Building Trust. Advancing First Nations Data Sovereignty.

FNIGC 2025–2026 Annual Report



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

TABLE OF CONTENTS

INTRODUCTION **3**

Building Trust. Advancing First Nations Data Sovereignty. 4

What Trust Made Possible This Year. 6

2025–2026 By the Numbers 7

Our Impact 9

DIRECTORATE REPORTS **12**

Executive Office 13

Human Resources 16

Data Sovereignty Research Collaborative 19

Education and Training 21

National Data Champion Team 24

Research and Information 26

Finance and Corporate Services 30

Communications 32

BOARD & STAFF **35**

Board of Directors, Members and Staff 36

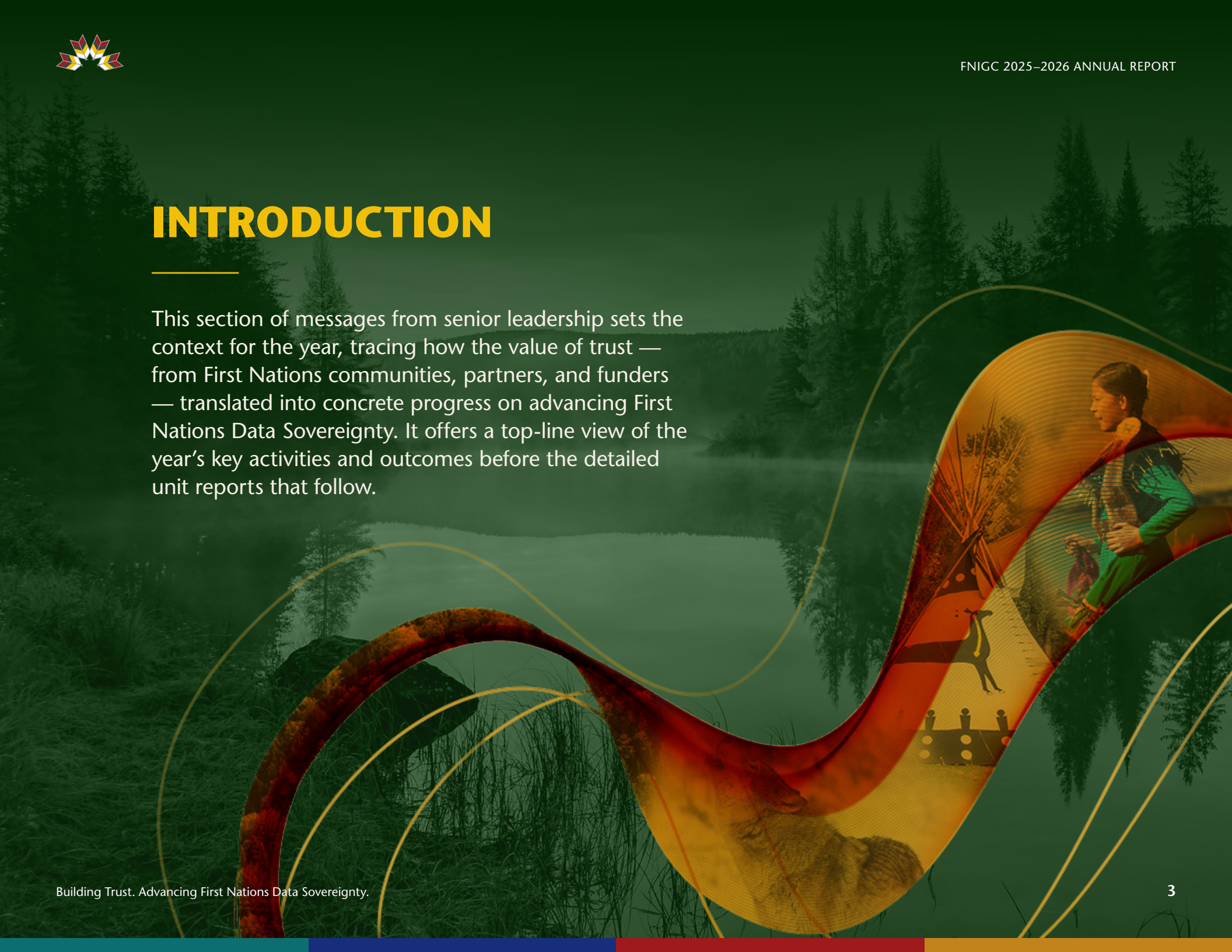
AUDITED FINANCIAL STATEMENTS **38**

CLOSING **53**

Thank You 53

INTRODUCTION

This section of messages from senior leadership sets the context for the year, tracing how the value of trust — from First Nations communities, partners, and funders — translated into concrete progress on advancing First Nations Data Sovereignty. It offers a top-line view of the year's key activities and outcomes before the detailed unit reports that follow.



Building Trust. Advancing First Nations Data Sovereignty.

As I reflect on the 2025–2026 fiscal year, I see how much FNIGC's work matters to our First Nations partners, collaborators, and community members. If I had to choose a throughline for the year, one that runs through everything FNIGC does, it would be trust. I'm reminded that trust is not only earned, we have to maintain, nurture, and even rebuild trust every day through relationships, respect, and accountability

One example is the ongoing implementation of the First Nations Data Governance Strategy (FNDGS), initially funded through Federal Budget 2021. Building on the successes achieved across the network, FNIGC secured $19.9 million from *Budget 2025* to carry this important work forward, a sign of the confidence this work inspires. That confidence was reinforced for our funder and our partners by *AFN Resolution #47-2025*, which formally affirms First Nations Data Sovereignty as an inherent right and calls for sustainable funding for the full implementation of the FNDGS, prioritizing the establishment of a national network of fully functional Regional Information Governance Centres, along with a fully functional National Centre to coordinate the network at the national level.

Through the building and strengthening of relationships, our teams have brought First Nations priorities to major decision-making tables for national healthcare policy. For example, FNIGC helped to inform the inclusion of Indigenous Data Sovereignty content, including the First Nations Principles of OCAP®, in the draft of the new Public Health Information Sharing Agreement (PHISA) that was developed by the Public Health Data Steering Committee.

$19.9 MILLION

Federal Budget 2025 funding secured to continue implementation of the First Nations Data Governance Strategy.



Leona Star
Chairperson, FNIGC Board of Directors

FNIGC also helped shape a national health workforce data strategy for Health Workforce Canada, and our Data Sovereignty Research Collaborative completed a landmark report on research data management funded by the Social Sciences and Humanities Research Council (SSHRC).

Our partners across our network have watched FNIGC honour its commitments year after year, and have chosen, again and again, to stand alongside us in this work. That confidence is renewed every time we act with care and accountability.

It is this trust that carries this work into its next phase.

On behalf of the Board of Directors, I extend my deepest gratitude to FNIGC's staff and Regional Partners. Your dedication, relationship by relationship, is why our children and their children will be able to assert sovereignty over their own data, their own stories, and their own futures for generations to come.

Leona Star
Chairperson, FNIGC Board of Directors

> ***Trust is not only earned, we have to maintain, nurture, and even rebuild trust every day through relationships, respect, and accountability.***



What Trust Made Possible This Year.

Everything our team has delivered this past fiscal year exists because someone placed their trust in us: a partner, a learner, a participant in a health survey who agreed to share their story.

First Nations' trust in FNIGC allowed us to make significant progress on the initial $51-million investment in the implementation of the First Nations Data Governance Strategy from Federal Budget 2021. I am extremely grateful that the 10 distinct regions, each with their own priorities, capacities, and governance structures, demonstrated the leadership and commitment required to advance the ambitious objectives that we had established together.

> **9,800+**
>
> ***Fundamentals of OCAP® Statements of Achievement issued.***

And because communities trust us as stewards of the First Nations Principles of OCAP®, our Education and Training directorate marked a significant milestone: over 9,800 Statements of Achievement issued for The Fundamentals of OCAP® course, since the launch of the new course in July 2023. Every one of those certificates represents someone — a nurse, a policy analyst, a Chief, a student — who came to FNIGC to learn how to protect their community's data and, after successfully completing the course, left equipped to do it. Buoyed by this success, our team is currently building a new OCAP® Knowledge Model, which will map out exactly what knowledge and skills First Nations need to assert and exercise these principles in practice, not just understand them in theory.

First Nations communities believe in FNIGC to steward their most sensitive information — information about their people's health — and this year our Research and Information directorate was able to complete Phase 4 of the First Nations Regional Health Survey, Canada's first, and largest, First Nations health survey. The path wasn't without its obstacles. The lingering impacts of the COVID-19 pandemic and the unforeseen loss of access to the Indian Register for sampling, created roadblocks that could easily have stalled this work indefinitely. That the Research and Information team and partners across the network found ways to creatively pivot and successfully complete this work is a highlight of our year and reflects on our team's commitment to data sovereignty.

