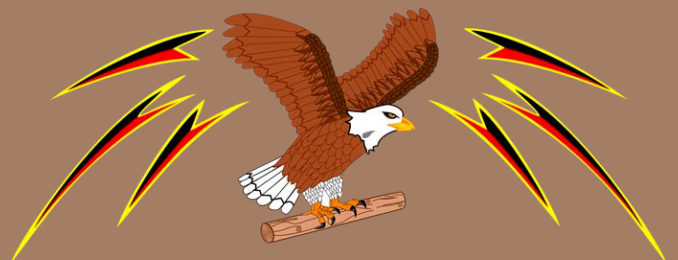




2025
2026

ANNUAL REPORT



The Confederacy of Mainland Mi'kmaq

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Office of the Executive Director (OED) Executive Report - A Message from the Executive Director and Associate Executive Director

**Kwe' msit no'kmaq to all
my relations, Chiefs,
Councils, Elders,
Community Members,
partners, and colleagues.**

Wela'liq for your continued trust, support, and commitment to our communities. The work being carried out across Mi'kma'ki each

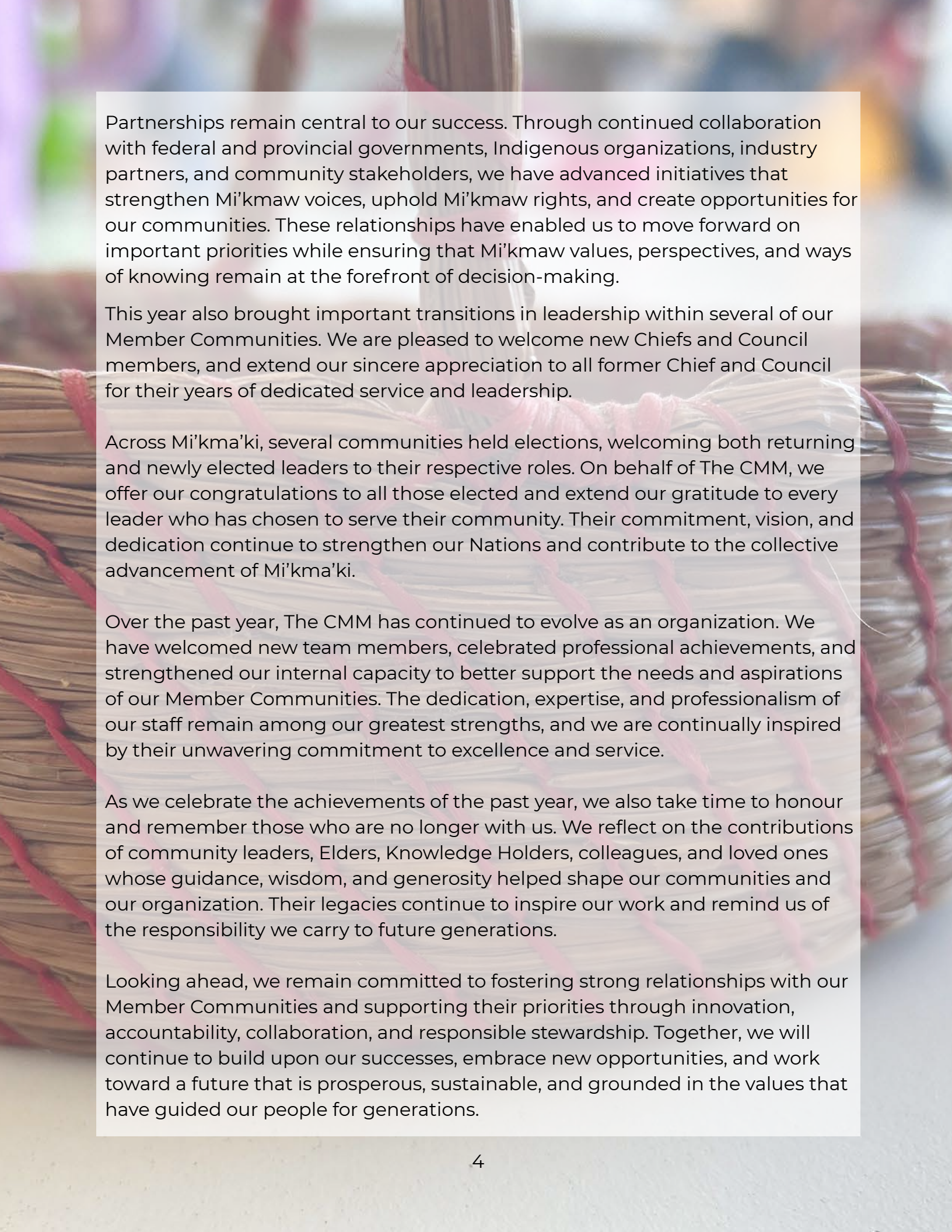


day reflects the enduring strength, resilience, and determination of our people. Your leadership, dedication, and vision continue to inspire and guide the important work we undertake together in service of our Member Communities and future generations.

It is our privilege to share with you the accomplishments and progress of The Confederacy of Mainland Mi'kmaq (The CMM) over the past year. The 2025–2026 fiscal year has been marked by growth, collaboration, and meaningful advancement for our organization and the eight Member Communities we are honoured to serve.

As we continue to navigate an evolving social, economic, and political landscape, The CMM remains steadfast in its commitment to supporting community priorities, advancing self-determination, and creating opportunities that enhance the well-being of current and future generations. Through the collective efforts of our Chiefs, Councils, Community Members, staff, and partners, we have continued to build upon the strong foundation established by those who came before us, while positioning ourselves to meet the opportunities and challenges of the future.

Throughout the year, we witnessed significant progress across many areas of our organization, including governance, economic development, fisheries and aquatic resources, environment and natural resources, health, education, infrastructure, and community capacity building. Our teams continued to work alongside Member Communities to deliver programs, services, and initiatives that reflect local priorities, strengthen community capacity, and support long-term sustainability.



Partnerships remain central to our success. Through continued collaboration with federal and provincial governments, Indigenous organizations, industry partners, and community stakeholders, we have advanced initiatives that strengthen Mi'kmaw voices, uphold Mi'kmaw rights, and create opportunities for our communities. These relationships have enabled us to move forward on important priorities while ensuring that Mi'kmaw values, perspectives, and ways of knowing remain at the forefront of decision-making.

This year also brought important transitions in leadership within several of our Member Communities. We are pleased to welcome new Chiefs and Council members, and extend our sincere appreciation to all former Chief and Council for their years of dedicated service and leadership.

Across Mi'kma'ki, several communities held elections, welcoming both returning and newly elected leaders to their respective roles. On behalf of The CMM, we offer our congratulations to all those elected and extend our gratitude to every leader who has chosen to serve their community. Their commitment, vision, and dedication continue to strengthen our Nations and contribute to the collective advancement of Mi'kma'ki.

Over the past year, The CMM has continued to evolve as an organization. We have welcomed new team members, celebrated professional achievements, and strengthened our internal capacity to better support the needs and aspirations of our Member Communities. The dedication, expertise, and professionalism of our staff remain among our greatest strengths, and we are continually inspired by their unwavering commitment to excellence and service.

As we celebrate the achievements of the past year, we also take time to honour and remember those who are no longer with us. We reflect on the contributions of community leaders, Elders, Knowledge Holders, colleagues, and loved ones whose guidance, wisdom, and generosity helped shape our communities and our organization. Their legacies continue to inspire our work and remind us of the responsibility we carry to future generations.

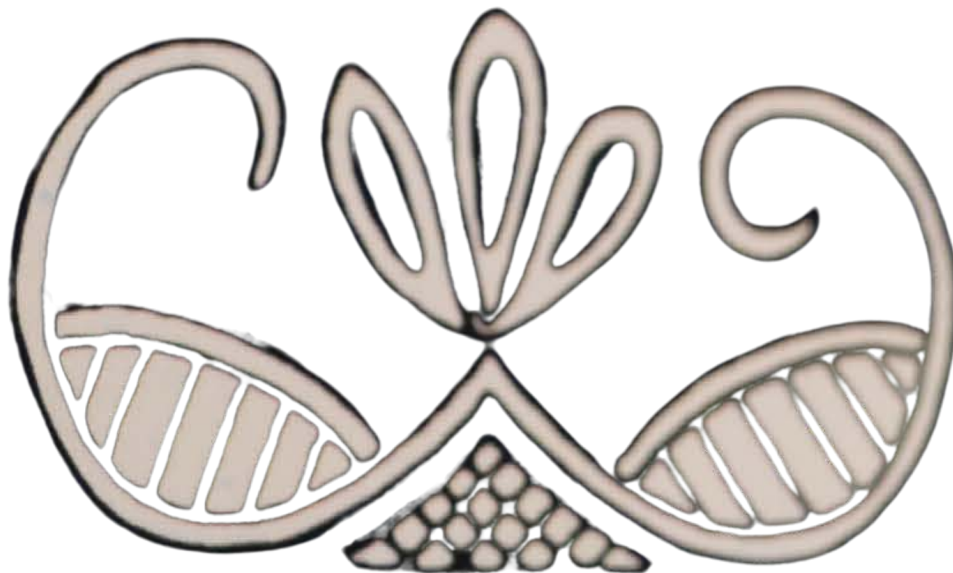
Looking ahead, we remain committed to fostering strong relationships with our Member Communities and supporting their priorities through innovation, accountability, collaboration, and responsible stewardship. Together, we will continue to build upon our successes, embrace new opportunities, and work toward a future that is prosperous, sustainable, and grounded in the values that have guided our people for generations.

We encourage you to take the time to review this report and learn more about the initiatives, accomplishments, partnerships, and milestones that have shaped our year. The pages that follow reflect the dedication of our staff, the strength of our partnerships, and the collaborative efforts that make our work possible. Most importantly, they demonstrate the positive impact of the programs and services delivered in support of our Member Communities.

