

DEPARTMENT OF WOMEN'S EQUALITY

2025

Implementation of *Weaving Our Voices Together*

Chapter 3

Volume II: Performance Audit
Independent Assurance Report

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Department of Women’s Equality

IMPLEMENTATION OF *WEAVING OUR VOICES TOGETHER*



IMPLEMENTATION OF *WEAVING OUR VOICES TOGETHER*

Chapter 3 Highlights

Women’s Equality not adequately tracking plan progress	Established oversight committees not functioning as intended	No measures to assess whether desired outcomes are being achieved
No more than 10% of actions have been reported as completed within the plan’s expected timeframe		

OVERALL CONCLUSIONS:

Our audit work concluded that the Department of Women’s Equality (Women’s Equality) does not have adequate systems and practices in place to implement, monitor and report on *Weaving Our Voices Together*, New Brunswick’s plan in response to *Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls*.

To date there has been a lack of accountability and urgency resulting in no more than 10% of the 39 planned actions being reported as completed within the two-year timeframe set by the plan.







The commitments made at the plan’s release deserve renewed focus. As part of our work, we have made 11 recommendations to Women’s Equality to ensure adequate implementation, monitoring and reporting. It is time for New Brunswick to move beyond commitments and demonstrate tangible progress that honours the intent of the plan and the lives it seeks to protect.

Results at a Glance

IMPLEMENTATION OF *WEAVING OUR VOICES TOGETHER*

Lack of adequate systems to implement, monitor and report on the plan



FINDINGS	
	No more than 10% of actions were reported as completed within the plan's expected timeframe
	Established oversight committees have not met since the launch of the plan in 2023
	No strategies to manage risks identified in implementation
	No process to identify future work and update the plan
	No performance indicators to assess the impact of plan actions on outcomes
	Public reporting lacks clear status updates on plan progress

About the Audit

INTRODUCTION TO THE AUDIT

- 3.1 In the 2020 Speech from the Throne, the Government of New Brunswick committed to taking action in response to the National Inquiry into Missing and Murdered Indigenous Women and Girls.
- 3.2 *Weaving Our Voices Together* (the plan), was released in September 2023 as New Brunswick's path to safety for Indigenous women, girls and 2SLGBTQQIA+ people.
- 3.3 While various actions within the plan have been assigned to several government departments, the Department of Women's Equality (Women's Equality) is responsible for coordinating the implementation of the plan.

WHY WE CHOSE THIS TOPIC

- 3.4 The then Minister responsible for Women's Equality messaged in the plan that missing and murdered Indigenous women, girls and 2SLGBTQQIA+ people will not be forgotten and "their truth will live on through the deliberate and thoughtful steps we take together to end violence."
- 3.5 We selected an audit on the implementation of the plan to evaluate how effectively actions are being carried out for a population that continues to face systemic barriers and vulnerabilities and to ensure accountability and measurable progress toward reconciliation.

AUDITEE

- 3.6 Our auditee was the Department of Women's Equality.

AUDIT SCOPE

- 3.7 As part of our work, we did not evaluate the creation or adequacy of the plan.
- 3.8 We examined Women's Equality's systems and practices to implement, monitor and report on the established plan. The focus of our audit was to determine whether the government fulfilled its commitments and whether it can demonstrate that its actions are achieving the intended impact.
- 3.9 The audit covered the period from September 1, 2023 to June 30, 2025. As part of our work, we interviewed departmental staff and reviewed supporting documentation.
- 3.10 More details on the audit objective, criteria, scope and approach we used in completing our audit can be found in Appendix II and Appendix III.

AUDIT OBJECTIVE

- 3.11** Our audit objective was to determine if the Department of Women's Equality has adequate systems and practices in place to implement, monitor and report on *Weaving Our Voices Together*, New Brunswick's response to *Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls*.