None of this happens without people who show up for this work every single day, often without recognition, because they understand what is at stake. To every staff member across every directorate: what you built this year was only possible because someone trusted you to build it well. Thank you for honouring this trust.

Jonathan Dewar
Chief Executive Officer, FNIGC

FNIGC's Leadership on Data Sovereignty

FNIGC continues to be recognized as a credible and necessary voice in conversations that shape how Indigenous data is governed, protected, and used across the health system.

FPT DATA SHARING AGREEMENT CONTRIBUTION

In the course of its work with partners via the Health Data Clearinghouse Table initiative, the National Data Champion Team proposed providing detailed feedback and recommendations on the renewal of the Multilateral Information Sharing Agreement (MLISA) to the Public Health Agency of Canada, which was delivered in the summer of 2025.

This helped to inform the inclusion of Indigenous Data Sovereignty content in the draft of the new Public Health Information Sharing Agreement (PHISA) that was developed by the Public Health Data Sharing Committee, of which FNIGC's CEO is a member (non-voting).

As of the date of the Annual Report's publication, the PHISA was still being considered by the Public Health Network Council, which is accountable and reports to the Conference of Federal, Provincial, and Territorial (FPT) Deputy Ministers of Health, which is accountable to FPT Ministers of Health.

Notably, for the first time, First Nations Data Sovereignty and the First Nations Principles of OCAP® are expected to be included in the multilateral agreement, a significant achievement by First Nations and their advocates.

NATIONAL HEALTH WORKFORCE DATA STRATEGY

In response to Health Workforce Canada's call for input, FNIGC helped to ensure that First Nations priorities and aspirations for their health data were built into the national workforce planning from the outset. This is a key step for building First Nations Data Sovereignty considerations into federal health system design, and it reflects the trust that federal agencies have in FNIGC to guide how data sovereignty principles are put into practice within mainstream systems.

2025–2026 By the Numbers

9,800

The Fundamentals of OCAP® certificates issued

01

New core strategic objective

2026 FNIGC Strategic Plan

Five new strategic directions

$19.9M

Secured in Federal Budget 2025 for FNDGS implementation

Governance meetings	13
Corporate members	14
Regional member organizations	13

55 Participants

Attended the National Surveys Gathering in Vancouver, B.C.

4 National Student Bursary Recipients

Total value of $12,000 awarded to bursary recipients

685,000

Website page views

01

New Communications Directorate

Our Impact

During the 2025–2026 fiscal year, FNIGC strengthened and advanced First Nations Data Sovereignty on multiple fronts. Here are eight ways that progress showed up this year, each one a result of the trust First Nations, partners, and governments continue to place in this work.



STRATEGIC PLANNING

In October 2025, the Board held a strategic planning session, expanding the organization's core strategic objectives, and establishing five new strategic directions.

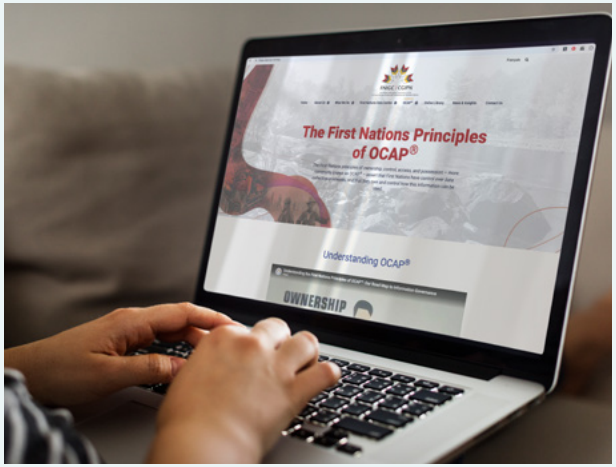


FORMALIZING DATA OWNERSHIP

FNIGC negotiated a new agreement with Canadian Heritage that formally recognizes participating organizations' ownership of and access to their own research data — setting a precedent for how First Nations data ownership may be protected in future federally funded work.

> ***Precedent-setting data stewardship agreement secured with a federal funder***

See Page 19



PROTECTING LEARNER ACCESS

When Algonquin College announced it was closing its Corporate Training Centre, FNIGC assumed direct administration of The Fundamentals of OCAP® learning management system. This ensured not a single learner lost access to their training.

> *All learners maintained access during transition to FNIGC-administered LMS*

See Page 21



STRENGTHENING FIRST NATIONS DATA SOVEREIGNTY

Significant progress was made in Phase 1 of the implementation of the First Nations Data Governance Strategy, advancing the establishment of a national network of fully functional Regional Information Governance Centres.

> *One in five First Nations communities across Canada actively engaged in shaping the Strategy's future priorities*

See Page 23



MAKING RESEARCH CULTURALLY RELEVANT

Working with Indigenous artists, FNIGC's Knowledge Translation officer turned complex research and survey data into accessible, visually engaging products designed specifically for First Nations communities.

> *New knowledge translation products co-developed with Indigenous artists*

See Page 32



EXPANDING NATIONAL INFLUENCE

FNIGC's expertise is now directly shaping how federal and national bodies handle First Nation's health data.

> *First Nations Data Sovereignty and OCAP® expected to appear in a multilateral public health agreement for the first time*

See Page 4



SUPPORTING COMMUNITY CAPACITY

FNIGC completed the field work of Phase 4 of the First Nations Regional Health Survey, taking one step closer to providing First Nations communities the data they need to advocate for their own health priorities.

> *Canada's largest First Nations health survey completed despite pandemic-related setbacks*

See Page 26



GROWING GLOBAL LEADERSHIP

FNIGC attended the Global Indigenous Data Sovereignty Conference 2025 (GIDSov25) in Canberra, Australia, cementing our work as a model for the international movement.

> *10 FNIGC staff and partners from across the FNIGC network attended GIDSov25 in Canberra, Australia, with FNIGC's CEO delivering the closing keynote.*

See Page 8

DIRECTORATE REPORTS

This section breaks down, unit by unit, exactly how team members and partners were put to work across governance, people, research, education, survey operations, corporate infrastructure and communications. Each report pairs what was accomplished with why it matters, giving a clear line from funding to impact.



DIRECTORATE REPORTS

Executive Office

The Executive Office supports FNIGC's governance activities — including relationships with Member Organizations and the Board of Directors — and the work of the Chief Executive Officer.

WHY IT MATTERS

Good governance is the bedrock of First Nations Data Sovereignty. Every relationship FNIGC establishes with a partner is built on a foundation of accountability, on a Board of Directors and Member organizations that are accountable — through our governance — to the nations and communities within the region from which they were appointed.

WHAT WE ACCOMPLISHED

- Thirteen governance meetings — eight committee meetings, four Board meetings, and our Annual General Meeting — kept strategic direction and oversight firmly in the hands of regionally appointed volunteer Directors.
- The Board sharpened FNIGC's long-term direction at its October 2025 strategic planning session, adding a new core strategic objective and five new strategic directions to our Strategic Plan.
- Governance decisions continued to be guided by regional representation and First Nations values and principles, ensuring FNIGC's work stays rooted in First Nations leadership.

GOVERNANCE

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.

MEMBERS OF THE CORPORATION

FNIGC 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. Members from each region can appoint one regional delegate, in accordance with regional processes, to vote on behalf of the region at meetings of members.

OUR 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 By-law No. 1 allows for one Director to be appointed from each region, in accordance with regional processes, and up to two non-voting Directors appointed by the Assembly of First Nations.

Committee and Annual General Meetings

13 governance meetings this fiscal year:

- *8 committee meetings*
- *4 Board meetings*
- *1 Annual General Meeting*

In September 2025, the AGM was scheduled to be held in Winnipeg but, due to wildfires, it was shifted to a virtual meeting to respect the wishes of Manitoba First Nations. The Board appointed its Executive that same month by reappointing all existing members: Leona Star as Chairperson, Gwen Phillips as Secretary, and Martin Paul as Treasurer. Four regions appointed or reappointed members to the Board of Directors this year: Manitoba, BC, NWT, and Yukon.

In December 2025, the Board selected Abegweit First Nation as the location for the 2026–2027 AGM. This will be FNIGC's first governance meeting held in Prince Edward Island.

Board Strategic Planning Session

In October 2025, the Board held an in-person strategic planning session in Squamish Nation, BC. During the session, the Board expanded the organization's strategic objectives, and established five strategic directions. The session's theme, *From Patchwork Quilt to Star Blanket*, is a reflection on the organization's ongoing evolution, from its initial direction — continuing the longstanding, core work of national surveys and OCAP® stewardship through expanded direction, opportunities and challenges, all guided by care and expertise — to a new approach driven by clear purpose.

