



NORTH SHORE

Mi'kmaq Tribal Council

2025–26 Annual Report

Foreward

We are proud to share the North Shore Mi'kmaq Tribal Council (NSMTC)'s 2025-2026 Annual Report. The work highlighted in these pages shows NSMTC's continued commitment to our seven Member Nations. Across NSMTC, departments and staff have worked to support community needs. This report highlights programs, projects, and milestones from the past year, while showing how NSMTC continues to carry community priorities forward for the next seven generations.

Contents

- 2 Message from the Board Chair**
- 3 Message from the General Manager**
- 4 Organization**
 - 4 Our Mission
 - 4 Member Nations
 - 5 Board of Directors
- 6 Departments and Programs**
 - 6 Anqotum Resource Management
 - 8 Energy Services
 - 10 Health Services
 - 12 Indigenous Skills & Employment Training
 - 13 Post-Secondary Education
 - 14 Support Services
 - 16 Technical Services
 - 17 Economic Development
- 18 Annual Overview**
 - 18 Year In Review
 - 19 Statement of Operations
 - 20 Funding Partners
- 20 Acknowledgements**



Message from the Board Chair

P'jilita'q.

It is once again my honour, on behalf of our leadership and member communities, to share a few words on the past year and also this special year going forward.

As an organization of seven Mi'kmaq communities, we continue to strive to provide quality technical support, not only to our member communities but in collaboration for multiple other partnerships and initiatives. Our Tribal Council offers quality service while seeking economy-building opportunities to grow.

Our communities face many challenges as we continue to endeavour to help navigate fiscal demands on fixed budgets in a globally challenging reality. Housing and public facilities are struggling with increased operating costs and overcrowding. Basic programming for our children is a major challenge in Jordan's Principle, K-12 education, and Child and Family Services. The reliance on food security programs is growing and is an absolute basic necessity. There have been no indexed increases to basic income support for over 30 years, despite our constant advocacy and efforts across many of our organizations and communities for these life-supporting services. But we persist and strive together for the better!

This year, we commemorate the 300th anniversary of our Covenant Chain of Peace and Friendship Treaties. We will continue to hold all our treaty partners accountable for honouring and assisting us in implementing our constitutionally enshrined rights. This work is ongoing and a core responsibility, and we pledge not to waver.

In closing, we thank our Chiefs, our directors, and our staff for their dedication to our communities and organization.

M'sit No'gama!

Chief George Ginnish, Natoaganeg First Nation
Chair, North Shore Mi'kmaq Tribal Council





Message from the General Manager

This year was about getting ready for what is coming next.

NSMTC is growing, and the work in front of our Member Nations is getting bigger. Major conversations are happening around critical minerals, nuclear, renewable energy, data, and other development files. These are not small matters. They will affect our lands, our rights, and the long-term future of our people. Mi'kmaq Nations need to be at the centre of those conversations from the start.

A major part of this year was strategic planning. We looked at how NSMTC works internally and how we can do more. Monthly Board meetings and community engagement continue to guide our work. We need to hear from our communities and bring that direction back into the organization.

Planning continued this year for a proposed Centre of Excellence in Natoaganeg. As NSMTC grows, we need a space that brings our departments together and strengthens how we work across the organization. The Centre would provide space for community gatherings, learning, research, and cultural activities. The future depends on our youth. Through NSMTC's Indigenous Skills and Employment Training and Post-Secondary Education programs, community members are building skills and pursuing higher education. When we talk about the next seven generations, we have to make sure young people are prepared for the opportunities ahead.

We are proud to see our successes being recognized on the national stage. This past year, NSMTC was honoured with the 2025 Harold A. Smith Outstanding Contribution Award from the Canadian Nuclear Association and Canadian Nuclear Society, and our Anqotum Resource Management department received the 2026 Aboriginal Aquatic Resource and Oceans Management Excellence Award. We share both awards with the Mi'kmaq communities we serve.

