



**NORTH SHORE**  
Mi'kmaq Tribal Council

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**ANNUAL REPORT**  
2024 - 2025

## FOREWARD

Me' talein. We are proud to share the North Shore Mi'kmaq Tribal Council's 2024–25 Annual Report. It highlights the work we have done over the past year to support our communities and create opportunities for the betterment of our people.

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## MESSAGE FROM OUR CHAIR

Pjilita'q. It is an honour to reflect on another year of progress for the North Shore Mi'kmaq Tribal Council.

Every step we take is in support of our Member Nations. Whether it is through training, advocacy, technical work, or programs that respond directly to community priorities, our goal remains the same: to support long-term success for our people.

**“Every step we take is in support of our Member Nations.”**

This year, that support has taken many forms. Staff have continued to meet challenges with skill and care. We have seen growth in our partnerships and continued trust from our communities. These are signs of strength, but they also remind us of the responsibility we carry.

Leadership is not only about direction. It is about building systems that last. It is about supporting the decisions our communities are making for themselves and staying accountable to the people we serve.

To our Chiefs, wela'lieg for your continued leadership. And to all our NSMTC staff, thank you for the work you carry forward every day.

We are stronger when we work together.



Chief George Ginnish  
NSMTC Chair  
On behalf of the NSMTC Board

## MESSAGE FROM OUR GENERAL MANAGER

This year brought growth, challenges, and opportunity for the North Shore Mi'kmaq Tribal Council. We expanded our work through new projects and partnerships, including energy initiatives and the development of Nikutik Sovereign Wealth. We took on increased responsibilities in service delivery and laid groundwork that has moved us closer to self-determination. At the same time, we faced real pressure, particularly around Jordan's Principle. These challenges have tested our systems and capacity, but also shown the resilience and professionalism of our staff, who continue to respond with care and focus under strain.

In my role, I have had the privilege to represent NSMTC at events, on committees, and in key conversations. Across all of these is the growing recognition that First Nations are leading the way. Our team has shown that when given the tools, we are more than capable of delivering results for our people and future generations.

Looking ahead, we will build on this momentum to advance key projects and create opportunities for our Member Nations. I look forward to working with Chief Chris George of Ugpi'ganjig, whose recent appointment to the Board will support the work before us.

Wela'lieg to our Managers, Directors, and staff for your continued commitment to serving our communities. Your efforts make it possible for us to keep moving forward.



Jim Ward  
NSMTC General Manager

## BOARD OF DIRECTORS

Chief Rebecca Knockwood  
Amlamgog

Chief George Ginnish  
Board Chair  
Natoaganeg

Chief Jake Caplin  
Succeeded by Chief Chris George  
Ugpi'ganjig

Chief Kenneth Barlow  
L'nui Menikuk

Chief Terry Richardson  
Oinpegitjoig

Jim Ward  
General Manager

Chief Bill Ward  
Metepenagiag

Chief Brenton LeBlanc  
Tjipõgtötjg

Rosalie Francis  
Legal Counsel

## MEMBER NATIONS



Amlamgog



L'nui Menikuk



Metepenagiag



Natoaganeg



Oinpegitjoig



Tjipõgtötjg



Ugpi'ganjig

## MAP OF MEMBER NATIONS





## MISSION STATEMENT

**The North Shore Mi'kmaq Tribal Council (NSMTC) provides service delivery, technical support, and capacity-building in water and waste management, housing and infrastructure, post-secondary education funding, training and employment, community development, clean energy opportunities, environmental stewardship, and health service coordination.**

## HIGHLIGHTS

- Sankewitahasuakon was adopted as the name for First Nations health transformation in New Brunswick.
- NSMTC provided funding to 112 post-secondary students.
- A framework agreement was signed with Indigenous Services Canada to transfer water services to Weso'tmk Samqwan.
- The Jordan's Principle team fulfilled 1,641 requests.
- Nikutik Sovereign Wealth was launched.
- The ISET program supported 106 clients.
- The 2024 Atlantic Indigenous-led Energy Symposium was the largest to date, with 352 delegates.
- A five-year emergency management plan was approved by Indigenous Services Canada.
- The Governor General met with NSMTC leadership about plamu conservation.
- Eighteen new Indigenous doulas were trained through the Mi'kmaq Doula Project.
- Twenty-six students funded through the post-secondary program graduated during the 2024–2025 academic year.
- The first Operator Awards Night was held.
- Forty-two students applied for NSMTC summer positions.
- NSMTC joined the Team Canada Trade Mission to South Korea.



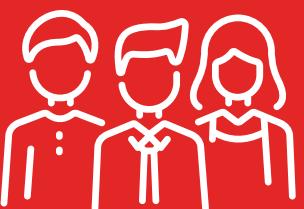
7

NATIONS



7

DEPARTMENTS



90+  
STAFF

# EXECUTIVE ADMINISTRATION

Executive Administration supports NSMTC's governance, operations, and internal coordination across Finance, Human Resources, Communications, and Information Technology (IT). The department ensures organizational cohesion by facilitating leadership meetings, maintaining internal systems, and supporting departments in delivering programs and services.