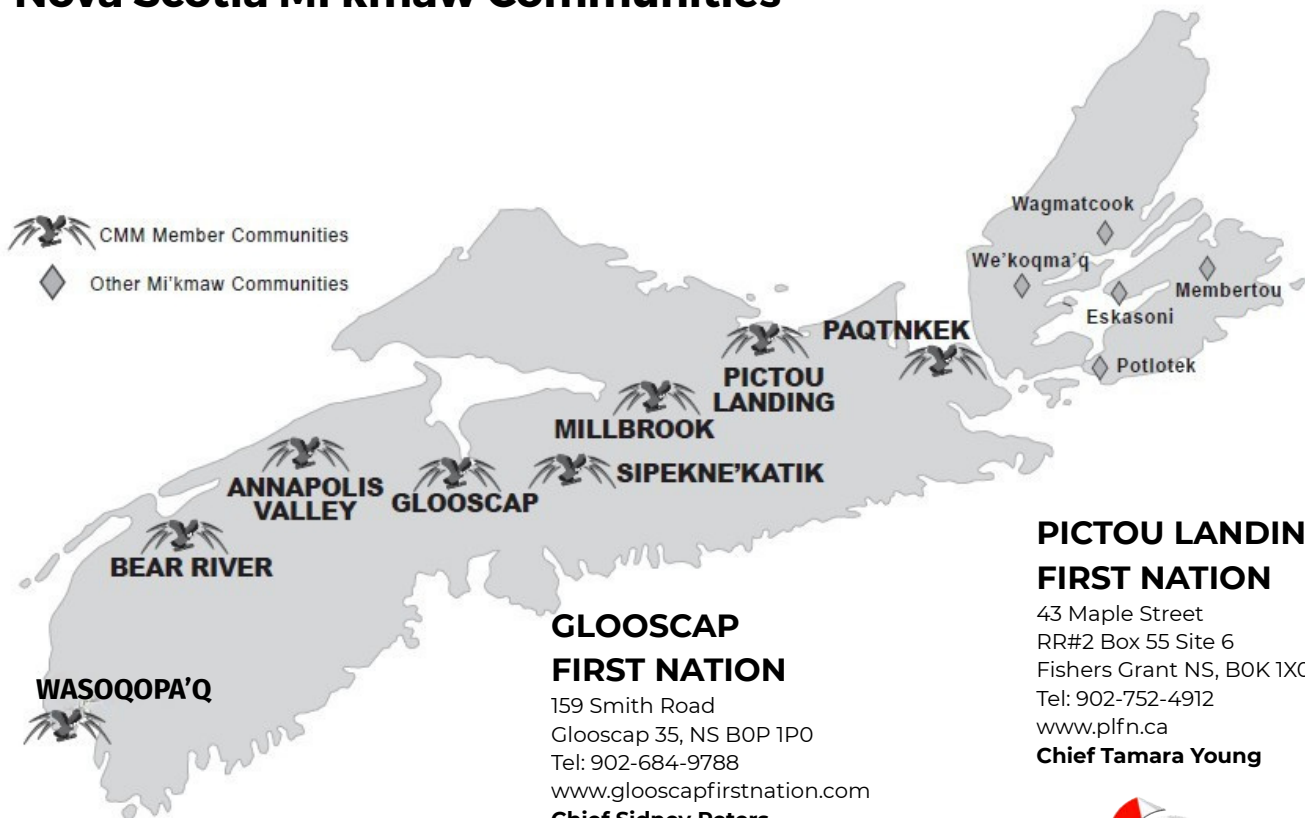
Should you have any questions about the work highlighted in this report, please do not hesitate to reach out to us, our Directors, or our Program Managers. We welcome your feedback and value your ongoing engagement as we continue working together to advance the interests of our communities. Thank you, Wela'liek, for your continued support, leadership, and partnership.

Nmu'ltes,

Angie Executive Director, B.A., LL.B & Wyatt White, B.Sc., M.Ed.



Nova Scotia Mi'kmaw Communities



ANNAPOLIS VALLEY FIRST NATION

29 Toney Blvd.
64 Goo - Ow Lane
Cambridge Station 32, NS B0P 1G0
Tel: 902-538-7149
www.avfn.ca
Chief Rodney Peterson



BEAR RIVER FIRST NATION

130 Reservation Road
PO Box 210
Bear River, NS B0S 1B0
Tel: 902-467-3802
bearriverfirstnation.ca
Chief Carol Dee Potter



GLOOSCAP FIRST NATION

159 Smith Road
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Tel: 902-684-9788
www.glooscapfirstnation.com
Chief Sidney Peters



MILLBROOK FIRST NATION

820 Willow Street
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Tel: 902-897-9199
www.millbrookfn.ca
Chief Bob Gloade



PAQTNKEK MI'KMAW NATION

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Chief Juliana Julian



PICTOU LANDING FIRST NATION

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www.plfn.ca
Chief Tamara Young



SIPEKNE'KATIK FIRST NATION

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www.sipeknekatik.ca
Chief Michelle Glasgow



WASOQOPA'Q FIRST NATION

10526 Highway #3
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Tel: 902-742-0257
www.acadiafirstnation.ca
Chief Deborah Robinson



Board of Directors



**District Chief
Sherry Pictou**

BEAR RIVER FIRST NATION

The Board of Directors is comprised of the eight Chiefs representing their Mi'kmaq communities, along with the District Chief. As the governing body of The Confederacy of Mainland Mi'kmaq (The CMM), the Board meets monthly to provide strategic leadership, guidance, and direction. Their collective decisions are grounded in the best interests of the Member Communities, ensuring that the priorities, well-being, and voices of Mi'kmaq community members are supported, respected, and advanced through The CMM's work.



**Chief
Bob Gloade**

MILLBROOK FIRST NATION



**Chief
Deborah Robinson**

WASOQOPA'Q FIRST NATION



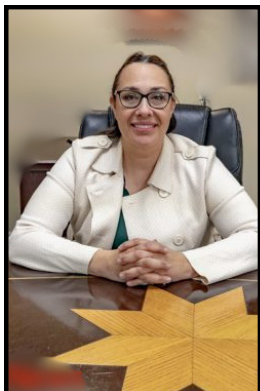
**Chief
Sidney Peters**

GLOOSCAP FIRST NATION



**Chief
Tamara Young**

PICTOU LANDING FIRST NATION



**Chief
Michelle Glasgou**

SIPEKNE'KATIK FIRST NATION



**Chief
Carol Potter**

BEAR RIVER FIRST NATION



**Chief
Rodney Peterson**

ANNAPOLIS VALLEY FIRST NATION



**Chief
Juliana Julian**

PAQTNKEK MI'KMAW NATION

Organizational Profile

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

Incorporated in 1986, The CMM was registered as a non-profit organization in the province of Nova Scotia. Its 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 organization's objectives: "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 have enabled the organization to grow and flourish far beyond its initial INAC mandate.



Angeline Gillis
Executive Director



Wyatt White
Associate Executive Director



Jacklyn Paul
Director of DHSS



Tyler Sack
Director of DARFM



Shelly Martin
Director of DGOV



Justin Julien
Director of DFA



Trina Khattar
Director of DCSI



Alyx MacDonald
Director of DENR



Jim Hepworth
CEO of DSEED



Rebecca Page
Director of Public Relations
and Partnerships



Tim Bernard
Executive Director of
MDCC



Donald Julien
Elder in Residence

Vision, Mission and Values

Established in 1986 as a not-for-profit Tribal Council under the Societies Act of Nova Scotia, The Confederacy of Mainland Mi'kmaq (The CMM) is governed by the Chiefs of its eight Member Communities. What began with a team of two employees has grown into an organization of more than 200 staff who deliver a wide range of programs, services, and advisory support to Mi'kmaw communities across Nova Scotia.

Operating from its main office in Millbrook First Nation, The CMM is guided by skilled First Nations professionals who bring Mi'kmaw knowledge, perspectives, and lived experiences to the work they do every day. Through partnerships with federal and provincial governments, Indigenous organizations, and the private sector, The CMM provides programs and services that strengthen community capacity and support the priorities of its eight Member Communities.

Our Mission:

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

Our Vision:

Strong, self-determined Mi'kmaw communities, led by their people, guided by culture, and strengthened through collaboration, innovation, and sustainable partnerships that create lasting benefits for present and future generations.

Our Values:

Trust

We build meaningful relationships through honesty, accountability, and transparency, fostering confidence among our communities, partners, and one another.

Wisdom

We honour Mi'kmaw knowledge, the guidance of Elders, lived experiences, and informed decision-making to support the well-being of our communities.

Respect

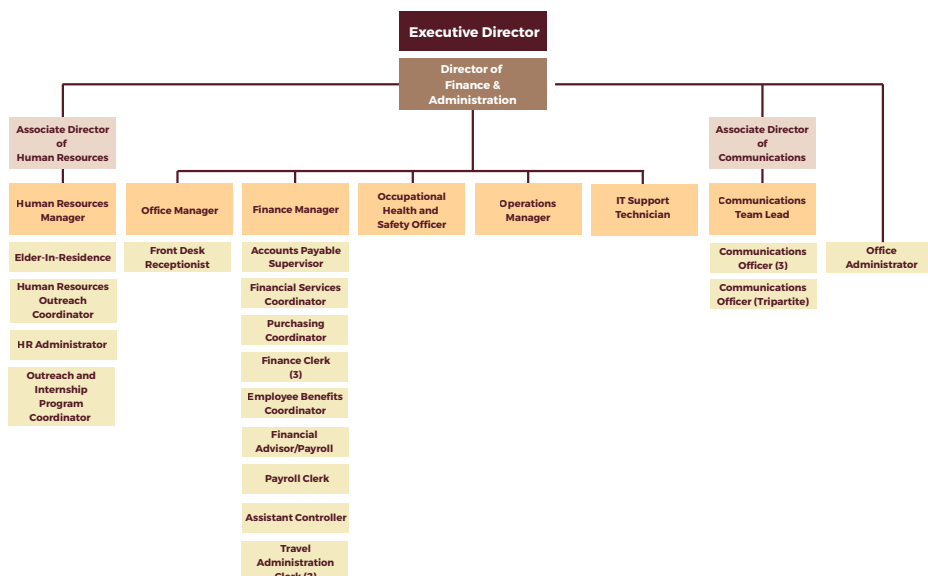
We value every voice, honour our culture and traditions, embrace collaboration, and treat all people with dignity, compassion, and integrity.

