

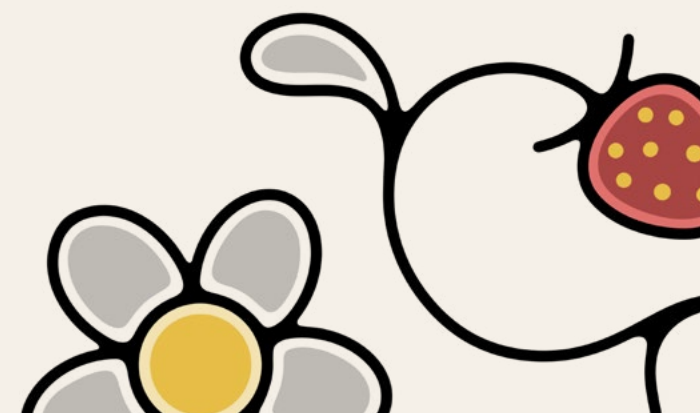
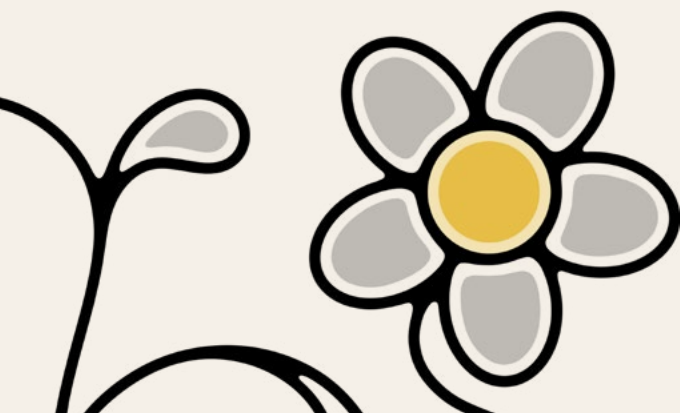
Coming Together

ANNUAL REPORT 2024–2025

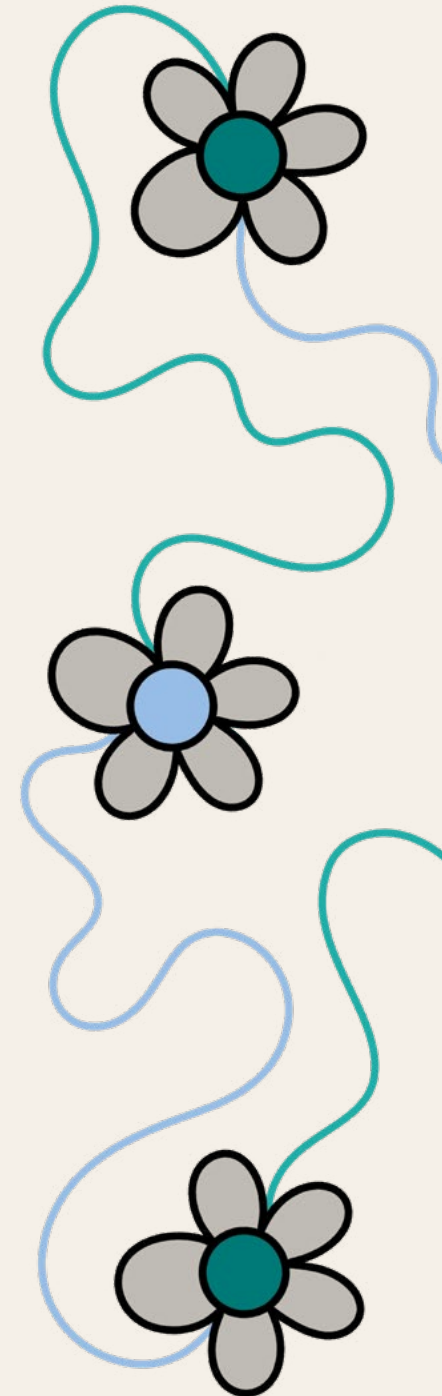


FNIGC | CGIPN

First Nations Information Governance Centre
Le Centre de gouvernance de l'information des Premières Nations



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Message from the Chairperson



Leona Star
Chairperson,
FNIGC Board of Directors

In the five years since I was appointed Chairperson of the First Nations Information Governance Centre (FNIGC), the organization has endured the effects of an unprecedented global pandemic and wide-spread economic volatility. And yet, through it all, FNIGC’s collective commitment to First Nations data sovereignty was unwavering.

FNIGC’s unique path, which we walk together with our regional partners, is a continuation of the important work that began more than three decades ago when a Federal Government decision excluded First Nations people living on-reserve from three major national population surveys.

Concerned about how the resulting data gap would impact life in First Nations communities, scholars, advocates, and grassroots organizers came together to form the roots of what we now know as FNIGC.

In the years since, this ability to come together has been a hallmark of our data sovereignty mission.

Whether it’s the First Nations Data Governance Strategy (FNDGS) Summit in Calgary in 2019, which brought together nearly 100 people from across the country to help kick-start the landmark FNDGS process, or the 2020 publication of a special paper meant to [support coronavirus emergency preparedness efforts in First Nations reserve and Northern communities](#), FNIGC has always managed to meet challenges head on through dedicated team work and collaboration.

During the 2024–2025 fiscal year, FNIGC continued to advance these ideals, with staff gathering for an in-person retreat and team-building exercise in Ottawa in October 2024. This gathering served as an opportunity to reconnection after years of remote and hybrid work, and helped the team renew its shared values, vision and mission.

In addition, FNIGC’s team celebrated a number of achievements that speak to our expanding influence: awarding the 14th FNIGC National Student Bursary to four First Nations learners, publishing a suite of plain-language guides to government legislation, and launching the Data Sovereignty Research Collaborative, a new hub for applied research and innovation in the data sovereignty space.

Like the First Nations communities we and our regional partners serve, FNIGC continues to demonstrate remarkable strength, doing more with limited resources while advancing our shared vision of data sovereignty. The dedication of FNIGC’s staff and regional partners continues to inspire everyone on the Board of Directors.

On behalf of the Board, I’d like to extend our appreciation to everyone who contributed to FNIGC’s important work over the past fiscal year. Together, we are building a future where First Nations hold control over their data, culture, and stories now and for generations to come.

Kinanâskomitin,

Leona Star, Chairperson,
FNIGC Board of Directors





Jonathan Dewar
Chief Executive Officer, FNIGC

STATEMENT OF OPERATIONS

Reflecting on the 2024–2025 fiscal year, I am impressed by the breadth and scope of work that FNIGC undertook in what was a very productive 12-month period. Driven by our shared journey of advocating for First Nations data sovereignty, our team of nearly 60 employees has made meaningful progress towards achieving a future where every First Nation achieves data sovereignty in alignment with its distinct world view.

This wide-ranging work, which is rooted in The First Nations Principles of OCAP®, included major national initiatives like the advancement of data collection for Phase 4 of the First Nations Regional Health Survey, the latest developments of our National Data Champion Team, who were busy furthering the transformative, generational work of the First Nations Data Governance Strategy, and the founding of the Data Sovereignty Research Collaborative, a new unit dedicated to applied research and creative inquiry into First Nations data sovereignty.

Our 2024–2025 work also included the publication of compelling research papers and Knowledge Translation publications, the continued expansion of data on the free-to-use FNIGC Knowledge Lodge, the continued work of the First Nations Data Centre, and the launch of the French-language version of The Fundamentals of OCAP® online course: *Fondamentaux des principes de PCAP®*.

It was personally reassuring to see all this hard work and commitment recognized and acknowledged. Whether it was the historically high traffic that our website FNIGC.ca saw (nearly 700,000 views), the record 4,680 individuals who registered for our The Fundamentals

of OCAP® online course, or being the recipient of the Indigenous Leadership Award at the inaugural 2024 PICCASO Awards Canada ceremony in Toronto.

This award, which I was honoured to accept in person on behalf of FNIGC alongside my colleague Kristine Neglia, underscores FNIGC’s role in ensuring First Nations voices are heard and respected and also reflects the growing importance of data sovereignty in the fight for Indigenous rights and self-determination.

Guided as always by our Vision, Mission, and Core Strategic Objectives, FNIGC will continue to advance these generational goals which began in April 2010, when we were founded as a federally incorporated non-profit.

Operating under a mandate from the Assembly of First Nations’ Chiefs-in-Assembly (Resolution #48/2009) and governed by a regionally appointed Board of Directors, FNIGC has grown from a small organization focused on First Nations health surveys into a robust national organization with an ambitious mandate. Throughout all our work, FNIGC upholds free, prior, and informed consent, respects nation-to-nation relationships, and honors the unique customs of each nation.





I am pleased to offer this annual report to First Nations, as it provides a thorough overview of these efforts and other work undertaken across the organization between April 1, 2024, and March 31, 2025. The accomplishments shared in this report are a testament to the dedication and expertise of our regional partners across the country, and our dedicated FNIGC staff.

Our collective ability to come together year after year to work towards a common goal never fails to amaze me and fill me with optimism for the future. I am honoured to be a part of an incredible team at FNIGC, and I look forward to continuing this work with them in the months and years ahead.

Jonathan Dewar,
Chief Executive Officer

OPERATIONAL BUDGET

As per FNIGC policy, the annual Operational Budget is developed and presented to the Board of Directors for approval prior to commencement of the fiscal year. The 2024–2025 Budget provides the financial roadmap for the organization that accounts for all projected expenditures such as staff salaries, operations, projects, and regional transfers for program delivery.

FNIGC's 2024–2025 Budget considered historical and committed cost expenditures, anticipated adjustments in operating expenditures, and regional program transfers against all revenue sources. FNIGC's revenues are primarily derived through contractual agreements with the federal government for national survey processes which are supported by Indigenous Services Canada (ISC). Additionally, FNIGC received funding from ISC to support Phase 1 of the First Nations Data Governance Strategy (FNDGS).

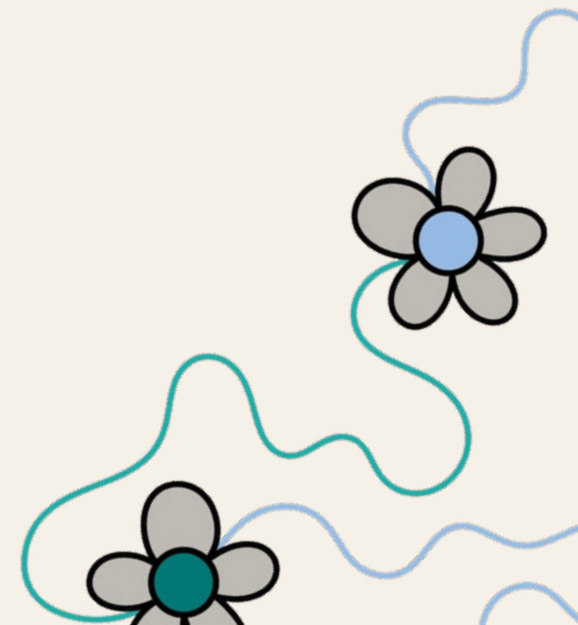
This year, further opportunities with other funders (which included governmental and non-governmental agencies), are reflected in the operational funding of FNIGC.

Revenue was also generated by registrations for The Fundamentals of OCAP® online course. (You can read more about the OCAP® course on Page 11.)

FINANCIAL AUDIT

On August 19, 2025, FNIGC's auditing firm Welch LLP presented the results of the 2024–2025 audit which included a review of the Audited Financial Statements for the fiscal period ending March 31, 2025 to FNIGC's Board of Directors.

Welch LLP reported a clean audit with no significant findings. The Auditor's report was accepted by the Board of Directors as presented, and was presented to FNIGC's Members at their Annual General Meeting in Winnipeg, on September 23, 2025.



During the 2024–2025 fiscal year, the Executive office team, which is overseen by **Jonathan Dewar** (Chief Executive Officer), was comprised of **Tania Budgell** (Corporate Governance Lead), **Elissa Roulette** (Executive Assistant), and **Pam Verch** (Office Administrator).

The Executive Office unit supports FNIGC’s governance activities (which includes Member and Board of Directors relations) and the work of the Chief Executive Officer.



GOVERNANCE

Corporate Members

By-law No. 1 provides for two categories of members of the corporation: (1) regional organizations, and (2) Assembly of First Nations (non-voting).

Any regional organization may apply for and be granted membership, upon approval of the Board of Directors. Each region appoints two representatives in accordance with regional processes: one delegate to vote on behalf of the region at meetings of members, and one Director to serve on the Board.

FNIGC has 13 regional members:

- **Alberta First Nations Information Governance Centre**
(Alberta)
- **Assembly of First Nations of Quebec and Labrador**
(Quebec/Labrador)
- **BC Assembly of First Nations**
(British Columbia)
- **Chiefs of Ontario**
(Ontario)
- **Council of Yukon First Nations**
(Yukon)
- **Dene Nation**
(Northwest Territories)
- **Federation of Sovereign Indigenous Nations**
(Saskatchewan)
- **First Nations Education Initiative Incorporated**
(New Brunswick/Prince Edward Island)
- **First Nations Health Council**
(British Columbia)
- **First Nations Health and Social Secretariat of Manitoba**
(Manitoba)
- **First Nations Summit**
(British Columbia)
- **Union of BC Indian Chiefs**
(British Columbia)
- **Union of Nova Scotia Mi’kmaq**
(Nova Scotia/Newfoundland)





BOARD OF DIRECTORS

FNIGC's Board of Directors is made up of representatives from the 10 regions and the Assembly of First Nations. Meeting regularly throughout the year, the Board provides oversight and direction on issues such as finances, policies, strategic direction, and corporate requirements. Board-level discussions include issues such as First Nations data sovereignty, national surveys and research, the implementation of the national First Nations Data Governance Strategy, and OCAP[®], among others.

As part of its responsibility to oversee the activities of FNIGC, in the 2024–2025 fiscal year, the Board conducted a governance review and held an in-person governance retreat in March 2025. Assessing and understanding governance practices is essential to continue improving and maturing as a not-for-profit organization, and will inform future strategic planning initiatives.

