



P.O. Box 1749
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Item No. 2
Executive Standing Committee
December 17, 2018

TO: Chair and Members of Executive Standing Committee

SUBMITTED BY: **ORIGINAL SIGNED**

Catherine Mullally, Director, Human Resources/Office of Diversity & Inclusion

ORIGINAL SIGNED

Jacques Dubé, Chief Administrative Officer

DATE: October 19, 2018

SUBJECT: **Annual Report - HRM Activity to Indigenous Affairs**

INFORMATION REPORT

ORIGIN

January 16, 2018 motion that Regional Council:

1. Direct the Chief Administrative Officer (CAO) to continue to develop a Municipal Strategy to engage First Nations that is in alignment with the action summary set out in the staff report dated June 28, 2017.
2. With support of the Office of Diversity and Inclusion, initiate a dialogue with Indigenous governing organizations with a view to developing relationships with them.
3. Designate a Councillor as a representative to act on behalf of the Mayor, when requested by the Mayor, as principal representative, for government to government interactions requiring a political representative as Regional Council's Indigenous Community liaison.
4. Direct staff to report annually to the Executive Committee regarding progress and next steps.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter, S.N.S. 2008, c. 38

- s. 2 The purpose of this Act is to
- (a) give broad authority to the Council, including broad authority to pass by-laws, and respect its right to govern the Municipality in whatever ways the Council considers appropriate within the jurisdiction given to it;
 - (b) enhance the ability of the Council to respond to present and future issues in the Municipality; and

- (c) recognize that the functions of the Municipality are to
 - (i) provide good government,
 - (ii) provide services, facilities and other things that, in the opinion of the Council, are necessary or desirable for all or part of the Municipality, and
 - (iii) develop and maintain safe and viable communities.

BACKGROUND

Halifax has had various interactions with Indigenous and First Nation persons and communities, including the Urban Indigenous Community. These interactions have tended to be on an issue-by-issue basis. For example, HRM has service agreements with two First Nations that have reserve lands within HRM boundaries: Sipekne'katik (formerly Indian Brook) signed in 2004 and Acadia First Nation in 2010. The two identical agreements govern the provision of municipal services to land acquired by the First Nation Councils to establish reserve lands in the Hammonds Plains area.

In 2008, the federal government requested HRM's participation in the development of an Urban Aboriginal Strategy. HRM appointed a staff person from Community & Recreation Services to join the Halifax Aboriginal People's Network (HAPN) steering committee which oversaw the initiative. HAPN was a multi-stakeholder organization that undertook grassroots level outreach.

In 2014, the federal government announced changes to the Urban Aboriginal Strategy. Funding was transferred from HAPN to a new Urban Partnership that focused on increasing Urban Aboriginal Participation in the economy. A multi-stakeholder strategic planning session for the new program was held in February 2015 which resulted in the new Halifax Urban Indigenous Coalition. The HRM Urban Indigenous Community Engagement Advisor represents our organization on this committee.

DISCUSSION

The Office of Diversity and Inclusion (ODI) was established in June 2015. Since its inception, the office has led and supported numerous internal initiatives to advance diversity and inclusion, and better position the municipality as an inclusive employer and a provider of services to the community. The ODI's Framework references Indigenous/Aboriginal persons in the context of the 5 designated groups in the [HRM Employment Equity Policy](#) (revised in August 2018). It includes the implementation plan created, through engagement with the community as well as the development of an action plan to support the municipality's work with the Urban Indigenous Communities.

Status of the Municipal Strategy to Engage First Nations

Halifax Regional Municipality has hired an Urban Indigenous Community Engagement Advisor to engage the community on municipal initiatives and support the development and implementation of a municipal strategy. A literature review is currently underway and connections have been made with other municipalities across Canada that are working to develop similar strategies and frameworks. HRM's Urban Indigenous Community Engagement Advisor has also been in discussions with the National Urban Coalitions under the Urban Programming for Indigenous People (UPIP) and the Metro Vancouver Aboriginal Executive Council (MVAEC) to encourage networking and sharing of work with other Canadian Municipalities for Indigenous people. It is anticipated a draft will be completed in late 2018. The Urban Indigenous Engagement Advisor will also support the Special Committee on the commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History, and develop and implement corporate training to support cultural proficiency of HRM staff and council.