Grounded in these principles, The CMM continues to work alongside its eight Member Communities, supporting self-determination, enhancing community well-being, and creating meaningful opportunities for current and future generations.

Department of Finance and Administration (DFA)



Justin Julien, Director



Department Overview

In fiscal 2025–26, the Department of Finance and Administration (DFA) continued to strengthen internal systems, processes, and supports to enhance the delivery of programs and services to Member Communities. DFA focused on improving operational efficiency, organizational effectiveness, and staff well-being, while fostering a culture of collaboration and clear communication across all departments and with Member Communities.

DFA's work spans financial management, human resources, information technology, occupational health and safety, operations, and communications. Throughout the year, the department remained committed to supporting organizational growth while ensuring strong governance, accountability, and service excellence.

Department Highlights

- Processed over 12,000 invoices, 7,600 supplier payments, and 4,500 pay cheques.
- Managed more than \$42 million in new revenue and over \$23 million in deferred revenue.
- Implemented a purchase order system to improve procurement efficiency.
- Strengthened performance management and employee development processes.
- Delivered organization-wide cybersecurity training, including monthly phishing simulations.
- Transitioned IT support services in-house, improving response times for staff.
- Advanced a proactive, integrated approach to occupational health and safety.
- Initiated comprehensive inventory systems for IT assets and field equipment, respectively.
- Provided creative and strategic communications support for organizational events, campaigns, and community initiatives.

Program Areas

Finance

Accomplishments:

The Finance Team continued to strengthen the organization's financial operations by supporting day-to-day financial management, enhancing procurement processes, and improving accountability through more effective planning and financial controls.

Key initiatives included:

- Processing over 12,000 invoices
- Processing 7,600 supplier payments
- Managing payroll for more than 4,500 pay cheques
- Receiving and processing over \$42 million in new revenue
- Managing more than \$23 million in deferred revenue
- Implementing a purchase order system to strengthen procurement planning, reduce delays, and improve accountability

Challenges:

Organizational growth increased demand on payroll and financial services, requiring careful prioritization of work due to time constraints.

Impact:

These efforts improved financial management, increased efficiency, and ensured timely and accurate support for programs and services.



Human Resources

Accomplishments:

The Human Resources Team enhanced performance management processes by introducing clearer evaluation cycles and templates, supporting consistency across the organization and better alignment with organizational priorities.

HR also played a key role in supporting organizational change during a period of restructuring and evolving funding environments.

Key initiatives included:

- Updating policies and procedures
- Improved onboarding processes for new employees
- Delivering training and professional development
- Supporting employee relations and resolving workplace issues
- Providing ongoing operational support across departments

Challenges:

The team navigated funding reductions, staff attrition, and recruitment and retention challenges common in the not-for-profit sector, along with increased employee workload and burnout risks.

Impact:

HR's work supported organizational resilience, strengthened leadership capacity, and contributed to a positive, supportive workplace culture.

Operations

Accomplishments:

The Operations Team ensured the smooth day-to-day functioning of organizational facilities and supported field operations. This included coordinating equipment, scheduling resources, and working with contractors to maintain a safe, comfortable, and functional building environment.

Key initiatives included:

- Addressing HVAC system irregularities during the winter with external contractors
- Collaborating with OHS and Building Committees to maintain safety and facility standards
- Supporting operational needs in partnership with DARFM, DENR, and Parks Canada
- Initiating an inventory of all field equipment
- Developing a sign-in / sign-out system for staff equipment use

Challenges:

Balancing facility management with increasing operational demands required ongoing coordination.

Impact:

Operations ensured reliable infrastructure, supported fieldwork efficiency, and contributed to a safe and productive work environment.

Occupational Health and Safety (OHS)

Accomplishments:

OHS adopted a proactive, integrated approach to workplace health and safety, moving beyond compliance to focus on prevention and continuous improvement.

Key initiatives included:

- Ergonomic assessments
- Field-level engagement
- Early hazard identification

The team contributed to cross-departmental initiatives, including on-site assessments (such as DARFM's smolt wheel project), committee work, operational planning, and contractor coordination.

Challenges:

This shift required significant time investment and collaboration across departments to embed new practices.

Impact:

The enhanced approach has improved workplace safety, reduced risks, and promoted a culture of health and well-being across the organization.



Information Technology (IT) Support

Accomplishments:

IT Support focused on improving system functionality and ensuring staff have the tools and knowledge needed to work effectively. The team successfully transitioned from outsourced IT services provided by Vision 33 to a largely in-house model, resulting in faster response times and improved service delivery.

Key initiatives included:

- Delivering organization-wide cybersecurity training
- Conducting monthly simulated phishing campaigns to reinforce safe practices
- Implementing an inventory tracking system for laptops and cellphones
- Assuming responsibility for device inventory management

IT continues to collaborate with Vision 33 for advanced technical support.

Challenges:

Managing the transition from external to internal service delivery required careful coordination and capacity building.

Impact:

Enhanced IT support improved productivity, reduced service delays, and strengthened organizational cybersecurity awareness.

Communications

Accomplishments:

Fiscal 2025-26 saw the Communications Team maintain its momentum, and refine its work, undergoing a team and leadership restructure at the turn of the calendar year, while maintaining its responsiveness to organizational needs. Communications staff completed a total of 139 assignments over the course of fiscal 2025–26 for departments, including event posters, graphic design, news articles, internal communiques, and various publications, while also curating the organization's web and social media presence and overseeing its merchandise inventory. The Communications Team attended and provided communications services (such as photography, and reporting), for a variety of external events, from field work sessions to formal conferences.

Challenges:

Increasing internal and external demand for communications services required careful management of department resources and time to ensure timely, efficient deliverables. While changing leadership and protocol, with the drafting of new standard operating procedures created some growing pains, these transitions led to a more organized, productive team, moving into fiscal 2026-27.

Impact:

The Communications Team handles internal and external communications for The CMM. This includes photography, graphic design, and written content, ensuring consistent messaging aligned with the organization's brand and mission for leadership, departments, and Member Communities.

Looking Ahead

In fiscal 2026–27, DFA will continue to strengthen systems, processes, and supports across all areas of responsibility.

Key priorities include:

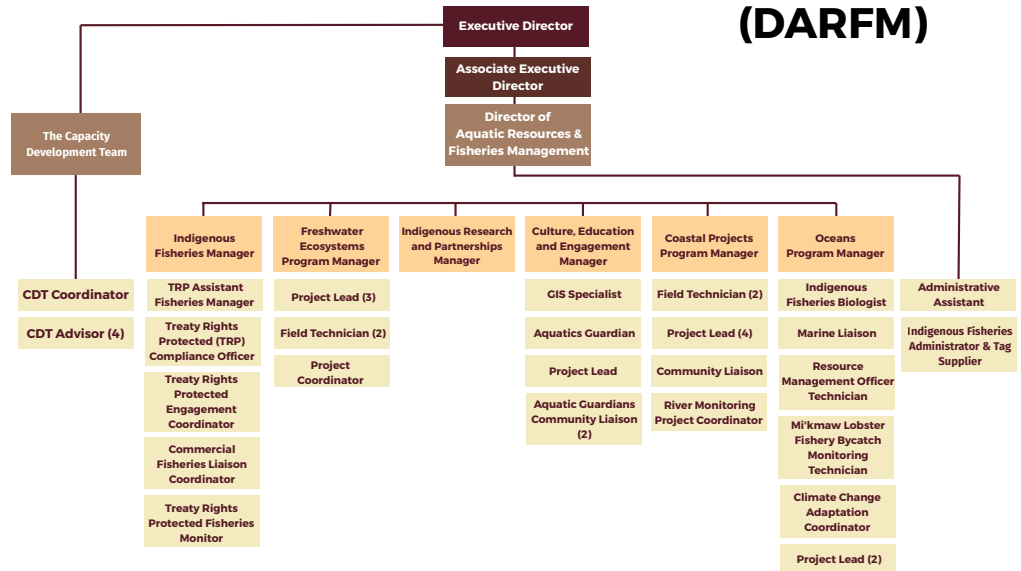
- Enhancing financial systems and procurement processes to support organizational growth
- Continuing to strengthen HR practices, including recruitment, retention, and succession planning
- Advancing IT initiatives, including artificial intelligence training, data management, and business continuity and disaster recovery planning
- Maintaining a proactive, integrated approach to occupational health and safety
- Expanding operational efficiencies, including improved asset and equipment management
- Strengthening collaboration with leadership, departments and contractors to support organizational priorities

DFA remains committed to providing strong, reliable internal services that enable The CMM to effectively serve its Member Communities and advance its mission.