To assist the Board in fulfilling its role, it is supported by four standing committees: Executive, Governance, Finance & Audit, and Operational Policy Verification. These committees review and provide recommendations on relevant matters. The Board also establishes ad hoc or special committees as appropriate, such as the National Student Bursary Review Committee.

FNIGC benefits from knowledgeable and dedicated leadership. In September 2024, the following Directors were reappointed to a one-year term on the Executive Committee: **Leona Star** as Chairperson, **Amber Potts** as Co-Chairperson, **Martin Paul** as Treasurer, and **Gwen Phillips** as Secretary.

As of March 2025, the FNIGC's Board of Directors were:

- **Lea Bill**, Alberta
- **Peter Birney**, New Brunswick/
Prince Edward Island

- **Nancy Gros-Louis McHugh**, Quebec/Labrador
- **Martin Paul**, Saskatchewan
- **Gwen Phillips**, British Columbia
- **Amber Potts**, Assembly of First Nations (non-voting)
- **Jayla Rousseau-Thomas**, Yukon
- **Zachary Smith**, Ontario
- **Leona Star**, Manitoba
- **Robin Thompson**, Nova Scotia/Newfoundland.

Governance Meetings

Full-day Board meetings were held in Carcross/Tagish First Nation (Yukon) in September 2024, Akwesasne (Ontario) in December 2024, and Tsuut'ina Nation (Alberta) in March 2025.

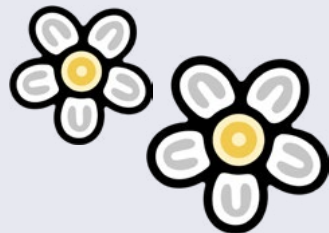
A highlight was bringing delegates and Directors together for FNIGC's Annual General Meeting at Haa Shagóon Hídi (Our Ancestors House) in Carcross/Tagish First Nation territory (Yukon), where each region shared developments and updates on their activities.

FNIGC thanks each community for welcoming us to their territory. We are deeply grateful to the Elders who generously gave guidance, offered prayers, and shared knowledge with us.





During the 2024–2025 fiscal year, the Human Resources (HR) unit consisted of **Leanne Hunter** (Senior Manager, Human Resources), **Lainey Blood** (Human Resources Coordinator) and **Tabitha Boucher** (Human Resources Administrative Assistant). The HR unit's main focus was on recruitment efforts, creating new management tools, and streamlining cross-departmental processes.



COMMITTEES

FNIGC's Joint Health and Safety Committee (JHSC) held quarterly meetings and monthly inspections of the Akwesasne and Ottawa offices. In October 2024, the *Occupational Health and Safety Act* was amended, and the JHSC confirmed compliance with the legislative changes. The members included co-chairs **Will Lafrance** and **John Martin** as well as **Leanne Hunter**, **Lainey Blood**, **Tabitha Boucher**, **Katrina Brant**, **Eva Keeshig** and **Brad Mackay**.

Throughout the year, the Social and Well-Being Planning Committee held several meetings and conducted staff surveys to plan games and activities for various events including:

- the All-Staff Retreat (in person in Ottawa on October 8, 2024)
- the hybrid Halloween Party (October 31, 2024)
- and the hybrid Winter Solstice Party and potluck (December 18, 2024)

These events saw strong participation and staff engagement. The committee consists of over 20 members including co-chairs **Maria Santos**, **Dan Truchon**, and **Drew Pihlainen** with the composition changing throughout the year.

PROFESSIONAL DEVELOPMENT

The HR team continued to facilitate managers' participation in the Fundamentals of Leadership Certificate Program, a three-module professional development course offered by Algonquin College Corporate Training (ACCT). To date, 15 managers have successfully completed the Effective Interpersonal and Organizational Communications (module one), 11 managers have completed the Leadership Skills (module two), and one manager has completed the Building a Performance Culture (module three).

HR also arranged two sessions for employees to attend the DYNAMIX Colour of Communication course from ACCT, on October 24, 2024, and February 6, 2025, for a total of 26 participants. The course facilitated an exploration of individual communication styles and how to identify the communication styles of others to better adapt to any situation. Each participant received their own unique DYNAMIX profile, which can be used as a coaching tool and as part of a personal development plan. Managers who have completed the communications module of the leadership certificate program mentioned above have taken this workshop as a part of their coursework.



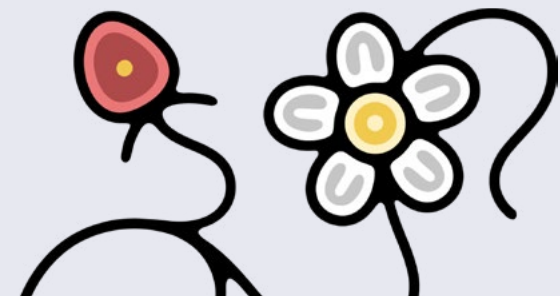


FNIGC SUMMER STUDENT PROGRAM

In February 2024, HR coordinated the proposal development, recruitment, and selection process to fill four positions from May to August 2024, with support from the First Nations and Inuit Youth Employment Strategy. The funding allowed FNIGC to offer paid summer positions for four First Nations university or college students:

- **Tristan Whalen** (Information Management Student, IM & IT),
- **Blakely Thompson** (Program Assistant, Education and Training),
- **Asher Willier** (Research Student, Research and Information), and
- **Shallon Pawlick-Potts** (Information Technology Student, IM & IT).

In addition to these positions, FNIGC brought back a previous Summer Student, **Bella Nashkawa**, in a Research Support role in FNDGS using internal resources.



PROGRAM & POLICY UPDATES

Performance Management Program

The 2024–2025 fiscal year saw the launch of FNIGC’s new Performance Management Program, which was developed with the support of an internal working group that included **Katie Wood, Meghan Perry, Maria Santos, Leanne Hunter, and Lainey Blood.**

The revised program aims to improve employee experience and workplace effectiveness.

Key revisions to the program include:

- a meaningful review of employee performance which incorporates First Nations perspectives and values;
- a wholistic approach focusing on employees’ physical, mental, emotional, and spiritual well-being;
- enhanced employee engagement in knowledge sharing and collaboration;
- identification of additional support opportunities; and
- provides a measure of accountability within the organization.

Additionally, several resources were developed to support managers and staff, which included: Performance Management fillable PDF forms, employee’s guide, manager’s training guide, and training videos for managers.

Employee Policies and Procedures Manual

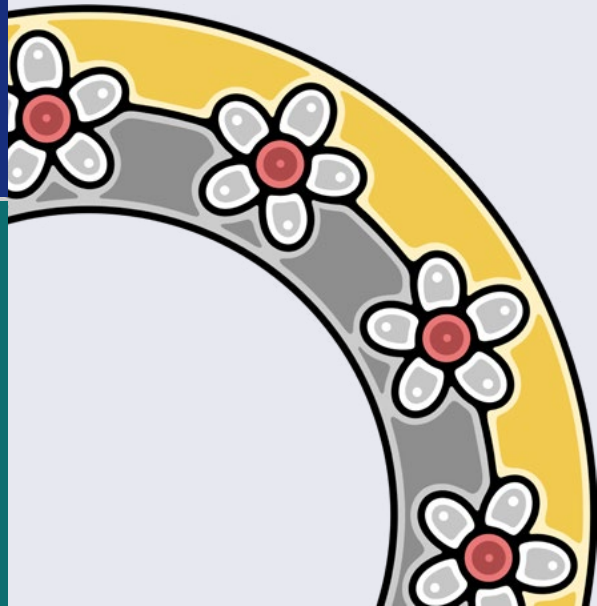
In June 2024, FNIGC formed an internal staff HR Policy Review Committee to recommend changes to the existing *FNIGC Employee Policy Manual* and other employment policies. The committee was made up of: **Aaron Franks, Katie Wood, Leanne Hunter, Lainey Blood, and Jo-Ann Johnson.**

Following legal review, the Operational Policy Verification Committee (a committee of the FNIGC Board of Directors) reviewed the proposed changes, including alignment with current employment legislations. The new *FNIGC Employee Policy and Procedures Manual* was adopted as Board Policy on December 10, 2024, in Akwesasne, ON, and revised on March 12, 2025. It was implemented April 1, 2025.

Compensation Review

In July 2024, HR issued a request for proposals for consulting services to conduct two compensation reviews: staff and CEO, respectively. This review aimed to evaluate FNIGC’s current compensation policies, classification systems, and job evaluation frameworks. White and Gale (W&G) was selected and collaborated closely with the HR Compensation Committee (**Bonnie Sowiak**, Director, Finance and Corporate Services and **Leanne Hunter**, Senior Manager, Human Resources).

On March 12, 2025, the Board of Directors approved the new CEO Compensation Policy and salary grid, along with the Staff Compensation and Salary Administration Policy and its corresponding salary grid, effective April 1, 2025.



During the 2024–2025 fiscal year, FNIGC’s Education and Training unit was comprised of **Kristine Neglia** (Senior Manager), **Leslie MacGregor** (Senior Education Officer), and **Eva Keeshig** (Program Officer, Education and Student Bursary). The unit welcomed **Brooke Heath** (Learning Services Coordinator) and **Erin Dokis** (Education Officer) in 2024–2025 as well.

During the past fiscal year, the Education and Training unit continued to move forward with activities aimed at increasing knowledge of The First Nations Principles of OCAP®, information governance, and data sovereignty. This includes The Fundamentals of OCAP® online course, The First Nations Principles of OCAP® workshops and presentations, the FNIGC National Student Bursary, and the I-STEM Cluster training project.



Fondamentaux des principes de PCAP®

COMMENCER

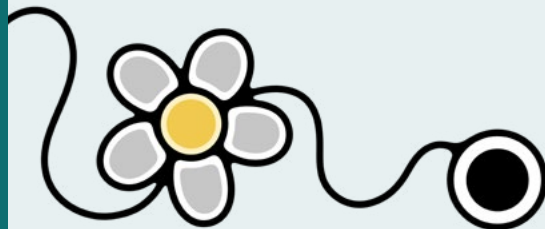
THE FUNDAMENTALS OF OCAP®

In July 2024, FNIGC launched the French-language version of the popular The Fundamentals of OCAP® online course: *Fondamentaux des principes de PCAP®*. Narrated by Wendat voice actor **Andrée Levesque Sioui**, *Fondamentaux des principes de PCAP®* includes all the features and functionality of the English-language version and is a demonstration of FNIGC’s commitment to serving French-speaking First Nations people and communities who are looking to expand their knowledge about OCAP®.



Demand for the online OCAP® learning continues to increase. Between April 1, 2024, and March 31, 2025, a total of 4,680 individuals registered for FNIGC’s online course: 4,582 in the English version and 98 in the French version.

Over the course of the fiscal year, 3,078 learners successfully completed the English course and received a Statement of Achievement, and 60 learners did the same for the French. Of the 4,680 learners, 1,106 are in progress.





FNIGC NATIONAL STUDENT BURSARY

This past fiscal year, FNIGC received applications for the 2024 National Student Bursary (NSB) from 158 First Nations students, more than double the number of applications received in 2023 and the most received in the history of the NSB. Established in 2011, the NSB has awarded over \$81,000 to 35 exceptional First Nations students.

FNIGC was pleased to announce the recipients of our 2024 National Student Bursary (NSB): April Quill (Sapotaweyak Cree Nation), Damien Rodriguez (Moose

Cree First Nation), Jordan Hendry (Lax Kw'alaams Band), and Palmer Spence (Opaskwayak Cree Nation).

Students received a \$2,500 monetary award and complimentary registration to FNIGC's online course, The Fundamentals of OCAP®. In addition, students were also invited to participate in FNIGC's First Nations Data Centre Mentorship Program, an opportunity to learn practical research and data analysis skills, using FNIGC's First Nations data, while exploring a topic of personal or academic interest. To read more about our 2024 NSB winners, [see Page 29](#).

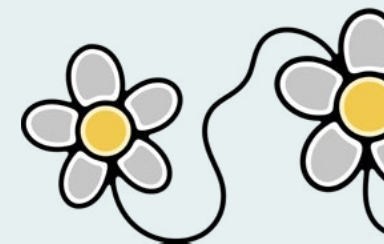
OCAP® WORKSHOPS AND PRESENTATIONS

In 2024–2025, the Education and Training unit facilitated 51 OCAP® workshops and 26 presentations, reaching a combined audience of over 4,500 individuals.

Of these 77 sessions, nearly half (33) were delivered to federal, provincial or municipal governments, 16 were for not-for-profit or non-governmental organizations, 14 were for First Nations and Indigenous organizations, and 13 were for university and academic institutions, and one was for a private firm.

I-STEM CLUSTER TRAINING PROJECT

The Education and Training unit continued to collaborate with Canada's interdepartmental Indigenous Science, Technology, Engineering and Math Cluster (I-STEM). A final Phase 1 report, detailing the learning needs of I-STEM Cluster was completed and a proposal for the next phase of the project was submitted.



During the 2024–2025 fiscal year, the National Data Champion Team, which leads the implementation of the First Nations Data Governance Strategy (FNDGS), consisted of **Erin Corston** (Director and Executive Lead), **Gonzague Guéranger** (Implementation Lead), **Donna Lyons** (Data Capacity Development Officer), **Olivia Craggs** (Junior Research Analyst), and **Ember Sarazin** (Project Coordinator).

The FNDGS is a long-term commitment to FNIGC’s Vision that every First Nation will achieve data sovereignty in alignment with their own distinct world view. FNIGC and its partners believe that the most viable and pragmatic way to realize this vision is to address the structural capacity gaps that continue to limit First Nations’ ability to fully own and control their information.

Addressing these structural and systemic gaps means doing things differently and requires an “all hands-on deck” approach. Systemic change can take generations to achieve, and the Strategy represents the beginning of that important journey.

As the second year of the initial phase of implementation of the FNDGS concluded, regional data champion teams across Canada reflected on the momentum and support they built in a relatively short period of time. The conversations around the power of data and the value this network of Regional Information Governance Centres (RIGCs) will bring to communities and their organizations have already resulted in tangible outcomes.

