonstrate their commitment to the work they do for our

communities and their passion to help all of us make a difference for our future generations. Throughout this Annual Report, you will get a glimpse into what these teams have been working on and have accomplished over the last year. There is a sense of excitement felt knowing that we are able to visit all of our member communities once again. I strongly encourage you to reach out to any of our team members to learn more about the work they do at The CMM.

As an organization we want to ensure we are continuing to meet your needs and priorities. We are here to service you. Thank you for entrusting me as your Associate Executive Director at The CMM and with the implementation of The CMM's Vision. It has been another exciting year and we are making great strides, but we are only strengthened by your continued support and commitment to one another.

Thank you!

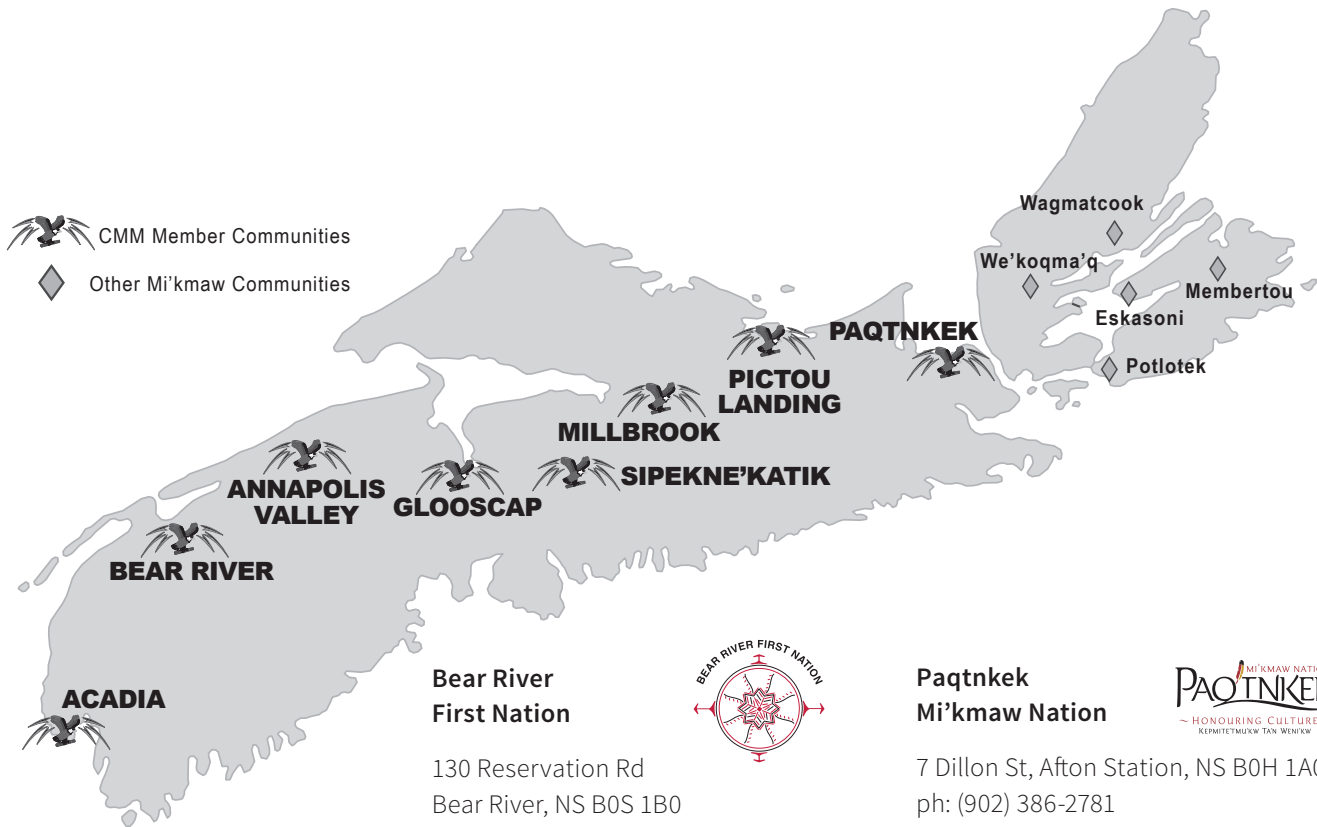
Respectfully yours,



Angeline Gillis, B.A., LL.B
Associate Executive Director





Nova Scotia Mi'kmaw Communities



 CMM Member Communities
 Other Mi'kmaw Communities

ACADIA

Acadia First Nation

10526 Highway #3
Yarmouth, NS B5A 5J7
ph: (902) 742-0257
email: frontdesk@acadiaband.ca
www.acadiafirstnation.ca
Chief Deborah Robinson



Annapolis Valley First Nation

29 Toney Blvd
Cambridge, NS B0P 1G0
ph: (902) 538-7149
avfn.ca
Chief Gerald B. Toney



Bear River First Nation

130 Reservation Rd
Bear River, NS B0S 1B0
ph: (902) 467-3802
www.bearriverfirstnation.ca
Chief Carol Dee Potter



Glooscap First Nation

159 Smith Rd, Bishopville, NS B0P 1P0
ph: (902) 684-9788
email: admin@glooscapfirstnation.com
www.glooscapfirstnation.com
Chief Sidney Peters



Millbrook First Nation

820 Willow St, Truro, NS B2N 5E5
Phone: 902-897-9199
1-800-693-3112
www.millbrookfirstnation.net
Chief Robert Gloade



Paqtnkek Mi'kmaw Nation

7 Dillon St, Afton Station, NS B0H 1A0
ph: (902) 386-2781
paqtnkek.ca
Chief Tma Francis



Pictou Landing First Nation

6533 Pictou Landing Road
Trenton, NS B0K 1X0
ph: (902) 752-4912
www.plfn.ca
Chief Andrea Paul



Sipekne'katik First Nation (Indian Brook)

522 Church Street, Indian Brook First Nation, NS B0N 1W0
ph: (902) 758-2049
email: info@sipeknekatik.ca
sipeknekatik.ca
Chief Michael P. Sack





CMM Board of Directors

A Board of Directors, comprised of the eight Chiefs of the member Mi'kmaw communities and the District Chief, governs The CMM. They meet on a monthly basis to give their expertise and guidance to ensure the best interests of the community members are being supported and promoted.



**Chief Deborah
Robinson**
Acadia



**Chief Gerald
B. Toney**
Annapolis Valley



**Chief Michael
Sack**
Sipekne'katik



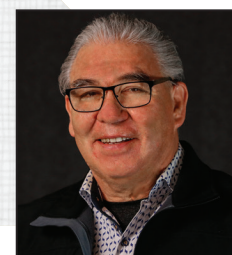
**Chief Carol
D. Potter**
Bear River



**District Chief
Dr. Sherry Pictou**
Bear River



**Chief Andrea
Paul**
Pictou Landing



**Chief Sidney
Peters**
Glooscap



**Chief Tma
Francis**
Paqtnkek



**Chief Robert
Gloade**
Millbrook





Congratulations



District Chief

Dr. Sherry Pictou

Bear River First Nation

Dr. Sherry Pictou, is a Mi'kmaw woman from L'sitik (water cuts through high rocks), where she lived for most of her life. She graduated with an Interdisciplinary PhD from Dalhousie University in 2017 and served as an Assistant Professor in the Women's Studies Program at Mount Saint Vincent University from 2017-2020. Dr. Pictou is now an Assistant Professor in the Faculties of Law and Management at Dalhousie University. She recently was awarded a Tier 2 (five years) Canada Research Chair in Indigenous Governance. Dr. Pictou was also a former Chief for her community and the former Co-Chair of the World Forum of Fisher Peoples. She is a member of the UN Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) Task Force on Indigenous and Local Knowledge. Her research interests include decolonizing treaty relations, Social Justice for Indigenous Women Indigenous Women's role in food and lifeways, and Indigenous governance.



Organizational Profile

The Confederacy of Mainland Mi'kmaq (CMM) is a Tribal Council serving the interests of eight Mi'kmaq communities: Acadia, Annapolis Valley, Bear River, Glooscap, Millbrook, Paqtnkek, Pictou Landing and Sipekne'katik.

Incorporated in 1986, The CMM was registered as a non-profit organization in the province of Nova Scotia. The list of programs and services has expanded and diversified over the past 30+ years of operation.

Initially mandated by Indian and Northern Affairs Canada (INAC) to deliver advisory services in finance, economic development, community planning, technical services and band governance, The CMM soon looked to member communities for direction.

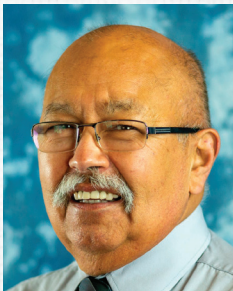
The mandate from its member communities took priority and continues to do so today.

The mission statement best summarizes the objectives of the organization:

To proactively promote and assist Mi'kmaq communities' initiatives toward self-determination and enhancement of community

The clear support and direction from the member communities has enabled the organization to grow and flourish far beyond the INAC mandate.

Management Structure



Dr. Donald M. Julien,
DCL, DHuML, O.N.S.

Executive Director



Angie Gillis

Associate Executive Director & Director of DARFM



Janna MacKay

Director of HSS



Jim Hepworth

CEO of MMDI



Justin Julien

Director of Finance & Administration



Lynn Knockwood

Director of Common Services



Tim Bernard

Director of MDCC



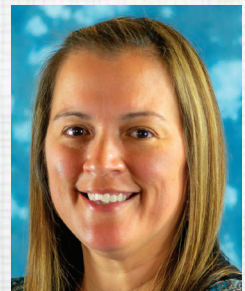
Ashley Childs

Director of DENR



Tyler Sack

Director of DGOV



Trina Khattar

Director of DCSI

Pictures by Gord Jones





Affiliated Entities

The CMM operates within a solid accountability framework offering transparency, disclosure, and redress to all stakeholders. The organization has consistently maintained a positive financial position since its inception. From its strong foundation, CMM has also expanded its services and programs by establishing several affiliated entities:

Mi'kmaq Maliseet Nations News

(MMNN) in 1992



**Mi'kmaq Maliseet
Nations News**

Eastern Woodland Print Communications

*(EWPC) (originally called Eastern Woodland
Publishing) in 1996*



Mi'kmawey Debert Cultural Centre

(MDCC) in 2002

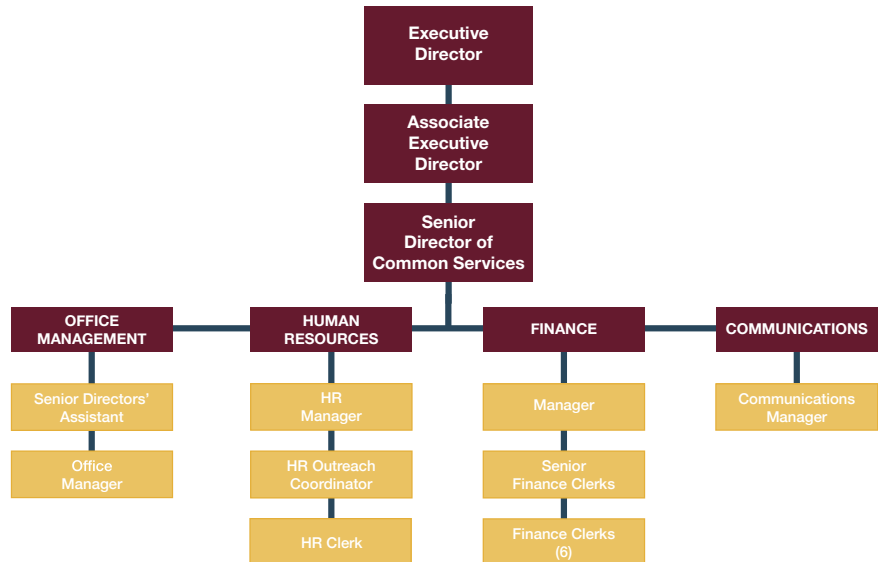




Department of Common Services (DCS)



Lynn Knockwood
Director of Common Services
Email: lynn@cmmns.com



Mandate:

“To develop and provide professional and accountable administrative and financial services to The CMM and advisory services to member communities upon request.”

CMM strategic Plan 2021-2023.

Introduction

With the pending retirements of 2 senior veterans of The CMM – Executive Director Don Julien and DCS Director Lynn Knockwood – and reflecting the many deliverables of The CMM Strategic Plan, the DCS has been extremely busy this past year providing for the internal organizational shift and physical relocation of The CMM (currently scheduled for Dec 2022).

The Office of the Executive Director (OED)

The 2021-2023 CMM Strategic Plan identified the development and expansion of the Office of the Executive Director (OED) to lead The CMM through change and growth. Common Services is integral to this change as the current CS Directorate will be one arm of the OED and renamed the Dept of Finance and Administration as of January 2023.