There is a lot of work ahead, but we are ready for it. We will continue moving forward, guided by our Board and the priorities of our seven Member Nations.

James P. Ward
General Manager, North Shore Mi'kmaq Tribal Council



Our Mission

The 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.

For the betterment of Our People!



Member Nations



Amlamgog



L'nui Menikuk



Metepenagiag



Natoaganeg



Oinpegitjoig



Tjipōgtōtjg



Ugpi'ganjig



Board of Directors



Chief George Ginnish
Chair, Natoaganeg



Chief Chris George
Ugpi'ganjig



Chief Terry Richardson
Oinpegitjoig



Chief Bill Ward
Metepenagiag



Chief Kenneth Barlow
L'nui Menikuk



Chief Brenton LeBlanc
Tjipōgtōtjig



Chief Rebecca Knockwood
Amlamgog



Jim Ward
General Manager



Rosalie Francis
Legal Counsel



Anqotum Resource Management

The NSMTC's Anqotum Resource Management department leads Mi'kmaq-led stewardship and species-at-risk work. The team brings Indigenous Knowledge and Western science together through a two-eyed seeing approach (etuapt-mumk) to protect species and support Mi'kmaq leadership in environmental decision-making.

Atlantic Sturgeon (komkutamu)

Anqotum received funding for a new one-year Aboriginal Fund for Species at Risk project focused on komkutamu. The plan of action supports conservation of Atlantic sturgeon in the Miramichi watershed and estuary. Atlantic sturgeon is listed by the Committee on the Status of Endangered Wildlife in Canada (COSEWIC) as threatened and holds significant cultural importance for Mi'kmaq. The work focuses on identifying critical habitat and sharing information with communities. Through this work, we encourage Indigenous and commercial fishers to report incidental captures. Anqotum received funding to continue this work in 2026.

Atlantic Salmon (plamu)

In April 2025, Anqotum and its watershed partners released the Plamu First Five-Year Strategic Plan. The plan calls for a First Nations-led Collaborative Leadership Council and boots-on-the-ground projects to support plamu recovery in the Miramichi watershed. It calls on the Government of Canada to invest \$38 million in Atlantic salmon conservation. To date, no federal funding commitment has been made toward the plan.

Anqotum also supported local plamu research through smolt wheel operation, smolt trucking planning, tagging work, and juvenile salmon release. This research provides valuable insight into plamu population trends and supports the goals of the Plamu First plan.

Wood Turtle (mikijkj)

Anqotum received two years of funding to continue monitoring mikijkj. In late 2025, staff monitored new and previously identified mikijkj in Metepenagiag and Natoaganeg. They catalogued habitat and gathered data to support future work. The project will help increase awareness of critical foraging, nesting, and overwintering habitat. In winter 2025, Anqotum also hosted an Indigenous



Anqotum Resource Management Team



Knowledge workshop with community members, with a focus on youth and Elders. What was shared will guide project activities in 2026.

Chignecto Isthmus Connectivity Project

Working with Birds Canada, Anqotum engaged Amlamgog in an Indigenous Knowledge workshop and values mapping activity focused on the Chignecto Isthmus corridor. It helped identify species, habitat, and cultural values connected to the area. More project activities included a community visit, Mi'kmaq language support, and resource development for Fort Folly Habitat Recovery's website.

Brook Floater (nkat'law)

Anqotum continued work on nkat'law. The project looks at key host species, including eel (kataw) and plamu, in the Miramichi watershed. Brook floater is a freshwater mussel and a species at risk. It helps keep waterways clean and supports river health. Project work focused on identifying new brook floater sites and gathering more information on the species. Surveys, monitoring, sample collection, and lab analysis were completed.

Youth Outreach

Anqotum delivered workshops to students at First Nation-operated elementary schools in Natoaganeg, Elsipogtog, and Metepenagiag. Staff taught students about culturally significant species at risk, including mikikj, komkutamu, kataw, plamu, and nkat'law, with input from community Elders. More than 65 children between the ages of 9 and 11 took part. Anqotum delivered three summer science camps to 60 children in July and August 2025, with activities focused on species at risk, current Anqotum projects, and environmental science as a career path.

