

# Annual Report 2026



**Project**  
Management  
Institute®  
Nova Scotia

**MAY 7, 2026**

*(Includes PMI Nova Scotia activities from May 2025-April 2026)*

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## **PMINS CHAPTER VISION STATEMENT**

To be a vibrant chapter that continues to be the project management hub for industries and communities in Nova Scotia and the benchmark for other PMI Chapters.

## **PMINS CHAPTER MISSION STATEMENT**

Empowering individuals to fulfill their potential by promoting Project Management practices as a collaborative chapter.

## HIGHLIGHTS AND PRESIDENT’S ANNUAL MESSAGE

It is my pleasure to present the 2026 Annual Report on behalf of the PMI Nova Scotia Board Members to our valued members. This report covers the period of May 2025 - April 2026.

### Major Highlights from 2025 (May-December)

Highlight of this period for PMI Nova Scotia was the Annual Conference which was successfully organized on November 6, 2025. In addition to that a number of Social, Networking, Professional Development and Community Outreach Events were organized.

PMI Nova Scotia Board members participated in North American and Regional PMI Conferences. Six Board Members Tanya Dent, Stefanie DeYoung, Erandi Gamage, Nnenna Azuka-Onwuka, Michelle Forrest and Rasheed Oladipupo attended the R2/R3 Regional Conference in Ottawa on August 21-23 . President Tanya Dent and President Elect Mahbubur Rahman attended the North America Leadership Institute Meeting in November 18-21

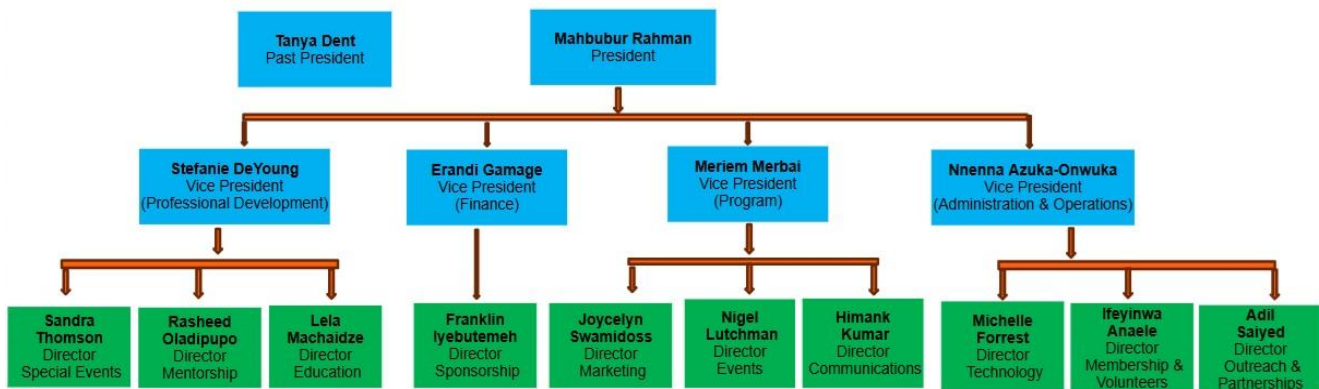
### Board Changes and Election

In June 2025 Katie Wright resigned from the Board and Nigel Lutchman was appointed as Board member. The board election was held from September 8-19. I was elected as President-Elect and Lela Machchaidze, Nigel Lutchman, Meriem Merbai, Erandi Gamage and Brad Lyon were elected/re-elected as Board members. Brad Lyon and Fahad AlRuhayem resigned in December 2025.

Four new Board members Franklyn Iyebutemeh, Ifeyinwa, Anaele, Himank Kumar and Adil Saiyed were hired through interview in January 2026

### 2026 Board

## PMI Nova Scotia Board Governance Organization Chart 2026



**Board Restructuring 2026**

At the Start of 2026, I identified the need to restructure the Board positions to prioritize Professional Development, dedicate resources to conferences and explore growth opportunities through Outreach & Partnerships. The following changes were made:

- VP Roles were renamed and realigned as Vice President (Administration & Operations), Vice President (Professional Development), Vice President (Program) and the Treasurer position was renamed to Vice President (Finance)
- Created two new Director roles - “Director of Education” and “Director of Mentorship” by splitting the responsibilities of Director of Professional Development. Additionally, I created two New Director Roles “Director of Special Events”, and “Director of Outreach & Partnership”
- Eliminated the Director of Administration position and merged the Director of Membership & Director of Volunteers to “Director of Membership and Volunteers”

**Major Highlights from 2026 (January-April)**

January 10, 2026 the Board spent a full day of in-person meeting to prepare an annual plan. The Annual Budget was approved in February. Board Members’ Roles & Responsibilities were updated. Volunteer recruitment was streamlined. Few Special Projects were started and one of the special projects, Career Day 2026 was organized on March 28, 2026. Multiple outreach and Partnership initiatives are ongoing as well.