To accomplish the mandate, the Director of DCS has a team of managers:

Finance – Gordon Jones, Finance Manager

(gordon.jones@cmmns.com)

Human Resources – Daniel Penticost, Manager (dpenticost@cmmns.com)

Communications - Vacant

Office Management – Michelle Hepworth, Office Manager(michelle@cmmns.com)

Working with the Associate Executive Director, DCS staff completed many tasks to prepare for the transition and to ensure a solid foundation for the OED:

- CMM’s original incorporation papers (Memorandum of Understanding and Bylaws) were reviewed by the executive team and independent legal counsel and were revised to reflect the current organization. Presentation and ratification are scheduled for the AGA in June 2022.
- Policy review is also a component of a strong foundation for the organization. This year The CMM Board ratified updated policies for Personnel, Finance, Travel, as well as The Confederacy of Mainland Mi’kmaq Covid-19 Vaccination Policy.
- The position of OED Executive Administrative Assistant was created and staffed internally through a transition and mentorship plan.
- The role of the Office Manager was updated to reflect many changes in duties and processes and a mentorship plan rolled out offering professional development for the current Office Manager.



- The future positions of Director of Finance and Administration, and Director of Operations were created, job descriptions formatted, and were ready for recruiting by year end.
- The CMM Accountability Framework was updated and will be a component of the new Governance Policy scheduled for ratification by the Board in the Fall 2022.
- Terms of Reference for a Finance and Audit Committee were prepared in keeping with the revised bylaws. This statutory committee will be operational upon ratification of the revised incorporation documents.
- Planning for several internal committees have begun, and work on TORs (Terms of Reference) are well underway. These committees will be formed to provide better internal communications and will pool the best of our professionals and technicians to address organizational opportunities and challenges to ensure that we can offer the best services and programs to our membership. Internal Committees will include Communications, Joint Occupational Health and Safety, Human Resources, Capacity Development, History and Culture and will be in full operation early in 2023.

Human Resources

As of March 31,2022, there were 123 staff positions at CMM, 22 of which were under recruitment. During the Covid Pandemic, The CMM experienced staff turnover. Payroll numbers topped at 160 including summer students, temporary engagements, and staff turnover. Non-native staff comprise 50% of total staff. The HR Unit acquired computer software to support the work of the unit, track benefits, provide statistical analysis, and securely store employee information. Bamboo was purchased in the fall of 2021, and an HR clerk position was created and staffed. At year end, over 130 files of staff had been entered into the system. The Employee Satisfaction feature will run each month and includes commentary with suggestions from staff for improvements. As well, the Employee Well Being option checks in on how team members are by asking simple questions in four categories (Happiness, Personal Motivation, Company motivators, building). The CMM engaged Grant Thornton to develop policies and processes for The CMM to ensure fair and equitable compensation for all staff. The project will be complete by April 30,2022. Findings from this study will assist the organization when negotiating fair funding agreements and ensure salaries are competitive.

HR Outreach

The HR Outreach Working Group was busy this year despite periodic shutdowns due to covid. Time was well spent meeting virtually to share information and discuss common issues. Presentations were delivered regarding the provincial/federal jurisdiction question and the EFAP (Employee and Family Assistance Program).

In the fall, meetings were held in member communities to discuss community HR program(s) and gather information regarding how The CMM may be able to assist with their HR needs.

The HR Outreach Co-ordinator once again participated in community job interviews as requested by member communities, posted numerous community job opportunities, and researched various programs and partnerships to guide the future of the HR Outreach Unit.

HR Outreach was also the lead for all JOSH (Joint Occupational Health and Safety) activity at The CMM. JOSH responsibility and activity has grown reflecting both organization growth and legislative change. The need for a dedicated position as well as a community outreach component were identified as priorities for the coming year.

HR Outreach/Community Engagement	
Total # of Interviews with Communities	8
Total # of HR Community Consultation Meetings	6
Total # of HR Working Group Meetings	5
Total # of new Projects/Partnerships	11
Total # of OHS Committee Meetings	12
Total Community job postings sent to The CMM	80+
Total # of Community HR Support/Question	36

Communications

After three consecutive unsuccessful postings for a Communications Manager to consolidate all The CMM communications projects and services under a centralized hub, The CMM began the process of reviewing the position mandate, compensation package, and the communication needs of all directorates. At year end, the position remained open and a plan in place for an internal needs assessment to lead a revised position mandate and scope for The CMM Communication Hub.

Finance

As the Tribal Council and the affiliated entities grow, so does the Finance department with more funding agencies, budgets, and transactions. Staff still managed to end the year with a positive bottom line, and an unqualified audit.

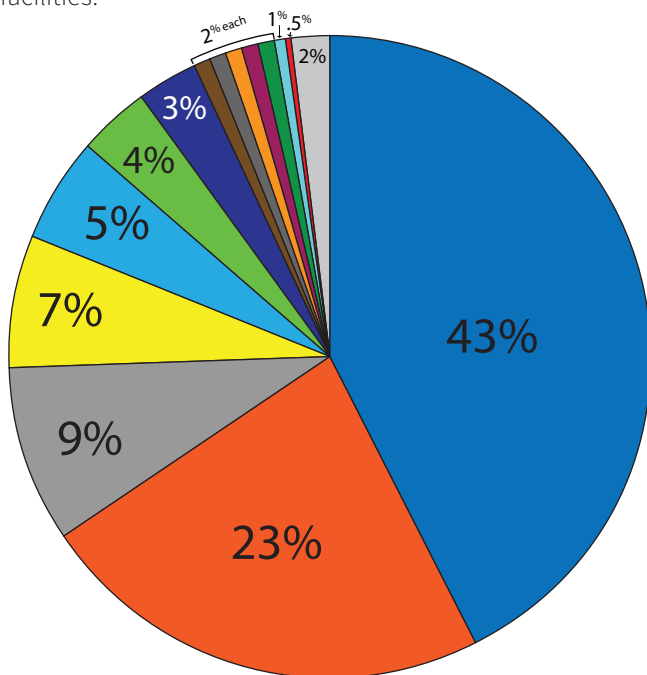
This year the Finance Unit was tasked to draft a realistic operational budget for the new CMM office complex and identify capital resources required to customize the complex for The CMM. Furnishings, IT, specialized sound provisions, equipment, insurance requirements, etc. were all researched, budgeted, and procured in anticipation of the move in the coming year. The Associate Executive Director successfully negotiated funding for customizing the building to meet The CMM's needs.



Meeting

AIC (Adult Institutional Care)

The CMM administered contracts for care of 15 Adult Care Clients residing in six care facilities across Nova Scotia this year. Although in-person visits were not permitted, regular communication and follow up were maintained with the facilities.



Funding agency	Number of agreements	Amount
Indigenous Services Canada	22	\$9,944,257
Indigenous Services Canada - Health	8	\$ 5,386,231
Department of Fisheries and Oceans	9	\$2,080,728
Mi'kamaw Kina'matnewey	3	\$ 1,590,852
Department of Canadian Heritage	7	\$1,222,243
Environment and Climate Change Canada	5	\$845,947
Province of Nova Scotia	7	\$ 716,285
Force	2	\$ 217,175
Department of Transportation - Province of Nova Scotia	3	\$ 204,377
Natural Resources Canada	3	\$ 192,204
Clean Foundations	6	\$ 175,921
Unama'ki Institute of Natural Resources	3	\$ 161,204
Port Hawkesbury Paper	1	\$ 142,813
Parks Canada	4	\$ 92,190
All others		\$404,872
Total		\$23,377,298
Total number of funding agencies for fiscal year ending 2022	35	

Looking Ahead

Member communities will see many changes, improvements, and continuing growth at The CMM in the next fiscal year. The Common Services Department will continue to play an integral and supporting role in the future of the organization.

- The DCS will become known as the Dept. of Finance and Administration (DFA) and operate from the Office of the Executive Director (OED).
- All CMM staff will move to the newly constructed building at the Millbrook Power Centre. DCS will be facilitating the closing of four current locations, arranging the logistics for the move from four current office locations, and organizing the start-up of operations at the Power Centre.
- Many First Nations communities and organizations are struggling to find qualified candidates to fill positions. Unemployment in the mainstream is low, salary expectations

have increased, and more flexibility in hours and location of work, have become challenges to successful recruitment. A comprehensive, long term HR strategy to engage qualified First Nations workers is needed to address these challenges and develop capacity within the Mi'kmaw community. The CMM plans to begin this initiative in the coming year through the HR Committee.

- HR will undertake robust recruitment to attract and retain First Nations employees. HR Outreach will work in collaboration with communities toward a long-term strategy to promote careers in First Nations communities and organizations.
- The CMM Communications Hub will be established.
- IT services will come in-house once operations are moved to the new complex.
- Strategic Planning and negotiations for a long-term comprehensive funding agreement will be a priority in the coming year.
- The CMM will become active in the Occupational Health and Safety sector – both internally and as an outreach service.
- The Finance and Audit Committee will be formalized and operational.
- A PR (Public Relations) strategy to rebrand The CMM, improve and roll out an external communications plan, and develop an outreach communications advisory/capacity development service.

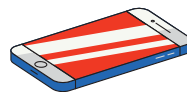
THE CMM'S COMMON SERVICE: A COMMUNITY BENEFIT



The CMM had 15 Adult Care Clients in the 2021-2022 fiscal year



in six different care facilities



Although in-person visits were not permitted, regular communication and follow up were maintained with the facilities.



50/50 split native and non-native personnel

22 Job Vacancies at year end – mostly new



Total staff - 126
Internal interviews - 41
Financial Planning and acquisitions for new building

At CMM we promise to continue to build on our solid reputation, financial responsibility, and accountability to our Member Communities as well as our business partners. We will continue to follow the wisdom and guidance of our Leadership and continue to engage with our youth.

-Donald M. Julien, The CMM Executive Director

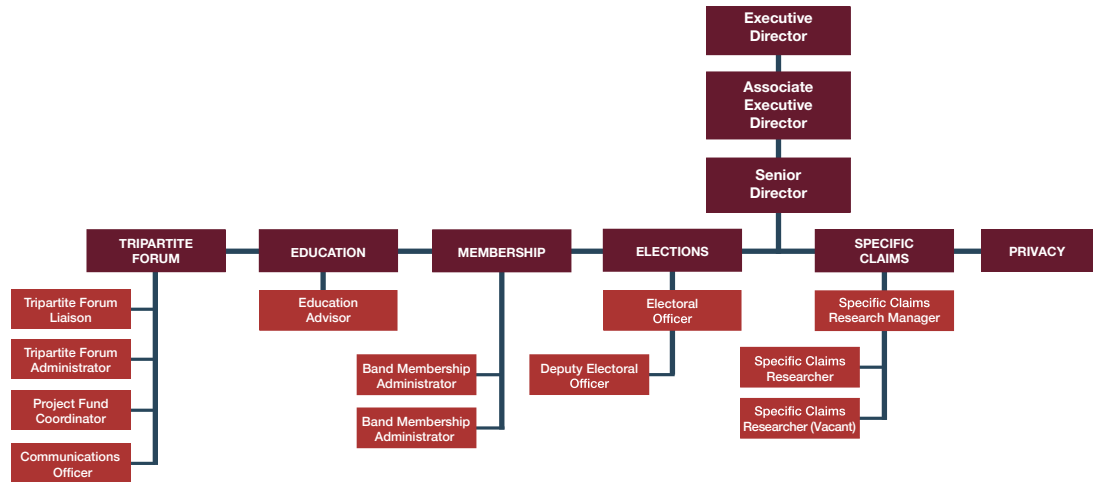
For More information: Lynn@cmns.com



Department of Governance



Tyler Sack
Director of DGOV
Email: tsack@cmmns.com

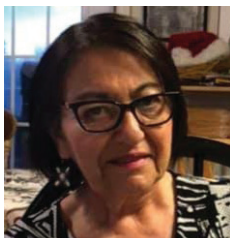


Mandate

“To advocate for legislative changes that will improve Mi’kmaw Governance; to plan for and help to facilitate the devolution and transfer of services from provincial and federal governments to Mi’kmaw organizations; and, to work directly with Mi’kmaw communities to outline and implement self-determination in the design and delivery of programs and services.”

The Department of Governance continued to adapt to changing COVID-19 circumstances throughout 2021-22. The focus for Governance this past year has been on adapting our strategic goals to ensure community priorities are informing our work as we encounter delays and challenges with the pandemic. Our priority has been to gather data and determine the proper processes for use and analysis. This will enable our team to be more proactive with community initiative and input into the design and delivery of programs and services.

Post-Secondary Education



“In May of 2021, Marlene Martin retired from her position as the Education Advisor after 29 years of service. Marlene has been a great advocate and resource for many of our students and we are proud of the work she has done. Congratulations on your retirement Marlene and thank you for your contributions to our organization, communities, and youth.”

The CMM welcomed Audriana Paul, of Qospemk (Franklin Manor, of Pictou Landing), as the new Education Advisor in May 2021, in order to have a short transition period as Marlene prepared for her retirement.

With many classes continuing to be delivered virtually, the focus for our department had been to provide as much support as possible with mental health and to ensure that our students had adequate access and equipment. We have been evaluating student needs and are expanding services to include access to mental health and cultural support as they navigate their academic careers.

Attracting and retaining qualified First Nations staff has been a challenge for The CMM. Post-Secondary Education partnered with The CMM Human Resources to develop a virtual job fair to be rolled out early in the May 2022.

