

ANNUAL REPORT  
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 2018-2019



UNLOCKING EEYOU WEALTH  
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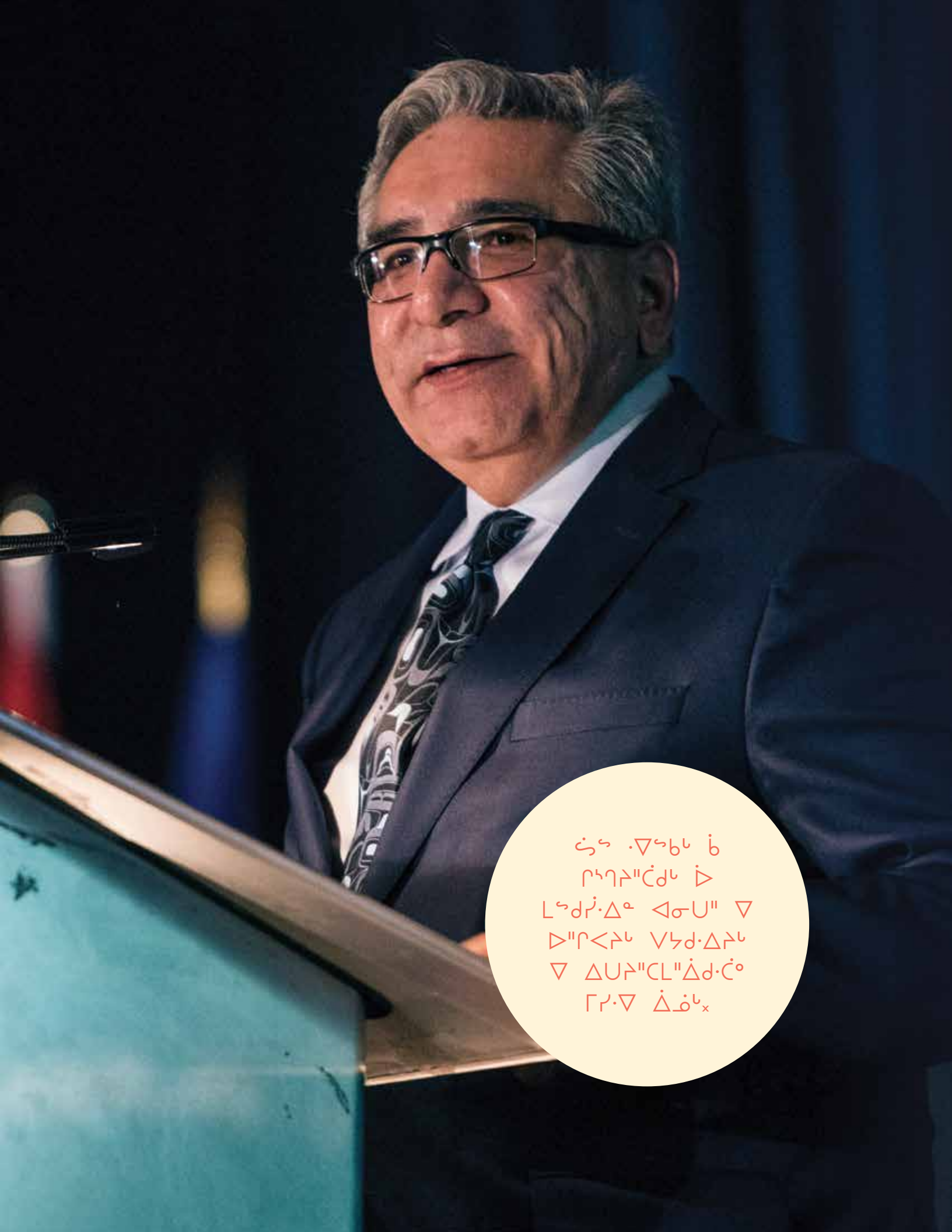
Cover Photo: Nuuskan Island near Waskaganish at the confluence of the Nottaway and Broadback Rivers.  
Photo by Neil Diamond

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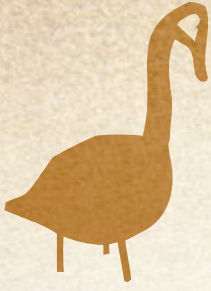








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## Message from the GRAND CHIEF/CHAIRPERSON

**DR. ABEL BOSUM**



We are governed by the values of our ancestors and the principles that have guided our people for centuries in Eeyou Istchee. Our ancestors would check out the landscape and scout out the game, we called it “A-shood-mat” in Cree. It was the practice of scouting, planning and gathering the information needed on a trapline, it was the act of absorbing all the land has to teach so that we could then develop a strategy on how to harvest the wildlife resources on the land in a manner that was sustainable and reflective of the love and respect that we have for the land.

Since the signing of the *James Bay and Northern Quebec Agreement*, this is what we have been doing when it comes to the formal governance of Eeyou Istchee. We have been honing our skills in negotiations and engagement with the Federal Government of Canada and we now find ourselves with a new Governance regime in the *Cree Canada Governance Agreement* and the Cree Constitution where we are free to determine for ourselves what our National Government and what each of the local governments will look like, while being fully accountable to our people and no one else. Nowhere was this more evident than our December 2018 Board/Council meeting where we reviewed the processes and strategies that are developed by all the Directors of Operations and the Treasurers of Eeyou Istchee to develop a Cree Nation Five-Year Capital plan, which reflects the collective vision of all of our communities. We have scouted, we have planned, we have fought for our rights and now we begin the new era where the Cree leadership will exercise the right to self-determination and the management of resources on our territory. The exercise of “Capacity Building” through the engagement and investment in our youth is now more important than ever.

It is important to recognize that we did not do this alone and in isolation. We have known for a long time that our true strength comes from the unity of the Cree Nation. I would like to thank the Chairpersons of the Cree School Board, the Cree Board of Health and Social Services of James Bay and the Cree Nation Government Board of Compensation for their commitment to work with the Cree Nation Government. Our meetings and coordination over the last year have demonstrated the value that is generated in collaboration.

June 21<sup>st</sup>, 2018 was an important day for the Cree Nation and all Aboriginal people across Canada with the signing of the first modern-day Treaty between two First Nations: the Crees of Eeyou Istchee and the Ilnu of Mashteuiatsh. This Agreement allowed us to put aside im-

portant disagreements of the past and renew historic and family connections that will make both Nations stronger as we address the challenges of being a First Nation community in Canada in the 21<sup>st</sup> century. We are also proud to learn that the Agreement is being used as a potential template to bring other First Nations closer together in a similar fashion. This momentum has allowed us to have more faith and make greater commitment to building bridges with the Cree First Nations in Ontario, the Algonquin communities and Atikamekw communities in the South. The optimism of collaborating with other First Nations has allowed us to add the title of “Indigenous Relations” to two Directorships, the Director of Federal Relations Tina Petawabano and the Director of Quebec Relations Melissa Saganash; two strong women who have demonstrated exceptional management and diplomatic skills.

Although we have more work to do, I believe that in the last year we have made particular head way with the Section 28 Associations of the *James Bay and Northern Québec Agreement*, the Cree Trappers’ Association, the Cree Native Arts and Crafts Association and the Cree Outfitting and Tourism Association in opening discussions on how we can work together generally and how they can partner more particularly to improve the services and programs that they offer at the local level. Ensuring the maximization of Treaty funds to deliver the most for our people is an indication of a truly responsible and accountable government.

Aside from entities working together and working with other Nations, I was inspired this year to witness the Cree Nations of Mistissini, Oujé-Bougoumou, Waswanipi, Waskaganish and Nemaska coming together to open discussions on how the communities can work together to find a Cree Nation approach to forestry that will allow us to consolidate the forestry resources we have secured in Agreements with the Quebec Government, giving us greater influence in an industry that has been particularly hard on our land users. These meetings are thankfully indicative of a number of Chiefs’ Committee meetings that we have held throughout the year to address issues such as how we are financing paving, or the priorities we would like to pursue at the Eeyou Istchee Baie James Regional Government. Through the active participation of the Chiefs of Eeyou Istchee, unity remains our most powerful asset.

Improving our influence over an industry to better protect the way of life of our people is one of the ways we have sought to bring strength and pride to our commu-



Receiving the Order of Canada this year came at a challenging time, but it allowed me to reflect on why we work so hard, why all the staff and leadership of the Cree world work so hard for our people and make so many sacrifices.



ity members that pursue the traditional way of life. Living on the land, caring for the land and managing the wild-life resource is a noble profession that has been the pillar of culture since time immemorial. We had an important conference in Chisasibi in the Fall of 2018 where we brought together the administrators of all programs and services that support the traditional way of life. The information that was shared, the links that were made and the innovations that were identified will provide us with important tools for improving the conditions for people living on the land and return the nobility and professional status of what it is to be a Cree pursuing the traditional way of life.

We have worked hard and made great strides at improving the living conditions for our people on the land and we have all taken giant steps this year in improving living conditions in our communities. We made the first amendment to the *Cree Canada Governance Agreement* this year, removing one of the most oppressive vestiges of colonialism which was the prohibition on a Cree from owning their house for more than 75 years. This limitation placed on all First Nations across Canada prevented our homes from being the most important source of wealth for a family as is the case for all non-Native people in North America. With the conviction and commitment of all Chiefs we have set aside significant funding for addressing financial requirements in the short term, we are building wealth throughout Eeyou Istchee. To be successful our governments will have to work together at all levels, to ensure that community members have access to affordable housing, competitive construction companies, gainful employment, competitive banking services, affordable insurance and the right to the protection and peaceful enjoyment of their property.

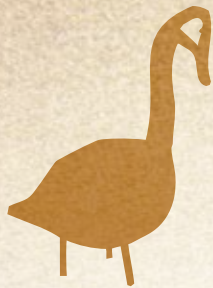
This global view of addressing housing is also behind our success in pushing the implementation of Section 28.10 of the JBNQA forward. We have an approach that

will ensure the promotion of Cree enterprises in a manner that will provoke investment directly into our communities while securing real and sustainable employment opportunities for our people. For too long others have profited from our Treaty Right to preferential contract more than our community members have. We have secured the right and we must continue to bring the benefits home.

Through capacity building, greater and greater participation in land management and resource planning the Cree Nation is approaching a stage where we will be the instigators, owners and designers of major infrastructure. As citizens of Eeyou Istchee we are in a position to influence the development of public infrastructure in a way that will protect important tracts of our land as a fulfillment of our duty to future generations but also by creating real economic opportunities for which our communities are ready to exploit. This is all part of building our capacity where we develop the tools and opportunities today, so the youth can skillfully manage tomorrow and continue to pursue the balance of what is best for the people of Eeyou Istchee.

As individuals, communities and even as a Nation we have our ups and downs. During dark times when we might get discouraged and have our commitment tested, encouragement can come from the unlikeliest of places. Receiving the Order of Canada this year came at a challenging time, but it allowed me to reflect on why we work so hard, why all the staff and leadership of the Cree world work so hard for our people and make so many sacrifices. Receiving this honour allowed me to dedicate it to my son Nathaniel and all the youth of Eeyou Istchee who inspire so much hope in the heights to which we will take the Eenuch of Eeyou Istchee. We still have many great things that lay ahead for our Nation.

God bless the Cree Nation. ●



## Message du GRAND CHEF/PRÉSIDENT

DR. ABEL BOSUM



Nous sommes éclairés par les valeurs de nos ancêtres et par les principes qui ont guidé notre peuple durant des siècles à Eeyou Istchee. Nos ancêtres savaient sonder le paysage et repérer le gibier, ce que nous appelions « A-shood-mat » en cri. Cette pratique était le repérage, la planification et le rassemblement des informations nécessaires pour le piégeage, qui consistait en l'assimilation de tout ce que la terre nous enseigne afin que nous puissions développer une stratégie durable pour récolter les ressources naturelles de cette terre, de façon à refléter l'amour et le respect que nous lui portons.

Depuis la signature de la Convention de la Baie James et du Nord québécois, c'est ce à quoi nous travaillons en ce qui a trait à la gouvernance officielle d'Eeyou Istchee. Nous avons affûté nos aptitudes pour la négociation et le dialogue avec le gouvernement fédéral pour finalement obtenir, avec l'Entente sur la gouvernance de la nation crie et la Constitution crie, un régime de gouvernance où nous pouvons nous-mêmes choisir la forme de notre gouvernement national et de nos gouvernements locaux. Ces instances seront entièrement imputables au peuple cri et à personne d'autre. Nous avons pleinement pu en profiter lors de la réunion du Conseil en décembre 2018, au cours de laquelle nous avons passé en revue les procédures et les stratégies mises en place par tous les directeurs des opérations et les trésoriers d'Eeyou Istchee, dans le but d'établir un plan de capital quinquennal de la Nation crie, ce dernier mettant de l'avant la vision collective de l'ensemble de nos communautés. Partis en éclairage, nous avons planifié, nous nous sommes battus pour nos droits et entrons maintenant dans une nouvelle ère grâce à laquelle le leadership cri se prévaudra de son droit à l'autodétermination et à la gestion des ressources sur son territoire. L'exercice de « Renforcement des compétences », grâce à la mobilisation et à l'investissement dans notre jeunesse, est aujourd'hui crucial.


Nous sommes conscients que sans aide extérieure, nous n'y serions pas arrivés. Nous savons depuis longtemps que notre véritable force provient de l'unité de la Nation crie. J'aimerais remercier les personnes présidant la Commission scolaire crie, le Conseil cri de la santé et des services sociaux de la Baie James et du Bureau de l'indemnité cri du Gouvernement de la Nation Crie pour leur engagement à travailler avec le Gouvernement de la Nation Crie. Nos réunions et coordinations au cours de la dernière année ont démontré la valeur découlant de cette collaboration.

Le 21 juin 2018 fut une journée importante pour la Nation crie et les peuples autochtones partout au Canada grâce à la ratification du premier traité moderne entre deux Premières Nations : les Cris d'Eeyou Istchee et les Ilnus de Mashteuiatsh. Cette entente nous a permis de laisser nos anciens désaccords de côté et de renouer des liens historiques et familiaux qui rendront nos deux Nations plus fortes, alors que nous affrontons ensemble les défis d'être une Première Nation du Canada au 21<sup>ème</sup> siècle. Nous sommes aussi fiers d'apprendre que cet Accord est présentement utilisé comme un modèle potentiel afin de rapprocher d'autres Premières Nations de la même façon. Il nous a aussi permis d'élargir nos horizons et de nous engager plus fermement à créer des ponts avec les Premières Nations cries de l'Ontario, du sud du Québec, les communautés algonquines, ainsi que les communautés atikamekw. L'optimisme suscité par notre collaboration avec d'autres Premières Nations nous a amenés à ajouter les titres de « Relations autochtones » à deux postes de direction : celui de la Directrice des relations fédérales, Tina Petawabano et celui de la Directrice des relations avec le Québec, Melissa Saganash. Ces deux femmes d'exception ont fait preuve de compétences exceptionnelles en gestion et en diplomatie.

Même si beaucoup de travail reste à accomplir, je crois que nous avons fait une percée significative l'année dernière avec les Associations du chapitre 28 de la Convention de la Baie James et du Nord québécois, de l'Association des trappeurs cris, l'Association crie d'artisanat autochtone et de l'Association crie de pourvoirie et de tourisme, lorsque nous avons ensemble entamé une discussion sur les manières dont nous pourrions travailler en commun de façon générale, en plus d'examiner comment les différentes parties pourraient collaborer pour améliorer les services et programmes offerts au niveau local. S'assurer de tirer le maximum du financement associé au Traité afin d'en faire profiter le plus possible notre peuple est le signe d'un gouvernement véritablement responsable.

Parallèlement aux institutions qui travaillent ensemble et collaborent avec d'autres Nations, j'ai été inspiré cette année de voir que les Nations cries de Mistissini, d'Oujé-Bougoumou, de Waswanipi, de Waskaganish et de Nemaska se sont réunies pour discuter des façons dont nos communautés travaillent ensemble pour établir une approche pour la Nation crie d'aborder le sujet de la foresterie, nous permettant de consolider les ressources forestières obtenues par l'entremise des Accords





avec le gouvernement du Québec, nous procurant ainsi une influence accrue au sein d'une industrie qui a tout particulièrement affecté nos usagers terrestres. La tenue même de rencontres révèle le travail accompli durant l'année par le Comité des Chefs sur le financement de la voirie, ou les priorités que nous voulons mettre de l'avant au sein du Gouvernement régional d'Eeyou Istchee Baie-James. Grâce à la participation active des Chefs d'Eeyou Istchee, notre force réside toujours principalement en notre unité.

Améliorer notre influence dans une industrie afin de mieux protéger le mode de vie de notre peuple est l'une des façons que nous avons utilisées pour infuser plus de force et de fierté aux membres de notre communauté qui veulent perpétuer leur mode de vie traditionnel. Prendre soin de la terre, y vivre et gérer ses ressources fauniques est une profession noble, le pilier central de notre culture depuis des temps immémoriaux. Nous avons assisté à une conférence importante ayant eu lieu à Chisasibi au cours de l'automne 2018, rassemblant les administrateurs de tous les programmes et services soutenant notre mode de vie traditionnel. Les informations que nous avons partagées, les liens que nous avons créés et les innovations que nous avons identifiées nous fourniront des outils importants pour améliorer la condition des personnes vivant sur le territoire, tout en réaffirmant la noblesse et le statut professionnel inhérents au choix, pour un Cri, d'adopter un mode de vie traditionnel.

Nous avons travaillé d'arrache-pied ainsi que réalisé de grandes avancées dans l'amélioration des conditions de vie des gens de notre territoire, auxquelles se sont ajoutés des pas de géants cette année dans l'amélioration des conditions de vie dans nos communautés. Nous avons apporté un premier amendement à l'accord concernant la gouvernance de la Nation crie cette année, en éliminant l'un des vestiges les plus oppressifs du colonialisme, soit l'interdiction à un Cri d'être propriétaire de sa maison pendant plus de 75 ans. Cette restriction, imposée à toutes les Premières Nations du Canada, empêchait nos foyers d'être la source de richesse la plus importante pour une famille, comme c'est le cas pour tous les ménages non-autochtones en Amérique du Nord. Grâce à la persévérance et au dévouement de tous nos Chefs, nous avons dédié un financement important afin de prendre en charge des besoins financiers à court terme et enrichir notre patrimoine sur tout le territoire d'Eeyou Istchee. Pour être efficaces, nos gouvernements devront travailler ensemble sur tous les niveaux afin de s'assurer que les membres des communautés aient accès à des logements abordables, des

compagnies de construction à taux concurrentiels, des emplois lucratifs, des services bancaires concurrentiels, des assurances abordables, ainsi qu'au droit à la protection et à la jouissance paisible de leur propriété.

Le caractère global de notre approche de la question du logement est aussi derrière notre succès à faire appliquer le chapitre 28.10 de la CBJNQ. Nous assurerons la promotion des entreprises crie de façon à ce que les investissements soient faits directement dans nos communautés, tout en garantissant des opportunités d'emplois durables pour notre peuple. Depuis trop longtemps, d'autres que nous ont profité de nos droits issus des traités pour se faire octroyer des contrats. Nous nous sommes réapproprié ces droits et nous devons nous assurer que les bénéfices reviendront à notre communauté.

Grâce au développement de nos compétences, à une participation toujours grandissante dans l'aménagement de nos terres et à la planification des ressources, la Nation crie se rapproche du stade où nous serons à la fois les instigateurs, les propriétaires et les architectes d'infrastructures majeures. En tant que citoyens d'Eeyou Istchee, nous sommes en mesure d'influencer le développement d'infrastructures publiques de manière à protéger de vastes étendues de notre territoire afin d'accomplir notre devoir envers les générations futures, mais en générant aussi de véritables opportunités économiques que nos communautés sont prêtes à exploiter. Ce processus fait entièrement partie du développement de nos compétences par l'entremise duquel nous établirons aujourd'hui des outils et des opportunités afin que notre jeunesse puisse en faire usage dans le futur et continuer à atteindre le meilleur équilibre possible pour le peuple d'Eeyou Istchee.

En tant qu'individus, communautés et même nation, nous connaissons des hauts et des bas. Lors de périodes sombres qui nous amènent parfois à nous décourager et qui éprouvent notre engagement, des signes prometteurs peuvent surgir des endroits les plus improbables. J'ai reçu l'Ordre du Canada cette année alors que je vivais des temps difficiles, mais cela m'a permis de réfléchir aux raisons pour lesquelles nous travaillons si dur pour notre peuple et faisons autant de sacrifices. Recevoir cet honneur m'a donné l'opportunité de le dédier à mon fils Nathaniel et à toute la jeunesse d'Eeyou Istchee, qui insuffle un si grand espoir à la vision que nous avons pour les Eenouchs d'Eeyou Istchee. De nombreuses et importantes réalisations attendent encore notre Nation.

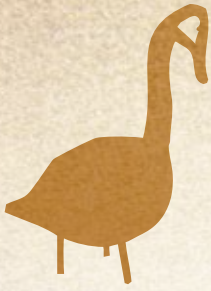
Que Dieu bénisse la Nation crie. ●











## Message from the DEPUTY GRAND CHIEF/ VICE-CHAIRPERSON

**MANDY GULL**



Wachiya Eeyou/Eenou! This past year has been marked by some major changes and advancements on the files assigned to my office. I have to first acknowledge the incredible work of the staff supporting these files, and extend my deepest thanks for the collaboration and commitment from the communities and their local members to work with the Cree Nation Government on some key files relating to various environmental issues and the protection of Eeyou Istchee.

### **EYYOU LAND USE PLANNING COMMISSION**

This year has been oriented in defining the Commission's review of existing activities within the Category II lands boundaries and the potential developments in the future. Earlier this year, a mapping workshop brought our commissioners together in Waskaganish at the newly opened Eeyou Marine Region office. This activity was focused on reviewing the traditional activities of the Cree, projected developments, and goals set by the communities and land users. This session was also an exercise to preview the harmonization process with Category I lands planning at the local community level and Category III lands activities with the Eeyou Istchee James Bay Regional Government. This process was focused on territorial review with high-level planning that looked at a regional network approach. The Commission also had the privilege of hosting a Cree language workshop to better define terminology and key words that required common definitions with the inland and coastal dialects. This activity was one of my key highlights in the work of the commission – creating time and space to work with Cree terms and language are of great importance to me. Attention was called to the need to focus on the protection of our language, which is a mandate that is included in all aspects of the work carried out by my office. I would like to thank our translators and teachers Daisy Moar and Mary Jane Petawabano for joining us at the commission meeting.

### **PROTECTED AREAS**

The communities have contributed a lot of work in the information gathering process of the Protected Areas network in the Cree territory. We have created a community discussion table to exchange information and follow up on the file on a quarterly basis – this table has been essential in completing the first review of the network with the communities and host high-level technical discussions. The Protected Areas network is a regional initiative to create community-led spaces dedicated to the protection of Eeyou Istchee and stewardship activities. We have focused all efforts to assist

the communities in selecting spaces that include the protection of waters sheds, cultural sites of importance, and wild-life activities. This process also includes discussions on creating an Indigenous Guardianship program that will carry out work to conserve natural ecological conservation and cultural sites that relate to land-based programming. Our work is aimed at focusing attention on areas set aside to bring cultural, ecological, spiritual and scientific benefits to Cree culture and also to host activities in showcasing Eeyou Istchee.

Thank you to all the communities for their continued work in reaching the target of 20% protection by 2020.

### **JUSTICE COMMITTEE**

The Justice Committee was invited to participate at the Indigenous Peoples' Justice Conference in December of 2018, and we took the opportunity to give recognition to Donald Nicholls. Under his leadership and direction we have seen a delivery of excellent programming and program structure. The internal work of the committee members in collaboration with Quebec is heavily focused on creating a variety of new programming custom-designed to reflect the Cree reality and delivery of community-based transitional housing and land-based programming.

As a Justice Committee member, I was provided with the opportunity to participate in the joint Cree and Canadian Institute for Conflict Resolution training with Nicole Charron, Ruth Mastay and Sheena Costain. Participating in this program and learning to become a Peace Practitioner to engage in communication and conflict resolution was a major highlight for the year as a committee member. Continued learning and training for skills development is required in a leadership role and I wish to thank my fellow participants in the program for creating a unique space to learn about personal development and skills practice.

### **ECONOMIC REGIONAL DEVELOPMENT**

As part of the mandate as a member of the Fonds d'appui au rayonnement des régions (FARR – Regional Outreach Fund) Evaluation committee, we highlighted the distribution of regional funding focused on economic development of the territory. I would like to call attention to some great projects submitted focused on sustainability efforts and the promotion of Eeyou Istchee and tourism activities. The FARR is a new program of the Ministère des Affaires municipales et de l'Occupation du territoire (MAMOT) and was created to distribute funding to regional projects, contributing to the development of Eeyou Istchee. Projects will be showcased and open for continued Cree applications.



## YOUTH ENGAGEMENT

This year my office was invited to visit the Sami Indigenous Peoples in Finland and showcase support and knowledge of the Cree governance model and relationships we have developed as part of that. This visit was a learning experience and cultural exchange – to highlight the efforts of the Crees to maintain and contribute to the territory's protection and development. Extending an invitation to the Youth Grand Chief was an exciting experience, which provided an opportunity for youth engagement as part of the trip. I truly believe that offering youth the ability to participate in this type of visit is an opportunity to reflect on the advantages available to Cree youth and that it contributes to the position of Cree youth on an international scale.

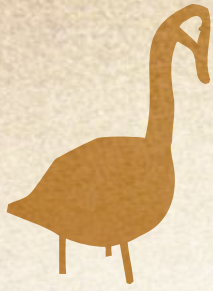
One of the key initiatives launched this year was the Regional Styrofoam Challenge, asking the communities to participate in banning the use of single use Styrofoam plates, cups and food containers. This challenge has also

been extended to our Jamesian partners and I am proud to know that we are all collaborating for the protection of our region by moving away from harmful single use products. I strongly encourage our Cree nation members to move towards sustainable products that are biodegradable and compostable. We have for generations lived in Eeyou Istchee with the greatest respect for our land and wildlife, and as we move into a modern world may we continue the Cree practice of caring for our territory for the years to come.

Lastly, I would like to thank the Cree members for their continued support and encouragement for their leadership. I especially admire the strength and support that was received by the Grand Chief and his family this past year. I look forward to continuing to build upon our working relationship and taking the opportunity to learn from his experience and knowledge. It is truly a pleasure to serve the Cree nation at his side and I look forward to continuing to work for our members.

Meegwetch! ●





**Message de la  
GRANDE CHEF ADJOINTE/  
VICE-PRÉSIDENTE**

**MANDY GULL**



Wachiya Eeyou/Eenou! Cette dernière année a été marquée par d'importants changements et progrès dans les dossiers pris en charge par mon cabinet. Je voudrais tout d'abord faire mention du travail incroyable effectué par le personnel œuvrant dans ces dossiers, en plus d'exprimer mes remerciements les plus sincères pour la collaboration et l'engagement des communautés et de leurs membres locaux à travailler de pair avec le Gouvernement de la Nation Crie sur plusieurs questions environnementales ainsi que sur la protection d'Eeyou Istchee.

**COMMISSION EYYOU DE PLANIFICATION**

Cette année fut dédiée à mettre en place la révision, par la Commission des activités en cours dans les limites des terres de Catégorie II ainsi que des potentiels développements futurs. Plus tôt cette année, un atelier de cartographie a réuni nos commissaires à Waskaganish dans nos nouveaux bureaux de la Commission d'aménagement de la région marine d'Eeyou. Cet exercice avait pour but d'examiner les activités traditionnelles des cris, les projets de développement, en plus des objectifs établis par les communautés et les usagers des terres. Cette session se voulait aussi un exercice prélude au processus d'harmonisation de l'aménagement des terres de Catégorie I au niveau des communautés locales et des opérations foncières de Catégorie III avec le Gouvernement régional d'Eeyou Istchee Baie-James. Ce processus a mis l'accent sur l'examen territorial selon un aménagement de haut niveau, lequel a observé de plus près une approche de réseau régional. La Commission a également eu le privilège d'accueillir un atelier sur la langue crie cherchant à mieux définir le vocabulaire et les mots-clés pour lesquels des définitions communes aux dialectes côtiers et des territoires intérieurs étaient nécessaires. Cet exercice a été selon moi l'un des points culminants des travaux de la Commission – j'estime qu'il est de la plus grande importance d'accorder du temps et de l'espace pour travailler avec la terminologie crie. Notre attention fut attirée sur le fait que nous devons prioriser la protection de notre langue; un mandat qui est intégré dans tous les aspects des travaux menés par mon cabinet. J'aimerais remercier nos traductrices et enseignantes Daisy Moar et Mary Jane Petawabano d'avoir participé à la réunion de la Commission.

**AIRES PROTÉGÉES**

Les communautés ont effectué un travail colossal dans le processus de rassemblement d'informations pour le Réseau des aires protégées du territoire cri. Nous avons mis

en place une table de concertation avec la communauté afin d'échanger des informations et faire un suivi du dossier sur une base trimestrielle – cette table s'est avérée un élément clé dans l'achèvement de la première révision du réseau avec les communautés et pour mener des discussions techniques de haut niveau. Le Réseau des aires protégées est une initiative régionale amenée à créer des espaces communautaires dédiés à la protection d'Eeyou Istchee et des activités d'intendance. Nous avons orienté l'ensemble de nos efforts sur le support fourni aux communautés pour la sélection d'espaces incluant les bassins, les principaux sites culturels et les activités fauniques. Ce processus intègre aussi des discussions axées sur la création d'un programme de tutelle autochtone, qui s'affaira à la conservation écologique des habitats naturels et des sites culturels en lien avec la planification terrestre. Notre travail vise non seulement à attirer l'attention sur des sites mis à l'écart afin d'apporter des gains écologiques, spirituels et scientifiques à la culture crie, mais aussi à présenter des activités mettant en vedette Eeyou Istchee.

Un grand merci à toutes les communautés qui travaillent sans relâche à atteindre notre cible de 20 % d'aires protégées d'ici 2020.

**COMITÉ DE JUSTICE**

Le Comité de justice a été invité à participer à la Conférence sur la justice pour les peuples autochtones en décembre 2018 et nous avons profité de cette opportunité pour reconnaître le travail de Donald Nicholls. Sous sa direction et son encadrement, nous avons pu constater la réalisation d'excellentes programmations et structures de programmes. En collaboration avec le Québec, le travail vise principalement à établir une gamme de nouveaux programmes conçus sur mesure pour refléter la réalité crie et fournir des logements de transition communautaires ainsi qu'une programmation terrestre.

En tant que membre du Comité de justice, j'ai eu le privilège de participer à une formation organisée conjointement entre les cris et l'Institut canadien pour la résolution de conflit avec Nicole Charron, Ruth Mastay et Sheena Costain. Prendre part à ce programme et apprendre à devenir une artisanne de la paix amenée à diriger des échanges et des résolutions de conflits fut l'un des points marquants de cette année en tant que membre du comité. L'apprentissage continu et la formation pour le développement de ses habiletés sont nécessaires lorsqu'on occupe une position de meneur et je souhaite donc remercier les autres participants du programme pour la



création d'un espace unique afin d'en découvrir davantage sur le développement de soi et la pratique de ses habiletés.

### DÉVELOPPEMENT ÉCONOMIQUE RÉGIONAL

Dans le cadre de mon mandat en tant que membre du comité d'évaluation du Fonds d'appui au rayonnement des régions (FARR), nous avons mis l'accent sur la distribution des fonds régionaux alloués au développement économique du territoire. J'aimerais attirer l'attention sur certains projets d'envergure ayant été soumis et qui sont axés sur la durabilité des initiatives ainsi que sur les activités de tourisme. Le FARR est un nouveau programme du Ministère des affaires municipales et de l'Occupation du territoire (MAMOT) mis en place afin d'allouer des fonds à des projets régionaux, contribuant ainsi au développement d'Eeyou Istchee. Des projets seront mis de l'avant et ouverts pour des applications crie en continu.

### MOBILISATION DES JEUNES

Cette année, mon cabinet a été invité à visiter le Peuple autochtone Sami en Finlande pour leur apporter notre soutien et partager les connaissances de la gouvernance crie ainsi que les partenariats que nous avons développés à l'intérieur de ce cadre. Cette visite a été une expérience enrichissante accompagnée d'un échange culturel – pour mettre à l'avant-plan les efforts des cris afin de maintenir et contribuer à la protection du territoire et de son développement. L'invitation à la Grande Chef du Conseil des jeunes à se joindre à nous fut une expérience prometteuse qui a permis à la jeunesse de faire partie du voyage. Je crois sincèrement que donner la possibilité aux jeunes de

participer à ce type de visite représente une opportunité de réfléchir aux avantages dont la jeunesse crie dispose et que cela contribue à son positionnement sur le plan mondial.

L'une des initiatives clés lancée cette année a été le Défi styromousse régional, lequel enjoignait les communautés à participer à l'éradication des assiettes, des verres et des contenants pour aliments en styromousse à usage unique. Ce défi a aussi englobé nos partenaires jamésiens et je suis fière de voir que nous collaborons tous à la protection de notre région en nous dissociant des produits à usage unique nocifs. J'encourage fortement les membres de notre Nation crie à choisir l'avenue des produits biodégradables et compostables. Nous vivons depuis des générations à Eeyou Istchee en démontrant le plus grand respect pour notre terre et notre faune, et, alors que nous entrons de plein pied dans la modernité, il est de notre devoir de faire perdurer la coutume crie qui veillera sur notre territoire durant les années à venir.

Enfin, je voudrais remercier les membres cris pour leur support indéfectible ainsi que leurs encouragements vis-à-vis de leur leadership. J'admire tout spécialement la force et le soutien dont le Grand chef et sa famille ont été témoins au cours de la dernière année. Il me tarde de continuer à développer notre relation de travail et d'avoir la chance d'apprendre de son expérience et ses connaissances. C'est un réel plaisir d'être au service de la Nation crie, à ses côtés, et je me réjouis de pouvoir continuer à travailler pour les intérêts de nos membres.

