



Listuguj
MI'GMAQ GOVERNMENT



ANNUAL REPORT

2019 - 2020

Moving towards a community that strives for
self-determination, accountability and transparency

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ANNUAL REPORT



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Wela'lieg

'ms't niganpugu'ltioq, elugutioq aq Listugujewaq ta'n
newtipunqeg teliapoqonmatmoq ula wigulti'gw.

Thank you to all the leadership, staff and community members
for your commitment and devotion to Listuguj in 2020.

MESSAGE FROM CHIEF AND COUNCIL

On behalf of Chief and Council, Executive and staff, I am pleased to present to our community the Listuguj Mi'gmaq Government Annual Report for the 2019-2020 fiscal year. Another year has passed and the community of Listuguj continues to thrive. This year's annual report will highlight many achievements, successes, and overall positive milestones throughout each department over the past year.

This year we also had to deal with many difficult situations, the most important of which has been COVID-19; something that continues to change the way we live and look at the world around us. During the initial outbreak that affected so many across the globe, our community members did their part to reduce the risk of infection and the spread of COVID-19. As a community we owe a debt of gratitude to those who stepped up and did what was necessary during unprecedented times. As we continue to look forward, we can never be certain of what will come. We must remain prepared and ready; and each of us ready to continue to do our part to keep the community safe.

As a community we continue to evolve and grow and looking back at the last few annual reports we can see that Listuguj has come a long way in a short time. We have made great strides towards increasing our capacity across all of our departments, including investments in training and support, developing our capacity, strengthening the community, and an emphasis on community engagements as part of our planning and development.

In addition, I would like to take this opportunity to introduce our Chief Executive Officer, Alexander Kocsis, a member of Saint Mary's First Nation in New Brunswick. Alex has become an important part of the team at LMG. He brings exceptional experience and qualifications that have proven to be very helpful over the last ten months, including being a key driver of our COVID-19 response, mentoring, support, and increased measures of accountability across the organization. Alex has proven to be a key piece in addressing the long-standing need for stability at our highest administrative level.

As the governing body of Listuguj, we would like to acknowledge the hard work and dedication of all Listuguj Mi'gmaq Government staff members who contributed towards the development of building a healthy and stronger Listuguj. We are extremely grateful to all those who helped to carry out the accomplishments you will see in the 2019-2020 Annual Report.

MESSAGE FROM CHIEF EXECUTIVE OFFICER,

Nigmatut,

In 1981 Listuguj faced an external, aggressive force that changed the entire direction of the community. We again are facing an outside force that has changed and will change the direction of this community. In both times, it was able leadership, the resilience of the People, and a shared danger that ignited a positive response. But, unlike in 1981, today's threat has played out very differently. Forty years ago, the PQ government's ambition was to include Listuguj into the Province by forcibly setting aside key Indigenous rights. Opposition to this tyranny was marked by "push back" and resistance. Whereas in 2020 our approach to addressing the viral pandemic, the isolation of the community and its economy, and the resulting anxiety, has involved concurrence, the utilization of modern management concepts, and psychology. Why the dramatic difference and what has been the results?

Years ago, William Blake wrote one of history's most intriguing poems entitled "The Tyger"

"Tyger Tyger, burning bright,
In the forests of the night;
What immortal hand or eye,
Could frame thy fearful symmetry?..."
William Blake

In it he raises a series of questions that begs the reader to consider the balance between good & evil, innocence & experience, and morality & immorality. Answers are not given but it does point out that complexity, creation, and power can lead to awesome results. Similarly, the LMG has faced these perplexing dualities while simultaneously providing a growing set of services, a viral pandemic, threats to the life of our Chief, a declared State of Emergency, the creation of the Unified Command, the virtual closing of the LMG and then a successful de-containment. Normalcy has been replaced with a "new normal" and our expectations have been re-shaped to include a more nuanced approach to what can be achieved.

Throughout all of this, William Blake's conclusion that complexity, creation, and power can lead to an awesome result was proven by the LMG. This can be seen in our operations, finance, and direction.

They are the people who care about others, who will extend a helping hand to someone in need
Wilma Mankiller

I OPERATIONS

The most fulfilled people are the ones who get up every morning and stand for something larger than themselves.

Operationally, the LMG is a large, complex organization and is comprised of 8 directorates covering the full gamut of governmental functions and corporate activities including administration, capital (public works, infrastructure), education, finance, health, natural resources, public safety (policing, fire services, ranger and riparians), and social services. Our total number of employees range from 418 to 632. We provide a multitude of services from child protective services, in-home elderly care, and recreation activities to apartment rentals, project management, and for-profit generation such as our fishery, forestry, and chipper operations.

Throughout the pandemic, services continued and were even enhanced. This occurred because of the courage of LMG staff to face the unknown dangers of the SARS-CoV-2 virus, come to work everyday, and continue to offer services. All the multitude of tasks from checkpoint monitoring, food basket preparation, and salary deposits to public communiques, supply procurement, and program reporting carried on without interruption.

Nevertheless, in terms of operations, the impact of the coronavirus revealed that we have room for improvement. We were not alone in this. We have seen that many organizations, companies, and governments are finding that they did not build their foundations as solidly as they had thought. In general, a solid foundation is one based on the three pillars of scale, scope, and skills. A robust model will encourage all our constituent parts, processes, and employees to keep adding value when disruption occurs – especially, as has happened during this crisis: when disruption was faced by everyone at the same time.

II FINANCES

"True sovereignty and the exercise of our rights requires action. This action must be based on mastery of finance, the law, math, and science. In turn, this must be tempered by our wisdom, experience, and culture."

Lillian Gabriel

Financially, LMG is supported by three income sources: program dollars, separate envelope funding, and own source revenues. For the most part, program dollars run parallel to needs and has been managed according to the strict guidelines established by the government. This has been acknowledged in our audits which have received the highest grade. Separate envelope funding changes from year to year and depends upon availability and grant proposals. We have seen a slight increase in this area and provides for “top off” spending or “extras” such as equipment, capital, and even assistance for the Long-Term Care Facility.

In 2019, “own source revenues” were at record highs. However, they dropped considerably in 2020 due to the SARS-CoV-2 virus and the resulting decrease in resource prices. This was especially true in the cruise ship, high end dining, hotel, and casino industries, which we were largely dependent upon. Fortunately, overseas sales picked up and large grocery stores used snow crab as a “loss leader” – this resulted in a slight, end of season, price increase. Nevertheless, we have taken measures to mitigate future weakness through:

- Improved management techniques to control costs,
- Creating incentives that support increased efficiencies,
- Informed negotiations, and by positioning ourselves to better realize “downstream” opportunities.

III DIRECTION

"Effort and courage, don't mean anything without purpose and direction"

John F. Kennedy

In regards to Direction, we have taken steps to build a strong foundation that can better align LMG's strengths with identified opportunities. This positioning is based on 3 documents:

- the initial four action steps communicated with the eight department directors on February 11th, 2020
- a ten-point plan adopted by Chief and Council on February 18th, 2020
- a planning document outline developed to assist the executive for budgeting exercises on February 25th, 2020

It demonstrated, graphically, how our 3 main strategic goals tie into our 34 tactical objectives which is then advanced by the 8 directorate operational plans leading to a comprehensive annual budget and a review process. From this was identified the priorities and timeline for the next two years.