## Governance Support

To assist with planning, accountability, and day-to-day decision-making, the department coordinated regular meetings of the Board of Directors and department managers throughout the year.



## Finance

The Finance team implemented new payroll software, hired two additional clerks, and reconfigured the accounting system to better track expenses by program and department. Early work also began on a new finance policy.

## Human Resources

In 2024–2025, Executive Administration refined hiring protocols to improve consistency and streamline recruitment across departments. The team also coordinated training and certification opportunities to strengthen internal capacity, including the HR Manager's completion of the Certified

Indigenous Human Resources Professional (CIHRP) program through AFOA Canada.

## Communications and Branding

Executive Administration launched a new NSMTC website and developed a Brand Guide to support consistent communication across departments. These tools helped improve how NSMTC shares updates and aligns messaging.

## IT Services

A major shift in IT capacity took place this year, as NSMTC transitioned from an external provider to two in-house IT Coordinators. This change enhanced daily tech support and laid a stronger foundation for long-term digital planning.

## Youth Engagement

From January to March 2025, Executive Administration led a student recruitment campaign with support from the PSE department. The campaign received 42 applicants for summer positions. The team also attended the 2025 University of New Brunswick/St. Thomas University (UNB/STU) Career Fair to connect with Indigenous students and raise awareness of NSMTC as a future employer.

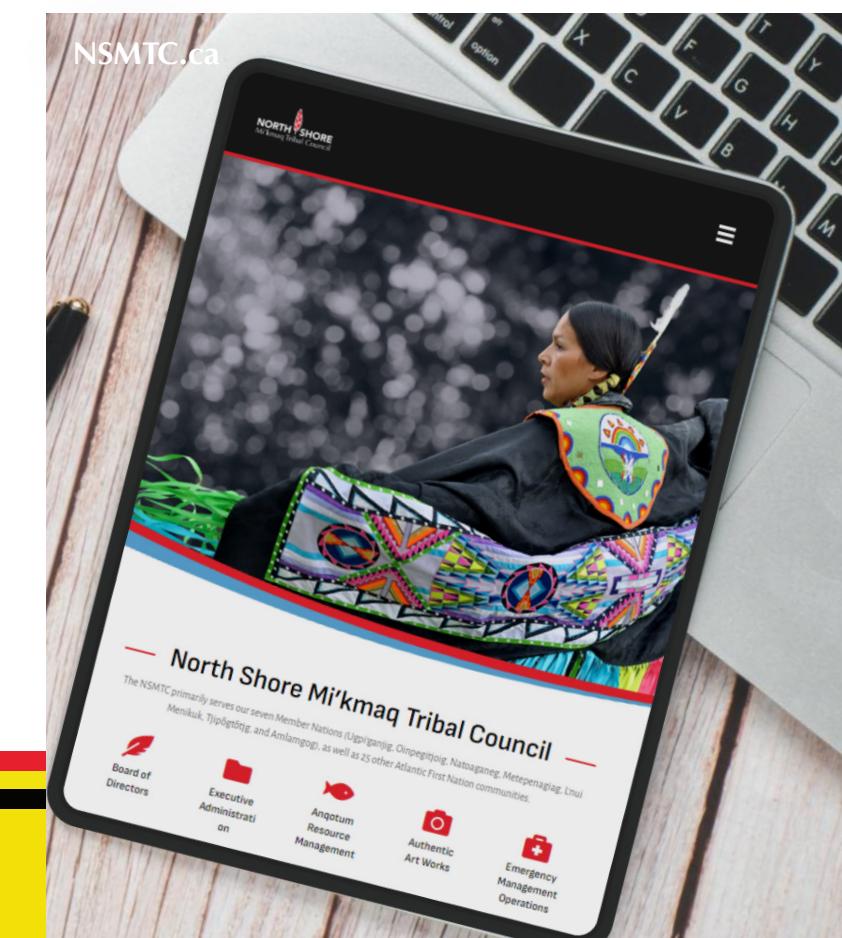
## Community Connection

In summer 2024, the department hosted a community barbecue at the Fisheries Resource Centre in Natoaganeg. The event welcomed staff, families, and community members for a fun afternoon focused on connection and conversation.



NSMTC Summer Barbecue

## Human Resources





# ANQOTUM RESOURCE MANAGEMENT

Anqotum Resource Management facilitates Mi'kmaq-led stewardship, conservation, and natural resource management. The team blends Indigenous knowledge with western science to protect species, build community capacity, and ensure Mi'kmaq leadership in environmental decision-making.