Meegwetch! ●



## Message from the EXECUTIVE DIRECTOR

**BILL NAMAGOOSE**



It's that time of year again where the Cree Nation Government publishes its annual report to the Cree citizens of Eeyou Eenu Istchee. This issue will be the 45<sup>th</sup> report to the Cree citizens since the formation of the Grand Council of the Crees in the 70s.

The Cree Nation Government is the most open and transparent Government in Canada. Our meetings are streamlined and are broadcast live on the regional radio in the Cree language. This is a very healthy practice, as our people are informed about the issues of the day and are aware of the politics that take place and how the issues are managed. This is healthy. When the people are aware of the issues of the day, the input is thoughtful and we get quality feedback.

Yet we still have voices out there, mostly from a very few people who claim they represent a segment of our society and would have you believe that the Cree Nation Government is not delivering for the Cree people. They claim that the course of action the Cree Nation has collectively decided over the past few decades is wrong.

Some inexplicably take the position that we should now place a moratorium on signing agreements with governments and perhaps also with companies.

I take exception to those that purport that Eeyou Istchee was a paradise and where we all lived in harmony with the environment. This is not all true. Surviving on Eeyou Istchee was tough and difficult. Some of our people starved when the animal's populations declined due to natural causes.

It is normal to have disgruntled people in a democracy and they have a right to voice their criticisms and views. There is no looking back because we must grab the few chances we get to push improvement of our lives. When we face opportunity our leaders must be positive, hopeful and optimistic about the future.

On the Federal relations front, the implementation of the *New Relationship Agreement* with Canada is going well. The Standing Liaison Committee created in the *New Relationship Agreement* is an effective forum to resolve and manage the issues as they arise.

We have established a Housing Table under the auspices of the Standing Liaison Committee to handle the Cree Nation Housing Strategy discussions with Canada. The main strategy is to unlock the value of housing in the Cree communities. The value of Cree homes is suppressed by the remnants of the *Indian Act* that were transferred into the *Cree Naskapi Act*.

The *New Relationship Agreement* was amended to remove the 75-year limit on land leases and to take it away

from the local political process. The process of building, buying, and selling homes will be between Cree citizens and the local council only acting as the regulator. This amendment will allow Cree citizens to have a perpetual right to a residential lot, provided it is used for residential purposes only.

This amendment of the *Governance Agreement* with Canada that removes the 75-year limit was done efficiently without the need to amend legislation that would have taken several years. This is one of the reasons the *Governance Agreement* and a *Cree Constitution* were put in place.

The *Paix des Braves* or *New Relationship Agreement* we have with Quebec also continues to be implemented properly. It also has a Standing Liaison Committee that deals with the issues as they emerge. The Agreement implementation of these agreements is the responsibility of the Cree Nation and is why they are successful.

Imagine if we had to negotiate an agreement every year or every five years with Quebec and Canada on the projects that we want built in the Cree communities. As a result of the signing of the *New Relationship Agreements* we have with Canada and Quebec, the Cree communities are now able to decide which projects they would like to build year by year and the Cree Nation Government helps to facilitate the budgeting and planning of these projects.

We still have an issue with the lack of a free market in the Cree economy. Some communities prohibit Crees or Cree companies from other Cree communities to access work in their community. This allows local companies to gouge the local councils on many items. Hopefully the process under way to remediate this will come to fruition.

I would like to thank all the employees of the Cree Nation Government for their work in moving and enhancing the services and programs for the Cree citizens.

I would also like to thank all the Cree communities Directors-General, the Directors of Operations and Treasurers for their invaluable input in planning the annual allocations of Cree community projects. Without their efforts most of the projects that are standing today would never have been built. ●



The process of building, buying, and selling homes will be between Cree citizens and the local council only acting as the regulator.

### **CREE LAND AND HARVESTING RIGHTS IN ONTARIO**

The Cree Nation continues to press for proper recognition of Cree land and harvesting rights in the portion of Eeyou Istchee that is located in Ontario. The Harricana watershed portion of Eeyou Istchee was artificially severed as a result of the arbitrary imposition of the Quebec-Ontario boundary. Canada and Ontario have for many years relied upon this colonial line to deny and interfere with the exercise of Cree rights in Ontario. This has had a particularly negative effect on members of the communities of Washaw Sibi, Waskaganish and MoCreebec, as well as their ancestors.

In 2016, we filed an action in the Ontario Superior Court of Justice to obtain recognition of the Cree Nation's

Aboriginal title and Aboriginal rights over lands in north-eastern Ontario. The governments of Canada and Ontario brought motions to strike the action in 2017.

In June 2018, we settled these motions by providing particulars about the infringements and breaches that we say the governments have committed against the Cree Nation. These particulars were grounded in considerable legal and archival research about the hardships created by the imposition of colonialism on Cree life in the Harricana watershed and the surrounding territory.

We recognize and respect that other Indigenous peoples also have rights over these lands. The Cree Nation's

action in Ontario acknowledges that other Indigenous peoples have used and occupied these lands along with the Cree Nation of Eeyou Istchee, both historically and today. In this litigation, the Cree Nation is seeking a determination of its rights as against the governments of Canada and Ontario, but we have clearly stated our commitment to not affect the rights that other Indigenous peoples have in these lands. Nevertheless, Moose Cree First Nation and Wahgoshig First Nation have joined the litigation as defendants (alongside Canada and Ontario), and Nishnawbe Aski Nation (NAN) has joined as an intervener.

The next step in the litigation will be for Canada, Ontario and the First Nations defendants to file their defences.

Legal, anthropological and historical research on behalf of the Cree Nation in support of the Ontario action will continue in the coming year. This body of comprehensive research will be of long term benefit to the Cree Nation in addition to its important role for the purposes of the court case.

In parallel with this ongoing litigation, we have worked to protect Cree rights by insisting that the Cree Nation, and in particular the Cree communities of Washaw Sibi, Waskaganish and MoCreebec, must be consulted about resource development activities occurring on these lands in Ontario.

In the first years after the Cree Nation filed its action, the government of Ontario repeatedly denied that it had a duty to consult the Cree Nation about mining activities occurring in the Harricana watershed. Ontario took the position that the Cree Nation's assertion of Aboriginal rights in this area was "not credible".

We challenged Ontario's consultation position, including through a judicial review application filed in 2017 regarding Ontario's refusal to consult the Cree Nation about Detour Gold's West Detour Project. As a result, the government of Ontario has now changed its position, and has acknowledged that it has a duty to consult the Cree Nation about the West Detour Project. This represents an important achievement on the path towards proper recognition of Cree rights in Ontario.

In the coming year, we anticipate that Ontario, the Cree Nation and Detour Gold will implement a consultation process regarding the West Detour Project. This project was announced by Detour Gold in 2016 and is currently undergoing environmental assessment. It involves the expansion of the Detour Lake Gold Mine, located just west of the Quebec-Ontario border, in the part of Eeyou Istchee Ontario in which the Cree Nation asserts Aboriginal title. This consultation process is an opportunity to educate governments and industry proponents about the Cree Nation and about Cree rights in Ontario. It is also a first opportunity to implement the principles of the Cree Nation Mining Policy in Eeyou Istchee Ontario.

#### **UPDATE ON STRATECO RESSOURCES INC. V. PROCUREURE GÉNÉRALE DU QUÉBEC**

In November 2013, Quebec refused to authorize Strateco Resources' Matoush uranium project, on the basis that the project lacked social acceptability amongst the Crees, par-

ticularly the Cree Nation of Mistissini. This decision, which came after sustained opposition on the part of the Cree Nation of Mistissini and the Cree Nation as a whole, demonstrates the importance of the nation-to-nation relationship between the Cree Nation and Quebec. Quebec's decision was consistent with a fundamental principle confirmed in the *Paix des Braves*: that Cree consent is a requirement for development projects to proceed in Eeyou Istchee.

In response to the decision, which brought the Matoush project to an end, Strateco sued the Quebec government for approximately \$200 million. Strateco argued that the decision to refuse the permit for the Matoush project was "illegal" since "social acceptability" is not a criterion set out in Chapter 22 of the JBNQA or in the Environment Quality Act. According to Strateco, Quebec was not legally permitted to consider Cree opposition or to reject the project on that basis. Strateco argued that the Cree Nation gave up its right to have any say in the development of Eeyou Istchee when the JBNQA was signed.

Strateco's argument represented a significant attack on Cree rights and on the JBNQA. The Grand Council of the Crees, the Cree Nation Government and the Cree Nation of Mistissini intervened in this litigation to ensure that Cree rights and interests were represented and protected, and that the Cree Nation has a voice in litigation that involved the consideration of our rights under the JBNQA.

The trial was held in Québec City in January and February 2017 before Justice Denis Jacques. In June 2017, Justice Jacques released his decision, dismissing Strateco's claim in its entirety. The Court rejected Strateco's argument that Quebec's decision was illegal or made in bad faith, concluding instead that the Minister was entitled to consider the Cree Nation's position and to refuse the permit on the basis of its total lack of social acceptability amongst the Cree Nation of Mistissini.

Strateco has appealed Justice Jacques' decision to the Court of Appeal, raising the same arguments on appeal as it did at trial. The Cree Nation has intervened in the appeal, which will be heard in June 2019.

#### **WASHAW SIBI**

The Cree Nation Government continues to support the work of the Cree Nation of Washaw Sibi, under the leadership of Chief Pauline Trapper-Hester, to establish a new village and become the tenth Cree First Nation.

The priorities for the Cree Nation of Washaw Sibi have continued to be, first, to identify a location for the future Washaw Sibi village which will become the tenth Cree community under the *James Bay and Northern Quebec Agreement*. Secondly, Washaw Sibi continues to place a significant effort on preparing its administration to assume the responsibilities and obligations of operating and maintaining a future village.

Throughout much of the 2018-19 fiscal year, a significant amount of work was placed on exploring the suitability of a potential site located south of Matagami just off Highway 109. Technical studies were carried out in the area, discussions took place with the Cree tallymen in the area, and discussions took place with the Algonquin com-

munities of Abitibiwinni and Lac Simon to advise them of this potential site. Although the site under investigation is historically and genealogically associated with Cree hunters, the Algonquin position, particularly on the part of Lac Simon, was that the site falls within the territory claimed by the Algonquin Nation. The presence of potential conflict between competing Cree and Algonquin claims has always been a deterrent to progress for Washaw Sibi in moving forward with a potential village site.

Near the end of the 2018-19 fiscal year, Washaw Sibi, the Abitibiwinni community at Pikogan, and the Cree Nation Government have begun to explore a very unique and exciting solution to the challenge of identifying a site for Washaw Sibi. In view of the fact that approximately 95% of the current Abitibiwinni population either is currently, or eligible to be, beneficiaries of the JBNQA, there are serious exploratory discussions regarding the possibility of the creation of a single, unified community under the JBNQA located at the current site of the Abitibiwinni First Nation at Pikogan.

Based on the good will expressed by the leadership of both Washaw Sibi and Abitibiwinni, these exploratory discussions will continue into the 2019-2020 fiscal year.

In the meantime, capacity-building work continues with the current staff of the Cree Nation of Washaw Sibi with the support of the Cree Nation Government and other Cree entities.

In spite of very profound and deep personal losses for her family, Chief Pauline Trapper-Hester has continued to take the initiative in creating a climate of harmony in the region and has continued to facilitate major progress in achieving the vision of the people of Washaw Sibi. The Cree Nation Government extends its sincerest sympathies

to her, her husband Tom Hester, and to the entire family, and wishes them well in their healing journey.

## MOCREEBEC

The Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government remains committed to working with the Chief, Council and the people of MoCreebec to find acceptable long-term solutions for their community.

Over the course of the 2018-19 fiscal year, under the leadership of Chief Allan Jolly, MoCreebec continued its efforts to secure the support of each of the Cree communities. This effort reached its successful conclusion, and the focus of the MoCreebec leadership, together with the Cree Nation Government, turned toward the establishment of a table for discussing the full range of issues associated with the objectives of the MoCreebec people—the question of a village site, the negotiation of a wide range of services and programs to be available to the MoCreebec Eeyoud in Ontario, which would be equivalent to those received by the other Cree communities of the Cree Nation of Eeyou Istchee, and the formal recognition of MoCreebec as the eleventh Cree community.

Pursuant to the efforts of Mr. Bill Namagoose, Executive Director of the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government, an opening has been achieved with the Government of Canada to commence discussions on the range of issues that need to be discussed and resolved.

The Cree Nation Government looks forward to working closely with the MoCreebec Eeyoud leadership in undertaking productive talks with Canada and Ontario during the 2019-20 fiscal year. ●





## Message from the DEPUTY EXECUTIVE DIRECTOR

**MICHAEL PETAWABANO**



Welcome! As Deputy Executive Director, I promote the vision, goals and direction of the Cree Nation Government. As part of the Management Committee, I help to ensure department objectives are achieved and reported to the proper authorities. I have the pleasure to work with a dedicated group of employees in the Cree Nation Government Departments that I oversee.

My direct responsibilities include managing and coordination of strategic operational activities with the departmental divisions listed below:

- Cree Human Resources Development Department
- Department of Commerce and Industry
- Child and Family Services
- Social and Cultural Development Department
- Fire Protection Services

During the past year, there has been some significant development within the Social and Cultural Development Department and the Commerce and Industry Department. With two new Directors and several new staff hired, it has been a very busy year. Supporting these two departments has been one of my focuses, firstly in the transition period between directors and secondly in support of the new directors and employees during the initial several months in their new roles. I am pleased to express my appreciation of the work and effort that these departments and their employees have done to maintain consistent operations while at the same time, building capacity. Also, we have assisted and participated in the Cree Housing and the Forestry Agreement files. These are two files that involve negotiations and collaboration at a community, regional and government level. We are working hard to contribute towards significant progress for these files.

“Unlocking Eeyou Wealth” is the theme of this year’s annual report, and this presents the opportunity for all of us at the Cree Nation Government to take a few minutes to think about how to accomplish the task of Unlocking Eeyou Wealth. I have always believed that Nation Building for the Cree has been focused on governance, agreements, recognition of our rights and in the development of core infrastructure. Great strides have been made in these areas, but to unlock the real wealth of Eeyou Istchee we need to prioritize the development of our people. We are a growing population; young people make up a large percentage of our population.

In Eeyou Istchee the percentage of the population under 35 represents 60% of the total population of Eeyou Istchee, while in the rest of Quebec the population under 35 years represents 40% percent of the population of

Quebec. Our youth have an essential part to play in unlocking Eeyou wealth by attaining the opportunities that exist today and in the future. As a Nation, we all need to work together to see our workforce realize careers in the education and healthcare sectors. There will always be a need for teachers, doctors, nurses, and professionals in our region; there is every reason to believe our people can realize their potential as a part of these growing career opportunities. Tradespeople in the construction sector are also vital to our Nation. Eeyou Istchee is steadily becoming a busier region for construction projects; we need to optimize these opportunities to employ, build skills, and create sustainable career-based employment. We must seize the opportunities created by growth and establish a better quality of life for our members. Building capacity in these areas means we need to focus on education and training so that capacity generated is functional and empowering on an individual, community level.

2018-2019 will mark the 45th year since the Cree Nation formed, and since that time, we see more and more that we are participating in a shared conversation on: How can we assist our people to gain capacity, benefit from development and meet the needs of a growing Nation? I believe a crucial part of this is building a shared understanding of our priorities and a commitment to how communities, departments and our government can work together. Collaboration on this scale requires openness, transparency and a willingness to communicate our needs to each other clearly. In turn, we can more fully prepare for the needs that exist across our region, and mobilize our people to meet those needs and unlock Eeyou/Eenou Wealth.

### MAJOR PROJECTS

#### Cree Nation Government Montreal Office Relocation

During the past year, the Cree Nation Government offices located on Duke Street in Montreal had to be relocated. Our lease under Eeyou Eenou Lease Holding had expired, and there was a clear need for a more modern office space for our Montreal-based staff.

The move was a major project that required an extremely high level of coordination and planning. The logistics were complex with multiple departments of the Cree Nation Government implicated in the relocation. I am pleased to express my satisfaction with the collaboration, ability, and capacity of our departments to work



together to make this successful transition from the Duke Street location to the new offices at 700 de la Gauchetière West, Suite 1600.

While the Cree Nation Government Montreal office was being moved, the Capital Works and Services Val-d'Or Office was also being relocated. Although this is a smaller office, the move was on schedule and went without any problems. The same IP Phone System was implemented in the new Capital Works and Services Val-d'Or office.

### INFORMATION TECHNOLOGY DEPARTMENT

This has been a productive year for the Cree Nation Government IT Department. The department has gone through a complete review from structure to operations services and expenditures. To improve the current department, we focused on:

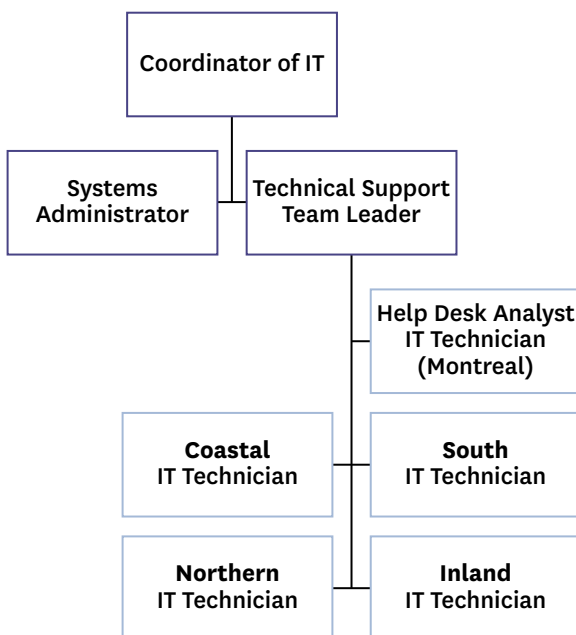
1. Centralized IT systems and
2. Decentralized IT team.

This new structure will allow us to reach a higher level of service delivery and increased stability of IT for the Cree Nation Government. During this restructuring process, based on the solutions provided in the restructuring report, we made significant progress in the capacity of the IT Department.

The overall staffing requirements were reduced from ten employees to eight partly due to the combining of several positions and the removal of one other.

The Information Technology Department will continue to implement the restructuring over the next two years to complete the plan. We have made significant progress and will continue to invest resources to complete the transition.

#### New Organizational Structure Information Technology Department



Throughout the year we played a key role in the relocation of the Montreal and Val-d'Or Offices, as well as providing IT services to the Departments of Cree Nation Government. We look forward to the coming year and to continuing to improve on our service delivery and our support of the Cree Nation Government.

### Microsoft Office 365

The IT Team has been working on the implementation and migration to Microsoft Office 365. This software is a cloud-based office productivity suite. We have been testing this software upgrade with several users from different departments and the response has been very positive, particularly with the new “Teams” feature. Teams will allow individual employees to set up small user groups to share and track work projects. Over the next year we will be migrating more departments and users to Office 365 and the Microsoft Cloud. A Directors’ training session was also held in Val-d'Or during the Town Hall Meeting in April, allowing more departments to understand the value of Teams and how it can help their departments to more effectively collaborate in the future using Cloud Software.

### IP Telephone System Upgrade

Another one of the significant projects accomplished was the implementation of a new IP Phone System in the Montreal office. The upgrading from the older Nortel phone system in the Duke Street office to a new Internet Protocol (IP) system in the Gauchetière office was completed. After reviewing several options, Arkys was chosen as our partner to set up the phone system. The IP phone system was also extended to the South Shore Document Center in Brossard. This change will reduce costs while at the same time replacing an obsolete telephone system.

### RECORDS AND INFORMATION MANAGEMENT (RIM)

The Cree Nation Government Records and Information Management program continues to meet the challenges in completing the structure and service delivery standards we expect to provide. Many factors and complexities have gone into the RIM program. However, this past year, we have taken steps to put in place the resources to achieve a greater level of operational success. The consulting firm, Antes has proposed a new strategy that looks beyond technology and offers a global solution to our records management needs, by carefully examining the specific needs of our employees and our organization.

We took the first steps towards our goal by hiring Antes consultants, Sophie Thérberge and Patrick Matos. They have provided the capacity and knowledge we required. Most importantly, we appreciate that the new approach has been more fluid and encourages our input and involvement. The Antes collaboration has delivered extensive knowledge in complex recordkeeping concepts and the key understanding of business processes and organizational needs. We are confident that the Cree Nation Government has the correct approach and the right

resources for RIM that are critical to the ongoing success of this project. The past year has demonstrated significant progress for Records and Information Management.

Other 2018-2019 highlights included the relocation of the RIM office, which included the dismantling of the equipment and the moving of all documents to a new location. This move was accomplished, and we are now fully operational at the new site.

The Cree Nation Government Documentation Center in Brossard will have about 4200 boxes of documents by September of 2019. Further reduction due to duplication could lower this total to about 3400 boxes. To meet this challenge, three new industrial type scanners were purchased and are currently in use. The results of this move and the increasing digitization of documents will greatly reduce the need for rental storage and will provide efficient, fast access to records.

## CONCLUSION

As Deputy Executive Director, the past year has been productive and has allowed us as an organization to outline and address many challenges. The dedicated team of employees that I work with have strived to meet these challenges head-on in 2018-19. The progress is encouraging and the work we accomplished last year will help us to define new action items and objectives for 2019-2020. The writing of this annual report provides an excellent opportunity for me to express my appreciation for all the dedicated employees that have worked hard during the past year, helping the departments and Cree Nation Government conclude another year of achievements.

Meegwetch ●

Our youth have an essential part to play in unlocking Eeyou wealth by attaining the opportunities that exist today and in the future.





# COMMUNICATIONS



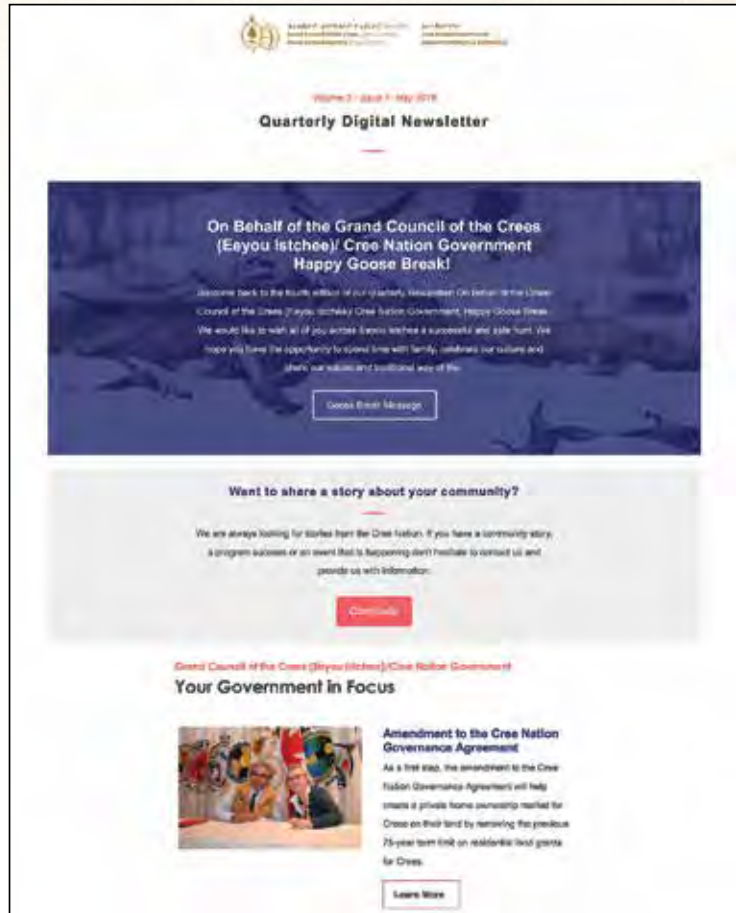
Formed in 2016, the communications team is headed by Melissa Saganash, Director of Cree-Quebec Relations, and has a dedicated staff of 3 consisting of Joanne Ottereyes, Communications Advisor, April Pachanos, Events and Communications Officer, and Brendan Forward, Web Communications Specialist. The Web Communications Specialist position was recently added this past year to regularly update and continue to build upon the new website, which was officially launched in August 2018. The Web Communications Specialist is responsible for managing the day to day operations of the website and social media accounts including user administration, responding to support requests and inquiries from staff, and providing input into the direction and use of the website.

Our team carries out day to day activities related to the coordination and delivery of information on issues and activities of the Grand Council of the Crees (Eeyou Istchee) and the Cree Nation Government to people across Eeyou Istchee and to the general public. We also manage social media platforms and ensure that information is made available on social media.

Website content management training was delivered to all departments providing them with the opportunity to review and edit their online content. The purpose of this training was to give departments the skills and tools needed to update and modify content as they see fit. This training took place on November 27, 2018 in Val-d'Or.

Support and services to departments in their communications and marketing needs is also provided. For example, the department of Cree Human Resources Development called upon our team to assist with their communications plan that would announce the rebranding to Apatisiwin Skills Development. As well, in partnership with Fire Protection, a publication entitled "Guide for Eeyou Istchee Residents in Case of a Disaster" was produced for distribution to all households in Eeyou Istchee. The Cree Nation Youth Council logo redesign will soon be launched with the assistance of our team.

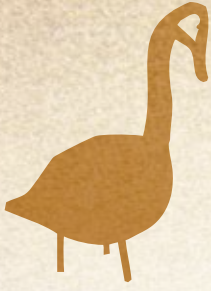
A new tool to distribute information on the activities and issues occurring within the organization was recently developed. The Grand Council of the Crees



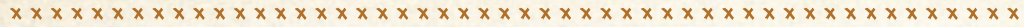
Newsletter of the Grand Council of the Crees (Eeyou Istchee)/ Cree Nation Government

(Eeyou Istchee)/Cree Nation Government's newsletter was launched in August 2018 to provide news articles, promote events and publications in a newsletter format for all subscribers. You may register on the homepage of the website: [www.cngov.ca](http://www.cngov.ca)

Finally, as part of the coordination and promotion of special events, the communications team also assisted the Grand Chief's Office with the "Working Together to Guarantee the Next Generation of Land Users" conference which took place in Chisasibi on November 14 and 15, 2018. ●



# CREE-CANADA RELATIONS



## SPECIAL BILATERAL RELATIONSHIP

The Cree Nation stands in a special Nation-to-Nation and treaty relationship with the Government of Canada by virtue of the *James Bay and Northern Quebec Agreement* (JBNQA). This relationship has been further developed and consolidated through the *Agreement concerning a New Relationship between the Government of Canada and the Cree of Eeyou Istchee*, concluded on February 21, 2008 (Federal NRA), and the *Agreement on Cree Nation Governance between the Crees of Eeyou Istchee and the Government of Canada*, concluded on July 18, 2017 (Cree Nation Governance Agreement).

Based on this special treaty relationship, the Cree Nation maintains a bilateral relationship with the Government of Canada at the highest level. The *Federal NRA* and the *Cree Nation Governance Agreement* have settled most of the outstanding issues between the Cree and Canada and these Agreements include bilateral mechanisms for the implementation of the JBNQA and related agreements and for dispute settlement.

The Cree-Canada Standing Liaison Committee established by the *Federal NRA* provides a forum to strengthen relations between the Cree and Canada, to address issues involving Cree-Canada relations and to resolve differences as they arise. Bill Namagoose is the lead representative of the Cree Nation on the Cree-Canada Standing Liaison Committee. His counterpart and lead federal representative is Assistant Deputy Minister Ross Pattee. Mr. Pattee replaced Joe Wild, whose primary focus is now on Treaty Negotiation within the Department of Crown-Indigenous Relations and Northern Affairs (CIRNA).

During the past year, Mr. Pattee was appointed to lead the new Implementation Sector of CIRNA. This new Sector comprises, among others, the Implementation Branch of Treaties and Aboriginal Government, which deals with most Cree files.

Daniel Watson, formerly Chief Executive Officer of Parks Canada, became Deputy Minister of CIRNA, effective October 9, 2018. Mr. Watson replaced H el ene Laurendeau who had been the Department’s Deputy Minister since 2016.

## DEPUTY MINISTERS’ OVERSIGHT COMMITTEE

On October 3, 2018, the Grand Chief, Bill Namagoose, Melissa Saganash and Cree advisors attended a meeting of the Deputy Ministers’ Oversight Committee (DMOC) for treaty implementation. The DMOC is composed of 19 Deputy Ministers from different Departments across the federal government. It is chaired by the Deputy Minister

of CIRNA. The DMOC is responsible for carrying out a “Whole of Government” approach and it provides executive oversight of the implementation of Canada’s roles and responsibilities under modern treaties.

At the meeting of October 3, the Grand Chief and Bill Namagoose made a presentation on the unique Cree context and the importance of a “Whole of Government” approach to implementing the JBNQA treaty and related agreements. They presented housing, environmental legislation and funding for access roads, infrastructure, police and CHRD as examples of matters involving multiple Departments which require a “Whole of Government” approach.

The presentation was well received and Deputy Ministers at the table were fully engaged with constructive questions and comments. According to Ross Pattee, who attended the meeting, the Deputy Ministers appreciated the Grand Chief and Bill Namagoose highlighting the fact that, as the first modern treaty, the implementation of the JBNQA is rich in history and experience. Mr. Pattee is confident that the meeting highlighted the shared commitment to a Whole of Government approach to implementing modern treaties.

## CREE NATION GOVERNANCE AGREEMENT AND CREE CONSTITUTION

### Cree Self-Government

The *Cree Nation of Eeyou Istchee Governance Agreement Act* came into force on March 29, 2018. This federal Act gives effect and force of law, as of that date, to the *Cree Nation Governance Agreement* and the *Cree Constitution*.

The *Cree Nation Governance Agreement* is the product of many years of negotiations with the Government of Canada and it represents the implementation of a key element of the *Federal NRA*.

The *Cree Nation of Eeyou Istchee Governance Agreement Act*, together with the *Cree Nation Governance Agreement* and the *Cree Constitution*, replace the *Cree-Naskapi (of Quebec) Act* with respect to the Crees, Cree First Nations, Cree Nation Government and Category IA lands.

Hence, as of March 29, 2018, the *Cree-Naskapi (of Quebec) Act* no longer applies to the Crees, Cree First Nations or Category IA lands. From that date forward, they are governed by the provisions of the *Cree Nation Governance Agreement* and the *Cree Constitution*, as given effect by the *Cree Nation of Eeyou Istchee Governance Agreement Act*.

With the coming into force of the *Cree Nation Governance Agreement*, the *Cree Constitution* and the *Cree Nation of Eeyou Istchee Governance Agreement Act*, it is important to recall some key points:

- Existing arrangements regarding Cree local and regional governance powers on Category IA lands, as well as the land regime, including access and the grant of rights in lands and buildings, have been maintained and transferred from the *Cree-Naskapi (of Quebec) Act* into the *Cree Nation Governance Agreement* and the *Cree Constitution*.
- Under the *Cree Nation Governance Agreement*, the Cree First Nations and the Cree Nation Government keep essentially the same powers and responsibilities on Category IA lands that they had under the *Cree Naskapi (of Quebec) Act*. However, both levels of Cree government now exercise their powers by making laws, not by-laws.
- The existing tax and seizure exemption regimes under sections 187 to 193 of the *Cree-Naskapi (of Quebec) Act* continue to apply as set out in Chapters 19 and 20 of the *Cree Nation Governance Agreement* and sections 14 to 20 of the *Cree Nation of Eeyou Istchee Governance Agreement Act*, the whole subject to Section 9 of the JBNQA.
- The *Cree Constitution* removes the residual oversight of the federal Minister of Crown-Indigenous Relations in respect of certain powers and the financial administration of the Cree First Nations.
- The *Cree Constitution* also removes the requirement for electors' approval for a change of name of a Cree First Nation, local taxation (but only if the council decides by special majority to make a law in this regard), the consent to an individual's waiver of the exemption from seizure for residential purposes, and long-term borrowing for community housing.
- The *Cree Constitution* sets out new requirements in terms of financial accountability, as well mechanisms for internal appeal and redress and procedures on access to information.
- The *Cree-Naskapi (of Quebec) Act* has been renamed the *Naskapi and the Cree-Naskapi Commission Act*. The amended Act only applies to the Naskapis, with one important exception. The amended Act provides for the continued operation of the Cree-Naskapi Commission in its "ombudsman" role of investigating representations made by Cree or Naskapi beneficiaries regarding implementation matters.
- With the coming into force of the *Cree Nation Governance Agreement*, Canada paid to the Cree Nation Trust the last \$200 million provided for in the *Federal NRA*.

It should also be remembered that the *Cree Nation Governance Agreement*

- does not affect Cree rights under the JBNQA;
- does not affect Cree governance on Category II lands under the *Cree-Quebec Governance Agreement*;
- does not transfer powers or functions from the Cree First Nations to the Cree Nation Government or *vice versa*;
- does not affect the powers and responsibilities of the Cree institutions, such as the Cree School Board and Cree Board of Health and Social Services of James Bay.

The *Cree Nation Governance Agreement*, the *Cree Constitution* and the Cree laws adopted pursuant to them represent another step in implementing Cree self-government in compliance with the JBNQA treaty.

### Fiscal Relations

The *Cree Nation Governance Agreement* and the *Federal NRA* have established new fiscal relations between the Cree and Canada in compliance with the JBNQA.

As part of these new fiscal relations, and among other things, the *Cree Nation Governance Agreement*

- committed the Cree and Canada to renew, on the same terms and conditions as at present, the *Operations and Maintenance Funding Transfer Payment Agreement* and the *Agreement regarding Annual Capital Grants to the Quebec Cree Communities* for a ten-year period from April 1, 2018 to March 31, 2028, and then, for a successive twelve-year period from April 1, 2028 to March 31, 2040;
- set out the framework for the negotiation of a successor agreement to the *Federal NRA* beyond 2028, particularly in regard to:
  - the funding for the assumption of defined federal JBNQA responsibilities;
  - the capital costs, operations and maintenance and all other costs for band facilities; and
  - additional costs incurred by the Cree Nation Government for the implementation of the *Cree Nation Governance Agreement* and for ongoing expenses and functions of the Cree Nation Government pursuant to the *Cree Nation Governance Agreement*;
- reiterated the Cree rights of access to federal programs and funding on the same basis as other Indigenous peoples, subject to the criteria established from time to time for the application of such programs, unless the Crees have taken on the administration of such programs.