Board Meeting Topics

In addition to operational matters such as financial statements, program updates, and committee reports, Board meetings this year addressed First Nations Data Sovereignty, regional initiatives and priorities, First Nations principles, and culture in FNIGC's work and governance, Member engagement, strategic planning, and FNIGC's performance measurement program.

On-Reserve Locations and Elder Participation

All in-person Board meetings and the AGM are held on reserve, while Board committees meet online as required. In 2023, the Board directed that in-person meeting locations be rotated across FNIGC's 10 regions. An Elder or Knowledge Holder is present for all full-day Board meetings and the AGM, providing guidance to support the Board's work.

THE IMPACT

Through its work, FNIGC supports First Nations in putting principles into practice.



Human Resources

Through employee programs, policy development, and organizational planning, FNIGC's Human Resources directorate supports FNIGC's most precious resource, its people, by fostering a workplace grounded in respect, accountability, integrity, and professionalism.



WHY IT MATTERS

FNIGC's data sovereignty mission depends on a workforce that feels supported and respected. In short, trust within the organization is what makes trust outside the organization possible. When staff know their contributions are valued and their well-being genuinely matters, they bring that same stability and care to the First Nations communities that the FNIGC network serves.

WHAT WE ACCOMPLISHED

- A new Performance Management Program was fully implemented across the organization, giving every employee and manager a consistent, meaningful way to talk about performance and growth.
- Employee Policies and Procedures were updated for clarity and consistency, giving staff clearer processes to rely on.
- Planning began on a new Human Resources Management System to support the organization as it grows.
- Professional development and employee wellness programming continued to build staff capacity and connection.
- The Summer Student Program continued to provide meaningful, paid opportunities for First Nations learners.

PERFORMANCE MANAGEMENT PROGRAM

In May 2025, FNIGC launched its new Performance Management Program (PMP), completing the 2024–2025 annual performance review cycle. The updated program promotes consistent, meaningful conversations between employees and managers, and supports accountability and professional growth.

In September 2025, the internal PMP Working Group reconvened to make recommendations for ongoing improvements, ensuring that staff are thoughtfully engaged in workplace policy and procedure discussions.

CEO PERFORMANCE MANAGEMENT PROCESS

HR supported FNIGC's Executive Committee by managing an independent human resources consultant who supported the development of a new performance management process for the CEO in line with FNIGC's policies that supports a fair, transparent, and consistent approach to performance management.

EMPLOYEE POLICIES AND PROCEDURES

The HR Policy Review Committee reviewed staff feedback on the *Employee Policy and Procedures Manual* and HR subsequently updated hyperlinks, revised policy-related forms, and improved several procedures. The updated manual, which came into effect April 1, 2026, gives employees clearer processes to work from.

HUMAN RESOURCES MANAGEMENT SYSTEM

FNIGC established an internal Human Resources Management System (HRMS) Committee to advise on selecting a new payroll and leave management system. As the organization grows, modernizing these systems will improve service delivery and better support employee policies going forward. The new HRMS is expected to be implemented during the 2026–2027 fiscal year.

ON-BOARDING PROGRAM

HR worked with managers across the organization to develop a comprehensive on-boarding program for new and returning employees. The program is frequently updated and introduces our employees to FNIGC's culture, policies, training requirements, performance management process, and available resources, helping them feel welcomed, informed, and prepared for success.

ANNUAL GROUP BENEFITS MEETING

In February 2026, FNIGC held its annual group benefits meeting for employees in-person at the Ottawa office and virtually for those working remotely. Andrew Clarke of Clarke Financial Planning & Insurance Services provided information about the organization's health benefits and pension plan, helping employees better understand their benefits and empower them to make informed decisions about their pensions.

HEALTH AND SAFETY

In January 2026, the Joint Health and Safety Committee (JHSC) updated FNIGC's health and safety program by revising committee membership, updating emergency posters, and launching a dedicated Microsoft Teams communications channel. The channel provides employees with timely information about health and safety updates, fire alarm testing, fire drills at the Ottawa and Akwesasne offices, and workplace incidents or emergencies. These improvements strengthened our internal communication and help maintain a safe and informed work environment.

SOCIAL AND WELL-BEING

FNIGC's Social and Well-Being Planning Committee continued to foster employee connection and wellness through a variety of activities held throughout the year. Events included:

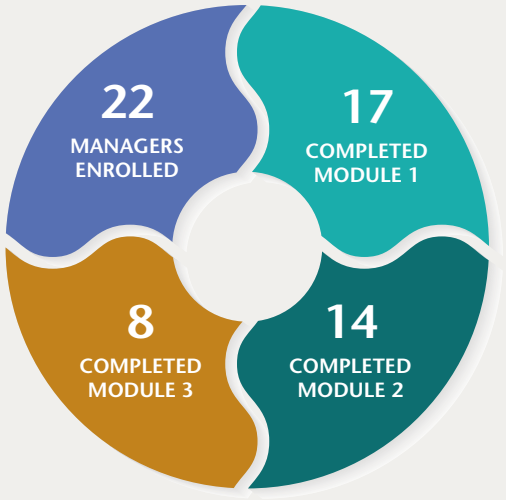
- Restoring Balance, a hybrid Mental Wellness Workshop for staff facilitated by Decolonize and Rize (June 4, 2025)
- Summer social events including a virtual learning opportunity about Tse'k'wa National Historic Site, located in British Columbia (August 20, 2025)
- A virtual beading workshop (August 21, 2025)
- Hybrid Winter Solstice celebrations featuring games and lunch (December 16 and 18, 2025).

These events were well attended and encouraged employee engagement across the organization. More than 20 employees volunteered on the committee, demonstrating a strong commitment to building an inclusive and supportive workplace.

Additionally, the committee created a one-page resource guide that included the historical context on the meaning of Orange Shirt Day (September 30), with links to useful learning resources, and links to mental-health supports. Staff were encouraged to explore the resources, reflect on how this history has affected us all, and consider the progress made to date and the important work that lies ahead.

PROFESSIONAL DEVELOPMENT

FNIGC continued to invest in leadership development by supporting managers enrolled in the Fundamentals of Leadership Certificate Program at Algonquin College.



Of the 22 managers taking part, 17 have completed the "Effective Interpersonal and Organizational Communications" module, 14 have completed "Leadership Skills," and eight have completed the program's final module, "Building a Performance Culture." These milestones reflect a growing bench of leaders equipped to strengthen capacity and sustain a culture of continuous learning across the organization.

SUMMER STUDENT PROGRAM

HR coordinated the proposal development and supported the recruitment and selection process for four summer student positions funded through the First Nations and Inuit Youth Employment Strategy, facilitated by Indigenous Services Canada (ISC). From May to August 2025, FNIGC provided paid employment opportunities for First Nations post-secondary students as follows:

- **Emma Nash** (Summer Student, Education and Training)
- **Jubei Quesnelle** (Summer Student, Communications Assistant, Communications)
- **Mallory Soloman** (Summer Student, Researcher, Research and Information)
- **Gabrielle Nash** (Research Student, Surveys, Research and Information)

Three students completed their placements on August 29, 2025, and one contract was extended to support the completion of a project within Research and Information. The Summer Student Program continues to provide valuable work experience for First Nations students while supporting the organization's priorities and contributing to the development of future professionals.

THE IMPACT

A workforce that trusts its employer to be fair, safe, and genuinely invested in its people creates an environment where trust internally and externally can flourish. Every policy update, every benefits session, and every wellness event is part of the same foundation that supports First Nations Data Sovereignty work at every level of the organization and across the network.

Data Sovereignty Research Collaborative

In September 2024, FNIGC launched a dedicated space for applied research and creative inquiry into First Nations Data Sovereignty: the Data Sovereignty Research Collaborative (DSRC). The DSRC focuses on applied research and creative inquiry into First Nations data sovereignty, including the community-led development of tools and standards that assert and uphold the First Nations Principles of OCAP®.

WHY IT MATTERS

The DSRC is where First Nations Data Sovereignty gets tested against new and complex challenges. The opportunities and risks of generative artificial intelligence, intellectual property law, research partnerships, and federal data agreements all demand new standards and tools to meet them — and First Nations communities and research participants have placed confidence in the FNIGC to build those tools responsibly.

WHAT WE ACCOMPLISHED

- Completed a SSHRC-funded Research Data Management report, giving First Nations and academic institutions a shared foundation for co-developing research data policy that respects First Nations ownership of their own data.
- Negotiated a precedent-setting data stewardship agreement that formally recognizes First Nations organizations' ownership of and access to their own research data.
- Advanced Phase Two of the OCAP® Standards initiative, expanding engagement with First Nations and technical experts across new sectors.
- Helped ensure First Nations perspectives shape how Canada approaches artificial intelligence governance.