CONCLUSION

- 3.12** Our audit work concluded that the Department of Women's Equality does not have adequate systems and practices in place to implement, monitor and report on *Weaving Our Voices Together*, New Brunswick's response to *Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls*.
- 3.13** Overall findings are as follows:
- monitoring the completion of actions was lacking with no more than 10% being reported as complete within the plan's expected timeframe
 - the established oversight committees had not met since the launch of the plan in 2023
 - there was no system to measure progress towards desired outcomes
 - there were no processes to review or update existing actions or introduce new actions to the plan
 - there was limited public reporting on plan progress

Background

- 3.14** According to Statistics Canada, from 2009 to 2021, 490 Indigenous women and girls in Canada were victims of homicide, which is approximately six times higher than the rate for non-Indigenous women and girls. While estimates are believed to be underestimated, the evidence clearly shows that Indigenous women and girls in Canada experience disproportionately high rates of homicide and disappearance compared with non-Indigenous women and girls.
- 3.15** *Weaving Our Voices Together* (the plan) documents the goals and actions to achieve desired outcomes and states that Indigenous Peoples are seeking transparency on what is happening in order to foster dialogue on further improvements to their safety, security and well-being.
- 3.16** Given the importance of the commitments made in the plan, it is essential to obtain assurance the plan is implemented as intended, outcomes are measured and progress is reported transparently.
- 3.17** The plan commits to:
- act on the initial 39 actions within the two-year period, 2023-2025
 - report on progress towards the implementation of these goals, actions and outcomes
 - measure the impact of actions in fulfilling the outcomes
 - identify future actions and opportunities
- 3.18** See Appendix IV for the plan's goals and 39 actions to achieve the desired outcomes to reduce violence against Indigenous women, girls and 2SLGBTQQIA+ people.

Inadequate Oversight

3.19 Women's Equality has established and chairs the following two committees to provide oversight, coordination and accountability:

- Interdepartmental Working Group
- New Brunswick Advisory Committee on Violence Against Indigenous Women, Girls, and 2SLGBTQQIA+ People (the Advisory Committee)

3.20 The Advisory Committee includes representatives from NB First Nations Communities, Indigenous organizations and select government departments to provide guidance, grassroots perspectives and the expertise of Indigenous Peoples in co-implementation of the plan.

3.21 The Interdepartmental Working Group is responsible for coordinating efforts across government departments responsible for actions and meeting regularly with the Advisory Committee to discuss:

- progress on implementation of actions
- future actions to consider
- updates from communities and organizations

3.22 Women's Equality did not fulfill its responsibility to ensure these committees were functioning as intended. At the time of our audit, neither committee had met since the launch of the plan in 2023.

3.23 Without adequate committee oversight, accountability among departments is lacking, actions are not being completed and the voices of Indigenous Peoples are not being engaged in the implementation and measurement of plan outcomes.

Recommendations

3.24 We recommend that the Department of Women's Equality establish and adhere to a meeting schedule for the Interdepartmental Working group to ensure implementation and monitoring of *Weaving Our Voices Together* actions.

3.25 We recommend that the Department of Women's Equality establish and adhere to a meeting schedule for the New Brunswick Advisory Committee on Violence Against Indigenous Women, Girls and 2SLGBTQQIA+ People to ensure implementation of *Weaving Our Voices Together* with Indigenous Peoples.

Lack of Resources Assigned

- 3.26** Women's Equality is required to oversee implementation of actions across departments.
- 3.27** Women's Equality was assigned the responsibility to coordinate a horizontal Government of New Brunswick approach with the participation of relevant provincial departments.
- 3.28** Women's Equality did not receive additional funding for implementation and was directed by government to operate within existing budget allocations.
- 3.29** The absence of adequate resources, including human and financial resources, could limit the plan's ability to be implemented, monitored and reported on effectively to achieve sustainable, province-wide results.

Recommendation

- 3.30** We recommend that the Department of Women's Equality perform an analysis of required human and financial resources to ensure successful coordination of *Weaving Our Voices Together*. Any identified gaps for resources should be brought to the attention of government in a timely manner.