Wildfire Preparedness

The 2025 wildfire season led to new air quality monitoring work across NSMTC Member Nations. Emergency Management acquired a PurpleAir monitor for each of the seven communities to track local air quality disruptions and support public messaging. FireSmart allocations through

the Department of Natural Resources and the Government of New Brunswick were also used to support vegetation management equipment.

Atlantic Emergency Management Conference

NSMTC hosted the third Atlantic Emergency Management Conference in Charlottetown in September 2025. The event brought together more than 250 attendees and was featured in Emergency Management magazine.



Emergency Management Planning

Emergency Management worked with Member communities to update Community Incident Management Plans. The team helped deliver 12 emergency management projects, funded by Indigenous Services Canada and comprised of plan updates, equipment, training, and relationship-building activities.

Partnership with the Canadian Coast Guard

Anqotum continued working with the Canadian Coast Guard on Indigenous recruitment, safety training, and the identification of derelict vessels on First Nation community territory. Anqotum organized incident command systems (ICS 100) training for Member communities, which was rescheduled to April 2026.



Energy Services

The NSMTC Energy Services department creates opportunities for Indigenous participation in the energy sector. The team supports Member Nations with clean energy planning, technical capacity, and partnerships rooted in community priorities.

Department Growth

In 2025–2026, Energy Services expanded its team with the addition of a Senior Strategist, a Technical Energy Advisor, and summer student support. This added capacity helped the department respond to a growing number of projects while continuing to support Member Nations and regional partners

Building the Indigenous Supply Chain Supporting SMR Development

Energy Services continued delivery of the multi-year Building the Indigenous Supply Chain Supporting SMR (Small Modular Reactor) Development and Deployment in New Brunswick project. The project researches how Indigenous-owned businesses can take part in future supply chain opportunities connected to small modular reactor development in New Brunswick.

Fish Leather Feasibility Study

With support from Atlantic Canada Opportunities Agency and the New Brunswick Fisheries Fund, Energy Services began feasibility work to explore the potential for a fish leather processing facility in New Brunswick. The study looks at whether fish leather could create new value from fisheries by-products and support future economic development.

Critical Minerals Assessment and Feasibility Study

The department launched the \$929,660 Critical Minerals Assessment and Feasibility Study. This work is helping NSMTC gather information on critical minerals activity in New Brunswick and support future conversations with Member Nations about potential risks and opportunities.



NB Power First Nations Energy Efficiency Program

Energy Services continued its role in the NB Power First Nations Energy Efficiency Program during the program's transition year. The program supports energy efficiency upgrades in First Nations homes and helps communities reduce energy use.

Waqme'k Wasoqnmaqaney

The department delivered the second year of Waqme'k Wasoqnmaqaney STEM Camp. The camp reached youth across six NSMTC Member Nations through hands-on activities focused on energy and STEM (Science, Technology, Engineering, Math). This annual camp gives young people a chance to learn about energy and electricity, while building confidence and exploring new skills.

Energy Symposium

Energy Services hosted the 2025 Atlantic Indigenous-led Energy Symposium, a three-day gathering focused on Indigenous participation in the en-

ergy sector. This annual symposium creates space for Indigenous communities to be part of the conversations shaping the energy sector. The event welcomed 477 participants, with 40 First Nations and 220 organizations represented across industry, government, and partner sectors.

"This annual symposium creates space for Indigenous communities to be part of the conversations shaping the energy sector."

Enlit Europe

Energy Services participated in the Trade and Learning Mission to Enlit Europe in Bilbao, Spain. The mission gave the team a closer look at energy systems in other regions and helped strengthen relationships with international partners.