Actions taken to date to support HRM's engagement of the community and commitment to reconciliation include:

- **First Nation Clean Water Initiative - Atlantic Region** (FNCWI-AR) which aims to ensure safe drinking water for First Nation Communities. In April 2017, the executive team from Halifax Water, Mayor Mike Savage, HRM Diversity Manager, Chiefs and First Nation Water operators met to discuss this initiative. Since this meeting, the Atlantic Policy Congress of First Nation Chiefs has commissioned and completed three studies to determine feasibility of the Atlantic First Nation Water Authority (AFNWA). These studies have since been incorporated into a preliminary 5-year business plan. AFNWA was formally incorporated in May 2018, and elected its first board of directors. AFNWA continues to work with Halifax Water as their principle advisor on this initiative.
- **HRM Legacy Space**
In December 2017, Halifax Regional Council voted in favor of opening a Downie Wenjack Legacy Room in Halifax City Hall. HRM entered into a formal contract with Gord Downie & Chanie Wenjack Fund in June 2018. A public viewing of the Legacy Space was held on October 1st, in collaboration with Treaty Day activities in Halifax. The HRM Legacy Space was officially unveiled on October 4th, 2018. The event was opened with Traditional Indigenous Blessing and Drumming. Mayor Savage, Downie Wenjack CEO Sarah Midanik, Chief Debra Robinson, Acadia, Urban Indigenous Portfolio and AFN Regional Chief Morley Googoo for NS/NL presented at this event. Several invited dignitaries attended the event and showcasing of the Legacy Space at City Hall. Tours of the Legacy Space are offered upon availability.
- **Treaty Day/ Mi'kmaq History Month**
The Urban Indigenous Community Engagement Advisor was invited to participate on the Treaty Day Committee and the Mi'kmaq History Month Committee. HRM municipality official hosted its annual Mi'kmaq Flag Raising on October 1, 2018, to mark Treaty Day and the beginning of Mi'kmaq History Month. Mi'kmaq History Month posters, schedule of events and education material have been distributed to HRM Business Units and regular information updates posted on HRM employee hub.
- **Halifax Regional Fire and Emergency Services**
HRFE has made considerable progress since its last engagement with this community, particularly with regards to their outreach and recruitment efforts, and positive relationship building. They were successful in recruiting a few Indigenous candidates in their current recruit training program and have several applicants identified as Indigenous in the pool for future training programs. The two-year term for HRFE Outreach Committee members has expired and they are now in the process of developing a new committee with an expression of interest to be posted in the near future. The intent of the Outreach Program is to ensure continuous activity and community engagement with our target groups. Committee members who have been previously assigned to work with the Indigenous community are continuing with these efforts to maintain a consistent and productive relation. HRFE will continue participation in the initiatives at the Friendship Center, LSK school in Sipekagakik and other Indigenous communities within and beyond HRM.
- **Halifax Regional Police**
Halifax Regional Police have supported the Police Diversity Working Group. Debbie Eisan from the Mi'kmaw Native Friendship Centre is the elected Chair. On June 2018, Anthony Thomas (Indigenous Community Member) was appointed to the HRM Board of Police Commissioners. HRP hosted several recruitment sessions in HRM and provided updates and information to the Mi'kmaq employment officers. HRP also hosted one recruitment session at the Membertou Heritage park on Membertou First Nation.

Halifax Regional Police Commission also passed a motion of October 16, 2017:

That the Halifax Board of Police Commissioners request a staff report that shall outline recommendations regarding:

1. *Entering into dialogue regarding the establishment of more formal relationships regarding possible partnerships for policing, public safety and enforcement with First Nations with reserve lands adjacent to HRM; and*
2. *Improve public safety for Indigenous people in Halifax and ensure police services meet needs, values and expectations of Indigenous people.*

- **Halifax Public Libraries**

Halifax Public Libraries (HPL) have a number of initiatives that support and help to inform the municipality about Indigenous Culture and History. The Urban Indigenous Community Engagement Advisor works with HPL to provide guidance on acknowledgment of Mi'kmaq Traditional Territory. The Advisor also supported the library in connecting with local indigenous elders for traditional blessings. The Advisor also worked with the HPL to identify speakers and presenters for Indigenous Day and Mi'kmaq History Month. An Indigenous Reception was held on October 15, 2018, in collaboration with CBC Unreserved, Rosanna Deerchild Speaking Engagement at Halifax Central Library.