No Clear Process to Oversee How the Plan is Carried Out

ROLES AND RESPONSIBILITIES ASSIGNED

- 3.31** To support successful implementation of the actions defined within the plan we would expect Women's Equality to ensure the following:
- clearly assigned roles and responsibilities
 - documented project plans with key milestones and expected outcomes
 - identified risks and mitigation strategies

3.32 Each of the 39 actions have been assigned to a department to manage implementation:



Source: Prepared by AGNB using information from Women's Equality (unaudited)

3.33 Women's Equality maintains an internal tracking sheet related to actions assigned to various departments. The actions have been clearly assigned and Women's Equality has departmental contacts for each action.

LACK OF TIMELY UPDATES ON STATUS OF ACTIONS

3.34 Women's Equality's practice has been to request updates from departments only once per year. For a two-year plan with 39 actions, more frequent progress reporting would improve clarity on the status of actions and enable earlier intervention to address challenges before they affect outcomes.

Recommendation

3.35 We recommend that the Department of Women's Equality establish a reporting timeline and ensure departmental progress reports for actions in *Weaving Our Voices Together* are received in a timely fashion.

MISSING TIMELINES AND MILESTONES

3.36 The internal tracking sheet has a section for departments to provide the anticipated timeline for completion. However, of the 39 actions, we noted:

- 20 did not have a timeline provided
- 5 identified a timeline
- 14 were noted as ongoing or in progress

- 3.37 Women's Equality does not obtain information pertaining to key milestones and expected outcomes that would identify if an action is off track and intervention is required.

NO PLAN TO REDUCE RISKS IN ACTION IMPLEMENTATION

- 3.38 The internal tracking sheet does include a section for implementation risks or barriers, however, there was no information noted for 31 of 39 actions.
- 3.39 For the eight actions noting implementation risks, no mitigation strategies to address or manage the risks were documented or required within the tracking sheet.
- 3.40 Without clear timelines, key milestones and information on risks to implementation, the action may not be completed as intended or in a timely fashion.

Recommendation

- 3.41 We recommend that the Department of Women's Equality ensure departments responsible for actions in *Weaving Our Voices Together* are providing adequate updates that include key milestones as well as identification and mitigation of any noted risks.

NO PROCESS TO UPDATE THE PLAN

- 3.42 The plan is intended to be a document that evolves over time through ongoing collaboration between government and Indigenous Peoples. This ensures the perspectives and expertise of Indigenous Peoples are incorporated into the plan's evolution.
- 3.43 During our review of the tracking document, we noted 11 new initiatives have been started in addition to the 39 original actions. However, the plan has not been updated since the launch in 2023 to account for these new initiatives.
- 3.44 Women's Equality does not have a formalized process to review or update existing actions or introduce new actions to the plan. Without such a process, collaboration between government and Indigenous Peoples may not reflect current priorities. This limits the ability to assess whether desired outcomes are being achieved and whether priorities consider issues identified by Indigenous communities.

Recommendation

- 3.45 We recommend that the Department of Women's Equality formalize and implement a process to regularly review, update the plan as required and introduce new actions to *Weaving Our Voices Together*.

No System to Measure Progress

NO DATA TO TRACK PROGRESS IN REDUCTION OF VIOLENCE AGAINST INDIGENOUS WOMEN, GIRLS AND 2SLGBTQQIA+ PEOPLE

3.46 The plan states that an indicator framework will be developed to allow for monitoring progress in reducing violence against Indigenous women, girls and 2SLGBTQQIA+ people. This framework includes the establishment of relevant performance indicators, baselines and targets that account for the diversity within and between Indigenous women, girls and 2SLGBTQQIA+ people, for all initiatives.

3.47 The plan's documented desired outcomes are as follows:

- Indigenous women, girls, and 2SLGBTQQIA+ people
 - o are safe
 - o have access to culturally safe police and justice response
 - o have economic security and receive education that reaffirms their nationhood, language, knowledges, and heritage
 - o attain full health, healing and wellness that is self-determined. Health disparities and inequities are eliminated.
- Wabanaki cultures, languages, knowledges, and heritage are protected and promoted. New Brunswick's population is accurately knowledgeable of the Wabanaki people.

