

ANNUAL REPORT

2025
2026

MICMACS *of*
GESGAPEGIAG



TABLE OF CONTENTS

Message from Chief & Director General	4
Administration	
-Finance	6
GHRDC & Social Assistance	8
Heritage, Culture and Language	11
Health and Wellness	16
Natural Resources and Environment	21
-Fisheries	25
Economic Development	29
Education	34
Public Works, Infrastructure and Housing	39
Public Security	41



Message from Chief

On behalf of the Chief and Council, I am honoured to present our Annual Report for the 2025–2026 fiscal year. This report highlights our shared achievements, our ongoing challenges, and the steady progress we are making toward community goals and financial stability.

True transparency, good government practices, and good financial management are the foundation of our leadership. We encourage you to review the audited financial statements available by following the QR code in the Finance section, which reflect our absolute commitment to strict fiscal accountability.

I want to extend my deepest gratitude to our senior management, directors and employees for their continuous hard work, and to every community member for your patience and support. Together, we are building a healthy, prosperous, and self-sufficient community.

Chief Roderick Larocque Jr.

Message from Director General

It's my pleasure to present the 2025–2026 Community Annual Report for the Micmacs of Gesgapegiag Band. This past year has been a meaningful journey of renewed growth, resilience, and community support. Together we have continue to build a stronger foundation for the future.

Over the past year we made significant progress toward finalizing our 10–year Community Strategic Plan. We realigned our priorities with the needs of the community while strengthening collaboration and relationships among departments. Although, we faced challenges, we transformed them into opportunities for learning, progress and growth.

We also achieved greater financial stability and re-established accountability through the use of the Annual Integrated Operational plan as an important guiding tool. These accomplishments reflect the dedication, hard work, and commitment of our leadership, staff, and community members.

Wela'liog for your continued trust, support, and valuable feedback.

Amanda Larocque
Director General





ADMINISTRATION

Finance

Summary Statements

	2023	2024	2025	2026
Accumulated Surplus	\$ 9,484,288	\$ 9,263,212	\$ 15,145,660	\$ 23,331,806
Revenues				
Federal	25,988,827	29,427,959	31,485,528	37,573,017
Provincial	2,938,242	3,071,064	6,526,374	6,549,037
Other	13,065,794	11,747,331	15,946,025	22,333,935
Total	41,992,863	44,246,354	53,957,927	66,455,989
Expenses	43,406,120	46,407,717	47,900,675	56,333,019
Expenses revenues over expenses	(1,413,257)	(2,161,363)	6,057,252	10,122,970

Complete information: Micmacs of Gesgapegiag Website
Departments and Services
Finance

Team	Francine Ross Gabriel Lacroix CPA Nathaniel Vachon Jean-Guy Mazerolle Shyleigh Larocque Jasmine Berube-Martin Kayla Caplin Joanne Roy Veronique Cyr	Financial Controller Assistant Financial Controller Assistant Junior Financial Controller Assistant Financial Controller Payroll Specialist Senior accounting Clerk Paybables/Receivables Clerk Paybables/Receivables Clerk Clerk
------	--	--

RATIOS

	2023	2024	2025	2026
Liquidity ratio				
<i>must be more than 0,90</i>	0,99	0,81	1,02	1,52
	OK	not respected	OK	OK
Sustainability				
<i>must be over 0,50</i>	0,53	0,72	0,87	1,52
	OK	OK	OK	OK
Working Capital				
<i>must be over -8%</i>	-0,39%	-9,24%	0,68%	12,98%
	not respected	not respected	OK	OK

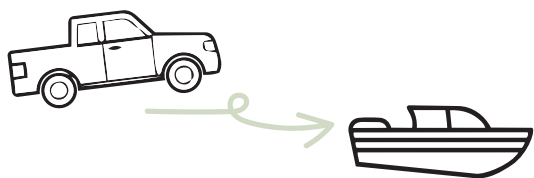
Explanation of a deferred

Let’s use a fictional example to explain what deferred means:

I received funding for \$100 000 to buy a new truck.
I decided to buy a boat instead.

We have 2 options:
We buy a truck with no money.
We make a check of \$100 000 to reimburse the government.

In both cases, we will have a deficit of \$100 000 in our liquidity.



Consolidated Financial Statements

You can find the full consolidated financial statements concerning this period on the Micmacs of Gesgapegiag website:

gesgapegiag.ca/departments-and-services/finance/

or by following this QR Code.



The statements will be available there once they are ready.



GHRDC & SOCIAL ASSISTANCE

During the 25–26 fiscal year, GHRDC and Social Assistance continued to support participants in developing the skills, knowledge, and confidence needed to achieve greater independence and successful employment outcomes.

This year, program activities focused on four key areas:

Food Security

The department along with partners continued to support community members through a variety of food security initiatives aimed at reducing food insecurity and strengthening community connections.

- **Vegetable distribution**

During the summer months, between July and September 8, vegetable distributions were completed, and an additional 4 in November and December, in partnership with La Cigale et la Fourmi. These distributions provided community with access to healthy nutritious food and reduced financial stress.

- **Christmas Food Package Program**

During the Christmas season, the department, in collaboration with GHCS and partners prepared and distributed food packages to 116 clients and their families. These packages helped ensure households had access to nutritious food during the holiday season while reducing financial stress for those experiencing food insecurity.



- **Community Pop-Up BBQs**

The department with partners also hosted a series of Pop-Up BBQs throughout the summer months to provide a welcoming space for community members to gather, build relationships, and connect with essential programs and services. Staff and partner organizations were available to share information and provide referrals to health, housing, social, and community resources.

These events served 365 community members, helping to increase awareness of available supports while fostering community engagement and social inclusion.

365
members served

8
vegetable distributions

116
Christmas food packages



Employment Readiness:

From January to March 2026, the department launched Wenoqtosit, a new employment readiness program designed to support community members in developing the personal and professional skills needed for successful employment and overall well-being.

The program offered 25 interactive workshops covering a wide range of topics, including:

- Employment readiness and job search skills
- Resume and interview preparation
- Mental health and wellness
- Time management
- Money management and budgeting
- Personal growth and life skills

A total of 28 community members participated in the program over the three-month period. Participants gained practical knowledge, built confidence, and developed essential life and workplace skills that will help them pursue employment, education, and other personal goals.

The introduction of the Wenoqtosit program represents an important step in expanding employment services within the community by taking a holistic approach to workforce development. By combining employment preparation with mental wellness and life skills training, the program helped participants address barriers to employment while strengthening their readiness for long-term success.

Education:

GHRDC supports community members in achieving their educational and career goals by providing financial assistance, guidance, and ongoing support for vocational, trades training and adult education. The program aims to increase access to education, develop a skilled workforce, and improve employment opportunities within the community.

- The department provided funding and support to 23 students enrolled in vocational and trades programs. Through regular communication and individualized support students were encouraged to remain focused on their academic and career goals. Out of the 23 students we had 18 graduates.
- In Adult Education the department funded 23 students during the school year. 4 students graduated and many students planned to attend the 25–26 school year.