I would like to end by thanking all of our Board members and volunteers who contributed to our success over the past year. Without you sharing your time and talent, we would not have been able to deliver all the value we do to our members. Thank you!

**Kind Regards**

**Mahbubur Rahman  
President, PMI Nova Scotia Chapter**

## EXECUTIVE AND PORTFOLIO REPORTS

### Professional Development

#### **Stefanie DeYoung – Vice President**

During 2025, Programs had two directors: Sandra Thompson, the Director of Professional Development and Meriem Merbai, Director of Membership. In January 2026, we restructured the portfolio to have Director of Mentorship, Rasheed Oladipupo, Director of Education, Lela Machaidze and Director of Special Events, Sandra Thompson.

Continuing with the Programming from 2025, the first few months of 2025 was busy with planning for the year and continuing the Mentorship program. PMI NS partnered with Digital NS to offer virtual PMP exam prep courses with multiple sessions offered throughout the year.

We also held fireside chat sessions on PMP exam prep and Member Benefits. On June 24, 2025, we partnered with Project Bites to have a virtual PD Day with over 400 participants from across North America and over 50 from the Atlantic provinces.

On November 6, 2025, we were happy to host over 180 participants at our Annual Project Management Conference! Thank you to everyone who attended! The 2026 conference will be held on November 4, 2026 so save the date! More info to come. We are excited to help support members' learning journey through our mentorship program, exam prep courses as well as the conference. If you have any questions or feedback, please feel free to reach out to us at [pd@pmins.ca](mailto:pd@pmins.ca)

### Mentorship

#### **Rasheed Oladipupo – Director**

In 2025, the Mentorship program featured 12 Mentor-Mentee pairings and concluded on Wednesday October 8, 2025 with a remarkable experience from the participants.

2026 marked a strong start to the chapter's Mentorship Program, underscoring the chapter's commitment to structured guidance, professional growth, and collaborative learning.

On Tuesday January 6, 2026, the chapter successfully launched its first mentorship cohort for the year, onboarding a record number of 68 mentors and mentees across diverse professional backgrounds. This milestone represents a significant step toward fostering a culture of continuous improvement and knowledge sharing within PMI Nova Scotia. This was followed by a Mid-Point Check-In on Wednesday March 4, 2026 where participants had the opportunity to pause and review and realign strategy.

The first cohort brought together mentors and mentees from multiple disciplines, each guided by clearly defined expectations and goals. From day one, participants were supported through structured

onboarding sessions, ensuring alignment with PMI's professional standards and the chapter's vision for mentorship excellence.

The Mentorship Program maintained consistent engagement through scheduled touchpoints and progress reviews. These interactions provided clarity and encouragement, helping participants navigate challenges in career advancement, certification planning, and project delivery.

Recognizing that mentees often face real-world project and professional hurdles, the program emphasized practical problem-solving, facilitated discussions and targeted frameworks that enabled participants to develop actionable solutions, reinforcing confidence in applying PMI methodologies and best practices. The first cohort of the year 2026 had a closing event on Wednesday April 22, 2026 with the second cohort planned for September 2026 - December 2026.

As part of this year's initiative, the chapter aims to assist military veterans in transitioning into project management.

## Education

### **Lela Machaidze – Director**

The Education portfolio was established in January 2026 as part of the Chapter's strategic restructuring, with a dedicated focus on expanding learning opportunities, building training partnerships, and supporting members on their certification journey.

To support the portfolio's mandate, three volunteers were recruited and are being onboarded, bringing energy and commitment to the team's growing initiatives.

A key area of focus has been the review of existing and new offers from PMI Authorized Training Partners (ATPs), ensuring members have access to high-quality, credentialed learning options that align with current industry standards and PMI's evolving certification landscape.

The Education portfolio works in close collaboration with the Professional Development portfolio, contributing to and supporting key chapter-wide initiatives including Lunch & Learn sessions, the annual Professional Development Day, and the partnership with Project Bites. These efforts provide members with accessible, high-impact learning experiences, and the Education team plays an active role in both leading and supporting their delivery throughout the year.