2025 Atlantic Indigenous-Led Energy Symposium

Health Services

NSMTC Health Services provides culturally safe support services primarily to its seven Member Nations. The team works with families, communities, health partners, and service providers to improve access to care and support the well-being of Mi'kmaq 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 2025-2026, the Sankewitahasuwakon Technical Team continued regular work with Indigenous Services Canada, the Province of New Brunswick, the Sankewitahasuwakon Advisory Committee, and working groups. The team helped establish a new bilateral health forum with the Province of New Brunswick, hosted in Ugpi'ganjig First Nation, to support First Nations self-determination in health care. Other work included the launch of the Sankewitahasuwakon website, continued development of governance and data frameworks, a blanket ceremony for Health Directors, new staff capacity, and advocacy for national Health Transformation funding and nursing retention support.

Aboriginal Diabetes Initiative

The Aboriginal Diabetes Initiative continued work with the First 39 Moons of Life project in partnership with Idea Diabetes and two NSMTC Member Nations, Ugpi'ganjig and Amlamgog. The project focuses on reducing the risk of Type 2 diabetes from pre-conception to a child's second birthday. Work included community strengths mapping in both communities, participation in an Advisors Circle meeting in Saskatoon, and a community gathering in Port Hardy, British Columbia.

Indigenous Early Learning and Child Care

Indigenous Early Learning and Child Care (ELCC) continues to work collaboratively with the other two Tribal Councils in New Brunswick to advance the development of an Indigenous-led Early Learning and Child Care system that reflects the

unique cultures, languages, and priorities of First Nations communities.

Through ongoing collaboration among early learning staff, supervisors, leadership, and key partners from all 15 First Nations, strong relationships have been built, and a shared vision has emerged. This collective effort has fostered the development of a Wabanaki ELCC system that is grounded in Mi'kmaq/Wolastoqey ways of knowing, community priorities, and a commitment to providing culturally relevant, high-quality early learning experiences for all First Nations children and families in the province.





Jordan's Principle

Jordan's Principle services continued through a year of uncertainty following Indigenous Services Canada's February 2025 Operational Bulletin. The Jordan's Principle team sought clarification on funding changes while advocating with NSMTC and community leadership for equitable access to services. Staff worked closely with band-operated schools, Education Directors, school districts, Mi'kmaq Child and Family Services, Social Development, community health nurses, Health Directors, allied health staff, and families to navigate health, social, and educational supports.

In 2025–2026, the Jordan's Principle team served 821 clients across more than 47 categories of support.



"The Jordan's Principle team sought clarification on funding changes while advocating with NSMTC and community leadership for equitable access to services."

Aboriginal Head Start on Reserve

The Aboriginal Head Start on Reserve Coordinator continued supporting 17 Head Start sites across New Brunswick and Prince Edward Island. In 2025–2026, this work included 12 site visits,

Gentle Journeys training, fetal alcohol spectrum disorder presentations at three sites, supplies for six sites, and cultural materials to support language and cultural programming. The NSMTC Aboriginal Head Start on Reserve coordinator continued building relationships with Head Start staff and participating in regional committees connected to early childhood development and Indigenous early learning.

Indigenous Patient Advocacy

The NSMTC Indigenous Patient Advocate works closely with New Brunswick's two health authorities to improve culturally safe care for First Nations community members. In 2025–2026, the Advocate responded to 79 requests from 61 individuals, including support for external agency staff. Services included hospital and health resource navigation, travel inquiries, referral support, and advocacy for patients and families. The Advocate also contributed to system-level work through the Vitalité Discharge Planning Working Committee and the Horizon Indigenous Liaison Committee.

Early Childhood Education Conference

The annual Early Childhood Education Conference was held in fall 2025 at the Delta Fredericton. This event brought together more than 200 participants from 15 First Nations early learning and child care sites. The 2025 conference focused on honouring First Nations Early Childhood Educators, recognizing their role in supporting children, language, and culture in community.