The Sammy Gehue Awards were once again presented to some exceptional First Nations youth who have worked hard to overcome various life challenges.

Grade 12 Achievement Award:
Mairi Denny, Eskasoni First Nation

Elementary Achievement Awards:
1st – Lily-Beth Fisher, Glooscap First Nation



2nd – Kenzlie Paul, Sipekne’katik First Nation

3rd – Isaiah Meuse, Bear River First Nation



Mairi Denny of Eskasoni receiving the Grade 12 Achievement Award, presented by Don Julien, Sammy’s niece Mia Sylliboy, and Sammy’s Mother, Ginger Dennis



Back row, L-R: Lily-Beth Fisher of Glooscap First Nation, Audrianna Paul Education Advisor for The CMM, Mairi Denny of Eskasoni First Nation.

Front row, L-R: Isaiah Meuse of Bear River First Nation, Kenzlie Paul of Sipekne’katik First Nation.

Back row, L-R: Don Julien and Ginger Dennis

Front row, L-R: Award recipient Kenzie Paul of Sipekne’katik with award presenter Domonick Dennis, Sammy’s nephew



Membership and Registration

Last year we recognized that the pandemic was creating a backlog of work and narrow windows of opportunity to deliver services in our communities due to changing safety measures. We welcomed Jay Martin of Millbrook to our team as a Band Membership Administrator in 2021 to assist with the volume of appointments that resulted from various community shutdowns.

Our team continued to visit communities during periods that allowed for travel and kept safety protocols in place regardless of Provincial guidelines. The priority for our team has

been to see as many clients as possible to overcome the backlog of appointments since the beginning of the pandemic. To address some of the delays that come with some registration requirements, both Jay Martin and Theresa LeBlanc have been appointed Commissioner of Oaths in 2021 and can take affidavits themselves rather than outsourcing.

Membership Statistics CMM Member Communities

Community	On-Reserve	Off-Reserve	Total
Paqtnkek	449	150	599
Annapolis Valley	123	194	317
Bear River	115	256	371
Pictou LAnding	517	162	679
Millbrook	968	1205	2173
Glooscap	98	314	412
Sipekne’katik	1391	1517	2908
Acadia	242	1607	1849
Grand Total	3903	5405	9308

The CMM Electoral Office

The Electoral Office conducted several referendums and elections for member communities this past year. The Electoral Office is set up to offer services to outside organizations and communities on a fee-for-service basis; however, fees for our staff’s time are waived for our member communities. CMM oversaw the following elections in 2021-22:

- Nova Scotia Native Women’s Association in September 2021
- Bear River in November 2021
- Paqtnkek in November 2021
- Pictou Landing in November 2021
- Kingsclear in February 2022
- Millbrook in March 2022
- Glooscap in March 2022

The Electoral Office also assists member communities with advisory services in relation to changing election codes. This past year one of our communities was able to move away from the ISC election code to the First Nation Election Act, and two of our communities are currently developing their own Custom Election Codes.

Specific Claims Research

Archives and Libraries continued to be closed for the majority of 2021-22 and our research team was focused on progress-

ing outstanding specific claims for our member communities. As we move forward with limited access to information and documents, our team made significant progress in planning to digitize the archived documents housed at The Confederacy of Mainland Mi'kmaq. We acquired a state-of-the-art Book Scanner in the winter of 2021 and will be creating a digital archive of documents over the next few years as we establish our own archive at our new building.

Each of The CMM member communities will have access to both the information hosted on our archive and the equipment and guidance for their own digitization needs. We will be engaging with each community to identify their needs once our data governance procedures are in place.

The Tripartite Forum

In March of 2021 the Tripartite Forum Executive Committee passed the proposed restructure of the forum. Secretariat staff, including finance and administrative responsibilities are now shared 50% between The CMM and the Union of Nova Scotia Mi'kmaq (UNSM).

This year our Tripartite Secretariat team went through a complete staffing change. We hired a new Communications Officer (Jared Remedios), Project Fund Coordinator (Brad Sullivan, Paqtnkek), and Administrator (Sam Trites, Millbrook) in the fall of 2021 following staff departures, including the retirement of long-time employee Denise Gloade.



Long-time employee Denise Gloade retired in 2021. Congratulations on your retirement Denise and thank you for your contributions to our organization & communities.

In September of 2021, Denise Gloade retired as Tripartite Forum Administrator after 18 years of service. We wish Denise all the best in her retirement and thank her for her many contributions to both the Forum and The CMM.”

Following the passing of the restructure, the Officials Committee began to coordinate a Working Development Session for the Forum and community Leadership to determine priority areas for our working committees moving forward. The session had been delayed multiple times due to changing pandemic re-

strictions and is scheduled for spring of 2022 as part of a series of gatherings and strategic planning meetings to implement the restructure and improve Forum processes.

Privacy

The CMM established a new project in the Department of Governance in 2021-22. Renee Paul (Sipekne'katik) was hired to conduct research on Privacy legislation and to determine what laws apply to our member communities. The principles of OCAP (Ownership, Control, Access, Protection) are being used as a framework for building knowledge in the areas of Privacy and Information Management. Work began developing policies, data-sharing agreements, and tools and templates to support each of our member communities when it comes to information collection and use.

We hope to build capacity in the areas of Privacy and Information Management to have greater control over the collection, use, storage, and destruction of data. This will facilitate the transfer and devolution of information from Government departments in the future.

Will & Estate Planning

The pandemic has made it clear that our communities need continued support with Will and Estate planning. While historically The CMM had facilitated estate planning sessions in communities annually, it was funded by a program that was not accounted for following the split between Indigenous Services Canada (ISC) and Crown-Indigenous Relations and Northern Affairs Canada (CIRNA).

The CMM advocated for the restoration of the fund given the vulnerable population within our communities. In the Winter of 2022, our proposal was approved, and estate planning sessions will return in the 2022-23 fiscal year. We are working to make it an ongoing service that is available year-round rather than project based.

Community Participation and Advocacy

This year our communities shared their visions and needs for their own initiatives and how The CMM Governance programs can best support those efforts. Each of our member communities have strategic goals related to advancing self-determination. This includes developing strategic plans, capacity devel-



opment efforts, and networking with one another and outside organizations to determine best practices.

The Department of Governance hosted several Board of Directors Advisory Committee meetings to consider some of the community needs and what resources are available. The CMM is taking this information and developing funding proposals to support Governance toolkits, Capacity Development, Community Engagement, and holding Indigenous Services Canada (ISC) accountable to their own commitments around the transfer and devolution of programs.

CMM Board Advisory Committee Community Representatives:

- Avis Johnson, Acadia First Nation
- Nastasya Kennedy, Annapolis Valley First Nation
- Fred Harlow-Robar, Bear River First Nation
- Larry Peters, Glooscap First Nation
- Colin Bernard, Millbrook First Nation
- Ann-Marie Paul, Paqtnkek Mi'kmaw Nation
- Dominic Denny, Pictou Landing First Nation
- Rufus Copage, Sipekne'katik First Nation

Governance Department staff advocate for community needs, interests, and concerns through their participation on strategically chosen committees including

- Specific Claims Research Unit – Negotiation Support Directorate Working Group
- Mi'kmaw Kinama'tnewey Education Working Group
- Nova Scotia Community College – Mi'kmaq Joint Working Group
- Acadia University Indigenous Education Advisory Committee
- Province of Nova Scotia Council on Mi'kmaq Education
- The Confederacy of Mainland Mi'kmaq Board of Directors Advisory Committee

Looking Forward (2022-23)

In the coming year, The Department of Governance will be participating (in partnership with other The CMM Directors and the Executive Team) in a long-term strategic planning process to guide The CMM into the next 5+ years.

All programming will continue to deliver programs and services while constantly improving and expanding to meet community needs. The Department of Governance will be coordinating several community engagement and educational sessions within each community to determine new goals for each program

based on direct feedback.

Working with The CMM HR, the Education Unit placed emphasis on liaison between post-secondary students and the job market, encouraging employment and careers with First Nations Communities and organizations. A strategic First Nations recruiting strategy will be completed for The CMM and member communities.

With the passing of Bill C-15, our organization will have more influence over the design and delivery of programs and services for our member communities. This progress comes with new commitments to reconciliation and will be implemented with ongoing engagement with the Government of Canada and our member communities.

DEPARTMENT OF GOVERNANCE (DGOV): YEAR AT A GLANCE

2.6%



Growth of registered population within CMM member communities. In-community services resumed in 2021-22 with covid-19 safety precautions.

EDUCATION

89

total students sponsored in 2021-22

59

returning students



26

new students

4

additional students approved mid-year



RESEARCH

16

active specific claims in various research phases



TRIPARTITE FORUM

Restructure passed in March 2021 by Executive Committee, CMM now has operational budget and responsibility shared with UNSM. **50%**

ELECTIONS

5

Conducted Elections for Member Communities.



2

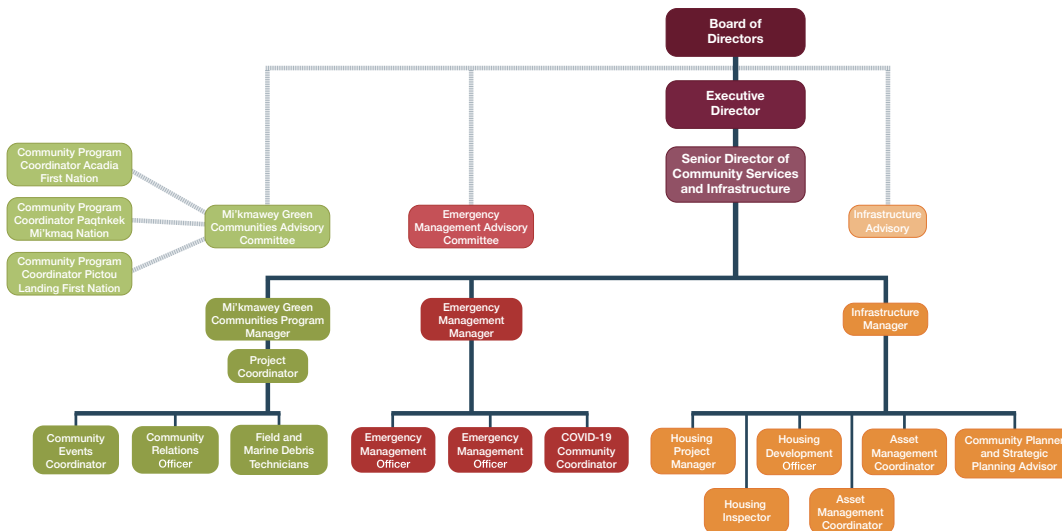
Conducted Elections for outside organizations.



Department of Community Services and Infrastructure



Trina Khattar
Senior Director of DCSI
Email: trina@cmmns.com



Mandate

“To strengthen relationships with member First Nation Mi’kmaq Communities by increasing capacity, awareness, youth involvement, and succession planning, while addressing community identified needs and priorities in the following areas:

- Asset Management
- Maintenance Management
- Asset Condition Reporting
- Housing
- Infrastructure
- Inspections
- Emergency Management
- Solid Waste Management

From The CMM Strategic plan 2021-2023.

The Department of Community Services (DCSI) and Infrastructure was created under the direction of The CMM’s five-year strategic plan. The Department continues to grow. In November 2021, The CMM Board appointed Trina Khattar as Director after successfully completing a year in an acting role. Trina is a Mi’kmaq woman from We’koqma’q First Nation and was the Infrastructure Program Manager prior to her role as Director. The Director is supported by three managers:

Scott MacDonald - Interim Emergency Management Pro-

gram Manager smacdonnell@cmmns.com

Joe Lilly - Infrastructure Program Manager jlilly@cmmns.com

Keaton Fougere - Mikmawey Green Communities Program Manager kfougere@cmmns-denr.ca

The Department of Community Services and Infrastructure continues to navigate through the COVID 19 pandemic. Adjustments were made to ensure that we continued to provide programming and advisory services to our CMM member communities in the safest way possible.

Capacity development is a part of every project DCSI undertakes and there are usually various development capacity pieces within each project. Capacity Development this year included ACRS training, building code training, CMHC Program applications, home maintenance training, home energy efficiency, procurement assistance and housing assessment assistance. Approximately 22 in-person community engagement sessions and approximately 139 virtual meetings/engagement sessions were held and form an important element of capacity development.

Two meetings of the DCSI Infrastructure Advisory Committee were held this year. Attendance at these meetings varies, largely due to limited availability of infrastructure and housing staff.



In December 2021, the Department of Community Services Team took part in a Technical Services workshop in collaboration of the North Shore MicMac District Council (NSMDC) to focus on the technical services programs that are offered by both Tribal Councils. This workshop enabled both Tribal Councils to share knowledge, and best practices. In addition to the sharing of knowledge, it was an opportunity for them to identify organizational synergies and brainstorming on possible joint initiatives.