3.48 The plan contains various actions intended to reduce violence against Indigenous women, girls and 2SLGBTQQIA+ people. When we inquired with Women's Equality on data pertaining to the number of missing and murdered Indigenous women and girls in New Brunswick, we were informed they did not have that information. Without this knowledge they cannot determine if the plan is reducing violence against Indigenous women, girls and 2SLGBTQQIA+ people.

Recommendation

3.49 We recommend that the Department of Women's Equality obtain and analyze data pertaining to the number of missing and murdered Indigenous women and girls in New Brunswick to measure the impact of the plan.

NO MEASURES TO ASSESS THE IMPACT OF ACTIONS

- 3.50** Additionally, the actions intended to achieve the desired outcomes do not have relevant performance indicators, baselines and targets. Without this information, Women's Equality will not have the information required to support the achievement of outcomes.
- 3.51** For example, for the action "Increase access to mobile crisis units within Indigenous communities", without having baselines and performance measurements how will someone know the impact on the elimination of health disparities and inequities for Indigenous women, girls and 2SLGBTQIA+ people.

Recommendation

- 3.52** We recommend that the Department of Women's Equality ensure an indicator framework is established which includes relevant performance indicators, baselines and targets for all initiatives in *Weaving Our Voices Together*.

Lack of Clarity on Number of Completed Actions

- 3.53** When our office inquired with Women's Equality on which of the 39 actions were completed, we were provided with conflicting information.
- 3.54** We reviewed various documentation and determined the following:
- 1 action was identified as complete in an action tracking report
 - 2 actions were identified as complete in an implementation status report
 - 4 actions were identified as complete in an email from Women's Equality

Recommendation

- 3.55** We recommend that the Department of Women's Equality establish adequate processes to accurately report number of actions completed in *Weaving Our Voices Together*.

Limited Public Reporting on Progress

- 3.56 The plan states an annual progress report will be established to monitor the implementation of the plan and will include an overview of actions taken during that year.
- 3.57 While there is no distinct progress report, updates have been communicated through the Women's Equality Departmental 2023-2024 Annual Report which noted that 37 of the 39 actions committed to in the plan have been "initiated or completed". It also details the progress made to date on three key areas of the plan.
- 3.58 However, combining the status of initiated and completed actions as the only public-facing update limits transparency and makes it unclear what has been completed.
- 3.59 Once performance indicators have been established, it will be important to publicly report results.

Recommendations

- 3.60 We recommend that the Department of Women's Equality improve transparency and accountability by reporting publicly on the number of actions in *Weaving Our Voices Together* as complete and not complete.
- 3.61 We recommend that the Department of Women's Equality ensure public reporting on the results of performance indicators related to the desired outcomes in *Weaving Our Voices Together*.

Appendix I:

RECOMMENDATIONS AND RESPONSES

Par. #	Recommendation	Entity's Response	Target Implementation Date
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We recommend that the Department of Women's Equality:

3.24	establish and adhere to a meeting schedule for the Interdepartmental Working group to ensure implementation and monitoring of <i>Weaving Our Voices Together</i> actions.	Agree Women's Equality will establish a regular quarterly meeting schedule for the Interdepartmental Working Group and amend the terms of reference.	December 31, 2025
3.25	establish and adhere to a meeting schedule for the New Brunswick Advisory Committee on Violence Against Indigenous Women, Girls and 2SLGBTQQIA+ People to ensure implementation of <i>Weaving Our Voices Together</i> with Indigenous Peoples.	Agree Women's Equality will establish a regular meeting schedule in accordance with the New Brunswick Advisory Committee on Violence Against Indigenous Women, Girls, and 2SLGBTQQIA+ People and amend the terms of references.	December 31, 2025
3.30	perform an analysis of required human and financial resources to ensure successful coordination of <i>Weaving Our Voices Together</i> . Any identified gaps for resources should be brought to the attention of government in a timely manner.	Agree Women's Equality will undertake an analysis and provide recommendations to government.	March 31, 2026
3.35	establish a reporting timeline and ensure departmental progress reports for actions in <i>Weaving Our Voices Together</i> are received in a timely fashion.	Agree A departmental quarterly reporting timeline will be established in alignment with Interdepartmental Working Group meetings.	March 31, 2026