Mawita'nen Bilateral Health Forum
Photo Credit: © Charlene LaBillois Photography



Health Services Collaboration Meeting in Ugpi'Ganjig

Indigenous Skills & Employment Training

The NSMTC Indigenous Skills and Employment Training (ISET) program supports workforce readiness across NSMTC Member Nations. The program helps community members access training, education, employment supports, and career development services that strengthen long-term employability.

Program Outcomes

In 2025–2026, ISET served 124 clients, including 74 youth and nine clients with disabilities. Employment and Training Officers supported clients through 289 interventions, helping community members address barriers, plan next steps, and access education or employment opportunities.

Education and Employment Results

Forty-four clients returned to school during the reporting period, including 42 youth and two adults. Another 48 clients secured employment, including five who became self-employed. Clients found work in fields such as construction, fisheries, public works, security, early childhood education, administration, transportation, and community services.

Career Development Leadership

In spring 2025, the ISET Coordinator accepted a seat on the board of the New Brunswick Career Development Association. The association supports certification for Employment and Training



Officers and others working in career development. This role gives NSMTC a voice in training and conference planning at the provincial and national levels and supports efforts to bring an Indigenous community lens to career development.

Green Jobs Planning

ISET coordinated with NSMTC Energy Services to seek funding through the Science and Technology Internship Program Green Jobs initiative. The proposed work would have supported community members in becoming trained, employed, and job-ready for the green energy sector. Although the application was not successful, ISET intends to continue pursuing funding opportunities that support green skills training and future workforce needs.



124

Total ISET
Program Clients



74

Youth ISET
Program Clients



44

ISET Program Clients
Returned to School



74

ISET Program Clients
Became Employed



Post-Secondary Education

The NSMTC Post-Secondary Education (PSE) department supports eligible students from six NSMTC Member Nations as they pursue education and skills development at the post-secondary level. The program serves Tjipōgtōtjg, Natoaganeg, Ugpī'ganjig, Amlamgog, L'nui Menikuk, and Oinpegitjoig. Support can include funding for tuition and other school-related costs.

Student Support and Funding

In 2025-2026, the PSE program supported 98 students as they continued their education at colleges and universities. Staff helped students understand funding options, navigate application requirements, and access support throughout the academic year.

Post-Secondary Graduates

A total of 19 students graduated from their post-secondary programs during the 2025-2026 academic year. NSMTC congratulates all graduates and looks forward to seeing where their education takes them next.

High School Engagement

The PSE team continued working to increase program visibility and connect with potential students before they leave high school. Staff held en-

gagement sessions with Grade 11 and 12 students and school support workers at Miramichi Valley High School, North and South Esk Regional High School, Bathurst High School, Dalhousie Regional High School, and Bonar Law High School. Program information packages were mailed to high schools the team was unable to visit.

NSMTC Recruitment Fair

The PSE department secured funding to host the first NSMTC Indigenous Recruitment Fair at the Natoaganeg Band Hall. The event welcomed more than 200 participants and included 31 booths representing post-secondary institutions, employers, and NSMTC departments. The fair helped students and community members explore education, training, and employment opportunities.

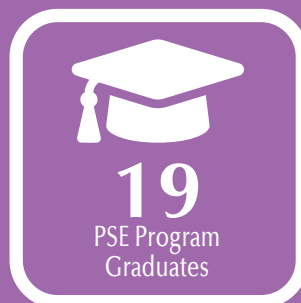
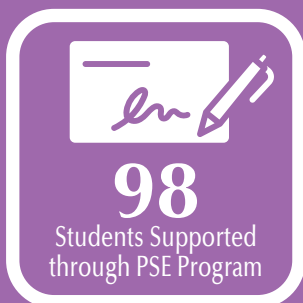


Department Growth

In October 2025, the PSE department welcomed a new PSE Coordinator. This added capacity and helped strengthen student support, financial reporting, and day-to-day program delivery.

Professional Development

In November 2025, the PSE Manager attended the World Indigenous Peoples Conference on Education in Auckland, New Zealand. The conference created space for Indigenous educators, leaders, facilitators, and knowledge keepers to share approaches to Indigenous education on a global platform.