Employment:

GHRDC and the Social Assistance Pre-employment support program provides community members with opportunities to gain valuable employment experience, develop workplace skills, and increase their readiness for long-term employment. Through wage subsidies and employer partnerships, the program supports individuals in gaining meaningful work experience while assisting employers in creating employment opportunities.

- 37 individuals who participated in wage-subsidized placements, 34 successfully completed their employment contracts.



A black and white photograph showing a wooden frame structure. A piece of light-colored, possibly woven fabric or paper, hangs from the left side, secured by several ropes or strings that are tied to the wooden beams. The fabric has some dark, irregular shapes on it. The background is dark and out of focus.

HERITAGE, CULTURE AND LANGUAGE



Honouring Our Past, Strengthening Our Future

The Apoqonmatultinej Heritage, Culture and Language Centre continues to provide a central gathering place for the preservation, revival, and promotion of Mi'gmaq heritage, culture, language, and traditional knowledge in Gesgapegiag. Guided by the wisdom of our Elders and the participation of our community members, we have worked throughout the year to strengthen cultural identity, embrace intergenerational learning, and ensure that Mi'gmaq ways of knowing remain vibrant for future generations.

Our efforts have focused on language revival, cultural programming, heritage preservation, land-based learning, youth engagement, and community collaboration. Through these initiatives, we continue to build stronger connections between our people, our language, our traditions, and our territory.



Mi'gmaq Language Revival

Language remains at the heart of our identity. Throughout the year, the Centre supported language learning opportunities for community members of all ages through workshops, conversational learning sessions, cultural activities, and educational resources. Efforts were focused on increasing the visibility and use of the Mi'gmaq language in everyday community life while encouraging learners at all levels to engage with the language.

Cultural Programming and Community Engagement

The Centre delivered a variety of cultural activities designed to strengthen cultural knowledge and pride. Programs included traditional arts and crafts, storytelling sessions, cultural workshops, seasonal gatherings, and community celebrations. These activities created opportunities for community members to learn, share experiences, and connect with Mi'gmaq traditions.

Heritage Preservation

Preserving our history remains a priority. The Centre continued collecting and documenting oral histories, traditional knowledge, community stories, photographs, and historical materials.

These efforts contribute to protecting important cultural resources while ensuring that future generations have access to the teachings and experiences of those who came before them.

The community will have access to Gesgapegiag's heritage through a virtual database, we are also working on hosting repatriation of our artifacts.



Land-Based Learning

Land-based programming provided opportunities for participants to reconnect with traditional practices and strengthen their relationship with the land. Activities focused on traditional ecological knowledge with our land guardians, harvesting practices, medicine gathering, cultural teachings, and environmental stewardship with the department of Natural Resources. These experiences promoted cultural continuity while reinforcing the importance of respecting and caring for our traditional territory.

Youth and Elder Participation

Intergenerational learning remained a foundation of our work. Elders played an essential role by sharing teachings, language, stories, and cultural knowledge with youth and families. Through mentorship and community-based activities, youth gained a deeper understanding of Mi'gmaq identity while building relationships with knowledge holders and cultural leaders.

Community Impact

The Centre's programs and activities contributed to:

- Increased participation in cultural and language initiatives.
- Greater opportunities for youth and Elders to learn and share together.
- Strengthened awareness and appreciation of Mi'gmaq heritage and traditions.
- Enhanced community connections through cultural gatherings and events.
- Increased access to traditional knowledge and cultural resources.
- Continued revival of the Mi'gmaq language within the community.

The success of these initiatives reflects the commitment of our staff, Elders, community members, and partners who continue to support the vision of a strong and thriving Mi'gmaq culture.



Partnerships and Collaboration

The Apoqonmatultinej Centre continued to collaborate with community departments, schools, regional organizations, knowledge holders, and funding partners to maximize opportunities for cultural growth and learning. These partnerships have strengthened program delivery and expanded access to cultural programming throughout the community.

Acknowledgements

The Apoqonmatultinej Heritage, Culture and Language Centre acknowledges our Elders, Knowledge Keepers, youth, community members, staff, Chief and Council, partners, and funding partners. Your support, guidance, and participation make this important work possible.

Together, we continue to honour our ancestors, celebrate our culture, strengthen our language, and inspire future generations.





HEALTH AND WELLNESS

Vision

Supporting the physical, mental, emotional, spiritual, and social wellness of the Gesgapegiag community through culturally grounded, holistic, and inclusive services.

Mission

GHCS is to promote harmony in the community by using the strength of family to heal, and by using a holistic approach based on Mi'gmaq traditional values to create balance in the mental, emotional, physical and spiritual well-being of our community members. Providing safe and client-centered services that encompass Mi'gmaq values, promoting a well-balanced lifestyle.

GHCS has completed their second year of their 10 year Community Health Plan.

Goal 1

Long-term planning in health care is essential if the community of Gesgapegiag is to have a tangible impact on health outcomes for its members. It is also essential to have an effective health management structure with clear accountability guidelines and roles and responsibilities. Our accreditation experience continues to support the improvement of our processes and structure. We continue to strive for excellence by revising our management structure and policies to meet accreditation standards and the requirements of our funding partners and community needs.

Now we are working harder better to reflect the culture and traditions of the Mi'gmaq.

Address Addictions & Mental Wellness

Key Initiatives:

- Weekly Soup Kitchen
- Bi-weekly Collective Kitchen
- Mental Wellness multidisciplinary meetings
- RISE Day Program
- Wellbriety Program
- Medication Drop-Off Program
- National Addictions Awareness Week (NAAW)

- Gambling prevention workshops
- Screen addiction presentations for parents and youth
- Self-esteem, healthy boundaries and peer pressure workshops

Highlights

- 26-46 participants weekly at Soup Kitchen
- 65 Elders served weekly through Elder Meals
- 5 clients completed the Wellbriety Program
- RISE Program delivered in both the community and New Carlisle Detention Centre
- Community education expanded through presentations, pamphlets and awareness campaigns
- Continued collaboration through multidisciplinary mental wellness meetings

Goal 2

Promote Healthy Lifestyles

Recreation & Wellness Activities

- Community sports
- Swimming
- Skating
- Health Walks
- Functional Circuit Training
- Golf, Volleyball and Bike Camps
- Hockey Camp
- FNEC Games
- Medicine Garden
- Neighborhood BBQs
- Suicide Prevention Breakfast
- Family and social activities



Participation Highlights

- Youth Centre & Sports Nights:
Over 1,900 visits throughout the year
- Pin Rouge Passes:
200 community members
- Summer Camp:
40 campers
- Family Day:
245 participants
- Softball Tournament:
278 participants
- Golf Tournament:
110 participants
- Easter Egg Hunt:
95 participants
- Valentine's Dance:
41 participants