Department of Aquatic Resources and Fisheries Management (DARFM)



Tyler Sack, Director



Department Overview

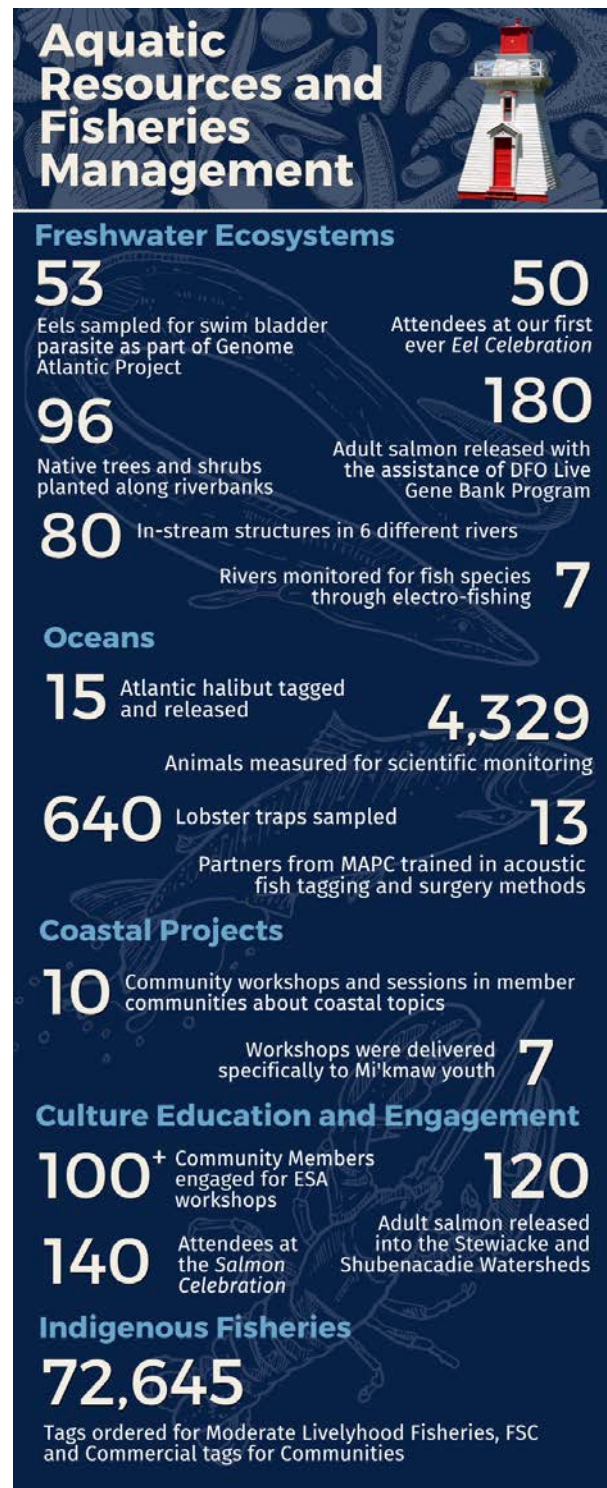
Fiscal 2025–26 was a year of transition and growth for the Department of Aquatic Resources and Fisheries Management (DARFM), marked by the appointment of a new director and continued expansion of collaborative, community-driven work. DARFM led more than 20 fisheries, aquatic resource, and conservation projects in partnership with Member Communities across mainland Nova Scotia.

The department's work spans fisheries management, habitat restoration, species monitoring, community capacity development, and the integration of Mi'kmaq Ecological Knowledge (MEK) into environmental stewardship. Through partnerships with communities, governments, academic institutions, and non-governmental organizations, DARFM continues to support sustainable fisheries, protect vulnerable species, and strengthen community engagement and capacity.



Department Highlights

- Supported more than 20 projects across fisheries, conservation, and aquatic resource management.
- Advanced a Mi'kmaw-led conservation plan to prevent the extinction of Atlantic salmon in Bay of Fundy watersheds.
- Reached 165 Indigenous groups across Canada through The Capacity Development Team (CDT), supporting technical and organizational capacity building.
- Delivered three Resource Management Officer Technician (RMOT) training programs nationally.
- Conducted extensive habitat restoration and monitoring, including 336 river monitoring surveys and 11 salt marsh surveys.
- Identified 19 previously unmapped eelgrass meadows and expanded coastal habitat restoration efforts.
- Hosted major community engagement events, including the largest-ever Salmon Celebration (140 participants) and the first Eel Celebration in Walnek.
- Distributed 48,534 fishing tags supporting food, social, ceremonial, commercial, and treaty fisheries.
- Expanded marine research through species tagging and acoustic tracking in the Bay of Fundy.
- Established a Coastal Marine Response Team and emergency response capacity under the Ocean Protection Plan.



The Capacity Development Team (CDT)

Accomplishments:

The CDT expanded its reach to 165 Indigenous communities across Canada, including all eight Member Communities in the Atlantic region. The team supported 35 Indigenous groups through capacity development projects and delivered Resource Management Officer Technician (RMOT) training in New Brunswick and British Columbia. The CDT Team also assisted Member Communities with funding applications and fisheries development planning.

Challenges:

Leadership transitions within DARFM required additional support to maintain program continuity.

Impact:

The CDT strengthened national Indigenous participation in aquatic resource management and enhanced community capacity to manage fisheries and conservation initiatives.



Coastal Projects

Accomplishments:

Despite funding reductions, The Coastal Team advanced four major initiatives:

- Making Room for Wetlands: Conducted 11 salt marsh surveys and community education events (foraging and coastal bird workshops).
- Community Eelgrass Restoration Initiative (CERI): Completed six surveys, hosted three eelgrass replanting and microbe-naming events, and six surveys, identifying 19 new eelgrass meadows in the South Shore and Guysborough County areas.
- Marine and Coastal Stewardship Project: Monitored over 200 bank swallows, identified four new monitoring sites, maintained (Sitmuk) shoreline infrastructure, expanded sweetgrass habitat identification and community engagement, and launched a pilot kelp cultivation project in Pictou Landing First Nation.

- River Monitoring Project: Completed 336 boat-based monitoring surveys across four rivers (Halfway, Kennectcook, St. Croix and Avon), collaborating with partners to track fish passage through culverts using innovative methods, including youth-built traps.

Challenges:

Provincial and federal funding cuts constrained program growth and delivery, and complex watershed infrastructure, and environmental variability required adaptive monitoring approaches.

Impact:

These projects contributed to habitat restoration, climate resilience (including carbon sequestration), and valuable data demonstrating improved fish passage in Spring 2025, informing water management decisions, habitat restoration and strengthening community stewardship rooted in Mi'kmaq Knowledge.



Freshwater Ecosystems

Accomplishments:

- Installed more than 25 in-stream habitat structures across three Gulf-region rivers as part of the Canada Nature Fund for Aquatic Species at Risk (AFSAR) program.
- Supported Atlantic salmon recovery efforts by releasing over 180 salmon into the Stewiacke River.
- Deployed a rotary screw trap (smolt wheel) in spring and summer to collect data on out-migrating salmon smolts.
- Hosted the first-ever Eel Celebration in Walnek (Pomquet Harbour) honouring the cultural significance of the eel.



Challenges:

Severe drought conditions and wildfires led to travel restrictions in forested areas that postponed some fieldwork activities.

Impact:

These efforts contributed to improved fish habitat and generated valuable data on species-at-risk populations, supporting evidence-based conservation and recovery strategies.



Culture, Education and Engagement

Accomplishments:

- Launched the Aquatic Guardians Division initiative with Parks Canada and the Earth Keepers, to build organizational capacity, further engage youth and community, and strengthen cultural connections to water
- Hosted the largest Salmon Celebration to date, with 140 attending
- Delivered fish tagging training and contributed to academic initiatives, including Dalhousie's Beaty Centre for Marine Biodiversity
- Led 11 workshops for the Ecologically Significant Area (ESA) Candidate Project, engaging over 100 community members

Challenges:

Ensuring broad engagement while balancing multiple community priorities, along with funding and staff turnover.

Impact:

The program strengthened cultural knowledge transfer, youth engagement, and community-driven conservation planning rooted in Mi'kmaq knowledge.



Indigenous Fisheries

Accomplishments:

- Distributed 48,534 fishing tags for food, social and ceremonial, commercial and treaty fisheries across multiple fisheries
- Expanded the Treaty Rights Protected (TRP) Fisheries Program and strengthened communication with community fisheries managers
- Delivered safety and certification training (e.g., marine emergency duties, vessel operation)
- Carried out the second year of the Lobster By-Catch Program, hiring a dedicated monitoring technician to increase monitoring abilities under communal lobster fishing licenses, in Lobster Fishing Areas 33, 34 and 35

Challenges:

Reduced government funding required adaptive approaches to maintain services.

Impact:

Supported food sovereignty, economic opportunity, and safe, informed participation in fisheries.



Oceans Program

Accomplishments:

- Tagged key marine species (Atlantic halibut, spiny dogfish and striped bass) and maintained an acoustic tracking network in the Bay of Fundy region
- Hosted and participated in major events and partnerships, including World Oceans Day, and the Inner Bay of Fundy Symposium
- Established a Coastal Marine Response Team through its Canadian Coast Guard Ocean Protection Plan 2.0, and equipment cache for emergency preparedness (Wasogopa'q)

Challenges:

Balancing research, engagement and operational capacity across a large geographic area.

Impact:

Enhanced understanding of marine ecosystems, strengthened emergency response capacity, and increased Mi'kmaq participation in ocean stewardship.



Looking Ahead

In fiscal 2026–27, DARFM will continue to build on its strong foundation of community partnerships, Indigenous Knowledge integration, and environmental stewardship.

Key priorities include:

- Renewing and expanding The Capacity Development Team initiative under The CMM leadership
- Increasing Indigenous Knowledge integration across all program areas
- Increasing the number of trips for communal commercial lobster fisheries
- Expanding habitat restoration, including eelgrass planting and salt marsh restoration
- Enhancing participation in fisheries, marine safety, and environmental response training
- Supporting Member Communities in accessing new fisheries-related economic opportunities
- Strengthening youth engagement through programs like Aquatic Guardians
- Advancing conservation planning, including the ESA designation process for the St. Mary's River watershed

DARFM remains committed to advancing sustainable fisheries, protecting aquatic ecosystems, and empowering Mi'kmaw communities through collaboration, innovation, and respect for Mi'kmaq knowledge and values.

Department of Community Services and Infrastructure (DCSI)



Trina Khattar, Director



Department Overview

Fiscal 2025–26 was a year of adaptability and progress for the Department of Community Services and Infrastructure (DCSI). The department demonstrated strong leadership in supporting Member Communities as they shifted from reactive emergency response toward enhanced preparedness, resilience, and long-term planning.

Working collaboratively with communities, DCSI continued to strengthen relationships while advancing more coordinated, integrated, and Mi'kmaw-led approaches to housing, infrastructure, emergency management, and waste management. DCSI remained committed to ensuring that community voices and cultural perspectives are reflected in all aspects of its work.