Support Services

Support Services coordinates the internal systems that allow NSMTC departments to do their work. The department includes governance, finance, human resources, communications, information technology, data governance, and office management. During the 2025–2026 fiscal year, its work focused on long-term planning, policy development, internal coordination, and practical improvements to daily operations.

Governance

Under NSMTC’s new Governance Director, Support Services reviewed internal workflow and decision-making structures. NSMTC began developing a governance model that clarifies how the Board, management, and internal committees connect to the work. Seven Braids was created as a group of seven internal committees focused on communications, finance, human resources, governance, data, occupational health and safety, and culture. Seven Braids brings a breadth of staff knowledge into policy development and creates clear lanes for operational matters to be escalated to staff with the right expertise. Work began on a Governance Policy, which remains ongoing.

“Seven Braids was created as a group of seven internal committees focused on communications, finance, human resources, governance, data, occupational health and safety, and culture.”

Human Resources

In 2025, the Human Resources team completed 29 new NSMTC hires across permanent, term, casual, and summer student positions. The 2026 student recruitment campaign received 33 applications for seven summer positions. The teams professional ca-

capacity was expanded with a new HR Coordinator, and the HR Manager received the Certified Indigenous Human Resources Professional designation in February 2026. Other major work throughout the year included reviewing the NSMTC Employment Policy to improve clarity and ensure it remains complete and responsive to ongoing organizational changes.

Communications

Communications expanded NSMTC’s branded materials in 2025–2026, producing banners, tablecloths, and other assets for departments to use at events and tradeshow. New branded templates were developed to help departments create consistent materials, and all NSMTC staff received branded T-shirts. NSMTC’s event landing pages were migrated to NSMTC.ca, and online forms were developed for these pages to streamline expressions of interest from speakers, sponsors, and vendors.

Information Technology (IT)

Throughout 2025–2026, IT Services strengthened internal technology systems and moved more event tech in house. The team completed an inventory of technology assets, coordinated enterprise pricing, and created clearer IT request processes. For events, IT Services took on more in-house audio-visual work, reducing the need for third-party event services.



Governance Director



Support Services at Miramichi Trunk or Treat



NSMTC Receptionist on Bear Witness Day



IT at the Atlantic Indigenous-Led Energy Symposium

Data

NSMTC's Data Governance team continued its work to engage communities and NSMTC staff through the Data Champions Table. Throughout 2025–2026, the team rolled out First Nations Information Governance Centre OCAP® (Ownership, Control, Access, Possession) training internally to ensure NSMTC staff are informed on the importance of data governance and best practices. Early work began on Nujikina'muet-jij (Little Teachers Program). Through this program, youth participants will be able to share their knowledge of technology, data, and computers while learning traditional teachings from Elders.

Office Management

Office Management reviewed NSMTC's building space and resources to make sure they are being used well as the organization grows. This included looking at office space, equipment, and staff needs.

Internal Leadership Meeting Coordination

Throughout 2025–2026, Support Services coordinated nine Board meetings and eight Managers Committee meetings. In February 2026, the Managers Committee, which includes all NSMTC department directors and managers, and leads from the Support Services team, received the name Mekwe'k Gitpo Kelusit through a naming ceremony led by Elder Tulley Paul.

Finance

NSMTC began work under a 10-year grant through the First Nations Financial Management Board. The department hired a Finance Clerk and a CPA-certified Finance Manager, and the Finance Payroll Officer earned their PCP-designation. The Finance team also began developing a new Finance Policy. During the year, the Finance team issued a total of 2824 payments.

Strategic Planning

In Fall 2025, Support Services coordinated organization-wide and department-level strategic planning sessions. Moving forward, the NSMTC will now have a strong and clear planning framework in place. This work will also guide reporting connected to the NSMTC's 10-year grant.