- **Halifax Urban Indigenous Coalition**

HRM has actively been participating in the Halifax Urban Indigenous Coalition. This coalition focuses on bringing together Indigenous Services providers with government departments and non-profit organizations to discuss the future of Halifax Urban Indigenous Coalition as a process to collaborate and advance priorities. The Halifax Urban Indigenous Coalition has identified the following priority areas: Education and Training, Health and Wellness, Housing and Homelessness. The coalition will focus on improving communication through knowledge sharing and striving to break down barriers for Urban Indigenous people and improve their ability to participation in their Urban community.

- **Federation of Canadian Municipalities**

Halifax Regional Municipality hosted the 2018 Federation of Canadian Municipalities Annual Conference. The conference included workshops that focused on Indigenous Municipal relationships. Several HRM Council members and staff participated in the Stronger Together: Tools for Indigenous Municipality Collaborations, achieving a more inclusive Canada that highlighted HRM's Diverse Voices for Change-Campaign School and the Municipal Indigenous Reception.

- **Culture and Heritage Priorities Plan**

HRM is working to develop a Culture and Heritage Priorities Plan (CHPP) and the Urban Indigenous Community Engagement Advisor and other members of the ODI Team have been actively involved in the development and review of the request for proposal to ensure a diversity lens was utilized and engagement of Indigenous communities was included. A key component of the CHPP will be public stakeholder engagement session with the Urban Mi'kmaq and other identified stakeholders which is scheduled for January 2019.

- **HRM Youth Advisory Committee**

HRM has passed the Youth Advisory Committee Administrative Order. The Youth Advisory will advise the Municipality on the impact of municipal policies, programs and services on youth. The Urban Indigenous Community Engagement Advisor supported staff by making connections with Urban Indigenous Organizations, Mi'kmaq Maliseet Atlantic Youth Council and community based youth groups to ensure that the committee will have a member from the Indigenous Mi'kmaq Community as outlined in the administrative order.

- **Mi'kmaq Native Friendship Centre**

HRM has been working with the Mi'kmaq Native Friendship Centre (MNFS) on the development of a new Friendship Centre at the former Canadian Red Cross Building on 1940 Gottingen St. MNFS currently delivers 21 integrated programs and services that are responsive to the physical, spiritual, emotional and cultural needs of the Urban Indigenous people.

- **HRM Transit**

On October 26, 2018, the 5th and final ferry, the Rita Joe, was launched. Rita Joe is often referred at the Poet Laureate of the Mi'kmaq People. The Urban Indigenous Community Engagement Advisor worked with Transit to coordinate the Traditional Acknowledgment, Mi'kmaq Blessing and Cultural Performance for the official launch event at Alderney Terminal.

- **North American Indigenous Games 2020**

HRM, in collaboration with the Mi'kmaq Sports Council of Nova Scotia and other partners, was the successful bid to host the North American Indigenous Games in Halifax in 2020. HRM is currently working with Federal, Provincial and First Nation partners to fill the NAIG CEO position. The Urban Indigenous Community Engagement Advisor is part of the interview committee for the NAIG CEO position. Clint Flood has been hired to develop a business plan for the NAIG and will meet with local stakeholders and facilities within HRM. HRM has appointed NAIG project manager from within Parks and Recreation to work with the CEO to ensure HRM's active input and contribution to this event in 2020.

Partnerships:

Mi'kmaq Native Friendship Centre

As a first step towards an enhanced relationship with the Indigenous persons in Halifax, municipal staff met with representatives from the Mi'kmaq Native Friendship Centre (MNFS) to open a dialogue about the ways in which the municipality and Mi'kmaq community can work together. Meetings are continuing to identify priority areas of joint action.

Municipal staff from Government Relations & External Affairs and Corporate Real Estate have been meeting with Mi'kmaq Friendship Centre staff and consultants on their vision for a new centre. HRM staff provided an overview of Administrative Order 50 (AO50), respecting the disposal of surplus real property, and the process by which properties become surplus.

A report was submitted to Council November 16, 2017, regarding a new space for the Mi'kmaq Native Friendship Centre. HRM staff continues to work with the MNFS as they move forward with their plans to develop the former Red Cross building located on 1940 Gottingen St.

Halifax Economic Growth Strategy 2018-2021

Engagement was also undertaken with the Indigenous Community as part of the Halifax's Economic Growth Strategy 2016-21. An action plan for years 3-5 (2018-2021) has been developed and a series of objectives and actions related to Halifax's Indigenous Community have been identified.

The following updates to the 2016-21 plan will be provided as part of the Economic Growth Strategy update to Council.