DCSI's focus moving forward is to support sustainable housing systems, solid waste management, and emergency preparedness, alongside broader infrastructure transformation initiatives that empower communities and promote long-term sustainability.



Department Highlights

- Supported the transition from emergency response to proactive community preparedness and resilience
- Established a Community Emergency Management Network and strengthened evacuation planning
- Graduated 21 students from the NSCC Emergency Management program, contributing to a total of 50 graduates from 15 First Nations across Atlantic Canada.
- Conducted more than 150 housing assessments and responded to 70 unique community service requests
- Advanced asset management practices, including lifecycle planning and risk-based decision-making
- Delivered 10 waste audits and distributed 129 solid waste management packages across Member Communities
- Received the Bubby Mooers Award for the Pop-up Bike Hub initiative, which provided services for 196 bicycles



Program Areas:

Emergency Management

Accomplishments:

The Emergency Management Program established a Community Emergency Management Network and enhanced evacuation planning efforts across Member Communities. The team delivered FireSmart preparedness events and completed a community fire break in Ponhook (Wasoqopa'q), strengthening wildfire resilience.

The program also celebrated the graduation of 21 students in its fourth cohort of the NSCC Emergency Management program, administered by The CMM. To date, this program has supported 50 graduates from 15 First Nations across Atlantic Canada.

Challenges:

High demand for services, combined with limited capacity, required the program to prioritize requests while continuing to build community-level planning.

Impact:

These efforts strengthened local emergency preparedness, built skilled community capacity, and improved regional coordination in responding to emergencies.



Engineering Services

Accomplishments:

Engineering Services advanced asset management practices across Member Communities, including improved asset data, lifecycle planning, and risk-based investment prioritization. The team made significant progress in developing a housing and infrastructure service delivery model and supporting business case to reduce duplication and improve long-term outcomes.

Additional accomplishments include:

- Conducting housing condition assessments in Bear River and Wasoqopa'q
- Supporting maintenance management software implementation in six communities
- Advancing building and asset condition reporting
- Supporting subdivision feasibility studies in Millbrook and Wasoqopa'q
- Hosting the Atlantic Transformation Gathering

Staff also completed professional certifications in accessibility auditing, facilitation, and asset management planning.

Engineering Services conducted over 150 housing assessments and responded to 70 community requests, including inspections, project support, emergency management assistance, civic addressing, and maintenance planning.

Challenges:

Capacity constraints within communities continued to affect the pace of implementation and long-term planning.

Impact:

This work strengthened infrastructure planning and management, improved housing quality and safety, and positioned communities for greater control over housing and infrastructure services.



Mi'kmawey Green Communities (MGC)

Accomplishments:

Mi'kmawey Green Communities (MGC) continued to advance environmental stewardship and waste management by delivering 10 waste audits and organizing spring and fall cleanups for bulky items, electronics, tires, and hazardous waste. The program also completed an environmental site assessment in Wasoqopa'q and distributed 129 solid waste management packages to Member Communities.

The Pop-up Bike Hub initiative received the Bubby Mooers Award and provided tune-ups and repairs for 196 bicycles in Member Communities. Expanded parts and inventory allowed for a broader range of repairs, and the program was widely praised by Member Communities.



Additional initiatives included the introduction of an electronics recycling bin in partnership with *Recycle My Electronics*, community information sessions, and “Pumpkins for Pigs” which redirected used Halloween pumpkins to local farms.



Challenges:

Ongoing efforts are needed to expand community engagement and maintain momentum in waste reduction and environmental initiatives.

Impact:

MGC's work contributed to improved waste management practices, environmental awareness, and community well-being, while promoting sustainable, community-driven solutions.

Looking Ahead

In fiscal 2026–27, DCSI will continue to build on its progress by strengthening integrated, community-led approaches to infrastructure and service delivery.

Key priorities include:

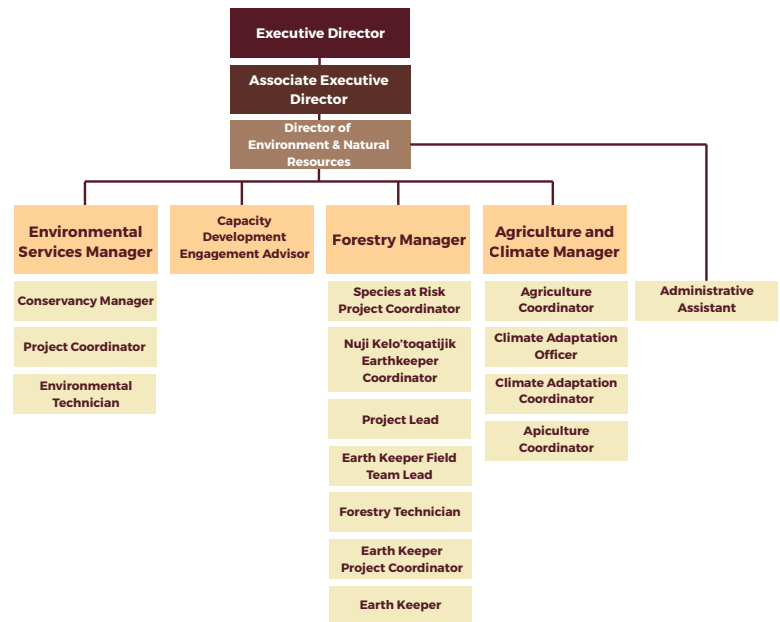
- Expanding and enhancing community-level emergency management planning and hosting a regional forum for coordination across Atlantic Canada
- Advancing the housing and infrastructure transfer process, including finalizing a business plan and moving toward a long-term (10-year) agreement
- Continuing to improve asset management systems and support data-driven decision-making
- Increasing support for sustainable waste management and environmental stewardship initiatives
- Strengthening community capacity and ensuring culturally grounded, community-informed approaches across all program areas

DCSI remains committed to supporting resilient, sustainable communities through collaboration, innovation, and respect for community priorities.

Department of Environment and Natural Resources (DENR)



Alyx MacDonald, Director



Department Overview

In fiscal 2025–26, the Department of Environment and Natural Resources (DENR) focused on strengthening internal collaboration, fostering reflection, and building a more connected and resilient team. Despite challenges—including funding changes—the department demonstrated adaptability and continued to enhance its capacity to support Member Community environmental priorities. A central focus for the year was expanding DENR's ability to deliver key environmental services such as Mi'kmaq Ecological Knowledge Studies (MEKS), habitat offsetting, carbon credit development, and climate adaptation solutions. These efforts reinforce DENR's ongoing commitment to environmental stewardship, cultural preservation, and community resilience.

Department Highlights

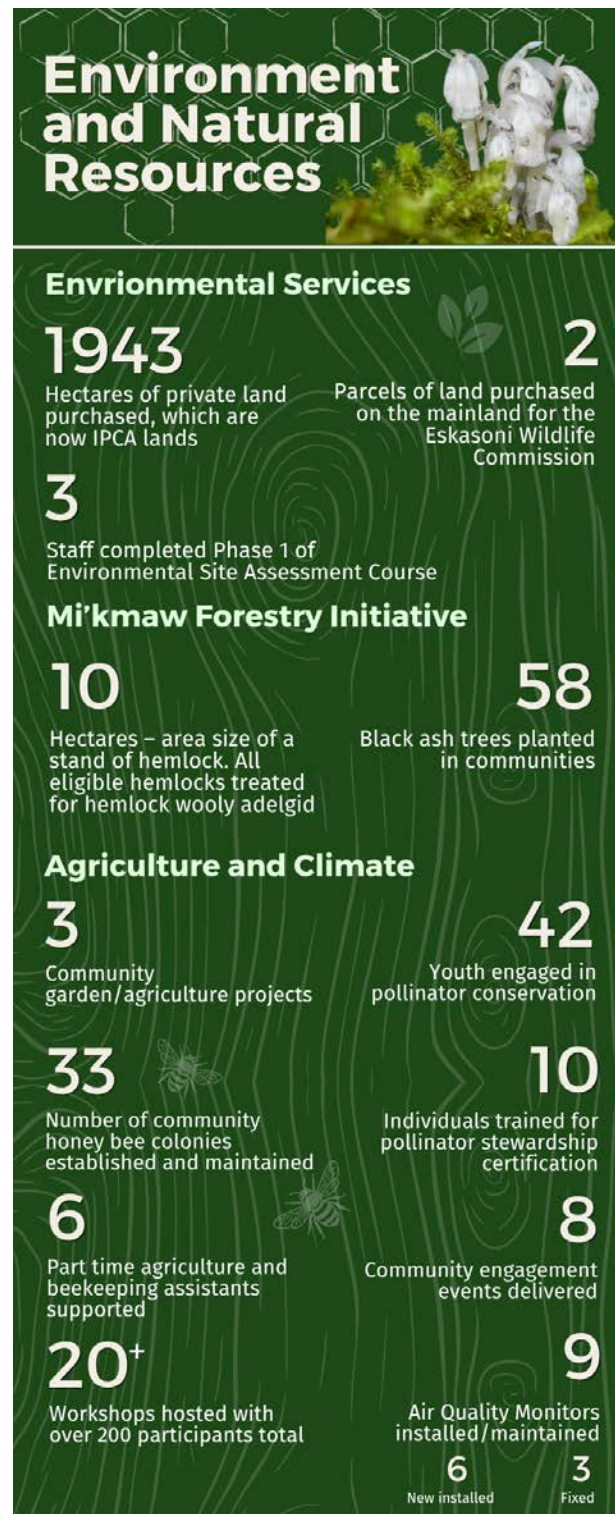
- Acquisition and protection of over 1,000 hectares (1,943 acres) of private land as Indigenous Protected and Conserved Areas (IPCAs), now managed in trust by the Sespite'tmnej Kmitkinu Conservancy
- Support for additional land acquisitions totaling 743 acres by the Eskasoni Fish and Wildlife Commission
- Delivery of environmental education and knowledge-sharing through workshops, youth camps, and field days led by Earth Keepers
- Expansion of food security and sustainable agriculture initiatives, including apiary development, community gardens, and cultural food programming
- Strengthened community climate resilience through enhanced monitoring (air quality and weather stations) and identification of adaptation projects
- Continued protection and restoration of key species and habitats, including ash, hemlock, and species at risk, such as piping plovers

Program Areas

Environmental Services

Accomplishments:

- Purchased and secured 1,943 acres of land as Indigenous Protected and Conserved Areas (IPCAs) and supported the additional land acquisition of 743 acres for Mi'kmaq stewardship (Eskasoni Fish and Wildlife Commission)
- Advanced planning for the protection of culturally significant lands at Bedford Barrens, by assisting with site prep work for purchase by the Assembly of Nova Scotia Mi'kmaq Chiefs
- Collaborated with the Mi'kmawey Debert Cultural Centre to design microhabitats and incorporate culturally significant plants and medicines into future trail systems.
- Initiated baseline environmental inventories on newly acquired lands in fiscal 2025-26
- Supported propagation of sacred medicine plants and planted sweetgrass mother beds in all Member Communities
- Conducted species monitoring, including mainland moose, beaver, and bird populations
- Delivered white ash capacity-building initiatives, including harvesting, processing, and basket-making workshops
- Maintained strong partnerships with organizations such as the Nature Conservancy of Canada, Nova Scotia Nature Trust, Ducks Unlimited, and Community Forests International.