Kevin Woods (NSMDC) & CMM

Housing and Infrastructure

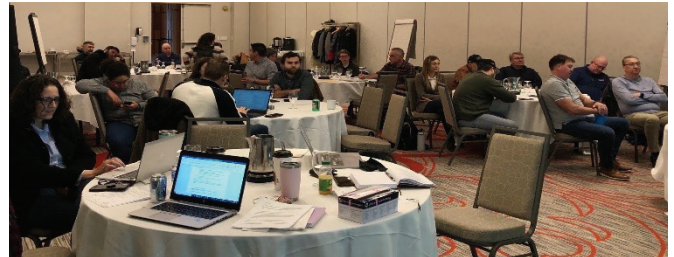
An Asset Management Plan was completed for Glooscap following the extensive data collection of the previous year. After discussion and input from the community, and with approval from the Glooscap Chief and Council, the final report and tools were provided to the community as well as training and support for the use and tracking of asset information. Glooscap recommended further asset management investigation into the economic development side of Glooscap Ventures to determine demand, level of service, and review lifecycle strategies.

In June, DCSI, in collaboration with the Glooscap First Nation, presented the asset management project at the Canadian Network of Asset Managers.

Asset Management data collection began in Paqtnekek and Pictou Landing. In 2022-2023 the asset Management Project will consider Geographic Information System (GIS) data collection for community assets in a format that aligns with Maintenance Management (MM), Extended Asset Condition

Reporting System (E-ACRS) and existing asset management templates.

Extended Asset Condition Reporting System (E-ACRS) – DCSI completed the E-ACRS reports for the Miawpukek, Pictou Landing, Paqtnekek, and Millbrook communities during the 2021-22 fiscal year and will be extending this function to other communities in 2022-23 in accordance with a schedule provided by ISC.



NSMDC & CMM



From a survey completed by SNC Lavalin to determine current maintenance management practices, a new schedule for maintenance management practices was developed. A Maintenance Management Workshop for communities was designed and delivered virtually in July 2021.

DCSI submitted a pilot project proposal to employ three (3) preventative maintenance coordinators. These positions will be responsible for the development of a maintenance management plan for community owned and operated infrastructure including housing and public works. This proposal is in response to a need identified by member communities for additional human resources to maintain and operate community infrastructure.

Engineering Services

Access to Engineering advisory services has been a challenge for First Nations and was identified as a high priority by The

CMM member communities. After several failed requests to ISC for an interchange/secondment arrangement, DCIS identified funding and proceeded to recruit an Engineer to begin the development of engineering services at The CMM. In March of 2021, a successful candidate was identified and The CMM was proceeding to hire.

Housing

Comprehensive housing inventories/assessments were completed for Glooscap, Annapolis Valley, and Paqtnekek, providing baseline information from which to prepare a comprehensive strategic plan for remediating any outstanding code deficiencies, maintaining the overall housing stock to code condition, and planning for the long term.

One of the needs identified by our communities were qualified building inspectors. At year end, The CMM hired a full-time Provincially Certified Building Official to fill this role. The CMM also received confirmation of funding to train and certify selected First Nations individuals as Building Officials to meet the future inspection needs and requirements.

A youth initiative, funded by the Atlantic Indigenous Youth Development Project, in collaboration with NSCC and UNSM was established to train Housing Officers. Paqtnekek and Millbrook will be participating in this 2-year program with several participants from UNSM. The Housing Officers would be mentored by a Housing Project Manager located in The CMM offices. The community-based Housing Officers would also receive tailored training from NSCC during their time in the program and receive a certificate from the community college upon completion.

DCSI provided program awareness and proposal assistance to communities for submissions to the CMHC Seed Program and the CMHC Co-investment Fund.

Community Housing Policy reviews were initiated at the request of several member communities.

Indigenous Services Canada (ISC) Transfer Initiative

The ISC Program Transfer Initiative has begun with several community engagement sessions to determine community priorities, concerns, and the general vision of what programming and service delivery might look like in the future. In Feb-

ruary, The CMM Board dedicated a special meeting to the topic with ISC presenting “Transfer of Housing and Infrastructure” and facilitating a visioning exercise with Board members. A 35-year capital investment plan for infrastructure was started and will continue into the 2022-2023 fiscal year. This plan will be a valuable tool as we progress toward ISC program transfer.

Energy Program

An Energy Project Coordinator was hired to explore opportunities for Mi’kmaq participation in the sector. The Energy Program Co-ordinator was actively planning and investigating green energy projects. Accomplishments this year included Solar Panel installation training and a submission (in partnership with the Clean Foundation) to Natural Resources Canada for a Clean Energy Specialist at The CMM.

Emergency Management

The Emergency Management Unit of DCSI provided Covid isolation support, helped with Covid Vaccination clinics, and held a covid 19 debriefing session as the pandemic went through many ups and downs this year. Other services and accomplishments included:

- o The launch of the Mainland Mi’kmaq Emergency Alert System in member communities.
- o Emergency Preparedness youth education and engagement.
- o Completion of the Mi’kmaq Wildfire Resilience Project in Bear River First Nation, including the installation of a 15-metre fire break around the perimeter of the community.
- o Installation of Civic Signs for improved emergency response in Paqtnekek.
- o Planning for the 2022 Atlantic First Nation Emergency Management Gathering in Moncton NB.
- o Delivery of Chainsaw Training in Bear River.
- o Ground Search and Rescue Training.
- o Completion of Emergency Risk Analyses for seven member communities.
- o Production of a Mi’kmaq Wildfire Prevention Video.
- o Delivery of Fire Smart Community Preparedness Event.
- o Completion of Community Wildfire Risk Assessments for Cole Harbour, Sheet Harbour, and Beaver Dam.
- o Presentation on Community Guided Emergency Management at a Virtual Sharing Circle.
- o Launch of the Atlantic First Nations Emergency Management Training Program with NSCC.



- o Development of All Hazards Plans for member communities.
- o Participation in Exercise Maritime Integration – a Federally lead full scale exercise on nuclear response in NS.
- o Development of a Business Case for Emergency Management Coordinators in member communities.
- o Presentation on Community Lead Emergency Management at the Emergency Preparedness for Indigenous Communities Conference.



(Left to right) Kasey McDermott, Emergency Management Officer and Scott MacDonnell, Emergency Management Program Managers practicing on how to administer rapid COVID-19 tests.



(Left to right) Anthony King, Interim Forestry Manager, Amber MacLean-Hawes (EMO Program Manager), Kasey McDermott (Emergency Management Officer) and Scott MacDonnell (Interim EMO Program Manager) doing some trail cleaning in Gloopscap First Nation.

Mi'kmawey Green Communities

The DCSI Green Communities staff continued to provide support for member communities through various experiential community events and expanding community knowledge while getting important community work achieved. Events covered many topics and were delivered in a variety of formats.

Community Cleanup

- o Spring and Fall Cleanups assisted communities with the removal and disposal of bulky items that are not usually collected during curbside collection.
- o Pumpkins for Pigs offered free collection of clean pumpkins which are repurposed as a food. Source for local farm animals and reduces community cost of organics disposal.
- o Housing Hazardous Waste Events provided a service for the collection and disposal of household hazardous waste in communities.
- o Compost Shed construction in all communities that requested.
- o Christmas light exchanges provided proper disposal of unwanted Christmas decorations/lights that can be exchanged for a new box of LED lights.

Cleaning our Environment

- o Event Greening – Offered green solutions/compostable replacements for cups, cutlery, and plates to help reduce the amount of garbage generated at community events.
- o Ghost Gear in Mi'kma'ki Project – Education and awareness on the topic of Abandoned, Lost or Discarded Fishing Gear in Mi'kma'ki. Ghost Gear Permit Application process.
- o WWF Ghost Gear Education – Educational resources for schools on the topic of ghost gear as well as an artistic display created from fishing gear.
- o Hunters Mountain Clean Ups offered waste service in areas where no waste service is available.
- o Fishing Rope Bin Initiatives - Collection of waste fishing rope to be repurposed for crafts.

Training and Capacity building

- o Pop Up Bike Hub - Free Bicycle repair was offered to all mainland communities.
- o The Cookbook for Kitchen Scraps and Waste Reduction Program provided information to help reduce organic waste generated at home.



- o Diversion Starts at Home – Supplying community members with tools required to properly sort waste at home.
- o Composting (Backyard, Vermicomposting), Ghost Gear (Impacted Species, Permit Application, General Awareness).
- o Capacity Building - Solid Waste Management Coordinators in PLFN, Paqtnkek and Acadia.

Community engagement and participation are important components of DCSI work. This is achieved through the DCSI Advisory Committee. Community representation in this committee include:

- Acadia – Weldon Charles, Julian O’Connell
- Annapolis Valley – Lisa Toney- Janes, John McCaul, Nastasya Kennedy
- Bear River – Carol Anne Potter , Fred Robar-Harlow, Robert McEwan
- Glooscap – Jason MacLeod, Amanda Francis
- Paqtnkek - Darlene Paul, Elizabeth Betty Googoo, Paula Paul
- Pictou Landing – Dominic Denny, Chris Strickland, Heather Mills
- Millbrook - Alex Cope, Leanna Kennedy, Colin Bernard
- Sipekne’katik - Keith Julian, Katrina Paul, Stuart Knockwood, Kim Paul

Meetings in 2021-22 were held mostly virtually this year due to Covid restrictions.

At the end of the year, plans were well underway for the next fiscal year. Member communities can look forward to continuity of the project established in 2021-22 as well as:

- A Comprehensive 5-year strategic business plan and delivery model for the Department regarding transformation of housing and infrastructure services.
- Transformation Engagement sessions on the following: service delivery models, organizational structure, and governance.
- Green energy needs assessments, engagement, and training.
- Community GIS database development.
- Business Case implementation for MGCP (Mi’kmaw Green Communities Project).
- Organizing the Maligomish Island Cleanup (assessment April 26th, 2022) with monthly meetings.
- Completion of Ghost Gear Educational Resources and Artistic Displays (Deliveries set to take place this Spring 2022).
- Diversion support – Removal of 9,000lbs of “white goods” from Paqtnkek. Items included fridges, stoves, washers/dryers, old playground equipment, TV’s and 200+ tires. These items were piled up near the water treatment plant.
- Diversion Center Support – Assisting with the planning, construction, and operation of Diversion Centers in Sipekne’katik and Millbrook.
- Implementation of a Used Oil Collection system in Glooscap First Nation – Pilot Community.



- Enhanced metric tracking of community events for better engagement with communities.
- Reevaluation of Needs Assessments for all communities.
- Dry Hydrant installation in Wildcat.
- Civic sign installation in Annapolis Valley.
- Mi'kmaq Wildfire Resilience Program Delivery in Acadia First Nation.
- Master of Disaster Youth Emergency Preparedness Education program.
- All Hazards and Evacuation Planning; tabletop exercising for completed all hazards plans.
- Emergency Preparedness engagement workshops.
- Delivery of Basic Search and Rescue Training and Team Leader training.

DEPARTMENT OF COMMUNITY SERVICES AND INFRASTRUCTURE: (DCSI)

INFRASTRUCTURE

Approximately 7 new
community requests fulfilled

7



Approximately 22 in-person
community engagement sessions
and approximately 139 virtual
meetings/engagement sessions

MI'KMAWEY GREEN COMMUNITIES TEAM

29

Approximately 29
Community meetings/
visits, 9 in person, 20
virtual meetings



3

3 Community
engagements/consultations: 1
general SWM Feedback
Engagement with all communities,
1 Ghost Gear Engagement Session,
1 Program Feedback Engagement.

16

Approximately 16
Community Requests

EMERGENCY MANAGEMENT

84

Approximately 84
in-person and
virtual meetings



75

Approximately 75
community requests

18

18 Community
engagements/consultations
and topics, Capacity
Development opportunities
delivered.

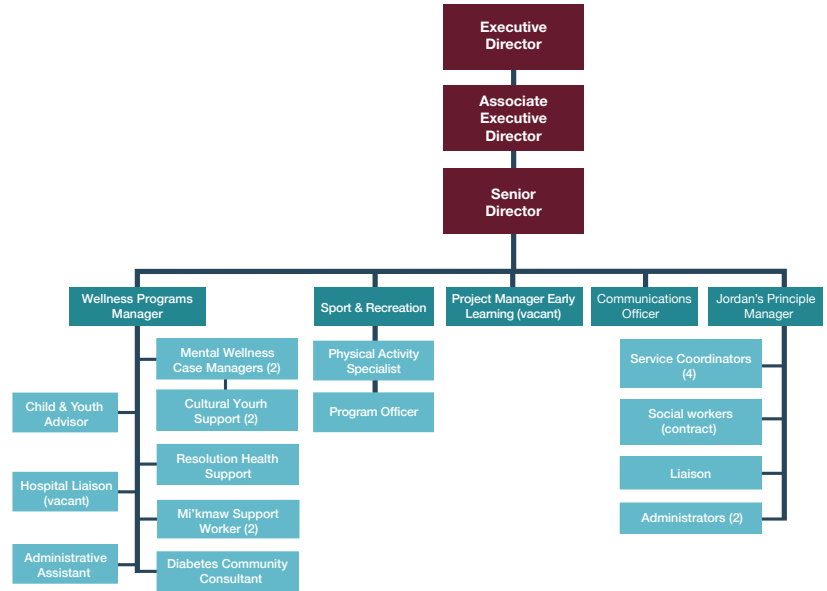
FOR MORE INFORMATION ABOUT COMMUNITY SERVICE AND
INFRASTRUCTURE CONTACT TRINA@CMMNS.COM



Department of Health and Social Services



Janna MacKay
Senior Director of DHSS
Email: jmackay@cmmns.com



Mandate

"To provide services and support to children, families, adults and Elders and communities which promote health & wellness using culture as a foundation"

CMM Strategic Plan 2021-2023

The Department of Health Social Services (DHSS) structure is divided into two units overseeing 20+ staff.