### "Treaty Trumps Policy"

On March 1, 2019, Mr. Ross Pattee (CIRNA) invited Cree representatives to take part in an engagement process on the development of a new federal rights-based policy. This new federal policy is intended to replace the 1986 *Comprehensive Land Claims Policy* and the 1995 *Government of Canada's Approach to Implementation of the Inherent Right and the Negotiation of Aboriginal Self-Government*, also known as the Inherent Right Policy.

A key focus of the new federal rights-based policy is new funding approaches to support self-government and collaborative reforms to fiscal relations, including, in particular, the Collaborative Fiscal Policy Process between Canada and Self-Governing Indigenous Groups (SGIG's).

Cree representatives made it clear to federal representatives that these matters, and particularly the Collaborative Fiscal Policy Process, have limited interest for the Cree given our new fiscal relations with Canada established by the *Cree Nation Governance Agreement* and the *Federal NRA* in compliance with the JBNQA.

In addition, the Cree position, as communicated to Canada at various occasions during the governance negotiations, is that “treaty trumps policy”. In other words, the JBNQA treaty and related agreements should not and will not be dependent on federal policy, which can be changed unilaterally by Canada.

In any case, the *Federal NRA* and the *Cree Nation Governance Agreement* have settled most of the fiscal issues between the Cree and Canada that are being addressed for the SGIG’s participating in the Collaborative Fiscal Policy Process.

Cree representatives indicated to federal representatives that the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government was aware of the “Collaborative Fiscal Policy Process” between Canada and SGIG’s, but that the Cree Nation was not participating in or bound by such Collaborative Fiscal Policy Process.

This clarification was necessary in order to dispel any confusion created by some overlap between the members of the Land Claims Agreements Coalition (LCAC) and those of the SGIG’s, as many of the SGIG’s that take part in the Collaborative Fiscal Policy Process are also members of the LCAC.

After considerable reflection, the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government decided that it was necessary to withdraw from the LCAC. Among the main reasons for this decision was the need to avoid any potential ambiguity as to implied endorsement by the Cree Nation of positions that may be taken by third parties, including in regard to fiscal arrangements with Canada or the implementation of treaties and agreements. The Crees must now focus our efforts on implementing our Treaty through our special bilateral relationships with Canada and Quebec.

**Amendment #1**

On April 17, 2019, Grand Chief Abel Bosum and the Honourable Carolyn Bennett, Minister of Crown-Indigenous Relations, signed Amendment #1 to the *Cree Nation Governance Agreement* as a key measure to support the Cree Nation Housing Strategy.

The amendment to the *Cree Nation Governance Agreement* will help create a private home ownership market for Crees on Category IA land by removing the previous 75-year term limit on residential land grants for Crees.

This amendment to the *Cree Nation Governance Agreement* has been in effect since April 17, 2019. It enables Cree First Nations to grant to Crees, with respect to their Category IA lands, perpetual rights of superficies for residential purposes. This applies only for Crees, and only for residential purposes. The 75-year term limit continues to apply to grants of superficies to persons other than Crees as well as to grants for non-residential purposes.

**CREE NATION HOUSING STRATEGY**

Since 2011, the Cree Nation Government and the Cree communities have worked collaboratively to develop the Cree Nation Housing Strategy to address the urgent needs of community members for affordable and ade-

quate housing. The Cree Nation Housing Strategy is comprehensive and intended to address all sectors of Cree community housing. A cornerstone of the Cree Nation Housing Strategy is the prioritization of private homeownership by the Crees. The Strategy will also address social welfare requirements and special needs of Cree elders, trappers, the disabled and youth.

Implementation of the Cree Nation Housing Strategy will improve access to housing in Cree communities by:

- Facilitating private home ownership for those Crees who wish to take advantage of this option;
- Unlocking value and creating wealth for Cree homeowners;
- Assuming and enhancing federal community housing programs;
- Freeing social housing units for lower income Crees, elders and youth; and
- Expanding business opportunities for Cree entrepreneurs (e.g., construction sector and housing rental market).

Under the private housing program, the Cree Nation Government has already set aside very significant resources to facilitate Cree construction and ownership of at least 1,000 new private homes in the Cree communities. The Cree Nation Government has also committed significant funds for related infrastructure investments such as drinking water and wastewater facilities and civil works projects.

During the past year, Cree and federal representatives have established a special Cree-Canada Housing Table to develop a Cree-Canada partnership to implement the Cree Nation Housing Strategy, including areas for potential federal investment, in the context of Section 28 of the JBNQA. The Cree-Canada Housing Table will focus on:

- Implementation of the Cree Nation Housing Strategy, including facilitating access to private homeownership for the Crees;
- Replacement and expansion of the CMHC Section 95 social housing program by suitable arrangements between Canada and the Crees; and
- Assistance to Cree entrepreneurs in the construction sector.

For the time being, Cree representatives will hold separate discussions with Quebec representatives to address Quebec’s partnership in the Cree Nation Housing Strategy and to explore the possibility of developing a Cree-Quebec Housing Agreement.

Cree representatives intend to work with representatives of both Canada and Quebec to ensure proper linkage between the Cree Nation Housing Strategy and the Governments’ obligations under the JBNQA treaty, as well as the possible need to modify government programs to meet the socio-economic requirements of the Cree communities pursuant to Section 28 of the JBNQA.

During the past year, Cree representatives have raised the need with federal and Quebec representatives to give effect to Sub-Section 28.8 of the JBNQA, which



Canada and Cree Nation of Eeyou Istchee join efforts to support Cree Nation Housing Strategy  
Amendment to the Cree Nation Governance Agreement  
April 17, 2019

provides for the establishment of the Joint Economic and Community Development Committee. The tripartite Committee has been contemplated in the JBNQA since 1975 but it has never been given effect. The mandate of the Committee is to review and make recommendations on the establishment, expansion, improvement, modification and delegation of government programs related to economic and social development for the Crees.

As a first step, Cree representatives suggested that the Committee could make recommendations on government programs related more specifically to housing, as an aspect of economic and social development for the Crees. Cree representatives will develop terms of reference for the Committee.

## FEDERAL NRA

### Assumption of Federal Responsibilities

During the past year, the Cree Nation Government continued to implement other key elements of the *Federal NRA*, particularly the assumption of federal JBNQA responsibilities.

Over the 20-year term of the *Federal NRA* until 2028, the Cree Nation Government assumes, with funding provided by Canada under the *Federal NRA*, certain responsibilities of Canada under various provisions of the JBNQA. These assumed federal JBNQA responsibilities include certain aspects of Cree community and economic development, the administration of justice and the development of human resources.

However, the Cree Nation Government assumes only those federal JBNQA responsibilities specifically identified in the *Federal NRA*. In all other cases, federal responsibilities under the JBNQA remain with Canada.

### Cree Associations

During the term of the *Federal NRA*, the Cree Nation Government assumes Canada's responsibilities under the JBNQA for the Cree Associations – COTA, CNACA and CTA. This assumption of federal responsibilities is conditional on the obligation of Canada to continue to provide funding to the Cree Associations during the term of the *Federal NRA*.

Pursuant to this obligation, on March 27, 2018, the Crees and Canada renewed, on the same terms and conditions, the *Funding Transfer Payment Agreement regarding the Cree Trappers' Association, the Cree Outfitting and Tourism Association and the Cree Native Arts and Crafts Association* for the ten-year period from April 1, 2018 to March 31, 2028.

### Apatisiwin Skills Development

During the term of the *Federal NRA*, the Cree Nation Government assumes Canada's responsibilities under the JBNQA for training courses, job recruitment and placement related to "territorial programs" and "enhanced delivery structure". This assumption of federal responsibilities is conditional on the maintenance or continuation of Canada's additional funding for training programs and facilities and of job recruitment and placement services in the Territory on terms reasonably comparable to those in effect in the 2008-2009 fiscal year.

Canada's additional funding for these purposes is currently provided through an *Agreement respecting the Aboriginal Human Resources Development Program and Related Services* signed in 2007 ("2007 AHRDP Agreement"). The 2007 AHRDP Agreement is also used as a funding vehicle for federal funding related to employment insurance and childcare services. This Agreement has been extended several times to allow for the negotiation of successor arrangements.

Cree and federal representatives are pursuing discussions to provide for the replacement of the 2007 AHRDP Agreement by more flexible arrangements in regard, at least, to the funding related to Canada's responsibilities under the JBNQA. Such funding could instead be transferred through an existing grant vehicle between the Department of Crown-Indigenous Relations (CIRNA) and the Cree Nation Government. The level of annual funding under the new arrangements and the indexation of federal funding since 2009 remain outstanding matters, although recent funding increases will have an impact on the Cree indexation claim.

Federal representatives have advised that the funding related to employment insurance and childcare services, which is subject to various program conditions, would continue to flow through a contribution agreement between the Cree Nation Government and the Department of Employment and Social Development. At the request of Cree representatives, the parties are discussing the possibility of transferring the funding related to childcare services instead through the grant vehicle between the Cree Nation Government and CIRNA.

### Amendments to the JBNQA

In accordance with the *Federal NRA*, Cree and federal representatives are discussing various complementary agreements to the JBNQA on (i) the amending formula, (ii) Section 3 (eligibility) and (iii) Section 4 (land descriptions).

#### Amending Formula

Changes to the JBNQA will be made to modernize the amending formula. Cree, federal and Quebec repre-

sentatives have agreed to the text of a new Complementary Agreement. The other parties to the JBNQA (Makivik, HQ, SDBJ and SEBJ) have also reviewed and agreed to the text. In addition to these changes, Cree, federal and Quebec representatives are considering technical changes, such as replacing "Cree Regional Authority" by "Cree Nation Government" throughout the JBNQA.

### Eligibility (Section 3)

A new Complementary Agreement No. 28 will make changes to Section 3 of the JBNQA regarding Cree access to benefits. The changes will confirm that Crees who leave or are relocated from the JBNQA Territory for reasons of education, health or work with certain Cree governmental organizations will not be penalized by the ten-year clause and will continue to enjoy benefits under the JBNQA. The same will apply to their "Cree dependents" who accompany them and to whom this provision applies.

The scope of these changes and the mandate of the parties to make those changes were agreed to in the *Federal NRA*. Consequently, no other changes to Section 3 of the JBNQA were made at this point.

The text of Complementary Agreement No. 28 has been agreed to by Cree, federal and Quebec representatives, and formally approved by the Board/Council of the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government. Canada and Quebec are in the process of formally approving Complementary Agreement No. 28 for its signature by all parties at the earliest opportunity.

### Territorial Descriptions (Section 4)

Changes to Section 4 of the JBNQA and to other related sections of the JBNQA will be made in order to incorporate the final territorial descriptions of the Cree Category I lands. The recent focus has been on the land reconfiguration of Waswanipi, Nemaska and Waskaganish pursuant to section 4.18 of the *Paix des Braves*. The plan is to finalize these land reconfigurations first in order to include them in the final territorial descriptions of Section 4 of the JBNQA.

## FEDERAL FUNDING

### Police Funding

Under Section 19 of the JBNQA, Canada and Quebec must provide funding to the Cree Nation Government for the Eeyou Eenou Police Force in accordance with a tripartite funding agreement. The funding agreement shall have a minimum duration of five (5) years, unless otherwise agreed to by the parties to such agreement.

Cree and federal representatives, in collaboration with Québec representatives, have concluded, in accordance with Section 19 of the JBNQA, a tripartite agreement concerning the operational funding of the Eeyou Eenou Police Force for the period from April 1, 2018 to March 31, 2028.

However, the parties required more time to finalize discussions on various financial matters, including capital funding. At the time, it was agreed that the parties would pursue negotiations on these matters with the objective of



reaching an agreement by March 31, 2019. Cree and federal representatives are now pursuing discussions to ensure that an agreement on capital funding can be reached without delay.

### Funding for Access Roads

Federal funding to upgrade the access roads to coastal Cree communities remains an outstanding matter with Canada. Cree and federal representatives, in collaboration with Quebec representatives, are expected to pursue discussions in an attempt to address this matter, in compliance with Section 28 of the JBNQA. Cree and federal representatives agreed to establish a special Cree-Canada Access Roads Table, under the Cree-Canada Standing Liaison Committee, to find long-term solutions to this matter.

### Infrastructure Funding

In the 2017 Federal Budget, the Government of Canada committed \$4 billion over 10 years, starting in 2018-2019, to build and improve on-reserve housing, water treatment systems, health facilities and other community infrastructure in partnership with Indigenous peoples.

Of this amount, Canada carved out \$8 million over three years for Modern Treaty and Self-Governing (MTSG) groups. To date, Canada has considered the Cree Nation as part of the MTSG groups and eligible for a portion of the \$8 million carved out for these groups.

Based on Canada's funding allocation methodology, which the Cree Nation does not necessarily accept or agree with, certain amounts have been set aside for the Cree Nation Government over three years starting in 2018-2019.

The amount for 2018-2019 became available late in the fiscal year and, therefore, such amount will be provided automatically to the Cree Nation through an existing grant vehicle between Canada and the Cree Nation.

The Cree Nation could notify Canada that it wishes to opt out of the amounts set aside for 2019-2020 and 2020-2021. By opting out of these amounts set aside for the MTSG groups, the Cree Nation would become eligible to apply for program funding from Budget 2017 on a proposal basis along with other First Nations that are not part of the MTSG groups.

In parallel, discussions with federal representatives are continuing to further define Cree-Canada relations in terms of "regular programs" and related funding, including that flowing from the 2017 Federal Budget, to ensure that the Crees receive their fair share.

It was made clear to federal representatives that other groups (MTSG groups, Land Claims Agreements Coalition and/or the Quebec Region) cannot speak for the Cree Nation in terms of regular program funding allocation. In this regard, Cree representatives have emphasised the need to deal directly with Canada based on our special bilateral relationship.

### FEDERAL ENVIRONMENTAL LAWS

As reported previously, Parliament adopted in 2012 Bills C-38 and C-45, which amended or replaced certain federal environmental laws, including the *Canadian Envi-*

*ronmental Assessment Act 1992, the Fisheries Act, the Species at Risk Act and the Navigable Waters Protection Act.*

Like many other First Nations in Canada, the Crees strongly opposed these legislative amendments because they reduced environmental protection measures. The Crees referred these matters as a dispute to the Cree-Canada Standing Liaison Committee established under the *Federal NRA*. Since then, Cree and federal representatives have held bilateral discussions, and Cree representatives have submitted detailed and specific proposals, in an attempt to find concrete solutions to address these matters, as well as the implementation of the Supreme Court of Canada decision in *Quebec (Attorney General) v. Moses* (2010).

In February 2018, the Government of Canada introduced in the House of Commons Bill C-69 to revise the *Canadian Environmental Assessment Act, 2012* and the *National Energy Board Act*. Bill C-69 could become law in the near future.

Initially, Cree representatives had requested amendments to Bill C-69 to ensure its consistency with the JBNQA and the 2010 *Moses* decision of the Supreme Court of Canada. In particular, Crees had requested a "carve out" for projects in the JBNQA Territory from the general CEAA regime so as to ensure Cree participation in the review through the treaty bodies, e.g. Review Panel (COFEX).

More recently, Canada has appeared to be open to amend Section 22 of the JBNQA as a way of achieving the "carve out" requested by the Crees. In effect, this may provide a better and more permanent solution for the Crees as it would be included in the JBNQA treaty, not in a federal regulation subject to administrative change. In this regard, Cree representatives have submitted to federal representatives a proposed amendment to Section 22 of the JBNQA.

In the meantime, the Canadian Environmental Assessment Agency undertook the assessment of two lithium mining projects located in the JBNQA territory. Initially, the Agency proposed a process and various *ad hoc* arrangements and meetings that were considered inadequate by the Cree Nation Government and certain Cree First Nations. Following high-level representations, the Agency has agreed to meet with Cree representatives to negotiate a new process and appropriate arrangements specifically for the review of the two mining projects. It is expected that an agreement in this regard can be in place in the near future.

### EYYOU MARINE REGION AGREEMENT

#### Implementation and Review

The *Eeyou Marine Region Land Claims Agreement (Eeyou Marine Region Agreement)* was signed on July 7, 2010. It came into force on February 15, 2012.

Along with the *Eeyou Marine Region Agreement*, the Crees and Canada concluded a detailed Implementation Plan to assist the parties and stakeholders in the implementation of the Agreement. The Implementation Plan identifies activities to be undertaken and estimates of certain costs to be incurred in order to implement the *Eeyou Marine Region Agreement* during the initial ten (10) year planning period.

Some of these estimates of costs concern the operation and activities of the Eeyou Marine Region Wildlife Board, the Eeyou Marine Region Planning Commission and the Eeyou Marine Region Impact Review Board.

The *Eeyou Marine Region Agreement* and its implementing legislation provide that the parties will conduct a periodic review, every ten (10) years, of the Agreement and its implementation.

Cree and federal representatives will begin discussions in the near future on both (i) the renewal of the Implementation Plan and estimates of costs for the next ten (10) year period, and (ii) the first periodic review of the Agreement and its implementation.

### National Marine Conservation Area

The Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government have been engaged in discussions with Parks Canada about initiating a feasibility assessment for the establishment of a National Marine Conservation Area (NMCA) in the Eeyou Marine Region. Cree and federal representatives have agreed to the terms of a Memorandum of Understanding (MOU) for the required feasibility assessment, and they are making arrangements for its signature and implementation.

Initially, the feasibility assessment would apply only to the part of the Eeyou Marine Region south of the La Grande estuary and the southern limits of the Nunavik Marine Region. The parties could subsequently extend the feasibility assessment into the Cree-Inuit overlap area subject to discussions and agreement with the Nunavik Inuit.

Cree and federal representatives would carry out the feasibility assessment over a period of three years, in a spirit of collaboration and shared interest, with the participation of the concerned Cree communities and in a manner consistent with the *Eeyou Marine Region Agreement*.

No decision on the establishment of the NMCA will be made through the MOU or the feasibility assessment. At the conclusion of the feasibility assessment, Cree and federal representatives will submit a report to the federal Minister of Environment and Climate Change and to the Grand Chief/Chairman of the Grand Council of the Crees/Cree Nation Government. This report will recommend whether or not the establishment of a NMCA in the Eeyou Marine Region is considered feasible and, if so, under what conditions. At that point, the Minister and the Grand Chief/Chairman will decide whether or not to proceed with the steps required to formally establish the NMCA, subject to the approval of the appropriate authorities.

The creation of an NMCA is a long-term commitment. However, the feasibility assessment should make it possible to consider in detail the implications for the Cree Nation and the interested Cree communities well before a decision is made.

It is generally understood that the land regime and the Cree (and Inuit) harvesting rights in the Eeyou Marine Region would not be affected by the creation of an NMCA. In turn, the Cree Trappers' Association would

have the same responsibilities for tracking harvests and establishing “needs levels” as it will have along the coastline as a whole. In accordance with the provisions of the *Eeyou Marine Region Agreement*, the eventual NMCA proposal will be subject to an environmental and social impact assessment. The establishment of an NMCA would require the negotiation and conclusion of an impact benefit agreement, again in accordance with the provisions of the *Eeyou Marine Region Agreement*.

### Bear and Grey Goose Islands

Cree and federal representatives are pursuing discussions on the designation of Bear Island and Grey Goose Island as “Cree lands”, in exchange for a transfer to Canada of Cree lands of equivalent size on South Twin Island.

Cree and federal representatives have negotiated the text of a proposed Land Exchange Agreement, but they have yet to agree on the indemnification provisions in regard to the possible presence of Unexploded Explosive Ordnance (UXOs) on Grey Goose Island. Since the beginning of these discussions, it was clear that Canada would remain responsible for the presence of UXOs after the land transfer given that Canada had allowed these UXOs to be left on the island. Federal representatives of Crown-Indigenous Relations (CIRNA) agree with this principle. However, representatives of the Department of National Defence appear to take a different position, which is inconsistent with the “Whole of Government” approach advocated by the current government.

If the Crees and Canada are able to resolve this matter, they will be in a position to proceed with the land transfer, the conclusion of a Land Exchange Agreement and the required amendment of the *Eeyou Marine Region Agreement* to give effect to the land transfer.

### Polar Bears

In April 2017, Makivik Corporation filed an application in the Federal Court of Canada for judicial review of a ministerial decision to reduce the number of polar bears to be harvested in Southern Hudson Bay from the level determined by the Nunavik Marine Region Wildlife Board. The application is based on provisions of the *Nunavik Inuit Land Claims Agreement* which are comparable to those of the *Eeyou Marine Agreement*. The Grand Council of the Crees (Eeyou Istchee) is a party to these proceedings, which raise certain issues relating to the interpretation of modern treaties, in particular, the deference owed to specialist co-management bodies established under such treaties. The Federal Court heard Makivik's application in February 2019 and is expected to render a decision in the near future.

## NEW CREE FIRST NATIONS

### Washaw Sibi

During the past year, Cree and federal representatives discussed the establishment of a new Cree First Nation for the Washaw Sibi Eeyou. Cree representatives explained that the Washaw Sibi Eeyou have always been a distinct First Nation. However, they were never recognized as a band and

they were never granted a land base (reserve) for their community. For administrative convenience, they were enrolled in the Algonquin community of Pikogan, and this led to complications as some of these members also appeared as members on the Cree communities lists. Certain members are entitled to be registered as Crees under the JBNQA but they cannot access full benefits because they are not affiliated with one of the official nine Cree First Nations.

In the *Federal NRA*, it was agreed that the Cree Nation Government would be responsible for any costs associated with implementing any option agreed on by the Cree Nation Government and the Washaw Sibi Eeyou regarding their recognition as a separate Cree First Nation.

In the *Cree Nation Governance Agreement*, it was also agreed that the formal establishment of a new Cree First Nation would be subject to the conclusion of agreements between the Cree Nation Government and Canada and Québec regarding suitable implementation arrangements.

### **Mocreebec**

During the past year, Cree and federal representatives established a Cree-Canada Table on Mocreebec under the Cree-Canada Standing Liaison Committee. The special Table will enable Cree and federal representatives to resume discussions on Mocreebec and to seek long-term solutions for Mocreebec and their community. Cree representatives tabled at the Cree-Canada Standing Li-

aison Committee a “Statement of Intentions” regarding Mocreebec. The Statement of Intentions refers to various items for discussion as outlined in the 2013 and 2015 correspondence with federal lead representatives on the Standing Liaison Committee Gina Wilson and Joe Wild. Negotiations with Canada may eventually require a formal mandate from the Minister or the federal Cabinet.

### **CREE LAND AND HARVESTING RIGHTS IN ONTARIO**

In 2016, the Cree Nation commenced, on behalf of all its members, and in conjunction with Cree communities, an action in the Superior Court of Justice of Ontario to obtain recognition of the Aboriginal title and Aboriginal rights of the Crees of Eeyou Istchee and Cree collectivities over Cree traditional territory in northern Ontario.

The action, filed against the Governments of Canada and Ontario, seeks declarations of Aboriginal title (without prejudice to existing rights of other Aboriginal nations) and Aboriginal rights over approximately 48,000 square kilometres of lands located south of James Bay and immediately west of the Ontario Quebec boundary.

The Cree Nation’s action in the Superior Court of Justice of Ontario is essentially the continuation of claims that were first commenced by the Cree Nation against Canada in the Federal Court in 1989, in the *Coon Come Proceedings #3*.





Cree representation at Committee in support of Indigenous Language Bill C-91 with our MP Romeo Saganash - Ottawa, February 28, 2019

Certain First Nations in Ontario have been added as party defendants on their initiative. Motions to strike were brought by Canada and Ontario in 2017, and were settled on the basis of the plaintiffs' undertaking to provide further particulars regarding the alleged infringements and breaches, which particulars were delivered in June 2018. It is anticipated that defences will be filed by the defendants in the coming year.

Judicial review proceedings that were brought against Ontario authorities in 2017, seeking declarations respecting the duty of the Government of Ontario to consult and accommodate the Crees of Eeyou Istchee with respect to regulatory approval processes required for the planned expansion of the Detour Mine, have now been settled. In March of 2018, the Government of Ontario acknowledged a duty to consult the Cree Nation in regard to the expansion of the Detour Mine. A consultation process in respect of this project involving the Cree communities is expected to be implemented in the coming year.

The Governments of Ontario and Canada have now begun including the Cree Nation and certain Cree communities in consultation and engagement processes in regard to resource development projects in the relevant part of Cree traditional territory in Ontario.

## RUPERT RIVER WATER MANAGEMENT AGREEMENT

### Context

On March 6, 2009, the Grand Council of the Crees (Eeyou Istchee), the Cree Regional Authority (now the

Cree Nation Government), the Crees of the Waskaganish First Nation, the Cree Nation of Nemaska, Hydro-Québec and the Société d'énergie de la Baie James (SEBJ) entered into the *Rupert River Water Management Agreement* (Agreement). This Agreement was concluded and is implemented in the context of the 2002 *Paix des Braves*, the *Boumhounan Agreement* and the hydroelectric project related thereto.

The purpose of the Agreement is to enable the parties to cooperatively manage and maintain the Ecological Instream Flow of the hydroelectric project, which is the description of the fluctuations of the flow of water over the seasons in the Rupert River from year to year. The aim is to preserve fish stocks and fish habitats, and thereby assist in protecting the ecology of the related management area and its traditional use by the Crees of Eeyou Istchee. In this regard, the Agreement provides for assurances by Hydro-Quebec/SEBJ to the Crees of their intention to resolve in concert with the Crees any problematic situations which may arise, as per their obligations and undertakings under the relevant environmental permits.

### Rupert River Management Board

The Agreement provides for the creation of the Rupert River Management Board (Board).

The mandate of the Board focuses on the maintenance of the Ecological Instream Flow of the hydroelectric project and the spillway operations at the Rupert River Control Structure. The mandate of the Board includes:

- to consider information and data on the circumstances that require redress;

- to notify Hydro-Québec/SEBJ of any such circumstances and ensure a response from them within 30 days or such longer period as approved by the Board;
- to assist in resolving differences with Hydro-Québec, including through the dispute resolution mechanism set out in the *Paix des Braves*.

### Responsibilities and Issues

Since its creation in 2009, some of the matters addressed or discussed by the Board include the following, among others:

- Shortage of water due to approximately 3 months of drought after opening the gates;
- Understanding water levels along the Rupert River and the probable impacts and mitigation measures;
- Monitoring the outcomes on fish species of the emergent river configurations;
- Monitoring fluctuations of water levels;
- Deciding upon means to inform families and hunters along the Rupert River about the water levels;
- Debating with hunters and fish experts about the negative or positive outcomes of changing the dates for the increases and decreases that match the spring and fall spawning cycles;
- Monitoring the impact of spring and fall water variations on goose hunters;
- Discussions on whether the maximum flow rate in the diversion tunnel should or could be increased to avoid spring or fall flooding due to abnormal precipitation;
- Expansion of the alternative corridors for spilling of excess water in the spring and fall.

## FEDERAL LEGISLATION

### An Act respecting Indigenous languages

On February 5, 2019, the Government of Canada introduced in the House of Commons Bill C-91, *An Act respecting Indigenous languages*. The main purpose of this Act is to reclaim, revitalize, strengthen and maintain Indigenous languages in Canada. On February 20, Bill C-91 received second reading and was referred to the Standing Committee on Canadian Heritage.

Grand Chief Dr. Abel Bosum appeared before the Committee in support of Bill C-91. Dr. Sarah Pashagumskum, Chairperson of the Cree School Board and CEO of the Aanischaaukamikw Cree Cultural Institute, Dorothy Stewart, Tina Petawabano and legal counsel accompanied him.

Bill C-91 was developed in collaboration with Indigenous peoples. It supports the implementation of Calls to Action 13, 14 and 15 of the Truth and Reconciliation Commission of Canada and elements of the *United Nations Declaration on the Rights of Indigenous Peoples*.

### An Act respecting First Nations, Inuit and Métis children, youth and families

On February 28, 2019, the Government of Canada introduced in the House of Commons Bill C-92, *An Act respecting First Nations, Inuit and Métis children, youth and families*. If adopted, this new legislation will overhaul

Indigenous child welfare services and enable Indigenous groups to exercise legislative authority on these matters and to enter into implementation arrangements with other levels of government. On May 3, Bill C-92 received second reading and was referred to the Standing Committee on Indigenous and Northern Affairs.

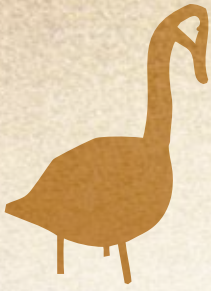
In August 2018, Cree representatives met with the Minister of Indigenous Services (ISC) and ISC officials as part of an engagement session prior to the introduction of Bill C-92 in Parliament. At that meeting, Cree representatives explained that the Cree Nation of Eeyou Istchee is in a unique situation by virtue of the JBNQA treaty. Under Section 14 of the JBNQA, and implementing Quebec legislation, the Cree Board of Health and Social Services already exercises jurisdiction over child and family services for the Cree Nation with funding received from Quebec. Consequently, Cree representatives requested that Canada consider a “carve-out” for the Cree Nation in any proposed federal legislation. The same request was reiterated after Bill C-92 was introduced in Parliament, and again to the Standing Committee on Indigenous and Northern Affairs in May 2019.

### An Act to ensure that the laws of Canada are in harmony with the United Nations Declaration on the Rights of Indigenous Peoples

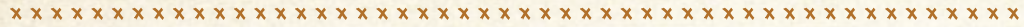
On April 21, 2016, Romeo Saganash, the federal Member of Parliament for Abitibi—Baie-James—Nunavik—Eeyou, introduced in the House of Commons Bill C-262, *An Act to ensure that the laws of Canada are in harmony with the United Nations Declaration on the Rights of Indigenous Peoples*. After being reviewed by the Standing Committee on Indigenous and Northern Affairs, Bill C-262 received third reading in the House of Commons on May 30, 2018. Bill C-262 has been adopted at second reading in the Senate and referred to the Senate Committee on Aboriginal Peoples. It is hoped that Bill C-262 will be adopted at third reading by the Senate and receive royal assent before the end of this Parliament session and the federal elections expected in October 2019.

### Cannabis Act

Finally, in 2018, Parliament adopted the *Cannabis Act*, a new law to set out a system for legalizing, strictly regulating and restricting access to cannabis. The Government of Quebec adopted complementary legislation to strictly regulate the possession, the use, the production, the promotion and the sale of cannabis in the Province. New federal regulations are expected to allow the sale of cannabis “edibles” in Canada as of October 17, 2019. ●



# CREE-QUÉBEC RELATIONS



## INTRODUCTION

The Cree Nation continues to take on additional responsibilities and jurisdictions as its governance institutions mature. Communications with the Government of Québec are of crucial importance in this process, based on the Nation-to-Nation relationship established by our treaty, the *James Bay and Northern Québec Agreement* (JBNQA), the *Paix des Braves* and the *Cree-Québec Governance Agreement*. The Cree Nation continues to invest in maintaining relations with the Government of Québec at the highest level.

## MEETING WITH PREMIER FRANÇOIS LEGAULT

On December 10, 2018, Grand Chief Dr. Abel Bosum met with newly-elected Premier François Legault, together with the new Minister for Aboriginal Affairs, Madame Sylvie D'Amours, and the Secretary General of the Executive Council, Monsieur Yves Ouellet, to emphasize the importance of the Cree-Québec relationship. The meeting was very positive, and the Premier and Grand Chief identified a number of shared priorities, including economic development, transportation, education and job training.

The Grand Chief and the Premier explored possibilities for cooperation in a number of fields, including the following:

- (a) Maintaining strong representation at the Cree-Québec Standing Liaison Committee;
- (b) Economic development in Eeyou Istchee, including energy, natural resource development and transportation infrastructure;
- (c) Job training and recruitment for Cree workers; and
- (d) Support for the Cree Nation Housing Strategy, including private home ownership to create wealth for the Cree and promote regional economic development.

## CREE-QUÉBEC STANDING LIAISON COMMITTEE

The Cree-Québec Standing Liaison Committee established by the *Paix des Braves* serves as the clearing house for relations between the Cree and Québec. It provides a forum to resolve potential difficulties as they arise, and helps to strengthen relations between the Cree and Québec. The Cree representatives are Bill Namagoose, Me Paul John Murdoch and Melissa Saganash. Québec's



*First meeting with Premier of Québec François Legault - December 10, 2018 - Québec*

representatives are Me Marie-José Thomas, Associate Secretary General of the Aboriginal Affairs Secretariat. Daniel Gagnier, former Chief of Staff to Premier Jean Charest, has retired from his duties at the Standing Liaison Committee, and the Cree Nation thanks him for his very positive contribution over the years, including his key role in the negotiation of the Cree-Québec Governance Agreement.

The Standing Liaison Committee met regularly in 2018-2019, focussing on certain priority issues, including the following:

- (a) Representation on joint Cree-Québec JBNQA bodies, such as JBACE, COMEX, HFTCC, ISP and Cree Québec Forestry Board;
- (b) Inter-ministerial coordination with various Québec Government Departments, such as the Secretariat for Aboriginal Affairs, Treasury Board, Health and Social Services, Education, Justice, Public Security, Municipal Affairs, Energy and Natural Resources, Forests, Wildlife and Parks, Transport, and others;
- (c) Section 28 JBNQA Issues, including contracting and tendering procedures, Cree priority in contracting, the definition of “Cree enterprise”;
- (d) Renewal of funding arrangements for the Cree Nation Government under the Cree-Québec Governance Agreement, the Cree Board of Health and Social Services of James Bay, the Cree School Board, and the Eeyou Eenou Police Force;
- (e) Firearms registry procedures and sanctions;
- (f) Northern development and infrastructure;
- (g) Sector tables:
  - i. Protected areas;
  - ii. Caribou;
  - iii. Cree Nation Housing Strategy;
  - iv. Childcare;
  - v. Forestry.

Certain of these matters are discussed further below.

In addition, a joint meeting was held of the Cree-Canada and Cree-Québec Standing Liaison Committees on January 18, 2019, as provided for in the Cree-Canada New Relationship Agreement of 2008. The main items discussed were funding for the Cree community access roads under Section 28 JBNQA, the Cree Nation Housing Strategy and the new Cree community of Washaw Sibi.