Environmental Services

Challenges:

- Staffing shortages in research and engagement, GIS technology, and administrative support impacted program delivery capacity.

Impact:

These efforts strengthened Mi'kmaq-led conservation, improved biodiversity protection, and ensured that lands and cultural knowledge are preserved for future generations while increasing community participation in environmental stewardship.



Agriculture and Climate

Accomplishments:

- Delivered food security workshops focused on gardening, harvesting, and food preservation
- Supported community apiaries, including expansion in Bear River First Nation to enhance pollination services
- Contributed to cultural food initiatives such as Millbrook's cultural food showcase
- Established a medicinal garden at the Annapolis Valley First Nation Health Centre
- Led fruit tree and berry bush planting initiatives and delivered related training
- Developed the guide Revitalizing Wild Blueberries to support community-scale blueberry production
- Enhanced climate resilience through increased air quality monitoring, procurement of weather stations for Member Communities, and flood risk mapping
- Identified priority adaptation projects for the coming year, including fire break maintenance, community comfort centres, and shade structures

Challenges:

- A significant drought in Summer 2025 limited water availability, restricting the use of community gardens and impeding local food production.

Impact:

The program strengthened local food systems, increased climate awareness, and equipped communities with practical tools and knowledge to improve food security and climate resilience.

**Mi'kmaw Forestry Initiative****Accomplishments:**

- Continued delivery of sustainable forestry practices across all eight Member Communities, despite operational constraints
- Forestry Staff and Earth Keepers hosted educational and cultural programming, including a piping plover workshop where students designed public awareness signage
- Facilitated hands-on learning experiences such as ribbon snake monitoring, eel spearing, and the Forestry Ranch program in partnership with NSCC.
- Organized regional gatherings to promote knowledge exchange among Earth Keepers
- Completed treatment of a 10-hectare hemlock stand affected by hemlock woolly adelgid
- Implemented preventative measures for the provincial emerald ash borer infestation
- Distributed and planted 58 black ash trees across Member Communities, building local environmental awareness and an opportunity for local participation in restoration and conservation goals

Challenges:

- Province-wide forestry restrictions and burn bans limited fieldwork and required significant operational adaptation.

Impact:

The program maintained momentum in forest stewardship, protected critical ecosystems, and supported community engagement in conservation despite environmental and regulatory challenges.

Looking Ahead

In the coming fiscal year, DENR will continue to build on its progress by:

- Advancing baseline inventories for newly acquired lands and strengthening land stewardship practices
- Expanding environmental service delivery, including environmental site assessments, supported by newly trained staff
- Continuing to respond to community environmental priorities and requests
- Enhancing climate adaptation initiatives and food security programming
- Strengthening internal capacity to address staffing gaps and support sustainable program delivery

Through these efforts, DENR remains committed to supporting Member Communities in environmental stewardship, cultural preservation, and resilience in the face of ongoing environmental and climate challenges.





Summer Students

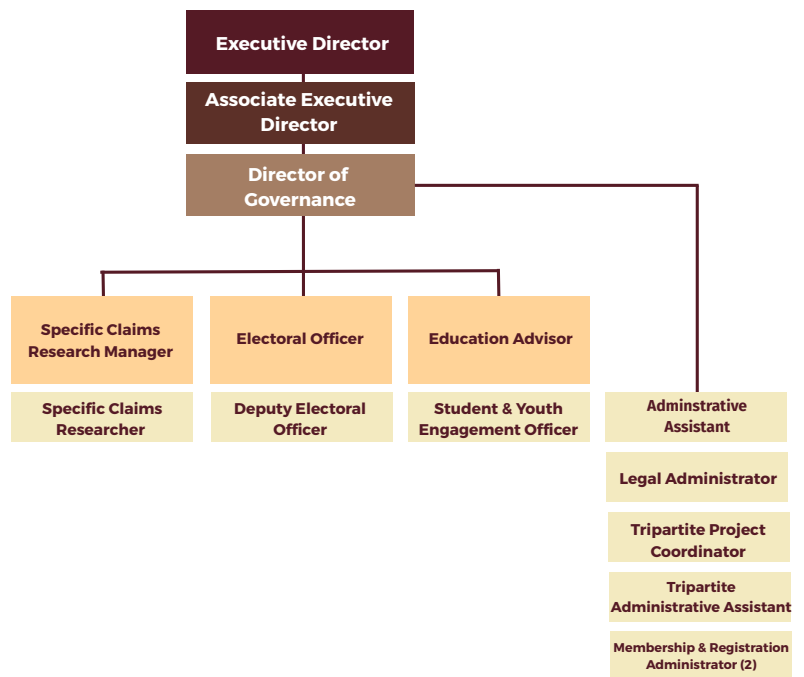


The CMM's Social Parties

Department of Governance (DGOV)



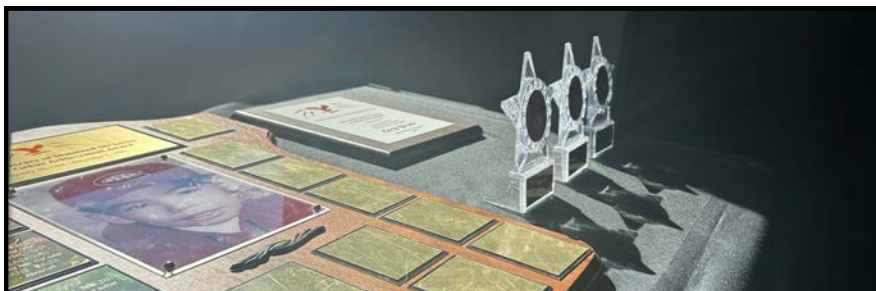
Shelly Martin, Director



Department Overview

Fiscal 2025–26 was a demanding year for the Department of Governance (DGOV), marked by funding uncertainty and staffing constraints. Despite these challenges, the department demonstrated resilience, professionalism, and a strong commitment to providing high impact support for Member Communities. DGOV continued to deliver a wide range of services that support individuals and families across all stages of life, while advancing advocacy, education, and community-based governance initiatives. Throughout the year, DGOV maintained a strong presence in Member Communities, providing accessible, culturally grounded services and fostered meaningful relationships.

The department also continued to uphold its important role as an advocate, ensuring Mi'kmaw voices are heard and reflected in decision-making processes at all levels. Advocacy remained a core function of DGOV, with staff actively raising issues, asking critical questions and representing community interests.



Department Highlights

- Supported more than 70 students through post-secondary education services and funding
- Completed multiple elections and referendums, generating over \$100,000 in revenue
- Advanced 22 specific claims and secured research permissions from all Member Communities
- Participated in 39 Mi'kmaq-Nova Scotia-Canada Tripartite Forum meetings, contributing to province-wide priorities and initiatives, and coordinated the funding of 5 projects for social and economic change across the province
- Expanded Wills and Estates services, responding to increasing demand for end-of-life planning support
- Continued preservation of oral histories through Elder interviews and community-based research
- Celebrated ongoing achievements of Mi'kmaw youth through the Sammy Gehue Awards program, awarding four Mi'kmaq recipients



Program Areas

Education

Accomplishments:

The Education Program supported over 70 students in accessing and navigating post-secondary education. Services included funding support, advising, advocacy, tutoring, disability supports, mentorship, and career guidance.



The program strengthened student engagement through regular term-based check-ins, proactive outreach, and personalized support, contributing to improved student retention and academic success. Education staff also managed applications, funding, and policy implementation, while maintaining clear communication with students, education directors, and communities. The program continued to build strong partnerships through active participation in key committees and organizations, including the Council on Mi'kmaq Education, Mi'kmaw Kina'matnewey, and post-secondary advisory groups.

Challenges:

Increasing demand for services and capacity constraints required enhanced communication and prioritization strategies.

Impact:

The program improved access to education, strengthened student success, and supported culturally responsive learning environments for L'nu learners.



Specific Claims and Research

Accomplishments:

The Specific Claims and Research Team maintained an active inventory of 22 claims and secured Band Council Resolutions from all Member Communities to support research activities across each community. The team conducted extensive historical and legal research, incorporating oral histories from Elders and Community Members to document land use and community knowledge not captured in written records. Staff also represented the organization at the National Claims Research Workshop, contributing to national dialogue on claims research, The CMM's history and funding challenges.

Challenges:

Ongoing funding pressures and the technical complexity of claims research required careful prioritization.