RESEARCH DATA MANAGEMENT

The team finalized its SSHRC-funded report, "Respecting and Asserting First Nations Data Sovereignty in Research Data Management (RDM)". In drafting the report, the team took extensive care to honour the consent and anonymization wishes of a diverse group of First Nations, academic, and community-based contributors — a reflection of FNIGC's commitment to data sovereignty in all its work.

COMMUNITY CONNECTIONS PROJECT

The Community Connections project compiled perspectives from nine organizations serving First Nations, Inuit, and Métis communities on the National Day for Truth and Reconciliation. A final report was submitted to funder Canadian Heritage (PCH). More significant in the long view, the team negotiated a new agreement with PCH that formally acknowledges and respects participating organizations' ownership of and access to their own data. This sets a precedent for all of FNIGC's future work with the federal government and raises the bar for First Nations data ownership in federally funded programs.

OCAP® STANDARDS AND CERTIFICATION EXPLORATION

In 2025, the DSRC team lead (and FNIGC's CEO) presented the findings of a Phase One OCAP® Standards and Certification Exploration study to our Board, which directed that any potential certification program be pursued through further engagement with First Nations, regional organizations, and regional data champion teams.

Building on its relationship with the Standards Council of Canada, the team secured funding for Phase Two — bringing First Nations data workers and community members together with colleagues in Galleries, Libraries, Archives, and Museums (GLAM) and Lands and Waters (environmental, geospatial, biological) data to develop OCAP®-supporting technical and governance standards for wider consideration by FNIGC's network and First Nations leadership. Progress will be reported this year and next.

ARTIFICIAL INTELLIGENCE INITIATIVES

In its first full fiscal year working together, the DSRC helped ensure First Nations perspectives informed emerging conversations on AI governance in Canada and internationally. The team participated virtually in the Global Indigenous Data Alliance's gathering on AI in Mexico City, produced the "Demystifying Artificial Intelligence: A Reference Guide" glossary, which was shared at the AFN Special Chiefs Assembly, contributed to an AFN-organized panel on AI, and — with funding from the Impact Assessment Agency of Canada — is preparing an analysis of the impacts of digital tools and AI on First Nations data and data sovereignty.

INTELLECTUAL PROPERTY AND LEGISLATIVE GUIDES

Work continues on a collection of plain-language guides on areas of Canadian legislation that affect First Nations Data Sovereignty. A series of papers analyzing Canadian and global intellectual property regimes — where they undermine First Nations laws and protocols, and where they can be revitalized to push back — is also under development. FNIGC looks forward to sharing the completed collections next year.

BUILDING PARTNERSHIPS FOR THE FUTURE

The DSRC continued building the funding, partnerships and community connections that will shape a lasting, intentional research agenda with members and partners. Current and prospective partners include the Digital Research Alliance of Canada, the World Wildlife Fund, researchers with Connected Minds, Abundant Intelligences, the IndigeLab network, and staff and colleagues across regional member organizations and data champion teams.

THE IMPACT

Each of these projects extends foundations of knowledge, supporting First Nations in making informed decisions. As research, AI, and intellectual property regimes evolve, this work is critical to ensuring that First Nations Data Sovereignty evolves with those regimes.



Education and Training

Education and Training has been at the heart of FNIGC's work since the earliest days. It is this unit's responsibility to raise awareness, educate, and train all interested learners on First Nations data sovereignty, the First Nations Principles of OCAP®, and information governance.

WHY IT MATTERS

The First Nations Principles of OCAP® are only meaningful if First Nations communities, organizations, and leaders — and those who interact with First Nations data or information — understand how to put them into practice. Education and Training turns data sovereignty principles into practical skills and knowledge, placing the tools directly into First Nations' hands, in the language and format that works for them.

WHAT WE ACCOMPLISHED

- Registered 3,854 individuals in The Fundamentals of OCAP® online course, including nearly 100 in the growing French-language offering, pushing our total Statements of Achievement to 9,800 since the 2023 launch of the new course.
- Ensured all learners maintained access to OCAP® training when Algonquin College closed its Corporate Training Centre — with the team assuming direct administration of the course's learning management system and gaining greater control over the learner experience.
- Removed financial barriers to OCAP® education for 24 First Nations learners through a new sponsorship stream.
- Put OCAP® directly in front of 1,566 people through 43 workshops and 27 presentations across government, academic, non-profit, and First Nations organizations.
- Awarded the 2025 National Student Bursary to four First Nations students, from a record 158 applications.

GROWING IN BOTH FRENCH AND ENGLISH

Building on the successful launch of Fondamentaux des principes de PCAP® in 2024, the French-language version of The Fundamentals of OCAP® has continued to grow its reach, with nearly 100 learners registering in it over the course of the 2025–2026 fiscal year. The offering ensures Francophone First Nations (particularly in Quebec) have equitable access to the same level and quality of OCAP® education.

> ***3,854 new registrations***
> ***3,714 English***
> ***140 French***
> ***9,800 Statements of Achievement (total since July 2023)***

Interest in OCAP® education continues to accelerate as more organizations recognize the importance of First Nations data sovereignty and information governance. Nearly 3,900 people registered for FNIGC's online course this year, bringing the total number of Statements of Achievement awarded since the 2023 launch to nearly 9,800. This growing demand reflects a broader commitment to understanding and applying the principles of OCAP® in communities, governments, and organizations across Canada.

LMS UNDER NEW MANAGEMENT

When Algonquin College closed its Corporate Training Centre, FNIGC assumed direct system administration of the Absorb learning management system (LMS) which houses The Fundamentals of OCAP®. Education and Training team members completed extensive LMS training, ensuring FNIGC has the knowledge and skills needed to successfully administer the course. This gives the organization greater control over the learner experience and aligns with FNIGC's broader data sovereignty principles.

THE FUNDAMENTALS OF OCAP® SPONSORSHIP PROGRAM

In July 2025, FNIGC introduced a sponsorship stream within the National Student Bursary program, providing complimentary access to the Fundamentals of OCAP® course to First Nations individuals facing financial barriers, including students, individuals working in First Nations organizations or communities, and First Nations people employed by non-Indigenous organizations.

Over this reporting period, 24 First Nations learners were sponsored to take the course. Of the 24 applications approved, 10 were students, eight were individuals working in their community or working in an Indigenous Organization, and six were individuals who are employed in non-Indigenous Organizations, seeking employment, or pursuing personal interest.

OCAP® WORKSHOPS AND PRESENTATIONS

Demand for OCAP® learning is reaching well beyond the online course. This year, the Education and Training directorate facilitated 43 workshops and 27 presentations, bringing First Nations-led data governance principles directly to a combined audience of 1,566 people. Governments made up the largest share of that reach, with 25 sessions held for federal, provincial, or municipal bodies, alongside 14 with First Nations and Indigenous organizations, 14 with university and academic institutions, 10 with not-for-profit and non-governmental organizations, two with private firms, and five with other audiences. This growing footprint reflects a widening recognition — across the very institutions First Nations most often have to approach to gain access to their data — that OCAP® is essential to understand and apply.



OCAP® KNOWLEDGE MODEL

First Nations communities need a range of knowledge and skills to navigate their data sovereignty journeys. This project identifies and maps the knowledge and skills required to assert and exercise OCAP®. The model is intended to describe a continuum of proficiencies needed to move the OCAP® principles into practice and will be flexible and relevant to First Nations contexts, interests and priorities.

THE FNIGC NATIONAL STUDENT BURSARY

FNIGC received 158 applications for the 2025 National Student Bursary (NSB), matching a record set in 2024. Established in 2011, the NSB has now awarded more than $91,000 to 39 exceptional First Nations students. The recipients of this year's bursary were:

- **Sara Sacchetti,** Wikwemikong Unceded Territory
- **Lucy Sdahl K'awaas,** Old Massett Village Council
- **Justine Gros-Louis,** Huron-Wendat Nation
- **Mairi Denny,** Eskasoni First Nation

Each received a $2,500 award and complimentary registration in The Fundamentals of OCAP® course, along with an invitation to FNIGC's First Nations Data Centre Mentorship Program. The mentorship program is an opportunity to build practical research and data analysis skills using FNIGC's First Nations data while exploring a topic of personal or academic interest.

I-STEM CLUSTER TRAINING PROJECT

The directorate advanced to Phase 2 of its collaboration with Canada's interdepartmental Indigenous Science, Technology, Engineering and Math (I-STEM) Cluster. Building on the Phase 1 needs assessment completed in 2024–2025, Phase 2 focuses on the development of a supplementary training program to The Fundamentals of OCAP®, with an emphasis on natural resources data and information.

THE IMPACT

Together, this work continues to grow the number of people across the country — students, leaders, healthcare workers, policy analysts — who not only understand OCAP® but can put it into practice in their own communities and institutions.



National Data Champion Team

The National Data Champion Team leads the implementation of the national First Nations Data Governance Strategy (FNDGS), which 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.