Chiefs’ tables in all 10 regions have passed formal resolutions marking a significant step forward. Implementation in regions continued to unfold in fiscal year 2024–2025, with each region advancing at its own pace under the direction of its leadership. Year three workplans emphasize the delivery of two main outputs for the initial phase of implementation:

- a plan detailing the governance approach and structure for each RIGC, and
- a plan outlining priority functions and service offerings for each RIGC.

In the words of a member of Yukon’s data champion team, the complexity of this work requires teams to advance “at the speed of trust” ensuring that progress is meaningful and community led, while navigating the risks of a rapidly evolving digital landscape. That

said, the FNDGS continues to stand out as the most viable path for collective progress, ensuring that no community is left behind.

NATIONAL DATA CHAMPION TEAM

During the 2024–2025 fiscal year the National Data Champion Team has continued supporting all ten regions in advancing initial phase implementation plans, while focusing on strategic collaboration with key federal agencies, including Statistics Canada and Indigenous Services Canada (ISC). These agencies receive funding through the Transformational Approach to Indigenous Data (TAID) to support First Nations, Inuit, and Métis Data Governance Strategies and transform how federal departments collect, steward, share, and use Indigenous data. To formalize and guide this work, FNIGC led the development and signing of two Memoranda of Collaboration (MoCs) between FNIGC and the Deputy Ministers of Statistics Canada and ISC, respectively.

FNIGC’s goal is to establish mechanisms that hold federal partners accountable for their commitments to support First Nations in achieving data sovereignty and overcoming longstanding systemic issues.

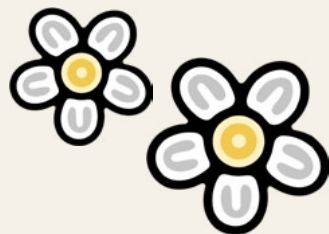


First Nations Data Governance Strategy

A project in both MoCs requires ISC and Statistics Canada to facilitate First Nations' access to the critical data sets they hold. This includes providing easy, user-friendly remote access to their inventories, along with essential metadata to understand the quality and value of those data for potential transfer or repatriation. This work will become more important as increasingly, local services devolve back to First Nations' control.

Finalizing these two MoCs was a milestone for the National Data Champion Team. Each MoC includes a series of demonstration projects (six with ISC and four with Statistics Canada)—focused on key priority areas. These demonstration projects focus on:

- access to and sharing of federal data holdings,
- facilitating knowledge transfer from Statistics Canada, and
- informing regional data capacity need assessments.



While each of those transformative initiatives within these MoCs will extend beyond this first phase, several are already advancing.

Another 2024-2025 initiative gaining traction within federal departments under the ISC MoC is the establishment of the FNIGC-led Health Data Clearing House Table. This Director General-level technical table is chaired by the FNDGS Leads with secretariat support from the First Nations and Inuit Health Branch (FNIHB) of ISC. The Table is designed to identify and address priority health data capacity needs for First Nations as part of the initial phase of implementation.

The goal is to ensure First Nations have the capacities to contribute to and benefit from the modernization of Canada's health information systems. Bringing together multiple federal departments and nationally mandated First Nations organizations, the Table acts as an information hub, fostering collaboration on shared health data objectives.

One of the Table's objectives is to produce a comprehensive mapping of health data within the pan-Canadian health data ecosystem, an innovative initiative that all Table members agree will add significant value to their work. Currently, this kind of map does not exist.

In the final quarter of the 2024–2025 fiscal year, FNIGC also provided an initial response to ISC regarding the development of their policy on external data sharing. This ISC-led initiative aims to improve and facilitate the processing within the department of data-sharing requests from First Nations, Inuit, and Métis.

FNIGC's response outlined a comprehensive set of technical and operational expectations covering key areas such as:

- policy objectives and scope,
- service level standards
- transparency, and
- accountability measures.

Additionally, FNIGC emphasized First Nations data sovereignty and highlighted the numerous legislative and systemic barriers that First Nations continue to face when exercising that right, especially in areas regarding data privacy and protection. The feedback reinforced the importance of considering First Nations perspectives through a collective lens. This critical work advancing the sharing of First Nations' data holdings is just beginning and will continue into the next phase of FNDGS implementation.



During the 2024–2025 fiscal year, FNIGC’s Research and Information directorate was overseen by **Albert Armieri** (Senior Director). A team of 19 employees, R&I is responsible for FNIGC’s national survey work, research and public health initiatives, knowledge management, feasibility studies, the First Nations Data Centre (FNDC), and the coordination of FNIGC’s work on COVID-19 response in First Nations communities.

SURVEY MANAGEMENT

During the 2024–2025 year, FNIGC’s Survey Management team was comprised of **Katie Wood** (Senior Manager, Survey Initiatives), **Kyla Marcoux** (Senior Strategic Advisor), **Micere Thuku** (Acting Survey Manager), **Claudia Meness** (Program Manager), **Xinyu Qiao** (Statistical Data Analyst), **James Allen** (Senior Research Analyst), **Xuejing Jiang** (Statistical Data Analyst), **Nicolas Spagnolo** (Statistical Data Analyst), **Katrina Brant** (Program Coordinator), and **Joel Jocko** (Junior Research Officer).

In collaboration with FNIGC’s regional partners, the Survey Management team facilitates and administers all aspects of FNIGC’s national surveys, which includes the First Nations Regional Health Survey, and the First Nations Regional Social Survey.

The First Nations Regional Health Survey

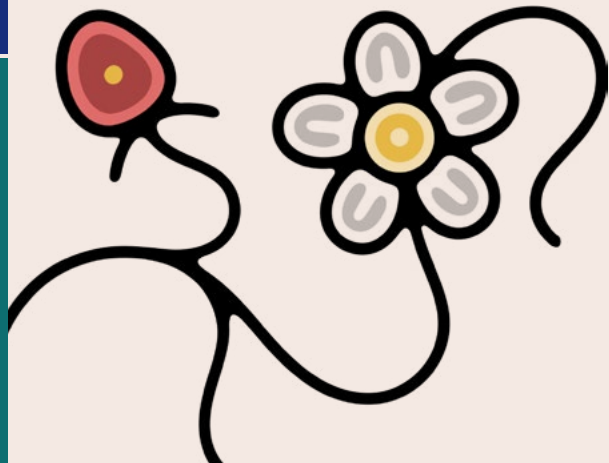
In the 2024–2025 fiscal year, the Survey team advanced data collection for the First Nations Regional Health Survey (RHS) Phase 4, the latest iteration of FNIGC’s foundational survey initiative. FNIGC’s regional partners continued their engagements with communities,

which included securing Band Council Resolutions, recruiting and training Knowledge Gatherers, and accelerating data collection efforts.

Challenges such as survey fatigue, hiring and retention challenges, and shifting community priorities have continued to affect the rollout of the RHS Phase 4, as do the lingering effects of the global COVID-19 pandemic, which continued to pose a challenge in First Nations communities affecting the RHS Phase 4 rollout and timelines. In addition, unforeseen obstacles limited community access to the Indian Register, which prevented the use of the established method of selecting participants for the RHS.

In response, FNIGC supported its regional partners by exploring innovative solutions to advance data collection efforts, such as introducing alternative sampling methodologies. This support included regular one-on-one calls, quick resolution of technical issues, and the provision of training as needed.

As a result, RHS Phase 4 operations and activities were extended into the 2025–2026 fiscal year to ensure comprehensive, high-quality data collection and to facilitate a smooth transition into the reporting and knowledge exchange phase.



The First Nations Regional Social Survey

In the 2024–2025 fiscal year, the Survey team advanced work on the First Nations Regional Social Survey (RSS), FNIGC’s latest national survey initiative, which will examine the well-being of First Nations children and families living on reserve and in Northern communities. Working collaboratively with our regional partners, FNIGC maintained steady progress, fostering strong engagement and cross-regional collaboration as all parties entered the content development phase.

In October 2025, the Survey team shared a second draft of the RSS questionnaire with regional partners. Working with Regional Advisory Committees, regional partners provided feedback on the second draft, utilizing the user-friendly tools.

To further strengthen engagement and collaboration, FNIGC hosted another series of virtual sharing circles with regional partners and Regional Advisory Committees to discuss potential questions, measures, and scales, as well as identify areas where regional advice is needed to support RSS development.

Due to RHS Phase 4 data collection occurring concurrently RSS content development, regional capacity constraints

and ongoing Indian Register access challenges remained significant hurdles. As a result, data collection for RSS will commence only after RHS Phase 4 is complete, allowing communities a necessary break while providing an opportunity to share and return data.

KNOWLEDGE MANAGEMENT

Established in summer 2023, the Knowledge Management (KM) team within the Research & Information directorate is comprised of **Alana Roscoe**, Manager, Knowledge Management and **Kota Jade**, Knowledge Management Analyst.

The KM team spent the 2024–2025 fiscal year setting the foundation for a comprehensive KM program. Leveraging expertise in Information Management (IM), the team ensures valuable organizational information, institutional wisdom, and useful resources are harnessed, organized, and readily accessible to R&I staff when they need them. The KM team’s work involves collecting and organizing knowledge in a systematic manner, with the goals of improving organizational efficiency and promoting collaborative learning. They facilitate the sharing of knowledge and expertise among team members, breaking down silos and preventing information loss.

To this end, key KM activities over the 2024–2025 fiscal year included designing a new intranet and document management architecture for the R&I directorate, developing templates and reference materials, and exploring the use of software tools for streamlining workflows while ensuring data security.

The KM team also facilitated knowledge sharing and collaboration opportunities within R&I and FNIGC as a whole, while noting the directorate’s needs and priorities that will guide the team’s efforts in coming years.

This foundational work reflects FNIGC’s commitment to building a knowledge-enabled organization, and the team continues to align its work with the evolving needs and priorities of the directorate.

RESEARCH AND FEASIBILITY STUDIES

Defining and Measuring Safety Among First Nations Women, Girls, and Gender-Diverse Individuals

Supported by funding from the Department of Crown-Indigenous Relations and Northern Affairs’ (CIRNAC), this two-year exploratory project is a response to the 2021 report *Creating New Pathways for Data* from the National Inquiry into Missing and



Murdered Indigenous Women and Girls' Data Strategy Working Group. The project focuses on defining and measuring safety among First Nations women, girls, and 2SLGBTQIA+ individuals.

Through a comprehensive literature review, a Technical Gathering, and qualitative interviews with subject matter experts, a *What We Heard Report* was developed. This report was aimed at understanding how safety is defined within First Nations communities and identifies effective methods for measuring it from a strengths-based perspective. The findings of this research contribute to advancing First Nations data sovereignty and influence efforts to improve the safety and well-being of First Nations women, girls, and gender-diverse people. [*The Defining and Measuring Safety Among First Nations Women, Girls, and Gender-Diverse Individuals What We Heard Report*](#) is available in English and French.

THE FIRST NATIONS DATA CENTRE

The First Nations Data Centre (FNDC) is a resource from FNIGC that provides access to unpublished and record-level data from our respected research and survey work.

During the 2024–2025 fiscal year, the First Nations Data Centre (FNDC) was comprised of **Maria Santos** (Senior Manager, Public Health Data Initiatives), **Drew Pihlainen** (Program Manager), and **Kayla Boileau** (Research and Engagement Officer).

In 2024–2025, four researchers accessed data via the FNDC for their projects. **Dr. Herenia Lawrence** from the University of Toronto continued her research from the previous fiscal year into cannabis use and oral health, while **Heather Burnside** (also from U of T) examined the relationship of sex and gender to the self-management practices of First Nations people living with Type 2 Diabetes, in reserve and Northern communities.

Dr. Amy Bombay and **Dr. Robyn McQuaid** from Carleton University continued their research on the inter-generational effects of Indian Residential Schools.

In addition, the FNDC completed a data access request from Indigenous Services Canada for age-standardized tables using data from FNIGC's First Nations Regional Health Survey (RHS), which served to inform policy development, program planning, evaluation, and corporate reporting purposes.

The FNDC continues to store data from the Assembly of First Nations' (AFN) On-Reserve Housing and Related Infrastructure questionnaire, which it does through a data sharing agreement with the AFN. This partnership has allowed the FNDC to provide valuable data to several communities over the past year.

The FNDC continues to prioritize facilitating access to its services to First Nations people. In the 2024–2025 fiscal year, the FNDC team worked with FNIGC's IM & IT team to explore remote access to its data sets. Foundational work is also underway to assess the potential for offering additional data warehousing and stewardship services, in response to the growing number of requests for these services from Regional Partners and other First Nations organizations.

Further, the FNDC collaborated with FNIGC's Education and Training unit to offer recipients of our National Student Bursary access to a mentorship program, an opportunity for gaining hands-on experience in research and data analysis. This initiative will allow First Nations students to develop practical skills while exploring a topic of personal or academic interest.



PUBLIC HEALTH INITIATIVES

Mental Wellness Report

Work on *Exploring Pathways to Mental Wellness*, a report funded by the Public Health Agency of Canada (PHAC), progressed in 2024–2025. Using a wholistic approach known as “path analysis,” the PHAC report focuses on the strength-based factors associated with First Nations mental wellness drawing on measures from the RHS. This approach allows for the examination of how different measures of health and social determinants of health can relate to mental wellness. Analytical results were shared with the Advisory Circle whose members included staff from the AFN, First People’s Wellness Circle, Thunderbird Partnership Foundation, as well as **Dr. Amy Bombay**, **Dr. Elaine Toombs**, **Elder Annie St. Georges**, and **Nadia Green**, our Advisory Circle youth representative and former summer student at FNIGC.

With guidance from the project’s Advisory Circle, FNIGC is now writing the report and developing community friendly resources to share the findings with First Nations communities. Additional knowledge sharing efforts will include presentations to different First Nations organizations or committees.

Feasibility Study on Biobanking and Genomic Research

Given the OCAP®, governance, ethical, and privacy concerns and considerations that surround the collection of biological specimens in First Nations communities, FNIGC is creating space for First Nations people to discuss the complex topic of biobanking and genomic research with funds provided by the Canadian Institutes for Health Research.