Unfortunately, with the arrival of the coronavirus, the resulting shutdowns and the near closure of the North American economy, many of our plans were either put on hold or had to be rethought. This leads to two questions. What was our response to the coronavirus and how are we preparing for the "new normal"?

1. What was our response?

The virus was first identified in China at the end of 2019. The first presumptive case was discovered in Canada on January 25th. Shortly thereafter, on March 11th the WHO declared a pandemic. However, the LMG had already identified it as a threat in mid February and had almost immediately taken proactive steps:

- by creating working groups, establishing a COVID-19 policy, conducting vulnerability assessments, determining supply chain needs, purchasing essential items, identifying critical staff, creating directorate emergency plans, and developing a preliminary communications plan
- our Emergency Measures Organization prepared for the upcoming emergency
- on April 6th, 2020, the Chief and Council declared a State of Emergency and the creation of a Unified Command (the Unified Command was a unique move to establish an apolitical leadership unit tasked with addressing the emergency in an agile and responsive manner. It comprised Health Admin, and EMO expertise. Overall, it has proven to be a success.)

In almost every step, the LMG was ahead of the positions eventually adopted by Federal, Provincial, and Municipal governments.

Moreover, our response has evolved and adapted as the situation has progressed. It has been based on the need to protect the health of the community while respecting individual rights. Our reaction, has been measured, balanced, professional, and as un-intrusive as possible. The result, the community has had a minimal number of cases, services carried on without interruption, and the strategic needs were safeguarded. Moreover, all staff were retained, salary and benefits were fully maintained, even though, the vast majority were sent home for 10 weeks.

A COVID-19 response working group has since been established to examine our actions and to develop key recommendations should there be a second wave or a similar type of emergency in the future.

2 How are we responding to the “new normal”?

We have been very fortunate in that we actually CAN social distance, use personal protective equipment, “stay-at-home”, virtually engage, and take measures to contain virus, “flatten the curve” of its effects and maintain our incomes. To a large degree we have been able to avoid the huge spike in rates of domestic violence, hunger, homelessness, and self-violence because we have been able to provide services, salaries, extra benefits, and sought to bridge provision gaps. This is because of the steps taken by the Chief and Council, the Unified Command, and the extraordinary efforts made by the LMG staff.

Nevertheless, the “new normal” means a restriction of what life had been like prior to the virus. For this, we have reacted to and adapted the way in which we operate, conduct business, and provide services. Aside from physical and mental changes, we are also dealing with our economic future. In this regard we are facing three significant changes:

- i) Strangely, there has been a disconnect in valuations between where stocks, equities, and bonds are valued today, and where real economic activity actually is,
- ii) the measures taken to contain and “flatten the curve” has led to a depressive shutdown which is likely to go well beyond a “recession”, and
- iii) then there has been one of the largest central bank responses that has ever been experienced. Leading to a fiscal expansion that has largely been unseen in history and what will most certainly be extremely high unemployment rates and ultimately, inflation.

In terms of the economy, what will happen next?

It is a safe guess that the GDP for Canada (and the United States) will decline. The fiscal expansion will continue, the Bank of Canada will increase its lending. And, although it is counterintuitive, American equities will increase in value, not because companies will be doing better but because of the actions of the central bank, actions taken by Parliament (and Congress) and because international investors will be seeking a safe haven for their funds. If you put all of this together (corporate bail outs, central bank policy, lower rates even negative rates, fiscal expansion, inflationary money printing) means that levered assets do better in this type of environment (i.e. as levered assets do better asset prices go up). Unfortunately, those assets become more out of reach for the middle class because their incomes don't move as much, and the poor are simply unable to participate in the economy to any significant level. The result is that there will be a growing gap between the “haves” and the “have nots”. Thus, we can see that this is a “credit” problem not a “rates” problem.

In short, opportunities always arise from dislocations in the market. We can see that savings are being disincentivized and borrowing is being promoted. This is likely to continue for at least another 1 to 2 years, if not longer. From our perspective, this represents an expansionary opportunity, as the cost of borrowing is at record lows while at the same time non-securitized assets are undervalued and available for acquisition. It is possible to grow the land base, augment business size and scope, and increase employment, salaries, and upward mobility.

IV CONCLUSION

I started my report by raising a poem by William Blake. It is interesting to note, that when he wrote “The Tyger”, he was in a world marked by the opening stages of the Industrial Revolution and in the midst of political revolutions. He was charged with sedition and encountered many personal challenges. We too are facing turmoil, change, and increasing anxiety. What is remarkable is how Blake reacted. He did not succumb to his fears or become angry, hurtful or despondent. Instead, he ends his poem not with the frightening image of The Tyger, but with the innocence and benevolence of The Lamb. He saw hope rather than fear and was able to promote the means over the ends.

Like Blake, the LMG has taken the higher road. It has worked with funders, customers and members to promote an environment rich with possibilities. Additionally, it has consistently served its people and has genuinely delivered constructive results. Like the Lamb, it has behaved benevolently and with the desire to do “good”. This has been reflected in the positive reports that we have received from our funders, auditors, customers, and the vast majority of our members.

Linda Hogan, a Chickasaw author once wrote that, “Caretaking is the utmost spiritual and physical responsibility of our time, and perhaps that stewardship is finally our place in the web of life, our work, the solution to the mystery that we are.” As the sole employee of the Chief and Council and the senior most executive of the LMG, I act as its “caretaker”. I am required to remain “apolitical” and to act in the best interests of the Listuguj Mi’gmaq Government. This is a responsibility I take seriously and, as such, I report that: - the LMG is doing well, the 8 directorates are functioning properly, our funds are being spent wisely, financially we are stable, and our future plans are both reasonable and achievable. Our goal, now and in the future, remains the same: to create a happy, safe and prosperous home for the people of Listuguj.

Wela’liog,

Alexander Kocsis



MI'GMAQ REVITALIZATION

The Mi'gmaw Language Revitalization Project Developer started in August of 2019, and in the first four months of working this role, numerous language revitalization initiatives were developed. These initiatives were influenced from the limited time frame of the position's contract, which resulted in focusing more on long-term objectives from the Mi'gmaw Language Revitalization Project Developer's mandate.

In the beginning stages of developing Mi'gmaw language initiatives, the main objective for the Mi'gmaw Language Revitalization Project Developer in 2019 was to develop a 3-year work plan proposal entitled, "Proposal for The Mi'gmaw Language Revitalization Project Development: Phase II, III & IV". This proposal was done to secure position and project funding for 2020 – 2023 from the Ministry of Culture and Communications (MCC). The proposal was approved by Chief and Council and MCC.