The portfolio has also made meaningful progress in building strategic partnerships. An offer has been received from Prosci, a globally recognized leader in change management, to explore a formal collaboration that would bring additional value to members interested in change management frameworks and credentials. In parallel, a meeting has been arranged with Saint Mary's University's

Executive and Professional Development unit to establish specific dates and terms for a partnership that will create new pathways for professional development within the Chapter.

Looking ahead, the Education portfolio is developing a series of webinars and information sessions focused on PMI's most in-demand and emerging certifications, including the PMP, PMI Project Management Office Certified Professional (PMI PMOCP), PMI Construction Professional, and others. These sessions are designed to help members understand the value, requirements, and career impact of each credential. As part of this initiative, a dedicated one-hour information session with Citco has been scheduled for May 21, 2026, introducing the PMP certification - covering what it is, what it entails, and why it matters for project management professionals. Participated in PMI NS introductory sessions with Dalhousie University Faculty of Management and Faculty of Engineering.

The Education portfolio is committed to making certification knowledge accessible, building strong institutional partnerships, and positioning PMI Nova Scotia as a hub for continuous professional learning in the region.

## Special Events

### **Sandra Thomson– Director**

The Director of Special Events leads the planning and delivery of the chapter's large-scale events, including the annual Project Management Conference. Held each year on International Project Management Day, the conference has become a cornerstone of the chapter's professional development offerings. It provides members with access to high-quality learning opportunities, practical tools and insights they can apply in their work, and valuable opportunities to connect with peers and industry leaders across sectors.

In 2025, the conference welcomed 180 attendees under the theme Aim High, featuring 15 speakers from a range of industries who shared insights across key areas of project management practice. The event also fostered strong networking and community-building among attendees, reinforcing the chapter's role as a hub for professional connection and growth. Additionally, the conference achieved record sponsorship revenue, generating \$15,000 in support of the chapter's ongoing programming.

In 2026, the conference will be held on November 4th at the Prince George Hotel. The conference has continued to grow in attendance each year and we are looking forward to continuing to expand the event.

## Finance

### Erandi Gamage – Vice President

The Finance portfolio consists of the Vice President, Finance/Treasurer and the Director of Sponsorship, who reports directly to the VP Finance. Erandi Gamage was reappointed as VP Finance/Treasurer, and Franklin Iyebutemeh joined the Board as Director of Sponsorship for a two-year term.

The 2026 fiscal year commenced with the onboarding of a new volunteer bookkeeper following the departure of the previous bookkeeper in mid-2025. During this transition, the Board implemented a more structured and streamlined approach to budget management, enabling improved tracking of both expenses and revenues across all portfolios. The Finance team is working closely with portfolio leads to ensure that all financial activities align with the approved budget. This includes continuous monitoring and a formal quarterly budget review process to reinforce accountability and financial discipline.

The portfolio continues to maintain strong relationships with key partners, including the Canada Revenue Agency (CRA), the Registry of Joint Stock Companies (RJSC), RBC (the Chapter’s banking partner), and external accounting and auditing service providers. Financial transactions and records are maintained accurately and kept up to date using QuickBooks Online and payment platforms such as Stripe and PayPal. In addition, efforts to bring business records fully up to date remain a primary non-operational focus for the remainder of 2025.

At the beginning of the year, all business information was updated to reflect recent transitions. As part of ongoing compliance activities, all tax filings are completed accurately and on schedule, including quarterly HST filings. The Finance team also works closely with the Chapter’s accounting representative to prepare and submit the annual tax return. Furthermore, the portfolio supported the Chapter’s charter renewal process by providing the required financial information and reports.

The summary of the 2025 financial position is as follows:

	2025 Annual budget	2025 Actuals	Difference
<b>Income</b>	\$132,135.00	\$119,196.90	(\$12,938.10)
<b>Cost of Goods Sold</b>	\$70,531.40	\$48,934.58	(\$21,596.82)
<b>Gross Profit</b>	\$61,603.60	\$70,262.32	\$8,658.72
<b>Expenses</b>	\$69,712.00	\$50,017.33	(\$19,694.67)
<b>Net Income</b>	(\$8,108.40)	\$20,244.99	\$28,353.39

In 2026, the Chapter has budgeted for increases in both expenditures and revenue, including the delivery of the PMI Nova Scotia Annual Conference. Building on the progress made since 2024, the Chapter will continue to sustain this momentum while supporting new initiatives such as Career Day and other upcoming programs.

In the role of VP Finance/Treasurer, close collaboration was maintained with external audit services to support the audit of the 2025 financial statements. Confirmation of the approved 2025 financial position is provided in the separate report issued by Lyle Tilley Davidson.