WHY IT MATTERS

The FNDGS reflects FNIGC's enduring commitment to a future where every First Nation asserts data sovereignty on its own terms. FNIGC and its partners recognize that the most effective path to this vision is closing the structural capacity gaps that have long prevented First Nations from fully owning and controlling their own information. Closing these deep-rooted gaps demands a bold, coordinated approach; systemic change unfolds over generations, and the Strategy marks the first step in that essential journey.

WHAT WE ACCOMPLISHED

- Made significant progress on the $51-million investment in FNDGS implementation in Federal Budget 2021, under the Government of Canada's Transformational Approach to Indigenous Data (TAID).
- Secured $19.9 million in additional funding from Budget 2025, ensuring First Nations-led data governance capacity can keep building without interruption while long-term funding decisions are finalized.
- Secured First Nations Data Sovereignty's most significant political endorsement yet, with the ratification of *AFN Resolution #47-2025* formally affirming data sovereignty as an inherent right.
- Completed the first full cycle of site visits to all 10 regions, deepening the national team's understanding of region-specific progress and challenges.
- Expanded federal collaboration with Statistics Canada and ISC, completing all Knowledge Exchange Sessions and shaping ISC's forthcoming External Data Sharing Policy.

PHASE 1 WRAP-UP OF THE INITIAL PHASE

Comprehensive wrap-up reports for the initial phase were being submitted to FNIGC by all 10 regional data champion teams and a comprehensive report on progress will be forthcoming in 2026-2027.

ONGOING FUNDING SECURED

In January 2026, FNIGC secured $19.9 million in funding from *Budget 2025*, ensuring continuity for this work while long-term funding decisions are finalized.

FEDERAL COLLABORATION

FNIGC strengthened its collaboration with Statistics Canada and ISC, completing all Knowledge Exchange sessions to assess FNIGC's core statistical functions, and provided detailed feedback that is helping shape ISC's forthcoming External Data Sharing Policy. This ensures First Nations Data Sovereignty considerations are reflected in federal policy from the start.

REGIONAL VISITS

Between November 2025 and April 2026, the national team completed its first full cycle of site visits to all 10 regions, addressing region-specific challenges and assessing progress across the network directly.

HOUSING AND INFRASTRUCTURE

FNIGC advanced its collaboration with AFN Housing and Infrastructure technicians on a national housing needs assessment, extending data sovereignty principles into First Nations-led housing data infrastructure beyond the health sector.

FORMALLY AFFIRMING DATA SOVEREIGNTY AS INHERENT RIGHT

FNIGC supported *AFN Resolution #47-2025*, ratified in November 2025, which formally affirms First Nations Data Sovereignty as an inherent right and calls on Canada to secure sustained federal funding for the Strategy.

THE IMPACT

The FNDGS turns direction from leadership and commitments from federal partners into capacity First Nations can use. Ongoing funding and the recognition within *AFN Resolution #47-2025* continue to propel the Strategy through a critical transition period, while the work happening region by region ensures that momentum translates into tools, capacity, and progress communities can see and use.



Research and Information

The Research and Information directorate is responsible for FNIGC's national survey work, research and public health initiatives, knowledge management, feasibility studies, and the First Nations Data Centre (FNDC).

WHY IT MATTERS

Reliable, by First Nations for First Nations information initiatives are the foundation for informed decision-making. Every survey, report, and partnership strengthens the evidence First Nations communities can use to advocate for their priorities and make decisions about their own health and well-being — on their own terms, using data they collect, hold, and control themselves.

WHAT WE ACCOMPLISHED

- Completed field work for Phase 4 of the First Nations Regional Health Survey (RHS Phase 4), reaching approximately 300 communities and 30,000 people despite pandemic-related disruptions and delays in accessing the Indian Register for sampling.
- Advanced the First Nations Regional Social Survey (RSS) questionnaire to its final draft, moving the next major pillar of FNIGC's national survey program toward data collection.
- Secured $17.5 million in funding to begin engagement and planning for a national longitudinal study on First Nations child well-being.
- Grew FNIGC's research footprint in emerging areas, including mental wellness measurement, biobanking and genomic research, and a new SSHRC-funded research network grant.
- Expanded the First Nations Data Centre's support for external research requests, from academic studies to a national mentorship pilot for bursary recipients.

FIRST NATIONS REGIONAL HEALTH SURVEY PHASE 4

The field work for the First Nations Regional Health Survey Phase 4, Canada's largest First Nations health survey, was completed despite the enduring impacts of the COVID-19 pandemic and the loss of access to the Indian Register, historically used for sampling. Regional mobile teams and innovative data collection approaches were key to overcoming these challenges.

> **RHS Phase 4 Reach**
> *300 communities*
> *30,000 people*

FNIGC has initiated the RHS Phase 4 evaluation which will gather lessons learned from implementation experiences to assess and strengthen the RHS program model. Findings will inform strategic refinements, drive innovation, and enhance capacity-building efforts to improve the efficiency, adaptability, and long-term sustainability of FNIGC's survey operations.

FIRST NATIONS REGIONAL SOCIAL SURVEY

Developed over several years in close collaboration with Regional Partners and Regional Advisory Committees (RACs), the First Nations Regional Social Survey (RSS) reached its final draft in December 2025 and advanced toward programming and field collection by year-end. Region-specific questions are still being refined, ensuring the survey reflects both shared national priorities and the unique needs of each region. The RSS represents the next major pillar of FNIGC's national survey program.

CHILD LONGITUDINAL PLANNING PROJECT

Building on FNIGC's 2021 *Longitudinal Feasibility Study for First Nations Child Development and Well-Being*, a Child Longitudinal Planning project is now in its planning stages. A fund of $17.5 million was secured to determine the infrastructure, capacity and logistical requirements needed to support a longitudinal study focused on First Nations children's well-being. Regional Partners were formally invited to submit proposals or expressions of interest to access this funding. The project aims to collaboratively develop key research questions and a research protocol to guide the study's design, inform a proposal for long-term funding of a First Nations longitudinal program, and develop culturally relevant tools and research guides to support implementation.

FIRST NATIONS MENTAL WELLNESS MEASURES PROJECT

FNIGC has explored and identified mental wellness measures used with Indigenous populations internationally and is now assessing their suitability in a First Nations context. Psychometric analysis of the RHS Phase 3 measures has been completed, with a preliminary review of the RHS Phase 4 measures underway. Findings will be shared with Knowledge Holders to inform recommendations for a culturally grounded, robust mental wellness survey module.

MENTAL WELLNESS REPORT AND ADVISORY CIRCLE

An advisory circle including representatives from the Assembly of First Nations, Thunderbird Partnership and First Peoples Wellness Circle guided development of a new mental wellness report using First Nations RHS data and path analysis methodology, weaving quantitative findings together with qualitative stories from Elders and circle members using First Nations storytelling methods.

BIOBANKING AND GENOMIC RESEARCH NETWORK

FNIGC led development of a network of thought-leaders and Regional Partners exploring biobanking and genomic research through a First Nations Data Sovereignty lens, creating accessible knowledge-translation tools (including a primer and discussion guide) to build a foundation of knowledge across regions. Following regional engagements completed in March 2025, the Research Team and Advisory Circle will have met in person in May 2026 to discuss useful knowledge products for communities.

HEALTH HUMAN RESOURCES FUNDING INITIATIVE

A second round of federal health human resources funding was administered to Regional Partners, supporting proposal-based initiatives to enhance health data capacity and infrastructure. Regions responded with approaches tailored to their communities' needs, including webinars, online modules, data platforms, and community forums.

SSHRC INDIGENOUS INNOVATION AND LEADERSHIP RESEARCH NETWORK GRANT

FNIGC was among the 50% of applicants selected for this competitive SSHRC grant, qualifying the organization to submit a larger proposal focused on First Nations Data Sovereignty in the health data ecosystem. Regional Partners will be engaged to help define the research priority area and co-design the proposal.

FIRST NATIONS DATA CENTRE MENTORSHIP PROGRAM

The First Nations Data Centre piloted a mentorship initiative pairing past National Student Bursary winners with FNIGC staff. In collaboration, they explored a data topic of interest using First Nations RHS data, from framing a research question through to requesting data access and producing a knowledge product. The program is now being extended to 2025 bursary recipients.