Goal 2: Attract and Retain Talent

Objective 2.4 Increase workforce attachment and combat systemic barriers

Action 33: Establish and ANS and Mi'kmaq/Indigenous Peoples streams under the Halifax Connector Program. (Halifax Partnership)

Action 34: Identify and share existing programs, services and outcomes related to the workforce attachment of Mi'kmaq/Indigenous Peoples, African Nova Scotians and other groups at risk of exclusion. (Halifax Partnership)

Action 38: Connect newcomers, African Nova Scotians, Mi'kmaq/ Indigenous people, youth and persons with disabilities to employment opportunities at HRM. (HRM)

Actions to support Truth and Reconciliation

On December 8, 2015, following the report and recommendations of the Truth and Reconciliation Commission and subsequent responses from various groups, including the Federation of Canadian Municipalities, Halifax Regional Council passed a [Statement of Reconciliation](#) to support the municipality's work with Mi'kmaq and Urban Indigenous communities. The municipality is committed to the recommendations outlined in the report put forth by the Truth and Reconciliation Commission of Canada (TRC) and to working with the community to address issues that impact access to municipal services.

Council also sought the following outcome: "As the Office of Diversity & Inclusion develops a work plan, which includes a focused consultation with Aboriginal people, this motion is to provide a mandate and direction to support the Big City Mayor's Caucus ("BCMC") working group, and to incorporate an Urban Indigenous Community Engagement strategy into the work plan of the Office of Diversity & Inclusion."

The BCMC Aboriginal Partnership Working group identified 5 key recommendations for municipalities to action. HRM, in reviewing the TRC Recommendations, recognized that there were recommendations that HRM could support. Actions to date include:

43. We call upon federal, provincial, territorial and municipal governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as a framework for reconciliation.

The Urban Indigenous Community Engagement Advisor is currently working with provincial government officials to better understand the context for the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) in Nova Scotia, especially here in HRM. Initial meeting with the Office of Aboriginal Affairs has occurred with preliminary discussions on this issue underway.

47. We call upon federal, provincial, territorial, and municipal governments to repudiate concepts used to justify European sovereignty over Indigenous peoples and lands, such as the Doctrine of Discovery and terra nullis, and to reform those laws, government policies and litigation strategies that continue to rely on such concepts.

Staff are aware of this recommendation and will continue to consider it in policy development.

57. We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal people, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal Rights, Indigenous Law, and Aboriginal-Crown relations. This will require skill based training in intercultural competency, conflict resolution, human rights and anti-racism.

The Urban Indigenous Community Engagement Advisor is working with the ODI and community to identify training and resources to support staff and Council education programs to develop cultural competency with respect to supporting the Indigenous community in HRM. Connections have been made with the Office of Aboriginal Affairs to review and partner on the Public Servants Indigenous Cultural Education program which was developed by Indigenous content experts from Nova Scotia.

75. We call upon the federal government to work with provincial, territorial, and municipal governments, churches, Aboriginal Communities, former residential school students, and current land owners to develop and implement strategies and procedures for ongoing identification, documentation, maintenance, commemoration and protection of residential school cemeteries or other sites at which residential school children were buried. This is to include the provisional of appropriate memorial ceremonies and commemorative markers to honor the deceased children.

This recommendation rests predominately with the provincial government. HRM is committed to work with the province, community groups and internal business units to move this recommendation forward. This recommendation will be addressed through the work of the Special Advisory Council on the Commemoration of Edward Cornwallis, and the Recognition and Commemoration of Indigenous History.

77. We call upon provincial, territorial, municipal and community archives to work collaboratively with the National Center for Truth and Reconciliation to identify and collect copies of all records relevant to the history and legacy of the residential school system, and to provide these to the National Centre for Truth and Reconciliation.

In partnership with other levels of government, HRM will support the collection and preservation of the records related to truth and reconciliation.

79. We call upon the federal government, in collaboration with Survivors, Aboriginal organizations, and the arts community, to develop a reconciliation framework for Canadian heritage and commemoration.

Council has approved the establishment of a joint committee to revise and advise Council regarding any changes to the commemoration of Edward Cornwallis on municipal assets. Regional content experts have

been selected to participate in the Special Advisory Committee on the Commemoration of Edward Cornwallis, and the Recognition and Commemoration of Indigenous History. The Special Advisory Committee will also make recommendations on how the municipality will recognize and commemorate Indigenous peoples in lands now known as the Halifax Regional Municipality. Government Relations and External Affairs continues to work with the Urban Indigenous Community Engagement Advisor on the coordination of the expert Advisory Committee.