Within the Sponsorship portfolio, efforts remain focused on maintaining strong relationships with existing sponsors while actively exploring new sponsorship opportunities. This includes engaging prospective sponsors for key Chapter events. The objective is not only to increase sponsorship revenue but also to establish long-term partnerships with organizations, associations, and companies that enhance value for members. Further details are outlined in the Sponsorship portfolio report.

Overall, the Chapter remains committed to strengthening its financial position while continuing to deliver meaningful value to its members. For any questions or suggestions, please contact the Finance team at [treasurer@pmins.ca](mailto:treasurer@pmins.ca) and [finance@pmins.ca](mailto:finance@pmins.ca).

## Sponsorship

### **Franklin Iyebutemeh – Director of Sponsorship**

In 2025, the Sponsorship portfolio focused on strengthening existing sponsorship relationships while securing new partnerships to support Chapter programs and events. These efforts resulted in the successful generation of \$15,000 in sponsorship revenue for the 2025 PMI Nova Scotia Conference.

In addition, the Chapter marked a significant milestone with its first-ever Career Day in 2026, generating \$1,700 in sponsorship revenue, inclusive of amounts committed but not yet received. Between Q2 2025 and Q1 2026, the Chapter partnered with a diverse group of sponsors across various events, including:

- BelAirDirect
- Build Nova Scotia
- Nova Scotia Power
- IMP Solutions
- Mara Consulting
- National Connector Program, Halifax Partnership
- Faculty of Management Graduate Program, Dalhousie University
- Procept Associates
- Immigrant Services Association of Nova Scotia (ISANS)
- Placemaking 4G

Looking ahead, and in pursuit of the 2026 sponsorship target of \$25,000, the portfolio will focus on expanding both financial and in-kind sponsorship opportunities. This includes closer collaboration with the Outreach and Partnership portfolio to enhance sponsor engagement through data-driven insights, as well as the establishment of long-term partnerships that deliver mutual value to both sponsors and the Chapter. For any questions or suggestions, please contact the Sponsorship team at [sponsorship@pmins.ca](mailto:sponsorship@pmins.ca).

## Program

### **Meriem Merbai – Vice President**

In 2026, the Programs Portfolio underwent a strategic restructuring to better align with the Chapter's evolving priorities and to strengthen coordination across member-facing functions. The portfolio has been expanded to include Events, Communications, and Marketing, enabling a more integrated and consistent approach to program delivery, member engagement, and outreach.

This evolution builds on the 2025 transition, where the Director of Volunteers moved to the Operations Portfolio and the Director of Membership joined Programs. The 2026 structure reflects a deliberate shift toward a more cohesive and coordinated operating model, ensuring stronger alignment between programming, visibility, and member experience.

With this expanded mandate, the Programs Portfolio now focuses on:

- Event planning and delivery, including oversight of key Chapter initiatives,
- Communications and marketing alignment, improving consistency, reach, and engagement across all activities,
- Member engagement and experience, ensuring a coordinated approach across events and communications,
- Cross-functional collaboration with other portfolios to support the Chapter's overall strategic objectives.

This restructuring positions the Programs Portfolio to enhance operational efficiency, improve integration across teams, and deliver a more cohesive and impactful experience for members.

Members are encouraged to continue sharing feedback as the Chapter refines and evolves its programming approach.

## Communications

### **Himank Kumar - Director**

The Communications portfolio is responsible for the planning, development, and delivery of all public-facing communications for the PMI Nova Scotia Chapter. This includes managing social media channels, newsletters, and blog content, while ensuring consistent, timely, and engaging communication with both members and external audiences. The portfolio also supports the Chapter's strategic objectives by providing analytics and insights that enable data-driven decision-making and continuous improvement in outreach effectiveness.

Content development is a collaborative effort across all portfolios; however, the Communications team provides governance and oversight to ensure that all materials are appropriately reviewed, aligned with the Chapter's brand and messaging, and distributed through the most effective channels. This includes

maintaining editorial standards, ensuring message consistency, and supporting portfolios in refining content to maximize impact.

In addition, the portfolio plays a key role in campaign planning and execution for major Chapter initiatives and events, supporting visibility, participation, and overall member experience. Efforts are also directed toward strengthening digital presence, improving audience targeting, and leveraging performance metrics to guide communication strategies and optimize engagement.

In January 2026, Himank Kumar joined the team and has since contributed to strengthening the Chapter's communications approach, enhancing coordination across portfolios, and supporting a more structured and cohesive content planning and delivery process.