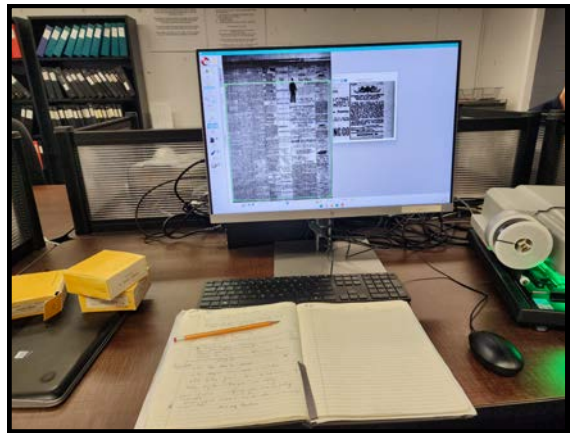
Impact:

This work advanced recognition of Mi'kmaw rights and title, strengthened research foundations for claims, and ensured community knowledge is preserved and respected.

Electoral Office

Accomplishments:

The Electoral Office successfully conducted elections for Paqtnkek Mi'kmaw Nation, Wasoqopa'q, Pictou Landing, and Millbrook First Nations, as well as a chapter election for the Nova Scotia Native Women's Association. The team also supported two community referendums and delivered election-related engagement sessions in four communities.



Additionally, the Electoral Office conducted an election for the New Brunswick Aboriginal People's Council and contributed expertise to committees addressing barriers to electoral participation.

Challenges:

A staffing transition required quick adaptation to maintain service continuity.

Impact:

The Electoral Office ensured fair, transparent, and compliant election processes while strengthening governance capacity and participation.

Tripartite Forum

Accomplishments:

DGOV supported active participation in the Mi'kmaq–Nova Scotia–Canada Tripartite Forum, with staff participating in 39 meetings across seven working committees and several leadership tables.

A key achievement was the refinement of Tripartite Forum priorities through a workshop with forum leadership, strengthening alignment and focus. The Tripartite Forum also supported five community-focused projects that contributed to social and economic development, through its Project Fund.

Challenges:

Coordinating priorities across multiple partners and committees, and funding constraints required ongoing collaboration and communication.

Impact:

Participation in the Tripartite Forum advanced policy dialogue, strengthened partnerships between Mi'kmaw communities, the provincial and federal governments, and supported initiatives that benefit the Mi'kmaw people.



Wills and Estates

Accomplishments:

The Wills and Estates Program experienced increased demand as more Community Members sought support with estate planning and administration. Services include preparing wills, powers of attorney, and medical directives. The program strengthened relationships with health centres and Elders groups, delivering education and outreach in both group and individual settings in six Member Communities. Staff also updated key publications, including How to Make a Will, Power of Attorney and Medical Directive and How to Settle an Estate, with plans for distribution in the coming year.

Challenges:

Growing demand and complex family and legal situations required expanded support capacity.

Impact:

The program provides peace of mind to families during difficult times, ensuring individuals can plan for the future and have their wishes respected.

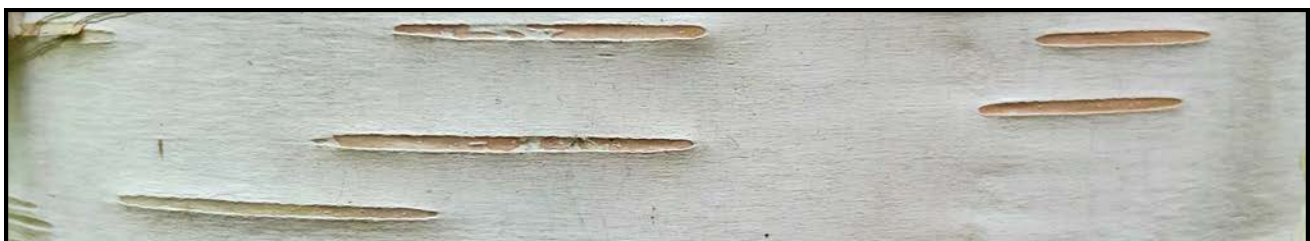
Looking Ahead

In fiscal 2026–27, the Department of Governance will focus on strengthening clarity, alignment, and targeted service delivery to maximize impact for the Mi'kmaw communities it serves.

Key priorities include:

- Enhancing communication and reporting across all program areas.
- Continuing to strengthen student supports and post-secondary partnerships, including collaboration with St. Francis Xavier University following the June 2025 Memorandum of Understanding
- Supporting the final year of the Sammy Gehue Awards, celebrating over 34 years of recognizing more than 100 Mi'kmaw youth
- Expanding Wills and Estates services to meet growing demand
- Advancing specific claims research and community engagement
- Continuing strong participation in governance forums and advocacy initiatives

DGOV remains committed to delivering responsive, culturally grounded services and advancing the rights, interests, and well-being of Mi'kmaw communities through collaboration, integrity, and leadership.



Department of Health and Social Services (DHSS)



Jacklyn Paul, Director



Department Overview

In fiscal 2025–26, the Department of Health and Social Services (DHSS) delivered a wide range of community-driven programs and supports that improved the well-being of Mi'kmaq people across Mainland Nova Scotia. Through strong partnerships, culturally responsive programming, and ongoing advocacy, the department enhanced access to essential services while responding to emerging community needs.

The year underscored the importance of listening to community voices and maintaining an adaptable, responsive approach to service delivery. Programs grounded in community priorities achieved the strongest outcomes.

Moving forward, DHSS remains focused on strengthening integrated, community-led health and social services that support holistic wellness, while building capacity, enhancing partnerships, and addressing barriers to access.



Department Highlights

- Supported 563 Jordan's Principle clients, securing \$2.8 million in approved funding for health, social, educational, and cultural services
- Delivered mental wellness programming to over 1,000 participants through 52 workshops.
- Hosted the first Men's Wellness Retreat
- Supported more than 1,200 individuals through Fetal Alcohol Spectrum Disorder (FASD) services
- Engaged all eight Member Communities through diabetes prevention programming and community health initiatives
- Facilitated youth participation through recreation programming, including 120 participants in the L'nu Kama'kn Ski and Snowboard Program
- Expanded culturally grounded programming across health and wellness initiatives



Program Areas

Community Health Program

Accomplishments:

The Community Health Program delivered a broad range of services to support the health and well-being of Member Communities, including the Aboriginal Diabetes Initiative (ADI), Fetal Alcohol Spectrum Disorder (FASD) programming, Indigenous Early Learning and Child Care (IELCC) governance, Sports and Recreation, and the Mi'kmaq Disability Care Program.

Key achievements included:

- Adapting the Moe the Mouse FASD Speech and Language Program to reflect East Coast Mi'kmaq culture and local wildlife
- Continuing the Assessment Quality Improvement (AQI) service, with staff achieving gold certification
- Delivering training, certifications, and educational workshops

The Sports and Recreation Team provided diverse programming, including Kojua dance workshops, basketball, and yoga, while the L'nu Kama'kn Ski and Snowboard Program engaged 120 youth aged 10 to 18.

The ADI team hosted community events such as Kids in the Kitchen and Diabetes Bingo across all eight Member Communities, in collaboration with regional and national partners. The FASD program supported 1,272 individuals through partnerships with provincial and federal service providers.

IELCC staff strengthened partnerships and explored opportunities such as land-based learning and quality improvement initiatives to enhance early learning environments, attending a yearly major conference in Dartmouth.

Challenges:

Government funding reductions created financial pressures, limiting travel and access to resources. Staffing shortages—particularly earlier in the year—and winter weather conditions also affected program delivery.

Impact:

The program strengthened community health outcomes, increased access to culturally relevant services, and supported lifelong wellness through education, prevention, and engagement.



Jordan's Principle

Accomplishments:

The Jordan's Principle Team supported 563 clients, securing \$2.8 million in funding approvals for essential services, including health, social, educational, and cultural supports for children and youth from infancy to age 19.

The team worked collaboratively with Member Communities, the Mi'kmaq Native Friendship Centre, the Union of Nova Scotia Mi'kmaq, and partners across Atlantic Canada to coordinate services and support families in a trauma-informed, family-centered manner.

Challenges:

Federal operational changes introduced by Indigenous Services Canada created additional administrative complexity, contributing to application backlogs and extended wait times for families. Funding reductions also led to staffing impacts, including layoffs.

Impact:

Despite challenges, the program continued to provide critical support to children and families, helping ensure equitable access to services and improving quality of life.

Mental Wellness

Accomplishments:

Fiscal 2025–26 marked a period of growth and renewal for the Mental Wellness Team, including recruitment efforts to fill vacancies and expand service delivery. The team hosted 52 workshops with over 1,000 participants and introduced the first Men's Wellness Retreat, providing emotional and cultural support in response to community needs. Programming incorporated traditional teachings and cultural practices, such as regalia sewing, particularly within the Youth Support Program.

Mental Wellness services included one-on-one support, advocacy, cultural reconnection, and community outreach, with increased emphasis on grief and bereavement support. The team also supported major events, including the Indian Residential School (IRS) gathering, providing culturally grounded supports.

Challenges:

Growing demand for both crisis intervention and preventative mental health services placed pressure on resources. Time invested in recruitment and training also impacted capacity.

Impact:

The program enhanced emotional and cultural well-being, reduced barriers to mental health services, and strengthened community connections through culturally relevant supports.



Looking Ahead

In fiscal 2026–27, DHSS will continue to expand and strengthen its integrated, community-led approach to health and social services.