## Plamu Conservation

In April 2024, Anqotum hosted the second Plamu First conference, bringing together over 50 participants to discuss the future of plamu (Atlantic salmon) in the Miramichi River. The event strengthened partnerships and reinforced Mi'kmaq leadership in plamu recovery planning. That spring, the

team also supported a new pilot project to transport smolts past striped bass spawning grounds on the Northwest Branch of the Miramichi River, helping more young salmon survive their migration. In June, NSMTC's Anqotum Resource Management department welcomed Her Excellency the Right Honourable Mary Simon, Governor General of Canada, to Natoaganeg for a site visit and discussions on Mi'kmaq-led salmon conservation. The visit included a meeting with leadership and a tour of the Anqotum lab.

## Freshwater Monitoring

Staff revisited 11 cold-water habitat sites that had been enhanced in previous years to protect aquatic species during extreme temperatures. Ongoing monitoring of these sites, along with freshwater mussel sampling, supported tracking of aquatic health and climate resilience.



## Partnership with the Canadian Coast Guard

Anqotum continued working with the Canadian Coast Guard on Indigenous recruitment, marine safety, and environmental protection. In winter 2025, training sessions were hosted for community fishers on first aid and radio operation.

## Conservation Planning

Through the We'lek Pemjajika'q Siknikt initiative, the department worked with L'nui Menikuk (Indian Island) to develop a coastal conservation plan. Grounded in an Indigenous Knowledge Study, this work included community workshops and planning sessions that supported long-term marine stewardship.

## Education Outreach

Anqotum continued its education outreach through classroom visits and Summer Science Camp programming. The Promoting Lifelong Learning program, established in 2014, delivered species-at-risk education to Grade 4 students in First Nations-operated schools. The team also added 30 new species profiles and Mi'kmaq language content to Wisisk.ca, a public education website focused on species at risk.

## Emergency Management

In 2024–2025, the Emergency Management subdepartment, focused on strengthening community readiness through risk assessments and incident management planning across NSMTC communities. A radon awareness video was released, a five-year program was approved by Indigenous Services Canada (ISC), and a new Program Manager joined the team. The Atlantic Emergency Management Conference also returned in 2024, bringing together professionals and community representatives to share knowledge and best practices.



Visit with the Governor General



L'nui Menikuk Conservation Open House



Plamu First 2024



Team Canada Trade Mission to South Korea



AILES 2024



## ENERGY SERVICES

The NSMTC Energy Services department works to foster opportunities for Indigenous inclusion in the energy sector. The team supports NSMTC Member Nations in advancing clean energy goals by building technical capacity, developing partnerships, and coordinating initiatives that reflect community priorities.

### SMR Supply Chain Research

In partnership with the Wolastoqey Nation in New Brunswick (WNNB), the North Shore Mi'kmaq Tribal Council launched a three-year, \$2.1 million research project to examine supply and logistics chain opportunities in the small modular reactor (SMR) sector. The project examines potential roles for Indigenous-owned businesses and will identify gaps and resources required to grow Indigenous business capacity supporting the development and deployment of SMRs in New Brunswick. Results from Phase 1 were released in March 2025 and are available on the NSMTC website.

### Waqme'k Wasoqnmaqaney

Throughout the summer, NSMTC Energy Services hosted one-day STEM and energy camps in each of NSMTC's seven Member Nations. This camp connected with 150 youth from NSMTC Member Nations. Through this program, youth explored the power of clean energy through hands-on learning activities.

### Team Canada Trade Mission

In April 2024, NSMTC joined the Team Canada Trade Mission to South Korea, led by the Honourable Mary Ng, Minister of International Trade, Export Promotion, Small Business and Economic Development, and organized through Canada's Trade Commissioner Service. Out of 160 Canadian companies that participated, the North Shore

Mi'kmaq Tribal Council was one of only three from New Brunswick and the only Indigenous organization represented. The mission helped NSMTC expand its business network and explore potential joint ventures, project development, and investment opportunities.

### 2024 AILES

In September 2024, NSMTC Energy Services hosted the Atlantic Indigenous-led Energy Symposium (AILES 2024) at the Fredericton Convention Centre, bringing together 352 delegates from Indigenous communities, industry, government, and non-profit sectors. With support from Indigenous Services Canada through the Atlantic Indigenous Clean Energy Initiative, NSMTC provided travel and registration assistance to 95 participants from 25 First Nations. AILES 2024 featured over 75 speakers, an industry trade-show with 30 vendors, a gala evening, and extensive networking opportunities. Over 25 First Nations were in attendance, and the symposium was supported by over 40 sponsors. Pre-conference programming included an energy site tour and a workshop on Peace and Friendship Treaties and reconciliation.

### NB Power First Nations Energy Efficiency

The North Shore Mi'kmaq Tribal Council continued delivery of the NB Power First Nations Energy Efficiency Program, which supports energy retrofits in homes across First Nations communities. By fiscal year-end, 12 of 15 First Nations in New Brunswick were directly participating. In 2024, NSMTC and NB Power co-developed enhanced Program Guidelines, which were released to communities in the fall. While the primary focus of this program is residential retrofits, the program also supports commercial efficiency retrofits as well as new residential and commercial construction incentives for First Nation communities in New Brunswick.