Katie MacEachern
Wellness Programs Manager
Email: katie@cmmns.com

Jolene Glenn
Jordan's Principle Manager
Email: jglenn@cmmns.com

The DHSS acts as a resource for member communities by supporting training, knowledge sharing, advocacy efforts and service delivery. The Department represents the collective health interests at various regional and local tables to advocate for continued investment in health services.

The DHSS has five theme areas outlined in The CMM strategic

plan (2021-23). Below is a general listing of these goals with a few highlights of activities completed in these topic areas over this past year:

1. Cultural Inclusivity in Programming

- a. 100% of health staff have integrated cultural elements into work planning, either through professional development goals, program development, or partnerships.
- b. Numerous cultural themed workshops have been offered through work with other CMM departments or community cultural leaders (e.g., virtual coffee talks series, virtual crafting workshops).

2. Human Resources

- a. Staff orientation processes continue to be updated and digitized to internal SharePoint.
- b. 45% of Health & Social Services staff are Mi'kmaq.

3. Partnerships

- a. Significant relationships developed over the year with Tajikeimik, The CMM and UNSM organizations and communities.
- b. Service provider listings were reviewed and updated.



4. Community Priorities

a. Community health priorities were captured through various methods; work is underway to best track priorities in a central place.

b. A key priority area that The CMM Health responded to included cultural and emotional support provided at the former Shubenacadie residential school site, in collaboration with Sipekne'katik Health staff.

c. Community health engagement has been delayed due to Covid; 4 of 8 communities were met with in-person to learn about individual community health priorities. The management team plans to meet with all community health teams this year.

d. At year end, work was underway with ISC-Regional Office and other CMM departments to develop a proposal writing workshop for communities.

5. Youth Engagement

a. Development of student/youth engagement opportunities is ongoing for the upcoming year.

b. From the programming level:

i. Two new positions are being established at community level to address Cultural Youth Supports – this stemmed from a Jordan's Principle group application.

ii. 55 youth from 5 CMM communities participated in L'Nu Kamakn ski & snowboard program. Some have expressed interest in becoming instructors for next year.

iii. 15 youth participated in Mi'kmaq language programs in Acadia & Bear River.

iv. 160 children were screened for hearing and speech development across all communities.

The CMM Health & Social Services team is proud of the work accomplished during another challenging pandemic year. The team continued to adapt programs and services and provide support to communities in all program areas.

A key area of support this year was in collaboration with Sipekne'katik Health Centre and The CMM's health team. Trauma-informed cultural supports were provided at the former Shubenacadie Indian Residential School site for numerous weeks, following the discovery of children's remains in Kamloops, BC.

The mental wellness team also provided Non-Violent Crisis Intervention training to the Health staff and Paqtnkek community school staff.



L'nu Kamakn Group at Ski Martock, March 2022.

Another highlight from DHSS was the expansion of the department to include sport & recreation staff, who re-instated the L'nu Kamakn Ski & Snowboard program.

DHSS Advisory Board

The CMM DHSS receives its direction from The CMM Board of Directors and is guided by The CMM Health Board comprised of the Health Directors of the eight member communities:

- Juliana Julian, Paqtnkek Mi'kmaw Nation
- Carla Moore, Millbrook First Nation
- Tina Nevin, Sipekne'katik First Nation
- Glooscap First Nation (currently vacant)
- Hope Gillis, Annapolis Valley First Nation
- Christine Harlow, Bear River First Nation
- Marla Robinson-Pyne, Acadia First Nation
- Pictou Landing First Nation Health Director (currently vacant)

The purpose of The CMM Health Board is to

- o Provide a means for resource and information-sharing.
- o Serve as a venue for two-way communication.
- o Identify and support identified advocacy.
- o Enable collective analysis and a united voice in support of the improved health status of First Nations individuals, families, and communities.

DHSS Programs

Staff work in various programs areas which include:

- Aboriginal Diabetes Initiative (ADI).
- Fetal Alcohol Spectrum Disorder (FASD).
- First Nations Hospital Liaison (located in Halifax Regional Municipality - vacant).
- Health Advisory supports.
- Jordan's Principal Child First Initiative.

- Mental Wellness.
- National Aboriginal Youth Suicide Prevention Strategy (NAY-SPS).
- Resolution Health Support.
- Sport & Recreation (new this year).

Jordan’s Principle

The Jordan’s Principle staff at The CMM have continued to



Completed 3-inch Quill Medallions from Workshop with Crystal Gloade (Birch-bark Quilled Crafts), September 2021.

support children and families in accessing the services and supports needed.

This team supports all eligible children in Mainland NS, with an active caseload of 752 clients. This year, 734 different services were approved to 376 unique clients totaling \$4.3M in approvals. The pandemic caused some of our client services to be put on hold; some of the services were able to continue remotely. Continuation of services was applied for to extend previously approved services that were not able to be accessed. A significant barrier has been a backlog of applications for review at Indigenous Services Canada.

The most frequently requested and approved services included education assistance, cultural supports, allied health care and respite care.

Workshops

Workshops completed in communities this year included:

- FASD, FASD Prevention, and FASD-Informed Interventions. A Professional Development Opportunity was held virtually.



Resolution Health Support Workers and Mi’kmaw Support workers at IRS Commemoration, October 2021.

- Mikiknewa’tasik kijksu (Building Family Connection and Resiliency) through a partnership with the Listening To One Another (LTOA) program where families learned new communication skills, family connection with the integration of culture, and problem-solving skills.
- A virtual Coffee Talk series was delivered for knowledge sharing and cultural learning.
- Virtual cultural craft workshops.
- Tree tapping knowledge sharing and learning sessions.
- Good Food boxes were distributed in all 8 CMM communities – 297 families supported.
- Youth Mi’kmaw language program (Bear River and Acadia) – 15 participants.



Assessment for Quality Improvement (AQI) Gathering with Daycare Directors.



Youth Paint Night Workshop, November 2021.

Advocacy

The DHSS staff serve on over 21 external committees and working groups to advocate for improved First Nations health services. Current issues and developments in the health sector are discussed, reviewed, and valuable feedback provided. The DHSS staff perform an important liaison function between these groups and community health staff.

Looking Forward

Looking forward, a variety of continued programming initiated in this past year will extend into this upcoming year to broaden community reach. Further growth is anticipated in the department as we expand cultural support services to CMM youth, initiate collaborative work with UNSM on Early Learning Governance planning, and revamp the hospital liaison position. Further partnership development with Tajikeimik and mental wellness planning has been identified as a key opportunity for advocacy.

The Moe the Mouse® Speech and Language Development Program will be provided to all The CMM community daycares including curriculum boxes and workshops for parents and Early Childhood Educators.

The National Aboriginal Youth Support Prevention Strategy Celebration of Life youth gathering is underway and planned for June 2022 at the Debert Hospitality Center. Youth from Pictou Landing, Paqtnekek and Millbrook will attend this retreat.

DEPARTMENT OF HEALTH AND SOCIAL SERVICES (DHSS)

100%
100% of Staff have Integrated Cultural elements into work planning

Expansion of Sport & Rec staff



55

Youth participation in L'nu Kamakn Ski & Snowboard Program



15

Youth participated in Mi'kmaq language Program

JORDAN'S PRINCIPLE



752
Active Clients

734
different services were approved

= \$4.3M
approvals

GOOD FOOD BOXES DISTRIBUTED

297
Families supported



DHSS STAFF SERVE ON OVER 21 EXTERNAL COMMITTEES



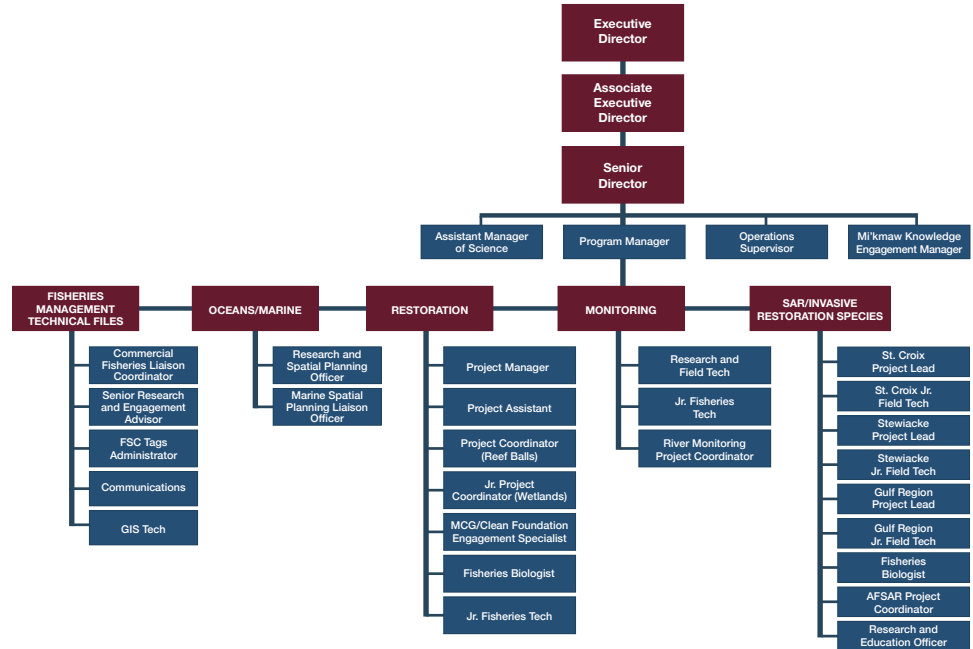
Department of Aquatic Resources and Fisheries Management



Angie Gillis

A/Director of DARFM, CMM Associate Executive Director

agillis@cmmns-denr.ca



Mandate

“To promote and restore the concept and practice of Netuklimk in aquatic ecosystems and Fundy Watershed”

The environment, natural resources, and waterways provided all the necessities of life for Mi’kmaq. Netuklimk is a way of life that sustains self and community while conserving nature for future generations. To progress toward Netuklimk, the DARFM is committed to healing and restoring the rivers, streams, and oceans for all.”

CMM Strategic Plan 2021-2023.

In the fall 2021, the Department of Aquatic Resources and Fisheries Management (DARFM) began to implement a new managerial structure, streamlining processes and programs to maintain and improve the efficiency and effectiveness of DARFM initiatives. Currently under the direction of Angie Gillis, Associate Executive Director, DARFM was restructured into four main branches:

*Culture, Education and Engagement - Alanna Syliboy, Manager (asyliboy@mikmawconservation.ca)

*Aquatic Ecosystems - Alyx MacDonald, Manager (amacdonald@mikmawconservation.ca)

*Indigenous Fisheries - Billy Francis, Manager (bfrancis@mikmawconservation.ca)

*Ocean Sciences – Joseph Beland, Manager (jbeland@mikmawconservation.ca)

*Manager of Technical Files and Offsetting (Vacant March 31st)

DARFM staff continued to provide personnel, equipment, information, and expertise to help our member communities with projects and initiatives directly impacting communities. The COVID-19 pandemic has allowed our staff to evaluate the projects and priorities of our member communities and to reassess how the DARFM can most effectively service their communities. The pandemic highlighted what has been working and identified where there are deficiencies in the products and services provided. In 2022/23, we hope to provide more community-based initiatives and plan to better target our member community priorities through increased community engagement. The DARFM team tried to achieve this with the 15 proposals submitted in 2021/22, which focused on projects and initiatives discussed within our advisory boards and community members. This includes creating more videos and media so that communities can keep up to date with



projects and activities that are happening through fieldwork, or other work, during the pandemic.

DARFM staff continued to overcome challenges from COVID-19 and re-evaluate how they conducted their engagement and monitoring activities. DARFM field activities in 2021-22 were done with community approval under strict COVID-19 fieldwork guidelines. Aquatic field crews prioritized their work by selecting sites that were important to our communities and where there was opportunity to maintain social distance.

Internal and external meetings for our community-based initiatives occurred virtually without interruption. This made it possible for us to continue to provide advice and guidance on issues of importance to our member communities. DARFM staff were able to provide project updates, host external presentations and liaise with Advisory members regarding issues of concern and priority areas during the COVID-19 pandemic.

There were many highlights and successes for the 2021-22 fiscal year.

Mitigation of Threats (Migration Barriers and Invasive Species) to Atlantic Salmon in the Stewiacke Watershed (HSP- Culvert Assessments).