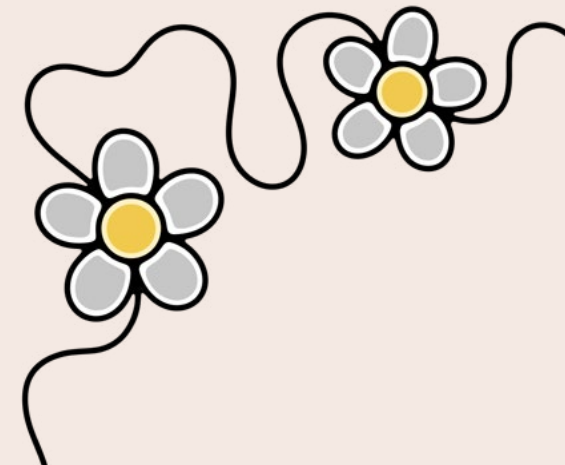
In the summer of 2024, the FNIGC Research Ethics Committee completed a review of the Feasibility Study on Biobanking and Genomic Research project, providing constructive feedback to improve the project.

Participating regional partners received funding to host dialogues or interview health leaders, leadership, Elders, Knowledge Keepers, and community members.

In 2024–2025, three regional partners hosted engagement sessions, with five more scheduled to do so in 2025–2026. FNIGC has also offered to support these engagements via facilitation, note-taking, or preparing summary reports, as requested by the regional partners.

FNIGC supported a complementary initiative led by Thunderbird Partnership Foundation, **Dr. Amy Bombay**, **Dr. Billie-Jo Hardy**, and **Dr. Robyn McQuaid** titled *Understanding First Nations Views Towards Health Research: Participation in a Two-Eyed Seeing Curriculum*. This pilot educational curriculum offers essential knowledge and information to support the feasibility project moving forward.

It includes both an online component and in-person training taught by Thunderbird Partnership Foundation Executive Director **Dr. Carol Hopkins** and Training and Education Manager **Mary Deleary**. The training, which was held in January of 2025, provided a deeper understanding of Indigenous Knowledge and epigenetics ensuring culture as the foundation of the project.



Covid-19 Data Initiatives

In March 2024, FNIGC hosted a COVID-19 and Public Health Data Gathering in Ottawa, attended by approximately 60 participants from across Canada. A primary objective of the gathering was to provide a platform for First Nations Regional Partners to share insights, experiences, and knowledge gained through work undertaken in recent years utilizing COVID-19 Safe Restart funds— a Health Canada funding initiative with the support of an arrangement with Indigenous Services Canada — aimed to address gaps in accessing and utilizing COVID-19 data among First Nations communities.

The second day featured thematic breakout groups in which participants discussed the following key topics:

- Public health data priorities;
- Relevance of a regional or national First Nations public health surveillance system; and
- Needs and challenges relating to health data literacy.

A *What We Heard Report* was prepared and reviewed by the participants and regional partners. A copy of the report can be requested through FNIGC's contact form.

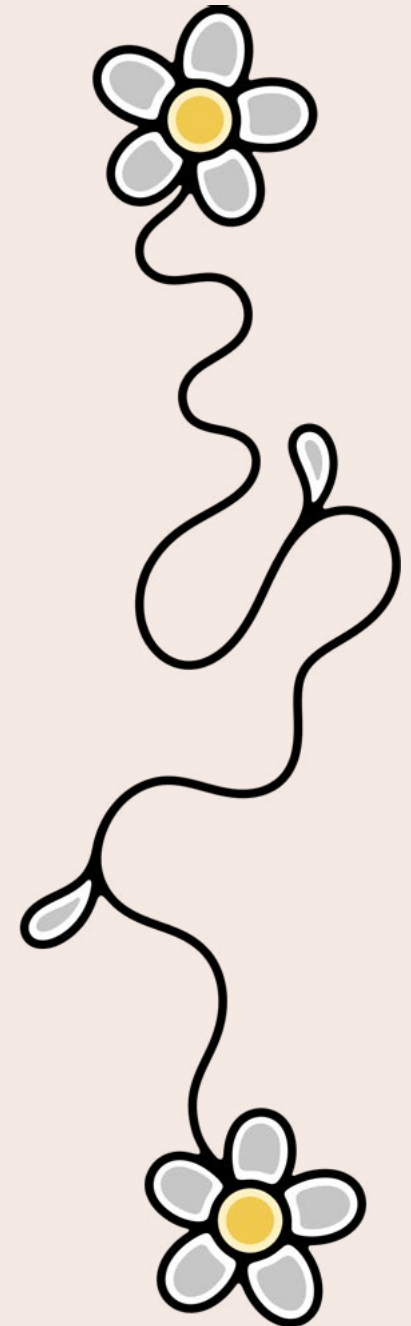
Data Training and Resource Initiatives

During the winter of 2024, FNIGC facilitated access to Health Human Resource funds from Indigenous Services Canada (ISC) for seven regional initiatives designed to bolster First Nations health data capacity.

These regional initiatives included work in the following areas:

- the development of a First Nations epidemiology graduate training program in collaboration with Red Crow Community College ;
- the development of data literacy training modules;
- resources and tools for data collection and data management;
- community-based workshops related to data; and
- support for IM & IT infrastructure.

These initiatives are helping to build a stronger foundation for First Nations-led data sovereignty and health research capacity across regions.



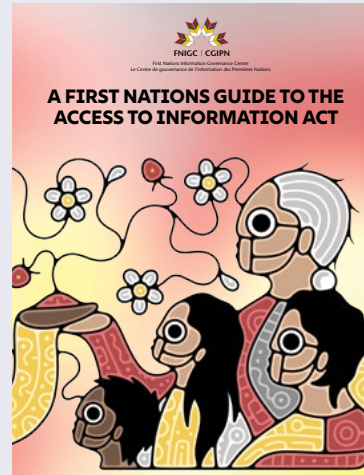
In September 2024, the Data Sovereignty Research Collaborative (DSRC) was created at FNIGC. Supported by a multi-year funding agreement from Indigenous Services Canada (ISC), the DSRC is a new space for applied research and creative inquiry into First Nations data sovereignty, including the community-led development of tools and standards for asserting and respecting [The First Nations Principles of OCAP®](#).

The DSRC is comprised of **Aaron Franks** (Research Lead), **Sadia Khan** (Qualitative Research Officer), **Savannah LaBelle** (Senior Coordinator, Research Programs), **Carrie Skead** (Program Officer), **Skylee-Storm Stacey-Hogan** (Research Officer, Critical Data Studies), and **Julie McIntosh** (Knowledge Engagement Officer).

FIRST NATIONS GUIDES TO FEDERAL LEGISLATION

In May 2024, the DSRC published a series of plain-language guides to Canadian legislation that impact and influence First Nations data sovereignty:

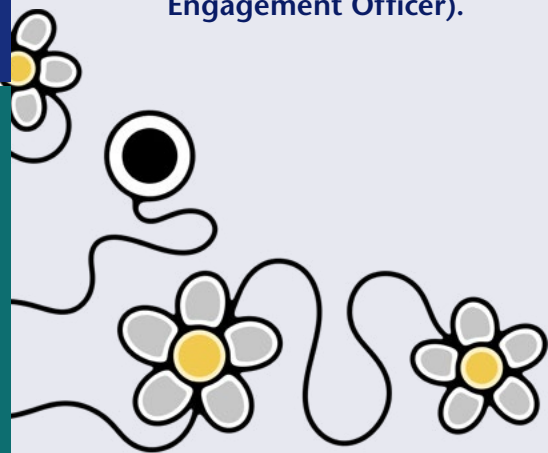
- [A First Nations Guide to the Privacy Act](#),
- [A First Nations Guide to the Access to Information Act](#),
- [A First Nations Guide to the Library and Archives of Canada Act](#), and
- [A First Nations Guide to the Statistics Act](#).



RESEARCH DATA MANAGEMENT

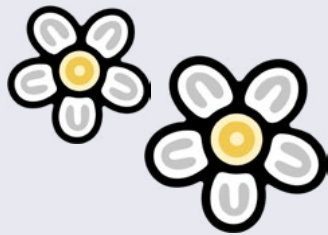
The team continued to prepare the outcomes and learnings from the Social Sciences and Humanities Research Council (SSHRC) funded project “Respecting And Asserting First Nations Data Sovereignty In Research Data Management (RDM): Finding Common Ground For The Co-Development of RDM Policy And Infrastructure In Canada’s Academic Research Environment” for publication. Building on that work, the team secured funding from the Digital Research Alliance of Canada (DRAC) which supported the 2024–2025 fiscal year initiative, “Research Data Management is Making Data in Relation” (“RDM is MDR”).

The “RDM is MDR” project further developed insights from the SSHRC-funded RDM project, and the DSRC is exploring how to pilot, or operationalize, elements of the approach within FNIGC’s RDM IM & IT environment. In January 2025, the DSRC began work with FNIGC’s IM & IT team to begin integrating these RDM learnings into practice within our data stewardship agreements and digital infrastructure.



DATA STEWARDSHIP AGREEMENTS

In partnership with the Department of Canadian Heritage (PCH), the DSRC supported the “Community Connections Project” which provided resources for nine organizations that serve First Nations, Inuit, and Métis people to conduct conversations about the National Day for Truth and Reconciliation. In addition to analyzing the participant responses, the DSRC advanced data stewardship agreements respecting the participating organizations’ ownership of and access to their data. This came through critical dialogues with PCH staff, with whom the DSRC was able to redraft the original data stewardship agreements into closer alignment with The First Nations Principles of OCAP®.



OCAP® STANDARDS STUDY

In the 2023–2024 fiscal year, FNIGC’s OCAP® and Information Governance team commissioned a study to explore the feasibility of establishing an OCAP® standards program following years of discussion around OCAP® certification or accreditation.

In December 2024, FNIGC’s Board of Directors received the findings of the study and directed that the concept of an OCAP® certification program should be further explored via more engagement with First Nations themselves, as well as the regional partners and Regional Data Champion Teams.

In addition to the work above, the DSRC team responded to numerous inquiries and requests for information on issues ranging from Artificial Intelligence to community-scale data sharing agreements. The team also supported regional engagement activities for the “First Nations Biobanking and Genomic Research Project”. In January 2025, the DSRC team presented at the “First Nations Data Sovereignty & Research Conference: ‘Our Data, Our Truths, Our Voice’,” hosted by the First Nations Health and Social Secretariat of Manitoba in Winnipeg.



During the 2024–2025 fiscal year, Corporate Services was overseen by **Bonnie Sowiak** (Director, Finance and Corporate Services) with support from **Jo-Ann Johnson** (Administrative Assistant).

FNIGC’s Corporate Services directorate serves as a cornerstone of FNIGC’s organizational and operational structure. Corporate Services supports the organization’s capacity to meet its corporate obligations, effectively respond to change, and achieve its strategic objectives through the coordinated efforts of three specialized internal units: Finance, Communications, and Information Management and Information Technology.

This commitment is reflected in its multifaceted approach, ensuring each unit contributes meaningfully to FNIGC’s long-term success and responsiveness to the needs of First Nations communities.

FINANCE

During the 2024–2025 fiscal year the Finance team consisted of **Tania Dube** (Senior Manager, Finance), **Shilpa Darji** (Finance Coordinator), **Atinder Vaid** (Financial Analyst), and **Kiley Shade** (Payroll Officer). During this period the Finance unit continued to play a key role in supporting and improving FNIGC’s operational effectiveness.

Through strategic planning, rigorous financial management, and a sustained emphasis on accountability, the unit maintained exemplary standards of financial integrity and transparency, ensuring alignment with FNIGC’s Vision, Mission, and Core Strategic Objectives.

A significant responsibility of the Finance unit includes managing FNIGC’s annual external audit. For more than a decade, the organization has maintained a record of receiving unqualified audit opinions. This fiscal year continued this trend, with Welch LLP conducting the audit, including interim testing carried out throughout the year.

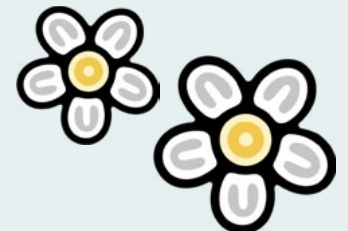
Detailed information regarding FNIGC’s 2024–2025 audit can be found on Page 35, which provides the complete [Audited Financial Statement](#).

COMMUNICATIONS

During the 2024–2025 fiscal year FNIGC’s Communications unit consisted of **Brad Mackay** (Manager), **Briana Linton** (Knowledge Translation Officer), and **Will Lafrance** (Communications Officer).

As a key piece of FNIGC’s Corporate Services directorate, the Communications unit is responsible for the management of FNIGC’s internal and external communications. This includes a wide range of activities, including: FNIGC.ca, Knowledge Translation activities, social media, First Nations community outreach, media relations, publications (research and survey reports, annual reports, brochures, as well as fact sheets, questionnaires, data dictionaries among others), the employee intranet, the FNIGC Employee Directory, translations, copyediting, design, and more.

The following update provides a high-level overview of FNIGC Communications activities during the 2024–2025 fiscal year.





FNIGC.ca

FNIGC's website, [FNIGC.ca](https://www.fnigc.ca) serves as a comprehensive resource hub, offering detailed information about the organization's initiatives, research activities, and other services. Users can navigate through the following key information pathways:

- **Research and data access:** Users can explore FNIGC's many national survey and research projects which are available at no cost on our Online Library, along with our Knowledge Translation publications. The website also offers a data request tool via the First Nations Data Centre, facilitating access to FNIGC's raw and unpublished data for research and policy development, as well as the FNIGC Knowledge Lodge which hosts more than 500 charts and graphs from three decades of research.

- **Educational resources:** In addition to educational resources found throughout the website, there is a dedicated section for Education and Training, which includes a page where users can register for The Fundamentals of OCAP® course and request OCAP® workshops.
- **Organizational updates:** Regular news updates and insights keep visitors informed about FNIGC's ongoing projects, events, and developments.

For the past 10 years, annual user traffic to FNIGC.ca has consistently increased, peaking in 2023–2024 with more than half-a-million (508,000) total pageviews. This trend continued in 2024–2025, during which the website had 682,477 views, a 34% increase from the previous fiscal period.