Goal 3

Strengthen Community Wellness Through Culture

Programs Delivered

- Summer Camp
- Leadership Program
- Youth Centre
- After School Programs
- Elders Meals on Wheels
- Traditional cultural workshops
- Beading & Ribbon Skirts
- Medicine Garden Teachings
- Family Game Nights
- Dads Program
- STEM Activities
- Preschool Literacy
- Youth Cooking Nights
- Cultural programming at the New Carlisle Detention Centre

Community Impact

- Strong partnerships developed with cultural organizations
- Increased youth engagement through leadership and after-school programming
- Expanded traditional cultural activities
- Greater promotion of wellness services and community events

Goal 4

Clinical & Community Health Services

Clinical Services

- Physician Clinics
- Community Nursing
- Immunizations
- Physiotherapy
- Nutrition
- Diabetes Care
- Foot Care
- Prenatal & Postnatal Care
- COHI Dental Program
- Home Care Nursing
- Domestic Care
- Medical Transportation
- Visiting Specialists
- External Hospital Liaison

Annual Service Highlights

Appointments Coordinated

Approximately 8,466 appointments

- Community Nursing
Over 2,600 appointments
- Doctor Visits
Over 627 appointments
- Physiotherapy
More than 420 appointments
- COHI Dental Program
Over 525 appointments
- Foot Care & Diabetes Services
More than 490 appointments
- Home Care Nursing
Over 670 home visits
- Medical Transportation
Approximately 4,400 transportation services provided throughout the year



Mental Wellness & Social Services

Mental Wellness

- Individual counselling
- Family violence programming
- Anger management
- Communication workshops
- Crisis intervention
- NNADAP services
- CHUM referrals
- Probation support

Annual Highlights

- More than 360 psychosocial counselling sessions
- Over 250 NNADAP interventions
- Active addictions case management throughout the year
- Ongoing detention centre programming
- Continued support for individuals and families affected by addictions and mental health concerns

Child & Family Services

Service Delivery

- Youth Protection
 - Over 200 active files throughout the year*
 - More than 1,200 interventions*
- Regular Services
 - Continued family support and case management*

- Jordan's Principle
 - 67 applications supported*
- Post-Majority Services
 - Continued transition support for youth*
- Food Bank Referrals
 - Community members connected with emergency food supports*

Community Engagement

Throughout the year, Healing Lodge staff successfully delivered:

- Wellness fairs
- Community walks
- Family events
- Elder programming
- Youth leadership activities
- Prevention workshops
- Cultural ceremonies
- Sports and recreation programs
- Health promotion campaigns

Community members actively participated in activities promoting healthy living, culture, wellness, and community connection.



Key Achievements

- Delivered comprehensive health services to hundreds of community members.
- Expanded addictions prevention and mental wellness programming.
- Increased youth participation through recreation, leadership, and cultural initiatives.
- Strengthened partnerships with schools, justice services, and community organizations.
- Continued integrating Mi'gmaq culture and traditional healing into wellness programming.
- Maintained strong access to clinical care through nursing, physicians, specialists, transportation, and home care services.
- Supported community wellness through prevention, education, cultural connection, and holistic care.

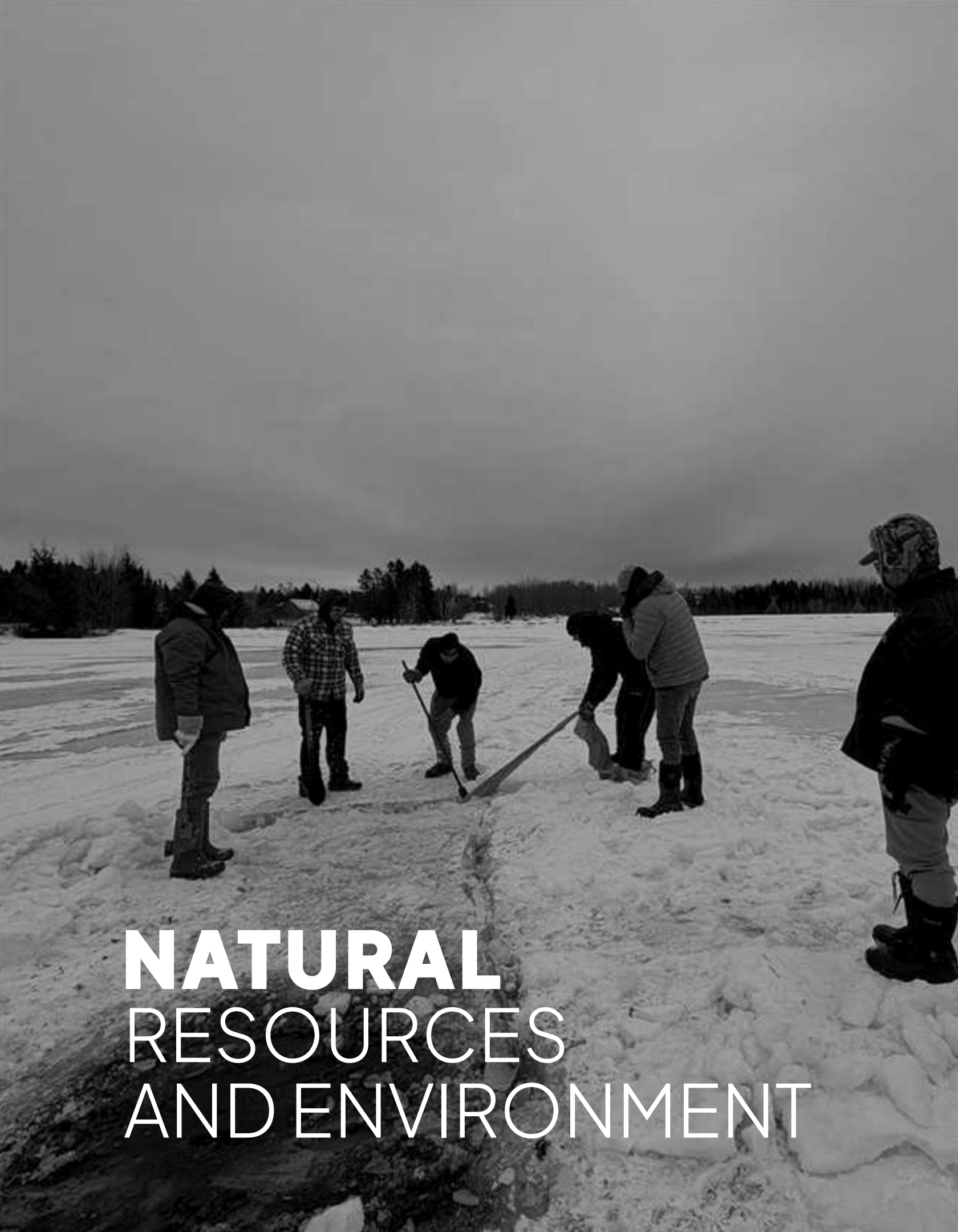
Overall Impact

The 2025–2026 year demonstrated significant progress toward improving community health and wellness through integrated clinical care, culturally grounded programming, mental wellness supports, recreation, prevention initiatives, and strong community partnerships.