## Events

### **Nigel Lutchman – Director**

During 2025, the Events portfolio underwent a period of transition, with leadership changes and the need to re-establish operational continuity. Nigel Lutchman assumed the role of Director of Events mid-year, focusing on stabilizing event delivery and rebuilding the Events function.

Despite operating with a limited volunteer base, the portfolio successfully continued to deliver a mix of virtual and in-person events, ensuring ongoing member engagement and alignment with the Chapter's programming objectives. These included Lunch & Learn sessions, networking events, and collaborative initiatives with other portfolios.

A key priority during this period was the rebuilding of the Events volunteer team. Initial efforts focused on onboarding new volunteers and establishing clearer processes for event setup, coordination, and delivery. This included strengthening the use of tools such as the PMI Nova Scotia website, Zoom, and Trello to support more consistent execution.

These foundational efforts have positioned the Events portfolio for improved scalability and more structured delivery moving into 2026. Early 2026 activities reflect this progress, with a more established volunteer base and a growing pipeline of both virtual and in-person events.

2026 will include a variety of events and networking opportunities as we continue to hold a mix of in-person and virtual events.

The events team added many new volunteers! Our volunteers manage the back end (emails, zoom, event creation) and help to facilitate the online and in person events.

**The list of events between May 2025 to 2026 includes:**

<b>Event</b>	<b>Location</b>	<b>Speaker</b>	<b>Date</b>
Annual General Meeting (AGM) & Community Impact	In-Person / Virtual	PMI NS Board	May 8, 2025
Virtual Lunch & Learn: Don't Let Burnout Be Your Legacy	Virtual	Paul Pelletier	May 13, 2025
Foundations of Modern AI in Project Management	Virtual	Acacia Brovedani	May 22, 2025
Great NS Pick Me Up	In-Person	Networking	June 7, 2025
Professional Development Day (PDD 2025)	Virtual / In-Person	Multiple Speakers	June 18, 2025
Summer Social – Brewery Tour	In-Person	Multiple Speakers	August 6, 2025
Pop-Up Meet-Up @ The Lower Deck	In-Person	Multiple Speakers	August 28, 2025
PMP Exam Journey: Insights from Recent PMPs	Virtual	Panel Speakers	September 4, 2025
McNabs Island Clean-Up Initiative	In-Person	Multiple Speakers	September 21, 2025
Lunch & Learn: Beyond the Blueprint	Virtual	Guest Speaker	October 15, 2025
Fall Hike: Long Lake Provincial Park	In-Person	Multiple Speakers	October 19, 2025
Pop-Up Meet-Up @ Dirty Nelly's	In-Person	Multiple Speakers	October 23, 2025
Volunteer Appreciation Night	In-Person	Multiple Speakers	October 28, 2025
Holiday Social @ Gahan House	In-Person	Multiple Speakers	November 25, 2025
Cyber Smarts: Protecting Yourself and Your Privacy	Virtual	Tim Feeley	December 3, 2025
PMBOK® Guide 8th Edition – What's New & Why It Matters	Virtual	Edoardo Favari, PhD	January 12, 2026
Volunteer Orientation & Networking	In-Person	Ron Singer	February 12, 2026
Lunch & Learn: From People-Pleasing to Project Leadership	Virtual	Vatsal Sood	February 23, 2026
Women in Project Management Networking event	In-person	Multiple Speakers	March 09, 2026
PMI NS Virtual Lunch & Learn - Empowered by Design: Structuring High-Performing Teams	Virtual	Samji Cherian	April 23, 2026

## Marketing

### **Joycelyn Swamidoss– Director**

Marketing continues to play a key role in strengthening the Chapter’s brand presence and ensuring consistency across all touchpoints. The team is primarily focused on maintaining brand alignment in the creation of graphics and promotional materials for social media, the website, newsletters, and other marketing channels. This also includes the planning and procurement of branded swag to support events, member engagement, and overall visibility of the Chapter. Marketing has also introduced a new initiative this year involving the sale of swag items at our events, with plans to expand sales through our website in the future. These items include water bottles, mugs, T-shirts, caps, and other branded merchandise.

A core part of Marketing’s role is partnering closely with other portfolios, including Professional Development, Membership, Volunteer Engagement, and Events, to understand their goals and translate them into clear, engaging, and effective messaging.

Marketing works particularly closely with Communications to streamline messaging and maintain a unified voice across all platforms. This alignment ensures that the Chapter presents itself in a consistent, professional, and recognizable way. In parallel, there is an increased focus on strengthening marketing volunteer engagement by supporting retention efforts, enhancing the overall volunteer experience, and exploring meaningful perks and recognition opportunities that help retain talent and sustain long-term involvement within the Chapter.