List of short-term goals for 2019:

- 1-year work plan (2019-2020)
- Funding application directory (2019 – 2020)
- Applied & approved for funding from Secrétariat aux affaires autochtones (SAA) Cultural Activity
- Applied & approved for funding from Ministry of Culture and Communications (MCC) – 'Nnui'sultinej Let's Speak Mi'gmaw Video Project
- Assisted community members with external funding opportunities for cultural projects (Ex: Christine Metallic's Drum Making Building)
- Met with key community members regarding language revitalization
- Hired a Mi'gmaw Language Educator, Maddie Metallic, to teach the Listuguj Mi'gmaq Government (LMG) staff the Mi'gmaw language (Pilot project)
- Developed a Mi'gmaw Language Revitalization Project monthly challenge (November 2019)
- Created promotional material in support of the Mi'gmaw Language Project Development (December 2019)
- Hired a temporary assistant to the Mi'gmaw Language Project Developer



For the past two months, there have been a few language revitalization initiatives from the past year that were carried out. The video project funding was approved, which initiated the production of Mi'gmaq language video projects in August of 2020 and will go until December 2020. The cultural activity project was approved in 2019 and will happen in August 2020. The cultural activity will be a drum making work shop that will be documented through video and pictures.

The next few months will consist of gathering information for the Listuguj Mi'gmaq Language Revitalization five-year strategic plan. In developing the strategic plan, this will require the Mi'gmaq Language Revitalization Project Developer to apply for funding from numerous funders. Currently, we are working on a draft 5-year Language Revitalization Strategic Plan which will be used as a working document for Mi'gmaq language revitalization surveys, staff focus groups and upcoming community sessions.

Lastly, in the upcoming months, the Mi'gmaq Language Revitalization Project Developer will be working on an agreement between the Ministry of Culture and Communications and the 7th District of the Mi'gmaq Nation (Listuguj, Gesgapegiag, and Gespeg) in regards to Mi'gmaq language revitalization initiatives.

HUMAN RESOURCES

In the Human Resources Department, our mission is to provide all Listuguj Mi'gmaq Government (LMG) employees with reliable Human Resource (HR) services that meet the administration and professional needs of the organization. One of our main focuses is to help employees in their ongoing professional development and career objectives.



The Human Resources Department is responsible for many areas, including but not limited to: job posting and recruitment, employee training and support counseling, job evaluations, assisting in performance appraisals, administrative policy development, promotion of activities advocating a healthy productive and positive work environment, maintaining employee records, and organizing a yearly staff appreciation recognition dinner.

Other areas the Human Resources Department take on are staff benefit programs such as the pension and group benefits, long term disability, and retirement. Our staff are being trained on an ongoing basis to better meet the needs of all LMG employees.

We are pleased to announce that in September 2020, a new Employee Assistance Program will be available to all employees who are enrolled in the group benefit program. This assistance program is a 24/7, fully confidential source of assistance for employees and their families. Support services for family and social relationships, depression, anxiety, stress, dependency issues, and wellness are included.



HEALTH AND SAFETY

Health and Safety are also under the HR umbrella. They have been working diligently towards the goal of lowering risks within the workplace to keep our community and workers safe. You may have already seen some of their work during the last few months in making sure that all LMG buildings have COVID-19 actions in place. Their goal is to develop a Health and Safety Management Plan following International Standard Organization standards and to educate all LMG employees and contractors in their responsibilities regarding health and safety. LMG will continue to improve its performance and become an exemplary leader in the field of health and safety.

The Human Resource team is here to improve positive formal communication between management and employees. We look forward to grow stronger as the year goes on.



LISTUGUJ MI'GMAQ AV CELL OPERATIONS

The Listuguj Mi'gmaq Government (LMG) and the AV CELL Mill have had a historical working relationship spanning several decades due to the fact that the location of the AV CELL Mill is located on traditional territory belonging to the Listuguj Mi'gmaq.

In 2003, this relationship brought to fruition LMG Chipping, with a goal to provide chipping services for 120 000 m3 of maple logs each year. Through this relationship, the LMG plays a crucial role in keeping the AV CELL Mill a viable operation and remaining competitive in the global market.

In 2008, after a very successful five years, LMG Chipping embarked on a major expansion to increase our chipping capacity to 200,000 m3 of maple logs per year.

In 2014, the LMG took on additional services at the AV CELL Mill, namely the Wood Yard Supervisor and an onsite trucking service. Since 2015 the operations have consistently generated a gross revenue of \$2.2 million per year.

Since the beginning of the operation's inception in 2003, 38 community members have been employed in fulltime and casual positions.

The current lineup consists of:

Operations Manager: Tim Dedam

Administrative Assistant: Tamara Jacques

Lead Hands: Cory Barnaby and Winston Barnaby

Operators: Stanley Barnaby, Joe Brisk, Jeremiah Isaac, Dylan Barnaby, Murray Isaac, and Thunder Martin

Truck Drivers: Roland Jacques and Sheldon Dedam

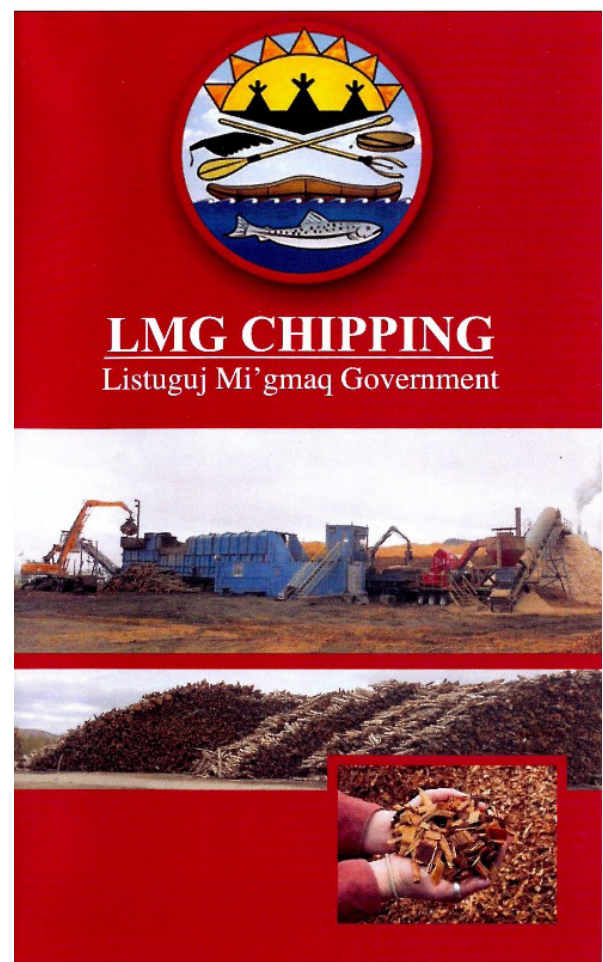
Janitor: Kelvin Jacques

Mechanics: Gerard Landry and Travis Isaac

Operational Support: Terence McBride and Evan Metallic

Wood Yard Supervisor: Henry Metallic

Head Janitor: James Martin



CAPITAL AND INFRASTRUCTURE

The Capital and Infrastructure Department is proud to present its 2019-2020 activity report. We are very proud of this year's achievements. Our growing department is composed of a dynamic team that is constantly re-evaluating its strength and weaknesses in order to provide the best services it can offer. We want every step of every project to reflect our values; to be fair, efficient and professional.