FIRST NATIONS DATA CENTRE

The First Nations Data Centre (FNDC) provides approved access to unpublished and record-level data from FNIGC's research and survey work. Its current projects include:

- In collaboration with Weeneebayko Area Health Authority, Dr. Herenia Lawrence (University of Toronto) is exploring the relationship between cannabis use and oral health using First Nations RHS Phase 3 data, having presented findings to FNIGC staff and now preparing a manuscript for publication.
- Carleton University researchers Dr. Amy Bombay (Rainy River First Nations) and Dr. Robyn McQuaid continue their research on the intergenerational effects of Indian Residential Schools, with Dr. Bombay planning to model associations between language, belonging, cultural engagement, and psychological distress.
- Dr. Bombay is also working on a separate national data request examining the cumulative mental health harms of exposure to multiple adverse childhood experiences at Residential Schools, in support of an expert report for a First Nations community's lawsuit against the province for harms experienced by children not covered under the federal Indian Residential Schools Settlement Agreement.
- Heather Burnside, a graduate student nurse from Saugeen First Nation, is examining the relationship between sex, gender, and disease self-management among those living with Type-2 diabetes, with a knowledge-sharing presentation to FNIGC staff anticipated for April 2026.
- The Canadian Red Cross requested tables on the prevalence of breastfeeding among First Nations children, aiming to examine the topic nationally through a biomedical, social, and political lens and spark a wider conversation including Indigenous voices. The request has been approved by the Data Access Review Committee, and FNIGC is finalizing a data sharing agreement with the Red Cross.
- The Healthy Living Program at Indigenous Services Canada received approval to access tables on health and nutrition among people living in remote and special access communities, to inform program needs and complement annual reporting from funding recipients.
- The FNDC will begin a review and renewal process with ISC regarding its data sharing agreement; the Data Access Review Committee has begun internal discussions on strengthening reporting and accountability for how ISC uses tables requested from FNIGC.

THE IMPACT

Together, this work strengthens trust in First Nations data and supports more informed decision-making across Canada. The RHS Phase 4, RSS, and other surveys give First Nations their own evidence base, built on their own terms, rather than relying on data collected and controlled by others.

Finance and Corporate Services

Finance and Corporate Services supports the organization's capacity to meet its corporate obligations, effectively respond to change, and achieve its strategic objectives.

WHY IT MATTERS

When FNIGC maintains clean audits, protects its systems from evolving cyber threats, and manages information responsibly throughout its lifecycle, it demonstrates the same principles of accountability that First Nations communities expect the organization to uphold on their behalf.

WHAT WE ACCOMPLISHED

- Received an unqualified audit opinion for another consecutive year, extending FNIGC's longstanding record of clean, transparent financial reporting.
- Continued implementation of SharePoint 3.0 and advanced development of FNIGC's corporate intranet, strengthening internal collaboration and access to organizational resources.
- Delivered the third annual Information Management and Cybersecurity Awareness Week, building staff capacity to protect sensitive information.
- Advanced FNIGC's enterprise records management program, strengthening the classification, retention and protection of organizational information throughout its lifecycle.
- Maintained ongoing NINJIO cybersecurity training and infrastructure investments, reinforcing a secure and resilient technology environment across the organization.

FINANCE

Throughout the year, the Finance directorate continued to provide strong leadership in financial planning, reporting, compliance, and corporate financial administration, supporting the organization's day-to-day operations and long-term sustainability. Its efforts ensured continued alignment with the organization's strategic priorities while supporting the effective delivery of programs and services.

A key responsibility of the Finance directorate is the coordination and management of FNIGC's annual external audit. During the 2025–2026 fiscal year, the organization once again received an unqualified audit opinion, extending its longstanding record of clean audit results. Welch LLP continued as FNIGC's external auditor, conducting interim audit procedures throughout the year and completing the annual audit in accordance with professional auditing standards.

INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY

The Information Management and Information Technology (IM & IT) teams continue to strengthen the systems, processes, and technology that enable FNIGC to operate securely, efficiently, and with the trust placed in the organization by First Nations and partners.

Information Management

Implementation of SharePoint 3.0 continued with the team focused on improving user adoption, refining document management practices and expanding the platform's capabilities to better support collaboration across the organization. FNIGC's corporate intranet was also developed further to create a centralized and secure digital workspace that will improve access to organizational resources, strengthen internal communication and promote knowledge sharing among staff.

An enterprise records management program was implemented, further strengthening processes for the classification, retention, storage, and disposition of both physical and electronic records. This initiative supports compliance with legislative and operational requirements while ensuring that organizational information remains reliable, accessible, and protected throughout its lifecycle.

Recognizing that information security is a shared responsibility, the IM team delivered its third annual Information Management and Cybersecurity Awareness Week. Through educational sessions, interactive activities, and practical resources, staff were encouraged to strengthen their understanding of cybersecurity, information governance and responsible information handling.

Information Technology

Throughout the 2025–2026 fiscal year, the IT team continued to enhance FNIGC's technology environment by delivering secure, reliable, and responsive IT services that support the organization's evolving operational needs. They strengthened system performance, improved service delivery, and enhanced cybersecurity across the organization.

As cybersecurity threats continue to evolve, the IT team maintained its commitment to protecting FNIGC's digital assets through ongoing monitoring, security enhancements, and the continued delivery of NINJIO cybersecurity awareness training. These efforts equipped staff with the knowledge to recognize and respond to emerging cyber threats, helping safeguard the sensitive information entrusted to FNIGC.

FNIGC's broader data stewardship initiatives were also supported through technology solutions that align with organizational policies, information governance practices, and the principles of OCAP®. These efforts continue to build a trusted technology foundation that enables FNIGC to deliver high-quality services to First Nations today and into the future.

THE IMPACT

Trust depends on strong foundations. FNIGC's clean financial record, secure technology environment and responsible information management help ensure the organization can protect what has been entrusted to it and deliver on its commitments to First Nations.

Communications

Communications, which comprises Strategic Communications, knowledge mobilization, and Corporate Communications, is responsible for the management of FNIGC's internal and external communications activities.

WHY IT MATTERS

When FNIGC's research, tools, and knowledge products reach communities in accessible, culturally relevant ways, First Nations are better equipped to use their own data to make decisions that keep their communities healthy and thriving.

WHAT WE ACCOMPLISHED

- Became its own directorate, with focuses on shaping strategy, advancing knowledge mobilization, and responding to the organization's evolving needs.
- Streamlined internal production with structured submission portals for translation and copy-editing requests, improving accountability and reducing bottlenecks.
- Launched FNIGC's first-ever *Brand Guidelines*, giving every part of the organization a consistent, professional way to present its work to the world.
- Expanded FNIGC's reach to younger First Nations audiences by launching Instagram and Bluesky accounts, meeting them on the platforms where they already spend time online.
- Developed new Knowledge Translation products with Indigenous artists, making FNIGC's research and data accessible and culturally relevant.
- Maintained an in-person presence at three First Nations gatherings, building direct relationships alongside digital outreach.

COMMUNICATIONS BECOMES ITS OWN DIRECTORATE

In 2025, Communications became its own directorate, following years spent as a unit within Corporate Services. This shift reflects the growing importance of Strategic Communications, Knowledge Mobilization, and Corporate Communications functions.

This development also saw the creation of a new position, Director of Strategic Communications and Knowledge Mobilization, which was filled by Nian Matoush in November 2025, supported by Senior Manager, Corporate Communications, Brad Mackay.

FNIGC BRAND GUIDELINES

This multi-year project provides a comprehensive visual identity framework for staff and external contractors, ensuring consistency across all FNIGC materials. The guidelines were accompanied by 10 branded templates, making it easier for teams across the organization to efficiently produce professional, on-brand materials.

TRANSLATION AND COPYEDITING SUBMISSION TOOLS

The team replaced ad hoc email management with structured submission portals for translation and copyediting requests. This gives staff across the organization a clear, consistent way to submit and track requests, reducing production bottlenecks.

INSTAGRAM AND BLUESKY ACCOUNT LAUNCHES

FNIGC expanded its social media presence with the launch of new Instagram and Bluesky accounts. The Instagram launch will allow FNIGC to reach younger First Nations audiences, while the Bluesky account will help the organization increase connectivity with government and media audiences. Throughout, LinkedIn remained FNIGC's primary channel for professional engagement, anchoring the organization's most established audience of researchers, policymakers, and partners. These new platforms allow FNIGC to diversify its communications channels and connect with new audiences in more dynamic and visual ways.

WEBSITE

685,000
Total Page Views for FNIGC.ca

224,000
OCAP® Page Views

94,000
The Fundamentals of OCAP® Page Views

547
Knowledge Lodge items

SOCIAL MEDIA

9000
LinkedIn Followers

3,900
Facebook Followers

2,400
X Followers

340
YouTube Subscribers

180
Bluesky Followers

133
Instagram Followers

KNOWLEDGE TRANSLATION PROJECTS

Under the leadership of a dedicated Knowledge Translation Officer, the team worked on several new knowledge translation products and publications in collaboration with First Nations artists, including: a discussion guide, a literature review, and a feasibility study on longitudinal research with First Nations children, a mental wellness report, and a suite of training materials for the First Nations Regional Social Survey.