For the third consecutive year the most frequently visited page on FNIGC.ca was [The First Nations Principles of OCAP®](#), with 201,276 views, or 29% of total views. In second place, was [The Fundamentals of OCAP®](#) course landing page, with 98,162 views (14%), third was the [FNIGC.ca](#) home page (77,352 total views, or 11%) and in fourth was the FNIGC Online Library (28,120 total views, or 4%). A notable addition to the Top 10 is [The FNIGC Knowledge Lodge](#),

which appeared on the list for the first time as the seventh most-viewed page.

Committed to continually update FNIGC.ca to respond to new technologies and user needs and expectations, Communications made two major changes to the website in 2024–2025.

In August 2024, FNIGC launched a new [Our Leadership Team](#) section to showcase FNIGC's senior staff and their contributions to our Vision and Mission. The new page features more than 20 staff members in a dynamic platform, reflecting the organization's commitment to diversity, equity, and inclusion.

In December 2024, Communications unveiled a new [data request tool](#) for FNIGC's First Nations Data Centre, a hub for accessing raw and unpublished data from decades of survey work. The result of months of collaboration between Communications and the Research and Information teams, the new tool features an improved user experience, a streamlined research request process, the ability to make and manage multiple requests at the same time, and an overall improved look and feel.



Social Media

FNIGC’s largest application of its brand voice happens via its social media channels, which includes three platforms: Facebook, LinkedIn, and X (formerly Twitter).

According to an end-of-year report, the organization’s social platforms have grown their followers over the past year with Facebook and LinkedIn receiving the most growth and engagement and X being the most static.

The Communications unit is committed to publishing regular content (including collaborative posts with our Knowledge Translation Officer) to expand FNIGC’s reputation with First Nations audiences online. As a result, FNIGC’s social media

profiles continue to expand and broaden their audience, driving an increasing amount of traffic to the FNIGC website and contributing to more audience engagement on social media.

FNIGC’s social strategy is focused on generating engagement with First Nations audiences, which is accomplished by creating content that:

- leverages existing FNIGC data to highlight a cause or event (i.e., World Oral Health Day, World Water Day, etc.);
- spotlights achievements of our Board Members, CEO, or staff;
- highlights new FNIGC publications;
- promotes FNIGC events;

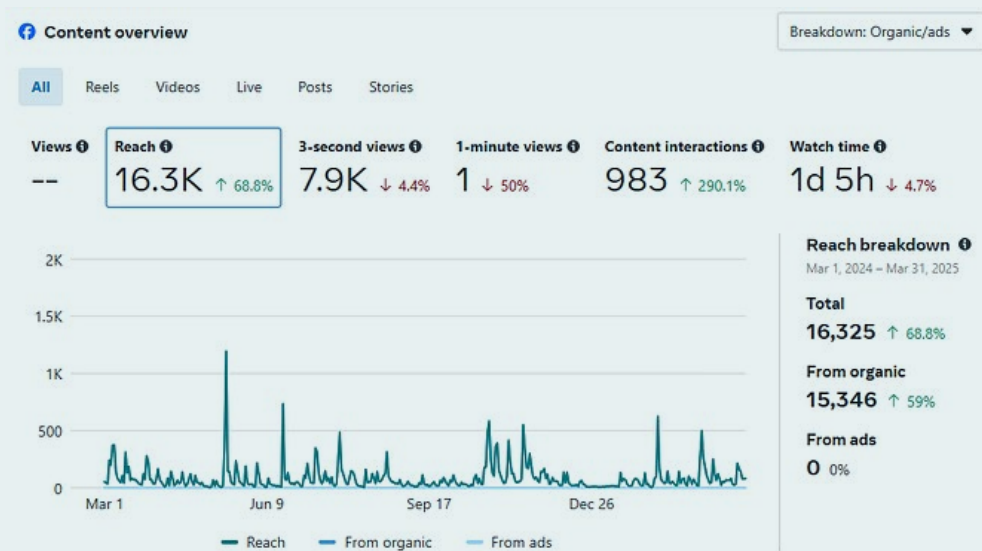
- publicizes career opportunities at FNIGC; and
- features First Nations news and events that will be of interest to FNIGC’s audiences.

This last category often includes news articles or items that are related to data sovereignty issues, as well as general social, cultural, and environmental stories that connect with First Nations audiences.

Outreach

Outreach has always been a key part of Communications community engagement efforts, and 2024-2025 year was no different. During the fiscal year, FNIGC travelled to four First Nations gatherings:

- The AFN Annual General Assembly in Montreal (July 2024),
- The AFOA Canada 2024 National Conference in Winnipeg (March 2024),
- The Ottawa Aboriginal Coalition Career Fair (October 2024), and
- The AFN Special Chiefs Assembly in Ottawa (December 2024).



External Communications Audit

In 2024, Communications engaged with a First Nations consulting firm to conduct an audit of our external communications activities with the goal of evaluating our current strengths and identifying areas for growth in the years to come. The initiative, which spanned several months and included a series of interviews, was intended to ensure that FNIGC's Communications unit has the necessary capacity to keep up with the rapid internal growth that the organization has undergone since 2020.

To this end, the audit included FNIGC's first-ever internal staff survey, a listening exercise designed to gauge employees' understanding of the work, both broadly and more specifically to Communications. The survey revealed that staff share a sophisticated understanding and appreciation of FNIGC's Vision and Mission and offered thoughtful suggestions to expand and enhance external Communications efforts.

Knowledge Translation

Created in 2022, FNIGC's Knowledge Translation (KT) unit is an acknowledgment of FNIGC's ongoing commitment to connecting with and supporting First Nations communities. Led by Knowledge Translation Officer **Briana Linton** the KT unit advanced this agenda to ensure that FNIGC data is available in culturally appropriate and relatable formats.

During the 2024–2025 fiscal year, FNIGC's Communications unit made important advancements in Knowledge Translation, launching half a dozen publications, including *Cannabis & Mental Wellness in First Nations: Community Toolkit*, which was launched at the AFN Annual General Assembly in Montreal in July.

In August 2024, Briana was invited to present at Data Driven 2024, a one-day event at Toronto's Humber Story Lab that showcased top data-driven reporters, developers, and open data advocates from Canada and around the world.

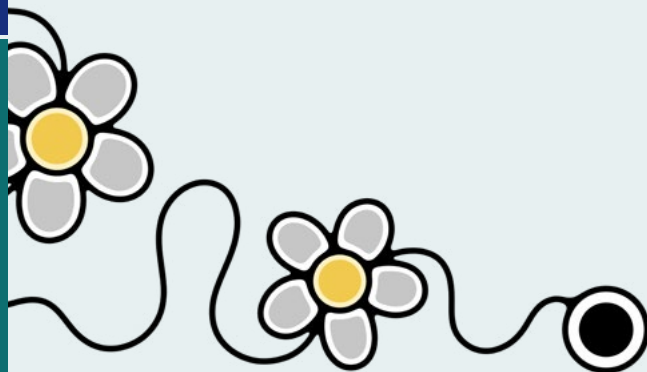
During this trip, the Communications team met with key members of the Yellowhead Institute to discuss their KT efforts on digital and social media and share knowledge.

In October 2024, Briana attended Indigenous Services Canada's National Summit on Indigenous Mental Wellness with Alana Roscoe, where she co-presented the *Cannabis & Mental Wellness in First Nations: Community Toolkit*. She also shared this work with the Network for Sharing Indigenous Information and Research's Winter 2025 meeting.

FNIGC Knowledge Lodge

Launched in 2023, the new-and-improved FNIGC Knowledge Lodge features an improved user experience, advanced visualizations, and more downloadable formats and viewable options.

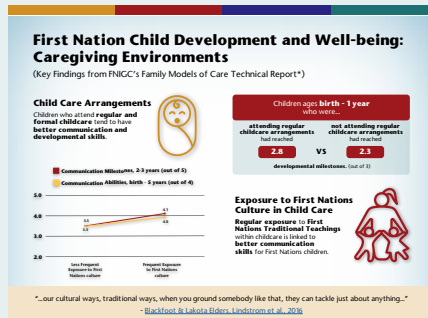
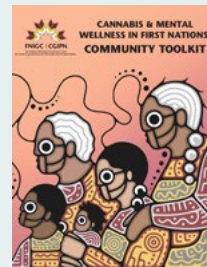
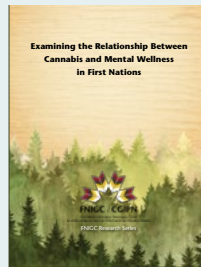
Over the past fiscal year, Communications has focused on the addition of new data to the FNIGC Knowledge Lodge, which now has more than 500 charts and graphs. Recent uploads include data from the Cannabis and Mental Wellness in First Nations research project and Community Toolkit, as well as *A Strengths-Based Profile of Aging in First Nations Communities*. Its renewed popularity was reflected by its appearance on the Top 10 most visited pages list for 2024–2025 for the first time.



Publications

The KT unit also worked collaboratively through the fiscal year with other FNIGC units to ensure that future publications are easily accessible and relevant for First Nations communities. These publications included:

- Biobanking Discussion Guide
- *Cannabis & Mental Wellness in First Nations: Community Toolkit*
- Family Models of Care fact sheets
- Four “First Nations Guides” to government legislation relating to data sovereignty

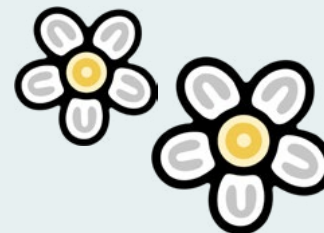


French Translation Tool

The translation of written material, which includes FNIGC reports, publications, brochures, and website content, is a Corporate Service responsibility that is managed and overseen by the Communications unit. Over the past few years, FNIGC has seen a marked increase in the demand for translation within the organization, with the total amount of words translated each year more than doubling since 2022.

In order to keep up with demand, in March 2025 FNIGC unveiled a new automated translation tool which allows for improved management and tracking of internal requests. Created in collaboration with the IM & IT team, the tool replaces the old Outlook-based system, with a new SharePoint-based tool that facilitates employees submitting requests directly to the Communications team.

Once a job is submitted, Communications staff reviews and approves it and assigns it to one of our external translators, improving efficiency.



INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY

During the 2024–2025 fiscal year, the FNIGC Information Management (IM) and Information Technology (IT) team was comprised of **Meghan Perry** (Senior Manager), **Wes McGraw** (Senior IT Analyst), **John Martin** (IM Analyst), and **Nicholas Hancin** (IT Administrator). In October 2024, **Sophia Kirk**, a summer student in 2023, returned to the team as a full-time IM Junior Analyst.

During summer 2024, the team also included two student employees: **Shallon Pawlick-Potts** and **Tristan Whalen**.

Information Management

In 2024–2025, FNIGC made advancements in the management and governance of its information holdings. The team’s focus remained on improving security, accessibility, and operational efficiency. A major undertaking during the fiscal year was the development and phased roll-out of SharePoint 3.0. This updated system makes it easier for staff to find and use information, adds stronger access controls, and better supports for FNIGC’s day-to-day work.



Complementing this work, FNIGC began the development of a central intranet platform. Designed as a secure and integrated digital workspace, the intranet will enhance internal communication, streamline access to organizational resources, and foster collaboration across departments and teams.

Another key priority in 2024–2025 was the design and implementation of a comprehensive process for managing physical and electronic records. This work ensures that documents are organized, held for the appropriate amount of time, and that records are disposed of in accordance with legal, operational, and accountability requirements.

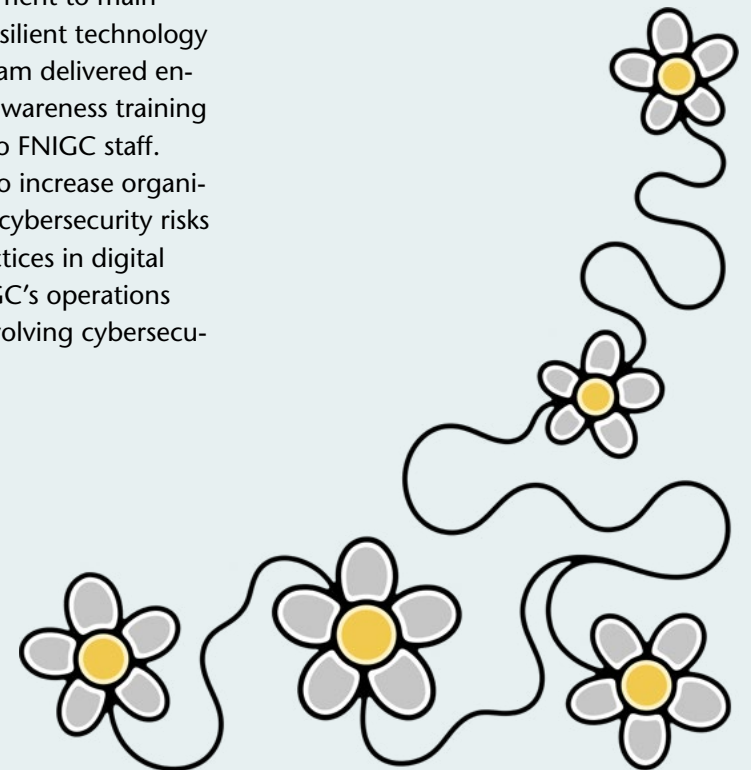
The IM team concluded their second annual **IM & Cybersecurity Awareness** week for all staff. The team provided daily content on Cybersecurity and Phishing, Information Management Awareness, Software Management and Security, and IM/IT resources for staff. This year we had strong staff participation as more than 40% of all staff members participated in the IM & Cybersecurity Awareness Week poll.

Information Technology

During the 2024–2025 fiscal year, FNIGC’s Information Technology (IT) team continued to strengthen the tools and systems that support the organization’s daily work. Building on past improvements, the team successfully transitioned several core IT support functions from an external third-party service provider to in-house management. This shift has enabled greater control over the implementation of FNIGC’s information management and security protocols.