Our team is continuously striving for quality in the services we offer. Considerable effort is focused every day towards improving the communication between our department, our community members, Chief & Council and our project funders to ensure high quality services. We want to bring Listuguj above national standards and to maintain these standards throughout the years.

Our department's goals are to:

- Provide and ensure quality services;
- Be capable and responsible for those services;
- Develop and implement policies and protocols;
- Promote fairness and consistency;
- Integrate and apply a modern progressive work environment;
- Collaborate with other departments/units to provide support for their distinctive services.

Return on the 2018-2019 Projects

We are proud of our department's achievements during the 2018-2019 fiscal year. Many projects were brought to completion such as;

- The approval by Chief and Council of the new Housing Policy and Repairs Policy;
- Construction of seven new homes (LTO and Section 95);
- Remodelling of the Old Gignu;
- Paving of several roads;
- Installation of street signs to improve postal services and emergency services;
- Expansion of the Haven House building;
- Decontamination of the old Beaver Lodge site;
- Data collection during repairs and constructions to better map the community's infrastructures;
- Installation of a Household Hazardous Waste (HHW) container at the new Public Works garage;
- Flood response; and
- More than 100 repairs for elders and emergencies.

Several other projects progressed during 2018-2019. The continuation of these projects can be consulted in the following 2019-2020 list of completed and ongoing projects.

CAPITAL AND INFRASTRUCTURE (cont.)

COMPLETED PROJECTS

Spring Flood

Capital and Infrastructure were closely monitoring floods this spring. Daily reports were made of all areas posing a flood risk. We want to thank the Public Works team for reacting quickly when water levels were rising and for monitoring the whole community, even during harsh weather conditions. The Public Works team was always ready to put into action flood mitigation methods such as removing snow in problematic ditches and diverting water by pumping out excess water.

New Triplex

Two triplexes were built this year. They are part of Section 95 Canada Mortgage and Housing Corporation (CMHC) funds.

Nursery

An addition to the education complex was completed to house a Mi'gmaq immersion nursery class.

Lagoon Sludge Removal

The lagoon sludge was removed in July this year. The lagoon is entirely managed by Public Works, but services both Listuguj and Pointe-à-la-Croix. The Lagoon Agreement was recently renegotiated and now reflects the investments made by our community. Pointe-à-la-Croix now pays their fair share for the service we provide them.



Repairs Policy

The Repairs Policy is now available to community members. The new policy was designed to ensure our repairs services are fair and the selection process is as impartial as possible. Capital and Infrastructure will work hard to achieve the goals as stated in the new Repairs Policy:

1. Be fair, consistent and standard in the selection process of repairs allocation;
2. Improve the quality of repairs;
3. Improve its relations with Tenants in matters of repairs;
4. Exercise better control of the cost of repairs delivery;
5. Stabilize the situation and bring units up to standard;
6. Favour the buy-out of Lease-to-Own agreements.

Paving Phase II

Paving on Triplex Lane and Isaac Lane was completed.

ONGOING PROJECTS

Alaqsite'w Gitpu School Extension

The site is currently under construction. The work includes the expansion of the existing gymnasium, the addition of a stage and cafeteria, as well as the addition of new classrooms and a cultural space.



Housing Communication

Capital and Infrastructure is working to improve communication with our community members, other departments and C&C. We aim to have a transparent and consistent approach for all the Housing and Repairs services we offer. A Five-Year Plan was developed to summarize the actions planned for the next years and to plan efficient methods to achieve our goals. A new Housing Policy is currently being ratified and will be published before the end of the year.

Officer's Brook Upgrade

Work on Officer's Brook is currently being done. Approximately 4 months of work should be needed for the project to be completed. The team has recently started working on the site. Officer's Brook will be diverted to prevent floods and to prepare the area for the Busted Addition to Reserve (ATR) development. Wastewater and fresh water connections will also be installed.



Waste Management

The purchase of the composter was delayed due to the COVID-19 pandemic. However, the project is still ongoing. Composting should be available to community members by Summer 2021. In the meantime, the Listuguj Ecopatrol team, has distributed information on how to start backyard composting, for those who are interested. The Listuguj Ecopatrol worked this summer to create an ecofriendly environment for Listuguj community members and wildlife. The community's Waste Management Plan is scheduled to go through public consultation after the resolution is signed by C&C.

Listuguj Mi'gmaq Development Centre (LMDC)

The LMDC building is currently being renovated. Public Works is helping with the project. The building will have its roof replaced, new windows and siding.

Natural Resources Building Extension

This project is in its planning stage and should start this September. The extension will provide more room for the Natural Resources Department. This project is funded by Own Source Revenue (OSR).

ONGOING PROJECTS (cont.)

Repairs

Repairs are being made on 14 houses. Those repairs and house upgrades were funded by Indigenous Services Canada (ISC). The repairs are almost completed.

Busteed ATR (Addition to Reserve) Development

The extension of Riverside West is the first step in the development of our new Addition to Reserve (ATR). The road will continue northwards, past the Public Works garage and then head west past the train tracks.



Water Reservoir

A new freshwater reservoir will be installed. It is currently in the design phase. The new reservoir will ensure all community members have access to drinking water. It will provide more water pressure and increase water quality. It will also provide freshwater services to the future development of the Busteed Addition to Reserve (ATR). The project is estimated at \$ 2.5 million and is entirely funded by ISC.

Social Services

The design of a new social services building is completed. The new building will be situated near the new Gignu Rehabilitation Center.

Elders Care Facility

An elders care facility is in the planning stage with hopes of starting construction in 2021-2022. Capital and Infrastructure will be assisting the Listuguj Community Health Services with this project.

Public Works Operations

The Public Works team worked all year to provide continuous services to all community members. Regular maintenance tasks were performed to sustain freshwater services, wastewater services, waste management and snow removal, following the established protocol. The community snow removal was overseen by the Snow Removal Committee which is composed of representatives of various sectors (C&I, Public Works, Education and Public Security).

The team would like to remind people of the existence of the Drinking Water Protection Law, available on the Listuguj website, that requires all community members to notify LMG of ANY source (or potential source) of contamination (ex: oil leak, hazardous material, septic tank leak, pesticides) to the well capture zone or any other source of drinking water. Our community's water supply is vulnerable to contaminants, especially within the well capture zone and must be protected by respecting the Drinking Water Law.

New Triplex

One new triplex is currently being built. The work should be done by October. The apartments will have two bedrooms each. They will be rented to people who apply and conform to the criteria as described in the new Housing Policy. The triplex is part of the Section 95 CMHC funds.