- o Community stream cleanups were held at various sites within the watershed.
- o Three culverts were remediated to allow for Atlantic salmon and trout to reach fragmented habitat.
- o Roughly 100 km² of fragmented habitat has been restored in the projects 9-year life.

Species at Risk Watershed Assessment and Management of Culturally Significant Fish Species through a Two-Eyed Seeing Approach within Mi'kma'ki, Mainland Nova Scotia (CNFASAR - Nature Legacy Fund- NLF)

- o Several teams held working group meetings with community members and stakeholder groups for the Stewiacke, St. Croix, and Pictou/River Phillip watersheds.
- o Mi'kmaq Ecological Knowledge (MEK) interviews (virtual and in- person), as well as online surveys, were conducted to gain valuable insight into fish and fish habitat.
- o A community aquatic monitoring equipment loan program was created to support citizen science in each region.



Culture, Education and Engagement Manager, Alanna Syliboy offering tobacco while researching chain pickerel for science. A beautiful example of Etuaptmumk

Species at Risk Stewardship and Monitoring with Mi'kmaq Communities of Mainland Nova Scotia (AFSAR)

- o The annual Salmon Gathering was held at the Stewiacke River Park on October 3rd. Community members prepared a salmon feast; a drummer and Elder performed a celebration to honour the salmon. DARFM staff set up booths, held a canoe tour, showcased virtual reality, and had games set up for children.
- o Community members helped release 124 adult salmon into the Stewiacke River.
- o Approximately 100 smolt were caught in our smolt wheel, and 800+ smolt at a counting fence.



Community Members, Staff and DFO officers in Stewiacke for the annual Salmon Release



Glooscap Councillor, Gail Tupper skillfully prepares salmon fillets for the Salmon Celebration

Mainland Mi'kmaq Marine Spatial Planning Project (MSP)

- o A customized Marine Spatial Planning Challenge board game was developed. This Etuaptmunk edition will be used to help people learn about the marine spatial planning process, marine uses, interactions between marine users, and more.
- o A Line Hauler was purchased for the research vessel to aid with marine engagement and research.
- o Drone Stewardship Training details were planned; training will be occurring in the 2022/23 fiscal year. This training will provide member communities with the capacity to operate and map with drones.

Canadian Coast Guard Auxiliary

- o A Search and Rescue vessel (to be named after the late Gerald C. Tony) was secured. This vessel will be based out of Canada Creek wharf and service an identified gap in the Bay of Fundy search and rescue service. Gear and training have been, and will continue to be, provided to communities to operate this vessel and other auxiliary search and rescue boats within our member communities.

Mainland Mi'kmaq Oceans Research Initiative

- o A Marine Oil Spill Response course was held to engage community members in this ocean-related initiative. Discussions with Acadia First Nation have been on-going to organize future engagement events and outreach activities.

Mainland Mikmaq Boat Safety Project

- o The Boat Safety project provided safety training to mainland Mi'kmaq communities, as well as hands-on engagement, educational materials and outreach activities on boating safe practices that can be transferable to boating-related activities undertaken in member communities.
- o Training and equipment were provided to Mi'kmaq community members, and these resources can be used to avoid/reduce boating accidents or serious injury.
- o Two training sessions were held: One in AVFN, covering Small Vessel Operator Proficiency (SVOP) and Marine Emergency Duties (MED) from March 14-18, 2022, with seven community members; the second was a Pleasure Craft Operator Card (PCOC) course for PLFN on March 25, 2022 where 10 people completed the training.



Community members pose with the new Research Vessel before its maiden voyage

FORCE (Fundy Oceans Research Centre for Energy) Risk Assessment Program - Fish Tagging & Engagement

- o Acoustic tagging of 96 total fish of four different fish species (alewife, American shad, Atlantic sturgeon, spiny dogfish) occurred in the Minas Basin from May-October. These tags will help determine the potential impacts of tidal turbines on fish in the inner Bay of Fundy.
- o Engagement activities were planned and developed; a webinar event about the project is scheduled for April 2022.

River Monitoring (Avon, Cogmagun, Halfway Rivers)

- o The River Monitoring project spent 555 hours on the water monitoring our three rivers, resulting in the documentation of 22,710 individual fish from April 2021 to January 2022.



- o In Windsor (Avon River), monitoring work and technical advice aided in the ministerial order staying in place which led to gate operations enabling improved fish passage. These consistent gate operations also restored balance to this ecosystem and continued to restore important saltmarsh habitat upstream of the causeway.
- o On the Halfway River, the team identified death and damage to fish. Targeted monitoring for fish death and damage began for the 2022-2023 field season, a critical step to ensure the removal of barriers, and prevent the construction of future barriers in other river systems.

Shubenacadie River Monitoring (SRM)

- o Project staff continued to seek guidance from their working group and were able to continue baseline fish monitoring studies in the Shubenacadie River and its tributaries.



Summer student Andrea Argueto displays a brook floater found during snorkeling in the Stewiacke River.

Cornwallis River Monitoring (CRM)

- o Fish biodiversity and habitat assessments (fish sampling, water quality, and fish habitat surveys) in the Cornwallis River and Coleman Brook were conducted as part of an environmental assessment for the construction of an interchange off Highway 101.

CRF (Coastal Restoration Fund)-Strengthening Mi'kmaw Capacity in Coastal and Watershed Assessment and Restoration in the Northumberland Strait and Bay of Fundy

- o Building on the experience from the CRF project, The CMM was contracted to construct reef balls for two

- companies: R.J. MacIsaac Construction Inc (RJMI) and Unimaki Institute of Natural Resources (UINR). Pictou Landing First Nation community members were hired to construct the 390 reef balls throughout the 2021 summer season.
- o DARFM staff collaborated with the Clean Foundation, to create a CRF project sign to be placed in Sitmuk, showing the collaborative restoration work.
- o The CRF team is collaborating with SMU (St. Mary's University) to restore saltmarsh along the Belcher Street Marshland area. This collaboration includes working together to create a project sign for the site that incorporates a Mi'kmaw perspective regarding the work performed.

Commercial Fisheries Science Liaison Coordinator (CFSLC)

- o The commercial fisheries team held quarterly advisory meetings to keep communities up to date on projects in and around their communities including any changes in regulatory process in their fishing fleets.
- o DARFM secured funding to help build capacity in our member communities by offering training and safety equipment to ensure everyone who plans on entering the fishery will do so in a safe manner.

AAROM Innovation and Collaboration Fund:

- o The correct combination of physical and virtual servers was identified and procured for the storage of IK (Indigenous Knowledge) to support this rapidly growing body of work.
- o Data inventory was taken providing a clear summary of what amount and type of data will be stored for IK and two-eyed seeing projects.
- o A list of priority topics related to IK Guiding Principles and Best Practices was completed. A data forecast was prepared to identify what types of data may be expected for upcoming projects and program needs for the next 5 years.
- o Planning and community input into the best practices guide stopped due to the Covid-19 pandemic. The deadline for this project was extended into the 2021-22 fiscal year.
- o A multi- year proposal was written under the AAROM In-

novation and Collaboration fund and extended until 2024 to build and expand the IK work.
 o A position for a Mi'kmaw Knowledge Project assistant was developed and posted at year end.

Advisory Committees

DARFM ensures member communities remain involved as much as possible through the Mi'kmaw Conservation Group (MCG) Advisory Committee and the Commercial Fisheries Advisory Committees. Staff works hard to provide regular updates and facilitate feedback and visioning opportunities for community members. Community members may contact their respective representatives for information and input to these important committees.

Community Members/ Band Staff Representatives – DARFM Advisory Committees

Acadia:

Curtis Falls – MCG/ Commercial Fisheries

Annapolis Valley:

Chief Gerald B. Toney - MCG/ Commercial Fisheries
 Nastasya Kennedy – MCG

Bear River:

Chief Carol Potter - Commercial Fisheries
 Carol Ann Potter - MCG

Fort Folly:

Chief Rebecca Knockwood - Commercial Fisheries
 Tim Robinson - MCG
 Wendy Epworth – MCG

Glooscap:

Daniel Matthews - MCG /Commercial Fisheries
 Gail Tupper - MCG/ Commercial Fisheries

Millbrook:

Andrew Johnson – MCG/ Commercial Fisheries
 Michelle Gloade – MCG/ Commercial Fisheries
 Shelly Martin - MCG Advisory/Commercial Fisheries
 Jonathon Lowe - Commercial Fisheries

Paqtnkek:

Doris Googoo - Commercial Fisheries
 CJ Pictou - MCG/Commercial Fisheries
 Kerry Prosper - MCG Advisory

Pictou Landing:

Cheryl Bernard – MCG/ Commercial Fisheries
 Marsha Mills – MCG/ Commercial Fisheries
 Wayne Denny – MCG/ Commercial Fisheries

Sipekne'katik:

Denise McDonald – MCG/ Commercial Fisheries
 Derek Nevin - MCG
 Keith Julian - MCG

Advocacy and Liaison

DARFM is an important link for communities to numerous technical, scientific, academic, and private industry venues as well as working groups throughout all levels of government. Staff are in demand for presentations; they work hard to report back and share discussions and opportunities with member communities. During 2021-22, staff remained active in over 44 advisory/technical committees.



Community Stream cleanup held at various sites within the watershed



ANNUAL SALMON GATHERING:

Community members released

124 adult salmon
100 smolt caught
 & **800** smolt at counting fence



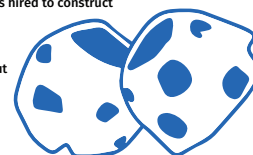
A search & Rescue vessel was secured Named: **The Gerald C. Toney**

River Monitoring Project documented

22,710 individual fish from April 2021 - January 2022
 FORCE - Acoustic tagging of **96** fish

CMM contracted to construct reef balls
 Community members hired to construct

390 Reef Balls throughout summer of 2021



Staff remained active in over **44** advisory / technical committees

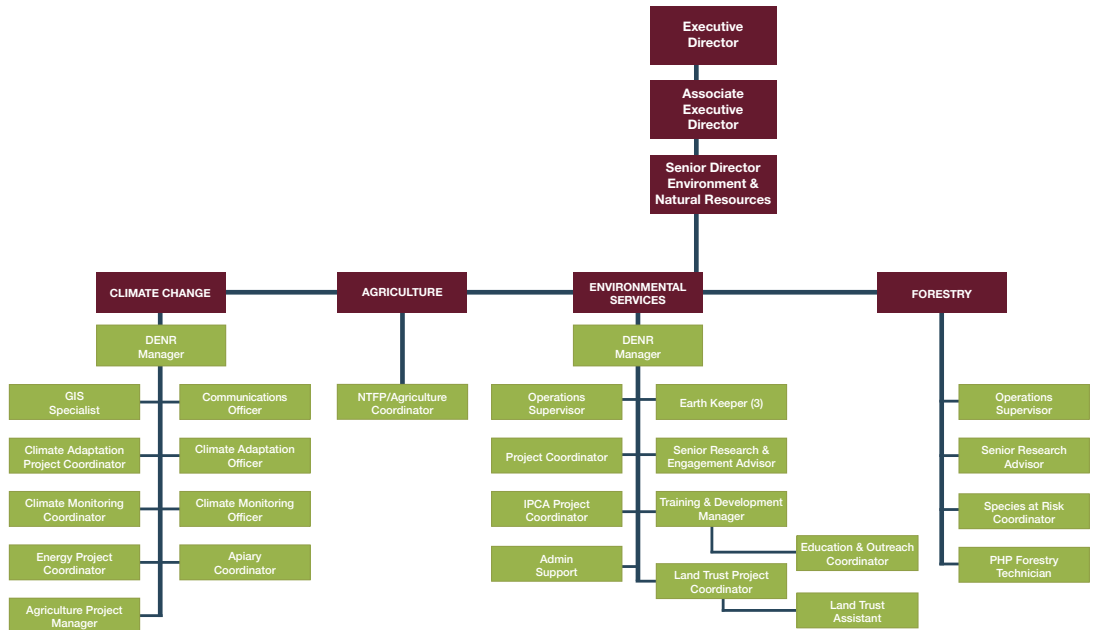




Department of Environment and Natural Resources



Ashley Childs
Senior Director of DENR
Email: achilds@cmmns-denr.ca



Mandate

“To advocate for legislative changes which reflect the Mi’kmaw concepts of Netukulimk and Etuaptmunk to achieve a more sustainable future; to prepare communities to address the impacts of climate change; to plan and assist with co-management monitoring and stewardship efforts and opportunities with Provincial and Federal Governments; and to support the intergenerational transfer of Mi’kmaw Knowledge, through environmental stewardship, and prosperity for seven generations to come.”

CMM Strategic Plan 2021-2023

The 2021-2022 fiscal year saw many changes and developments in the Department of Environment and Natural Resources (DENR). The directorate was realigned into four management units to streamline processes and services:

Agriculture & Climate Change – Cheyenne MacDonald, Manager (cmacdonald@cmmns-denr.ca)

Environmental Services – Vacant, Manager (N/A)

Forestry - Anthony King, Manager (aking@mikmawconservation.ca)

Operations and Engagement - Justin Fiddes, Manager (jfiddes@mikmawconservation.ca)

Community engagement and participation in DENR Community Advisory Committee meetings, various training opportunities, workshops and events were strong. The DENR team worked hard to pursue projects that reflected community needs and interests laying the ground for exciting future developments.