In line with its commitment to maintaining a secure and resilient technology environment, the IT team delivered enhanced cybersecurity awareness training (supplied by NINJIO) to FNIGC staff. These sessions aimed to increase organizational knowledge of cybersecurity risks and reinforce best practices in digital security, ensuring FNIGC’s operations remain aligned with evolving cybersecurity standards.

The team completed a full review and assessment of FNIGC’s current technical tools and processes against existing requirements for data stewardship services in line with the OCAP® principles. This project provided a sample data stewardship maturity model to initiate meaningful conversations on how to best meet current program needs and create scalable solutions to grow with FNIGC.



As a First Nations organization, FNIGC approaches its work with a community-driven and Nation-based perspective. This commitment, which is the foundation of initiatives such as FNIGC’s long-standing and influential national survey work and the national First Nations Data Governance Strategy, extends to FNIGC’s daily activities and actions as well.

This section of the Annual Report offers a summary of the social impact of FNIGC’s work during the 2024–2025 fiscal year, which includes the summer student program and the administration of the FNIGC National Student Bursary.

SUMMER STUDENT PROGRAM

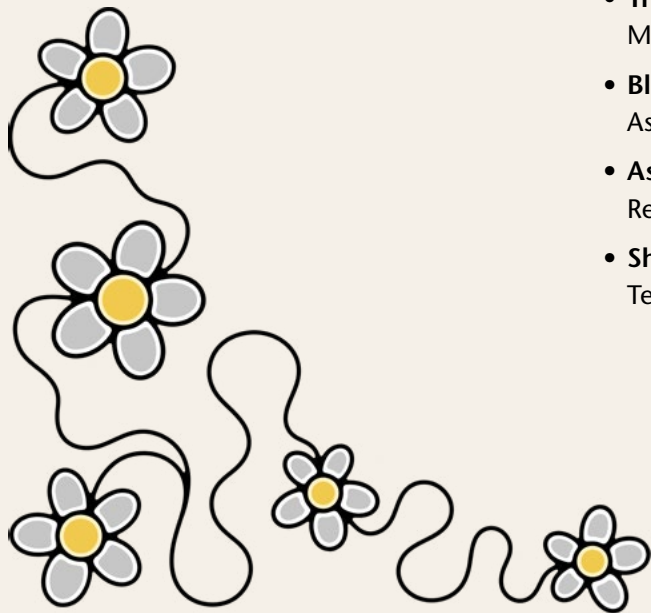
FNIGC believes that First Nations learners are the key to the success of future generations. As such, we are proud to have provided summer employment to outstanding First Nations college and university students for the past five years.

Since 2019, FNIGC has secured funding to help support the hiring of post-secondary summer students. These students are employed across the organization’s directorates, where they receive mentoring and valuable on-the-job experience. In 2024, FNIGC brought on four summer students who worked across the organization between May and August:

- **Tristan Whalen** (Information Management Student, IM & IT)
- **Blakely Thompson** (Program Assistant, Education and Training)
- **Asher Willier** (Research Student, Research and Information)
- **Shallon Pawlick-Potts** (Information Technology Student, IM & IT)

FNIGC’s support of First Nations students goes beyond the summer months, with several transitioning from seasonal employment to full-time employees. This list of students grows every year, and we are proud to welcome the next generation of data sovereignty advocates to the organization. This list includes to date:

- **Briana Linton** (Knowledge Translation Officer, Communications)
- **Olivia Craggs** (Junior Research Analyst, National Data Champion Team)
- **Kota Jade** (Knowledge Management Junior Analyst, Research and Information)
- **Sophia Kirk** (Information Management Junior Analyst, IM & IT)
- **Joel Jocko** (Junior Research Officer, Research and Information)



FNIGC NATIONAL STUDENT BURSARY

Established in 2011, the FNIGC National Student Bursary is awarded annually to extraordinary First Nations students enrolled in college or university, and studying in fields related to the advancement of First Nations data sovereignty.

Administered by FNIGC's Education and Training unit, recipients are chosen following a review of applications by a committee established by the FNIGC Board of Directors.

The recipients of the 14th annual FNIGC Student Bursary program were **Jorden Hendry April Quill, Damien Rodriguez, and Palmer Spence**. Each received \$2,500 and complimentary registration to FNIGC's The Fundamentals of OCAP® online course.



Meet the 2024 Bursary Winners



Jorden Hendry

Jorden Hendry (she/her) is Tsimshian/settler and a member of the Lax Kw'alaams band. Her work is dedicated to promoting the rights and health of Indigenous Peoples by actively working to dismantle Indigenous-specific racism within public health.

Jorden holds a *Bachelor of Science (BSc)* and *Masters of Public Health (MPH)* from the University of British Columbia, where she is currently completing her *Doctor of Philosophy (PhD)* which examines health system transformation, focusing on colonial structures and their role in perpetuating racism and health inequities. Her academic work is characterized by a commitment to incorporating anti-racism and Indigenous ways of knowing into multiple levels of governance in the education and health systems.



April Quill

April Quill is a Swampy Cree woman from Sapotaweyak Cree Nation with ties to Wuskwi Sipiik First Nation in Manitoba. Currently a fourth-year Statistics major with a minor in Mathematics at the University of Manitoba, April has tutored for various statistics courses and has also served as a teaching assistant. She is also a math tutor for Indigenous high school students and volunteers for Math Mania, where she engages elementary school children with fun math puzzles.

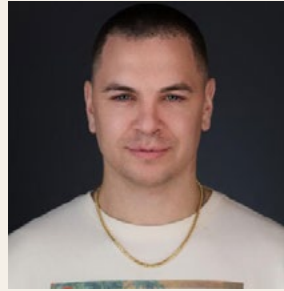
Beyond mathematics, April is deeply involved in her community and serves as a mentor for the Neechiwaken Peer Mentor Program and as Director of Finance for the University of Manitoba Indigenous Students' Association. Her contributions have earned her



several accolades, including the Nellie McClung Trailblazer Award in 2023 and the Manitoba Indigenous Youth Achievement Award in the Academic Senior category in 2022.

April is currently a research assistant for Dr. Jennifer Protudjer at the Children's Hospital Research Institute of Manitoba, where she applies her statistical skills to allergy studies in children. She has also received the Natural Sciences and Engineering Research Council (NSERC) Indigenous Research Award (2025) and will spend summer 2025 developing new statistical methods in research.

Her future aspirations include pursuing and obtaining a Master's in Biostatistics and exploring data sovereignty in Indigenous health by using statistics to promote self-determination and improve health outcomes.



Damien Rodriguez

Damien Rodriguez is a proud Moose Cree First Nation member and an inter-generational Indian Residential School Survivor who is pursuing a Bachelor of Arts at Dalhousie University with support from the Future Generations Foundation (FG Foundation) bursary. As a single father and a passionate advocate for social justice, Damien is working toward becoming a social worker dedicated to serving Indigenous communities.

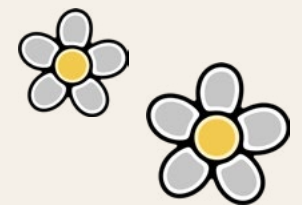
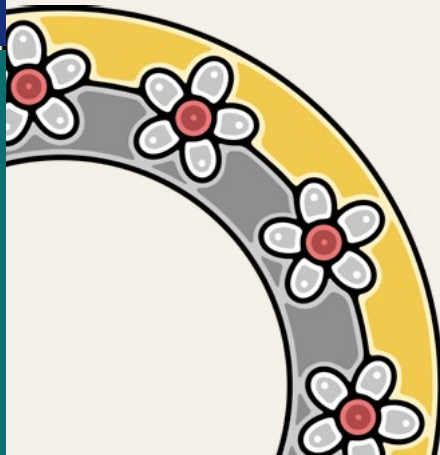
Growing up in Nova Scotia, Damien witnessed systemic injustices that fueled his drive to create meaningful change.

At Dalhousie he is actively involved in leadership programs and workshops that enhance his skills in advocacy, community engagement, and cultural resilience. He also volunteers with the Native Council of Nova Scotia and the Tribal Boxing Club in Dartmouth NS, where he provides mentorship and resources to Indigenous youth.

Balancing parenthood, part-time work and full-time studies, Damien faces many barriers that impact his ability to fully focus on his education. With support from the FG Foundation, he has overcome the financial challenges and continues his path towards empowering families through culturally informed social work. Damien's journey reflects strength, purpose, and a deep commitment to his community's future.

Linkedin: <https://www.linkedin.com/in/damien-rodriquez-1033a922a/>

Instagram: @jaerodriquez902

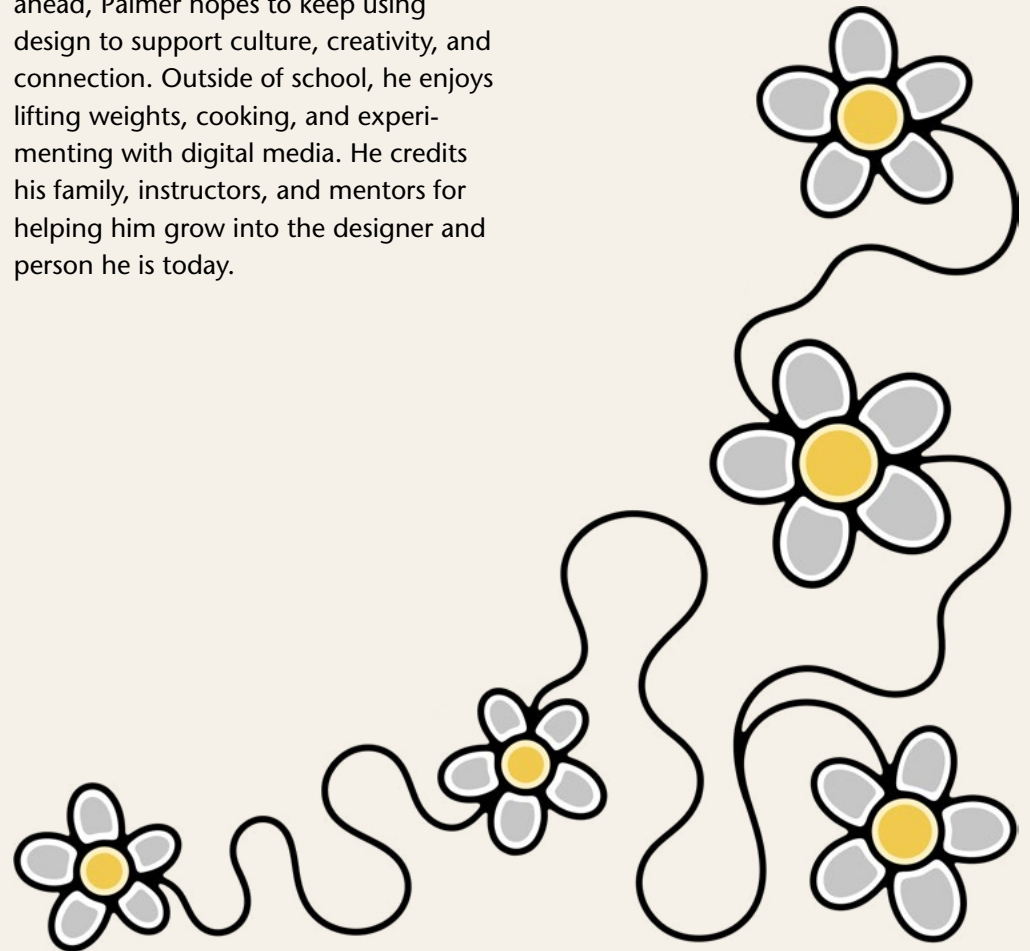


**Palmer Spence**

Palmer Spence is a Cree student from Saskatchewan and a recent graduate of the Interactive Design and Technology program at Saskatchewan Polytechnic.

He grew up in a creative family and has always been drawn to storytelling, visual design and building things that make a difference. His home community of Opaskwayak Cree Nation and cultural background are a strong influence in his work, which includes his culminating project that focuses on designing a language learning app to help young children engage with Indigenous languages in fun and meaningful ways.

Palmer is passionate about user experience (UX), accessibility, and inclusive design. He has maintained a GPA that places him in the upper 4th percentile of his class, has spoken at school events to support and encourage other Indigenous students, and strives to be a positive Indigenous role model through his academic and creative work. Looking ahead, Palmer hopes to keep using design to support culture, creativity, and connection. Outside of school, he enjoys lifting weights, cooking, and experimenting with digital media. He credits his family, instructors, and mentors for helping him grow into the designer and person he is today.