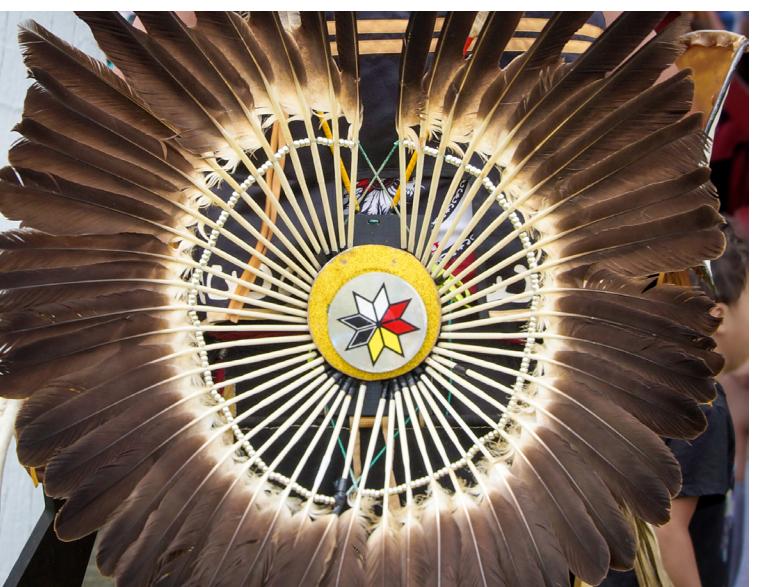
## HEALTH SERVICES

NSMTC Health Services supports the physical, mental, emotional, and spiritual well-being of Mi'kmaq community members. Through timely, family-centred programs and advocacy, the team promotes equitable access to health and social services grounded in Indigenous knowledge, culture, and language.

### Indigenous Patient Advocacy

NSMTC works closely with New Brunswick health authorities to improve care for First Nation community members. NSMTC's Indigenous Patient Advocate responded to 131 requests from 109 individuals, helping with hospital navigation, travel, referrals, and advocacy. NSMTC also hosted several training sessions focused on improving Indigenous healthcare, including cultural safety training, Indigenous Death Doula training, and Etuaptmumk (Two-Eyed Seeing) training co-hosted with Elder Albert Marshall.

**“NSMTC works closely with New Brunswick health authorities to improve care for First Nation community members.”**



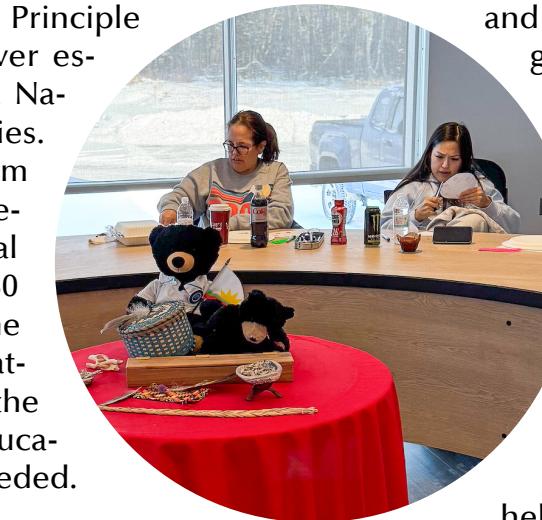
### Sankewitahasuwakon Health Transformation

Health Transformation is a First Nations-led process to reclaim control over health systems and improve culturally grounded care. In 2024–2025, the Wellness Transformation Technical Team met regularly with Indigenous Services Canada and the Advisory Committee, which includes Health Directors, Elders, and youth. The team established four working groups to support progress in governance, communications, data, and intergovernmental relationships.

In August 2024, the team hosted a summit in Saint Andrews, where Chiefs and Health Directors from all 15 First Nations formally adopted the name Sankewitahasuwakon, a Wabanaki term meaning “peaceful thinking”. The summit set a clear direction for the work ahead, rooted in culture, community leadership, and a firm call for government accountability.

### Jordan's Principle

Despite a challenging year due to operational changes at Indigenous Services Canada, the Jordan's Principle team continued to deliver essential supports to First Nation children and families. In 2024–2025, the team fulfilled 1,641 service requests, including internal clinical sessions for 330 children. Altogether, the team helped an estimated 590 children access the health, social, and educational resources they needed.



### Early Learning and Child Care

The NSMTC supports its seven Member Nations and two Mi'kmaq Confederacy of PEI communities in Early Learning and Child Care (ELCC) initiatives. In 2024–2025, the NSMTC worked with partners to strengthen cultural standards in early childhood education through a project funded by Employment and Social Development Canada (ESDC). As part of this work, early childhood educators participated in group-based training focused on trauma-informed practice and land-based pedagogy. The NSMTC, MAWIW Council, and Wolastoqey Tribal Council Incorporated (WTCI) also rightfully negotiated access to a portion of federal ELCC funding through the Canada-Wide

Early Learning and Child Care agreements with the Province of New Brunswick. This paved the way to bring together existing curricula, programs, and services into a more comprehensive and long-term support system for Indigenous children under the age of six.