In the past 3 years the management team has been working towards their First Nations Health Managers Certification. At the November First Nations Health Managers Conference, we had 4 graduates from the program.





NATURAL RESOURCES AND ENVIRONMENT

Goal

The department's goal for the year is to establish a permanent Guardian program on the Gesgapegiag territory.

Our team

Natural Resources and Environment was once known as the Forestry Department. The department has expanded and developed into looking at environmental issues. The Department had applied for Guardian funding to address a protected area for the Caribou. The Department coordinated their activities to align with the Mi'gmaq values, which lead to the change in the department name and allowed the department to broaden their services.

Director

Ken Arsenault, ing.f

Silvicultural Activity Crew Manager

Shirley Litalien

Firewood Project Manager

Shirley Litalien

Muj'ga Pitaw Protected Area

Gary-Luc Martin - Project Manager

Pierre Desmeules - Biologist

Pauline Suffice - Environmental Advisor

Hope Philbrick - Guardian

Joel McGregor - Guardian

Xavier Burnsed - Guardian

Rangers

Deven Condo-Mitchell

Bobby Burnsed

Wayne Jerome

Brad Metallic

Accomplishments

Here's a look at the numbers relating to the activities held by our department this year:



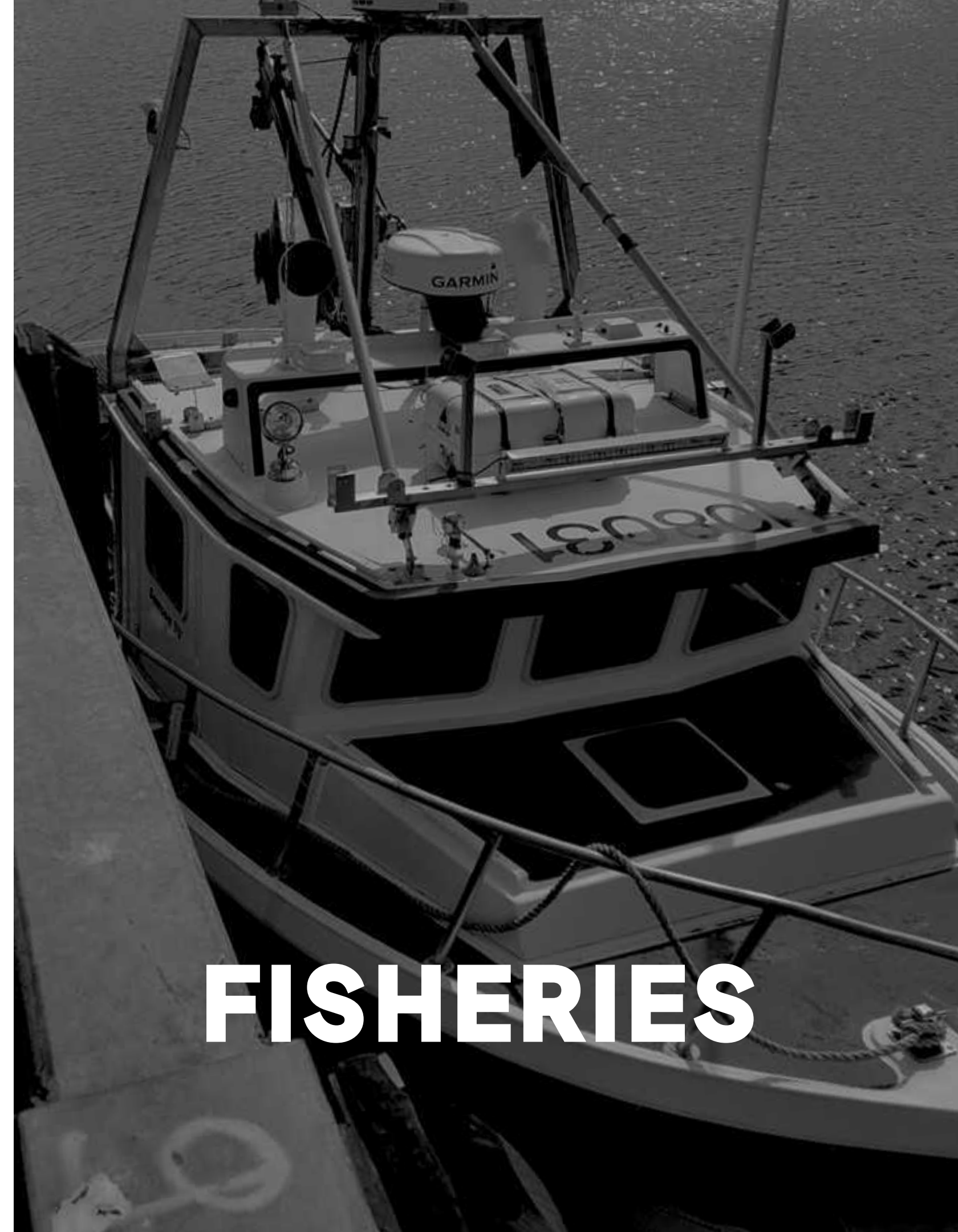
Opportunities

- The Muj'ga Pitaw protected area project has hired one environmental advisor and three Guardians of the territory.
- The Rangers department was officially created. They monitored the cultural gillnet fishing days, along with the Communal Lobster fishing, ensuring that fishermen are safe and respecting the communal fishing terms. They were present during hunting season, mandated to ensure that there were no unauthorized hunters in our Mi'gmaq hunting territory.
- In an effort of helping the recovery of the caribou, seven kilometers of road was closed in the Chic Chocs.



Project	Mechanical Harvesting	Brush Cutting	Firewood	Protected Area Project	Caribou	Rangers
Client or grantor	Groupe Lebel	Rexforet	MFFP (PPA)	ECCC	ECCC	
Activity realized	50 000 m3 of resinous (around 1200 truck loads)	Sub contract the GFBDC and weeks of work for the DRF	300 cords of wood delivered to community members	Hired 3 guardians and submitted phase 2 of the project to MDDELCC	Closed some roads in the Chic Choc	Hired 5 Rangers, Supervised the cultural salmon fishing





FISHERIES

Goal

Fisheries goals for the year are as follow:

- Recruitment and training
- Establish Protocols FSC, other species & Science Data collection
- Administration goals: update job descriptions, negotiations inshore, evaluations and salary review
- Sign partnerships with processors.

Investing in Our Fishery

Throughout 2025–2026, Gesgapegiag Fisheries continued investing in our people, our vessels, and our fisheries through several funding agreements with Fisheries and Oceans Canada (DFO).

Resource Revenue Agreement (RRA)

The Resource Revenue Agreement helps our community build a stronger and more sustainable fishery.