Par. #	Recommendation	Entity's Response	Target Implementation Date
3.41	ensure departments responsible for actions in <i>Weaving Our Voices Together</i> are providing adequate updates that include key milestones as well as identification and mitigation of any noted risks.	Agree Women's Equality will formalize a project management process that includes status updates, milestones, indicators, risks, and mitigation planning. Quarterly reporting will be implemented thereafter.	March 31, 2026
3.45	formalize and implement a process to regularly review, update the plan as required and introduce new actions to <i>Weaving Our Voices Together</i> .	Agree Women's Equality will utilize the <i>Weaving Our Voices Together</i> website to reflect ongoing work, emerging priorities, and community contributions. This online resource will be updated in real time, with annual reviews anchoring broader reflection and renewal.	June 30, 2026
3.49	obtain and analyze data pertaining to the number of missing and murdered Indigenous women and girls in New Brunswick to measure the impact of the plan.	Agree Formal data collection through national and provincial statistics is unreliable due to the suppression of data for privacy reasons. Women's Equality will consult with the New Brunswick Advisory Committee on Violence Against Indigenous Women, Girls, and 2SLGBTQQIA+ People to develop a plan for obtaining relevant data to measure and report on the impact of the plan.	December 31, 2025
3.52	ensure an indicator framework is established which includes relevant performance indicators, baselines and targets for all initiatives in <i>Weaving Our Voices Together</i> .	Agree Following the implementation of a formal project management process, an indicator framework will be established in consultation with the New Brunswick Advisory Committee on Violence Against Indigenous Women, Girls, and 2SLGBTQQIA+ People.	March 31, 2027
3.55	establish adequate processes to accurately report number of actions completed in <i>Weaving Our Voices Together</i> .	Agree Following the implementation of quarterly updates, Women's Equality will provide online status updates for all actions on the <i>Weaving Our Voices Together</i> website.	June 30, 2026

Par. #	Recommendation	Entity's Response	Target Implementation Date
3.60	improve transparency and accountability by reporting publicly on the number of actions in <i>Weaving Our Voices Together</i> as complete and not complete.	Agree Women's Equality will update the <i>Weaving Our Voices Together</i> website to provide a public update on the current status of actions.	June 30, 2026
3.61	ensure public reporting on the results of performance indicators related to the desired outcomes in <i>Weaving Our Voices Together</i> .	Agree Women's Equality will implement an ongoing public update of the performance indicators once established per above.	March 31, 2027

Appendix II:

Audit Objective and Criteria

The objective and criteria for our audit of the Department of Women's Equality are presented below. The Department of Women's Equality and their senior management reviewed and agreed with the objective and associated criteria.

Objective	To determine if Women's Equality has adequate systems and practices in place to implement, monitor and report on <i>Weaving Our Voices Together</i>, New Brunswick's response to <i>Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls</i>.
Criterion 1	Women's Equality has governance structures in place to ensure oversight and accountability in the implementation of <i>Weaving Our Voices Together</i> .
Criterion 2	Women's Equality has defined and operationalized the commitments in <i>Weaving Our Voices Together</i> , with clear roles, timelines and funding identified to support implementation.
Criterion 3	Women's Equality uses measures to assess progress, adjust delivery and inform ongoing planning for <i>Weaving Our Voices Together</i> .
Criterion 4	Women's Equality monitors the implementation of <i>Weaving Our Voices Together</i> and reports on progress to support transparency, accountability and continuous improvement.