88. We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.

Halifax, in partnership with the Mi'kmaq Sports Council of Nova Scotia, will be the host city for the North American Indigenous Games in 2020.

92.ii Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector and that Aboriginal communities gain long term sustainable benefits from economic development projects.

HRM has developed and will be implementing a revised Employment Equity Policy. Various business units have worked with the Urban Indigenous Community Engagement Advisor to reach out to the Indigenous community to provide greater access to job opportunities within HRM.

93. We call upon the Federal Government, in collaboration with national Aboriginal organization to revise the information kit for newcomers to Canada and its citizenship test to reflect a more inclusive history of the diverse aboriginal peoples of Canada, including information about the treaties and the history of residential school.

The Urban Indigenous Community Engagement Advisor had been working closely with the Local Immigration Partnership Coordinator in revising the HRM newcomers guide. Work has also been done through this partnership to introduce newcomers to the Indigenous community through attending the Millbrook Mawiomi (Pow Wow) and conversation groups.

Ongoing Engagement

As noted earlier in this report, the HRM Urban Indigenous Community Engagement Advisor is currently developing the Urban Indigenous Community Engagement Strategy. Ongoing engagement of this Community will be instrumental in the success of any strategy. There are several key components that must be examined and built upon to have effective engagement with Indigenous Communities. In the development of the engagement strategy, we will ensure that engagement is premised on Indigenous perspectives and there is active community engagement from the onset. The work must be done in a culturally safe and inclusive manner. HRM's engagement strategy must ensure that it is culturally appropriate, community driven and listens to the guidance and advice of our Indigenous partners during the development of the strategy. HRM needs to spend the time building the relationship to ensure success in the development of an Urban Indigenous Framework.

Time is the key factor in the engagement process. Engagement is complex and will involve relationship building on many levels. The Indigenous Community, Governance Structures and Tribal Organizations are complex system to learn and navigate. A chart of organizations that will need to be part of the engagement process is attached. (Attachment 1). An educational presentation is under development that will provide additional information around the various Indigenous Organizations and Governance Structures identified in the chart.

The Urban Indigenous Community Engagement Advisor will, through Council's leadership, assist the municipality in establishing more formal relationships with organizations such as the Assembly of Nova Scotia Mi'kmaq Chiefs, with special emphasis on bands that are in or about HRM including Sipekne'katik (Indian Brook), Acadia and Millbrook. HRM will continue to explore more formal relationships with the

Mi'kmaw Native Friendship Centre. The Urban Indigenous Community Engagement Advisor has been exploring a potential project with the Federation of Canadian Municipalities to explore further the Community Economic Development Initiative (CEDI) that works to promote First Nations – Municipal Community Economic Development Initiatives. Council is also committed, through the Expert Panel, to recognize and commemorate the Indigenous history in the lands now known as HRM. The Urban Indigenous Community Engagement Advisor will also continue to work closely with business units to identify appropriate engagement opportunities to bring key stakeholders together to support programs and services to Urban Indigenous community members.

HRM's CAO and the Executive Director of the Assembly of Nova Scotia Mi'kmaq Chiefs have established a constructive working relationship as a result of collaborative efforts related to the Edward Cornwallis file. Further, the CAO was a delegate to the recent First Nations summit held in Halifax in November.

Action Summary – Action Item	Comments	Timeline
Hire permanent full time Urban Indigenous Community Engagement Advisor	<ul style="list-style-type: none"> • Position will be to develop the municipal framework. • Work is underway to enhance internal capacity to understand and engage with the Indigenous Community through training. • Urban Indigenous Community Engagement Advisor is working with community to develop lasting partnership in relation to the provision of municipal services. 	Position filled in November 2017.
Continue meetings with representatives from the Mi'kmaw Native Friendship Centre (MNFC) to identify areas of potential collaboration	<ul style="list-style-type: none"> • Meetings continued to happen with Friendship Centre on priority areas of action. • Meetings have been held to discuss the future of the Mi'kmaw Native Friendship Centre (MNFC). • HRM working collaboratively with MNFC on the development of new friendship centre at the old Red Cross Building • HRM has partnered with MNFC on services and events for the Urban Indigenous Population such as Indigenous Day, Treaty Day, Orange Shirt Day and Sisters in Spirit etc. 	Ongoing
Internal Analysis	<ul style="list-style-type: none"> • Working with business units to identify what is currently being done to support services and engagement of Urban Indigenous people. • Urban Indigenous Community Engagement Advisor is identifying opportunities for additional engagement of Urban Indigenous people. 	Winter 2019
Work with the Economic Policy and Development team from GREA, continue to move forward the actions of the economic strategy that specially speak to the Indigenous community.	<ul style="list-style-type: none"> • In collaboration with GREA, Urban Indigenous Community Engagement Advisor is supporting the Economic Strategy implementation 	Economic Strategy timeline