Board of Directors, Members, and Staff

BOARD OF DIRECTORS

(as of date of publication)

Leona Star, Chairperson (Manitoba)

Gwen Phillips, Secretary (British Columbia)

Martin Paul, Treasurer (Saskatchewan)

Robin Thompson (Nova Scotia and Newfoundland)

Jayla Rousseau-Thomas (Yukon)

Lea Bill (Alberta)

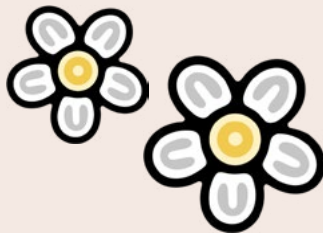
Zachary Smith (Ontario)

Nancy Gros-Louis McHugh (Quebec and Labrador)

Peter Birney (New Brunswick and PEI)

Fibbie Tatti (Northwest Territories)

Vacant (Assembly of First Nations)



MEMBER ORGANIZATIONS

Regional (voting):

Nova Scotia and Newfoundland: Union of Nova Scotia Mi'kmaq

New Brunswick and Prince Edward Island: First Nations Education Initiative Incorporated

Quebec and Labrador: Assembly of First Nations Quebec-Labrador

Ontario: Chiefs of Ontario

Manitoba: First Nations Health and Social Secretariat of Manitoba (Nanaandawewigamig)

Saskatchewan: Federation of Sovereign Indigenous Nations

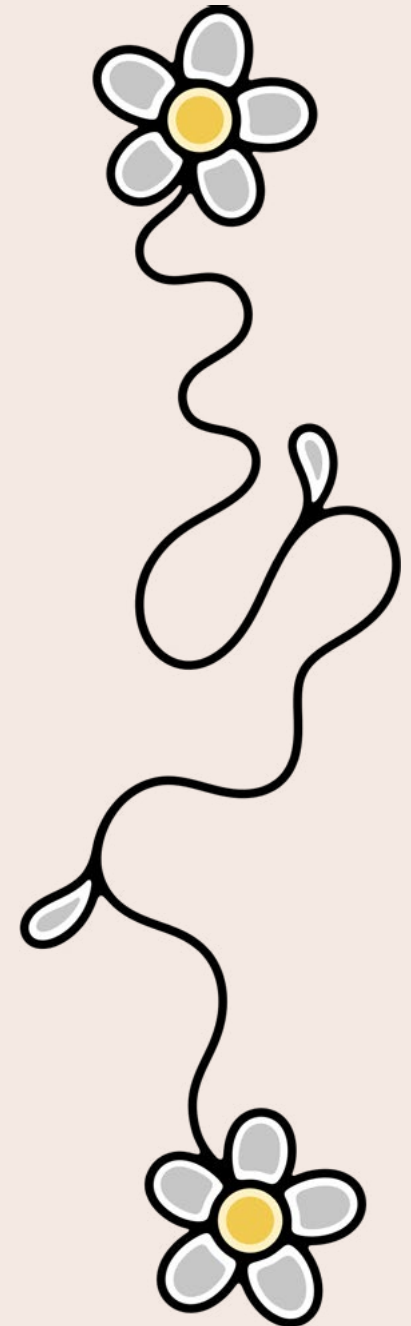
Alberta: Alberta First Nations Information Governance Centre

British Columbia: First Nations Health Council, Union of British Columbia Indian Chiefs, First Nations Summit, British Columbia Assembly of First Nations

Northwest Territories: Dene Nation

Yukon: Council of Yukon First Nations

Assembly of First Nations (non-voting)



FNIGC STAFF

(as of date of publication)

Executive Office

Jonathan Dewar, Chief Executive Officer

Tania Budgell, Corporate Governance Lead

Elissa Roulette, Executive Assistant

Pam Verch, Office Administrator

Corporate Services

Bonnie Sowiak, Director, Finance and Corporate Services

Finance

Tania Dube, Senior Manager

Shilpa Darji, Finance Coordinator

Kiley Shade, Payroll Officer

Atinder Vaid, Corporate Financial Analyst

Communications

Brad Mackay, Senior Manager

Will Lafrance, Communications Officer

Briana Linton, Knowledge Translation Officer

Jubei Quesnelle, Summer Student, Communications Assistant

Information Management / Information Technology

Meghan Perry, Senior Manager

Nicholas Hancin, IT Administrator

John Martin, IM Analyst

Wes McGraw, Senior IT Analyst

Sophia Kirk, IM Analyst

Education and Training

Kristine Neglia, Senior Manager

Scott Bender, Education Coordinator

Eva Keeshig, Program Officer, Education and Student Bursary

Leslie MacGregor, Senior Education Officer

Erin Dokis, Education Officer, Training and Development

Brooke Heath, Learning Services Coordinator

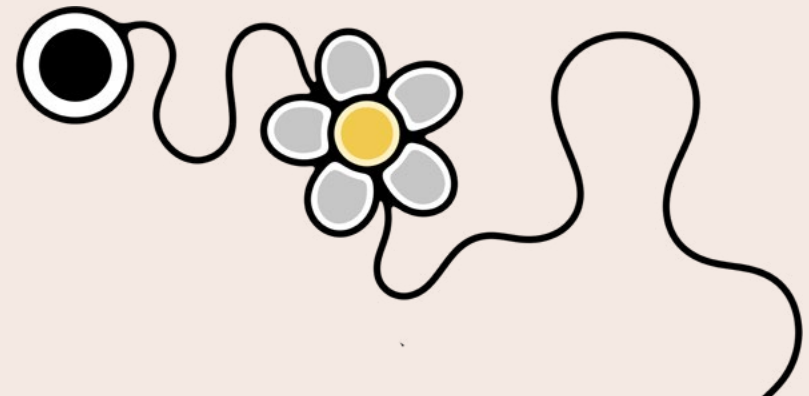
Emma Logan, Summer Student

Human Resources

Leanne Hunter, Senior Manager

Lainey Blood, Human Resources Officer

Tabitha Boucher, Administrative Assistant



Board of Directors, Members, and Staff



National Data Champion Team

Erin Corston, Director and Executive Lead, National Data Champion Team

Olivia Craggs, Research Analyst

Gonzague Guéranger, Implementation Lead, National Data Champion Team

Donna Lyons, Data Capacity Development Manager

Victoria Marchbank, Special Projects Manager

Ember Sarazin, Project Coordinator

Research and Information

Albert Armieri, Senior Director, Research & Information, Planning and Reporting

James Allen, Senior Research Analyst

Kayla Boileau, Senior Officer, Research and Engagement

Katrina Brant, Program Coordinator

Lyndsy Gracie, Program Officer

Kota Jade, Knowledge Management Analyst

Xuejing Jiang, Statistical Data Analyst

Joel Jocko, Research Officer, Survey Initiatives

Kyla Marcoux, Senior Strategic Advisor

Claudia Meness, Program Manager

Gabrielle Nash, Summer Student, Surveys

Drew Pihlanen, Program Manager, First Nations Data Centre

Xinyu Qiao, Senior Statistical Data Analyst

Alana Roscoe, Manager, Knowledge Management

Maria Santos, Senior Manager, Public Health Data Initiatives & First Nations Data Centre

Mallory Solomon, Summer Student Researcher

Nicolas Spagnolo, Statistical Data Analyst

Micere Thuku, Senior Research Analyst

Dan Truchon, Program Finance Manager, Planning and Reporting

Katie Wood, Senior Manager, Survey Initiatives

Data Sovereignty Research Collaborative

Aaron Franks, Research Lead

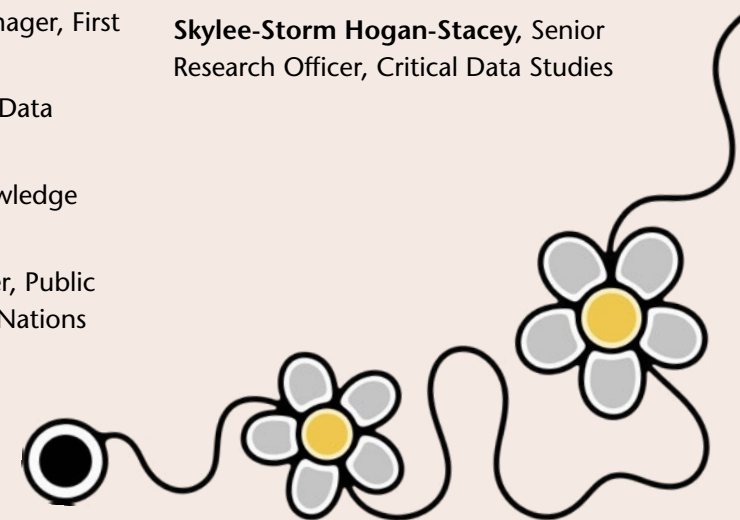
Sadia Khan, Qualitative Research Officer

Savannah LaBelle, Senior Coordinator, Research Programs

Julie McIntosh, Knowledge Engagement Officer

Carrie Skead, Program Officer

Skylee-Storm Hogan-Stacey, Senior Research Officer, Critical Data Studies



INDEPENDENT AUDITOR'S REPORT

To the members of

FIRST NATIONS INFORMATION GOVERNANCE CENTRE

Opinion

We have audited the financial statements of First Nations Information Governance Centre (the Organization), which comprise the statement of financial position as at March 31, 2025, and the statements of operations, changes in net assets, cash flows and the related schedules for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

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

Basis for Opinion

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

Other Matter

The financial statements of the Organization for the year ended March 31, 2024 were audited by another auditor who expressed an unmodified opinion on those financial statements on September 4, 2024.

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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



INDEPENDENT AUDITOR'S REPORT

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

Welch LLP

Chartered Professional Accountants
 Licensed Public Accountants

Ottawa, Ontario
 August 13, 2025.

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





STATEMENT OF FINANCIAL POSITION

MARCH 31, 2025

	<u>2025</u>	<u>2024</u>
<u>ASSETS</u>		
CURRENT ASSETS		
Cash	\$ 33,700,052	\$ 26,834,531
Term deposit (note 3)	703,634	656,453
Accounts receivable (note 4)	721,848	810,192
Prepaid expenses	<u>112,947</u>	<u>123,637</u>
	35,238,481	28,424,813
TANGIBLE CAPITAL ASSETS (note 5)	<u>87,510</u>	<u>70,145</u>
	<u>\$ 35,325,991</u>	<u>\$ 28,494,958</u>
<u>LIABILITIES AND NET ASSETS</u>		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities (note 6)	\$ 632,818	\$ 740,540
Deferred contributions (note 7)	<u>31,667,420</u>	<u>26,010,030</u>
	32,300,238	26,750,570
DEFERRED LEASE INDUCEMENT	<u>14,328</u>	<u>23,211</u>
	<u>32,314,566</u>	<u>26,773,781</u>
NET ASSETS		
Internally restricted (note 8)	625,683	625,683
Unrestricted	<u>2,385,742</u>	<u>1,095,494</u>
	<u>3,011,425</u>	<u>1,721,177</u>
	<u>\$ 35,325,991</u>	<u>\$ 28,494,958</u>

Approved on behalf of the Board of Directors:


..... Director


..... Director



STATEMENT OF OPERATIONS

YEAR ENDED
MARCH 31, 2025

	<u>2025</u>	<u>2024</u>
Revenue		
Government funding		
Indigenous Services Canada (note 9)	\$ 29,938,579	\$ 29,561,538
Canadian Institutes of Health Research	292,167	87,320
Social Sciences and Humanities Research Council	8,685	41,315
Health Canada	-	546,007
Standards Council of Canada	-	137,151
OCAP® Training	1,973,123	1,439,728
Interest	1,372,934	1,278,894
Digital Research Alliance of Canada	479,833	-
First Nations Data Centre	41,419	54,743
University of Northern British Columbia	14,824	59,169
Other revenue	10,484	75,118
Genome Canada	6,693	3,274
Mental Health Commission of Canada	-	4,087
	<u>34,138,741</u>	<u>33,288,344</u>
Expenses		
Regional service delivery	24,793,275	24,373,684
Salaries and benefits	5,877,744	5,169,651
Professional fees	706,606	989,394
Travel and meetings	512,457	754,892
Rent and occupancy costs	266,876	228,125
Telecommunications and technical support	230,089	365,848
Software and licensing	181,836	118,438
Communications and printing	73,587	113,039
Bank charges	50,120	46,327
Office supplies, postage and courier	46,664	74,425
Translation and interpretation	43,164	40,994
Equipment purchases and maintenance	25,368	35,770
Amortization of tangible capital assets	23,857	10,022
Insurance	16,850	17,231
	<u>32,848,493</u>	<u>32,337,840</u>
Excess of revenue over expenses	<u>\$ 1,290,248</u>	<u>\$ 950,504</u>



**STATEMENT
OF CHANGES
IN NET ASSETS**

YEAR ENDED
MARCH 31, 2025

	<u>Internally restricted</u>	<u>Unrestricted</u>	<u>2025 Total</u>	<u>2024 Total</u>
Net assets, beginning of year	\$ 625,683	\$ 1,095,494	\$ 1,721,177	\$ 770,673
Excess of revenue over expenses	<u>-</u>	<u>1,290,248</u>	<u>1,290,248</u>	<u>950,504</u>
Net assets, end of year	<u>\$ 625,683</u>	<u>\$ 2,385,742</u>	<u>\$ 3,011,425</u>	<u>\$ 1,721,177</u>



STATEMENT OF CASH FLOWS

YEAR ENDED
MARCH 31, 2025

	<u>2025</u>	<u>2024</u>
CASH FLOWS FROM (USED IN)		
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 1,290,248	\$ 950,504
Adjustments for:		
Amortization of tangible capital assets	23,857	10,022
Deferred lease inducement	(8,883)	(8,883)
Loss on disposal of tangible capital assets	-	4,239
	<u>1,305,222</u>	<u>955,882</u>
Changes in working capital accounts:		
Accounts receivable	88,344	(171,307)
Prepaid expenses	10,690	(16,905)
Accounts payable and accrued liabilities	(107,722)	(1,020,120)
Deferred contributions	<u>5,657,390</u>	<u>2,384,305</u>
	<u>6,953,924</u>	<u>2,131,855</u>
INVESTING ACTIVITIES		
Purchase of tangible capital assets	(41,222)	(35,533)
Purchase of term deposits	(696,351)	(656,453)
Redemption of term deposits	<u>649,170</u>	<u>639,051</u>
	<u>(88,403)</u>	<u>(52,935)</u>
INCREASE IN CASH	6,865,521	2,078,920
CASH AT BEGINNING OF YEAR	<u>26,834,531</u>	<u>24,755,611</u>
CASH AT END OF YEAR	<u>\$ 33,700,052</u>	<u>\$ 26,834,531</u>



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED
MARCH 31, 2025

1. NATURE OF OPERATIONS

The First Nations Information Governance Centre (the “Organization”) is a not-for-profit organization incorporated without share capital under the Canada Not-for-profit Corporations Act. The mandate of the Organization is to provide credible and relevant information on First Nations using the highest standards of data research practices, while respecting the rights of First Nations' self determination for research and information management.

The Organization receives funding under various agreements with the Government of Canada and other contributors, which it distributes to its members across Canada and to other organizations that carry out the projects intended to fulfil this mandate. The Organization is exempt from income taxes under paragraph 149(1)(l) of the Income Tax Act.

2. SIGNIFICANT ACCOUNTING POLICIES

Basis of accounting

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Revenue recognition

The Organization follows the deferral method of accounting for contributions. Restricted contributions, including government funding and other grants, are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

OCAP® Training revenue is recognized upon registration for the online course or completion of the related presentation.