### **CREE – QUÉBEC GOVERNANCE AGREEMENT**

Implementation continues on the *Agreement on Governance in the Eeyou Istchee James Bay Territory* signed with Québec on July 24, 2012 (Governance Agreement).

#### **Cree Nation Government**

The Cree Nation Government is continuing to implement its governance functions on Category II lands and is adjusting its organizational and human resources in light of these responsibilities. In consultation with the Cree First Nations and other Cree stakeholders, the Cree Nation Government is putting in place the structures, personnel and processes needed to assume its new responsibilities and to enable Cree leaders to assume their

new functions both on the Cree Nation Government and on the Regional Government.

Under the leadership of Deputy Grand Chief Mandy Gull, former Deputy Grand Chief Rodney Mark and Director Isaac Voyageur, the Land Use Planning Unit of the Cree Nation Government Department of Environment and Remedial Works is advancing the work of the Eeyou Planning Commission. The Commission will be responsible to prepare, in consultation with the Cree First Nations and other stakeholders, a regional land and resource use plan for Category II lands. The Commission is now working, in consultation with the Cree communities, on draft policies, principles and objectives to guide the development of the regional land and resource use plan for Category II lands. These draft policies, principles and objectives will be submitted to the Cree Nation Government for approval and then to the Government of Québec for its concurrence.

#### **Eeyou Istchee James Bay Regional Government**

The Governance Agreement established the Eeyou Istchee James Bay Regional Government to replace the former Municipalité de Baie-James. The primary mission of the Regional Government is to serve as a partnership between the Crees and Jamésiens in the governance and development of the Category III lands in the Eeyou Istchee James Bay territory. To meet this objective, the Regional Government has jurisdiction over municipal management, regional development and land and resource use planning on Category III lands.

Upon his election as Grand Chief in August 2017, Abel Bosum replaced former Grand Chief Dr. Matthew Coon Come as Chair of the Eeyou Istchee James Bay Regional Government. His term of office expired on December 31, 2017, after which Madame Manon Cyr, Mayor of Chibougamau, was elected as Chair of the Regional Government for a two-year term. Grand Chief Bosum now serves as Vice-Chair.

The Council of the Regional Government is composed of 22 representatives, half Cree and half Jamésiens. The Cree representatives are the Chairman and Vice-Chairman of the Cree Nation Government and the Chiefs of the Cree First Nations. The Jamésien representatives include elected mayors, councillors and officials of the municipalities and territory.

The Council of the Regional Government meets every second month, after the meeting of the Board/Council of the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government. Meetings are held alternately in the Cree and Jamésien communities.

Each year, the Regional Government must adopt a budget that is consistent with the provisions of the Governance Agreement, and taking into account funding allocations provided by Québec. During its first five years of operation, the Regional Government is not required to increase taxes, and any shortfall in tax revenues in relation to expenditures during this period must be funded by Québec. For this reason, and during this first five-year period, Québec is required to approve the draft budget of the Regional Government.

The Regional Government is working on clarifying its roles and responsibilities under the Governance Agreement in respect of governance and regional development on Category III lands. This exercise takes into account the respective responsibilities of the Cree Nation Government on Category II lands and of the James Bay Regional Administration with respect to the Jamésiens.

The Grand Chief has recently met with Regional Government Chair Manon Cyr and with senior officials of the Government of Québec to establish a process to assist in clarifying these roles and responsibilities under the Governance Agreement. The process is also to assist in releasing funds committed under the Governance Agreement to enable the Regional Government to carry out practical projects, such as the regional integrated resource and land development plan (PRDIRT) in respect of Category III lands, for the mutual benefit of Crees and Jamésiens.

### **Governance Agreement Does Not Affect Cree Rights under the JBNQA**

Among other things, the Governance Agreement aims to promote the autonomy and development of the Cree Nation. One of its primary objectives is the exercise by the Cree of greater autonomy and responsibilities in the governance of Category II lands, in particular with respect to the planning and use of land and resources.

The Governance Agreement also modernizes municipal and regional governance regimes under Québec laws on Category III lands in order to ensure the equitable representation and participation by the Cree and the Jamésiens on Category III lands.

In other words, the objects of the Governance Agreement are:

- (a) to increase Cree governance and autonomy on Category II lands through the Cree Nation Government; and
- (b) to provide, for the first time, Cree participation in governance on Category III lands as equal partners with the Jamésiens in the Regional Government.

That does *not mean* that the Governance Agreement limits Cree rights on Category III lands. On the contrary, the Governance Agreement *expressly preserves Cree rights* under the JBNQA and the *Paix des Braves*.

As a result, the Governance Agreement does not affect Cree rights with respect to the Hunting, Fishing and Trapping Regime under Section 24 of the JBNQA. Nor does the Governance Agreement affect Cree rights under the Environmental and Social Protection Regime in Section 22 of the JBNQA, including the roles and jurisdictions of the various environmental bodies, such as the JBACE, COMEV, COMEX, COFEX and the HFTCC.

Again, the Governance Agreement does not affect Cree rights under the *Paix des Braves*, including under the Adapted Forestry Regime and concerning the responsibility of the Cree-Québec Forestry Board for Cree consultation regarding forest management activities.

As for land and resource planning on Category III lands, the Regional Government must consult the Cree Na-

tion Government and the Cree First Nations with regard to the preparation of the Regional Plan for Integrated Land and Resource Development (PRDIRT) for Category III lands. Québec must consult both the Regional Government and the Cree Nation Government in preparing the provincial public land use plan (PATP) for Category III lands.

### **Funding**

The Governance Agreement provides that the Crees and Québec are to negotiate the renewal of the five-year funding arrangements for the Cree Nation Government by October 31, 2017, failing which, the funding provided in 2017-2018 is to be renewed for the year 2018-2019. A request has been submitted to Québec to renew for the year 2018-2019 the funding provided to the Cree Nation Government under the Governance Agreement in 2017-2018. More recently, a request has been submitted to Québec for the renewal of the five-year funding for the Cree Nation Government under the Governance Agreement.

### **Review**

The Governance Agreement provides that its implementation will be reviewed after five years of its coming into force on July 24, 2012. Since work has been focussed on setting up the institutions and processes necessary to implement the Governance Agreement, the first five-year review has not yet been carried out. This matter has been recently discussed at the Cree-Québec Standing Liaison Committee.

### **Regionalization of Services**

#### **(a) Commission de la construction du Québec (CCQ)**

The Governance Agreement provides for the regionalization of certain Government of Québec services and offices. A first priority was the Commission de la construction du Québec (CCQ), with the objective of constituting a new CCQ region for the Eeyou Istchee James Bay territory. A special table has been established in this regard, with representation of the Cree Nation, the Jamésiens, the Government of Québec and the CCQ. This new CCQ region is vital to ensure fair access for Cree and Jamésien workers for jobs on construction projects in the region. Progress has been limited as some resistance has been encountered from the CCQ and trade unions.

#### **(b) Société de l'assurance automobile du Québec (SAAQ)**

Another priority for the regionalization of services is the Société de l'assurance automobile du Québec (SAAQ). At present, the SAAQ has no office or point of service in any of the Cree communities. Its only points of service are located in Chibougamau, Lebel-sur-Quévillon, Matagami and Radisson. The Cree Nation of Chisasibi has sought the support of the Regional Government for the establishment of a SAAQ office in Chisasibi, and the Regional Government has responded positively.

### **Cree – Inuit Working Table**

A Cree – Inuit Working Table has been established to discuss cooperation on matters of common interest.



These matters include:

- Mutually satisfactory governance arrangements with respect to the *Cree – Québec Governance Agreement*;
- Hunting, Fishing and Trapping Regime of Section 24 of the JBNQA;
- Priority in contracting and employment under Sections 28 and 29 of the JBNQA;
- Plan Nord.

The Grand Chief has met with the President of Makivik Corporation, former Senator Charlie Watt. They agreed to pursue the process to address matters of common interest to the Cree Nation of Eeyou Istchee and the Inuit of Nunavik.

### **CREE ECONOMIC, SOCIAL AND COMMUNITY DEVELOPMENT PLAN**

When Québec announced the *Plan Nord* in 2008, the Cree Nation decided to develop its own *Cree Vision of Plan Nord*, released in 2011. In the same way, the Cree Nation is now taking the initiative of preparing its own *Cree Economic, Social and Community Development Plan*. Work has begun on this plan. It will address in an integrated way the needs of the Cree Nations in the related fields of economic, social and community development. It will take into account the obligations of Canada and Québec in these areas under Section 28 of the JBNQA treaty. The draft plan will be shared with the Cree First Nations, Cree entities and other Cree stakeholders for their input.

### **CREE NATION HOUSING STRATEGY**

A clear relation exists between housing and economic, social and community development. The Cree Nation Government is now working on the Cree Nation Housing Strategy. This strategy will propose concrete, specific actions to increase the supply and quality of housing in the Cree communities. It will take into account the *Cree Economic, Social and Community Development Plan* as it advances.

The Grand Chief has raised with Premier Legault the desirability of a Cree-Québec partnership to implement the Cree Nation Housing Strategy, with special reference to the housing needs of Cree elders and persons with disabilities or special needs. The Cree Nation Housing Strategy is discussed in greater detail in this annual report under the heading Cree-Canada Relations.

### **CREE DEVELOPMENT CORPORATION**

The *Paix des Braves* provides for the creation of the Cree Development Corporation (“CDC”) to serve as one of the main vehicles for Cree economic development and investment. The CDC’s mandate includes:

- (a) supporting the long-term development of each Cree community;
- (b) developing Cree expertise in economic development and the management of development funds;
- (c) promoting job creation for the Cree in Eeyou Istchee;
- (d) making the Crees active partners of Québec in the economic development of Eeyou Istchee;

- (e) promoting and encouraging the creation and development of businesses and resources in order to stimulate economic opportunities for the Cree.

The Cree Nation sees the CDC as a strategic player in order to seize the opportunities that arise in Eeyou Istchee under the Plan Nord and other development initiatives. The CDC will make investments in key sectors, such as mining, forestry, energy and infrastructure, that will create wealth for the Cree as well as job and business opportunities for our people. The CDC will, when appropriate, partner with players in Québec finance and business to take advantage of investment opportunities.

Grand Chief Abel Bosum raised with Premier Legault at their meeting of December 10, 2018 the need to activate the CDC as a vehicle for Cree-Québec partnership in the economic development of Eeyou Istchee.

### **NORTHERN DEVELOPMENT**

#### ***Cree Vision of Plan Nord***

In response to Québec’s initial announcement of the Plan Nord in 2008, the Cree developed our own *Cree Vision of Plan Nord*. It outlines Cree conditions, expectations and priorities in relation to the Plan Nord. These include respect for Cree rights under the *James Bay and Northern Québec Agreement*, the *Paix des Braves* and the *Cree-Québec Governance Agreement*; meaningful Cree participation and benefits; compliance with the JBNQA environmental and social protection regime; environmental and social acceptability; and implementation of Cree Plan Nord priorities, including social housing, transportation, energy, training for Cree workers, tourism and protected areas.

#### **Special Cree – Québec Process**

The Grand Chief has reiterated to Premier François Legault the need to keep a special, high level Cree-Québec process to implement Cree development priorities for Eeyou Istchee. This special process falls under the Cree – Québec Standing Liaison Committee.

#### **Transportation Infrastructure**

At their meeting of December 10, 2018, the Grand Chief raised with Premier Legault the need for Quebec support and investment in the transportation infrastructure required for real economic development in Eeyou Istchee. This is particularly relevant for development of the mining sector. Certain mining projects have been delayed pending suitable transportation infrastructure, possibly including new rail links. The Cree Nation has indicated its openness to partnering with Quebec and with other First Nations in developing this transportation infrastructure.

The Cree Nation Government is working on a comprehensive plan to address the integrated development of infrastructure for transportation, communications, energy, mining and forestry in Eeyou Istchee in order to stimulate job creation and business opportunities for the Cree Nation.

## CONTRACTING AND TENDERING

The tender and contracting rules imposed under Québec legislation conflict at times with the Cree priority in contracts and employment provided for in Section 28 of the JBNQA. They also do not take account of the special status and autonomy of the Cree Nation under the JBNQA and of the special northern context of Eeyou Istchee.

The Grand Chief raised this matter with Premier Legault at their meeting of December 10, 2018. A proposal to establish a specific table to address these conflicts where key issues and priorities related to this may be addressed was received positively by the Premier. Discussions with a view to giving effect to Cree priority under Section 28 of the JBNQA will begin imminently. The Cree team will be consulting with key Cree stakeholders as this work progresses.

## ENERGY

The Cree Nation Government is following closely the orientations of the Government of Québec and Hydro-Québec regarding energy development in Northern Québec, including the effects of proposed energy exports to New England and New York. The Grand Chief has discussed this matter with Premier François Legault and with Hydro-Québec CEO Éric Martel.

## FORESTRY

### *Agreement to Resolve the Baril-Moses Forestry Dispute*

On February 7, 2002, the Crees and Québec signed, in parallel with the *Paix des Braves*, the “Baril-Moses Agreement”. This Agreement extended many of the forestry provisions of the Adapted Forestry Regime created by the *Paix des Braves* onto the Cree traplines east of the boundaries of the *James Bay and Northern Québec Agreement*.

On July 13, 2015, the Crees and Québec signed the *Agreement to Resolve the Baril-Moses Forestry Dispute*. This Agreement provides for the implementation of the Baril-Moses forestry standards in the affected territory until June 30, 2020. For the period after July 1, 2020, Québec and the Cree will work together on possible improvements of these standards.

The Agreement provides for certain funding by Québec for the enhancement of Cree traditional activities as well as for the implementation of the Collaborative Forestry Management Regime set out in sections 66 and 67 of the *Cree-Québec Governance Agreement*.

The Agreement establishes the Broadback River Protected Area as a biodiversity reserve with an area of 9,134 square kilometers. This measure will help to protect environmentally sensitive areas, including woodland caribou habitats. A joint Cree-Québec task force will work to identify possible additional protected areas in the JBNQA Territory.

On February 7, 2018, Québec adopted Order in Council 72-2018, which approved the establishment of temporary protected status for the proposed biodiversity reserve of Chisesaakahikan-Broadback River, aquatic riv-

er reserve of Waswanipi Lake and biodiversity reserve of Assinica as well as the preparation of conservation plans for these areas.

The *Baril-Moses Resolution Agreement* also commits Québec to work with stakeholders, including the Crees, for the recovery of woodland caribou habitat and regarding the precautionary approach for the interim protection of woodland caribou habitat.

The Agreement provides that the Innu of Mash-teuiatsh (also known as the First Nation of Pekuakamiulnuatsh) may participate in the processes regarding forestry standards and woodland caribou if they wish to do so. The Pekuakamiulnuatsh Nation has confirmed its participation in the Cree-Innu-Québec joint forestry working group to propose consensual measures on forestry in the Baril-Moses territory. The Cree Nation Government and the Pekuakamiulnuatsh Nation have also agreed to work together to propose measures related to matters such as the designation of the territory, territorial reference units, areas of special interest, forest areas of wildlife interest and closing of forest roads.

The Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government undertook in the *Baril-Moses Resolution Agreement* not to oppose the environmental authorization of certain forestry access roads, subject to certain conditions, including the independence of the environmental assessment bodies, Cree individuals and Cree entities in the review process.

Québec undertook to provide funding to support Cree traditional activities and the implementation of the Collaborative Forestry Management Regime mentioned in the *Cree-Québec Governance Agreement* of July 2012. Finally, the Cree undertook to discontinue the legal proceedings taken against Québec and certain forestry companies.

The *Baril-Moses Resolution Agreement* is significant as it aims to secure the harmonization of forestry operations with Cree hunting, fishing and trapping activities in the Baril-Moses area. It provides a process for the Cree and Québec to work together on forestry measures to ensure this harmonization over the long term.

### *Forestry Harmonization Agreement*

In June 2009, Québec tabled new forestry legislation, the *Sustainable Forest Development Act* (Bill 57), to the National Assembly. The purpose of this Bill was to reform the forestry regime as of 2013. Québec felt it was necessary to plan this reform ahead in order for the changes to be reflected in the planning scheduled to take effect on April 1, 2013.

The *Cree - Québec Governance Agreement* contains measures relating to the harmonization of the Adapted Forestry Regime and the *Sustainable Forest Development Act*. It also provides for the establishment of a collaborative forestry management regime on the territory mentioned in Chapter 3 of the *Paix des Braves*.

The *Baril-Moses Resolution Agreement* also provides for negotiations between the Cree and Québec in order to conclude an agreement respecting the harmonization of the Adapted Forestry Regime set out in Chapter 3 of the *Paix des Braves* and the *Sustainable Forest Development Act*.





Negotiations took place between Québec and the Cree on the proposed Forestry Harmonization Agreement in consultation with the Chiefs and the members of the Joint Working Groups of the Cree communities of Mistissini, Ouje-Bougoumou, Waswanipi, Waskaganish and Nemaska. A draft *Consolidated Forestry Harmonization Agreement* was prepared including the following elements:

- (a) an Agreement amending the *Paix des Braves* in order to replace the existing Cree Adapted Forestry Regime by a new one;
- (b) a new *Paix des Braves* Chapter 3 and new Schedules thereto;
- (c) through a new Complementary Agreement to the JBNQA, amendments to Section 30A of the JBNQA which incorporates the Cree Adapted Forestry Regime into the JBNQA; and
- (d) amendments to the Confidentiality Agreement between Québec and the Cree to ensure that the Cree traditional knowledge shared during the preparation phase of the forest planning is kept confidential.

Consultations were held between October 2015 and April 2016 between the Cree Nation Government Forestry Team, led by Abel Bosum and Isaac Voyageur, and the Chiefs and Joint Working Group members of the Cree communities of Mistissini, Ouje-Bougoumou, Waswanipi, Waskaganish and Nemaska to review the proposed *Consolidated Forestry Harmonization Agreement*. Community assemblies were also held in this regard.

On April 22, 2016, Board/Council of the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government adopted Resolution 2016-12 approving the *Consolidated Forestry Harmonization Agreement* and authorizing its signature subject to the finalization of certain documents and to other potential improvements. Certain improvements in the *Consolidated Forestry Harmonization Agreement*, including some suggested by the Cree communities, were agreed with Québec in 2016-2017.

As of February 2018, the Cree and Québec have signed Amendment No. 6 of the *Paix des Braves* to replace Chapter 3 dealing with the Cree Adapted Forestry Regime, Complementary Agreement No. 25 to amend Section 30A of the JBNQA dealing with the Forestry Regime and a new Confidentiality Agreement to protect Cree traditional knowledge.

Complementary Agreement No. 25 came into force in March 2019. Québec representatives have indicated that Amendment No. 6 to the *Paix des Braves* will soon be published in the *Québec Official Gazette*. The Cree Nation Government has submitted to Québec proposed amendments to the *Sustainable Forest Development Act* in order to implement Amendment No. 6 of the *Paix des Braves*.

### **Collaborative Forestry Management Regime**

The *Cree-Québec Governance Agreement* provides for the establishment of a collaborative management regime for the forestry resources on the Category II lands situated in the territory contemplated by Chapter 3 of the *Paix des Braves*. This collaborative management regime

will consist of collaboration between Québec and the Cree Nation Government in order to develop the integrated forestry management plans concerned.

This collaboration has as its objectives to ensure that Cree interests and concerns are taken into account, to determine local objectives for the sustainable development of forests and to agree on measures for the harmonization of uses. This collaboration shall be carried out after the consultations by the Cree Nation Government with the Cree tallymen and other Cree stakeholders concerned.

The collaborative management regime will proceed in two five-year phases. During the first five-year phase, Québec shall assume primary responsibility for forestry planning and management, while involving the Cree Nation Government and providing it with financial and technical support to develop additional forestry planning and management capacity. During the second five-year phase, the Cree Nation Government shall assume primary responsibility for forestry planning and management, with the technical and financial support of Québec.

The *Baril–Moses Resolution Agreement* provides for funding by Québec for the implementation of the Collaborative Forestry Management Regime set out in the Governance Agreement over the five years 2016–2017 to 2020–2021. The Agreement also provides for the negotiation of successor agreements regarding funding for implementation of the Collaborative Forestry Management Regime for the five-year period 2021–2026 and then the ten-year period 2026–2036.

The Cree Nation Government is working towards the establishment of the structures required to carry out the forestry planning and management work.

### **Cree Traditional Activities Enhancement**

The *Baril–Moses Resolution Agreement* provides that Québec and the Cree Nation Government shall each make annual contributions under the *Agreement regarding Cree Traditional Activities Enhancement* concluded on July 11, 2013 for the five-year period 2016–2017 to 2020–2021. They are to work together to develop guidelines concerning eligible uses and activity reports in respect of the funding provided for under the Enhancement Agreement. The parties are also to negotiate by April 1, 2020 a successor agreement to the Enhancement Agreement, taking into account the average funding level provided for in previous years.

### **PADF Agreement**

The Cree Nation Government and the Minister of Forest, Wildlife and Parks signed in early 2018 the *Delegation Agreement for Management of the Sustainable Forest Development Program of the Ministère des Forêts, de la Faune et des Parcs in the Nord-du-Québec Region* (PADF Agreement) for the period 2015–2018.

The purpose of the 2015–2018 PADF Agreement was to delegate to the Cree Nation Government the management of the PADF program, and to provide it with related funding.



The funding could be used to carry out activities related to the preparation of integrated forest management plans and related consultations, as well as for targeted interventions such as silvicultural work, multipurpose roads, activities designed to promote forest management and wood processing. An action plan was approved with respect to the use of the funding. The Cree Nation Government has entered into discussions with Québec for the period after 2018.

### Forestry Access Roads

After the signature of the *Baril-Moses Resolution Agreement*, Québec reactivated the environmental assessment of forestry access roads “H-West” and “I” under Section 22 of the JBNQA. These proposed roads are located south of the Broadback River on Category III lands and would affect five traditional Cree family territories, or “traplines”, of the Cree community of Waswanipi.

The COMEX panel carried out the environmental assessment of the roads in accordance with the process set out in Section 22 of the JBNQA. Key elements of this assessment were the social acceptability of the roads project, the protection of threatened woodland caribou in the Broadback River basin and potential impacts on fish spawning sites.

These concerns were reflected in nine conditions that COMEX set out in the certificate of authorization for construction of the roads. Waswanipi officials have been working with the proponent to ensure that these conditions are fulfilled prior to the finalization of the road alignment and its construction. This certificate of authorization also placed firm limits of the roads’ length to ensure that they will not compromise Waswanipi’s proposed Mishigamish protected area. Members of the Environment and Remedial Works Department of the Cree Nation Government have been assisting Waswanipi and COMEX in these efforts.

The conditions also address the scheduling of construction activities during appropriate seasons in order to minimize impacts on wildlife. It is expected that the road construction will begin in the summer of 2019.

### Woodland Caribou

Québec released a summary “Woodland Caribou Habitat Stewardship Action Plan” in April 2016. The plan is in outline form, and it requires direct consultations with the Cree Nation Government to identify details of how this approach would apply in Eeyou Istchee.

A Partners Table has been established with representation from the Government of Québec, Indigenous peoples, including the Cree, municipalities and industry, to address implementation of the “Woodland Caribou Habitat Stewardship Action Plan”. Progress to date at this table has been modest, save with respect to the Broadback River Protected Area.

In addition, a Cree-Québec working table was initiated in March 2018 with representatives of the Environment and Remedial Works Department of the Cree Nation Government and MFFP with a mandate to explore various protection scenarios that could be applied in the Territory.

## ENVIRONMENT AND PROTECTED AREAS

### Cree – Québec Table on the Environment and Protected Areas

The *Baril-Moses Resolution Agreement* establishes the Broadback River Protected Area as a biodiversity reserve with an area of 9,134 square kilometers. This measure will help to protect environmentally sensitive areas, including woodland caribou habitats.

The *Baril-Moses Resolution Agreement* calls for a process to identify possible additional protected areas in the JBNQA Territory. It has been agreed at the Standing Liaison Committee to establish a special joint Cree – Québec Table on the Environment and Protected Areas. This Table is to act as a high-level forum to discuss any issues related to the environment and protected areas in the Eeyou Istchee-James Bay Territory. It is to carry out its functions under the Standing Liaison Committee, and is not to duplicate the functions of the environmental bodies established under Section 22 of the JBNQA.

Terms of reference have been developed for this Table on the Environment and Protected Areas and submitted to Environment Québec. As proposed by the Cree, this Table could address the following matters, among others:

- (a) implementation of Cree Regional Conservation Strategy;
- (b) identification of additional protected areas;
- (c) relationship between protected areas and the fight against climate change, including the potential use of the boreal forest for sequestration of atmospheric carbon dioxide and for carbon storage;
- (d) implementation of measures for the recovery of woodland caribou habitat and of the precautionary approach for the interim protection of woodland caribou habitat;
- (e) integrated management mechanism for water resources on the basis of hydrological units, including watersheds, sub-watersheds and groups of watersheds;
- (f) environmental emergency communications protocol;
- (g) such other matters as Québec and the Cree Nation Government may agree upon from time to time.

This table met in May and November 2018. At the November 2018 meeting, the Cree Nation Government presented various community proposals for protected areas in Eeyou Istchee.

On February 7, 2018, Québec adopted Order in Council 72-2018, which approved the establishment of temporary protected status for the proposed biodiversity reserve of the Chisesaakahikan-Broadback River, the aquatic river reserve of Waswanipi Lake and the biodiversity reserve of Assinica as well as the preparation of conservation plans for these areas.

### Gazoduq Pipeline Project

On November 22, 2018, the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government received a project notification from Gazoduq Inc. concerning the

proposed construction of a natural gas pipeline of approximately 750 km that would extend from northeastern Ontario to a future natural gas liquefaction, storage and export facility in Saguenay, Québec. The construction phase is currently planned to begin in early 2022 and Gazoduq aims to complete the pipeline by the end of 2024.

The preliminary study area that is being analyzed for the construction of the pipeline appears to pass through Cree traditional territory, in the “rights area” of the territory claimed in the context of the Ontario title and aboriginal rights legal proceedings and through the southern edge of the Waswanipi traplines known as the “Senneterre traplines”.

On January 18, 2019, the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government notified Louis Bergeron, President of Gazoduq Inc., that this project engaged both the federal and provincial environmental and social impact assessment and review processes set out in Section 22 of the JBNQA as well as the constitutional duty of the Governments of Canada, Québec and Ontario to consult and accommodate the Cree Nation of Eeyou Istchee. To date, Gazoduq has failed to respond to this communication.

On February 4, 2019, the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government notified both provincial and federal authorities of the applicability of Section 22 of the JBNQA to the Gazoduq project. On April 4, 2019, the Minister of Natural Resources of the Government of Canada, Amarjeet Sohi, responded that the Cree Nation of Eeyou Istchee would be included in the consultation process prepared by his ministry, but that the issue of the application of Section 22 of the JBNQA fell within the purview of his colleague, Catherine McKenna, Minister of Environment and Climate Change.

On May 2, 2019, Marie-José Thomas, Associate Secretary General of the Secrétariat aux Affaires autochtones, responded that Québec takes the position that Section 22 of the JBNQA does not automatically apply to the Senneterre traplines, but that it appears that the preferred planning area for the preliminary route for this project would be established south of the Senneterre traplines in the event of the project’s authorization.

Recent correspondence from Gazoduq suggests that the proposed pipeline route may pass to the south of the Senneterre traplines. The Cree Nation Government is closely monitoring this matter with a view to protecting Cree rights under Sections 22 and 24 of the JBNQA.

## HEALTH AND SOCIAL SERVICES

### Health Agreement and Funding Framework

A Health Agreement and Funding Framework was signed with Québec on August 16, 2012 for the period 2013-2018, for operations, and 2013-2020, for capital. It permitted further improvements to health and social services and facilities for the Cree of Eeyou Istchee. The Cree Board of Health and Social Services of James Bay is continuing to implement this Health Agreement.

Under the leadership of Chairperson Bella Moses Petawabano and Executive Director Daniel St-Amour, the Cree Health Board is in discussions with the Ministry of Health

and Social Services regarding a successor Health Agreement and Funding Framework for the period 2019-2024. As these negotiations relate to the treaty rights of the entire Cree Nation under Section 14 of the JBNQA, they are being conducted in coordination with the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government.

This draft Agreement provides for the further development by the Cree Health Board of health and social services and the execution of capital projects for the Cree communities. The discussions have progressed well, and it is expected that this Agreement will be signed in the near future.

For an overview of the services and organization of the Cree Health Board, please consult its most recent annual report, for 2017-2018, available online.<sup>1</sup>

### Chisasibi Hospital Infrastructure

In the context of the proposed 2019-2024 Health Agreement and Funding Framework, the Cree Health Board is planning the construction of a major new regional health and social service complex Chisasibi. This complex will include a new hospital centre, administrative centre and long-term care facility. It will provide essential health and social services for “Region 18”, the health and social services region under the jurisdiction of the Cree Health Board.

### Women’s Shelters in Waswanipi and Waskaganish

The Cree Nation Government and the Cree Health Board are committed to addressing the issues of family violence and violence against women in the Cree communities. In the past, the lack of dedicated women’s shelters and related programs and services in Eeyou Istchee obliged a number of Cree women to seek shelter outside Cree communities.

The Cree Nation Government and the Cree Health Board are working together with the Ministry of Health and Social Services and other key stakeholders to make available to Cree women in Eeyou Istchee the required prevention and intervention programs and services, as well as adequate facilities, including two women’s shelters, one in Waswanipi and the other in Waskaganish.

The women’s shelters Piipiichaa Uchishtuun (Robin’s Nest) were officially inaugurated in Waswanipi on September 25, 2017 and in Waskaganish on November 20, 2018. Both of these facilities are now operational and offer services and healing methods based on Cree traditions and values, while respecting individual beliefs, for women and their children who experience domestic violence.

These women’s shelters form part of a wider range of measures to address domestic violence and its impacts on women and families. Shelters offer immediate relief and can help in the medium and longer term, but they need to be combined with other measures as well. A coordinated effort is required by all stakeholders to implement such measures, programs and services and to address domestic violence through education and sensitisation.

1 <http://www.creehealth.org/sites/default/files/CBHSSJB%20AR%202017-2018%20FINAL%20EN.pdf>.



Inauguration of Women's Shelter in Waskaganish

### Youth Centre in Mistissini

Upon the recommendation of the Cree-Québec Judicial Advisory Committee, the Cree Health Board and the Cree Nation Government Department of Justice and Correctional Services are working together to establish a new Regional Youth Healing Facility in Mistissini. Construction is nearly completed and the new facility is expected to be officially opened and become operational in the course of 2019.

The Regional Youth Healing Facility forms part of a larger plan, which includes a group home, a camp for the bush program, and healing homes. The services to be provided in the new facility will be adapted to different youth, including boys, girls, and youth subject to various measures under the *Youth Protection Act* (Québec) or the *Youth Criminal Justice Act* (Canada), taking into account the different types and level of behavior issues. This facility is designated as a “youth custody facility” for the purposes of the *Youth Criminal Justice Act*.

Under the terms of a Framework Agreement signed in 2016, the Cree Nation Government assumed responsibility for the construction of the new facility and the Cree Health Board will operate and maintain it and provide the required youth healing and protection services.

### Non-Insured Health Benefits

The Cree Health Board has continued discussions with the Ministry of Health and Social Services (MSSS) in 2018-2019 on optimizing administration of the Non-Insured Health Benefits (NIHB) Program, including eligibility of certain expenses relating to the delivery of NIHB services. The Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government is following this file as it affects Cree Nation treaty rights under Section 14 of the *James Bay and Northern Québec Agreement*.

### Legislative Review

The Cree Health Board is reviewing its governing legislation, the *Act respecting health and social services for Cree Native persons*,<sup>2</sup> with a view to modernizing it and taking account of developments in health and social service legislation over the past 25 years. As this matter affects Cree Nation rights under Section 14 of the *James Bay and Northern Québec Agreement*, the Cree Health Board is coordinating this work with the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government.

This process was initiated in 2016-2017 with the tabling of specific legislative amendments to promote the inclusion of Cree traditional healing methods and nutrition within the Cree Health Board. Technical amendments were also proposed at that time to modernize the complaints regime and to bring it more into line with the rest of the health and social services network, with the adaptations required for the Cree context.

The law of general application elsewhere in Québec, the *Act respecting health services and social services*,<sup>3</sup> is in the process of being consolidated and amended due to significant legislative changes in recent years. Once this revision is carried out, it is expected that the work on the modernization of the *Act respecting health and social services for Cree Native persons*, and related discussions with Québec, will proceed.

The Cree Health Board has invited the new Minister of Health and Social Services, Madame Danielle McCann, to visit Eeyou Istchee, among other things, in order to visit the Board's operations, services and facilities and to discuss the legislative amendments proposed by the Board.

### EDUCATION

The newly elected Chairperson of the Cree School Board, Dr. Sarah Pash, took office on September 5, 2018, replacing outgoing Chairperson Kathleen Wootton. Before taking office, Dr. Pash had completed a Doctorate in Education with a specialization in First Nations Student Success in 2014. She also served as Executive Director of the Aanischaaukamikw Cree Cultural Institute in Ouje-Bougoumou. Dr. Pash is committed to making the Cree School Board more present in the communities and improving the graduation rate.

The term of the current Funding Rules of the Cree School Board expires with the current school year 2018-2019. Discussions are taking place with Québec and Canada on the successor Funding Rules for the Cree School Board for the next five-year period of school years 2019-2020 to 2023-2024. These discussions are paying special attention to Adult Education and Teacher Training as sectors requiring significant catch-up. As these negotiations relate to the treaty rights of the entire Cree Nation under Section 16 of the JB-NQA, they are being conducted jointly by the Cree School Board, under the leadership of Director General Abraham Jolly, and the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government, represented by Bill Namagoose.

<sup>2</sup> CQLR, c. S-5.

<sup>3</sup> CQLR, c. S-4.2.

Please consult the website of the Cree School Board for additional information on its activities and priorities, including its Strategic Action Plan.<sup>4</sup>

### CHILDCARE SERVICES

A multi-year *Child Services Agreement* was concluded between the Cree and Québec on February 11, 2014. Among other things, it provided for a greater regional governance role for the Cree Nation Government and increased delegation of powers from the Ministry of Families to the Cree Nation Government, including for the allocation of funding to Cree childcare centres according to Cree Nation Government standards.