Caplin Road

The work on Caplin road is due to start mid-August. A call for tender was released. The upgrade consists of installing storm sewer pipes, manholes and a catch basin as well as all associated property restoration and other related work. New pumps will be installed to prevent floods by redirecting excess water. This project, including paving, is evaluated at \$7 millions and is funded by ISC.

FNMS

A new financial tracking system and housing management database has been implemented. It allows Capital and Infrastructure to easily track ongoing projects expenses. The software will be available to community members and will facilitate and clarify the Housing and Repairs application process and all related communications.

JC Van Horn Bridge

Phase I of the JC Van Horne Bridge rehabilitation project has started. The first phase includes redoing the paving. Phase II will address the lateral bracing. Capital and Infrastructure is assisting to ensure LMG workers have a vital part in this project.

UPCOMING PROJECTS

Post Office & Elder's Lodge

A new building is planned for the Post Office and the Elder's Lodge. The project is still in its early stage.

Education Building

An upgrade was asked for the education building. The building would be expanded to make enough space for continued activities despite the COVID-19 social distancing regulations. The project is in its early stage and plans have not been made yet.

Police Building

The Police Department needs more space in its building. It is currently being discussed if an extension could be added to their current building or if efforts will go in planning for a new building to be constructed near the Highway in the ATR area.

OSR Repairs

House repairs will be funded by OSR. An announcement was previously made on the Listuguj website and social media. People who have submitted and updated their repairs applications and fit the criteria as detailed in the new Repairs Policy will be eligible to these repairs funds. Emergency repairs will also be funded by OSR.

Paving Phase III

Paving projects were halted this year because of the COVID-19 situation and will resume next year. The third stage of paving is planned for the areas surrounding and connecting to Caplin Road.

Capital and Infrastructure will continue to work hard planning, realizing, and completing projects to build and improve community infrastructures and to create employment opportunities. We are determined to present to you another good report next year that reflects the hard work of our growing team.

COMMUNITY HEALTH AND SOCIAL SERVICES

The mandate of the Listuguj Community Health Services under the leadership of the Director of Health along with their affiliate (Health Liaison to Chief and Council), plan to work towards achieving their vision by providing culturally appropriate programs and services that are fully accountable and completely transparent to Listuguj community members. We are also pleased to announce that our Health Plan has been extended to 2023.

The Health Services has three health priorities that we will be focusing on:

- Chronic Illnesses
- Mental Health
- Addictions

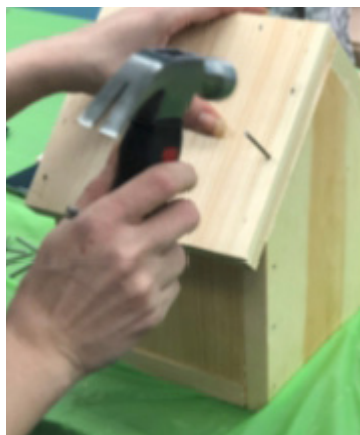
Throughout the year, the Listuguj Community Health Services has scheduled numerous events. Here are a few:

Me'tatmnej Project

The Listuguj Community Health Services, in partnership with Health Canada launched a series of programs aimed at harm reduction for individuals with addictions here in Listuguj. This program is geared towards breaking the silence about drug addictions, including that of opioids. We are particularly proud of one of our success stories with this all-inclusive initiative - Me'tatmnej. As a community connected to, and impacted by, worldwide issues, we are all too familiar with opioid addictions and the devastation this disease can inflict on an individual, their family, their friends and their community. Here in Listuguj, we have created an opportunity for users to come together in a safe, non-judgmental environment to talk openly about their own experiences with addictions and recovery. By providing weekly workshops, craft sessions to 'keep their hands busy', and a network of support from professionals and former users, we are able to encourage and guide participants through the mental health issues barring them from their own road to recovery.

Our Mi'gmaq culture is inter-woven throughout all we do in the program to gently lead the participants back to the Seven Principles of our Mi'gmaq Culture. In February 2020, we celebrated our first anniversary as a group and are proud of the success stories of our fellow community members.

As a result of COVID-19, we did have to end the program early. However, we established contact through social media to ensure continuity and support for all who wish to begin their journey to become opioid-free.



Annual Newborn Celebration Dinner

Every year, the Listuguj Community Health Services celebrates the birth of new community members through our Annual New Born Celebration. Co-hosted by our Pre-Natal and Maternal Child Health Programs, we held a special dinner to honour the children born between December 2019 and January 2020.

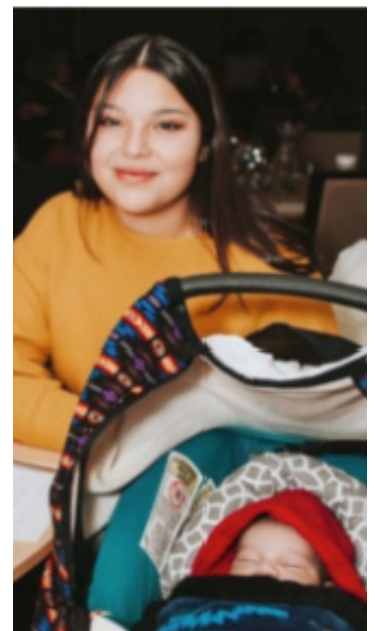
Each New Born is gifted their very first eagle feather by our Chief and a community elder.

It is the age of innocence, pride and dreams. A time of bonding and attachment to relationships, values, attitudes, behavior, personalities, character, and to the environment.

It is our gift for you. Carry and care for this medicine, and it will take care of you.

We invite ‘soon-to-be-parents’ to this celebration so that they too can take part in the sharing of a common experience with new parents. It also gives them an opportunity to meet the service providers who are here to help them on the journey of becoming new parents.

We believe that by fostering a sense of community for new parents and their newborn children we are sowing the seeds for our future leaders whose values are forged in our culture and family values.



Elders' Christmas Celebration

The Listuguj Community Health Services' Home and Community Care Program (HCCP) maintains essential service elements for our clients to address their physical needs. We recognize the significance of providing emotional and social support to further the well-being and overall mental health of our aging community members. The HCCP partners up with other Listuguj Mi'gmaq Government programs to organize activities for all Listuguj elders to develop the sense of community and belonging.



Some of these activities include luncheons, health education and information, arts and crafts, social and recreational activities and a meals on wheels service. We are particularly proud of our Annual Elders Christmas Dinner hosted by the Health Center staff. Each year, all our program staff members join forces with HCCP to organize and deliver a social event aimed specifically at our elder population (65+). By doing so, we provide our elders with an opportunity to socialize with each other during the busy holiday season in a safe, fun environment filled with love and laughter.

In keeping with our culture, we center our activities around a wonderful meal prepared by professionals with the highest standards, of which our keen staff are happy to serve. Of course, having music, dancing, giveaways and gifts also helps lift the spirits of everyone in attendance. Each year, we get to witness the joy and laughter experienced by our elders in attendance, whether they are joining us for the first time or have been coming to this event for the past 20+ years.