Technical Services

The NSMTC Technical Services department provides public works and infrastructure services to NSMTC Member communities. The team includes engineers, certified building officials, project managers, environmental professionals, and certified water operators who work with communities on housing, waste management, water, wastewater, and infrastructure needs.

tic Canada and completes condition and progress inspections in First Nations communities. In 2026, for the first time, most inspections will be completed by NSMTC's two Indigenous Housing Inspectors-in-Training as they work toward certification as Building Inspectors. The program also delivered technical workshops, including Home Maintenance, Build It Better: Enhancing Indigenous Housing 2026 with the Canadian Home Builders' Association New Brunswick, and a Housing Forum held on March 17, 2026.



Housing Program Coordinator and Infrastructure Services Manager



Climate Change Coordinator



Operations Manager and CRTP Manager

Green Communities and Waste Management

In 2025-2026, the Green Communities team hosted educational booths and activities at six Mi'kmaq powwows and two STEM fairs. Staff shared information on waste sorting, recycling, and environmental stewardship, with a focus on youth engagement. For Wskwitqamuey Na'kwek, the team led the 2026 NSMTC Youth Earth Day Poster Contest and provided art supplies and environmental books to after-school programs in each NSMTC Member community. Fifty young Mi'kmaq artists contributed posters on the theme "We Are All Part of Nature." The team continued large waste collections and used oil recycling, while developing new work on household recycling, glass, flexible plastics, and household hazardous waste.

Housing and Infrastructure

The NSMTC Housing Services Program administers the Canada Mortgage and Housing Corporation on-reserve inspection program across Atlan-

Weso'tmk Samqwan

In 2025-2026, Weso'tmk Samqwan worked with the Operator Advisory Group, made up of community-based operators and water monitors. The group focused on source water protection plans, operator training and certification, and improvements to community water systems. This work helped keep planning connected to community-identified needs.

Circuit Rider Training Program

The Circuit Rider Training Program (CRTP) delivered on-site and remote operational assistance to participating First Nations across the region. Indigenous Services Canada required 75 visits, and CRTP completed 82. CRTP continued to work with certified water and wastewater operators through mentorship, troubleshooting, training, and succession planning. CRTP delivered three operator training seminars focused on certification advancement, compliance requirements, sampling procedures, safety, and system optimization.

Economic Development

NSMTC's Economic Development work supports long-term prosperity for its seven Member Nations. The focus is on building economic sovereignty and ensuring Mi'kmaq leadership in future development opportunities.

Nikutik Sovereign Wealth

In 2025-2026, Nikutik Sovereign Wealth continued to build a portfolio of equity stakes in potential projects and company acquisitions on behalf of NSMTC and its seven Member Nations. The work focused on working with industry partners on early-stage, pre-construction development of large energy projects, and securing options to purchase shares of established, profitable companies.

Business Development

NSMTC and Nikutik delivered advisory services on contracts with Westinghouse, BioVoltex, and Faster Than Light (FTL). As well, outlines of deal terms were signed with several companies in food production, housing, and software that Nikutik may acquire in the future, pending due diligence and final negotiations.

Centre of Excellence

NSMTC continued planning for a proposed Centre of Excellence in Natoaganeg. The new building would bring NSMTC departments together in one location while creating shared space for community gatherings, learning, research, and cultural activities. NSMTC received firm-price bids from construction companies, selected the site, and worked to secure funding for construction to start in 2026-2027.

Team Growth

NSMTC welcomed a new Community Partnerships Lead under Nikutik Sovereign Wealth. The role adds capacity for community engagement and helps keep community voices at the centre of major project work.

Nuclear Recognition

NSMTC received the Harold A. Smith Outstanding Contribution Award from the Canadian Nuclear Association (CNA) and Canadian Nuclear Society (CNS) in recognition of its leadership in advancing Indigenous participation in the nuclear sector. NSMTC's General Manager and Nikutik's CEO also represented NSMTC at numerous nuclear, energy, investment, technology, and development conferences throughout the year, increasing Mi'kmaq visibility and participation in major project conversations.