This *Childcare Services Agreement* also provided for increased funding to account for the Cree context. The increase in funding for Cree childcare centres has helped to implement northern allowances to attract and retain qualified and competent personnel. In addition, the *Childcare Services Agreement* secured support from the Government of Québec for the expansion of the childcare facility in Wemindji.

The Cree Nation Government and Québec recently began discussions for the next Childcare Services Agreement for the period 2019-2024. Québec continues to provide funding for childcare services in Eeyou Istchee, in line with the previous agreement, pending negotiation of this new agreement.

### EYYOU EENOU POLICE FORCE

#### New Police Director

Mr. David Bergeron has been appointed the new Police Director of the Eeyou Eenou Police Force (“EPPF”) further to a unanimous decision of the Board/Council of the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government on a recommendation duly made by the selection committee. Mr. Bergeron was sworn in as Police Director by Deputy Grand Chief Mandy Gull on March 28, 2018.

#### Funding

On September 25, 2014, the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government, Canada and Québec concluded the *Eeyou-Eenou Police Funding Agreement* for the period from April 1, 2014 to March 31, 2018. The terms of this Agreement are essentially the same as for the previous Funding Agreement from 2008-2009 to 2012-2013, as extended for 2013-2014.

On November 26, 2018, the Cree Nation Government, Québec and Canada concluded, in accordance with Section 19 of the JBNQA, a significant tripartite agreement concerning the operational funding of the Eeyou Eenou Police Force for the period from April 1, 2018 to March 31, 2028.

However, the parties required more time to finalize discussions on various financial matters, including funding for major capital and the transport of accused persons. At the time, it was agreed that the parties would pursue negotiations on these matters with the objective of reaching an agreement by March 31, 2019.

In accordance with these provisions, the Grand Council of the Crees (Eeyou Istchee)/Cree Nation tabled its proposal for funding for major capital and transportation of accused persons in December 2017. To date, neither Québec nor Canada has provided the Cree with any substantive response to this proposal. The Cree Nation Government is following this file in order to protect Cree treaty rights under Section 19 of the JBNQA.

### Unionization

On December 1, 2015, the Canadian Union of Public Employees (CUPE) filed an application with the federal Canada Industrial Relations Board (CIRB) for union certification of certain members of the EEPF.

However, in October 2015, the Federal Court of Appeal held in the *Nishnawbe-Aski Police Services Board* decision that the labour relations of the Nishnawbe-Aski police services, a First Nations police force, fall under provincial jurisdiction. On April 7, 2016, the Supreme Court of Canada dismissed the application for leave to appeal this decision. In the result, the decision of the Federal Court of Appeal affirming provincial jurisdiction over First Nations police forces remains unchanged.

In view of the *Nishnawbe-Aski* decision, the CIRB asked the parties to submit their positions as to its application to the present matter. In its decision of August 12, 2016, the CIRB accepted the position of the Cree Nation Government and dismissed the application for certification of CUPE.

The Association of Eeyou Eenou Police Officers then filed a notice in certification under Québec labour relations legislation with the Labour Administrative Tribunal to represent all the police officers who were employed with the EEPF. The Union was certified to represent the constables. On January 9, 2018, the Administrative Labour Tribunal rendered a decision concluding that the EEPF lieutenants were representatives of the employer and were therefore excluded from the bargaining unit, along with the other higher members of the chain of command.

As for the employees who do form part of the bargaining Union, the parties have concluded negotiations on a first Collective Agreement, and the agreement is expected to be signed shortly.

### Modalities Agreement, Court Security and Education Issues

- Cree-Québec discussions are underway regarding:
- (a) the renewal of the Modalities Agreement, which relates to the EEPF’s primary jurisdiction, the level of its police services and hiring requirements of its police officers; and
  - (b) certain training components for future officers as well as other issues, such as the provision of Court security.

### FIREARMS REGISTRATION

In December 2015, Québec introduced a new bill on firearms registration, Bill 64, the *Firearms Registration Act*. Bill 64 requires that non-restricted firearms in Québec,

<sup>4</sup> <https://www.cscree.qc.ca/en>.



essentially rifles and shotguns, be registered and it establishes related rules.

In April 2016, former Grand Chief Dr. Matthew Coon Come and the former President of the Cree Trappers' Association (CTA) presented the brief of the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government on Bill 64 to the Committee on Institutions of the National Assembly. The brief sets out the following positions:

- (a) the Cree oppose any legislation, including Bill 64, that could limit Cree Aboriginal and treaty rights, including any unreasonable restriction on Cree hunting, fishing and trapping rights under Section 24 of the JBNQA;
- (b) concerns for public security and safety in relation to firearms must be balanced with the constitutionally protected treaty rights of the Cree Nation, including hunting, fishing and trapping rights;
- (c) the Cree are open to the establishment of a provincial firearms registry, *provided that* it is adapted to fully respect Cree rights and the realities of the Cree hunting culture;
- (d) this adaptation may require specific modalities or exemptions for the Cree, and other mechanisms relating to the implementation of this registry in the Cree context;
- (e) all of these measures should be considered through a special Cree-Québec technical table as well as by the Hunting, Fishing and Trapping Coordinating Committee ("HFTCC").

Bill 64 was passed by the National Assembly in June 2016, and came into force as the *Firearms Registration Act* on January 29, 2018. Under the Act, a person who owned a non-restricted shotgun or rifle on that date had one year, until January 29, 2019, to register it.

Further to the recommendation of the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government, a special Cree-Québec technical table was established in early 2018 to consider special modalities for the Cree. These discussions resulted in a recent agreement between Québec and the Cree Trappers' Association (CTA), for Québec to provide funding and other support to the CTA so that it could help Cree hunters to register their firearms.

The Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government is continuing these discussions with Québec, in collaboration with the CTA. They will also follow up with the HFTCC regarding this matter, particularly with the representatives of the "Native" parties (Cree, Inuit and Naskapi) in order to address outstanding issues, including the issue of seizure of unregistered firearms by peace officers.

### **CREE CUSTOMARY ADOPTION AND YOUTH PROTECTION MATTERS**

A Working Group on Aboriginal Customary Adoption reviewed various options in order to clearly reflect the legal effects of Indigenous customary adoption in Québec legislation. This Working Group included a representative of the Grand Council of the Crees (Eeyou Istchee)/

Cree Nation Government and the Cree Health Board, along with representatives from other Indigenous organizations and from Québec.

In April 2012, the Working Group completed its final report, which influenced legislative bills proposing amendments to the Québec adoption regime, including legal effects of certain customary adoptions. Cree participation in the Working Group, in collaboration with other Indigenous organizations, helped to shape these legislative proposals, which were tabled successfully in the National Assembly.

After two previous bills "died on the order paper" with the calling of elections, a third legislative bill, Bill 113 (2017) was passed by the National Assembly in June 2017. This bill included amendments to also address temporary forms of customary guardianship (referred to in the legislation as "Aboriginal customary tutorship").

Bill 113 was enacted in 2017, but its provisions regarding Indigenous customary adoption and guardianship only came into force in June 2018. Even when these provisions are in force, they do not automatically apply to Indigenous Nations and communities. Their application requires a given Nation or community to "opt-in" to the regime by officially designating its "competent authority". Within the framework set out in the legislation, it is up to Indigenous communities and Nations to decide *how* to implement it for their respective milieu.

A Cree Customary Adoption Working Group, made up of representatives of Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government and the Cree Health Board, was set up in 2017. It considered and made recommendations, regarding implementation of this important legislation in the Cree context. In parallel, discussions regarding implementation were carried out with Québec and other Indigenous groups.

A combined regional-local approach for this regime was proposed for Eeyou Istchee, further to consultations with the Cree First Nations and regional Cree entities from late 2017 until early 2019. Based on these proposals, in January 2019, the Board/Council of the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government designated the Cree Nation Government to act as the "competent authority", effective June 1, 2019, to certify certain Cree customary adoptions and guardianships.

The Cree Nation Government intends to implement this certification process as of the Summer/Fall 2019, working closely with local committees set up by interested Cree First Nations and also collaborating with the Cree Health Board, for the benefit of Cree children, families and communities.

### **RECONFIGURATION AND FINAL LAND DESCRIPTIONS FOR CREE COMMUNITIES**

Two tables have been established with the Government of Québec concerning Cree land issues:

- (a) One table deals with determining the final land descriptions for Cree Category I and II lands with a view to incorporating such final descriptions into the JBNQA and pertinent legislation;

- (b) Another table created pursuant to section 4.18 of the *Paix des Braves* concerns the reconfiguration of the Category I lands of Waskaganish, Waswanipi and Nemaska following the abandonment of the N.B.R. Complex.

Changes to Section 4 of the JBNQA and to other related provisions of the JBNQA will be made in order to incorporate the final territorial descriptions of the Cree Category I lands. The recent focus has been on the land reconfiguration of Waswanipi, and to some extent, Nemaska and Waskaganish pursuant to section 4.18 of the *Paix des Braves*. The plan is to finalize these land reconfigurations first in order to include them in the final territorial descriptions of Section 4 of the JBNQA.

The experience with respect to the Ouje-Bougoumou / Mistissini land transfer should pave the way for a process to achieve these land reconfigurations and final descriptions.

**OUJE-BOUGOUMOU RECOGNITION AND MISTISSINI LANDS**

Complementary Agreement No. 22 and the Final Agreement were signed in Ouje-Bougoumou on November 7, 2011. Complementary Agreement No. 22 received its final signature on February 3, 2012 and came into force during the year 2012-2013. These agreements have the effect of legally securing the status of Ouje-Bougoumou as a Cree First Nation under the JBNQA and related legislation, with

the same powers, rights and responsibilities as other Cree First Nations, subject to a transitional period necessary to allow for the transfer of lands and the coming into force of amendments to the *Cree-Naskapi (of Québec) Act*.

The *Act to amend the Cree-Naskapi (of Québec) Act*, adopted in 2009, amended the *Cree-Naskapi (of Québec) Act* in order, among other things, to recognize Ouje-Bougoumou as a Cree Band. These amendments came into force on May 15, 2014, the date on which land was formally set aside by the Governor in Council as Category IA land for the exclusive use and benefit of Ouje-Bougoumou pursuant to the Complementary Agreement.

The Grand Council of the Crees (Eeyou Istchee) and the Cree Nation of Mistissini concluded negotiations with Québec and Canada and, in September 2013, signed with Québec the *Final Settlement Agreement Related to the Transfer of Certain Lands from Mistissini to Québec*. This Agreement provides for a specific process and schedule which will result in the adjustment by Mistissini of certain Category I and II lands in consideration of the allocation by Québec of an equivalent area of lands to Ouje-Bougoumou through Complementary Agreement No. 22 and in consideration of financial provisions. The Agreement does not contemplate or affect in any way the claim in respect of the Mistissini hunting territories lying to the east of the Height of Land.

The Cree Nation Government, Québec and Canada are in regular communications in order to conclude the land transactions needed to finalize the land transfers. The process is going well and certain land transactions



November 5, 2018, a “Kick Start” Meeting between the Eenou (Cree Nation Government, Mistissini, Ouje-Bougoumou) and Innu Nation (Mashteuiatsh) to implement the Agreement signed between the parties on June 21, 2018.

were executed during 2019. Certain Québec legislation remains to be amended in order to reflect the incorporation of Ouje-Bougoumou into the JBNQA.

## RELATIONS WITH OTHER INDIGENOUS NATIONS IN QUÉBEC

Paul John Murdoch and Tina Petawabano have assumed responsibility, under the direction of the Grand Chief, for relations between the Cree and other Indigenous Nations in Québec.

### Innu of Mashteuiatsh

By way of background, the Innu of Mashteuiatsh (Pekuakamiulnuatsh Nation), their Chief and Band councillors had filed proceedings against Canada and Québec for recognition of their aboriginal rights over an area they claimed as their traditional territory, and for \$750 million in damages for various alleged infringements of their aboriginal rights. These proceedings were discontinued.

A Cree–Mashteuiatsh Table was established to address mutual recognition of certain rights and joint management of certain specific sectors, resources and traditional activities, forestry management standards, with special attention to the protection of wildlife habitat, economic development and certain other matters. These discussions were carried out in close consultation with the Cree Nations of Mistissini and Ouje-Bougoumou.

On June 21, 2018, the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government, the Cree Nation of Mistissini and the Cree Nation of Ouje-Bougoumou signed the resulting Agreement with the Pekuakamiulnuatsh Nation.

### 2004 Atikamekw Proceedings

In February 2004 the First Nations of Opitciwan, Wemotaci and Manawan, as well as the Council of the Atikamekw Nation, and several Chiefs and council members filed a law suit against Canada and Québec. The area claimed by the Atikamekw in the JBNQA territory includes a large segment of the southern traplines of Ouje-Bougoumou, as well as a large segment of the southern traplines of Waswanipi. It also includes certain Senneterre Cree traplines.

The Atikamekw asked the Court, in particular, to declare that the JBNQA and its implementing legislation did not extinguish the Aboriginal claims of other Nations. Alternatively, if their rights were extinguished, the Atikamekw claimed damages.

The Grand Council of the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government and the Grand Chief intervened in this case to ensure that the Grand Council/Cree Nation Government be a full party to any negotiations and to reserve rights of the Cree inside and outside of JBNQA territory.

Court proceedings have been suspended by the Atikamekw and Québec since 2007, with Cree consent, in order to attempt to negotiate a settlement of the case. The suspension was set to expire in May 2012 but other options, such as a discontinuance of the proceedings, have been the subject of discussions.

The Atikamekw have expressed the desire to discontinue these legal proceedings on the following conditions:

- (a) Québec and Canada, as defendants, as well as the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government, Hydro-Québec, the James Bay Energy Corporation and the James Bay Development Corporation, as intervenors, agree that the discontinuance will be without costs;
- (b) the parties agree to renounce to the prescription acquired and the benefit of time elapsed as of December 30, 2003.

Although the parties reviewed this possibility as well as the terms of a proposed agreement in this regard, there has been little movement in this respect over the past years.

### 2019 Atikamekw of Opitciwan proceedings

On January 21, 2019, the Atikamekw of Opitciwan, filed a claim in the Superior Court seeking recognition of Aboriginal title and aboriginal rights over an area of approximately 26,360 square kilometers (2019 Atikamekw Proceedings). The claim area in these proceedings overlaps with the JBNQA territory and the territory covered by the *Baril-Moses Agreement*.

The 2019 Atikamekw Proceedings are separate from the 2004 Atikamekw Proceedings, discussed above, but the areas claimed in both actions are very similar.

In the 2019 Atikamekw Proceedings, the Atikamekw take the position that they never ceded their aboriginal title or rights on their traditional territory, including the part included within the JBNQA territory. The Atikamekw also take the position that the “extinguishment clause” of subsection 3(3) of the federal *James Bay and Northern Québec Native Claims Settlement Act* has no effect on their rights over their territory and that any unilateral extinguishment of rights by Québec and Canada should be deemed inoperative and unconstitutional with regard to the Atikamekw.

The Atikamekw claim that one of the main breaches of their rights by Québec and Canada was the negotiation with other Indigenous nations and the recognition of the rights of such nations in connection with their traditional territory, including by way of constitutionally protected treaties and agreements.

On March 8, 2019, the Grand Council of the Crees (Eeyou Istchee), the Cree Nation Government and Grand Chief Dr. Abel Bosum filed an intervention in the 2019 Atikamekw Proceedings. Although initially opposed, the intervention was granted by the Superior Court on May 16, 2019. The 2019 Atikamekw Proceedings are currently at the case management stage.

### Innu of Takuikan Uashat Mak Mani-Utenam

The Innu of Uashat are seeking numerous declarations and orders from the Superior Court of Québec regarding an extensive claimed territory. This territory includes a large segment of the JBNQA territory, in particular, around the Caniapiscou reservoir and northward to Kuujuaq. Many Mistissini traplines are included in this territory. In addition, the Uashat Innu are claiming the entire Eastmain River basin as a travel route and they claim a gathering site

on the James Bay coast near Eastmain. The Grand Council of the Crees (Eeyou Istchee) was made party to these proceedings (the “Pinette” proceedings).

On June 14, 2005, the Uashat Innu were granted a suspension in these proceedings for five years. However, despite the suspension, the Uashat Innu presented a motion to have these proceedings jointly managed with other related proceedings (the “McKenzie” and “Uashaunnuat/La Romaine” proceedings). This motion was accepted on December 4, 2008. The La Romaine proceedings affect the JBNQA Territory but it seems that this may not have been intentional. Nevertheless, the Grand Council of the Crees (Eeyou Istchee) is seeking an official clarification in order to protect Cree rights.

The Pinette proceedings were divided into two parts. “Part A” includes a significant portion of Québec territory, but it excludes the Uashat Innu’s alleged traditional territory in Newfoundland and Labrador and also excludes the territory covered by the JBNQA in Québec. “Part B” concerns exclusively the alleged traditional territory of the Uashat Innu located within JBNQA territory. The proceedings with respect to the JBNQA Territory have been suspended. Some discussions have taken place with the Uashat Innu, but there has been little movement over the past years.

#### **Innu of Pessamit**

In this case, the Innu of Pessamit, their Chief and Council and representatives of two families claiming interests in the JBNQA territory have taken proceedings against Canada and Québec. In addition, Hydro-Québec, the James Bay Energy Corporation, the James Bay Development Corporation, the Grand Council of the Crees (Eeyou Istchee) and Makivik Corporation are named as interested parties.

In these proceedings, the Innu of Pessamit are claiming 35,000 km<sup>2</sup> in the JBNQA Territory mostly in and around the Caniapiscou reservoir. The Innu of Pessamit state that they have been impeded in the exercise of their Aboriginal rights in the JBNQA Territory and they therefore request, in addition to the recognition of these rights, an amount of \$75 million as compensation.

In the event that the Court finds that their rights have been extinguished by the legislation approving the JBNQA, the Innu of Pessamit claim \$250 million in damages for such extinguishment.

There have been no substantive developments in the proceedings involving the Cree parties for some time. The proceedings were again suspended in November 2017 further to a case management hearing.

#### **Innu of Matimekush-Lac John**

The Innu of Matimekush-Lac John instituted legal proceedings against Canada and Québec in December 2013 in which they seek declarations to the effect that:

- (a) the *James Bay and Northern Québec Native Claims Settlement Act* has no effect as regards them;
- (b) this law did not extinguish the Innu claims, title and interests in the part of the Nitassinan (their claimed

traditional territory) located within the territory covered by the *James Bay and Northern Québec Agreement* and the *Northeastern Québec Agreement*; and

(c) the Innu have Aboriginal title and Aboriginal rights to the part of Nitassinan located within the territory covered by the Agreements.

Alternatively, if the Court decides that Innu rights are extinguished in the JBNQA Territory, the Innu request declarations that

- (a) they are entitled to fair compensation in consideration for the expropriation of their rights and interests on the part of Nitassinan located within the territories covered by the Agreements, as per subsection 3(3) of the *James Bay and Northern Québec Native Claims Settlement Act*; and
- (b) Québec and Canada failed to fulfil their fiduciary duty toward them.

In such case, the Innu also seek an order condemning Canada and Québec to pay the Matimekush Lac John Innu Nation Band the sum of \$500M as fair and equitable compensation.

Alternatively, if the Court refuses to order Canada and Québec to pay just compensation, the Innu request declarations that

- (a) Canada did not honourably implement the promises and commitments it made in the Order in Council of 1870;
- (b) Canada did not act honourably when it proceeded to the unilateral extinguishment of the Innus’ Aboriginal rights to the part of Nitassinan located within the territory covered by the *James Bay and Northern Québec Agreement* and the *Northeastern Québec Agreement*; and
- (c) Québec did not honourably implement the provision providing for the negotiation of the claims of the Innus of Matimekush-Lac John, as stated in Subsection 2.14 of the *James Bay and Northern Québec Agreement*.

These proceedings are specially managed and all procedural delays have been suspended. These proceedings have not been active since 2014.

#### **Anishinabeg**

On June 3, 2014, the First Nations of Abitibiwinni, Kitchisakik, Lac-Simon, Long-Point and Wahgoshig, as well as several Chiefs and council members, all part of the “Great Algonquin Anishinabeg Nation” (“**Algonquins**”), instituted legal proceedings against Québec and Canada. The Algonquins seek declarations to the effect that:

- (a) the *James Bay and Northern Québec Native Claims Settlement Act* did not extinguish the Algonquins’ claims, rights, title and interests in the part of their territory covered by the JBNQA;
- (b) the Algonquins have aboriginal title and aboriginal rights in the area of their territory covered by the JBNQA.

Alternatively, if the Court decides that the rights of the Algonquins are extinguished in the JBNQA Territory, the Algonquins request declarations that:

(a) the Algonquins are entitled to fair compensation for the expropriation of their rights on the area of their territory covered by the JBNQA, as per sub-section 3(3) of the *James Bay and Northern Québec Native Claims Settlement Act*;

(b) Québec and Canada failed to fulfill their fiduciary duties toward them.

In such case, the Algonquins also seek an order condemning Québec and Canada to pay the sum of \$500M as fair and equitable compensation, or any other amount deemed appropriate by the court.

Alternatively, if the Court refuses to order Québec and Canada to pay just compensation, the Algonquins request declarations to the effect that:

(a) Canada did not honourably implement the promises and commitments it made in the Order in Council of 1870;

(b) Canada did not act honourably when it proceeded to the unilateral extinguishment of the Algonquins' aboriginal rights in the area of their territory covered by the JBNQA and by repealing paragraphs c), d) and e) of the *Québec Boundaries Extension Act, 1912*;

(c) Québec did not honourably implement the provision providing for the negotiation of the claims of the Algonquins, as provided for in Sub-Section 2.14 of the *James Bay and Northern Québec Agreement*.

On August 14, 2014, the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government filed a declaration of intervention in order to safeguard Cree rights and interests throughout the course of this litigation. The case is specially managed and the delays regarding the conduct of the proceedings were suspended in September 2014 by the case management judge.

The Grand Chief has met with Grand Chief Verna Polson and certain other Algonquin Chiefs with a view to establishing a process to address matters of common interest to the Cree and Algonquin Nations.

## **NEGOTIATIONS WITH MINING COMPANIES**

### **Goldcorp/Les Mines Opinaca – Éléonore Project**

On February 21, 2011, Les Mines Opinaca, a wholly-owned subsidiary of Goldcorp, signed the Opinagow Collaboration Agreement with the Cree Nation of Wemindji, the Grand Council of the Crees (Eeyou Istchee) and the Cree Regional Authority (now the Cree Nation Government).

The purpose of the Opinagow Collaboration Agreement is to establish measures for the future operation of the project, which protects Cree traditional activities, and to ensure Cree benefit from various employment, business and training programs. It also ensures that the project will proceed in a sustainable and environmental manner and that it respects all provisions of the JBNQA.

Opinaca estimates that there is a need for approximately 75 to 100 jobs during the exploration phase of the Éléonore project, 200 to 600 jobs during development and construction and 300 to 600 jobs during operation. The estimated life of the project is 15 to 20 years, with potential for an extended life if future exploration is successful.

Since the signature of the Collaboration Agreement, the Cree workforce now represents over 16% of the overall workforce present at the site. In addition, in 2018, construction and services contracts totaling \$90M were awarded to various Cree Enterprises.

### **Stornoway Diamond Corporation – Renard Project**

On March 27, 2012, Stornoway Diamonds (Canada) Inc. signed the Mecheshoo Agreement with the Cree Nation of Mistissini, the Grand Council of the Crees (Eeyou Istchee) and the Cree Regional Authority.

The Mecheshoo Agreement, which will be in effect for the life of the mine, contains various provisions regarding Cree involvement in the development of the Renard Diamond Mine, including employment and business opportunities and training and education initiatives. Moreover, the Mecheshoo Agreement aligns the parties' respective interests in the economic success of the project and ensures that the Cree will receive financial benefits through different payment mechanisms and participation in the profitability of the mine.

The site is located approximately 290 km north of the Cree community of Mistissini, within the community's traditional territory. In order for the mine to operate, a road is currently being constructed. While Stornoway was initially to contribute to the construction and maintenance costs of the new road, in November 2012, the company entered into a Framework Agreement and an associated letter of intent with the Government of Québec for the financing and completion of the extension of Highway 167 under Stornoway's direct management. The agreement is designed to ensure timely road access to the project and the commencement of mine construction during 2013, as previously contemplated.

The key features of this agreement are that Stornoway will assume the completion of segments "C" and "D" of the extension of Highway 167 as a single lane mining grade road and Québec will provide Stornoway with financing to complete the work.

All Cree representatives have been appointed to the various committees created under the Mecheshoo Agreement, including the Renard Committee, the committee responsible for the implementation of the Mecheshoo Agreement. The Renard Committee has met on a quarterly basis since the signature of the Mecheshoo Agreement.

In April 2014, Stornoway announced a \$944M financing package to fund the construction of the Renard Project, which began in June 2014. Throughout 2018, the Cree workforce averaged around 12% of the total workforce present at the site. In addition, in 2018, construction and services contracts totaling over \$38M were awarded to various Cree Enterprises.

### **BlackRock Metals Inc. – BlackRock Project**

In January 2011, BlackRock contacted the Cree community of Ouje-Bougoumou to begin discussions on the BlackRock project. The company is carrying on exploration and pre-development activities to mine an iron ore deposit located approximately 50 km east of the community of Ouje-Bougoumou.

BlackRock filed its Notice of Project with Environment Québec in July 2010 and the company received in December 2010 the directives for the drafting of the Environmental and Social Impact Assessment from the COMEV. BlackRock filed its Environmental and Social Impact Assessment in January 2012.

In January 2012, the Ouje-Bougoumou Cree Nation, the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government and BlackRock signed a Pre-Development Agreement. On June 20, 2013, the parties signed the Bally-Husky Agreement. Since the execution of this Agreement, the parties have appointed their respective representatives to the Implementation Committee, which has met on four (4) occasions. The Ouje-Bougoumou Cree Nation and BlackRock have engaged in negotiations on the terms of various contracts which could be awarded to Ouje-Bougoumou during the construction phase of the BlackRock project.

On April 26, 2016, the Cree Nation Government invested an amount of \$1.67M in Nemaska Lithium, and the *Administration régionale Baie-James* invested an identical amount. On the same date, the SDBJ also invested a first amount of \$1.5M. On June 8, 2016, pursuant to Order-in-Council 479-2016, the SDBJ invested an additional amount of \$166,667.

Throughout 2017, BlackRock prepared and carried out consultations regarding its proposed ferrovanadium plant in the port of Grande-Anse (Saguenay).

On January 30, 2019, BlackRock Metals Inc., the Ouje-Bougoumou Cree Nation and the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government signed a memorandum of understanding in connection with discussions with the Governments of Québec and of Canada, local municipalities and the Canadian National Railway (“CNR”) regarding the possibility of constructing a 26 km railway spur from the BlackRock mine site to connect with CNR’s railway network as well as that of the Roberval and Saguenay Railway linking Chibougamau, Chapais and the Saguenay port in order to transport the iron ore from the mine site.

On April 11, 2019, following consultation with the Section 22 Review Committee (COMEX), the Deputy Minister of the Environment of Québec delivered to BlackRock Metals Inc. its amended certificate of authorization for the operation of the iron ore mine, which notably authorized an extension of the duration of the operation of the mine from 13 years to 42.5 years and authorized, for a maximum of five years, the transportation of iron ore by truck on existing forestry roads between the mine site and the existing railroad linking Chibougamau Chapais to Lac Saint Jean.

Since late 2018, BlackRock Metals Inc., the Ouje-Bougoumou Cree Nation and the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government have been engaged in a dispute with regard to the implementation of the provisions of the BallyHusky Agreement pertaining to the preferential awarding of sole source contracts to Cree enterprises and Ouje-Bougoumou Cree enterprises. This dispute remains outstanding.

### **Nemaska Lithium Inc. – Whabouchi Project**

In 2009, Nemaska Lithium Inc. acquired from Golden Goose Resources a property in Nemaska traditional

territory, located approximately four kilometres north of Hydro-Québec’s Albel substation. While the original intent of Golden Goose was to operate a nickel mine, Nemaska Lithium intends to focus on the exploration and possible commercial production of a lithium ore body discovered on the site (“**Whabouchi Project**”).

Nemaska Lithium Inc. approached the Cree community of Nemaska to develop a memorandum of understanding. Discussions in late 2009 focused on the purchase of shares of Nemaska Lithium Inc. by the Nemaska Development Corporation, which ultimately resulted in Nemaska Development Corporation investing \$600,000 in Nemaska Lithium Inc.

The Cree Nation of Nemaska, the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government and Nemaska Lithium Inc. have engaged in negotiations on an Impacts and Benefits Agreement (IBA). In April 2014, the parties achieved an agreement-in-principle on the financial matters of the final agreement being negotiated. Finally, in November 2014, the parties signed the Chinuchi Agreement, for the development, construction, operation and closure of the Whabouchi Project.

Since the signature of the Chinuchi Agreement, Nemaska Lithium has focused its activities on building a pilot plant in Shawinigan and securing financing for the construction and commission of the mine in Nemaska and the final plant in Shawinigan.

On May 30, 2018, Nemaska Lithium announced the completion of its \$1.1B project financing, through notably a \$280M public offering of common shares, an \$80M private placement of stock with the Québec government and a US\$350M bond sale. While this financing was to allow for the construction of the Whabouchi Mine in Nemaska and the lithium hydroxide and carbonate production facility in Shawinigan, Nemaska Lithium announced in February 2019 that another \$350M was needed to enable the company to complete construction of the Whabouchi Mine and the production facility.

With respect to the production facility in Shawinigan, detailed engineering continues as planned, while construction is on hold, to resume once the additional financing is completed.

### **Other Mining Projects**

In recent years, the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government and various Cree communities have signed a number of pre-development agreements with other mining companies, which should lead to discussions to conclude IBA’s. However, like other regions, Canada and Québec have seen a slowdown in mining investment owing to the global decline in commodity prices. As a result, these discussions have either slowed or been temporarily suspended, pending a more favourable economic climate. These discussions include:

- (a) the Montviel project (rare earths) of GeoMega Resources in the territory of the Cree First Nation of Waswanipi;
- (b) the Rose project (lithium and tantalum) of Critical Elements Corporations in the territory of the Cree Nation of Eastmain;

- (c) the Fenelon project (gold) of Wallbridge Mining Company Ltd. in the territories of the Cree First Nation of Waskaganish and the Cree Nation of Washaw Sibi;
- (d) the Moblan project (lithium) of the joint venture between SOQUEM and Perilya in the territory of the Cree Nation of Mistissini;
- (e) the Windfall Lake project (gold) of Osisko Mining in the territory of the Cree First Nation of Waswanipi;
- (f) the Croteau Est and Waconichi projects (gold) of Northern Superior Resources in the territory of the Ouje-Bougoumou Cree Nation;
- (g) the Horden Lake project (nickel and copper) of El Condor Minerals in the territories of the Cree Nation of Nemaska and the Cree Nation of Waskaganish;
- (h) the Corner Bay project (copper) and other mining properties of CBay Minerals in the territory of the Ouje-Bougoumou Cree Nation;
- (i) the Iron Hills project (iron ore) of Barlow Mine Inc. in the territory of the Cree Nation of Washaw Sibi;
- (j) the Monster Lake project (gold) of Iamgold/Tomago in the territory of the Ouje-Bougoumou Cree Nation and the Cree First Nation of Waswanipi;
- (k) the Coulon project (zinc, copper and silver) of Osisko Mining in the territory of the Cree Nation of Chisasibi;
- (l) the Philibert project (gold) of SOQUEM in the territory of the Ouje-Bougoumou Cree Nation;
- (m) the Anik project (gold) of Kintavar Exploration Inc. in the territories of the Ouje-Bougoumou Cree Nation and the Cree First Nation of Waswanipi; and
- (n) the Troilus Extension project (gold and copper) of Troilus Gold in the territory of the Cree Nation of Mistissini.

## TAXATION

### Additional Childcare Contribution

Further to the 2014 Quebec Budget, amendments were made to the Educational Childcare Act in order to change the rules for determining the contribution required from a parent whose child receives subsidized childcare. Under these changes, a parent whose child is receiving subsidized childcare must pay a basic contribution to the childcare provider and an “additional contribution” to the Minister of Revenue, if required, depending on his or her total annual income.

At the time of the introduction of the amendments, a parent receiving subsidized childcare was required to pay this additional contribution if the family income exceeded \$50,000. Now, the additional contribution is payable if the family income is equal to or more than \$78,320. The term “family income” is defined at the relevant sections of the Educational Childcare Act as the total of the individual’s income for the year, determined under Part I of the Taxation Act, and the income, for the year, of the individual’s eligible spouse for the year, determined under that Part I.

However, on the basis of the tax exemption in section 188 of the Cree-Naskapi (of Quebec) Act, the Cree have proposed that Quebec establish an administrative

The Cree-Québec relationship will continue to play a critical role in the political, social and economic development of the Cree Nation of Eeyou Istchee.

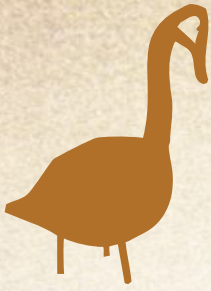
policy to exclude the tax-exempt income of an “Indian” earned on reserve (including Category IA land) from the determination of income for purposes of the application of the additional contribution for subsidized childcare services. This matter has also been raised with the Quebec Revenue Agency and it is anticipated that more formal discussions will occur on this matter. It should be noted that in the 2019-2020 Budget, it was announced that the additional contribution for subsidized childcare will gradually be reduced, starting in 2019, and will be abolished altogether in 2022.

## CONCLUSION

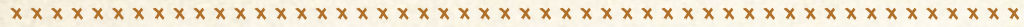
The relationship with Québec remains one of central importance to the Cree.