### Aboriginal Head Start on Reserve

NSMTC works with 17 First Nation-operated early learning centres across New Brunswick and Prince Edward Island to respond to community-specific needs and strengthen cultural programming. Throughout 2024–2025, NSMTC's Aboriginal Head Start on Reserve Coordinator visited 13 Head Start sites, delivered Handle with Care and Fetal Alcohol Spectrum Disorder (FASD) training, responded to requests for supplies and cultural materials, and finalized key program policies. NSMTC also helped launch a shared online space on the Atlantic Health Hub to support collaboration between Head Start teams.

### Mi'kmaq Doula Project

In 2024–2025, the Mi'kmaq Doula Project launched its first full-spectrum Indigenous doula training in partnership with Zaagi'id-iwin Indigenous Birthwork. Eighteen participants from six NSMTC Member Nations came together to learn through an Indigenous lens that was grounded in ceremony, cultural safety, and community care. The project supported the return of traditional birthwork to Mi'kmaq communities, with doulas offering care through every part of the reproductive journey.



## INDIGENOUS SKILLS AND EMPLOYMENT TRAINING

The NSMTC's Indigenous Skills and Employment Training (ISET) program strengthens workforce readiness across NSMTC Member Nations by coordinating training opportunities and participating in development initiatives. The department helps community members build skills and pursue meaningful employment.

### Program Outcomes

Employment and Training Officers (ETOs) supported 106 clients through personalised Action Plans designed to reduce barriers and improve employability. As a result, 39 percent of participants (41 clients) secured jobs in fields such as early childhood education, construction, retail, fisheries, and pub-

lic safety. Five youth participants became self-employed, launching businesses in carpentry, home building, and esthetics. Another 22 clients returned to school, including summer students and those enrolled in college programs.

### Training Sessions

In 2024, NSMTC collaborated with the Department of Natural Resources (DNR) to host a community information session for Type II Wildland Firefighting training. Ten members completed the Wildland Firefighter Exchange-Fitness Test (WFX-FIT), with two successful passes. Both completed training in the spring, and one was among ten newly trained firefighters who travelled to Alberta to support wildfire response efforts in Western Canada. The department also partnered with the Joint Economic Development Initiative (JEDI), New Brunswick Community College (NBCC) Miramichi, and NBCC Fredericton to deliver a 16-week Indigenous Carpentry Program. Five mem-



bers from Metepenagiag participated, three of whom completed the training and were hired by the band contractor for local construction projects. Staff supported the program through weekly coordination meetings and regular site visits.

### Conference Participation

Staff took part in regional and national events focused on Indigenous workforce development. These included the JEDI ETO/Economic Development Officer (EDO) Meeting and Indigenous Workforce Summit in Saint John, the Council for the Advancement of Native Development Officers (CANDO) conference in Calgary, the New Brunswick Career Development Association (NBCDA) Conference in Fredericton, and the National ISET Convening and Canadian National Career Development Conference (CANNEXUS) in Ottawa.

### Team Building

ETOs participated in a traditional basket-making workshop in Moncton with support from JEDI's Traditional Teaching Fund. The two-day workshop created space for cultural learning and peer connection. Team members also came together for an in-person ETO meeting hosted by NSMTC in January 2025.

### Professional Development

Training sessions throughout the year helped strengthen skills in areas such as career development, health and safety, and crisis response. These included "Building a New Era" training hosted by the Canadian Career Development Foundation (CCDF) and Career Development Professionals of Canada (CDP) in St. Mary's First Nation, Intermediate Workplace First Aid with CPR and AED, and Suicide Intervention Training in Metepenagiag First Nation.