Renewable Energy

Projects advanced and new ones were added in the renewable energy portfolio, including potential solar, wind, battery, and biogas opportunities. The furthest along project is a 150-megawatt solar array, enough to power about 15,000 New Brunswick homes, of which Nikutik holds an option for 51% ownership. Other projects include several bids to NB Power for battery energy storage, a planned biogas facility, and negotiations with NB Power on a 147-megawatt wind project.



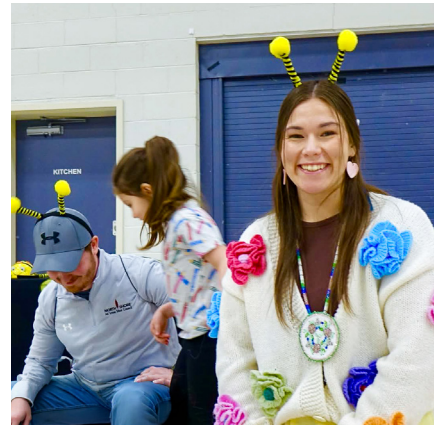
2025 Canadian Nuclear Achievement Award



Year in Review



Community Engagement
Expanding Our Team
Hosting Events
Field Work and Training
Recognition for Our Work
Presenting at Conferences
Youth Outreach



NORTH SHORE MTKMAQ TRIBAL COUNCIL INC.
STATEMENT OF OPERATIONS
YEAR ENDED MARCH 31, 2026

	2026 Budget	2026 Actual	2025 Actual
Revenues			
Program funding (Note 11)	\$ 26,000,000	\$ 29,607,794	\$ 26,245,832
Other revenue	2,000,000	2,150,761	2,467,660
Fees for services	750,000	625,654	785,449
Investment income	500,000	559,636	986,686
Conference income	300,000	543,700	310,073
Expense recoveries	50,000	127,310	112,690
Miscellaneous income	50,000	24,208	91,131
	<u>29,650,000</u>	<u>33,639,063</u>	<u>30,999,521</u>
Expenditures			
Wages and benefits	7,500,000	7,644,533	6,818,502
Program costs	8,200,000	5,145,159	14,260,604
Transfers to communities	3,500,000	4,642,748	3,425,510
Professional fees	2,500,000	2,704,956	2,298,990
Admin and management fees	2,500,000	2,141,760	2,457,455
Travel and training	1,700,000	1,868,418	1,581,322
Tuition and student costs	1,600,000	1,351,225	1,503,797
Honorariums and BOD expenses	460,000	471,343	432,592
Rentals and leases	200,000	210,625	196,007
Memberships and licensing	200,000	197,863	244,798
Staff and community appreciation	270,000	179,758	319,776
Office supplies and equipment	180,000	170,053	152,603
Telephone and cell allowance	160,000	161,129	144,310
Building and equipment overhead	110,000	128,250	102,328
Service fees	210,000	127,907	208,815
Promotional and communications	100,000	98,284	102,883
Miscellaneous and bad debt	200,000	75,158	225,405
Interest and bank charges	35,000	39,473	35,671
IT	20,000	10,459	20,149
Amortization	5,000	3,645	2,645
Writedown of investment	-	-	500,000
	<u>29,650,000</u>	<u>27,372,746</u>	<u>35,034,162</u>
Excess (deficiency) of revenues over expenditures	<u>\$ -</u>	<u>\$ 6,266,317</u>	<u>\$ (4,034,641)</u>



Photo Credit: © Nelson Cloud Photography

Funding Partners

Assembly of First Nations
Atl. Policy Congress of First Nation Chiefs Secretariat
Birds Canada
Government of Canada
Atlantic Canada Opportunities Agency
Canadian Heritage
Employment and Social Development Canada
Environment and Climate Change 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.
Indigenous Clean Energy
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
Unama'ki Institute of Natural Resources

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Wela'liek.



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