Since the signature of the *Paix des Braves* in 2002, the Cree-Québec relationship has provided significant benefits for the Cree Nation. The funding provided pursuant to the *Paix des Braves*, the important funding for Cree Health and Social Services, Education, Police, Justice, Childcare Services and the Adapted Forestry Regime all bear witness to an important and fruitful relationship. The *Cree-Québec Governance Agreement* of 2012 has consolidated Cree governance under Québec laws over extensive Category II lands and, for the first time, made it possible for the Cree to act as equal partners in the governance of Category III lands.

This experience shows that the Cree-Québec relationship will continue to play a critical role in the political, social and economic development of the Cree Nation of Eeyou Istchee. It has also contributed to the economic development and prosperity of the entire region of Eeyou Istchee James Bay. ●



# COMMISSION OF INQUIRY ON INDIGENOUS PEOPLES AND PUBLIC SERVICES



## ESTABLISHMENT AND MANDATE

In October 2015 the media reported on allegations by Indigenous women in Val-d'Or of serious misconduct by members of the Sûreté du Québec, including so-called "Starlight Tours", sexual misconduct and provision of drugs and alcohol. The Cree Nation of Eeyou Istchee, together with the Assembly of First Nations of Québec and Labrador (AFNQL) and the Algonquin First Nations of Pikogan and Lac-Simon, called on Québec to establish an independent judicial Commission of Inquiry with a very focused mandate. Intense discussions took place with Québec throughout 2016.

These efforts were successful. On December 21, 2016, Québec adopted Order-in-Council 10952016, creating the *Public Inquiry Commission on relations between Indigenous Peoples and certain public services in Québec: Listening, Reconciliation and Progress* ("**Commission**"). The mandate of the Commission is to investigate and carry out analyses to make recommendations concerning remedial measures to prevent or eliminate any form of violence, discriminatory practices or different treatment in the provision of certain public services to the Indigenous people of Québec: police services, correctional services, justice services, health and social services as well as youth protection services.

Québec appointed retired Superior Court Justice Jacques Viens as the President of the Commission. The Commission is to file its report with the Government of Québec by September 30, 2019, and the report is to be made public.

## COMMISSION ACTIVITIES

The Commission ended its hearings on December 14, 2018 in Val-d'Or. The Grand Chief, Bill Namagoose and Melissa Saganash appeared at the hearing on behalf of the Grand Council/Cree Nation Government, and Bella Moses Petawabano and Daniel St-Amour appeared for the Cree Board of Health and Social Services of James Bay.

During the course of its mandate, the Commission heard evidence from more than 1,200 witness appearances (in some cases, witnesses appeared more than once), and received more than 1,300 exhibits.

The Cree Nation thanks all the Cree and Indigenous elders, women, men and youth who had the courage to come before the Commission to tell often difficult and painful stories. The Cree Nation also thanks Commissioner Jacques Viens and his colleagues at the Commission for their diligence and hard work. They carried out their mandate with efficiency, integrity and, above all,

respect and sensitivity for the Indigenous witnesses who came forward to share their stories.

## CREE PARTICIPATION

Over the two years 2017-2018, Cree participants engaged actively in the operations of the Commission. The Commission held information sessions in all the Cree communities of Eeyou Istchee and public hearings in Mistissini during the weeks of June 11 and 18, 2018.

The participation of the Cree Nation of Eeyou Istchee, through its various Cree governance bodies, namely the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government, the Cree Board of Health and Social Services of James Bay and the Cree School Board, as well as other Cree entities such as the Cree Women of Eeyou Istchee Association, entailed the attendance of many witnesses, listed below, and the filing of numerous exhibits and responses to questions from the Commission.

In addition, the Grand Council/Cree Nation Government ensured its representation during the appearance of certain key witnesses, including representatives of the Sûreté du Québec (SQ) and of the Montreal Police Force (SPVM).

Table 1 on page 58 and 59 lists the witnesses who appeared before the Viens Commission for Cree institutions or organizations.

Many Cree individuals shared their stories and observations with the Commission, either in person or by written declaration. Table 2 on page 59 lists the individual Cree witnesses who accepted to disclose their identity.

## ISSUES AND RECOMMENDATIONS

On November 30, 2018, the Grand Council of the Crees (Eeyou Istchee) / Cree Nation Government and the Cree Board of Health and Social Services of James Bay submitted a joint final brief to the Commission ("**Brief**"), which is available online at the Commission's website.<sup>1</sup>

The Brief discusses some of the most critical issues brought before the Commission and makes a total of 40 recommendations, organized around ten major themes. Some key recommendations are summarized below.

### A. End Criminalization of Homeless Indigenous Persons

#### Recommendation

- The Government of Québec should immediately amend legislation to eliminate incarceration for non-payment of municipal by-law fines.

<sup>1</sup> Exhibit P-1173, November 30, 2018. [www.cerp.gouv.qc.ca/](http://www.cerp.gouv.qc.ca/)





Superior Court Justice Jacques Viens, President of the Commission

## B. Attacking the Housing Crisis

### Recommendations

- The housing crisis in Indigenous communities in Québec is a critical cause of homelessness of Indigenous persons and of the resulting tensions between them and police forces in urban centres. Federal, provincial and Indigenous authorities should immediately undertake action, with significant new resources from Canada and Québec, to remedy the housing crisis in Indigenous communities, whether on- or off-reserve.
- Québec and Canada should immediately commit to adapt “Jordan’s Principle” to meet the housing needs of Indigenous persons, whether on- or off-reserve, so that the Government first approached in this regard shall take effective action required to address the request.
- Canada and Québec should commit to partner with the Cree Nation Government in implementing the Cree Nation Housing Strategy to ensure access for all Cree to decent, affordable housing, including the needs of those who require government support, the special needs of the Cree elders, disabled persons, trappers and youth, and access to private homeownership for those Cree who seek it.

## C. Breaking Down Silos – Towards Improved Service Coordination

### Recommendation

- “Community resources should be better coordinated both to respond to emergency situations as well as long term social needs. Such resources must be

adapted to Indigenous people in accordance with their culture and legal traditions. These services should include mental health services, harm reduction programs in the case of alcohol, as well as specific programs for vulnerable women.”<sup>2</sup>

## D. Model of Police Services – Building Relationships

### Recommendations

- The Sûreté du Québec should officially reject the repressive model of police services embodied by the Escouade Centre-Ville in Val-d’Or.
- The ministère de la Sécurité publique and the Sûreté du Québec should immediately establish a Working Group to make recommendations concerning the deployment across Québec of a multidisciplinary, relationship-based model of policing for Indigenous communities and persons.

## E. Accountability – Ending the Culture of Impunity

### Recommendations

- In order to defeat the culture of impunity, the Sûreté du Québec should review its internal reporting procedures to ensure that allegations of misconduct by SQ officers against Indigenous persons, wherever they occur, are brought immediately to the attention of the highest level of central command.
- Senior SQ officers must be held accountable for misconduct by individual SQ officers against Indigenous persons. Lack of personal knowledge by senior officers of such misconduct cannot be an excuse for failing to take responsibility and corrective action.
- The Sûreté du Québec should immediately institute mandatory annual training for all SQ officers regarding their legal obligation to report criminal acts and ethical misconduct by their colleagues to their superior officers.
- In order to open the path to reconciliation, the Director General of the Sûreté du Québec at the time of the Val-d’Or crisis should acknowledge the corporate responsibility of the Sûreté du Québec for the mistreatment suffered by the Indigenous women and men in Val-d’Or and offer them an official apology on behalf of the Sûreté du Québec.

## F. Culture & Training

### Recommendations

- The ministère de la Sécurité publique and the Sûreté du Québec should immediately implement a mandatory training course for all police officers in Indigenous realities of a minimum of five consecutive days.
- This training course should be developed in close consultation with regional and local Indigenous leaders, women and organizations to ensure that it reflects their different cultural realities and priorities.
- The following approaches should, after consultation with the relevant Indigenous authorities, be implemented as soon as possible:

<sup>2</sup> Professors Céline Bellot and Marie-Eve Sylvestre, *The Judicialization of Homelessness in Val d’Or*, 2016, p. 5.



Cree representation at the final day of hearings on December 14, 2018

- de-emphasizing the legal framework in which the police operate in order to concentrate on the social aspects of their interventions with Indigenous peoples;
- increasing the importance of sensitivity to social work and social issues in the selection of police recruits;
- fostering dialogue between the police forces of different localities and between Indigenous and non-Indigenous police forces to exchange on best practices with regard to Indigenous realities;
- ensuring that ethics occupy a central role in continuous training;
- increasing the age when police officers are entrusted with the full spectrum of police powers.
- The centralized command structure of the SQ should be changed to provide more flexibility for local forces to adapt to local conditions, especially with regard to the social work needed during police interventions with Indigenous persons.

### G. Support for Indigenous Police Forces

#### Recommendations

- Québec and Canada should provide Indigenous police forces across Québec with secure, multi-year funding to meet their needs in terms of recruitment, training, staffing, retention, and professional development of police officers and support workers, operations, equipment and capital facilities.
- Québec and Canada should immediately commit to adapt “Jordan’s Principle” to meet the needs of Indig-

enous communities for police services, so that the Government first approached shall take effective action required to address the request.

- The École nationale de police du Québec (ENPQ) should offer its basic and advanced training in English for Indigenous candidates and police officers.
- The ENPQ should adapt, in consultation with Indigenous police forces, its physical admission criteria and tests for Indigenous candidates and officers, both male and female.

### H. Improving the Police Complaints Process for Indigenous Persons

#### Recommendations

- Complainants should be permitted to file complaints verbally, by telephone, with the Police Ethics Commissioner, without being required to file a complaint in writing.
- A liaison agent should be provided in each Indigenous community to assist Indigenous citizens in the exercise of certain rights, such as filing a complaint before the Police Ethics Commissioner.
- The *Police Act* should be amended to allow the Police Ethics Commissioner to open a complaint on his own initiative.
- The Police Ethics Commissioner should provide information sessions on the police complaints in the Indigenous communities of Québec.
- The *Police Act* should be amended to extend the time limit to file a complaint with the Police Ethics Commissioner from one year to be three years.

- The complaints process should permit complainants to be accompanied when filing a complaint and during interviews with investigators.

### I. Bureau des enquêtes indépendantes (“BEI”)

#### Recommendations

- BEI personnel should be provided with training on Indigenous realities and Indigenous culture, especially for interaction with an Indigenous person alleging criminal acts against a police officer.
- Regulations should be amended to allow for the preferential or priority hiring of Indigenous investigators to investigate criminal allegations against a police officer by an Indigenous person.

### J. Justice

#### Recommendations

- The Brief incorporates by reference the “Paths Forward” set out in the brief submitted by the Department of Justice and Correctional Services of the Cree Nation Government to the Commission on 15 September 2017.<sup>3</sup> These Paths Forward include the following:
  - Full implementation of Section 18 JBNQA, including training on Cree values for members of the judiciary, provision of services in the Cree language and expanded recruitment of Crees for positions in the administration of justice;
  - Support for victims of crime (CAVAC), including training in Indigenous cultures and languages and improved collaboration with other service providers;
  - Improvements in investigations of complaints or allegations of misconduct against police officers;
  - Measures to combat violence against Indigenous women and sexual exploitation;
  - Measures to improve correctional services for Crees and other Indigenous persons, including training in Indigenous languages and culture, placing of detention centres closer to Indigenous communities, increased attention to and funding for crime prevention programs.

### K. Health and Social Services

#### Recommendations

- **Cultural Safety** – Enhance cultural safety for the Indigenous population throughout the corridors of service:
  - Make cultural safety training mandatory for public servants who work directly with Indigenous clients, families and communities, and gather and share resources on cultural safety for the benefit of public service institutions in Québec;
  - Improve communication between Indigenous clients and service providers by reducing or removing language barriers;
  - Increase programs and funding to provide cultural support in healthcare establishments, such

as access to traditional food and flexible family visiting policies, traditional healing and land-based services;

- Support Indigenous Friendship Centres and other community organizations that play an important role in outreach and education;
- Continue financial support to the Indian Residential School (IRS) Support Program;
- Consider developing and implementing Indigenous-relevant curriculum in secondary and post-secondary institutions to increase knowledge and understanding of Indigenous cultures, history, health and social issues.
- **Community based services** – Provide sufficient resources to enable Indigenous people to receive services close to their home community:
  - Bring specialized services including obstetrics and dialysis to healthcare establishments in Indigenous communities instead of sending patients outside their community;
  - Support efforts to recruit and retain health professionals working in Indigenous communities in Québec, to ensure a stable workforce with a knowledge of the cultural and community context;
  - Continue investments in telecommunications infrastructure to support telemedicine and internal and external communication with health professionals in secondary and tertiary centres;
  - Remove systemic barriers to the training and hiring of Indigenous professionals in health and social services.
- **Legislation & Policy** – Bring a cultural safety perspective to healthcare legislation and policy:
  - Involve Indigenous communities in legislative review, as was done with the recognition of Aboriginal customary adoption in the *Civil Code of Québec*;
  - Amend Act S-5 to incorporate and recognize traditional healing;
  - Implement Truth and Reconciliation Commission recommendations concerning Child Welfare;
  - Enable the translation into English of important policy and planning documents. ●

3 Exhibit P-055. www.cerp.gouv.qc.ca/

**Table 1. List of Cree Institutional Witnesses**

Date	Witness	Organization	Topic
June 14, 2017	Grand Chief Dr. Matthew Coon Come	Cree Nation Government	General Presentation
	Melissa Saganash, Director, Cree-Québec Relations	Cree Nation Government	General Presentation
	Robert Auclair, Director	CBHSSJB	Youth Protection
September 15, 2017	Donald Nicholls, Director, Justice and Correctional Services	Cree Nation Government	Justice
September 29, 2017	Bella Moses-Petawabano, Chair	CBHSSJB	Health and Social Services
	Daniel St-Amour, Executive Director	CBHSSJB	Health and Social Services
	Dr. Darlene Kitty, President, Council of Physicians, Pharmacists and Dentists	CBHSSJB	Cultural Safety
October 20, 2017	Linda L. Shecapio, President	CWEIA	General Presentation
	Irene Bearskin House	CWEIA	General Presentation
	Manon Richmond	CWEIA	General Presentation
October 25, 2017	Josée Flageole, Wiichiihituwin	CBHSSJB	Patient Services
October 27, 2017	Romeo Saganash	MP for Abitibi—Baie-James—Nunavik—Eeyou	Residential School Experience; Bill C-262 re UNDRIP
January 24, 2018	Kathleen Wootton, Former Chair	Cree School Board	Education, Housing
June 11, 2018	David Bergeron, Director, Eeyou Eenou Police Force	Cree Nation Government	Policing
June 14, 2018	Jessyka Boulanger	CBHSSJB	Midwifery/Birthing
	Laura Bearskin, AED, Nishiiyuu Miyupimaatsiium	CBHSSJB	Midwifery/Birthing
	Clara Cooper, Nishiiyuu Miyupimaatsiium	CBHSSJB	Midwifery/Birthing
June 15, 2018	Donald Nicholls, Director	Cree Nation Government	Justice / CAVAC
	Anna Neeposh	Cree Nation Government	Justice / CAVAC
	Ruth Masty	Community Justice Committee	Whapmagoostui
	Louise Coonishish	Community Justice Committee	Mistissini
June 18, 2018	Me Paul John Murdoch	Cree Nation Government	Cree Legal Traditions
June 19, 2018	James Bobbish, Past CBHSSJB Chair	Cree Nation Government	Customary Adoption
June 20, 2018	Grand Chief Dr. Abel Bosum	Cree Nation Government	Cree Governance/Housing
	Bill Namagoose, Executive Director	Cree Nation Government	Cree Governance
August 17, 2018	Pauline Bobbish, Maanuuhikuu (Mental Health)	CBHSSJB	Suicide Prevention
	Françoise Roy	CBHSSJB	
August 21, 2018	Evike Goudreault, Coordinator of Disability Programs	CBHSSJB	Health / FASD
	Anny Lefebvre, Disability Programs	CBHSSJB	Health / FASD

**Table 1. List of Cree Institutional Witnesses (continued)**

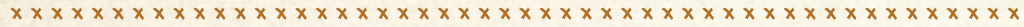
Date	Witness	Organization	Topic
September 10, 2018	Maria MacLeod, Director, Youth Healing Services	CBHSSJB	Youth Protection
	Charlo Shecapio, Youth Healing Services	CBHSSJB	Youth Protection
September 27, 2018	Daniel St-Amour, Executive Director	CBHSSJB	Health and Social Services
	David Bergeron, Director, EEPF	Cree Nation Government	Police Services
	Nancy Bobbish, Director, Human Resources	Cree Nation Government	Police Services
December 14, 2018	Grand Chief Dr. Abel Bosum	Cree Nation Government	Final Presentation / Recommendations
	Bill Namagoose, Executive Director	Cree Nation Government	Final Presentation / Recommendations
	Melissa Saganash	Cree Nation Government	Final Presentation / Recommendations
	Bella Moses-Petawabano, Chair	CBHSSJB	Final Presentation / Recommendations
	Daniel St-Amour, Executive Director	CBHSSJB	Final Presentation / Recommendations

**Table 2. List of Cree Individual Witnesses**

Date	Witness	Community
October 16, 2017	Natasia Mukash	Whapmagoostui
June 11, 2018	Maïtée Labrecque-Saganash	Waswanipi
June 12, 2018	Elizabeth-Mina Bearskin	Chisasibi
June 13, 2018	Clifford Loon	Mistissini
	William Mianscum	Mistissini
June 14, 2018	Robbie Dick	Chisasibi
	Elizabeth Dick	Chisasibi
	Bertie Wapachee	Chisasibi
June 20, 2018	Jimmy Etapp	Mistissini
	Nellie Wapachee	Mistissini
August 14, 2018	Nellie Bearskin-House	Chisasibi
	David Pachano	Chisasibi
August 20, 2018	Me Paul John Murdoch	Wemindji



## INDIGENOUS RELATIONS



The Cree Nation Government has undertaken an important initiative to engage directly with Indigenous groups across the country, in order to share the experience and the history of the Cree Nation of Eeyou Istchee. More specifically, this initiative saw the importance of engaging with those groups who are our neighbors and with whom there are a wide range of issues of common concern. Our approach in this initiative is to build new relationships based on our shared Indigenous histories and values, and to conclude arrangements that are in keeping with our cultures and traditional ways of relating to one another.

### CREE-INNU OF PEKUAKAMIULNUATSH NATION

The Cree Nation Government, the Cree Nation of Ouje-Bougoumou and the Cree Nation of Mistissini signed an historic nation-to-nation agreement with the Pekuakamiulnuatsh Innu Nation on June 21<sup>st</sup>, 2018 in Mashteuiatsh. The agreement, the Maammu Wiicheutuwin Agreement, sets the foundation to address issues of land title, forestry management, economic development, wildlife management, protection of the environment and the promotion of our language and culture. The Agreement established a Maammu Wiicheutuwin Committee, which is responsible for ensuring the overall implementation of the agreement and acts as a permanent forum for ongoing dialogue and exchanges. The following additional committees were established to implement the agreement:

- wildlife and traditional activities management;
- economic development and
- forestry management.



*Signing of the Maammu Wiicheutuwin Agreement on June 21<sup>st</sup>, 2018 in Mashteuiatsh (left photo by Pekuakamiulnuatsh Takuhikan)*

The kickstart meeting for all these committees took place on November 7<sup>th</sup>, 2018 in Ouje-Bougoumou. The committees have had several productive meetings where the representatives took the time to learn about their respective structures, challenges, and explored solutions to address issues of common concern.

In order to promote positive inter-Indigenous relations, the Maammu Wiicheutuwin Agreement was also presented to other First Nations groups, including the Anishinabeg Nation, the Atikamekw and the Illwuk Nations.

### EYYOU-ANISHINABEG NATION TRIBAL COUNCIL RELATIONS

There were numerous meetings held with the leaders from the Anishinabeg Nation Tribal Council to discuss common issues, define our relationships and identify paths towards solutions. As a result of these meetings, the leaders of Abitibiwinni Nation and Washaw Sibi have initiated exploratory discussions between themselves about their potential new relationship.

### CREE-ATIKAMEKW RELATIONS

Despite the Atikamekw proceedings that were launched in January 2019 by the Atikamekw of Opitciwan Chief and Council, we wish to pursue future exchanges that will include understanding our respective governance structures and internal relations with a view to eventually undertake discussions to address some issues of common concern between our two nations.





The Cree Nation Government has undertaken an important initiative to engage directly with Indigenous groups across the country, in order to share the experience and the history of the Cree Nation of Eeyou Istchee.

### CREE-ILLWUK RELATIONS

The current Cree Nation and the Illwuk leaderships have been working to build new relationships with the intent of strengthening all our nations. The Mushkegowuk Tribal Council represents the communities of Attawapiskat First Nation, Fort Albany First Nation, Kashechewan First Nation, Moose Cree First Nation, Chapleau Cree, Missanabie Cree and Taykwa Tagamou First Nation. The Nishnawbe Aski Nation represents 49 communities in northern Ontario which includes the Mushkegowuk Tribal Council. Our preliminary meetings have thus far consisted of sharing our histories, governance structures and descriptions of our community developments. The leaders also agreed to work on developing a set of guiding principles to assist in facilitating future discussions. The Eeyou communities who participated at these meetings have past and present members, family ties with Moose Cree First Nations and other northern Cree communities in northern Ontario.

### CREE-INUIT RELATIONS

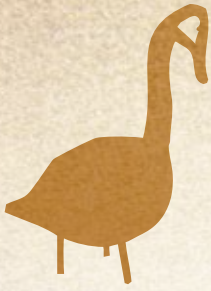
The leaders of Makivik Corporation, the Naskapi Nation of Kawawachikamach and the Cree Nation Government met to address the caribou and the Ungava Peninsula Caribou Aboriginal Round Table (UPCART). The UPCART brings together the leaders of six Indigenous nations from Quebec and Labrador to act collectively on

the preservation of our declining caribou resources. The JBNQA leaders agreed to develop a joint protocol that would emphasize the health of the caribou herd and the protection of our treaty rights. There was a decision to communicate our joint position among the UPCART signatories. The leaders also agreed to pursue the objective of assuming management responsibility of the herds within the territory.

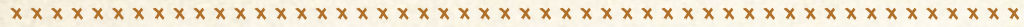
There have been preliminary exchanges between the Cree and Inuit related to other common interests and areas of cooperation, which include land use planning, land and resources management, and local and regional governance. The Cree team, which includes appointed representatives from the communities of Chisasibi and Whapmagoostui, will continue to work towards productive exchanges with our neighbors to the north.

### RELATIONS WITH OTHER INDIGENOUS GROUPS

In 2018, the Cree Nation Government met with leaders from the Mohawk Council of Kahnawà:ke to discuss common interests, such as harvesting. The leaders discussed the development of a joint protocol that will identify several important issues that are of concern to both nations and a process for resolving these issues. ●



# NATURAL RESOURCES



## FORESTRY IMPLEMENTATION

As reported last year, amendment number six for the Adapted Forest Regime of the Paix des Braves Agreement was signed. Thus, 2018-19, marked the first full year of implementation for this amended agreement. While 95% of the original agreement remains the same, there were some key changes that the Cree Nation Government has begun working on.

For example, the amended agreement calls for the creation of the Cree Quebec Forestry Economic Council. The mandate of this new Council is to oversee the implementation of specific agreement provisions related to enhancing Cree participation in the industrial forest economy. The Cree-Quebec Forestry Economic Council was launched last fall with discussions related to the Cree guaranteed timber allocation under the Paix des Braves and the efficiency of its ongoing utilization; an analysis of how the Quebec's Wood Marketing Bureau could add value to Cree timber sales; and the annual administration of for the allocation of silvicultural contracts to Cree companies. In addition to these initial discussions, the Cree members also held an internal meeting with the communities within the commercial forests zone. The purpose of this meeting was to start a dialogue towards improving how the current Cree timber allocation can be used for Cree opportunities. This meeting was to be the beginning of a focused theme for the Industry and Commerce Department.

Another change included in amendment number six and the 2012 Governance Agreement with Quebec was the establishment of a "collaborative" forest regime for Category II lands. Essentially Quebec and the Cree Nation Government agreed to begin sharing how forestry management plans are to be developed for Category II lands. To this end, the parties began discussing the structure of this new relationship and the training that would be required for Cree Nation Government employees to eventually drafting forestry management plans for Category II. There is still an enormous amount of work left to put the all necessary pieces in place, and this is why the Cree Nation Government has decided to move the forestry unit from the Environment and Remedial Works Department into a stand-alone Forestry Department for 2019-2020 fiscal year.

## CREE QUEBEC FORESTRY BOARD

This past year the Cree Quebec Forestry Board focused its attention on several ongoing multi-year projects. In spring of 2018, the Board hired a forest ecologist to pi-

lot work on a Wildlife Assessment study related to the efficacy of the Adapted Forestry Regime's provisions for conserving moose habitat. This work involved choosing a candidate trapline that had been logged early enough in the Adapted Regime's history (since 2002) to allow for an assessment of the current state of the trapline's moose habitat. Following this, extensive interviews were held with the tallyman to gain his perspective on the impact that forestry activities have had on the moose on his trapline. The tallyman's perception was then cross-referenced with a historical profile of logging disturbances on the trapline and a biological evaluation on the current state of moose habitat. The results of this work are still being evaluated and it is hoped that, if useful, this pilot work can be further validated by applying this analytical methodology to a further ten traplines in the next year.

Another of the Board's ongoing projects involves an evaluation of the consultation and harmonization process that is at the heart of the Adapted Forest Regime. For this work, the Board's secretariat has conducted numerous interviews with tallymen, forest company representatives, the Ministry of Forests, Fauna and Parks (MFFP) forest planners, and the Joint Working Group members from both Cree and Quebec parties. The goal of this work is to determine the level of influence that the Cree tallymen have over how forestry is conducted on their traplines.

Under the provisions of the Paix des Braves, there are strict norms related to the amount of harvesting and where and when it occurs. Working within these norms it is expected the tallymen will have sufficient influence over how operations are conducted and the implementation of harmonization measures to offset local adverse impacts. By cross referencing the feedback from the tallymen, companies, forest planners and the minutes and decisions made through the consultation session, the Board has been able to develop a series of recommendations that will improve the communications held at these sessions and streamline the delivery of agreed harmonization measures during the operations phase of harvesting.

Finally, the Cree Nation Government is continuing its dialogue with Quebec, Waswanipi and the Cree Quebec Forestry Board on the anticipated move of the Board's head office. These discussions are ongoing and concern the location of an office space and suitable housing in Waswanipi.

The current Cree Nation Government representatives on the Board are Isaac Voyageur, Michael Petawabano, Geoff Quaile, Nadia Saganash and Steven Blacksmith.





### **CREE QUEBEC SUB-COMMITTEE AND WOODLAND CARIBOU**

Given the unique nature of the Paix des Braves Agreement, any future changes to the Adapted Forest Regime require full Cree consent. With this in mind, the Cree Nation Government has been holding discussions with the MFFP over their proposed woodland caribou management measures. These discussions have been ongoing for the last year and a half.

The MFFP's proposed measures involve the creation of Large Suitable Areas where caribou habitat would be protected from forest development both in the long term (150 years) and short term (20-50 years on a rotational basis). These Large Suitable Areas will also be managed to limit the number roads to ensure further protection for woodland caribou. Quebec has indicated it would like to establish these Large Suitable Areas in Waskaganish, Waswanipi (Broadback Valley)/Assinica (Ouje-Bougoumou) and Mistissini territories. Since these Large Suitable Areas would involve a departure from the current mosaic harvesting patterns on Cree traplines, Cree land uses will have to be closely consulted for their views. The first planned consultation on the MFFP's woodland caribou measures is planned for May of 2019.

### **VACATION LEASE MORATORIUM**

The region-wide moratorium on the approval of non-beneficiary recreational cabins and rough (hunting) shelters remains in place. This moratorium was initiated in 2011 during the negotiations on regional governance with Quebec. In 2015 the Eeyou Istchee James Bay Regional Government passed a resolution to maintain the moratorium until suitable approval guidelines could be developed within the Public Regional Land Use Plan (PRDIRT).

In the past year, representatives from the Ministry of Energy and Natural Resources (MERN) notified the Cree

Nation Government about a disturbing pattern whereby non-beneficiaries are using Cree land users to claim that their cabins should be exempt from the moratorium because they are "owned" by a Cree beneficiary. In many cases these assertions are dubious and a clear effort at circumventing the purpose of moratorium. Considering that Cree land users are involved in these efforts, the practice, if continued, could undermine future work on guidelines for the approval of these cabins.

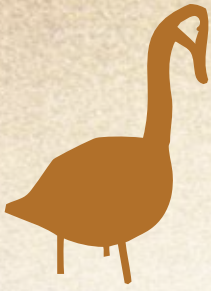
In an attempt to alert community leadership about this ongoing practice, Isaac Voyageur, issued each chief a letter in December describing the problem with a proposal for a follow-up meeting to discuss how resolve the issue. It is hoped that these meetings will be conducted as soon as possible.

### **AGREEMENT ON CLEAN-UP OF MINING EXPLORATION SITES**

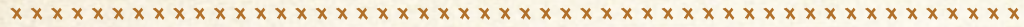
In August the Cree Nation Government, the Eeyou Istchee James Bay Regional Government and the Government of Quebec signed an Agreement for the clean-up of abandoned mining exploration sites.

The background of for this Agreement dates back to the mid-2000s when the Cree Regional Authority, working with local land users, compiled a list of mining exploration sites that had been abandoned in the territory. After numerous meetings through the Cree Quebec Mining Table over the years, the Cree Nation Government was successful in persuading Quebec to provide \$11 million dollars to clean up mining exploration sites that defunct companies have abandoned.

The Cree Nation Government will lead this project by hiring a project coordinator in the coming months and then a formal survey of the existing sites will be conducted. From there sites will be prioritized and clean-up work will commence. The Agreement has an eleven-year duration. ●



## OPERATIONS AND MAINTENANCE FUNDING AND A-BASE CAPITAL



As reported last year, amendment number six for the The Operations and Maintenance Funding Agreement and the A-Base Capital Agreement form two of the key base funding agreements, which provide the core Operations and Maintenance funding required by Cree Communities and the Cree Nation Government Operations. Since 1984, the Operation and Maintenance Funding Agreement (O&M Agreement) has provided some \$1.735B while the A-Base Capital Agreement has provided some \$412M. The funding to support both agreements is provided solely by the Government of Canada.

These two important funding sources came about as a result of the implementation of Chapter 9 of the *James Bay and Northern Quebec Agreement* (JBNQA). Chapter 9, which addresses *Local Government on Category 1A Lands*, provides for special legislation concerning local government for the James Bay Crees on Category 1A lands. The special legislation which implemented this Chapter was the Cree Naskapi (of Quebec) Act, which came into force in 1984 and which was conditional on a funding agreement which is the Operations and Maintenance Funding Agreement.

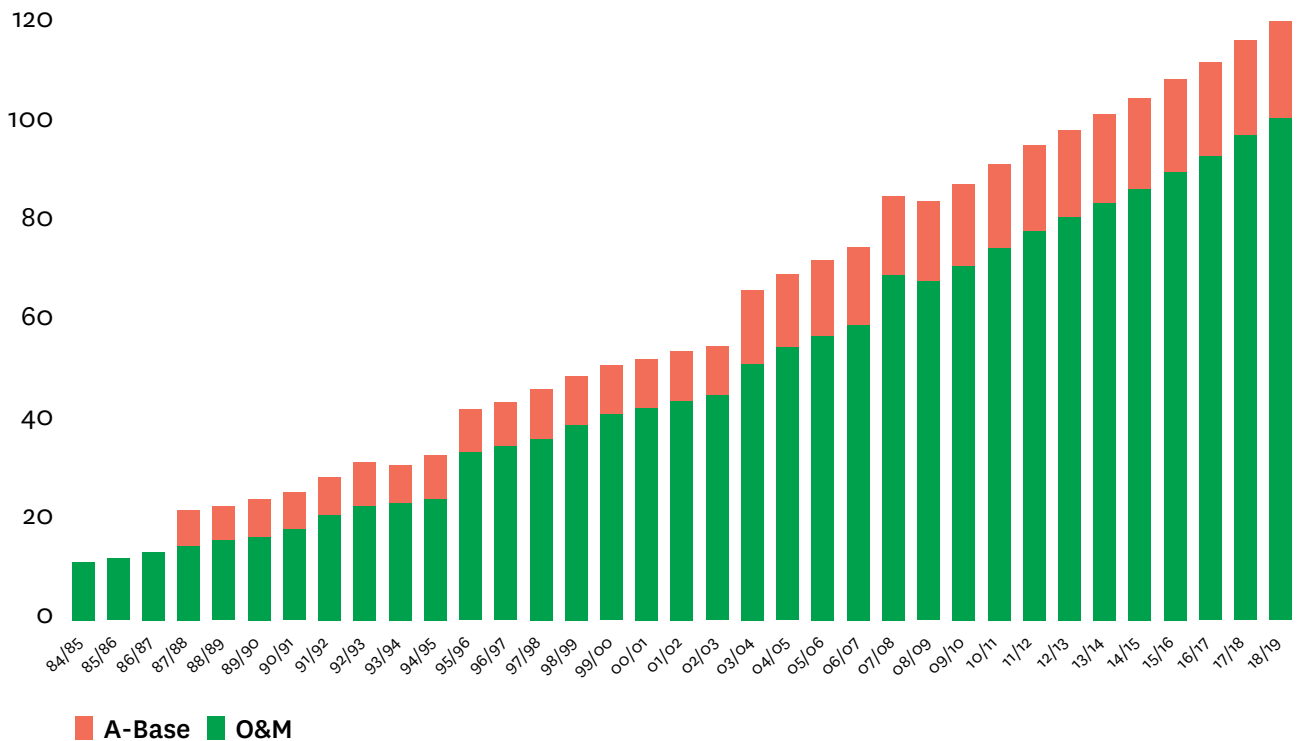
Fiscal 2018-19 was the first year that the *Cree Nation of Eeyou Istchee Governance Agreement Act* came into full force. The Agreement and Act ratified and renewed the O&M and Capital A-Base Agreements for a period of twelve years followed by a second term of twelve years on the same terms and conditions as the existing arrangements.