Appendix III:

Independent Assurance Report

This independent assurance report was prepared by the Office of the Auditor General of New Brunswick (AGNB) on the Department of Women's Equality and the implementation of New Brunswick's response to the National Inquiry into Missing and Murdered Indigenous Women and Girls - *Weaving Our Voices Together*. Our responsibility was to provide objective information, advice and assurance to assist the Legislative Assembly in its scrutiny of the Department of Women's Equality with respect to *Weaving Our Voices Together*.

All work in this audit was performed to a reasonable level of assurance in accordance with the Canadian Standard on Assurance Engagements (CSAE) 3001 – Direct Engagements set out by the Chartered Professional Accountants of Canada (CPA Canada) in the CPA Canada Handbook – Assurance.

AGNB applies the Canadian Standard on Quality Management 1 – Quality Management for Firms That Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements. This standard requires our office to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

In conducting the audit work, we have complied with the independence and other ethical requirements of the Rules of Professional Conduct of Chartered Professional Accountants of New Brunswick and the Code of Professional Conduct of the Office of the Auditor General of New Brunswick. Both the Rules of Professional Conduct and the Code are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

In accordance with our regular audit process, we obtained the following from management:

- confirmation of management's responsibility for the subject under audit
- acknowledgement of the suitability of the criteria used in the audit
- confirmation that all known information that has been requested, or that could affect the findings or audit conclusion, has been provided
- confirmation that the findings in this report are factually based

PERIOD COVERED BY THE AUDIT

The audit covered the period between September 1, 2023 to June 30, 2025. This is the period to which the audit conclusion applies. However, to gain a more complete understanding of the subject matter of the audit, we also examined certain matters outside of this period as deemed necessary.

DATE OF THE REPORT

We obtained sufficient and appropriate audit evidence on which to base our conclusion on November 19, 2025 in Fredericton, New Brunswick.

Appendix IV:

Weaving Our Voices Together Goals, Outcomes and Actions



Goal: Safety and Security

Desired Outcome: Indigenous women, their children, girls, and 2SLGBTQQIA+ people are safe.

Actions:

- Expand Indigenous Domestic Violence Outreach Program.
- Provide training sessions on intimate partner violence, the danger assessment tool, and the *It's Your Business: A Domestic & Intimate Partner Violence Workplace Toolkit* with Indigenous communities, organizations, and service providers.
- Work with Indigenous communities to identify and designate assisters for the *Intimate Partner Violence Intervention Act*.
- Renew and seek resources to implement the *New Brunswick Plan to Prevent and Respond to Violence Against Aboriginal Women and Girls*.
- Identify and seek resources to implement specific areas of work with Indigenous communities and organizations as part of *Preventing and Responding to Sexual Violence in NB: A Framework for Action*.
- Continue to provide stable funding (within existing budget) to Gignoo Transition House.
- Work with partners to discuss new or continued funding opportunities for necessary supports and services relating to adults with a disability (including those aging out of Jordan's Principle) as well as adult protection.
- Continue to work with Indigenous communities and the federal government collaboratively to address gaps in adult protection services in Indigenous communities.
- Participate in trilateral coordination agreement discussion tables to support the implementation of Indigenous child welfare legislation.



Goal: Health and Well-Being

Desired Outcome: Indigenous women, girls, and 2SLGBTQQIA+ people attain full health, healing, and wellness that is self-determined. Health disparities and inequities are eliminated.

Actions:

- Collaborate with Indigenous communities and Indigenous organizations to co-create, fund, and support Indigenous-led initiatives that are culturally safe, trauma-informed programs and services that will improve access to primary health care and addiction and mental health services.
- Facilitate basic mandatory training for all health-care staff on intergenerational trauma, anti-Indigenous racism, cultural safety and competency, and Indigenous ways of health and healing, and cultural awareness, sensitivity and realities.
- Create culturally safe policies and supports within provincial hospitals.
- Increase access to mobile crisis units within Indigenous communities.
- Partner with private sector to create an Indigenous mental health awareness video that will help provide information and awareness of mental health services and supports for Indigenous Peoples in New Brunswick.