## Administration & Operations

### **Nnenna Azuka-Onwuka – Vice President, Administration & Operations**

In 2025, the PMI Nova Scotia Chapter undertook a targeted governance realignment to strengthen operational effectiveness, enhance role clarity, and better position the Chapter to deliver on its strategic priorities. This restructuring reflects a more focused and scalable approach to portfolio-based leadership and accountability.

A key governance change was the evolution of the Vice President, Administration & Operations role into a dedicated portfolio leadership function, enabling greater focus on operational oversight, administrative governance, and coordination of critical enabling functions across the Chapter.

As part of this realignment:

- The Director of Membership and Volunteers role was merged to bring membership engagement and volunteer management under one coordinated function.
- The Director of Outreach and Partnerships portfolio was created to strengthen external engagement, cultivate strategic relationships, and expand partnership opportunities for the Chapter.

- Michelle Forrest continued in her role as Director of Technology, aligned under the VP, Operations and Administration portfolio, supporting digital enablement and operational continuity.

### **Board Appointments Approved in 2025, Effective January 2026**

- Nnenna Azuka-Onwuka, Vice President, Administration & Operations
- Ifeyinwa (Ify) Anaele – Director of Membership and Volunteers
- Adil Saiyed – Director of Outreach and Partnerships

These updates reflect the Chapter’s commitment to streamlined governance, clear portfolio alignment, proactive succession planning, and sustained operational effectiveness.

## **Technology**

### **Michelle Forest – Director**

2025 was a period of transition and foundational strengthening for the chapter’s digital infrastructure. The portfolio successfully managed a dual transition—from Communications then shifting leadership focus to Technology to modernize security protocols and operational efficiency.

### **Platform Operations and Transition**

The Communications portfolio previously managed by the current Director of Technology was successfully handed over to new leads, allowing for a dedicated focus on the Technology Portfolio. This transition was executed without disruption to ongoing Chapter services.

We played a critical role in supporting the 2025 Conference by delivering reliable technical infrastructure and responsive issue resolution. In parallel, vendor management processes were formalized through the re-establishment of a dedicated ticketing system with DarkRhino, improving visibility, accountability, and turnaround times for technical support.

Operationally, the technology team maintained a high-support service level for board members and volunteers, leveraging structured workflows through the Technology Trello board. Early-stage planning and technical enablement are also underway to support the 2026 conference, including registration systems and event-specific requirements.

### **Infrastructure and Security**

Strengthening the platform’s security and resilience remained a top priority. Multi-Factor Authentication (2FA) was enforced across all Google Workspace accounts, significantly reducing risk and improving protection of organizational data. Internal IT procedures were also reviewed and updated to align with current best practices.

A comprehensive system audit and cleanup was completed, including restructuring Google Drive environments, removing outdated assets, and decommissioning legacy user accounts and groups. These efforts have improved system performance, usability, and governance.

Access management was further standardized through a streamlined onboarding process, ensuring that all new board members receive timely and appropriate access to core platforms, including email, Google Workspace, Trello, and Slack. Regular access reviews continue to support a least-privilege security model.

### **Volunteer Enablement and Capacity Building**

The sustainability of the Technology Platform was reinforced through active volunteer recruitment and development. New contributors were onboarded across both Technology and Communications functions, increasing capacity and reducing single points of dependency.

To support long-term effectiveness, structured onboarding, updated documentation, and targeted training sessions were implemented. One-on-one mentorship further enabled knowledge transfer and ensured volunteers were equipped to operate independently within the platform environment.

## **Volunteer & Membership Engagement**

### **Ifeyinwa Anaele – Director**

#### **Volunteer Engagement**

Volunteers remain the backbone of the PMI Nova Scotia Chapter, playing a vital role in delivering value to members and advancing the Chapter's strategic priorities. Within the period under review, the Chapter continued to benefit from the dedication, expertise, and commitment of its volunteer community, whose contributions were instrumental to the successful delivery of programs, events, and key initiatives.

At the start of the period, a comprehensive inventory of all active volunteers across Chapter portfolios was compiled and updated, establishing a clear and current volunteer database. In addition, a dedicated mailing list for members interested in volunteering was developed and consistently maintained, strengthening the Chapter's ability to engage, communicate with, and onboard new volunteers effectively.