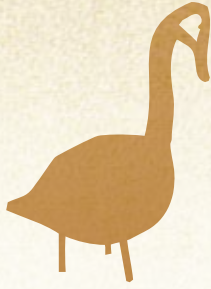
Funding for 2018-19 under the O & M grant and the Capital grant amounted to \$100,986,270 and \$19,725,014 respectively for a total of \$120,711,284. Funding for 2019-20 for these two grants will total \$124,480,615.

The funding for O&M is driven by increases in population and price, so it is very important for each community to attach a very high priority to maintaining accurate and up to date beneficiary records. In past years we have lost millions due to late recording of births, because an adjustment is only triggered in the year the birth is recorded. There is no retroactive adjustment back to the year of birth.

The following graph provides an overview of the funding provided under each grant since its inception, and shows the important escalation which has occurred in large part because of an increase in population. ●

**Evolution of O&M and Capital Grant Funding (in millions of dollars)**





## INTERNATIONAL AFFAIRS



It was in the early 1980s that Cree representatives first joined other Indigenous peoples at the United Nations Working Group on Indigenous Populations in Geneva. A key objective was – and continues to be – to bring urgent attention to the widespread discrimination, dispossession and other injustices suffered by Indigenous peoples in all regions of the world.

Currently, in 2019 – almost 40 years later – the Parliament of Canada is close to adopting Bill C-262 - the *United Nations Declaration on the Rights of Indigenous Peoples Act*. Member of Parliament Romeo Saganash, together with a diverse range of supporting organizations across Canada, continues to strive to ensure his Bill becomes a legal reality in 2019.

The success, to date, of Bill C-262 has resulted in the federal government adopting other laws in 2018-19 that include a commitment of the government of Canada to implement the *UN Declaration on the Rights of Indigenous Peoples*. References to the *Declaration* are also being included in various laws in different provinces, such as British Columbia, Manitoba and Ontario.

As a result, there has been a surge across Canada in the demand for presentations, advice and publications related to the *UN Declaration* and Free, Prior and Informed Consent (FPIC).

### UN DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES

Internationally, the *UN Declaration* continues to be recognized as a principled framework for justice, reconciliation, healing and peace. On its website, the Office of the UN High Commissioner for Human Rights includes the *UN Declaration* in its list of “universal human rights instruments” in international law.

In December 2018, UN General Assembly reaffirmed the *UN Declaration* for the 10<sup>th</sup> time by consensus. No country in the world formally opposes this international human rights instrument. This strengthens the overall significance and legal effect of the *UN Declaration*.

In regard to the *UN Declaration*, a “system-wide action plan” is being implemented within the UN with international and national dimensions. The action plan has the “ultimate goal of implementing, with the effective participation of indigenous peoples, the Declaration on the Rights of Indigenous Peoples at all levels.”

### ADVANCEMENT OF BILL C-262 IN THE PARLIAMENT OF CANADA

In May 2018, Grand Chief Abel Bosum appeared with his delegation before the House of Commons Standing Com-

mittee on Indigenous and Northern Affairs. He urged that Bill C-262 be adopted by both Houses of Parliament. In particular, the Grand Chief highlighted that the Bill repudiates colonialism as well as fictitious and racist doctrines of superiority, such as Discovery and *terra nullius*. In April 2018, lawyer Paul Joffe was invited in his personal capacity to also appear before the Standing Committee.

Bill C-262 passed third reading in the House of Commons and was sent to the Senate of Canada at end of May 2018. Since then, Romeo Saganash and Paul Joffe have been meeting with Senators to inform them of the significance of this historic legislation. In March 2019, Senator Murray Sinclair (former Chair of the Truth and Reconciliation Commission) invited Paul to make a presentation to the Independent Senators Group and respond to their specific questions.

### UN EXPERT MECHANISM ON THE RIGHTS OF INDIGENOUS PEOPLES (EMRIP)

In August 2018, EMRIP tabled its study on “free, prior and informed consent” (FPIC) at the UN Human Rights Council. This detailed study affirms the importance of FPIC in regard to exercising and safeguarding Indigenous peoples’ rights. This is especially crucial in relation to Indigenous peoples’ lands, territories and resources.

At the EMRIP meeting in July 2018 in Geneva, the Grand Council of the Crees (Eeyou Istchee) and other organizations from the Coalition for the Human Rights of Indigenous Peoples contributed significantly to an earlier draft of this study.

### INDIGENOUS LANGUAGES ACT (BILL C-91)

A central purpose of Bill C-91 is to support the efforts of Indigenous peoples in Canada to reclaim, revitalize, maintain and strengthen Indigenous languages. Another essential objective is to restore and maintain fluency in Indigenous languages. In addition, the Bill highlights Indigenous languages as “fundamental to the identities, cultures, spirituality, relationships to the land, world views and self-determination of Indigenous peoples”.

In February 2019, Grand Chief Abel Bosum appeared with his delegation before the House of Commons Standing Committee on Canadian Heritage in Ottawa. He underlined the critical importance of the Bill, including linking Indigenous peoples’ languages to the Calls to Action of the Truth and Reconciliation Commission and to the *UN Declaration on the Rights of Indigenous Peoples*.

The United Nations declared 2019 *International Year of Indigenous Languages*, beginning on January 1, 2019. This, too, will bring much-needed international focus

on the endangered status of most Indigenous languages worldwide. In Canada, strong efforts are being made to ensure Bill C-91 is adopted as federal law before the end of the current session in early June.

### UN PERMANENT FORUM ON INDIGENOUS ISSUES (PFII)

The 17<sup>th</sup> session of the PFII took place in April 2018. The theme of this session was “Indigenous peoples’ collective rights to lands, territories and resources”. As emphasized in the Note by the Secretariat, “there is a clear link between the loss of indigenous peoples’ lands and situations of marginalization, discrimination and underdevelopment of indigenous communities.”

At this session, the Grand Council of the Crees (Eeyou Istchee) joined with other Indigenous and human rights organizations in calling for States to integrate the *UN Declaration* in other relevant domestic legislation as well as relevant international agreements such as investment and trade.

Other key issues discussed at this session included ways to enhance the participation of Indigenous peoples at the United Nations. Some States in Asia and Africa are still insisting on having the power to determine which peoples are Indigenous. This would constitute a violation of the human right of Indigenous peoples to self-identification.

### HUMAN RIGHTS EDUCATION (HRE)

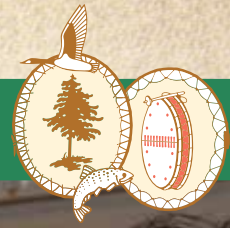
Human rights – especially at the international level – are always evolving in different ways. This affects how the *UN Declaration* is interpreted, including the important issue of free, prior and informed consent. As a result, it is beneficial to learn about human rights and keep up with their ongoing progressive development. This is especially important, since some commentators appear ill-informed or else formulate analyses that may be inconsistent with principles of justice, non-discrimination and respect for human rights.

In December 2018, Paul Joffe and Jennifer Preston (Quakers) were invited to the Cree Nation Department of Justice Conference to elaborate on the significance of the *UN Declaration* in the context of “Reconciliation and Capacity Building”.

Since the federal government first announced its support of Bill C-262, the number of conferences addressing the *UN Declaration* has continued to grow. Requests for presentations on the Bill and the *Declaration* are increasing in the different regions of Canada.

To date, the Coalition for the Human Rights of Indigenous Peoples has distributed more than 500,000 booklets on the *UN Declaration on the Rights of Indigenous Peoples*, mostly in Canada. The booklets are now available in e-reader format as well. ●

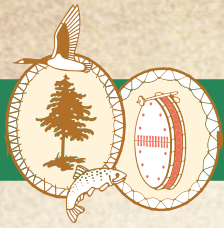




## BERNARD LANDRY 1937-2018

The Cree Nation was saddened by the passing of former Québec Premier Bernard Landry on November 6, 2018. Monsieur Landry was an architect and signatory of the landmark *Paix des Braves Agreement* signed between the Cree and Québec in February 2002. Over the years, the Cree Nation and Mr. Landry forged a relationship transcending different cultures and languages. We shared a vision of a Nation-to-Nation relationship between the Cree and Québec based on principles of mutual respect and collaboration for the benefit of both nations. With his unwavering belief in these principles, Monsieur Landry showed true leadership in showing the way to a new and positive relationship between Québec and Indigenous peoples.

Grand Chief Dr. Abel Bosum stated, “It was a privilege to work with Mr. Landry on the *Paix des Braves*. He showed, not just vision and trust, but courage in his willingness to forge a new relationship between Québec and the Cree. The *Paix des Braves* was the result, and it marked a real turning point in the relationship. It made possible effective implementation of the *James Bay and Northern Québec Agreement*, and it opened the way to a true partnership in governance and development in Eeyou Istchee.” Québec and the Cree Nation have lost a man of great vision and conviction.



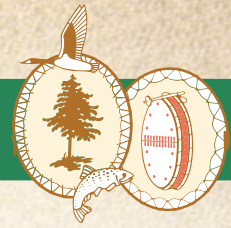
## HIGHLIGHTS

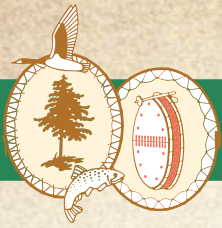
The work of the Grand Chief is very challenging indeed. In addition to regularly visiting our communities, and hearing from our people about their concerns and their hopes for the future, the Grand Chief must also develop an extensive network of contacts in a wide range of areas in order to effectively promote the interests of our Cree Nation. There are many areas—from community, to regional, to national and to international issues—that the Cree Nation Government must pay attention to and respond to. As our successes as a Nation have increased, as our communities have grown, and as our Nation has become a model for Indigenous Nation-building, so has also the need grown for us to express our positions clearly on a wide range of community development, government policy, political, and constitutional issues. Additionally, there is constantly a growing need to follow up on agreements, understandings and proposed initiatives to ensure that their implementation takes place as effectively as possible. In this section, we provide you with a brief photographic glimpse of some of the meetings held by the Grand Chief and his team in order to continue to advance the interests of the Cree Nation.

### CREE-QUEBEC

1. Meeting with the leader of the Coalition avenir Quebec (CAQ), Mr. François Legault and the CAQ Candidate of Ungava, Mr. Denis Lamothe. Quebec, May 31, 2018.
2. Meeting with Former Premier of Quebec Mr. Jean Charest.
3. Signing of a four-party agreement with the Eeyou Istchee James Bay Regional Government, the Cree Nation Government and the Fonds Restor-Action Cri, aimed at restoring abandoned mining sites in the Eeyou Istchee James Bay Territory.
4. Meeting with Mr. Louis Vachon, C.M. President and Chief Executive Officer. The meeting focused on Philanthropy (fund raising) for the Eenou-Eeyou Community Foundation. Our Objective to raise \$40M. November 7, 2018.
5. Viens Commission. Listening, Reconciliation and Progress. Mistissini, Eeyou Istchee, June 20, 2018.
6. Meeting with President – Chief Executive Officer, Mr. Michael Sabia of the Caisse de dépôt et placement du Québec (CDPQ). November 7, 2018.
7. Quebec City. A First Meeting with the new Secretary General of the Government of Quebec, Mr. Yves Oulette. Mr. Oulette is no stranger to the Cree Quebec Relations and to the Paix des Braves. This was an occasion to introduce the Cree team and to prepare the Cree Quebec Agenda with the new Government and with Premier François Legault. November 16, 2018.
8. Val-d'Or, Meeting with Minister of Forest & Wildlife, Mr. Pierre Dufour. December 17, 2018.

# HIGHLIGHTS





## HIGHLIGHTS



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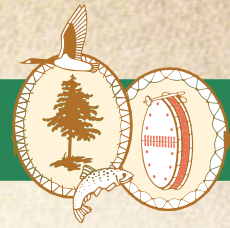


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## FEDERAL RELATIONS

1. A meeting with Minister of Crown-Indigenous Relations and Northern Affairs Dr. Carolyn Bennett. Engagement session: Related to Recognition and Implementation of Indigenous rights framework. April 4, 2018.
2. Inside the ceremony with the Governor General of Canada, her Excellency the Right Honorable Julie Payette. September 6, 2018.
3. Indigenous Language Bill C-91 with our MP Romeo Saganash, Grand Chief Abel Bosum, CSB Chair Sarah Pash, Tina Petawabano, Dorothy Stewart, Paul Joffé tabling brief at Standing Committee on Canadian Heritage on Bill C-91 Act Respecting Indigenous Languages. Ottawa, February 28, 2019.
4. Senate Committee on Aboriginal Peoples: Study on New Relationship Between Canada and First Nations, Inuit and Metis Peoples. Ottawa, May 29, 2018.





## INDIGENOUS RELATIONS

1. Renewing relationship with JBNQA Aboriginal Parties (Eeyou-Inuit-Naskapi). November 6, 2018.

2. Pekuakamiulnuatsh First Nation at Cree Nation AGA. August 7, 2018.

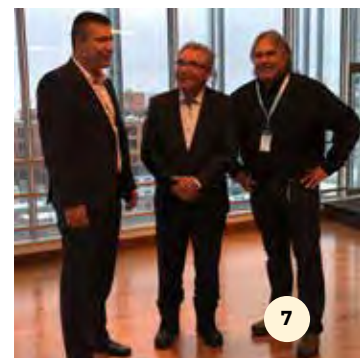
3. Cree of Quebec meet with Cree of Manitoba (Nisichawayasihk First Nation). Chief Marcel Moody was accompanied by his Council members and advisors: Shirley Linklater, Pat Linklater, Bonnie, Joe Moose, Valerie Matthews-Lemieux, Bruce Zheng (in picture), Joyce Yetman and Joyce Brightnose.

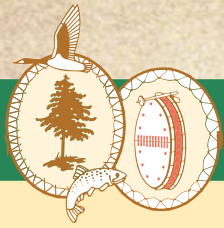
4. Grand Chief Joe Norton of Kahnawake regarding Cree-Mohawk Relationships. April 4, 2018.

5. Iroquois caucus harvest working group with Chief Robert Patton, Chief Dennis Diabo and Chief Martin Leborgne to discuss Cree hunting activities on Mohawk territory. April 4, 2018.

6. Grand Chief Dr. Abel Bosum, Chief Clifford Moar, Chief Richard Shecapio, Chief Curtis Bosum at the Signing of the Maamuu Wiicheutuwin: Agreement Between the Pekuakamiulnuatsh First Nation and the Cree Nation of Eeyou Istchee, Mashteuiatsh. June 21, 2018.

7. "Cree-Innu- Atikamekw" Meeting, with Chief Clifford Moar and Grand Chief Constant Awashish. Quebec City, November 16, 2018.





## CREE EVENTS

1. Meeting with the Eeyou Eenou Police Force's (EPPF) Senior Staff in Montreal. I was honored to be to the room with our dedicated EPPF Lieutenants, Captains, Inspector Lyle Cox, Deputy Director Jimmy Hester and new Director David Bergeron, along with Executive Director, Bill Nama-goose, Director of Finance, Matthew Swallow and Director of Human Resources, Nancy Bobbish. April 9, 2018.
2. Honoring Grand Chief Matthew Coon Come for his 20 years of service to the Cree Nation as well as on other important indigenous issues on the national and international forums. August 11, 2018.
3. Cree Nation Government meeting in Chisasibi. September 12, 2018.
4. Eeyou Eenou Regional Assembly on Health and Social Services. Waswanipi, April 10, 2018.
5. Inauguration of the Eeyou Marine Region/Cree Nation Government Building. Waskaganish, May 30, 2018.
6. Celebrating the 40<sup>th</sup> Anniversary of our Cree School Board in Eastmain. June 5, 2018.
7. Panel at second and final day of the Northern development Conference in Val-d'Or. First Panel: Understanding the Realities and Local and Regional Development. June 14, 2018.
8. With Dr. Sarah Pash on July 27, 2018.
9. Honoring the residential school survivors at the Mistis-sini 6<sup>th</sup> Pow Wow. August 19, 2018.
10. Grand Council of the Crees (Eeyou Istchee)/Cree Na-tion Government Annual General Assembly, Bringing the Benefits Home. August 7, 2018.
11. Nishiiyuu Cultural gathering in Waswanipi. August 24, 2018.
12. Cree Trappers Association 40<sup>th</sup> anniversary. Annual CTA General Assembly in Mistissini. August 30, 2018.
13. Meet and greet the Secondary 4 and 5 students in Chisasibi. Dr. Sarah Pash and the Chief of Chisasibi, Davey Bobbish. November 15, 2018.
14. Eastmain Visit. June 4, 2018.



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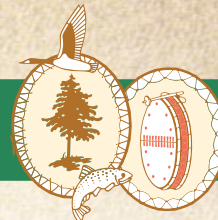


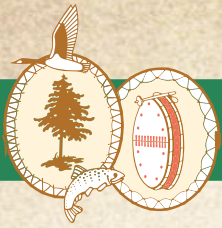
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# HIGHLIGHTS





## HIGHLIGHTS



## CREE EVENTS

1. Photos provided by Montreal Orchestra. With Maestro Kent Nagano and musician Kelly Cooper. September 20, 2018.
2. Cree Nation Youth Council Health Conference – Building a Healthy Nation. Nemaska, February 12, 2019.
3. CBC North Cree Community Meeting. Montreal, February 22, 2019.
4. Award for Aanischaakamikw – Congratulations to Dr. Sarah Pash, staff, advisors, Elders, and to the Board of Directors for their vision! January 28, 2019.
5. Symposium on Indigenous People's Justice. Gatineau, December 4, 2018.
6. 10<sup>th</sup> anniversary of the Department of Justice. Ottawa, December 5, 2018.
7. Cree Community Foundation meeting with Bell Canada – Montréal, with Martine Turcotte, VP of Bell Canada, Margolaine Lachance, Senior Manager of Community Investments, Charles Gosselin, Executive Director - Municipal Affairs. Along with Bella Petawabano, Chairperson of Cree Health Board and Social Services and Ross Clark of EECF. February 7, 2019.
8. CNYC Inspire Hope Youth Conference. March 24, 2019.
9. At the invitation of some students and teachers of Mistissini Voyageur Memorial High School I had the privilege to speak to our Secondary 4 & 5 students regarding our history, our treaty, our agreements, their rights, and challenged each one of them to continue through high school and on to rewarding careers! November 5, 2018



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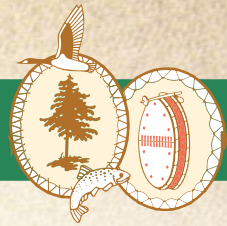


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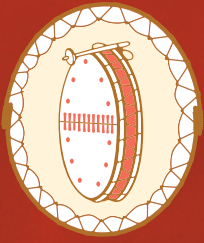
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# HIGHLIGHTS



## INTERNATIONAL RELATIONS

1. United Nation Permanent Forum on Indigenous Issues – Seventeenth Session. New York, April 16, 17, 2018.
2. Brief Meeting with H.E. Mr. Michael Grant – Canada Embassy From left to right: Dr. Kenneth Deer; Okalik Eegeesiak; Jeff Moore; Aluki Kotierk; Paul Joffe; H.E Mr. Michael Grant; Cameron Jelinski; Francine Joe; Premier Paul Quassa; Grand Chief Abel Bosum; Jennifer Preston; Chief Howard Thompson. April 18, 2018.
3. “Recently I met the Consul General of Israel, Mr. David Levy, who expressed a focused interest in exploring partnerships with the Cree Nations around the subject of water management and new technology. A mission of 5-10 persons of interest would be possible with grants to facilitate the travel arrangements to Israel as a first step.” May 20, 2018.
4. A very good first meeting with representatives of MOBLAN Lithium, GAO Jin, Vincent Li, Deling Xian, Daniel Maguran, Marie-Christine Patoine with Chief of Mistissini, Thomas Neeposh, John Matoush and Jimmy McLeod. Montreal, December 19, 2018.
5. Norwegian State Secretary Meeting with the Cree Nation in Toronto. From left to right: Erlend Opstad, Senior Advisor, Melissa Saganash, Cree-Quebec Relations, Magnus Thue, State Secretary for Norwegian Ministry of Industry and Trade, Grand Chief Dr. Abel Bosum, Anne Kari Hansen Ovind, Ambassador, Erika Vartdal, Higher Executive Officer. March 4, 2019.



Cree Nation Government  
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# FINANCE AND TREASURY

## MESSAGE FROM THE TREASURER

**Matthew Swallow**



The past year marked the first full year of implementation of the *Cree Nation of Eeyou Istchee Governance Agreement Act*. The Act and related Agreements also reaffirmed the long-term funding arrangements negotiated as companion agreements to ensure implementation of the governance responsibilities assumed by the Cree Nation Government and all Cree communities.

The Cree Canada fiscal relationship, save for certain separate funding arrangements such as Education, has now been defined at least until 2040, pursuant to the Governance Agreement and various agreements which were signed concurrently. The renewal of the Cree Canada New Relationship Agreement will take place during this period in 2028, however, the existing arrangements provide important guidance to the parties on most matters including own source revenues.

The coming into force of the Cree Constitution now firmly entrenches the financial reporting regime applicable to the Cree Nation Government and all communities. The principles of transparency and accountability to our membership are cornerstones of the financial reporting regime and our commitment to our membership is to continue to build upon what has been developed to date to ensure that Cree Nation finances are well understood and are clear and transparent.

Over the past year we have worked closely with the local Treasurers to develop a new standardized report which will be made available to all community members, which summarizes the overall financial results of the community and which also discloses the remuneration of local elected officials. A similar report will be made available concerning Cree Nation Government finances and related reporting responsibilities to all communities.

The Cree Nation Government continues to work with all local communities to further develop standardized financial reporting regimes and to ensure compliance with obligations imposed by the many financial agreements that the Cree Nation Government and all communities are responsible to administer. The reality of today's environment places enormous responsibility on the financial administrators at both the local and regional levels.

An important responsibility of the Office of the Treasurer is to ensure compliance by Quebec with the financial terms of the Paix des Braves. As explained in the Annual Report of the Eeyou Limited Partnership with respect to the funding received from Quebec,

and as we have indicated in previous Annual Reports, there continues to be a dispute with Hydro Quebec in regard to the confidentiality of the data required to determine the actual value of economic production in the Territory. It is the firm position of the Limited Partnership that this information must be provided annually to the recipient of funding in accordance with the Agreement. Hydro-Québec and the Government of Quebec have nevertheless withheld this information for many years now, despite providing all the required information during the initial years of implementation of the Agreement.

Accordingly, we continue to exercise our right to audit the Annual Payment to ensure compliance with the Agreement. The audits conducted over the past years have revealed several discrepancies which are currently the object of discussions with Quebec.

The resources now under the administration of the Cree Nation Government and other Cree entities entrusted with the implementation of the JBNQA are very significant. For the 2018-2019 fiscal year, the Board/Council of the Cree Nation Government allocated \$370,619,385 for various programs, services and responsibilities either under its administration or under the administration of other entities established pursuant to the JBNQA and related entities. These funds are exclusive of the budgets for the Cree School Board and the Cree Board of Health and Social Services as well as several other Cree entities.

Over the coming year we will continue to work with all communities to address the continually evolving financial administrative issues we all face and to ensure that we assist one another in employing best practices being developed both locally and regionally. We continue to be impressed with the exchange of best practices amongst all communities and together we help build our nations' capacity.

As a final note, I wish to express my continuing appreciation to all staff of the Department of Finance and Treasury who continually devote their time and extensive efforts to ensuring that we can meet the significant responsibilities entrusted to us by our leadership. Your commitment and efforts are very much appreciated.

Sincerely,

Matthew Swallow  
Treasurer

### An Overview of certain of the Funding flowing through the Cree Nation Government including funds allocated by the Cree Nation Trust and Eenou- Eeyou Limited Partnership

The Cree Nation Government and the Eenou-Eeyou Limited Partnership act as Recipients of Funding pursuant to many agreements with Canada and Quebec. Pursuant to the New Relationship Agreement with Canada, all payments, to the exclusion of the Community Specific Agreements, are made to the Cree Nation Trust, which provides annual disbursements to the Cree Nation Government which is entrusted with the implementation of the Assumed Obligations and Responsibilities. The Cree Nation Government has also negotiated many funding agreements for the Cree Nation where the funding flows to the Cree Nation Government, which then reallocates the funds in favor of the local communities and/or in conformity with Agreement guidelines.

The following summarizes certain of these arrangements for 2018-2019:

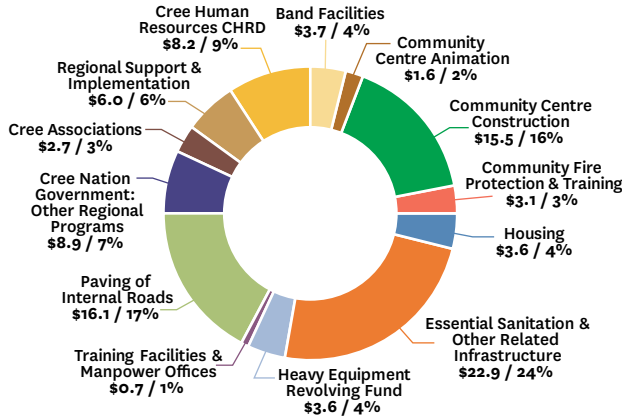
<b>Government of Canada</b>	
Cree Act Operation and Maintenance Funding	\$ 100,986,270
Federal Capital A-Base Funding	\$ 19,725,014
Agreement Respecting Cree Human Resources Development	\$ 6,990,913
<b>Canada / Quebec Joint Funding</b>	
Policing Services Agreement	\$ 20,050,454
<b>Government Of Quebec</b>	
Agreement Concerning a New Relationship – Annual Payment	\$ 100,414,544
Agreement Concerning the Administration of Justice	\$ 19,354,317
Agreement on Governance in the Eeyou Istchee Territory	\$ 8,702,023
<b>Cree Nation Trust</b>	
Implementation of Assumed Obligations and Responsibilities	\$ 94,395,850

In addition to the funding described above, both Canada and Quebec provide funding in relation to Cree Education to the Cree School Board, and Quebec provides funding for Health and Social Services to the Cree Board of Health and Social Services. Many other program funding arrangements exist between Canada, Quebec and the Crees to implement other special and regular program funding arrangements. ●

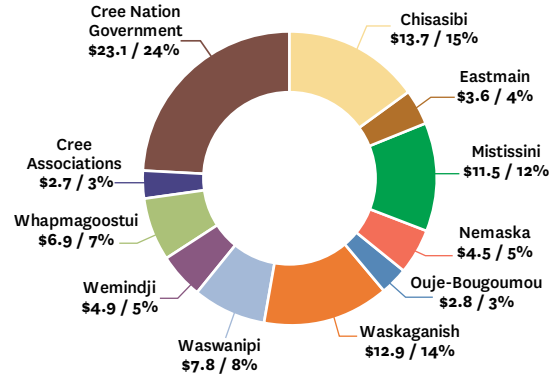


The following series of graphs provides a general overview of the allocation of certain funding arrangements and provides information as to the distribution amongst the various communities and other Cree Entities.

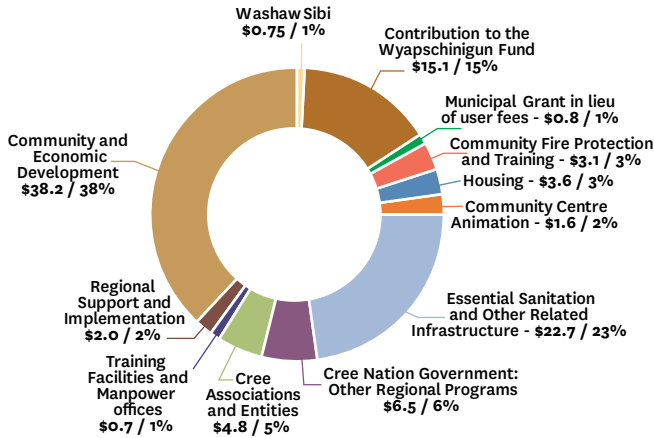
**New Relationship Agreement CANADA  
Funding Allocation 2018-2019 by Program  
\$94.4 Million**



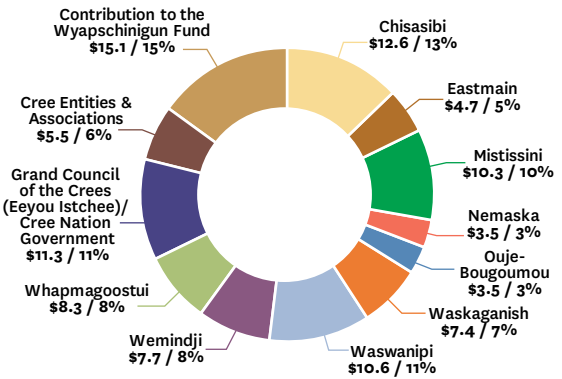
**New Relationship Agreement CANADA  
Funding Allocation 2018-19  
\$94.4 Million**



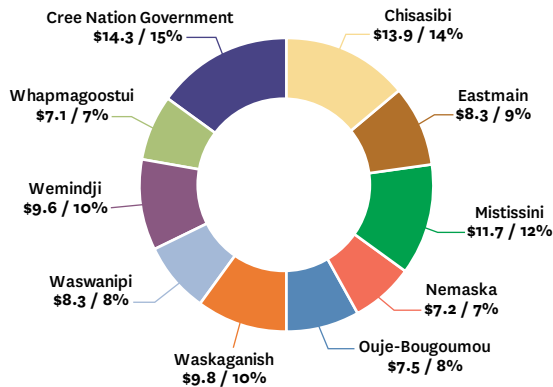
**New Relationship Agreement QUEBEC  
Funding Allocation 2018-19 by Program  
\$100.4 Million**



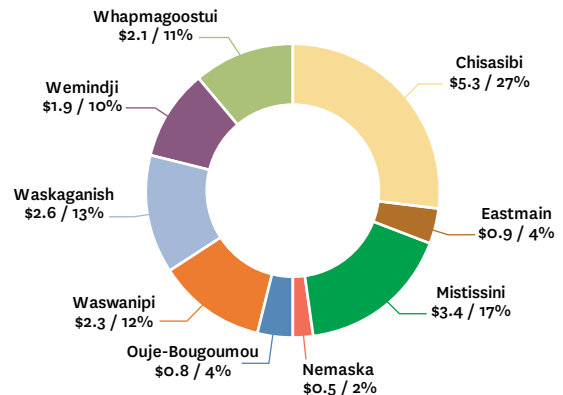
**New Relationship Agreement QUEBEC  
Funding Allocation 2018-19  
\$100.4 Million**



**O&M Funding Allocation 2018-19  
\$100.9 Million**



**Capital Funding Allocation 2018-19  
\$20.1 Million**





# HUMAN RESOURCES

MESSAGE FROM THE DIRECTOR  
Nancy Bobbish



While the front-line departments focus largely on delivering services to the public, the Department of Human Resources' mandate is to provide internal services related to recruitment and development, employee compensation and classification, employee and labour relations, and many other services essential to operate the multi-faceted organization. In this way, the department supports the readiness of our workforce to drive government's strategic objectives and priorities.

As an organization, we are continuously expanding, thriving to do and be better, therefore when complexity is the new normal and change is the only constant, true professionals need to thrive on adaptation. And as HR professionals, we need to either support or lead the way. Therefore, we continue to integrate continuous improvement into our planning while playing a critical role in ensuring that we have a high-performing and engaged workforce equipped to deliver results for government.

Consequently, this year's annual report focuses on performance reporting in alignment with our strategic objectives. We invite you to read our report.

I would like to say a special thank you to my team for their engagement and commitment –even in challenging times. It is only through their efforts and hard work that we have been able to make good progress across our multiple priorities.

I look forward to the additional successes that will be achieved in the coming year.

Sincerely,

Nancy Bobbish  
Director of Human Resources

As an organization, we are continuously expanding, thriving to do and be better, therefore when complexity is the new normal and change is the only constant, true professionals need to thrive on adaptation.

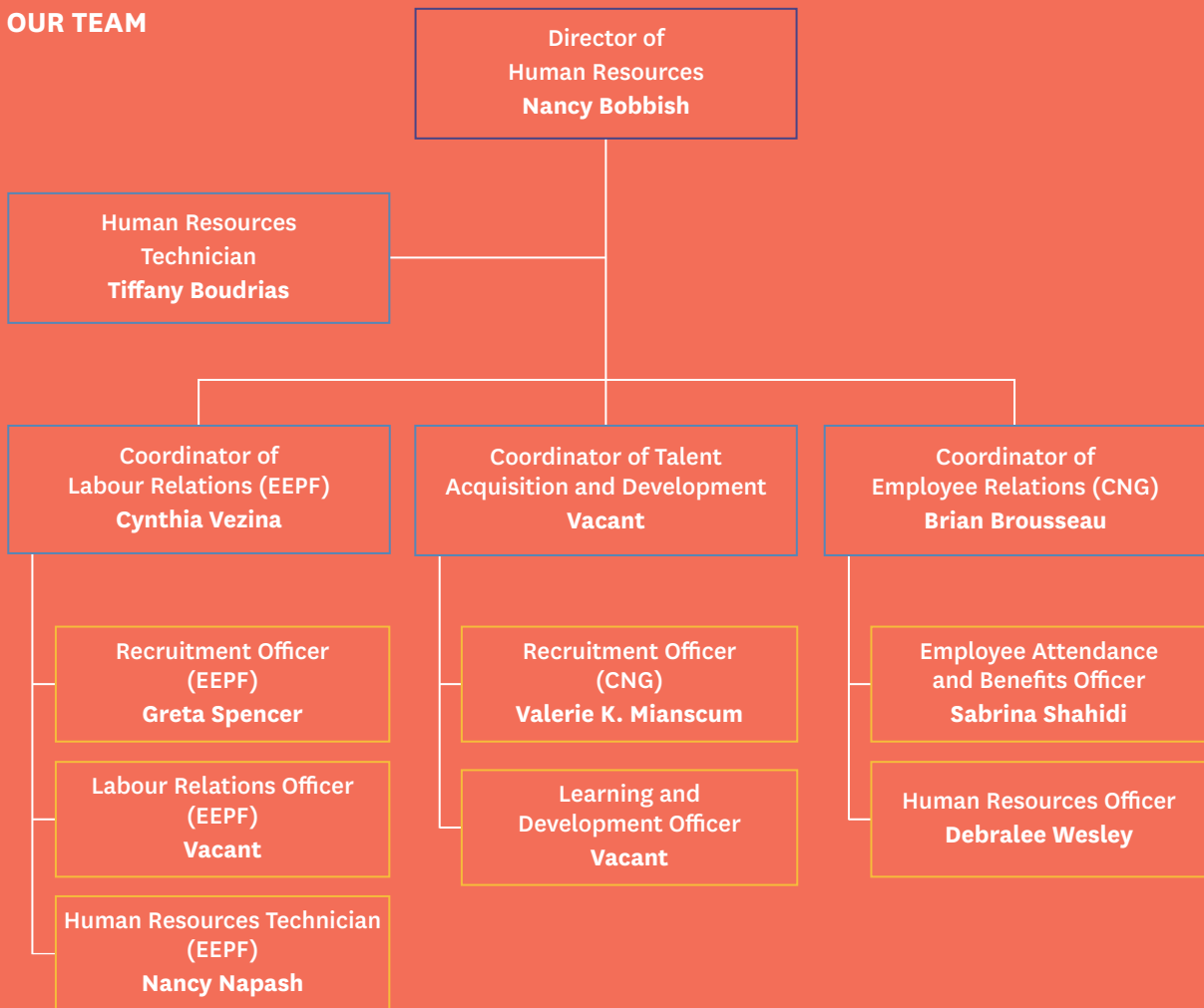
## HUMAN RESOURCES DEPARTMENT

The Human Resources department is committed to a safe, healthy, ethically sound, diverse, and thriving workplace. We take pride in the high quality services that we provide and aim for equal employment and advancement opportunities for all employees.