This year, RRA funding supported:

- Construction of the new lobster vessel *Usgaqan* for the Zone 21A fleet.
- Refurbishment of the vessel *Knot too Bad* for the Zone 19 exploratory lobster fishery.
- Purchase of a refrigerated delivery van to improve our wholesale seafood operations.
- Replacement of the Resource Management and Operations Technician (RMOT) vehicle.
- Purchase of a storage dome for fishing gear and equipment.
- Employee training and professional development, including captain certification and fisheries project management training.
- Support for stewardship initiatives through the Guardian and Ranger Program.

Treaty Related Measures (TRM)

TRM funding continued to strengthen our fisheries management and conservation efforts.

Activities included:

- Fisheries management and administration.
- Fisheries governance researcher.
- Scientific and biological monitoring.
- Stewardship through the Guardian and Ranger Program.
- Community participation in Salmon Days and other conservation initiatives we partnered up with AGHAMW.
- Continued support for Food, Social and Ceremonial (FSC) fisheries.

Community-Based Access Acquisition Program (CBAA)

The Community-Based Access Acquisition Program continues to provide opportunities to grow our commercial fishing capacity.

This year, funding supported the purchase of a commercial tuna license, creating new opportunities for future harvesting, employment, and economic growth for Gesgapegiag.

Planning also continued for the replacement of the aging midshore vessel *Domega*, which did not pass Transport Canada structural testing. The community is working toward acquiring replacement vessels that will strengthen our fleet for many years to come.



Inshore Fisheries

The inshore fishery continued to grow during 2025–2026.

Highlights included:

- A successful trap-building course for community members.
- Construction of the new vessel Usgaqan.
- Continued support for our commercial lobster fleet.
- Improvements to equipment and storage for the FSC fishery.

Exploratory Lobster Fishery – Zone 19

Our first full season in Zone 19 was an important milestone.

Working with AGHAMW, community members gained valuable experience as crew members aboard the exploratory license, building skills for future opportunities.

This fisheries proved to be quite successful with access to two licenses one which we able to deploy a new Captain with a crew.

Preparations also continued with the refurbishment of Knot too Bad, which will support future operations.

Midshore Fisheries

The midshore fleet continued to harvest snow crab and groundfish while planning for the future.

We have begun to harvest shrimp after a two year break, two of our vessels fished this species was very successful at fishing the quota in a timely fashion.

One of the year’s biggest challenges was replacing the vessel Domega after it failed Transport Canada inspections.

The fleet also experienced operational challenges due to increased whale interactions, which delayed fishing activities and reduced fishing opportunities during parts of the season.

Wholesale Operations

Our wholesale operation continued to grow.

A new refrigerated delivery van was added, allowing seafood products to be transported more safely and efficiently while supporting expanded marketing opportunities.

Lobster Hut

The Lobster Hut remained open serving the community while improvements continued.

This year included:

- Installation of a new 300–pound holding tank.
- Replacement of aging boiler equipment.
- Planning for future renovations and expanded economic development opportunities.



Food, Social and Ceremonial (FSC) Fishery Challenges

The Food, Social and Ceremonial (FSC) fishery continues to play an important role in supporting our community and exercising our treaty rights. However, one of the ongoing challenges is ensuring that harvesting is carried out in accordance with our traditional teachings and Natural Laws.

Respecting Natural Law means harvesting responsibly, taking only what is needed, respecting spawning periods and habitats, using resources wisely, and ensuring that fish and seafood are shared for their intended Food, Social and Ceremonial purposes. Continued education, stewardship, and community awareness will be important to help protect our resources for future generations while honoring our Mi'gmaq values and responsibilities.

Stewardship and Science

Protecting our resources remains a priority.

During the year:

- The Guardian and Ranger Program continued land and water patrols.
- A biologist worked with AGHAMW and RMOT on fisheries science and habitat projects.
- Community members participated in Salmon Days and other conservation activities.





ECONOMIC DEVELOPMENT

Goals

The annual goals for the department is to:

- Diversify Economic Development Opportunities for Micmacs of Gesgapegiag and our Community
- Entrepreneurship Support
- Complete a new Gesgapegiag Tourism Strategic Plan

Director of Economic Development

Within 2025–2026, the Senior Director worked on several initiatives on behalf of the Micmacs of Gesgapegiag. These initiatives included:

- Continued to follow the objectives as established in the previous 5-year strategic plan. The plan is up for new draft and version, as this one expires end of fiscal year.
- Relais de la Cache has been in operations based on the seasonal experiences. The Cache operations have been stable. Ski-doo season is the Cache's biggest market.

The Relais de la Cache store had undergone a renovation project to be able to obtain a grocery permit so that the business would be able to expand their inventory. A wall and door was put in place strictly for the employees as one of the regulations for the permit was to have a separate entrance for the public washrooms.



Senior Economic Development Officer

The role of the EDO is to support community and economic development initiatives at the community and individual entrepreneurial level.

Supporting Entrepreneurship:

- Continue working with inquiring entrepreneurs with their files in Gesgapegiag.
- Maintain our partnerships with regional and provincial partners for contributions on entrepreneur projects.
- Supporting in all aspects of business planning, for all initiatives set out by Chief and Council.

Project Coordinator

The Project Coordinator was invited to attend her first Innovation Round table event in Sherbrooke where she got to meet with 200 Energy leaders in the province and speak on the Cache Micro-grid system and learn about the latest innovation in the Renewable Energy sector.

Entrepreneurship Development & Support

Supporting Gesgapegiag entrepreneurs continues to be an important part of the work of the Economic Development Department. Support is available at all stages of a business project, from exploring an idea to startup, financing, operations and expansion. Entrepreneurs receive one-on-one support with business planning, financial projections, funding applications, startup costs and connections to outside resources and partners.

During 2025–2026, the department worked with 11 active entrepreneurship files, with projects at different stages of development. 63% of the entrepreneurs supported were women.

Business Funding & Startup Support

The Gesgapegiag Entrepreneurship Development Fund (GEDF) supported two entrepreneurs with business startups during the year. Economic Development also assisted two entrepreneurs who successfully received funding through the SRPNI Indigenous Initiatives Fund IV (IIF IV) by working with them on their business plans, financial projections and supporting documents.

The department continues to help entrepreneurs identify the funding and financing that best fits their project and prepare the information needed to move their business forward.



Workshops & New Opportunities

In November 2025, Economic Development partnered with Repreneuriat Québec and the First Nations of Quebec and Labrador Economic Development Commission (FNQLEDC) to offer a two-part online workshop on business acquisition and transfer, with seven participants. The sessions introduced another path into entrepreneurship—purchasing or taking over an existing business—and covered financing, available resources and what lenders look for when considering a business acquisition.

In March 2026, FNQLEDC presented an online workshop on the IDIN Indigenous Business and Artisan Directory, attended by 10 community members. Participants learned how to register their businesses and increase their visibility to potential customers, organizations and buyers looking for Indigenous businesses and suppliers.



Gesgapegiag Business Certificate

The Gesgapegiag Business Certificate was successfully launched in October 2025 through a collaboration between Economic Development and Gesgapegiag Adult Education, with five community members participating in the first year.