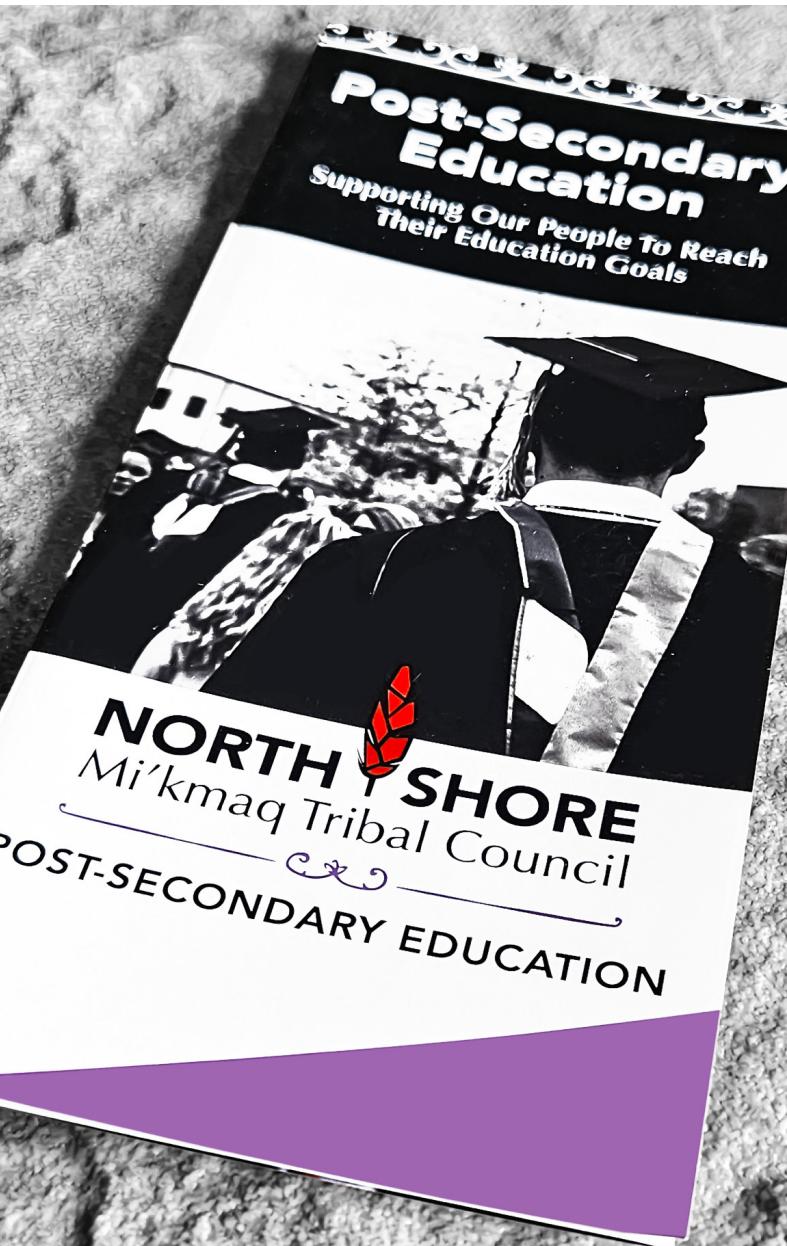
## 2024-2025 ISET PROGRAM OUTCOMES

OUTCOME	CLIENTS
Successfully Employed	39%
Became Entrepreneurs	5%
Returned to School	21%



## POST-SECONDARY EDUCATION

The NSMTC Post-Secondary Education (PSE) department strives to increase post-secondary enrolment and graduation rates among students in six NSMTC Member Nations. Students enrolled through our program are provided with funding and support which may include tuition, books and supplies, travel, living allowance, and tutoring.



### Student Support and Funding

In 2024–2025, the department supported 112 students enrolled in colleges and universities across the country. To address rising living costs, the NSMTC Board of Directors approved an increase to the monthly living allowance for single students, raising it from \$675 to \$875.

### Graduates

A total of 26 students graduated from their post-secondary programs during the 2024–2025 academic year. We are proud of all of our graduates and look forward to the impact their success will have on generations to come.

### High School Engagement

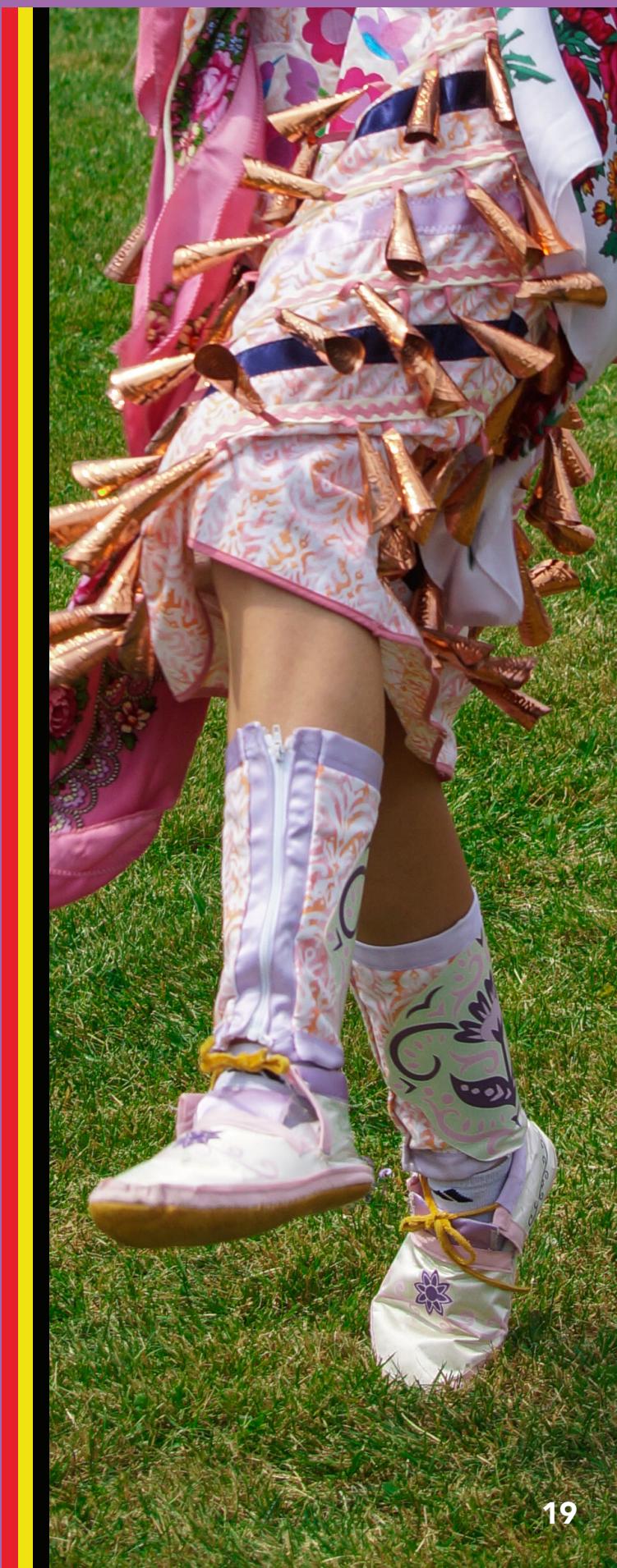
Throughout 2024–2025, the NSMTC Post-Secondary Education team visited community high schools to strengthen relationships and visibility with Grade 11 and 12 students. The team shared information about funding opportunities, application processes, and post-secondary planning, connecting directly with students to answer questions and encourage early preparation for post-secondary education.