Goal: Justice and Policing

Desired Outcome: Indigenous women, girls, and 2SLGBTQQIA+ have access to culturally safe police and justice response.

Actions:

- Determine the success and access to Awakening Cultural Identity and Spirit program for possible expansion based on an evaluation of the program.
- Pursue and facilitate training on conflict resolution and cultural safety training with police services as a means to strengthen the relationships between the communities and policing services.
- Support Indigenous communities in New Brunswick to develop restorative justice programs and enhance restorative justice capacity in New Brunswick.
- Use of Pre-Sentence Report with Gladue factors included is used for both Indigenous youth and adults instead of a Gladue Report in New Brunswick. Justice and Public Safety will continue discussions with Indigenous organizations who are leading on establishing Gladue writers in New Brunswick.
- Implement mandatory and periodic training of Justice and Public Safety staff, court staff, and all who participate in the justice system, focused on areas of Indigenous cultures, current realities and histories, including distinctions-based training.
- Conduct an assessment of the Indigenous Community Program Officer Program and raise community awareness of positions within the communities and the following duties linked to the positions: police community relations and cross-cultural programs.
- Enact missing persons legislation.
- Justice and Public Safety will continue discussions with Indigenous organizations in New Brunswick who are leading the work on establishing Indigenous court workers in New Brunswick.



Goal: Education and Employment

Desired Outcome: Indigenous women, girls, and 2SLGBTQQIA+ people have economic security and receive education that reaffirms their nationhood, language, knowledges, and heritage.

Actions:

- Conduct labour market research focused on the Indigenous population base in New Brunswick. Identify, a) labour market barriers, b) areas of labour market demand, and c) areas for training to meet demand.
- Collaborate on focused tech and trades information sessions and opportunities, specifically for Indigenous youth.
- Explore opportunities for the creation of culturally safe workplaces within the government of New Brunswick and potential for private sector employers.
- Implement a Skills Trades Exploration Program (STEP) focused on Indigenous women.
- Increase employment opportunities for Indigenous people in both public and private sector utilizing the Future Wabanaki Program.
- Further employment prioritization of Indigenous employees across all areas of government.
- Continue reform of the Social Assistance Program. During the initial phase, Social Assistance indexation of rates was introduced under the Transitional Assistance Program and the Extended Benefits Program, along with rate increases.
- Develop a process for including mandatory training on Indigenous cultural awareness, sensitivity, and safety training as part of public sector staff workplace performance evaluations.
- Begin the process of focused recruitment for Indigenous Peoples to work within the government of New Brunswick and explore and address barriers that may exist for them seeking and obtaining employment in the government of New Brunswick.
- Francophone sector: Revision of the First Nations themes in the curriculum of the 4th grade social studies programs and the creation of a learning resource to support them.
- Francophone Sector: Systemic racism - creation of a survey for school staff and students in grades 6-12. These surveys will be administered by January 2023.
- Anglophone Sector: Co-construction of the Wabanaki Holistic Learning Framework to ensure that curriculum meaningfully includes Wabanaki ways of knowing, being, and doing.
- Anglophone Sector: Offering of hands-on, experiential opportunities in trades in Indigenous communities.



Goal: Culture and Rights

Desired Outcome: Wabanaki cultures, languages, knowledges, and heritage are protected and promoted. New Brunswick's population is accurately knowledgeable of the Wabanaki people.

Actions:

- Establish a dedicated grant specifically for Indigenous Peoples on projects related to culture and heritage.
- Collaborate with Indigenous partners on the promotion of business, culture, and heritage on websites, social media, and other forms of advertising for New Brunswick.
- Initiate analysis of the federal *Indigenous Languages Act* to determine provincial implications.
- Collaborate to develop and deliver mandatory Indigenous cultural awareness modules to all government of New Brunswick employees. Coordinate cultural awareness training for ministers and members of the Legislative Assembly. Training must include a component on violence against Indigenous women and girls and missing and murdered Indigenous women and girls.