In 2019, we hosted the Annual Elders Christmas Dinner at the Listuguj Community Development Center (Bingo Hall), which we had decorated beautifully in the spirit of the Holiday season. Our elders filled the Hall with laughter, especially at our photo booth, where everyone took the opportunity to gather with friends and family members to take a beautiful holiday picture. We hope you enjoy the photos we are sharing with you in this Annual Report, and we look forward to our continued service to our elders.



LISTUGUJ COMMUNITY SOCIAL SERVICES

It is my pleasure to provide you with this brief report that underlines the endeavors of the Listuguj Community Social Services Directorate (LCSSD). The LCSSD plays an active role in the community by providing culturally appropriate services to support individuals, children, youth, families, and elders.

The servicing departments are as follows: Gignu Youth Rehabilitation Center, Families First Support Services, Social Assistance Office, Child and Family Services, Community Services (Family Violence Prevention Program & Youth and Family Services), Restorative Justice, and Adult and Elderly Care. Together, these programs provide preventative and intervention services.



Wrapped in Courage

Haven House hosted their first “Wrapped in Courage” event on Thursday, November 7, 2019. The “Wrapped in Courage” kicked off this event during November, which is Family Violence Prevention and Awareness Month. The event welcomed over 80 community members who enjoyed a day of presentations, self-care, door prizes, musical entertainment from Tommy Fox, and a turkey supper catered by La Source.



Annual Wellness Fair 2019

Over 400 community members attended the 2019 Annual Wellness Fair on Friday, August 2, 2019 held the day before the Listuguj Traditional Pow Wow. The day began with a Sunrise Ceremony followed by a march from the Casino 88 parking lot to Moffat’s Landing, presentations given by invited guest speakers, community resource kiosks and activities organized by the Listuguj Youth Centre staff.

Twenty Years Plus of Services

The LCSSD recognized the following employees with 20+ years of service in 2019: Denise Jacque, Sheila Swasson, Samantha Barnaby, Blanche Martin, Carmel Vicaire, and Lyle Wysote.

Adult and Elderly Care

The program received funding in 2019 to provide educational sessions for the older population of Listuguj and to educate the importance of respecting our elders Gepmite'lmujig Gisigu,mimajuinu'g. With the collaborative efforts of the Alaqsite'w Giptu School, the First Nations of Quebec and Labrador Health and Social Services Commission, they reached out to over 400 community elders and children.

Gignu Rehabilitation Center

The Integrated Health and Social Services Centres (CISSS) conducted an accreditation evaluation at the Gignu Rehabilitation Center last May 2019. As a result, out of all other rehabilitation units in the jurisdiction of Gaspé, the Gignu had surpassed its expectations and received acclamation of an outstanding job in comparison to other youth centers evaluated in the jurisdiction. Their certificate is yet to arrive.

NEXT STEPS IN THE NEW FISCAL YEAR

What's New and Exciting

Bill C-92 is an Act respecting First Nations, Inuit and Métis children, youth, and families. This is the first federal legislation on the subject of Indigenous Child and Family Services (CFS). The Act is the first statute to recognize inherent Indigenous jurisdiction over CFS as an Aboriginal (S. 35) right in Canada. As called for in the Truth and Reconciliation of Commission of Canada (TRC) Final Report, the statute establishes national minimum standards for CFS delivery for all Indigenous children and families. This includes First Nation, 'non-status,' Métis, and Inuit children, living on or off reserve. The best interests of the child is still the primary consideration for decision-making but requires a different approach. It includes the importance of ongoing relationships for Indigenous children and should be considered in light of the cultural continuity and substantive equality principles.



New Building

Indigenous Services Canada (ISC) has finally approved the construction of a new Social Services building. This development will enable services to advance its growing needs of the directorate. Construction is expected to start in spring 2021.

ECONOMIC DEVELOPMENT

Entrepreneurship

The cornerstone and primary objective of the Listuguj Economic Development Unit (EDU) is supporting entrepreneurs. An Economic Development Symposium was held September 10-11, 2019.

The successful event gathered over a hundred community members many of which were current and future entrepreneurs. Presentations were made on a variety of business topics such as: introduction to Lean Canvas, marketing and e-commerce, developing an effective pitch, and an inspirational keynote by Cheekbone Beauty's CEO Jenn Harper.



A pitch competition (similar to Dragon's Den) was held. Ten participants flushed out their business ideas in a relatively short time and made their two-minute pitch in front of four judges and an encouraging audience.

Day Two of the event focused on the theme "show me the money". A number of funding partners were invited to give presentations and meet with entrepreneurs.

Welcome to Listuguj Sign

Listuguj Sign Installation with digital board was installed and has become one of Listuguj's landmarks.

Comprehensive Community Planning (CCP)

The Comprehensive Community Planning (CCP) Coordinator was able to create a comprehensive work plan and engagement plan. Work plan details included professional training and skill development, strategic planning exercises with Chief & Council, collaboration with LMG Directors on Listuguj Mi'gmaq Community Plan (LMCP) projects, development of a monitoring and evaluation process, and the development of a new CCP Initiative for the Quebec Region (in collaboration with First Nations of Quebec and Labrador Sustainable Development Institute (FNQLSDI) and other participating pilot project communities). Our fourth action area is based on trust and transparency and the LMCP team is working hard on maintaining this system within Listuguj.

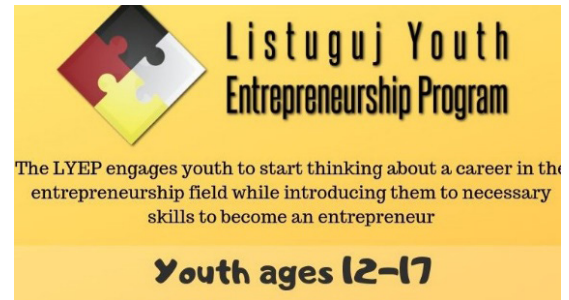
Tourism

Gateway to Mi'gma'gi Tourism Initiative was launched September 11, 2020 and was followed by months of community consultation sessions to gauge community members' ideas. A draft Tourism Strategic Development Plan has been tabled.

Youth

For the second year, a Youth Entrepreneurship Program was delivered to Listuguj youth. Two three-week cohorts were held each culminating in market days where youth sold various items to generate revenue which they shared amongst themselves.

In addition to business-related workshops such as business plans, marketing and financing; local entrepreneurs were invited to speak with youth on their entrepreneurship ventures. Of course, the youth had fun as well with activities like hiking, swimming and exploring Gespe'gewa'gi.



Listuguj youth attended Concordia University's Youth Start-up Nations. Financial support was provided by the First Nations of Quebec and Labrador Economic Development Commission and organized by the Tourism Development Officer. Listuguj youth organized themselves in a group "Ta'n Wetapegulti'gw" and are exploring social economy initiatives.

Listuguj Community Development Centre

The hub of community activities, the Listuguj Community Development Centre (LCDC) continues to be available for community events such as: weekly bingo events, community consultation events and other LMG meetings, community suppers, birthday parties, and local market days. The LCDC is also home to the Listuguj Food Bank.