### Department Growth

To improve service capacity, the NSMTC PSE department expanded from a single director to a three-person team, including a manager, coordinator, and consultant. This expansion enabled more consistent support and increased responsiveness throughout the academic year.

### Program Materials

Branded information pamphlets were developed and distributed to band offices and high schools across NSMTC communities. These materials, along with information from colleges and universities, were shared to support student planning and raise awareness of program services.





## TECHNICAL SERVICES

The NSMTC Technical Services department provides essential public works support to NSMTC Member communities. The technical team consists of engineers, certified building officials, project managers, environmental professionals, and certified water operators, who all demonstrate strong professional capacity.

### Solid Waste Management

Special waste collection events targeted tires, scrap metal, electronics, batteries, and large appliances, engaging community members in responsible disposal. Curbside

waste and recycling carts were distributed to three NSMTC Member communities, while 142 residential composters were delivered to households to encourage sustainable waste practices. Tools and materials also supported community gardening initiatives in two First Nations, promoting food security and environmental stewardship.

### Green Communities Engagement

The Green Communities team raised awareness through public education sessions on organic waste reduction, promoting sustainable practices across NSMTC Member communities. Educational booths at nine events, including seven Mi'kmaq powwows, shared information on environmental stewardship



Technical Services Staff



directly with community members. During Earth Day, door-to-door delivery of Wsk-witqamuey Na'kwek packages and a Youth Earth Day Poster Contest engaged students in environmental advocacy. The team also actively participated in regional, provincial, and national advisory committees, ensuring Mi'kmaq representation in waste management policy and planning.

### Housing and Infrastructure

NSMTC Technical Services strengthened workforce capacity by hiring two Indigenous youth interns who received hands-on training to support their path toward certification as Building Inspectors. This initiative supports long-term skill development in housing across NSMTC Member communities. The team also hosted two workshops to improve communication and share industry standards and best practices for First Nations Housing.

### Weso'tmk Samqwan Launch

The launch of Weso'tmk Samqwan marked a major milestone with the signing of a Framework agreement with Indigenous Services Canada, securing stable, long-term funding for water and wastewater services. This agreement ensures continued operator development and service improvement across NSMTC Member communities.

### Water and Wastewater Operator Support

Weso'tmk Samqwan recognized operator achievements through the inaugural Operator Awards Night, fostering pride in water and wastewater services. Operators received support for provincial certification exams, Continuing Education Units, and hands-on training, including provision of water testing kits to facilitate independent system monitoring. Emergency response and on-call field services continued to be

provided 24/7 to address issues across NSMTC Member communities. Regular safety, valve, and hydrant surveys maintained infrastructure readiness. Wellfield Protection Plans were developed alongside technical training and public education. NSMTC Technical Services also facilitated collaboration between First Nations, Indigenous Services Canada, and the Government of New Brunswick through events such as the March 2025 Infrastructure Session, strengthening partnerships that support water and waste water infrastructure planning and program delivery. Monthly Operator Advisory Group meetings combined technical instruction, plant tours, and cultural ceremonies such as water and pipe blessings, integrating skill development with cultural connection.