The online program provides practical learning in areas such as business planning, market research, marketing, pricing, customer experience, financial planning, cash flow and business operations. The program also gives participants opportunities to connect with entrepreneurship partners and resources.



Chalet de L'Anse Ste-Helene

The business applied for funding through Indigenous Tourism Association of Canada to elevate customer experience. The four main chalets were the focus, with new kitchens, windows and doors as well as new porches and exterior painting.

We also were able to re-install some of the Bionest water systems as issues were arising from the reservoirs as some were sinking into the ground and causing nuisance to the clients as the air flow alarms were continually going off at any time due to the close proximity of the bay.



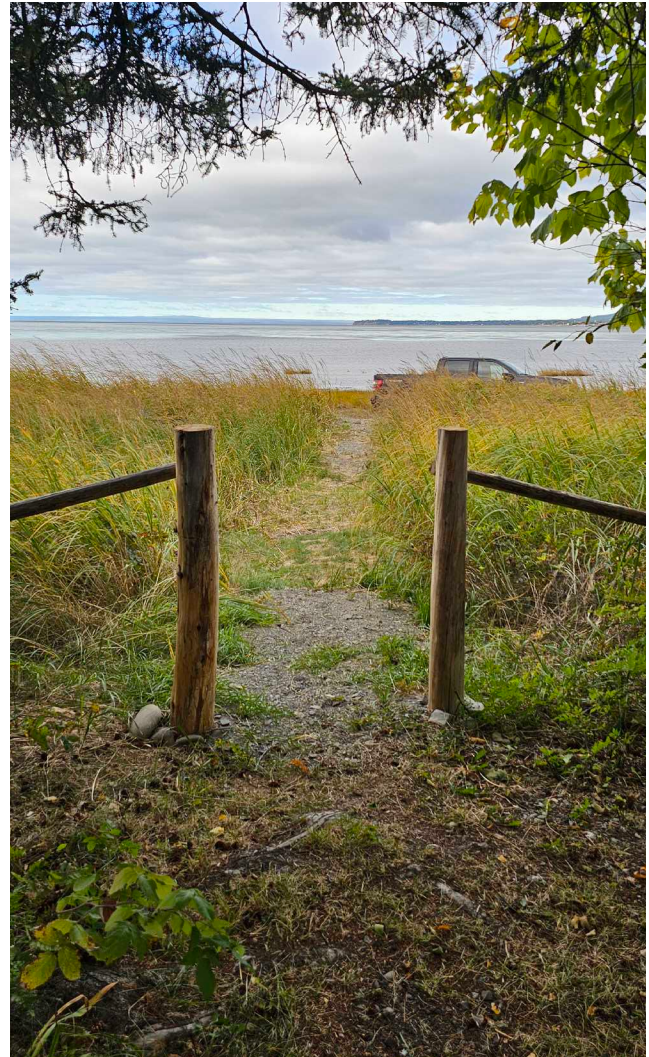
Tourism Development

A Tourism Strategic Plan and Optimization Plan of Gesgapegiag's tourism sector is currently underway to assess growth opportunities and strengthen the local tourism economy with Houle Conseils, Hospitality Consultant. Together we will interview the Managers and Operators of La Relais de la Cache, Chalets de l'Anse Ste Helene, ATLAS'MI Rustic Camping and Watersport Rentals, Plamugwet, the Lobster Hut, and Co-op Micmac Handicraft to assess needs, challenges, inefficiencies, gaps, and address issues that can be resolved through a continued collaboration.

For the Gesgapegiag Tourism Marketing Initiative, we will update our tourism websites, design new pamphlets, update signage for the Chalets property, Atlas'mi Rustic Camping and Watersport Rentals, and the Relais de la Cache and include a new Plamugwet sign at the Tourism office. We have received the necessary estimates and appropriate funding will be identified.

Development Atlastm'i

ATLAS'MI Rustic Camping opened during the first week of August and closed at the end of September. In 2025 we saw a big increase in reservations to 48 partially due to the earlier opening date and some marketing through word of mouth and social media. In 2025, we officially opened watersport equipment rentals offering kayaks, standup paddle boards, and a paddleboat. We still intend on changing the name of Chalets de L'anse Ste-Helene, to the voted winning name, Atlastm'i, translating into "rest with us".



Medicinal Plant Trail

The development of the Medicinal Plant trail located at the end of the Mowiom Grounds was on hold for a couple of years due to other projects being prioritized until summer 2025 when we collaborated with the Mujga Pitaw Project who contributed to the maintenance of the trail that had experienced much overgrowth. In addition to maintenance, they The Mujga Pitaw Project was able to contribute a picnic table, some seating and reinforced our plaques on the medicines. We also had a contribution of string solar lights from Gesgapegiag Health and Community Services.

A black and white photograph showing a close-up of a person's hands writing in a notebook. The person is holding a pen and writing on a page. The background is blurred, showing what appears to be a desk or table. The word "EDUCATION" is overlaid in large, bold, white capital letters across the bottom of the image.

EDUCATION

Goals

The Education department set 3 goals for 2025–2026:

- Enhance the Culture knowledge transfer at all levels
- Support student success from elementary to post secondary
- Support the development of leadership skills at all levels

At Gesgapegiag Education Services, our work extends beyond the classroom. We are committed to supporting every learner by providing quality educational opportunities, strengthening student services, and preserving the language, culture, and values that align with who we are as Mi'gmaq people.

This year, we continue to strengthen literacy supports, expand student services, invest in Mi'gmaq language and cultural programming, and provide meaningful land-based learning opportunities. We also celebrated student success at every stage, from early learning at the Headstart level to post-secondary education, as well as graduations, cultural events, athletics, and other accomplishments that reflect the growth and potential of our learners.



Learning Together Every Day

Students strengthened their literacy, numeracy, and problem-solving skills through engaging, evidence-based learning programs and classroom experiences.

Highlights:

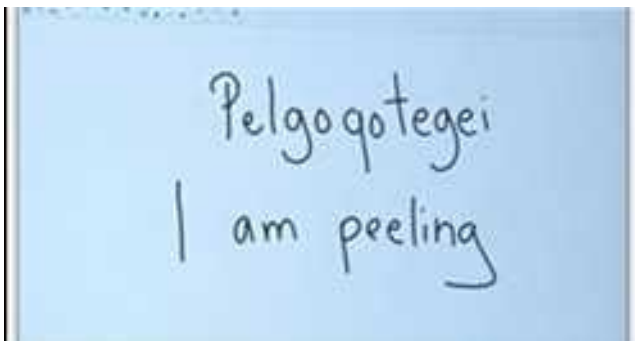
- Strengthen literacy and numeracy across all grade levels
- Offered a Literacy Summer Camp to support continued learning

Learning Through Exploration

Students explored new ideas through hands-on learning, collaborative projects, and engaging classroom experiences that encouraged curiosity, creativity, and critical thinking.

Highlights:

- Introduced the Flash of Genius Science Program
- Launched the Waypoints Geography, History & Citizenship Program



A Positive Place to Learn

Students built confidence, strengthened friendships, and developed leadership skills through school-wide activities and meaningful learning experiences.