DENR Advisory Committee Community Representatives

- Kerry Prosper – Paqtnekek Mi’kmaw Nation
- Doris Googoo – Paqtnekek Mi’kmaw Nation
- Denny Dominic – Pictou Landing First Nation
- Barry Francis – Pictou Landing First Nation
- Chris Strickland – Pictou Landing First Nation
- Colin Bernard – Millbrook First Nation
- Gerald Jr Gloade – Millbrook First Nation
- David Nevin – Sipekne’katik First Nation
- Keith Julien – Sipekne’katik First Nation
- Kevin Copage – Sipekne’katik First Nation
- Gail Tupper – Glooscap First Nation
- Woody Peters – Glooscap First Nation
- Andrew Francis – Acadia First Nation
- Julian O’Connell – Acadia First Nation
- Natasya Kenney – Annapolis Valley First FN

Murray Copage – Annapolis Valley FN
Chief Carol Dee Potter – Bear River First Nation
Rob McEwen – Bear River First Nation

Agriculture and Climate Change

The Climate and Agriculture branch focused on climate monitoring and the expansion of greenhouses, community gardens, and beehives, specifically through the Mi'kmaw Climate Monitoring Initiative (MCMI), the Amu Esmat Project, and the Non-Timber Forest Product Initiative.

Community members of all ages were given the opportunity to take a hands-on approach to beekeeping, biodiversity monitoring, and crafting. Highlights of these projects included:

- o Recruiting and establishing 34 Indigenous beekeepers across mainland Nova Scotia,
- o Equipping Shiitake mushroom farmers in every mainland community,
- o Training hiking guides and potential Indigenous tour guides across mainland Nova Scotia, and
- o Developing the Seven Generations Trading Post Cooperative Limited.

Climate Monitoring activity included the procurement and distribution of several air quality monitors to interested member communities. Two additional CoCoRaHS volunteers were engaged and received their equipment to monitor weather conditions in Bear River and near Acadia. An analysis of gaps in historical data is underway to determine communities most in need of weather monitoring. Forest and aquatic monitoring fieldwork for spring/summer/fall was planned to monitor climate change indicator species, the general forest cover, canopy cover and composition. Additional water level monitoring was planned along the Afton River and other waterways in Paqtnekek. Three Community BioBlitzes were held during the summer in Pictou Landing, Sipekne'katik, and Gold River. These events focused on finding and identifying as many species as possible in a specific area to establish baseline information for monitoring future change.

The Amu Esmat project secured funding for 5 green houses to be built in mainland Nova Scotia over the next 4 years along with additional funding and future support to help advance the agriculture initiatives in First Nation communities. To prepare a schedule

for delivery and prioritize communities, the Amu Esmat Project conducted agriculture strategic planning sessions with Chiefs, Councils and community groups to discuss food security, assess community agricultural activity, and prepare a matrix used to prioritize communities. Glooscap and Acadia (Wildcat community) were the two communities recognized as areas of focus for greenhouses in the 2022-23.

The Land2Lab pilot project, developed in Paqtnekek in 2019, aims to enable Mi'kmaw youth to embrace Traditional food practices within their communities. It features Elders sharing stories, food gathering techniques, and preparation methods through activities aligned with the four seasons. Building on the Paqtnekek success, plans and proposals were developed to roll out the Land2Lab project to the remaining mainland First Nations.

Staff reached out to First Nations schools to plan and develop lesson plans on climate monitoring and citizen science that will complement the school curriculum.

The Department of Environment and Climate Change (ECC) is leading the development of a provincial climate change risk assessment. It will provide reliable information that the provincial government and others can use to prepare for and adapt to climate change. In 2021-22, the ECC engaged The CMM to participate in this initiative. The DENR's role will be to connect the climate change risk assessment to experiences, priorities, activities, and/or initiatives of relevance for Mi'kmaw communities within mainland Nova Scotia. Work will continue into the 2022-23 fiscal year and potentially further.

Environmental Services

Land protection and prioritization were the focus of Environmental Services this year. More specifically, the Indigenous Protected and Conserved Areas (IPCA) project and Sespitemnej Kmitkinu Conservancy worked hard to develop mechanisms for land conservation across various land tenures, strengthening the Conservancy as a mechanism for protection and looking at options for provincially held lands.

The Confederacy of Mainland Mi'kmaw (CMM), Unama'ki Institute of Natural Resources (UINR) and Eskasoni Fish and Wildlife Commission (EFWC) are partner organizations on the Indigenous Protected and Conserved Areas (IPCA) project, and as such, work



very closely together. This year, The CMM completed eight IPCA Working Group meetings, two IPCA Virtual Engagement Sessions, and four updates to Chief and Council to identify priority areas and desirable lands for acquisition based on Mi'kmaw values including, but not limited to, Mi'kmaw traditional use, access, and archeology.

To support the work of the IPCA working group, the Sespit'mnej Kwitkinu Conservancy became a reality this year. The Sepit'mnej Kwitkinu Conservancy is a land trust incorporated in the spring of 2021 under the NS Societies Act as a non-profit, community based, charitable organization that is committed to the long-term protection of lands. The Conservancy will focus on four main areas of work (land securement, land stewardship, raising funds, and outreach and education), in addition to the day-to-day tasks that come with running a new entity. Shared staff and funding are currently hosted at The CMM under the DENR. A communications plan was completed and will be rolled out in 2022-23.

The Cumulative Effects in Mi'kma'ki project had a similar focus. It sought to further explore how cumulative effects impact The CMM's member communities and the policies in place that address such cumulative effects. These cumulative effects have direct and lasting impacts across all land tenures, and they also impact how land protections are prioritized.

The past two years of the cumulative effects in Mi'kma'ki project have focused on providing communities with a better understanding of cumulative effects and the provincial and federal

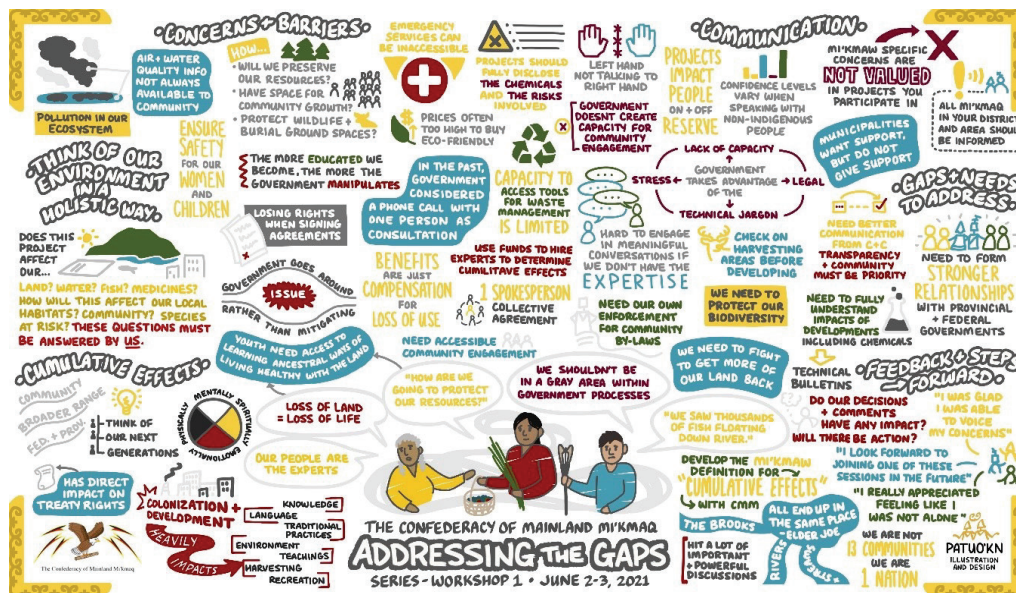
environmental assessment processes. This helped to identify gaps, issues, and possible themes – valuable information upon which to build a regional framework for member communities to guide future activities and projects. Two “Addressing the Gaps” workshops were delivered to summarize the findings and discuss possible measures to address the issues. Next steps will include

- Hosting community workshops for visioning and planning the framework.
- Developing a working definition defining cumulative effects through a Mi'kmaw lens.
- Developing a guide for communities for regional cumulative effects assessments.

During the summer of 2021, engagement sessions were held to discuss the proposed NS Sustainable Development Goals Act. The CMM produced and submitted the “What We Heard” reports from these sessions. The new Environmental Goals and Climate Change Reduction Act was introduced to the provincial legislature in December and incorporates much of this feedback. This Act establishes 28 new goals related to environmental sustainability, many of which will be of interest to The CMM and member communities. Further work on this file will include recommendations for incorporating Mi'kmaw Knowledge and putting Netuklimk and Two-Eyed Seeing into action.

Forestry

The top priority for the Forestry branch was the development and implementation of community-led land stewardship initiatives. This included the Mi'kmaq Forestry Initiative, species at risk recovery work, invasive species technical expertise, environmen-



Graphic recording from Addressing the Gaps Workshop #1, by Patuo'kn Illustration and Design



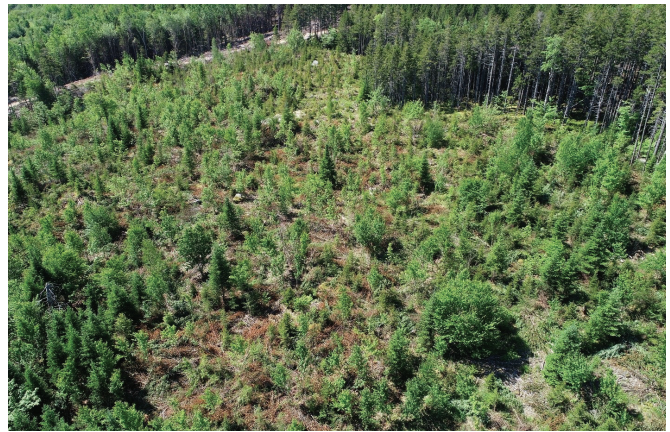
NRTG Environmental Monitoring Field Skills students learning electro-fishing techniques in Victoria Park, Truro NS. Left to right: Cayden Denny, Jill Francis, Crystal Jerney, Jace Bernard, Barry Francis, and Donald Morrison.

tal contract work, and capacity development for communities. Various training opportunities and youth engagement were all important components of this comprehensive approach to stewardship. Highlights this year included:

- o Recognition as a lead organization re: Black Ash recovery in the province and enhancing the recovery network with numerous organizations,
- o Enhancing the Nuji Kelo'toqatijik Earth Keeper Network by providing support to the newly established Acadia First Nation Earth Keepers, and hosting Earth Keeper training in November to 15 participants (current Earth Keepers and interested community members),
- o The Sable Island Sweat Bee Monitoring on the land experience for summer students,
- o Completion of educational videos for Netuklimk-based forestry which premiered at the Earth Keeper training event in and at an Ecological Forestry Webinar in March; and
- o Working towards mitigation of invasive species: Hemlock Woolly Adelgrid, Spruce Budworm, and Emerald Ash Borer.
- o MFI (Mi'kmaw Forestry Initiative) became involved in a shelterwood trial on the St. Croix land base. The trial supports an exploration into NS-based treatments that can improve stand conditions, biodiversity, and multi-aged stands while leaving high retention in the meantime. Access to the St. Croix Block is a challenge. The CMM identified an area that would be suitable for road upgrade and new build, which would connect the MFI land base to Hwy 101. This proposed area would ensure better access for communities coming from northern & eastern areas of the block and supports harvesting plans for the 2022 & 2023 fiscal.

The Port Hawkesbury Paper (PHP) agreement with The CMM for stumpage revenues of 30,000 tons/year was fulfilled once again in 2021. All wood harvested from this agreement comes from PHP's Crown Lease. Planning and Negotiations for 2022 were well underway at year-end.

In 2019-20, The CMM in partnership with The Unama'ki Institute of Natural Resources began a project to support community crafters, gatherers & pickers who collect and use Non-Timber Forest Products. The project's aim is to deliver a business entity in the form of a co-op, where the co-op would act as a marketing mechanism to sell Mi'kmaq-made and collected crafts and goods.



Pre-commercial Thinning (PCT) stand on the Mi'kmaq Forestry Initiative (MFI) St Croix block completed by contractor Forever Growing Forestry (FGF) who is an Acadia First Nation band member. This photo shows a mix of hardwood & softwood species they left in the stand.

With food security and access to forest resources highlighted as a proven concern by NS Mi'kmaq community members, the project has been and will continue to deliver educational opportunities to enhance community capacity in sustainable harvesting and identification of Non-Timber Forest Products in Nova Scotia. This year, an initial board of directors for the NTFP cooperative was selected and approved by leadership. The business name is "Seven Generations Trading Post Co-operative Limited."

An Memorandum Of Understanding (MOU) with the NSCC will see collaborative research toward increased access and availability of sweetgrass for Mi'kmaw communities in Nova Scotia.