These products were designed specifically with First Nations communities in mind, ensuring that FNIGC's research and data are communicated in accessible, culturally relevant, and visually engaging formats. This work extends to the FNIGC Knowledge Lodge, a website application that offers users no-cost access to more than 500 published charts and tables from our foundational First Nations national survey reports.

OUTREACH AT FIRST NATIONS EVENTS

FNIGC maintained an in-person presence at three First Nations gatherings this year, providing opportunities for direct outreach and relationship-building with community members. This kind of face-to-face engagement remains essential to FNIGC's work, complementing digital outreach with meaningful, personal connection.

ONLINE LIBRARY DOWNLOAD TRACKING

The team implemented a new technical solution to track downloads from FNIGC's online library of publications. This tool enables more data-informed decisions about future knowledge products, helping the organization understand which resources are reaching audiences and where future investment should be focused.

4,900

Total number of downloads from FNIGC Online Library (Since October 2025)

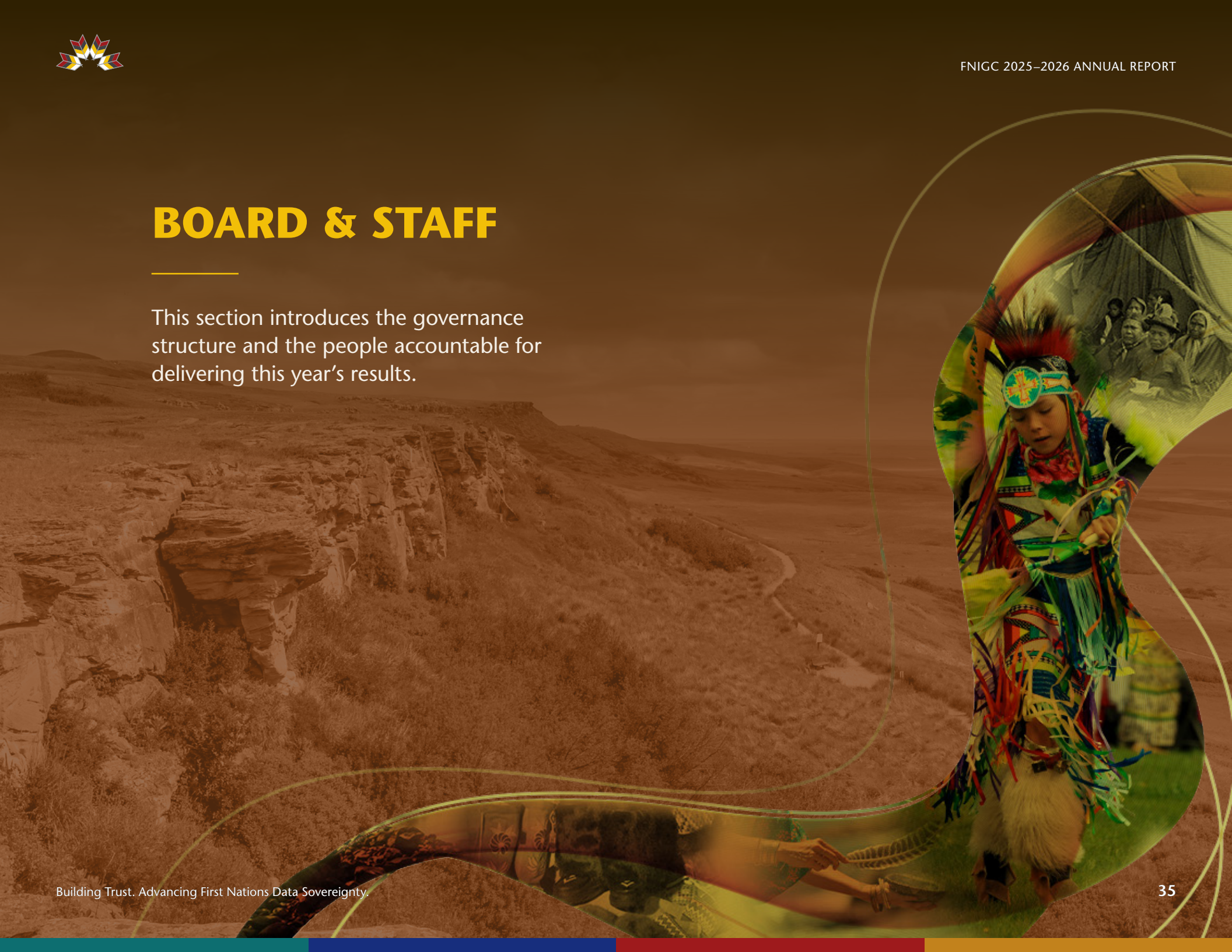
THE IMPACT

This work of the new Communications Directorate helps ensure that FNIGC's research, tools, and knowledge products reach the communities, organizations, and leaders who need them, in forms that are accessible, trusted, and reflective of First Nations values.



BOARD & STAFF

This section introduces the governance structure and the people accountable for delivering this year's results.



BOARD OF DIRECTORS, MEMBERS AND STAFF

Board of Directors

Leona Star, Chairperson (Manitoba)

Gwen Phillips, Secretary (British Columbia)

Martin Paul, Treasurer (Saskatchewan)

Robin Thompson (Nova Scotia and Newfoundland)

Anna Claire Ryan (Yukon)

Lea Bill (Alberta)

Zachary Smith (Ontario)

Nancy Gros-Louis McHugh (Quebec and Labrador)

Peter Birney (New Brunswick and PEI)

Fibbie Tatti (Northwest Territories)

Kyrie Tristary (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 (CURRENT)

Executive Office

Jonathan Dewar, Chief Executive Officer

Tania Budgell, Corporate Governance Lead

Elissa Roulette, Executive Assistant

Corporate Services

Bonnie Sowiak, Director, Finance and Corporate Services

Pam Verch, Office Administrator

Finance

Tania Cote, Senior Manager

Shilpa Darji, Finance Coordinator

Liubov Petrusenko, Account Receivable Coordinator

Kiley Shade, Payroll Officer

Atinder Vaid, Corporate Financial Analyst

Communications

Nian Matoush, Director, Strategic Communications and Knowledge Mobilization

Brad Mackay, Senior Manager, Corporate Communications

Will Lafrance, Communications Officer

Briana Linton, Knowledge Translation Officer

Julie McIntosh, Knowledge Engagement Officer

Jubei Quesnelle, Summer Student, Communications Assistant

Information Management / Information Technology

Meghan Perry, Senior Manager

Dheepag Ayyappan, Systems Administrator

Jamie Dube, IT Administrator

John Martin, IM Analyst

Wes McGraw, Senior IT Analyst

Sophia Kirk, IM Analyst

Karly Doolittle, IM/IT Summer Student

Education and Training

Kristine Neglia, Director

Scott Bender, Education Coordinator

Leslie MacGregor, Manager, Education Initiatives

Erin Dokis, Education Officer, Training and Development

Brooke Heath, Learning Services Coordinator

Emma Logan, Education and Training Summer Student

Human Resources

Leanne Hunter, Director, Human Resources

Lainey Blood, Human Resources Officer

Tabitha Boucher, Administrative Assistant

National Data Champion Team

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

Gonzague Guéranger, Implementation Lead, National Data Champion Team

Ember Sarazin, Project Coordinator, National Strategy Coordination

Nancy Zukewich, Senior Advisor, Data Capacity and Integration

Research and Information

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

James Allen, Senior Research Analyst

Kayla Boileau, Senior Officer, Research and Engagement

Katrina Brant, Senior Program Coordinator, Survey Initiatives

Lyndsy Gracie, Program Officer

Kaiya Healy, Research Summer Student

Kota Jade, Knowledge Management Analyst

Xuejing Jiang, Statistical Data Analyst

Joel Jocko, Research Officer, Survey Initiatives

Kyla Marcoux, Senior Strategic Advisor

Stephanie McConkey, Senior Research Officer, Public Health Data

Claudia Meness, Research Manager

Amy Nahwegahbow, Senior Research Advisor

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 and First Nations Data Centre

Nicolas Spagnolo, Statistical Data Analyst

Micere Thuku, Senior Research Analyst

Dan Truchon, Program Finance Manager

Katie Wood, Director, Survey Initiatives

Data Sovereignty Research Collaborative

Aaron Franks, Research Lead

Sadia Khan, Qualitative Research Officer

Savannah LaBelle, Senior Coordinator, Research Programs

Carrie Skead, Program Officer

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

Samantha McCue, Research Assistant

AUDITED FINANCIAL STATEMENTS

This section presents FNIGC's independently audited financial results for the fiscal year, providing a transparent account of revenues, expenditures, and allocation of funds. It is the financial backbone supporting every accomplishment described earlier in the report.



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, 2026, 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, 2026 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.

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.

Welch LLP®

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.

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.