Highlights:

- Expanded student leadership opportunities
- Celebrated school-wide events and achievements
- Hosted Spirit Days throughout the year
- Welcomed guest speakers and community partners
- Participated in educational field trips
- Promoted healthy, active lifestyles through physical education and wellness activities

Supporting Student Success

Supporting Every Learner

- Special Education
- Student Supports
- Tutoring
- Transition Planning

Preparing Students for the Future

- Career Fair
- Post-Secondary Tours
- Student Leadership
- Goal Setting

Working with Families

- Parent Resources
- Summer Literacy Camp
- Student Enhancement
- Community Supports



A Year to Celebrate:

From Antoine Bernard

Riley Jerome

Anayah Larocque

From NRHS

Abbygale Condo

Parker Condo - WOTP

Zoe Coull

Devan Gideon

Kimora Gedeon Jerome

Chelsey Jerome Martin

Kia Jerome Martin

Patience Jerome - WOTP

Cedar Larocque

Aaliyah Martin



Memorable Moments

- Career Fair
- Outdoor Learning
- Cultural Learning
- School Celebrations

Student Leadership

- Student-led Zoom Panel
- Leadership activities
- Helping younger students
- Community involvement

Post-Secondary Graduates

- Hannah Martin Ross – UNB – Bachelor of Science
- Becky Jerome – NBICC – Human Services Counselling
- Dustin Martin-Ross: Western Governors University – Masters in Business of Administration
- Jurney Lavoie Condo – Concordia – Bachelors of Arts in Psychology



Strengthening Mi'gmaq Language & Culture

Mi'gmaq language and culture remained an important part of learning throughout the school year. Students strengthened their language skills through classroom learning, songs, games, cultural activities, and guidance from fluent speakers and community knowledge holders.

Language Highlights

- Elder Language Mentor
- Daily Mi'gmaq Language
- Supporting Language Growth
- Building Staff Capacity

Investing in Our Future

- Playground Restoration
- Roof Restoration
- Electrical Improvements in classrooms
- Outdoor Learning Equipment
- School Safety Improvements

Growing our Team

Professional Learning

- Teacher Professional Development
- Staff Training
- INSPIRE Conference
- Collaborative Planning
- Language Training



Wela'lieg

The success of our students is a reflection of the strength of our community.

Whether in the classroom, on the land, at home, or through community partnerships, every person plays an important role in helping our children learn, grow, and discover who they are.

As we look ahead, we remain committed to providing meaningful experiences, strengthening Mi'gmaq language and culture, and supporting every student as they build their future.

Together, we are nurturing the knowledge, language, and traditions that will guide future generations.





PUBLIC WORKS, INFRASTRUCTURE AND HOUSING

Goals

This year the department had 3 goals,

- Improve existing infrastructure and develop in new and existing projects
- Enhance sustainable public roadways
- Provide housing solutions by working on increasing affordable and sustainable housing.

Public Works, infrastructure and housing department is a large and diverse department with a large mandate. It oversees community buildings and capital facilities. Ensure the roadways are taken care of. It over see the sanitation systems, water systems and land management. It one of the largest demands housing.

Roadway

Main street was resurfaced. The project allowed for curbs. We had the opportunity to repair the manholes, sewage lines, water lines and resurface main street. This project was funded by ISC.

Partnerships

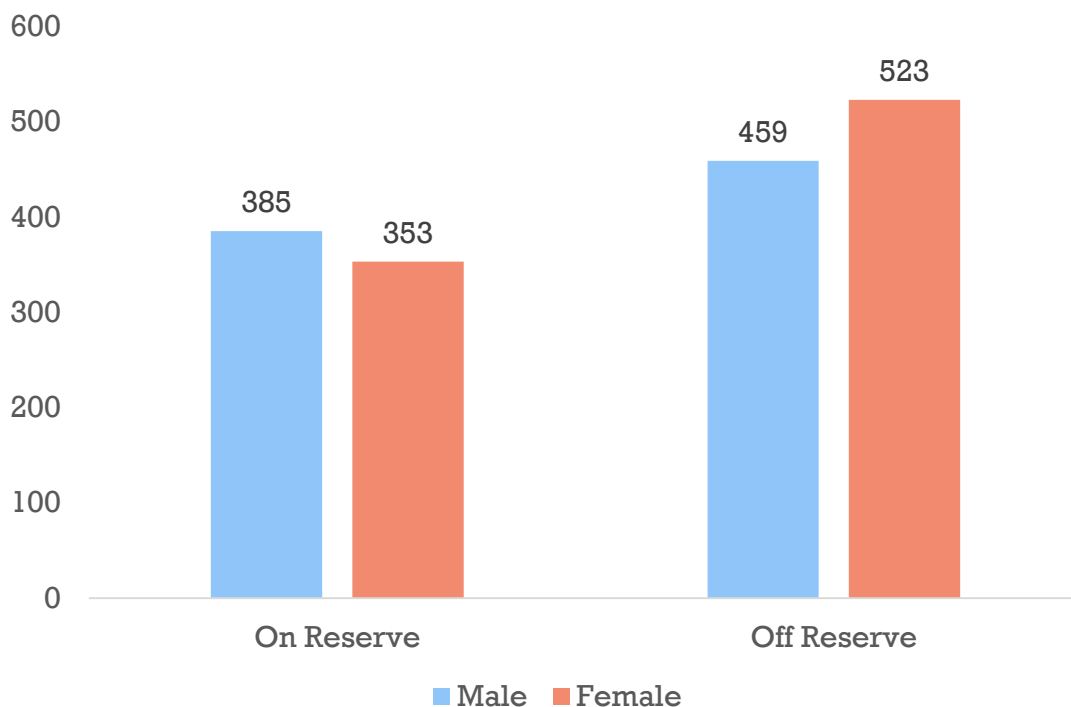
- Public Works Infrastructure, Housing
- CMHC-SCHL
- LEON CHOUINARD INC
- LD FOUNDATION

Additional Housing Repairs:

- 20 Housing Repairs
- 2 Fire Incidents Repairs
- 15 roofs were Repaired
- 15 siding on homes were replaced
- 15 homes had got new windows.
- Build two units for homeless project
- Transferred two homes to social housing
- Started a quadplex



2026 Membership Statistics





PUBLIC
SECURITY

Goals

The department of Public security focused on 3 goals for the year which were;

- Implement a community-based policing approach
- Enhance prevention activities
- Better utilize services to enhance public safety.

Mission

Outlined in section 93 of the Police Act, is to maintain peace, order and public safety in the territory for which it is established, prevent and suppress crime and other infractions under the laws and regulations applicable in that territory, and detain offenders.

Vision

The Gesgapegiag Police Department's primary objective is to provide a dedicated, culturally responsive policing service within the community of Gesgapegiag that prioritizes safety, protection and accountability.