Key priorities include:

- Enhancing access to culturally grounded, holistic health and wellness supports
- Strengthening partnerships with communities, service providers, and regional organizations
- Addressing service delivery gaps and reducing barriers to access
- Expanding mental wellness programming, including crisis response and long-term healing supports
- Hosting additional healing retreats and language-based programming
- Seeking new funding opportunities to sustain and grow core services

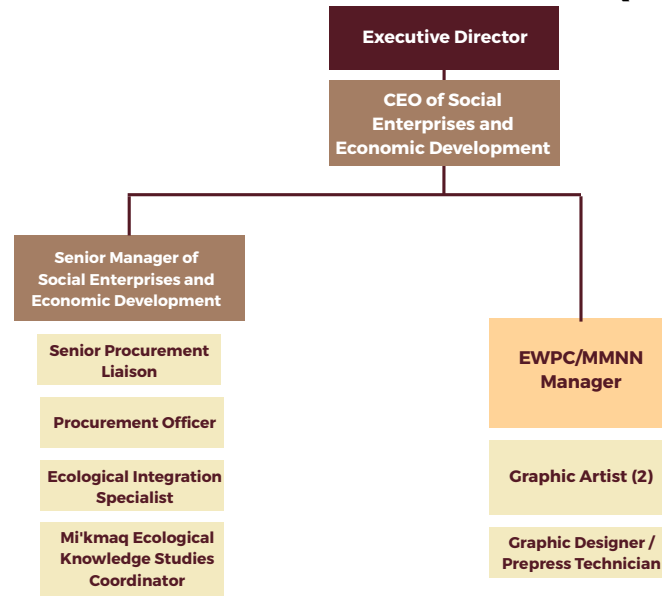


DHSS remains committed to supporting the health, wellness, and resilience of Mi'kmaq communities through responsive, culturally informed programs and strong collaborative partnerships.

Department of Social Enterprises and Economic Development (DSEED)



Jim Hepworth, CEO



Department Overview

In fiscal 2025–26, the Department of Social Enterprises and Economic Development (DSEED) continued to strengthen economic opportunities for Mi'kmaq communities while supporting the broader financial sustainability of The CMM. In the face of provincial and federal funding reductions, the department's programming played a key role in generating own-source revenue and advancing community-driven economic development initiatives. The department's work is grounded in promoting sustainable economic growth, protecting Mi'kmaq rights, and building capacity for Mi'kmaq businesses and entrepreneurs. Core areas of focus include Mi'kmaq Ecological Knowledge Studies (MEKS), procurement development, business support, and social enterprise initiatives.

Department Highlights

- Completed five Mi'kmaq Ecological Knowledge Studies (MEKS) across renewable energy, energy storage, and infrastructure sectors
- Expanded the MEKS team with the addition of two new staff members
- Launched the first-ever Business Summit, attended by more than 80 participants
- Delivered procurement and business development education across Member Communities
- Hosted an Economic Development Officer (EDO) networking event to strengthen regional collaboration
- Provided environmental monitoring services for major renewable energy and coastal projects
- Continued successful operations of Eastern Woodland Print Communications (EWPC), serving a wide range of clients

Program Areas

Mi'kmaw Ecological Knowledge Studies (MEKS)

Accomplishments:

The MEKS initiative continued to grow as a key service area, completing five studies for clients in renewable energy, energy storage, and infrastructure development. These studies included Knowledge Holder interviews, field visits, archival and desktop research, mapping, and technical reporting that captures Mi'kmaw Ecological Knowledge and community perspectives.

The program expanded its capacity with the addition of two new staff members, strengthening its ability to meet increasing demand.

Challenges:

As the program continues to grow, maintaining capacity to meet project timelines while ensuring the integrity and depth of community engagement remains a priority.

Impact:

MEKS plays a critical role in protecting Mi'kmaw rights and informing responsible project development by ensuring that Indigenous knowledge and perspectives are incorporated into planning and decision-making processes.

Social Enterprises and Economic Development

Mi'kmaw Ecological Knowledge Studies (MEKS)

6

MEKS reports have been completed

33

Knowledge Holder Interviews

15

Site visits completed

Eastern Woodland Print Communications

85

Reports printed

Mi'kmaw Maliseet Nation News (MMNN)

16k

Active users on the MMNN website

10k

Users reside in Canada on the MMNN website

Procurement

16

Procurement Seminars

1st

Business Summit hosted

120

Businesses added to the business directory

151

Participants attended the Business Summit

Procurement

Accomplishments:

The Procurement program delivered educational initiatives to Mi'kmaw entrepreneurs and businesses across all eight Member Communities, increasing awareness of procurement opportunities within provincial and federal systems. A significant milestone was the launch of the first-ever Business Summit in November 2025, which brought together more than 80 participants. The event provided opportunities for networking, learning about diverse industries, and exploring emerging economic opportunities. Chiefs shared their experiences as business leaders, offering valuable insights and inspiration for future Mi'kmaw entrepreneurs.

In February, the program hosted an Economic Development Officer (EDO) networking event to strengthen connections, identify capacity gaps, and build momentum toward the development of a regional EDO network.

Challenges:

Ongoing work is needed to address capacity gaps and ensure businesses are positioned to fully access procurement opportunities.

Impact:

These initiatives supported business growth, increased economic participation, and fostered stronger connections among community economic development leaders.

Eastern Woodland Print Communications (EWPC)

Accomplishments:

Eastern Woodland Print Communications continued to deliver high-quality editorial, graphic design, and print services to a diverse client base. As a primary supplier to many First Nation organizations, EWPC produced key materials, including the Mi'kmaq History Month poster, and the monthly newspaper, Mi'kmaq-Maliseet Nations News. EWPC also supported the development, production, and distribution of educational and organizational resources. With a team of four staff, EWPC maintained strong performance and contributed to both service delivery and revenue generation.

Challenges:

Balancing a growing client portfolio with available resources requires ongoing operational efficiency and planning.

Impact:

EWPC supports cultural awareness, education, and communications capacity while contributing to the financial sustainability of The CMM.

Environmental Monitoring Services

Accomplishments:

Staff provided environmental monitoring services for reef ball installations at Big and Little Tancook Islands, as well as Benjamin Mills Wind and Minas Highlands Wind Ltd. projects. These efforts support responsible environmental management and project accountability.

Challenges:

Expanding opportunities for community participation in monitoring activities requires ongoing coordination and resources.

Impact:

Environmental monitoring services contribute to sustainable development practices and create opportunities for community involvement in environmental stewardship.

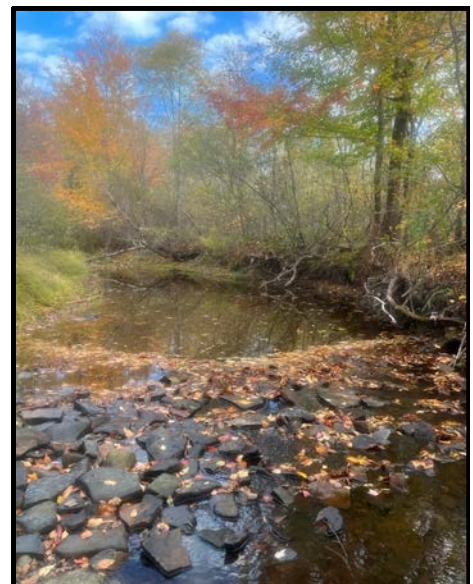
Looking Ahead

In fiscal 2026–27, the department will continue to build on its momentum, with a focus on expanding economic opportunities and strengthening community capacity.

Key priorities include:

- Growing the MEKS program to meet increasing demand while maintaining high standards of community engagement and knowledge integration
- Expanding procurement supports and strengthening pathways for Mi'kmaw businesses to access government and industry opportunities
- Building a regional network of Economic Development Officers to enhance collaboration and shared learning
- Creating opportunities for community members to participate in environmental monitoring and training initiatives, particularly for projects such as the Benjamin Mills Wind project
- Continuing to strengthen and expand revenue-generating social enterprise activities, including EWPC

DSEED remains committed to advancing sustainable, community-driven economic development that supports Mi'kmaw prosperity, self-determination, and long-term resilience.



The Confederacy of Mainland Mi'kmaq

51

In Memoriam

Agnes Madeline Potter

Kenny Prosper

Shirley Clarke

Diane Julien

As we reflect on the past year, The CMM acknowledges and honors the lives of all those who have journeyed to the spirit world.

Though they are no longer physically with us, their contributions, stories, and spirit live on within our communities. We send our strength and deepest sympathies to their families and loved ones.

Your light touched every heart you met. Your strength, laughter, and love will guide us for generations

Affiliated Entities

The CMM operates within a strong accountability framework that promotes transparency, disclosure, and accountability to all stakeholders. Since its inception, the organization has maintained a strong financial position while continuing to expand its programs and services. Building on this solid foundation, The CMM has established several affiliate entities to further support the needs and priorities of its Member Communities.

Listed below is the contact information for the three organizations affiliated with The CMM.

Contact Information

The Confederacy of Mainland Mi'kmaq

Address:

52 Legends Avenue
Millbrook, N.S. B6L 0A3

Mailing address:

P.O. Box 1590, Truro, N.S. B2N 5V3

Tel: (902) 895-6385

Toll free: 1-877-892-2424

Fax: (902) 603-0127



The Confederacy of Mainland Mi'kmaq

Eastern Woodland Print Communications (EWPC) Originally called Eastern Woodland Publishing in 1996 & Mi'kmaq Maliseet Nations News- MMNN 1992

Address:

72 Church Road
Millbrook, N.S. B2N 6N4

Mailing address:

P.O. Box 1590, Truro, N.S. B2N 5V3

Tel: (902) 895-2038 | (902) 895-2039

Toll free: 1-877-895-2038

Fax: (902) 895-3030



Mi'kmawey Debert Cultural Center- MDCC in 2002

Address:

1174 Highway 2
Hilden, N.S. B0N 1C0

Mailing address:

P.O. Box 1590, Truro, N.S. B2N 5V3

Tel: (902) 895-6385

Toll free: 1-877-892-2424

Fax: (902) 893-1520



BUILDING A STRONGER FUTURE TOGETHER

This annual report highlights our commitment, progress, and impact over the past year.

Together with our communities, partners and team, we continue to create meaningful change and opportunities for the future generations.



Wela'liek / Thank you
to our communities, partners and
stakeholders for your ongoing
support and trust with The CMM.



The Confederacy of Mainland Mi'kmaq

EWPC logo here*****

The Confederacy of Mainland Mi'kmaq

Tel (902) 895-6385 | Toll Free 1-877-892-2424

Main Fax: (902) 603-0127

52 Legends Avenue | Millbrook, N.S. B6L 0A3

www.cmmns.com

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