Welch LLP

Chartered Professional Accountants
Licensed Public Accountants

Ottawa, Ontario
August 12, 2026.

Welch LLP®

AUDITED FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

MARCH 31, 2026

	2026	2025
ASSETS		
CURRENT ASSETS		
Cash	$ 41,023,267	$ 33,700,052
Term deposit (note 3)	726,732	703,634
Accounts receivable (note 4)	199,461	721,848
Prepaid expenses	335,165	112,947
	42,284,625	35,238,481
TANGIBLE CAPITAL ASSETS (note 5)	98,457	87,510
	$ 42,383,082	$ 35,325,991
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities (note 6)	$ 531,716	$ 632,818
Deferred contributions (note 7)	38,481,965	31,667,420
	39,013,681	32,300,238
DEFERRED LEASE INDUCEMENT	5,445	14,328
	39,019,126	32,314,566
NET ASSETS		
Internally restricted (note 8)	625,683	625,683
Unrestricted	2,738,273	2,385,742
	3,363,956	3,011,425
	$ 42,383,082	$ 35,325,991

Approved on behalf of the Board of Directors:



..... Director

Lea Bill

..... Director

Welch LLP®

STATEMENT OF OPERATIONS

YEAR ENDED MARCH 31, 2026

	2026	2025
Revenue		
Government funding		
Indigenous Services Canada (note 9)	$ 30,950,102	$ 29,938,579
Canadian Institutes of Health Research	102,134	292,167
Social Sciences and Humanities Research Council	-	8,685
OCAP® Training	1,863,816	1,973,123
Interest	823,050	1,372,934
First Nations Data Centre	20,749	41,419
Other revenue	23,715	10,484
Digital Research Alliance of Canada	-	479,833
University of Northern British Columbia	-	14,824
Genome Canada	-	6,693
	33,783,566	34,138,741
Expenses		
Regional service delivery	24,362,211	24,793,275
Salaries and benefits	7,241,695	5,877,744
Travel and meetings	548,492	512,457
Professional fees	326,657	706,606
Rent and occupancy costs	265,067	266,876
Telecommunications and technical support	221,254	230,089
Software and licensing	187,322	181,836
Bad debt expense	77,006	-
Bank charges	53,335	50,120
Office supplies, postage and courier	43,927	46,664
Communications and printing	40,187	73,587
Amortization of tangible capital assets	28,583	23,857
Insurance	18,357	16,850
Translation and interpretation	16,077	43,164
Equipment purchases and maintenance	865	25,368
	33,431,035	32,848,493
Excess of revenue over expenses	$ 352,531	$ 1,290,248

Welch LLP®

AUDITED FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN NET ASSETS

YEAR ENDED MARCH 31, 2026

	Internally restricted	Unrestricted	2026 Total	2025 Total
Net assets, beginning of year	$ 625,683	$ 2,385,742	$ 3,011,425	$ 1,721,177
Excess of revenue over expenses	-	352,531	352,531	1,290,248
Net assets, end of year	$ 625,683	$ 2,738,273	$ 3,363,956	$ 3,011,425

Welch LLP®

STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31, 2026

	2026	2025
CASH FLOWS FROM (USED IN)		
OPERATING ACTIVITIES		
Excess of revenue over expenses	$ 352,531	$ 1,290,248
Adjustments for:		
Amortization of tangible capital assets	28,583	23,857
Deferred lease inducement	(8,883)	(8,883)
	372,231	1,305,222
Changes in working capital accounts:		
Accounts receivable	522,387	88,344
Prepaid expenses	(222,218)	10,690
Accounts payable and accrued liabilities	(101,102)	(107,722)
Deferred contributions	6,814,545	5,657,390
	7,385,843	6,953,924
INVESTING ACTIVITIES		
Purchase of tangible capital assets	(39,530)	(41,222)
Purchase of term deposits	(719,450)	(696,351)
Redemption of term deposits	696,352	649,170
	(62,628)	(88,403)
INCREASE IN CASH	7,323,215	6,865,521
CASH AT BEGINNING OF YEAR	33,700,052	26,834,531
CASH AT END OF YEAR	$ 41,023,267	$ 33,700,052

Welch LLP®

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

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, 2026

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 $413,381 (2025 - $333,878).

Financial instruments

The Organization's 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, 2026

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, 2026

3. TERM DEPOSIT

The term deposit earns interest at 2.59% (2025 - 3.47%) and matures in June 2026 (2025 - June 2025).

4. ACCOUNTS RECEIVABLE

Accounts receivable consists of the following:

	2026	2025
Registrations receivable	$ 140,359	$ 387,478
Other receivables	59,102	194,123
Grants receivable	-	136,228
Government remittances receivable	-	4,019
	$ 199,461	$ 721,848

5. TANGIBLE CAPITAL ASSETS

Tangible capital assets consist of the following:

	2026			2025
	Cost	Accumulated amortization	Net book value	Net book value
Computer equipment	$ 319,326	$ 253,968	$ 65,358	$ 51,662
Furniture and equipment	66,475	38,080	28,395	28,174
Leasehold improvements	30,447	25,743	4,704	7,674
Computer software	8,379	8,379	-	-
	$ 424,627	$ 326,170	$ 98,457	$ 87,510

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities consist of the following:

	2026	2025
Trade payables	$ 199,051	$ 250,984
Accrued expenses	195,562	95,469
Quebec sales tax payable	88,770	78,456
Government remittances payable	30,685	-
Grants repayable to funding agencies	17,648	17,648
Accrued wages	-	190,261
	$ 531,716	$ 632,818

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:

	2026					2025
	Balance, beginning of year	Amounts received (transferred) during the year	Amounts recognized as revenue in the year	Excess contributions repaid or repayable	Balance, end of year	
FNDGS Phase 1 (ISC)	$ 16,507,313	$ -	$ (12,881,149)	$ -	$ 3,626,164	$ 16,507,313
FNDGS - One Year Bridge Funding (ISC)	-	19,933,600	(3,237,988)	-	16,695,612	-
FNRHS (ISC)	1,455,349	5,513,576	(4,914,748)	-	2,054,177	1,455,349
FNRSS (ISC)	4,097,681	4,771,675	(4,299,865)	-	4,569,491	4,097,681
Health Systems Capacity (ISC)	1,136,705	7,641,320	(2,271,853)	-	6,506,172	1,136,705
Mental Wellness (ISC)	70,213	-	(23,720)	-	46,493	70,213
Mental Wellness Surveys (ISC)	279,499	-	(67,753)	-	211,746	279,499
Longitudinal Survey (ISC)	2,500,000	2,500,000	(1,545,479)	-	3,454,521	2,500,000
FNIYES (ISC)	1,625	76,227	(69,348)	-	8,504	1,625
Facilitating Community Conversations (ISC)	92,242	-	(92,242)	-	-	92,242
COVID-19/Safe Restart (ISC)	4,538,224	(3,012,980)	(1,525,244)	-	-	4,538,224
SPP (ISC)	20,713	-	(20,713)	-	-	20,713
Canadian Institute of Health Impact of Assessment Agency of Canada	233,939	104,167	(102,134)	-	235,972	233,939
	-	65,000	-	-	65,000	-
Other funding	733,917	1,489,811	(1,215,615)	-	1,008,113	733,917
	$ 31,667,420	$ 39,082,396	$ (32,267,851)	$ -	$ 38,481,965	$ 31,667,420

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

During the year, Indigenous Services Canada approved a transfer of unspent contributions of $3,012,980 from the COVID-19/Safe Restart programs to the Health Systems Capacity program.

8. RESTRICTIONS ON NET ASSETS

The Organization's Board of Directors has internally restricted $625,683 (2025 - $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

	2026	2025
Department of Indigenous Services Canada funding per confirmation	$ 37,423,418	$ 35,206,273
Prior year funds received in the year	-	324,150
Deferred contributions - beginning of year	30,699,564	25,107,720
Deferred contributions - end of year	(37,172,880)	(30,699,564)
	$ 30,950,102	$ 29,938,579

10. ECONOMIC DEPENDENCE

The Organization's primary source of revenue is government funding. The Organization receives 92% (2025 - 88%) of its revenues from Indigenous Services 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, 2026

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, 2026

13. **COMMITMENTS**

The Organization has operating leases for its premises, expiring in October 2027 and May 2028. Future minimum lease payments over the remaining terms of its leases are as follows, by fiscal year:

2027	$ 289,774
2028	179,336
2029	6,126

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

2027	$ 28,671,509
2028	4,241,004

CLOSING

Thank You

Every survey completed.

Every partnership strengthened.

Every community supported.

Every policy influenced.

Together, these accomplishments reflect something larger than a successful year.

They reflect the continued trust First Nations place in FNIGC — and FNIGC's commitment to earning that trust anew each day, by advancing First Nations Data Sovereignty in everything it does.

Thank you.

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