Police Tri-Partite Agreement (Current)

The Police tri-partite agreement was signed with the Provincial and Federal Governments and Local Chief and Council. The agreement was to ensure that salary scales were equal to SQ rates. The agreement allowed to hire 16 officers and 3 civilians, which are: Administration Assistant, Care Taker and Support Prevention Liaison Officer. The agreement was signed and will expire March 31, 2029.

New Additions to Departments

- The Public Security Directorate along with the Gesgapegiag Police Department underwent expansions in the past year.
- The Gesgapegiag PD has maintained its operational capacity, along with making its administrative assistant a full-time position.
- The Public Security Directorate named a full-time employee integrated in our Tri-Partite agreement of a Support Prevention and Liaison Officer.
- Hired 2 new Police Officers.
- 42 • A full time Sergeant position named.

Improvements to the Police Department

- The Gesgapegiag Police Department now has 1 active investigator who is working in continuous training to improve their techniques.
- All Gesgapegiag Police officers are fully trained in long rifle and new T-10 taser use.
- We also have a Taser/Pistol/Long Arm instructors
- Radar Operator Instructor in September 2026.



New Police Equipment

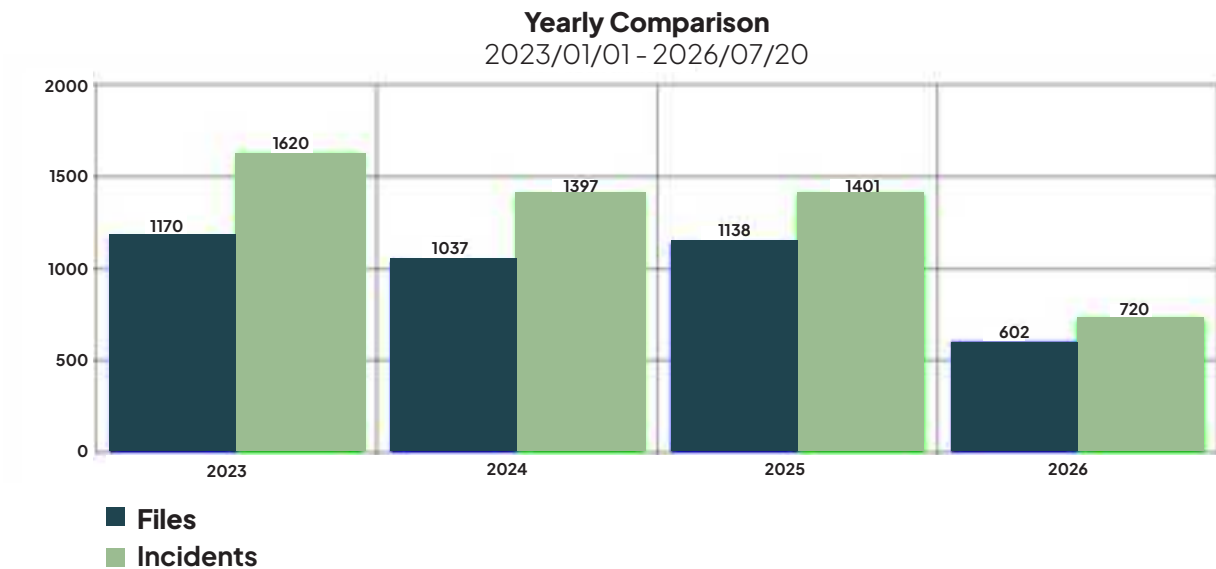
- The department now has a full fleet of 9 vehicles, of which one is used primarily for crime prevention activities.
- The department also has a new Mascot named Nitap that was named by the youth of the community.
- The department has 2 Impact guns.



The Gesgapegiag Police Department work schedule is based on 7 days and 7 day-off schedules. There are 4 shifts in the work schedule. All shifts are based on 11-hour shifts. This work schedule provides 24-hour coverage; 2 shifts cover day shift, and 2 shifts cover the night shift.

Shift 1 – 08h00 to 19h00 Shift 2 – 07h00 to 18h00
Shift 3 – 18h00 to 05h00 Shift 4 – 20h00 to 07h00
Shift 5 – 08h30 to 16h30 H – Reg Time-Off

Crime Statistics and Yearly Comparisons



**Type of Interventions (FROM April 1st 2025–
March 31st 2026)**

Type of Infraction	Number of cases
Crime against person	156
Crime against property	135
Other criminal code	109
Controlled drugs and substances	0
Other federal statutes	0
Provincial statutes	14
Municipal By-Law	0
Traffic Offences	15

**Crime Statistics and Legal System (FROM April 1st
2025– March 31st 2026)**

Type of Infraction	Number of cases
Public Assistance	251
Alarms	35
Road Accidents	40
Warrants	39
Lost and Found Objects	26
Police Interventions	504



Crime Prevention and Community Relations

The Gesgapegiag Police Department along with the SPLO at times, have been involved in many different community-based crime prevention initiatives and supporting other MOG departments activities. They are as follows.

- School and Traditional Pow Wow
- LGBTQ + Parade
- Halloween Safety
- Child Seat Safety and Day Care Center Activities
- Family Day Event
- Christmas Events (prevention and roadblock operations)
- Ancestor's Challenge
- Every Child Matters and Missing and Murdered Indigenous Women
- School Bus Safety
- Youth Basketball, Boxing with Community Youth and Walgwan Center
- Treaty Day Event
- Orientation Day at Wejgwapniag School
- Elder Appreciation through Birthdays and Meal deliveries
- School Information Sessions for bullying for Wejgwapniag and New Richmond School
- School Information Sessions for vaping at Wejgwapniag School
- FNEC Games
- Coffee with a Cop
- Kiosk at the Health and Wellness Fair
- Bike Safety activity
- Flyer Distribution for Domestic Violence with the CAVAC and SQ
- Christmas Feast
- Presence at Baseball Games
- Speed Limit activity with the SQ
- Polar Bear Challenge
- Presence on the filming of BON COP BAD COP
- Prevention and recruitment in Rimouski, Matane



We hope that the community of Gesgapegiag will remain supportive of the department as it continues to work together with all other facets of government to ensure its continued safety.

Gesgapegiag Fire Department

Interventions:

- 3 false alarms
- 1 fire
- 1 car accident, supported the Gesgapegiag Police Department on scene
- The fire team had 12 active volunteer firefighters during 2025–2026



The Gesgapegiag Fire Department with the support of the director general received funding from Indigenous services Canada (ISC) of \$338,733.

This funding allowed the department to upgrade equipment for the volunteer firefighters, purchase a new pick-up truck which will be fully equipped with tools needed for fire and accident calls, as well as a jaws of life cutter system.

A fire extinguisher training system was purchased to provide fire prevention and fire extinguisher training to all community members and departments.



MICMACS *of* **GESGAPEGIAG**

 Micmacs of Gesgapegiag Band
100 Perron Boul.
Gesgapegiag, QC
G0C 1Y1

 418 759-3441

 info@gesgapegiag.ca

 www.gesgapegiag.ca