Throughout the year, intentional efforts were made to enhance volunteer engagement and foster a strong sense of community. This included hosting a series of volunteer networking socials that provided opportunities for connection, collaboration, and cross-portfolio engagement in a relaxed and inclusive environment.

These efforts culminated in the PMI Nova Scotia Volunteer Appreciation Night, held under the theme Celebrating Impact, Inspiring Community. The event brought together both regular and ad hoc volunteers in recognition of their exceptional contributions to the Chapter. As part of the

evening, awards were presented across multiple categories to outstanding volunteers whose contributions exemplified excellence, leadership, and commitment.

In February 2026, the Chapter hosted its Volunteer Orientation and Networking Event, a key engagement session designed to welcome new volunteers and reconnect existing ones at the start of the year. The event provided a structured overview of the Chapter’s strategic priorities, volunteer roles, and expectations, while also creating space for meaningful networking and cross portfolio collaboration. Volunteers had the opportunity to engage directly with Board members, gain clarity on how their contributions support Chapter objectives, and build relationships within the volunteer community. The strong turnout and active participation reflected a high level of commitment and enthusiasm, setting a positive and collaborative tone for volunteer engagement across the year.

While these awards recognized a select group of individuals, the Chapter acknowledges that the strength of its volunteer community lies in the collective contributions of all volunteers. Every volunteer, whether formally recognized or not, played a meaningful role in advancing the Chapter’s mission and delivering value to its members.

As part of the appreciation efforts, volunteer recognition items, including lapel pins and branded T-shirts, were introduced as a token of gratitude for the time, effort, and passion invested throughout the year.

The Chapter extends its sincere appreciation to all volunteers, including Board members, whose leadership and service continue to shape the Chapter’s success. This collective commitment reflects a vibrant and engaged community, and the Chapter remains dedicated to fostering an environment where volunteers feel valued, connected, and inspired to contribute.

### **Membership Engagement**

Within the period under review, the PMI Nova Scotia Chapter continued to experience strong and sustained membership growth, reinforcing its position as a vibrant and expanding professional community.

The year 2025 marked a significant milestone for the Chapter as membership surpassed the 1,000-member mark for the first time. Building on this achievement, total membership has grown to approximately 1,547 members, reflecting continued success in attracting new members and increasing awareness of the value of PMI affiliation within the region.

The Chapter maintains a strong base of certified professionals, with over 1,034 members holding PMP and other PMI certifications, representing approximately 67 percent of the total membership. This strong certification profile highlights the Chapter’s alignment with global standards of professional excellence and its role as a hub for credentialed practitioners.

At the same time, growth continues across early-career and non-certified members, including students, demonstrating a healthy pipeline of future professionals and sustained interest in project management as a career path.

Throughout the year, the Chapter delivered a range of membership and volunteer-focused initiatives, including quarterly new members orientation, volunteer onboarding sessions, mentorship programs, career development events, and targeted volunteer engagement efforts. These initiatives contributed to strengthening the overall member experience while sustaining a vibrant and active volunteer community. The integration of membership growth initiatives with volunteer engagement pathways continues to be a key strategy in building a sustainable and highly engaged Chapter.

Overall, membership trends reflect balanced and sustainable growth across both experienced and emerging professionals. The focus going forward will be on deepening member engagement, strengthening retention, and delivering targeted value that supports professional development, certification, and meaningful connections within the Chapter.

## **Outreach & Partnerships**

### **Adil Saiyed – Director**

The Outreach & Partnerships portfolio did not exist in 2025. Established in 2026, it has already been brought to life with meaningful early progress in building external partnerships and positioning the Chapter for long-term growth.

The Outreach & Partnerships portfolio, is focused on building meaningful relationships across industry, academia, community organizations, and professional associations. Its objective is to enhance member value, increase the Chapter's visibility, and create sustainable collaboration and partnership opportunities.

Initial outreach efforts were undertaken with several key organizations, including CGI, International Institute of Business Analysis, Procept Associates, Engineers Nova Scotia, Municipal Public Administrators Association of Nova Scotia, Citco, Mount Saint Vincent University, and the Dalhousie Faculty of Management. These engagements were aimed at exploring partnership opportunities and building long-term relationships within the professional and academic community.

Collaboration across internal portfolios was also a priority. The Outreach & Partnerships team worked closely with Sponsorship and Education to develop tailored partnership and sponsorship proposals, including targeted engagement efforts with organizations such as CGI.

These initiatives ensured that partnership development was aligned with broader organizational goals and value propositions.