UPCOMING EVENTS FOR ECONOMIC DEVELOPMENT UNIT

JC Van Horne Bridge

The LMG team on the Bridge project have been meeting with Public Service Procurement Canada to discuss the necessary report work. We anticipate the work to begin in Summer 2020.

Listuguj Economic Development Intuitive LEDI

Following the Economic Development Symposium in September 2019, the EDU team has been working on revising the former Life Enriching Activity Fund (LEAF) guidelines that would provide financial support to local entrepreneurs.

Land Acquisition and Business Development

The LMG is open for business. It has steadily moved forward in various land acquisition deals and is currently analyzing several business development opportunities.

Lobster Shack Project

For quite a few years Listuguj has sought to diversify and expand their fishing enterprise through entering the supply chain. Utilizing its fishing licenses, it continues to pursue opportunities that will ultimately create jobs for Listugujewaq and additional revenue streams.

LISTUGUJ EDUCATION TRAINING AND EMPLOYMENT

ALAQSITE'W GITPU SCHOOL

As of November 2019 – The Alaqsite'w Gitpu School (AGS) has 286 students enrolled.

COVID-19

With Covid-19 restrictions in place, our students and staff truly rose to the challenge. Although lessons have been learned, and improvements will be made for future outbreaks, we can take pride in the fact that school staff stayed connected with students, and parents through home learning, and special events such as the staff parade. Furthermore, the day-to-day operations of the school continued due to the hard work of essential workers.

Nursery Expansion

The nursery extension was completed in early 2020. This expansion is located next the Listuguj Education Complex and includes two additional spacious classrooms for our Mi'gmaq Immersion Nursery classes.



School Expansion

The long-awaited school expansion has started and is moving along, on time, and on budget, with very few surprises. Once completed in August 2021, we will be able to house our immersion students in the building, while ensuring that they have a space to call their own that preserves the concept of immersion. New features will include a modern, fully functional cafeteria, new office space and a classroom for high cost special needs students, a music room, and additional classrooms. We will also be able to repurpose our kitchen as a new culinary lab, and our science lab will be reclaimed for its original purpose. The new gym will feature extended space, a hardwood floor, along with seating for spectators. A brand-new music room will allow us to offer a comprehensive, Mi'gmaq rooted, music program for our students, and a new stage connected to both the gym and cafeteria will allow students to showcase their talents. The hallmark of the expansion project will be a new ceremony room in the shape of a teepee.



Jordan's Principle

This year we hired two additional staff at the Alaqsite'w Gitpu School under Jordan's Principle, making it a total of 12 employees. Jordan's Principle is a child-first principle that aims to eliminate service inequalities and delays for First Nations children. Jordan's Principle states that any public service ordinarily available to all other children must be made available to First Nations children without delay or denial.

Treaty Education

Treaty Education is currently being developed and implemented into the AGS curriculum. Right now, they are focusing on grades 6, 7, and 8. This is considered to be a complete revamping of the social studies program.

Mi'gmaq Immersion Program

A comprehensive evaluation of our Mi'gmaq Immersion program was conducted. We are proud of how our staff in the program are working towards implementing all of the recommendations.

Transportation

Education has purchased three new buses, making it a total of 11 buses.

ENHANCEMENT

The Enhancement team has been very busy over the past year. Some of the major successes include:

Career Fair 2019

During fall, the Enhancement team organized a Career Fair for all Listuguj high school students. We invited motivational speaker Stan Wesley to speak to our students. His focus was on celebrating the success of our students and their future career paths.



LETE (cont.)

Provincial Curriculum

We have added more Mi'gmaq based teachings within the Sugarloaf Senior High School curriculum that are recognized accredited courses. These courses include activities such as; bow making, moose hunting (tracking, hunting, skinning, and cooking).

Mi'gmaq Flag Raising Ceremony

September 2019 – They have successfully raised a permanent Mi'gmaq flag at the Sugarloaf Senior High School.



Enhancement Agreement

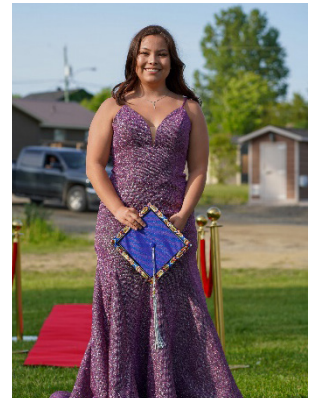
The process of developing a new Enhancement Agreement has begun. This agreement could help further improve our relationships with the Provincial schools. We are pushing for more inclusiveness within the Provincial schools and their decision makers.

Listuguj Grad Flair

Beaded caps have been made for all high school graduates.

Learning Centre

The Listuguj Learning Centre site was transferred from Campbellton to the Listuguj Mi'gmaq Development Centre. This program holds up to 12 seats.



GOVERNANCE

The Governance in Education Initiative has begun! The purpose of this initiative is to assert jurisdiction over education by enacting a Listuguj Law in Education, for and by the people, creating an education authority responsible for governing Listuguj Education, Training and Employment, and building a single governance structure.

This will not be an easy task, but it is an important one. Stay tuned, as there will be more information and engagement to come in the next year!

Adult Mi'gmaq Immersion

This year's program started in September 2019 and continues today. Many of our Adult Mi'gmaq Immersion students have attained work placements throughout the community.

If you plan on registering your child in the AGS Mi'gmaq immersion program, we strongly encourage you or someone in your immediate family to sign-up for the Adult Mi'gmaq immersion. It's important to remember that the revitalization of our language is a community effort, not just dependent on the teachers. The program begins every September!

POST-SECONDARY

McGill Bachelor in Education Graduates

All students have completed their placements for graduation and all Listuguj students have attained employment. Let's congratulate all 14 of our Bachelor in Education graduates.

Discussions of More In-Community Post-Secondary Programs

The development and discussions of two new in-community post-secondary programs have begun. These include: (1) Master of Education (2) Bachelor in Business Administration.

LETE ENGAGEMENT

Podcast / Radio

The Listuguj Education, Training and Employment had put together a morning radio show which aired on CJRZ every Friday morning. This show talks all about LETE's programs and services. Due to COVID, the show has been put on temporary hold.

The latest episodes can be found here:

<https://www.youtube.com/channel/UCS07HUxSKiuxpN8SA2ieW6g>

We look forward to sharing some more podcast work in the coming year! Stay tuned!

New LETE Website

A new Listuguj Education, Training and Employment website is currently under construction. This will house all the details and information for each LETE department so that community members can be better informed of all our services.



NATURAL RESOURCES

FORESTRY

The Listuguj Mi'gmaq Government (LMG) is actively engaged in the commercial and non-commercial forestry sector. Our forestry operation provides employment and economic opportunities in Listuguj and in our region, to LMG directly and to the independent loggers, truckers, and other heavy equipment contractors.



We currently have one forestry manager and eight (8) technical staff overseeing operations. We employ 10 brush cutters annually to execute plantation, thinning and hardwood mitigation. In 2019-2020, the commercial harvesting operation harvested 58,000 scm of softwood. Forestry operations include road construction and maintenance, cutting trees, the hauling of trees to road, processing (delimb and slash) and transporting trees to the sawmill. In total we have 60 workers employed in these operations.