First Nations Data Centre revenues are recognized when the data product is transferred to the purchaser.

Other revenue, including interest income and all other revenue amounts are recognized as revenue when earned.

Contributed services

Volunteers contribute numerous hours per year to assist the Organization in carrying out its service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED
MARCH 31, 2025

Allocation of expenses

In the program schedules, the Organization allocates administrative expenses from the general and administration operations to programs based upon allowable amounts in the program funding agreements.

Employee future benefits

The Organization's employee future benefit program consists of a defined contribution pension plan. Employer contributions towards the plan in the year totalled \$333,878 (2024 - \$298,860).

Financial instruments

The Organization financial instruments consist of cash, term deposits, accounts receivable, accounts payable and accrued liabilities.

The Organization initially measures its financial assets and liabilities at fair value at the date of the statement of financial position and subsequently measures cash at fair value and all other financial assets and financial liabilities at amortized cost at the date of the statement of financial position.

Transaction costs associated with items measured at fair value at the financial statement date are expensed as incurred.

Impairment

The Organization assesses impairment of all its financial assets measured at cost or amortized cost. Management considers whether the issuer is having significant financial difficulty; whether there has been a breach in contract, such as a default or delinquency in interest or principal payments in determining whether objective evidence of impairment exists. When there is an indication of impairment, the Organization determines whether it has resulted in a significant adverse change in the expected timing or amount of future cash flows during the year.

The Organization reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets at the statement of financial position date; and the amount expected to be realized by exercising any rights to collateral held against those assets.

Any impairment, which is not considered temporary, is included in current year excess of revenue over expenses.

The Organization reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal is recognized in excess of revenue over expenses in the year the reversal occurs.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED
MARCH 31, 2025

Cash and cash equivalents

Cash and cash equivalents include balances with banks and short-term investments with maturities of three months or less.

Tangible capital assets

Tangible capital assets are recorded at cost less accumulated amortization. Contributed tangible capital assets are recorded at fair value at the date of contribution plus all costs directly attributable to the acquisition.

Amortization is provided at rates intended to amortize the cost of assets over their estimated useful lives.

Computer equipment	- 30% declining balance
Computer software	- 50% declining balance
Furniture and equipment	- 20% declining balance
Leasehold improvements	- straight-line over the term of the lease

Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

Management makes accounting estimates in determining the collectability of accounts receivable, in establishing the useful life of tangible capital assets, in the estimation of accrued liabilities and in the interpretation of funding agreements and other criteria established in agreement with the related funding agency for the deferral of contributions.

By their nature, these judgments are subject to measurement uncertainty, and the effect on the financial statements of changes in such estimates and assumptions in future years could be significant. These estimates and assumptions are reviewed periodically and adjustments are made to income as appropriate in the year they become known.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED
MARCH 31, 2025

3. TERM DEPOSIT

The term deposit earns interest at 3.47% (2024 - 5.30%) and matures in June 2025 (2024 - May 2024).

4. ACCOUNTS RECEIVABLE

Accounts receivable consists of the following:

	<u>2025</u>	<u>2024</u>
Registrations receivable	\$ 387,478	\$ 421,611
Grants receivable	136,228	178,603
Government remittances receivable	4,019	125,363
Other receivables	<u>194,123</u>	<u>84,615</u>
	<u>\$ 721,848</u>	<u>\$ 810,192</u>

5. TANGIBLE CAPITAL ASSETS

Tangible capital assets consists of the following:

	<u>2025</u>		<u>2024</u>	
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net book value</u>	<u>Net book value</u>
Computer equipment	\$ 286,056	\$ 234,394	\$ 51,662	\$ 35,534
Furniture and equipment	60,215	32,041	28,174	23,967
Leasehold improvements	30,447	22,773	7,674	10,644
Computer software	<u>8,379</u>	<u>8,379</u>	<u>-</u>	<u>-</u>
	<u>\$ 385,097</u>	<u>\$ 297,587</u>	<u>\$ 87,510</u>	<u>\$ 70,145</u>



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED
MARCH 31, 2025

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities consists of the following:

	<u>2025</u>	<u>2024</u>
Trade payables	\$ 250,984	\$ 393,607
Grants repayable to funding agencies	17,648	100,081
Accrued expenses	95,469	91,362
Accrued wages	190,261	89,512
Quebec sales tax payable	<u>78,456</u>	<u>65,978</u>
	<u>\$ 632,818</u>	<u>\$ 740,540</u>

7. DEFERRED CONTRIBUTIONS

Deferred contributions consist of unspent contributions externally restricted for the delivery of certain programs. Recognition of these amounts as revenue is deferred to periods when the specified expenditures are made. Changes in the deferred contribution balance are as follows:

	<u>2025</u>				<u>2024</u>	
	<u>Balance, beginning of year</u>	<u>Amounts received during the year</u>	<u>Amounts recognized as revenue in the year</u>	<u>Excess contributions repaid or repayable</u>	<u>Balance, end of year</u>	
COVID-19/Safe Restart (ISC)	\$ 6,452,403	\$ -	\$ (1,914,179)	\$ -	\$ 4,538,224	\$ 6,452,403
FNDGS Phase 1 (ISC)	12,072,271	20,748,113	(16,313,071)	-	16,507,313	12,072,271
FNRHS (ISC)	2,040,152	4,898,575	(5,483,378)	-	1,455,349	2,040,152
FNRSS (ISC)	2,962,147	5,000,000	(3,864,466)	-	4,097,681	2,962,147
Health Systems Capacity	932,637	1,918,122	(1,714,054)	-	1,136,705	932,637
Mental Wellness (ISC)	116,011	-	(45,798)	-	70,213	116,011
Mental Wellness Surveys (ISC)	398,008	-	(118,509)	-	279,499	398,008
FNDGS Bridge (ISC)	99,602	-	(99,602)	-	-	99,602
SPP (ISC)	39,996	-	(19,283)	-	20,713	39,996
FNIYES (ISC)	9,617	58,814	(66,806)	-	1,625	9,617
MMIWG (ISC)	(15,124)	156,800	(141,676)	-	-	(15,124)
Facilitating Community Conversations (ISC)	-	250,000	(157,758)	-	92,242	-
Longitudinal Survey (ISC)	-	2,500,000	-	-	2,500,000	-
Canadian Institute of Health	276,106	250,000	(292,167)	-	233,939	276,106
Other funding	<u>626,204</u>	<u>989,176</u>	<u>(881,463)</u>	<u>-</u>	<u>733,917</u>	<u>626,204</u>
Balance, end of year	<u>\$ 26,010,030</u>	<u>\$ 36,769,600</u>	<u>\$ (31,112,210)</u>	<u>\$ -</u>	<u>\$ 31,667,420</u>	<u>\$ 26,010,030</u>



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED
MARCH 31, 2025

8. RESTRICTIONS ON NET ASSETS

Internally restricted net assets

The Organization's Board of Directors has internally restricted \$625,683 (2024 - \$625,683) of unrestricted net assets to be held as a contingency fund. These internally restricted amounts are not available for other purposes without approval of the Board of Directors.

9. DEPARTMENT OF INDIGENOUS SERVICES CANADA FUNDING RECONCILIATION

	<u>2025</u>	<u>2024</u>
Department of Indigenous Services Canada funding per confirmation	\$ 35,206,273	\$ 31,432,572
Funds not received or utilized in the year	-	(324,150)
Prior year funds received in the year	324,150	490,560
Deferred contributions - beginning of year	25,107,720	22,689,652
Recovery of unspent funds	-	(5,376)
Interest earned on COVID-19/ Safe Restart funding	-	386,000
Deferred contributions - end of year	<u>(30,699,564)</u>	<u>(25,107,720)</u>
	<u>\$ 29,938,579</u>	<u>\$ 29,561,538</u>

10. ECONOMIC DEPENDENCE

The Organization's primary source of revenue is government funding. The Organization receives 88% (2024 - 90%) of its revenues from Indigenous Services Canada and Health Canada. The Organization's ability to continue viable operations is dependent upon maintaining its compliance with the criteria within its funding agreements. As at the date of these financial statements the Organization believes that it is in compliance with the agreements.

11. CONTINGENCIES

Expenses incurred by members and other organizations may be subject to audit to ensure compliance with the underlying funding agreements of the Organization. Such audits may result in adjustments to amounts to which the Organization is entitled and therefore result in a portion of amounts recognized as revenue to be repaid to the funder. Management believes that the Organization has no material repayment obligation, if any, related to amounts distributed to recipient organizations.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED
MARCH 31, 2025

12. FINANCIAL INSTRUMENTS

The Organization, as part of its operations, carries a number of financial instruments. It is management's opinion that the Organization is not exposed to significant interest, currency, credit, liquidity or other price risks arising from these financial instruments except as otherwise disclosed.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fixed rate instruments subject the Organization to a fair value risk while variable rate instruments subject it to a cash flow risk. The Organization is exposed to this risk for its investments in term deposits. The risk associated with investments is reduced to a minimum since these assets are invested in large financial institutions and represent short-term maturities.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Organization's maximum exposure to credit risk represents the sum of the carrying value of its cash, term deposits and its accounts receivable. The Organization's cash and term deposits are held by a Canadian chartered bank and as a result management believes the risk of loss on these items to be minimal. The Organization assesses, on a continuous basis, trade receivables based on the nature of the related contributor or customer.

Changes in risk

There have been no significant changes to the Organization's risk exposures from the prior year.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED
MARCH 31, 2025

13. COMMITMENTS

The Organization has operating leases for its premises, expiring in May 2025 and May 2028. Future minimum lease payments over the remaining terms of its leases are as follows:

2026	\$ 285,364
2027	289,771
2028	179,333
2029	6,125

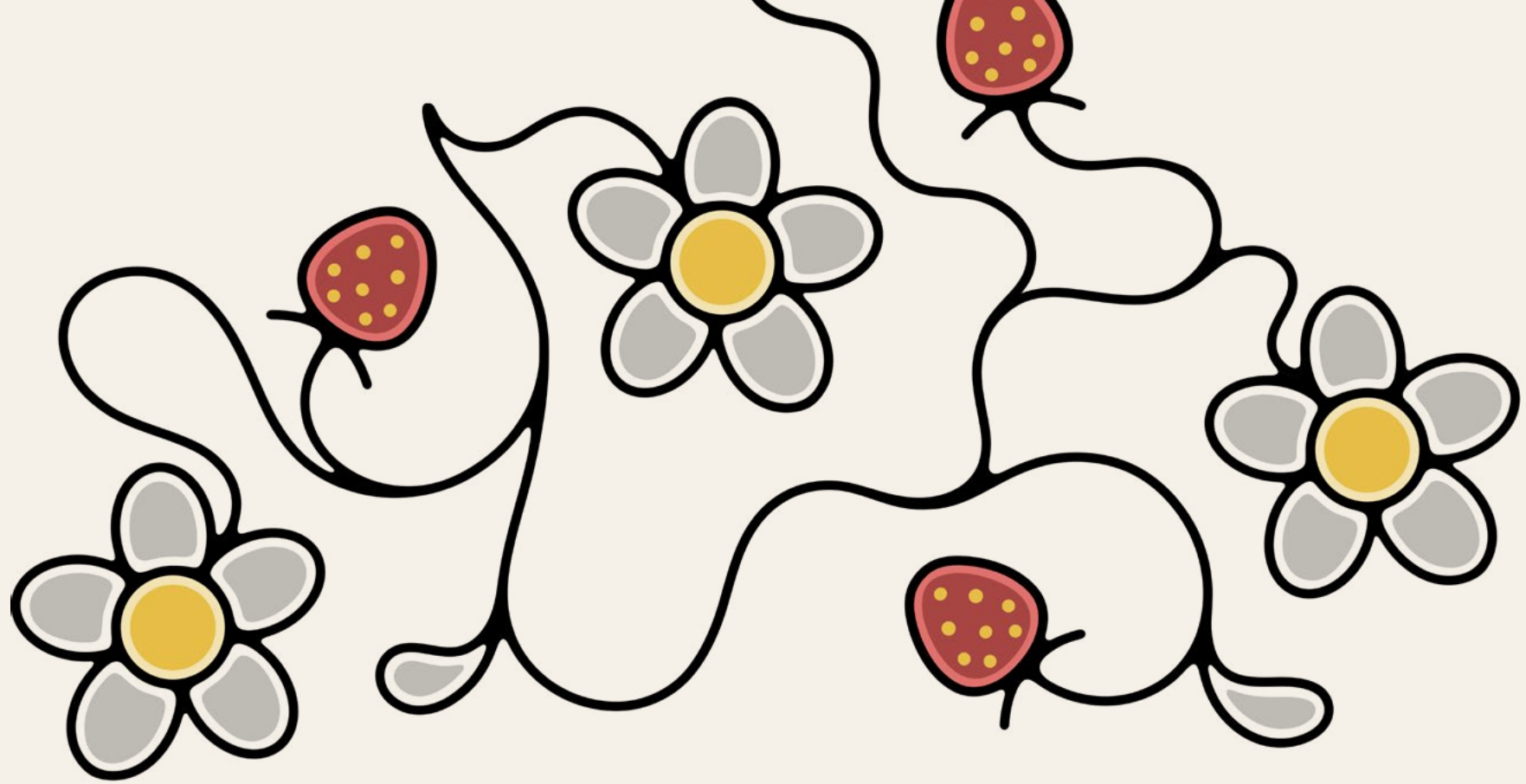
The Organization has also signed commitments for regional service delivery payments in future years as follows:

2026	\$ 8,866,378
2027	773,070
2028	356,520

14. COMPARATIVE FIGURES

Comparative figures were audited by another auditor and have been reclassified where necessary to conform to the presentation adopted in the current year.





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First Nations Information Governance Centre
Le Centre de gouvernance de l'information des Premières Nations

The imagery throughout this report was done by Tsista Kennedy (aka Hotdog Water Art), an Anishinaabe Onyota'a:aka artist from Southern Ontario. Kennedy is a gifted and acclaimed artist whose work seamlessly blends Indigenous traditionalism with modernism, powerfully conveying stories and cultural narratives.