Efforts were made to align external partnerships with key chapter initiatives, including Career Day and the Annual Conference, enhancing both participation and visibility. In addition, an initial framework for university and student engagement was developed, introducing the concept of student representatives and exploring the establishment of PMI-affiliated student clubs to strengthen early-career connections.

To support these activities, two new volunteers were successfully recruited and onboarded, increasing the portfolio's capacity to sustain outreach and relationship-building efforts.

### **Looking Ahead**

As a newly established portfolio, Outreach & Partnerships is positioned to play a critical role in advancing the Chapter's long-term strategic objectives. Future efforts will focus on strengthening relationships with industry and community stakeholders, enabling sustainable membership growth through expanded outreach channels, such as establishing Student Clubs, and supporting the development of corporate sponsorship and funding opportunities.

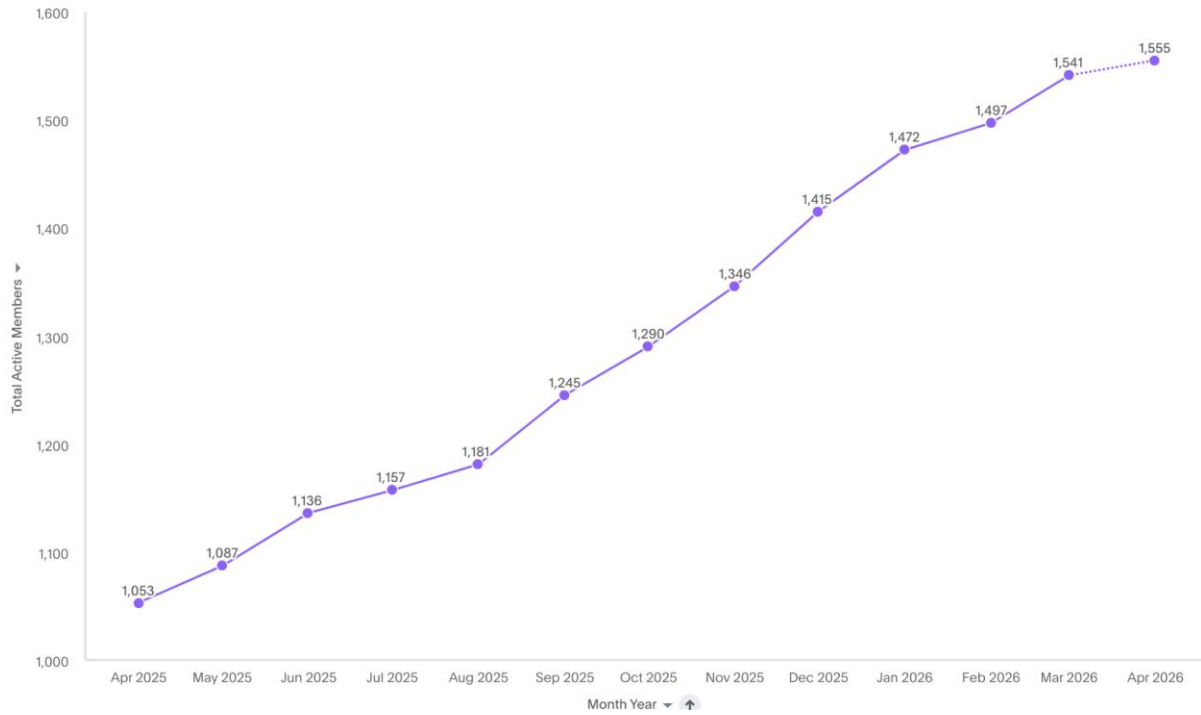
Through these initiatives, the portfolio will also contribute to enhancing PMI Nova Scotia's position as a collaborative hub for project management professionals across the region, fostering stronger connections between industry, academia, and the broader professional community

## **APPENDIX A: FINANCIAL STATEMENTS**

### 2025 Approved Financial Statements

## Appendix B: PMINS Membership Numbers April 2025 - April 2026

Active Members



### Comparison of 2024/2025 to 2025/2026

KPI	Apr 2024 – Apr 2025	Apr 2025 – Apr 2026	Growth (%)
<b>Total Members</b>	<b>891</b>	<b>1,555</b>	<b>73.60%</b>
<b>Certified Members (PMP &amp; Others)</b>	<b>610</b>	<b>1,034</b>	<b>69.50%</b>
<b>Non-Certified Members</b>	<b>281</b>	<b>513</b>	<b>82.60%</b>
<b>Certification Ratio</b>	<b>~68% (est.)</b>	<b>~67% (actual)</b>	<b>Stable</b>

### Heat Map of the Chapter members