Operations and Engagement

The Operations and Engagement branch is new within the department with the main focus of reviewing internal logistics



and operations to improve the effectiveness, efficiency, and accountability of all DENR Activity. The goal is to decrease the time spent by DENR staff on administrative matters while ensuring all auditing and accountability requirements are met.

A Partner Intake Form was designed and implemented to ensure that internal staff are looking at partnerships critically and making sure that they are worth pursuing before spending valuable time engaging with the partner.

The CMM has secured numerous small contracting opportunities with partners such as Parks Canada, NSCC, NSPW etc. to support capacity development of the Earth Keeper Network by providing training and on the job experience. To ensure fairness in the awarding of these contracts, a selection protocol was developed and ratified by The CMM Board.



Looking out from the shoreline of Pasi'tuek - a proposed Indigenous Protected & Conserved Area (IPCA). Taken during a visit with Annapolis Valley and Gloscap First Nation community leaders and members. (Photo credits: Allie Rivers)



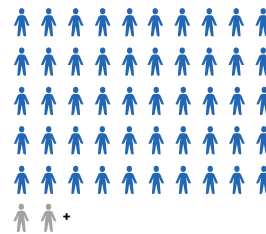
Elder Tuma Young teaching Pictou Landing youth about the various plants found along the community trail, and their medicinal, edible, and cultural uses.

Mi'kmaw Community Trails initiative

During 2021-22, eight community trail assessments, including development and maintenance plans, were completed, and consolidated into a Multi-Year Strategic Development Plan that will guide the Community Trails Initiative. Funding was secured to continue maintenance, upgrades, and provides educational trails experiences.

With the assistance and insight from the LSK (L'nu Sipuk Kina'moukuom) school, an outdoor education lesson plan was developed re: tree identification on the Sipekne'katik Trail.

THE CMM'S DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES: 2021/22



50+ Committees to advocate for and liaise with member communities.

Food security was a major focus for our communities the year DENR supported communities through:

Beekeeper training, and pollinator continue to work with youth



Continued support to community gardens



5 Green houses to be built in Mainland Nova Scotia



Mi'kmaw youth to embrace Traditional food practices within their communities



Work to develop community energy profiles, and link communities with funding programs for renewable energy and energy efficiency projects.



Continued development on the Non-Timber forest Products Co-operative



8 Community trail assessments, including development and maintenance plans, were completed, and consolidated into a Multi-Year Strategic Development Plan that will guide the Community Trails Initiative.



For more information, about the cmm's DENR Contact achilds@cmms-denr.ca



Mainland Mi'kmaq Development Corporation



Jim Hepworth
CEO of MMDI
Email: jim@cmmns.com

The CMM Strategic Plan 2021-2023 reaffirmed the appointment of Jim Hepworth as CEO of MMDI to look at the for-profit potential of The CMM as another source of revenue and financial stability for the future. However, several unexpected developments resulted in some temporary changes to the initial mandate for the CEO.

CMM - New Building

Design for The CMM Office Building in the Truro Power Centre was completed with construction beginning in Sept 2021 and occupancy scheduled for December 2022. Jim Hepworth was designated as the central contact and lead to coordinate The CMM input and participation in the project. Although the Millbrook First Nation will be the owners of the building with The CMM leasing the space, the structure will be custom built to the need of The CMM. This required considerable time and attention to detail throughout the project and consumed the majority of the MMDI CEO's time during 2021-2022.

o Following the initial CMM Board motion to proceed with the project, several presentations and updates were provided to keep leadership apprised of progress.

o Internal CMM committees were organized and assigned specific design tasks to explore, discuss and provide informed recommendations to Millbrook and Lindsay Construction office Layout, building size, services (IT, phone system, security, cleaning services), insurance, sound cancelling systems, cubicle barriers and lighting, interior, and exterior finishes, etc.

o Funding from The CMM was identified and approved by the Board; as well, additional funding for necessary customized features was successfully negotiated from several funding partners.

o Initial discussion began regarding logistics and costs relative to the shutdown and relocation of the four current offices to the new building.

o An operating budget for the new location was completed.

o The terms of a lease agreement were drafted between The

CMM and Millbrook .

o Efficient, effective, and consistent liaison with Millbrook, Lindsay Construction, The CMM Building Committees and The CMM Board kept the project on schedule.



Chief Robert Gloade and Chief Sidney Peters look on as Executive Director Don Julien and Associate Executive Director Angie Gillis share a "golden" shovel at the ground-breaking ceremony for the new CMM Office Building on Sept 7th, 2021.



Conceptual drawing of the exterior of the new CMM Office Building.



CMM new office building, interior front entrance.

Support for The CMM Programs

The MMDI CEO provided support and advisory services to several internal CMM projects:

- Coastal Restoration activity through DARFM involved building and installing artificial reefs (reef balls) to restore coastal habitat. Building on the success of this initiative, MMDI was



approached to undertake an investigation of the future economic potential of reef ball production.

- Expertise was provided for the planning and development of the Sespit'e'mnej Kmitkinu Conservancy – a non-profit, charitable land trust that acquires land and secures property easements for the purpose of protecting lands in perpetuity.

- The MMDI CEO assisted the Mi'kma'wey Forestry Initiative (MFI) with business and governance development. The primary business opportunities identified for the MFI include (1) Primary Forest Products, (2) Carbon Offset Markets & Management, (3) Non-Timber Forest Products & Eco-Tourism and, (4) Forest Management Services.

- The "At-Sea Observation and Dockside Monitoring Venture" (a project under DARFM) undertook a study regarding the holistic identification of the marine services market and greater economic markets specifically for dockside monitoring and at-sea observation services. From this study, the Indigenous Marine Services venture was proposed. Next steps include development of a business plan to explore feasibility, and research sustainable and attainable markets for at-sea observation and dockside monitoring services.

- Revenues and expenses associated with the Mainland Mi'kmaq Development Tagging Initiative (MMDTI) continue to be tracked through the MMDI. The MMDTI is a DFO certified Logbook and Tag Supplier for the Canadian Gulf, Maritimes and Newfoundland and Labrador Regions in the following fisheries.

- Annual CEDO contracts were administered to support community economic development.

Social Enterprise Development

A social enterprise or social business is defined as a business with specific social objectives that serve its primary purpose. Social enterprises seek to generate revenue/profits while maximizing benefits to society and the environment. The profits are principally used to fund more social programs. Recognizing the similarities between Social Enterprises and The CMM, investigation began into the benefits, advantages, potential and development of a social enterprise branch of The CMM. Consideration was given to the development of several initiatives, including

- A procurement service to benefit both The CMM and member communities.
- A Business Development Network of EDOs and CEOs to create economies of scale, provide capacity development

opportunities, share information, and practice collective advocacy for community economic development.

- A travel agency, with profit to be invested into more social initiatives upon direction from leadership.

In Feb/March 2022, SMU Masters Business Students were engaged to explore these initiatives as a component of their experiential requirements for graduation. Sixteen students were involved in virtual discussions, power point presentations, and comprehensive final reports. It was a valuable experience both for the students and The CMM.

Looking Forward

There will be some residual work required of the MMDI CEO as The CMM transitions to its new location in the Truro Power Centre.

Additional priority items for the coming year include

- Review of the MMDI Incorporation papers and by-laws will be undertaken. Recommendations will be made to the Board of Directors regarding the continuity and future of the corporation.
- Further exploration and recommendations for a Social Enterprise under The CMM to include the development/creation of a procurement service (PSPC), a travel agency business, Donee Status utilization, and establishment of a Business Development Network (BDN).
- Engagement with youth through university level experiential projects.

EWPC/MMNN (Eastern Woodland Print Communications/Mi'kmaq Maliseet Nations News)

2021-22 was a better year for EWPC despite Covid still playing a key factor in overall operation.

Like many companies EWPC made changes to adapt to the pandemic and do what was necessary to keep moving forward. With proper covid protocols in place at the office, some staff periodically working from home, and others isolating as required, all staff did their best to meet clients' needs. For the most part this year, staff were able to come to the office as much of the work required printing in house; staff took turns to ensure EWPC kept up with print requests.



Unfortunately, Covid did stop many events that normally used our services; however, by year end, an increase in operations was seen as restrictions were starting to ease.

Requests for online based materials increased this year. Design for books for MK was welcomed as well as so many other companies using EWPC for more online based materials.

Many annual projects that we do were still completed, such as the Mi'kmaq History Month poster, as well as many Annual Reports. The only decrease we saw was in promotional items as many events were virtual and not required.

In 2021-22, the Mi'kmaq Maliseet Nations News saw major



changes. Nadia Martin was hired full time to take over the paper from Mise'l Prosper. A new logo was created, a new format style, and more New Brunswick content, were some of the notable changes.

During the difficult pandemic years, EWPC was grateful to have support from Mi'kmaq Communities and organizations all across the province, especially the MK, APC, The CMM, Sipekne'katik and Millbrook First Nation who are frequent customers at EWPC and MMNN.



(l to r) Graphic Designer Nadia Martin, Manager Carol Busby, Graphic Designers Steve Logan, and Evangeline Dedam – The EWPC Team





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(Hilden Sub-Office)

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THE CONFEDERACY OF MAINLAND MI'KMAQ

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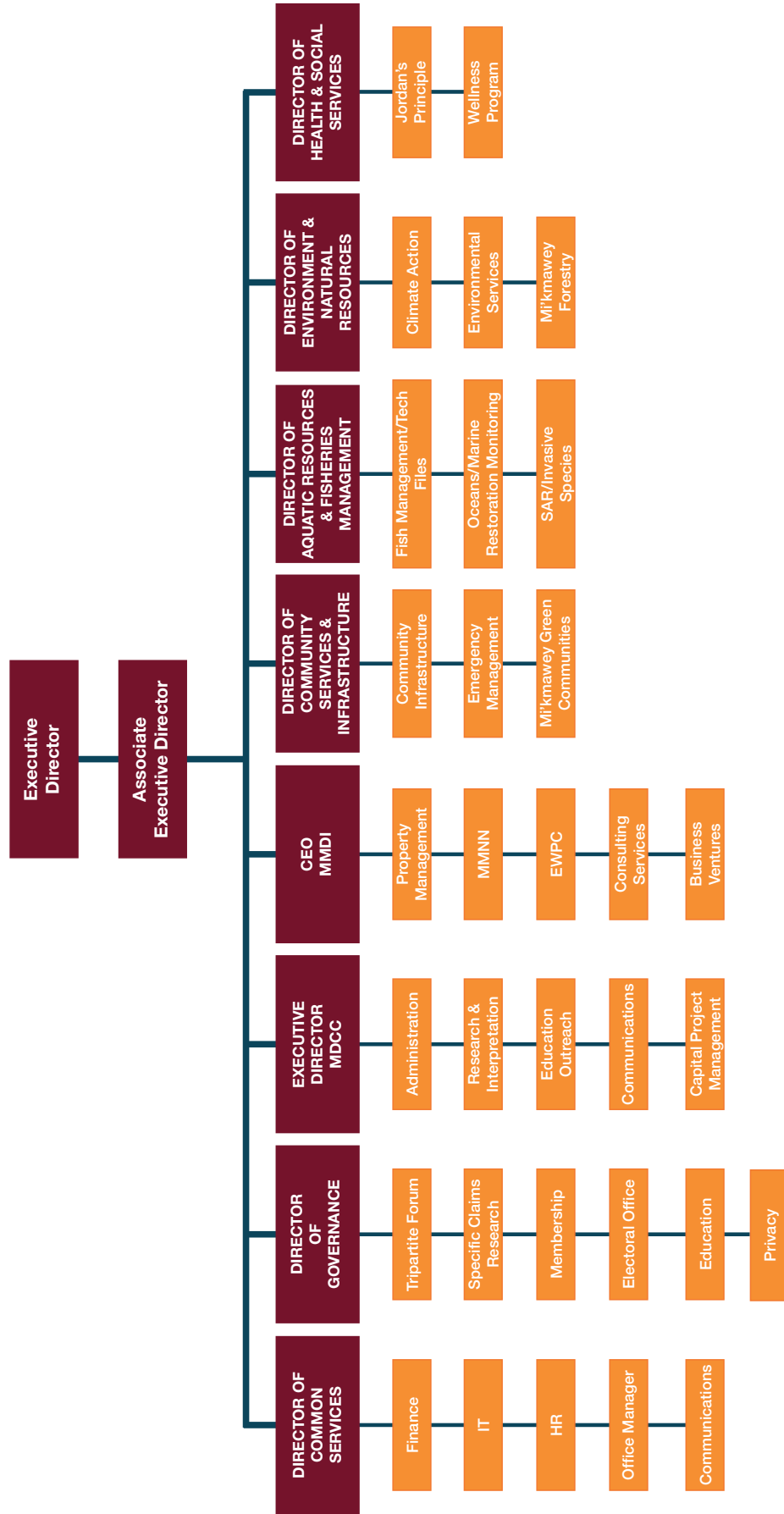
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The Confederacy of Mainland Mi'kmaq Organizational Chart 2021



Notes



A series of horizontal lines for writing notes, consisting of 20 evenly spaced lines.





CONFEDERACY OF MAINLAND MIKMAQ

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