### Circuit Rider Training Program

The Circuit Rider Training Program (CRTP) delivered three major training events focused on wastewater treatment technologies, Geographic Information System (GIS) mapping, chemical injection systems, hydrant maintenance, stormwater pipe installation, and Supervisory Control and Data Acquisition (SCADA) monitoring. Operators earned Continuing Education Units through knowledge assessments. The program included team-building and feedback sessions to tailor future training. All operators had access to at least two annual CRTP events, plus additional sessions offered by regional water and wastewater associations.

### Student Work Experience

Two high school students participated in a summer program gaining exposure to both administrative and field-based technical roles. Two post-secondary students completed co-op placements, receiving mentorship and hands-on experience within NSMTC Technical Services.



## ECONOMIC DEVELOPMENT

NSMTC's Economic Development work creates pathways to long-term prosperity for its seven Member Nations through strategic planning, partnerships, and capacity-building. The focus is on building economic sovereignty and ensuring Mi'kmaq leadership in future development opportunities.

### Nikutik Sovereign Wealth

Nikutik Limited Partnership was established in 2024 by NSMTC and its seven Member Nations as a for-profit investment fund.

By leveraging rights-holder status and access to government financing for Indigenous borrowers, the fund creates opportunities for long-term economic growth through investment in infrastructure.

In its first three months, Nikutik signed agreements for 780 megawatts of solar energy, 161 megawatts of wind power, and a 400-megawatt natural gas peaker plant. Additional agreements included exploratory work on nuclear energy in partnership with Westinghouse and AtkinsRéalis. The fund follows an Indigenous-led approach with emphasis on energy, joint ventures, and critical infrastructure.

**Nikutik LP Signing**



### NORTH SHORE MI'KMAQ TRIBAL COUNCIL INC.

### STATEMENT OF OPERATIONS

YEAR ENDED MARCH 31, 2025

	2025 Budget	2025 Actual	2024 Actual
<b>Revenues</b>			
Program funding (Note 11)	\$ 15,120,000	\$ 26,245,832	\$ 27,322,121
Other revenue	1,674,000	2,467,660	2,281,978
Investment income	-	986,686	987,714
Fees for services	-	785,449	752,946
Conference income	-	310,073	122,233
Expense recoveries	-	112,690	17,217
Miscellaneous income	-	91,131	304,031
	<b>16,794,000</b>	<b>30,999,521</b>	<b>31,788,240</b>
<b>Expenditures</b>			
Program costs	6,975,000	14,260,604	12,133,115
Wages and benefits	6,453,000	6,818,502	5,814,203
Transfers to communities	1,440,000	3,425,510	3,200,841
Admin and management fees	-	2,457,455	1,863,607
Professional fees	58,500	2,298,990	1,645,882
Travel and training	76,500	1,581,322	1,484,904
Tuition and student costs	1,350,000	1,503,797	1,170,029
Writtenown of investment	-	500,000	-
Honorariums and BOD expenses	225,000	432,592	394,650
Staff and community appreciation	-	319,776	238,783
Miscellaneous and bad debt	108,000	284,880	108,166
Service fees	-	208,815	143,039
Rentals and leases	-	196,007	230,912
Memberships and licensing	-	185,322	70,288
Office supplies and equipment	40,500	152,604	203,435
Telephone and cell allowance	54,000	144,310	112,978
Promotional and communications	-	102,883	72,468
Building and equipment overhead	-	102,328	198,666
Interest and bank charges	13,500	35,671	30,629
IT	-	20,149	19,247
Amortization	-	2,645	1,603
	<b>16,794,000</b>	<b>35,034,162</b>	<b>29,137,445</b>
<b>Excess (deficiency) of revenues over expenditures</b>	<b>\$ -</b>	<b>\$ (4,034,641)</b>	<b>\$ 2,650,795</b>

Photos courtesy of  
Nelson Cloud Photography

## FUNDING PARTNERS

Assembly of First Nations  
Atl. Policy Congress of First Nation Chiefs Secretariat  
Government of Canada  
Atlantic Canada Opportunities Agency  
Canadian Heritage  
Employment and Social Development Canada  
Fisheries and Oceans Canada  
Global Affairs Canada  
Indigenous Services Canada  
Library and Archives Canada  
Natural Resources Canada  
Service Canada  
Canada Mortgage and Housing Corporation  
Canadian Rivers Institute  
Elections Canada  
First Nations Education Initiatives Inc.  
Joint Economic Development Initiative  
Nature NB  
Government of New Brunswick  
Indigenous Affairs  
Natural Resources and Energy Development  
Post-Secondary Education, Training and Labour  
Regional Development Corporation



## ACKNOWLEDGEMENTS

The NSMTC's 2024–2025 Annual Report reflects the work of many. The North Shore Mi'kmaq Tribal Council acknowledges the leadership of our Chiefs, the guidance of our Elders, the dedication of our staff, the strength of our communities, and the continued collaboration of our partners. We're grateful to everyone who shared their time, knowledge, and effort over the past year.

Wela'lieg.

  
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