Based on our 10-year Natural Resources forestry strategic plan, our goal is to access and harvest 100,000 scm annually in the coming years.

John Marchand, Forestry, NR Directorate

John graduated in 1983 and became a Forestry Technician. The following year, as his first job with the LMG, he managed the clear-cut and the plantation by the Paintball field. Over the years, he has been responsible for the silviculture crew (brush-cutting and plantation), managing logging activity in the field. Recently, he has assumed responsibility monitoring road construction and maintenance (bulldozer, grading of roads, etc.) and overseeing transportation of wood to the mill. Thank you, John, for your continued service to the LMG Natural Resources Directorate. Wela'lieg!



FISHERIES

The commercial snow crab season has officially ended on June 30, 2020. The COVID-19 situation was a challenge faced by the department, industry, and community as a whole. However, with the dedication and commitment from the Natural Resource employees, this season proved a success. The LMG began the season on April 24, 2020 with a quota of 2.4 million pounds and 1,500 traps. Six Listuguj owned vessels and six rental vessels were able to capture approximately 2.2 million pounds, which was higher than the industry standard.



While working from home, the administration staff was able maintain regular operations, and ensured the crew and vessel were safe and ready to fish. The captains and deckhands worked to ensure quota were captured effectively and safely, while maintaining protocols to reduce the spread of COVID-19.



New Captains and Addition to Fleet

The Listuguj Natural Resources is excited to announce a new addition to its fleet, the Harry Frye. With the new acquisition of this vessel, we were able to provide recent graduates of the class 4 captain's ticket course a chance to further their career in fishing. Of the graduates (Frank Brisk, Steven Clement, Syliss Swasson and Pam Wysote), Frank Brisk captained this new boat as his first-time being captain alongside his first mate, Syliss Swasson.

Despite a delayed start to their season, they were able to effectively contribute to the capture of our quota and gain experience that will assist them in future seasons. The Natural Resources Department would like to congratulate the new captains along with the crew of the Harry Frye. We look forward to watching the growth of our fishers and encourage Listuguj to celebrate the success of these individuals.

NATURAL RESOURCES (cont.)

The Natural Resources Department would like to acknowledge the administration staff, captains, deckhands, and their families for ensuring a successful and safe fishing season during these uncertain times.

A special mention to Meredith Bernard, who is celebrating her 10-year anniversary with the department.



Administration Staff

- Meredith Bernard
- James Metallic-Sloan
- Amanda Martin
- Joanne Martin
- Denny Isaac
- Fred Metallic

Captains

- Allen Ritchie (Mi'gwisitm '81)
- Rodney Barnaby (Ugjit Sma'gnisg)
- Blayze Isaac (Maqatgwig)
- Walter Jacques (Claude Martin)
- Peter Martin (Jegopsn)
- Franklin Brisk (Harry Frye)
- Richard Huet (LJ Ginup)
- Marcel Huet (GC MacDonald)

Deckhands

- Gordon Wilmot
- Matthew Dedam
- Dale Condo
- Gregory Isaac
- Joseph Wyouche
- Tracey Barnaby
- Brandon Metallic
- Buddy Vicaire
- Pamela Wysote
- Paul Gideon
- JD Wysote
- Lawrence Metallic
- Darrell Isaac
- Eric Lynd
- Aurele Isaac
- Pipigwes Isaac
- Syliss Swasson
- Billy Isaac
- Kye Metallic
- Jake Barnaby
- Dallas Morrison
- Dominic Barnaby
- Jeremy Metallic
- Robin Wilmot
- Mark Brisk
- Corey Wysote
- Steven Clement
- Curtis Barnaby

PUBLIC SECURITY

LISTUGUJ POLICE DEPARTMENT

The Listuguj Public Security Directorate, in conjunction with Economic Development, assisted in an international sporting event. The Raid International Gaspésie is a unique adventure and orientation styled race held from September 12 – 15, 2019. In teams of two, athletes raced over 150 km or 300 km in 3 days, alternating between several sports such as running, mountain biking, canoeing, swimming, and rope challenges, in which they raced through Listuguj Mi'gmaq territory on Friday, September 13th, 2019.



The Listuguj Police Department (LPD) welcomed aboard two new police graduates from the Police Sciences Cadet Training program at Atlantic Police Academy in Summerside, PEI. Police conducted a legal police operation on several identified targets of the illicit cannabis industry.

The LPD assisted Listuguj community members by safely redirecting traffic around public demonstrations on several occasions. The Listuguj Mi'gmaq Government sanctioned a Tri-Partite Policing Agreement in 2019-2020 that has been signed, ensuring policing services until 2024-2025.

Several training opportunities for Police throughout the winter have been cancelled as a result of the COVID-19 pandemic.



PUBLIC SECURITY (cont.)

LISTUGUJ FIRE DEPARTMENT

Listuguj Fire Department's (LFD) members continue to provide valuable fire safety presentations at the Alaqsitew Gitpu School. Distribution of smoke alarms is also high on the Fire Chief Garry Caplin's list, ensuring peace of mind to the community members.

Participating in last year's Listuguj Mi'gmaq Government Open House provided LFD the opportunity to meet with the community at large while also speaking to youth about recruitment opportunities.

Operations ramped up this winter and spring as members of the LFD helped put the LMG Pandemic Plan into action as Check Point Monitors. The LFD responded to several structural fires, grass fires and with the assistance of the Société de Protection des Forêts Contre le Feu (SOPFEU), LFD thwarted two forest fires, one of which required water bomber planes.



LISTUGUJ RANGERS DEPARTMENT

The Listuguj Rangers are responsible for protecting the Restigouche River and its estuaries during the annual salmon season along with rock crab fishing initiatives and the seasonal lobster fishery season. Specifically, the Rangers patrol the Restigouche River estuary, from the Macbeth Islands (bottleneck area of the river west of Listuguj) to Battery Point (Oak Bay area east of Listuguj). Rangers also provide the Salmon Monitoring Program by collecting data from Listuguj fishers as well as other fishing zones patrolled by the Rangers, including the waters around Miguasha and Carleton, Quebec. From May until October, approximately 40 employees under the Ranger Program utilize four boats, a canoe and two vehicles to carry out their duties.



In addition to their summer fishing season operations, several Rangers joined the confinement operations as checkpoint monitors and then transitioned back, which made for a long season. Preparations for the Rangers with pre-employment screening for safety sensitive positions within LMG were delayed for a month, however testing began in early May. These tests procedures ensure that the Rangers are abiding with LMG policy and procedures in order to further assist in providing a safe and secure work environment. As a result of the COVID-19 pandemic, several training opportunities for Rangers throughout the winter were cancelled including the basic course for Conservation Officers to acquire certification, which will re-commence the following year in 2021.



ANNUAL REPORT

2019 - 2020



Listuguj

MI'GMAQ GOVERNMENT