Community Engagement with Indigenous Organizations to obtain input into the development of plan that will further support the Municipality's work with Urban Indigenous peoples.	<ul style="list-style-type: none">• Urban Indigenous Community Engagement Advisor has been exploring Community Economic Development Initiatives (CEDI), Joint Projects of Municipality & First Nations offered through Federation of Canadian Municipalities (FMC) & Council for Advancement of Native Development Officers (CANDO)• Continue to support HRM with request from first nations located in HRM Boundaries• Exploring options for Regional Council & Chiefs Summit• HRM is an active partner in the Urban Indigenous Coalition	Fall 2018 – Winter 2019
Urban Indigenous Framework, as part of the overall Diversity and Inclusion Framework	<ul style="list-style-type: none">• Urban Indigenous Community Engagement Strategy is currently under development	June 2019
Implementation of and Urban Indigenous Framework	<ul style="list-style-type: none">• Actions identified in the framework may be adjusted through ongoing feedback from stakeholders.	Fall 2019

Once a detailed framework and action plans have been developed, the Office of Diversity and Inclusion will provide an annual update to the Executive Standing Committee. Regular updates on the Urban Indigenous Engagement, plans and Initiatives will also be done through reporting on the Diversity and Inclusion Framework.

FINANCIAL IMPLICATIONS

There are no financial implications from this report.

COMMUNITY ENGAGEMENT

Ongoing community engagement will be part of the Urban Indigenous framework development session.

ATTACHMENTS

Attachment 1: Overview of Indigenous Organizations

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Cheryl Copage-Gehue, Urban Indigenous Community Engagement Advisor, 902.490.2391

Report Approved by: Tracey Jones-Grant, Managing Director, Office of Diversity & Inclusion, 902.490-3677

NATIONAL ABORIGINAL ORGANIZATIONS

Assembly of First Nations (AFN)	Native Women's Assoc. of Canada (NWAC)	Inuit Tapiriit Kanatami (ITK)	Metis National Council (MNC)	Congress of Aboriginal People (CAP)
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ATLANTIC REGION

Atlantic Policy Congress of First Nation Chiefs Secretariat (APC)

Ulnooweg Development Group (Financial/Business)

MI'KMAW GOVERNANCE IN NOVA SCOTIA

Mi'kmaq Grand Council

Assembly of Nova Scotia Mi'kmaq Chiefs
(13 First Nations)

Confederacy of Mainland Mi'kmaq (CMM)

Union of Nova Scotia Indians (UNSI)

Mi'kmaq Rights Initiative (KMKNO)

Annapolis Valley
Bear River
Glooscap
Millbrook
Paqtnkek
Pictou Landing
Shubenacadie

Acadia
Eskasoni
Membertou
Potlotek
Wagmatcook
We'koqma'q (Waycobah)

ABORIGINAL ORGANIZATIONS IN NOVA SCOTIA

Mi'kmaq Kina'matnewey (Education)	Nova Scotia Native Women's Association	Native Council of Nova Scotia (Non-status/off-res.)	Mi'kmaq Native Friendship Centre (Urban)
Unama'ki Institute of Natural Resources	Mi'kmaq Assoc. of Cultural Studies	Mi'kmaq Family & Children's Services (Social)	Mi'kmaq Legal Support Network (Justice)
Native Alcohol & Drug Abuse Counselling Assoc. (Addictions)	Mi'kmaq Employment & Training Secretariat (Employment)		Mi'kmaq Economic Benefits Office (Training/Employment)

MULTILATERAL INITIATIVES

Aboriginal Affairs Working Group
(National: FPT+NAO)

Mi'kmaq-Nova Scotia-Canada Tripartite Forum

Made-in-Nova Scotia Process
(Negotiations)

Consultation Terms of Reference
(Consultation)