Quality services provided by Human Resources include but are not limited to recruitment and selection, performance management, an Employee Assistance Program, health and safety, and professional development and career advancement. We highly encourage all employees to use our programs, as not only do they benefit from them, but also benefits us as an organization.

'Unlocking Eeyou Wealth' to us means that we strive in the betterment of our employees by offering beneficial services and programs. In order to have a prosperous and successful workplace, the focus must be placed on all directors, managers, and employees' growth. The Human Resources department and its services are continuously evolving to today's environment so that all our employees have the chance to seek progress and development. A healthy and diverse workforce is the richness of this Nation.

### OUR TEAM



## RECRUITMENT

For 2018-2019, the Cree Nation Government had 404 approved civilian and non-civilian positions. Among these are 54 employees under Capital Works and Services, 15 employees under Child and Family Services, 8 employees under Commerce and Industry, 40 employees under Cree Human Resources Development (now known as Apatisiwin Skills Development), 124 employees under Eeyou Eenou Police Force (EPPF), 30 employees under the Embassy of the Cree Nation, 23 employees under Environment and Remedial Works, 17 employees under Finance, 7 employees under Grand Council, 12 employees under Human Resources, 62 under Justice and Correctional

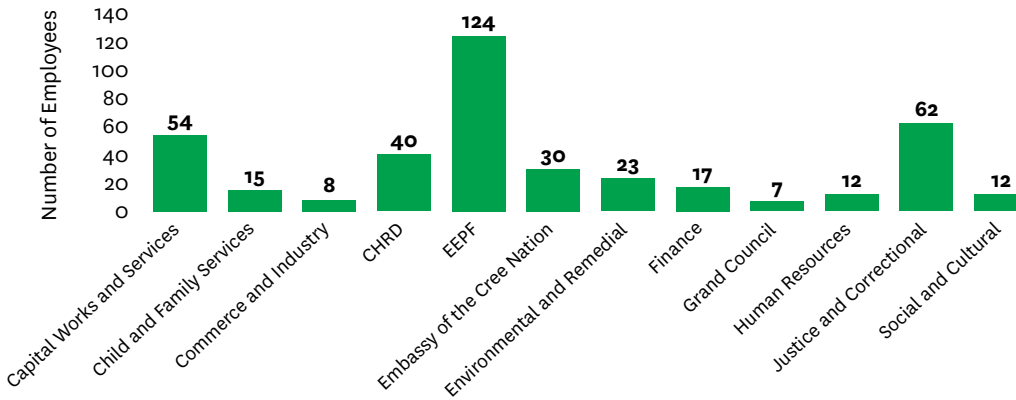
Services and 12 employees under the Social and Cultural department (see Figure 1).

From the 285 civilian permanent employees, 63 male employees and 154 female occupy Administrative/Technical positions; 24 male individuals and 30 female individuals hold Professional roles; and 5 female employees and 9 male employees are employed in Director/Executive positions (see Figure 2).

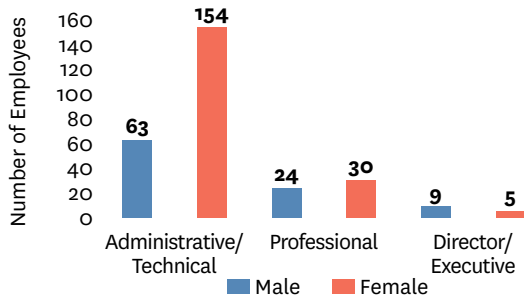
Non-civilian permanent and contractual employees consist of 91 males and 10 females (see Figure 3).

The majority of civilian permanent employees are Cree beneficiaries (219) followed by First Nation (15) and Non-First Nation (51) (see Figure 4).

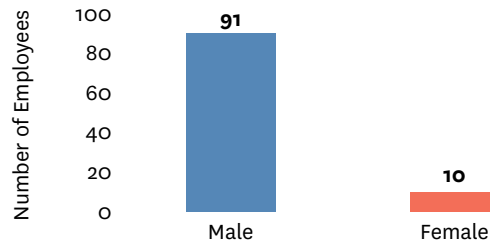
**Figure 1. Approved Positions per Department**  
(Civilian and Non-Civilian Employees - Total of 404)



**Figure 2. Gender Distribution**  
(Civilian Permanent Employees)



**Figure 3. Gender Distribution EPPF**  
(Non-Civilian Permanent and Contractual Employees)



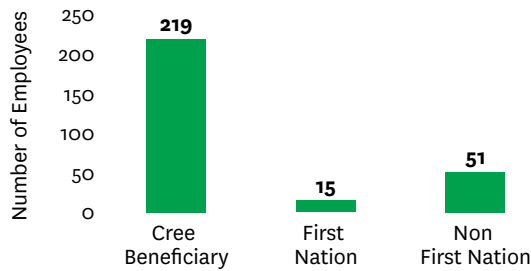
The majority of non-civilian permanent and contractual employees are Cree beneficiaries (67) followed by First Nation (6) and Non-First Nation (28) (see Figure 5).

Civilian employees are distributed across a greater geography as follows: Mistissini (68), Montreal (45), Nemaska (37), Chisasibi (31), Eastmain (9), Ottawa (13), Ouje-Bougoumou (13), Quebec (4), Val-d'Or (16), Washaw Sibi (1), Waskaganish (22), Waswanipi (9), Wemindji (9) and Whapmagoostui (8) (see Figure 7).

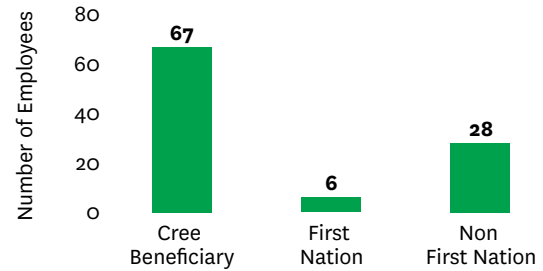
(6), Ouje-Bougoumou (6), Waswanipi (9), Wemindji (7), Whapmagoostui (7) and Amos (2) (see Figure 6).

Civilian employees are distributed across a greater geography as follows: Mistissini (68), Montreal (45), Nemaska (37), Chisasibi (31), Eastmain (9), Ottawa (13), Ouje-Bougoumou (13), Quebec (4), Val-d'Or (16), Washaw Sibi (1), Waskaganish (22), Waswanipi (9), Wemindji (9) and Whapmagoostui (8) (see Figure 7).

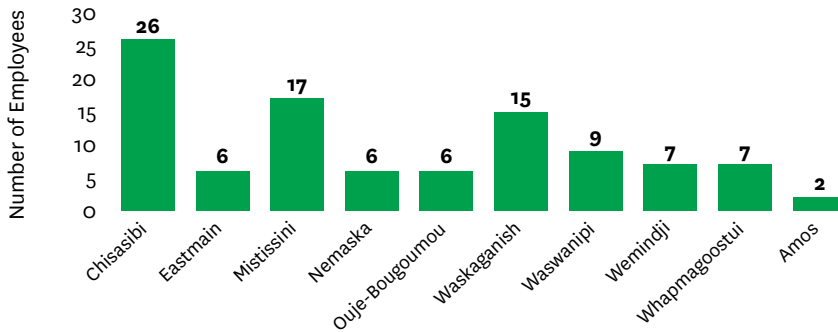
**Figure 4. Ethnic Demographic**  
(Civilian Permanent Employees)



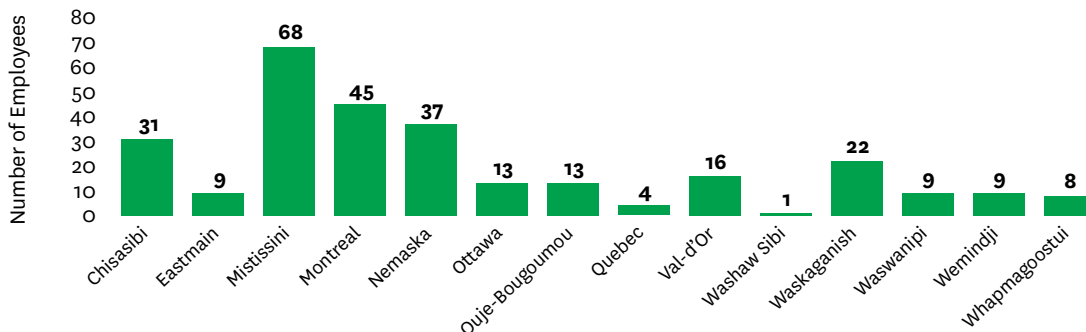
**Figure 5. Ethnic Demographic EEPF**  
(Non-Civilian Permanent and Contractual Employees)



**Figure 6. Distribution of Employees as per Approved Budget**  
(Non-Civilian)



**Figure 7. Distribution of Employees**  
(Civilian)



**TRAINING AND DEVELOPMENT**

Training and development is key to the smooth functioning of all departments within the Cree Nation Government. Training enables employees to learn specific knowledge and skills to improve their performance and productivity in their current roles. We encourage managers to ensure that their employees are taking yearly training to stay abreast with new skills and practices in their fields. Development is more focused on the long-term growth and future performance of our employees.

**EMPLOYEE AND FAMILY ASSISTANCE PROGRAM (EFAP)**

The Cree Nation Government offers confidential and 24/7 access to the EFAP for all its employees and their families. Morneau Shepell, the service provider of our EFAP provides employees with various services to better manage family, health, career and legal issues. Other services available to employees include assistance with improvements and challenges related to mental health, fitness, nutrition, work habits, and management.

The Cree Nation Government recognizes the importance of a strong work-life balance by offering employees a competitive and varied benefits package.

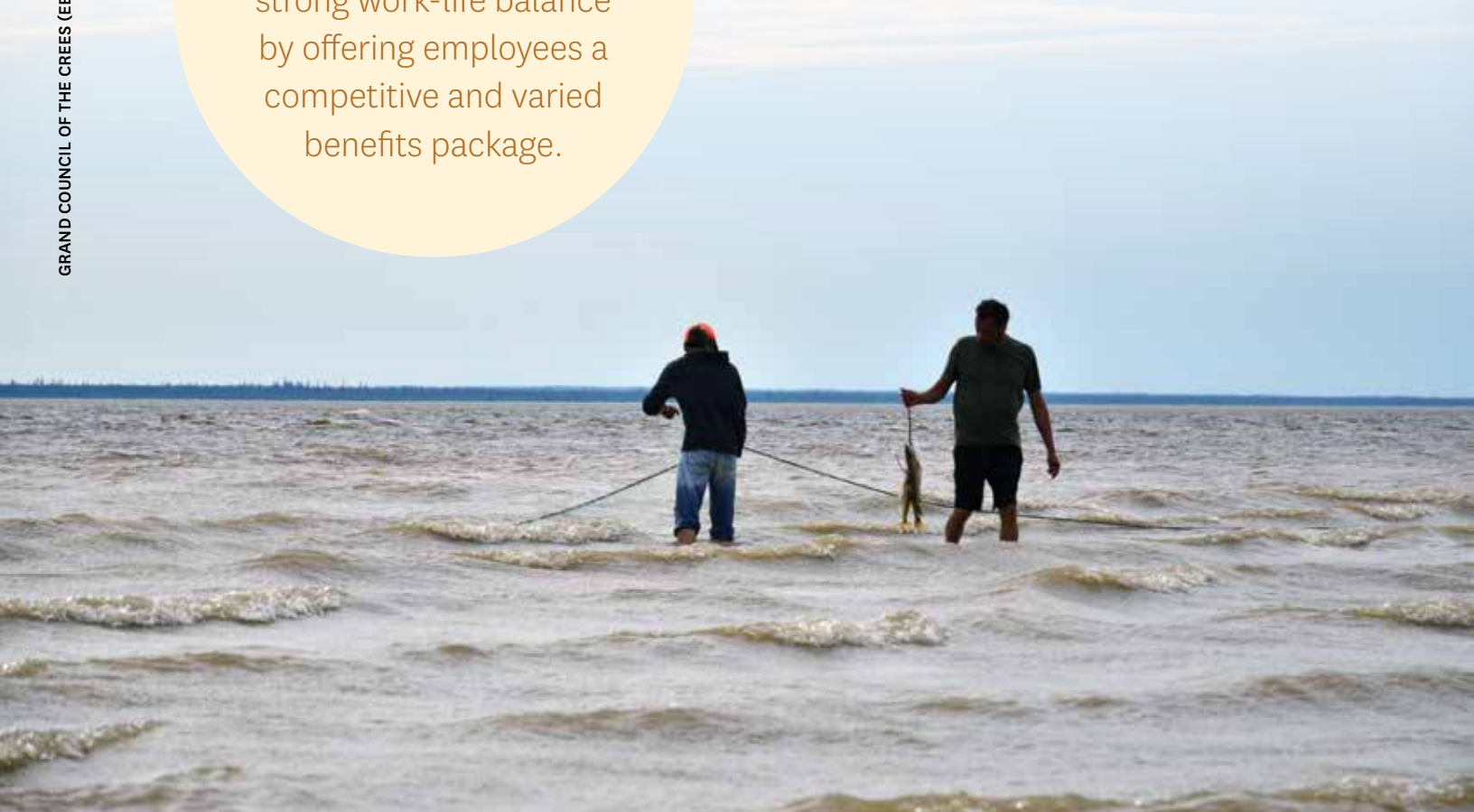
Over the past year, the program has gained greater recognition and popularity. Our employees are more aware and cognizant of the help that they can receive and are reaching out to the Human Resources department to obtain contact information. The most common causes of seeking professional services of the EFAP are related to personal issues such as stress from which we have observed using a sample size of 17 employee.

**Employee Testimonials of EFAP**

*“I appreciate the time taken to support and understand my concerns.”*

*“My counsellor was excellent. She was very easy to talk to and understanding.”*

*“EFAP is a valuable benefit for employees. It really helps to know that someone is there to help at a phone call away.”*



## EEPF Officers

In the course of their daily work, our Officers are repeatedly exposed to traumatic incidents that can put them at risk for workplace injuries, including post-traumatic stress injuries. Hence, in February 2018, 12 Senior Officers attended an EFAP training for post-traumatic incidents in Val-d'Or. Mr. Michel Oligny, a social worker who works closely with our Officers, offered this training program. This training was to help them manage post-traumatic stress within the workforce and they were given the tools to better assist their Officers as well.

The Cree Nation Government recognizes the importance of a strong work-life balance by offering employees a competitive and varied benefits package. Employees can enjoy family days, summer hours, minimum 5-week vacations and different types of leaves including short-term disability leaves, long-term disability leaves, educational leaves, leaves with deferred salary, leaves of absence without pay, cultural leaves, and home leaves.

## HUMAN RESOURCES SPECIAL PROJECTS

### HR Policies and Procedures Revision

The Human Resources staff was actively involved in revising the Human Resources Policy and Procedures Handbook for Employees to ensure that it reflects the reality of Cree Nation Government employees' work more accurately. Different modifications were made to the edition published in 2012. Some of the revisions adopted were: definition changes, more expansive benefits package for temporary employees, modifications to the sick leave, family responsibilities, educational leave, compassionate leave, home leave benefits, work time, duration of probationary periods and performance development and evaluation.

### New HR Policy

Following the legalization of cannabis in 2018, Human Resources formulated a Drug and Alcohol Policy in accordance with the stipulations set out by the Federal government. This policy strives to place strong importance on zero tolerance of drug or alcohol possession, consumption and/or being under the influence of either of these substances on work premises. All Cree Nation Government employees and those employees working in conjunction with the Cree Nation Government must abide by this legislation. Prevention of drug and alcohol use is key to the Cree Nation Government to ensure the safety and well-being of all its employees.

### Salary Structure Revision

The Cree Nation Government decided to review their salary scale; hence, it was essential that we assess and review the market competitiveness in order to establish a salary structure that would be well positioned in comparison to our competitors. Therefore, an extensive benchmarking exercise to provide future recommendations regarding the salary structure was conducted along with the revision of the Compensation Policy. More specifically, the salary structure for all active job positions

for each department was reviewed to align with the standards of the present labor market.

### Selection Camp for EEPF

In summer 2018, the EEPF, in collaboration with the Human Resources department, launched a successful and widespread campaign to recruit new candidates for the Attestation of College Studies (ACS) Police Technology Program at the *Cégep de l'Abitibi-Témiscamingue* in Rouyn-Noranda. The focus of this campaign was to build awareness of the EEPF to reach prospective students who are interested in pursuing careers in policing and be able to follow the necessary training. The recruitment activities took place in Chisasibi (August 16), Mistissini (August 21), and Waskaganish (August 28). We had 42 candidates that participated in the Selection Camps and 15 individuals were selected to enroll into the ACS Police Technology Program. These events were marked with a great deal of encouragement for future EEPF employees and networking with the staff of the EEPF.

## UNION

Our EEPF Patrol Officers elected to vote for a union to represent them in negotiating their working conditions through collective bargaining. Both members of the Cree Nation Government's Human Resources and the union had several meetings to discuss the monetary and non-monetary demands. We are glad to say that the process and negotiations were executed collaborative among both parties. Therefore, an agreement satisfying both management and union parties was reached. The process of finalizing the collective agreement will conclude in June 2019.

## CONCLUSION

The Human Resources department and the Cree Nation Government are committed to fostering relationships with its employees and external partners. We continue to strive for excellence not only for our employees, but also for the tools and services that we provide.

We have had to restructure our department, have completed projects, and are in the midst completing other projects and starting new ones. The cycle of progression is never-ending. However, with our dedicated team, we will always welcome challenges. We look forward to this new chapter and the achievements that will come to fruition. ●



# CREE HUMAN RESOURCES DEVELOPMENT

**MESSAGE FROM THE DIRECTOR**  
**Louisa Saganash**



The Cree Human Resources Development Department understands the need to work with our people in Eeyou Istchee to build capacity. As a Nation, we must continually prepare for the future. A well-trained diversified workforce is of fundamental importance to nation building.

The recent advancements in Cree Governance, partnered with the rapid development of infrastructure within the territory require more and more human resource capacity. Without the development of our people, we cannot prosper and grow. The Cree Human Resources Development plays a strategic role in the development of our workforce, and we participate all along the process from supporting educational and training objectives through to supporting employment and on the job training.

The past year of operations at Cree Human Resources Development was a very busy one. We have completed a new 5-year Strategic Plan that will drive our programs and services throughout the region for the next five years. We will add several new positions to enhance services in our Department. Supporting post-secondary graduates to find employment is one of the key initiatives we have undertaken by adding a new position, “Employment Integration Counsellor.” This position will be based in Gatineau and provide a career development resource to many post-secondary students while out to school. We have also added a “Labour Market Information Analyst” position to move CHR D towards a data-driven decision-making process. Understanding the success of training as it leads to sustainable employment, along with the needs or “market” side of employment is critical to aligning

training to the actual need. By adding the position, we will be better positioned to support demand-driven employment models both in the Cree communities as well as regionally.

As a department, we recognize that to be successful we must rely on partnerships and our stakeholders. Our most important partner, the Cree School Board, and the Sabtuan Adult Education Department have always been integral to our mission. Cree communities, employers, and other training institutions throughout the region also play an enormous part in helping us accomplish our departmental objectives. Our theme for this year’s annual report is Unlocking Eeyou Wealth - thriving careers, sustainable employment, and upgrading and capacity building are the primary ingredients to lead us in unlocking Eeyou wealth.

I would like to thank the dedicated staff of CHR D for the work they contributed in making the Department successful in achieving our goals. I am proud to work with our team; they are conscientious and care about the people in their communities and region.

In closing, I would like to inform everyone that the Cree Human Resources Development will undergo a re-branding of the Department. After careful deliberation, we have decided to rename the Department to “Apatisiwin Skills Development.” We will be releasing more information in the coming months related to the new name and the 2018-2023 Strategic Plan.

Meegwitch /Thank you

**Our Vision**

To equip and empower individuals with the skills and knowledge to achieve meaningful and sustainable employment and personal success.

**Our Mission**

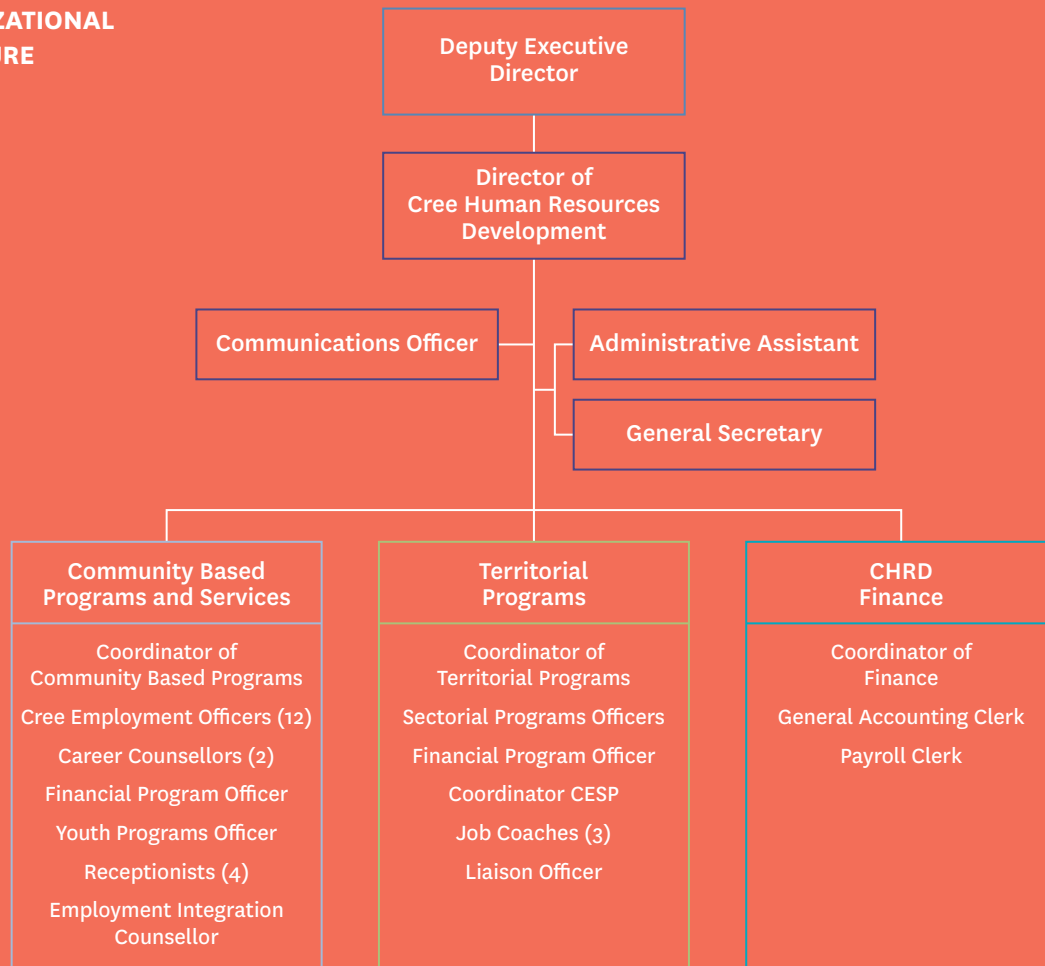
Help build a qualified and professional workforce to fill any employment need in Eeyou Istchee. We are dedicated to making a difference in the lives of future generations.

**Our Values**

CHR D is committed to working together in providing excellent services to Eeyou Istchee based on integrity, trust, fairness and respect. CHR D values its investment in the personal success of our people.



## ORGANIZATIONAL STRUCTURE



## ORGANIZATIONAL OVERVIEW

### Our Communities are our Greatest Asset

CHRD exists to support the people of Eeyou Istchee; to aid individuals in their search for sustainable employment and career development; preparing them through skills development, job readiness programs, training and special projects that increase the employability and labor market readiness of our people.

Our communities and the people that live within Eeyou Istchee are our greatest asset. Their success is our success as a department.

CHRD's mandate is:

- To provide skills development, training programs, and services in the Cree communities and throughout the territory.
- To provide support and financial assistance to help individuals improve their job skills, gain work experience, upgrade their skills and vocational education, start their own business and encourage employers to hire them.

- To support employers in creating opportunities for Cree and non-Crees in the Cree communities and throughout the territory.

CHRD fulfills this role by acting as a liaison between employers and the Cree labor force, offering training employment programs, and services targeting sustainable employment. To help facilitate this mandate, the territorial programs were developed to implement funding provided by the Cree Nation Government. The intended purpose was to provide support for Crees looking to receive training and access employment resources to work in the territory.



### CHR D Team

CHR D has a large dedicated staff of 40 who oversee and implement local and regional programs and services to clients, that is, job seekers and potential employers, throughout Eeyou Istchee. The department has grown steadily over the last five years bringing new expertise and services to meet the growing needs of our clientele.

CHR D has an office in each of the 10 Cree communities, providing employment services while also assisting with monitoring and intake of participants that are part of CHR D programming. Each office in each community has a professionally trained team to ensure that programs and services are offered to its clients at a high level of service. Staff have been trained in Career Development in an Aboriginal Context and receive ongoing professional development.

CHR D Offices are equipped with computers, fax, and photocopy machines. Clients have access to the internet, and Cree Employment Officers are here to assist clients with resume building, writing cover letters, developing interview skills, job search techniques, training and employment referrals.

CHR D's team guides clients through their journey from assessing the needs of the clients, to the application process, to acquire the necessary skills and training to secure meaningful employment.

Each of these community offices is supported through the Coordination Office in Mistissini. The office offers administrative oversight to programs and funding provided by the department as well as the promotion of CHR D initiatives at a community level. This is primarily done through programming coordinators, officers and financial officers based in Mistissini or Chisasibi.

Throughout the year, CHR D organizes and participates in a number of events such as the annual Regional Career Fair, grand openings for new training and development facilities, planning sessions, Cannexus Career Conference, Business Exchange Day, among other events.

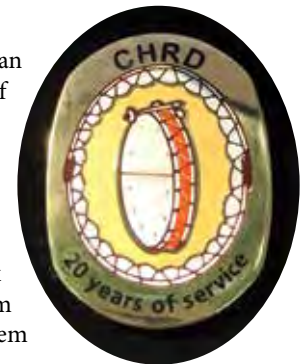
The team at CHR D volunteer to work on some of these events, which allows them the opportunity to experience other communities and other aspects of CHR D.

### 20 Years of Service

#### Louisa Saganash, Director

In 1996, the Cree Human Resources Development of Canada transferred its responsibilities for HR programs and related services to Cree Regional Authority now Cree Nation Government. Along with the transfer came six Cree employees in whom I am very proud to say three of them are still working with us today.

I came on board in 1998, and I have seen the department grow with more than 40 employees today. I have worked for CHR D – Cree Nation Government since 1998, and it has been an honor to work for this organization. I have seen the department grow as I have grown with it. I started as Administrative Assistant, then moved on to Program Officer, Coordinator of Programs & Services and now to Director of CHR D since 2012.



The 20-year acknowledgment pin presented to me by my staff summer 2018 was very much appreciated and I thank CHRD Staff for their work and dedication over the many years. I could not have done it without them. It is a pleasure and honor working with such a fantastic team.

I look forward to working with them in the year 2019 to implement the new 5-year strategic action plan that we worked on this past year.

Mistee Migwetch!

#### **Thomas Blackned, Coordinator of Finance**

It's been 20 years since I first started working for CHRD. At that time, it was just beginning to get organized to administer a program transferred to the Cree Nation Government by an agreement to implement Employment and Training in Skills Development. Reflecting back, it was challenging and hard work. For me, I was working on a dream job on finance, enjoyed what I was doing, and was easy to stay on when you were working with great colleagues. Today, we have doubled in size and are structured to meet the needs of our clients, the members and employers of the Cree Nation. The programs and services offered locally or regionally have made and continue to make a substantial contribution to workforce development for the Cree Nation. That is the reward I see, knowing I played a small role makes me a very proud employee of Cree Human Resources.

#### **Alice Nuktie, Program Officer**

I am so grateful to be a part of the Cree Human Resources Development (CHRD) for all these years. I can say that I am so fortunate to work with colleagues who maintain respect for each other and demonstrate good teamwork. We serve Cree clientele and other community members for their increased skills relating to training and employment. I have always had an interest in working with the public, and I do believe that I made a small contribution to their career goals.

#### **Team Recognition Awards**

At the annual Winter Planning Session, CHRD recognized the efforts of three of its Team members in three areas of service excellence: Teamwork, Community



Involvement, and Innovation. The Team Recognition Awards is a peer-to-peer recognition program which allows CHRD employees to acknowledge and express appreciation for colleagues who make a difference.

In 2018/19 the following staff received the awards:

- Teamwork: **Norman Blacksmith**
- Community Involvement: **Virginia Blackned**
- Innovation: **Bernice Sam**

We thank our Team members for their initiative and commitment to CHRD

#### **Planning Sessions**

During the 2018-19 year, CHRD held two planning sessions. These meetings are held on a bi-annual basis to ensure that the team can meet to plan, discuss community needs for programming and services and ensure all staff is aware of programs, initiatives, and objectives that exist in the upcoming year. It is an integral part of connecting with our team and establishing a shared direction as a department. This year's two planning sessions were:

- Summer Planning Session — July 24-25  
Val-d'Or, QC
- Winter Planning Session — December 19-20  
Montreal, QC

These planning sessions play an essential role in the department's internal capacity building in response to continual changes within the region.

#### **CANNEXUS Conference**

Each year, selected CHRD staff attend the CANNEXUS Conference, Canada's largest National Career Development conference, which was held January 28-30th at Shaw Centre in Ottawa.

CHRD staff who attend the conference walk away with new innovative ideas and tools to put in practice in their communities in Eeyou Istchee. This year, 9 of our staff had the opportunity to attend: Joey Georgekish, Maria Kawapit, Denise Brown, Bernice Sam, Chester Swallow, Demerise Mayappo, Virginia Blackned, Peggy Petawabano, and Bianca Mapachee. By engaging in international keynotes, over 130 education sessions and workshops, these employees returned to their communities with innovative ideas, strategies, and possibilities to fuel planning and implementation of career development programs and practices.

CANNEXUS is a bilingual National Career Development Conference designed to promote

the exchange of information and explore innovative approaches in the areas of career counseling and career development. As career development practitioners, it is vital to remain aware of growing trends and opportunities to better serve our clientele.

#### **Team Professional Development**

Cree Human Resources Development (CHRD) values internal capacity-building of its employees. This is why two University programs are on-going to train the Services team and the Program team. On-the-job training is also being offered.



Top photo: Indigenous Business Management Program Participants, McGill University

Bottom photo: Graduates from UQAT – Undergraduate Short Program on Employment and Career Development in Aboriginal Context

**Indigenous Business Management Program  
McGill University**

Cree Human Resources Development (CHRD) cohort is at its second year in this program. The thirteen Cree Nation Government employees have completed six of the eleven courses in the program; four courses were offered during 2018-2019. This program will allow the employees to gain and develop leadership, communication, and organization skills. This program will support the development of practical management skills, aligned with our strategic plan. The group will graduate in 2020.

**UQAT – Undergraduate Short Program on Employment and Career Development in Aboriginal Context**

This short-program (12 credits) answers to the professional and personal needs of the Employment Counsellors. The students develop knowledge related to career development, ethics, and employment rights in the aboriginal context. This program is open to everyone.

For more details on this program, visit UQAT website: [uqat.ca/en/indigenous/](http://uqat.ca/en/indigenous/)

On June 15<sup>th</sup>, 2018, the first cohort of Employment Counsellors graduated from the program.

The graduates are: Norman Blacksmith (Employment Counsellor, Mistissini), Demerise Mayappo (Employment Counsellor, Eastmain), Denise J. Brown (Coor-

dinator, Mistissini), Patricia Kawapit (Whapmagoostui), Bernice Sam (Employment Counsellor, Chisasibi), Judy Capissisit (Employment Counsellor, Ouje-Bougoumou), Martha Matthew (Employment Counsellor, Chisasibi).

Congratulations to our graduates, well done!

**On-the-job training**

On-going individual and group training are offered to CHRD employees, based on the organization and employee needs. Additional training is also provided on the administrative and workflow requirements as well as our database and other departmental tools used by the Cree Human Resources Development.

**STRATEGIC INITIATIVES**

**Strategic Planning**

In 2018 CHRD began development of a new five-year action plan. The goal was to put in place a plan to achieve results in critical areas of importance while at the same time respecting the values of Honesty, Transparency, Integrity towards client driven programs and services.

The Strategic Plan 2018-2023 is focused on positive changes toward improving service delivery innovative approaches to program funding. We also realize the need to drive our organization through labor market data and in working closely with the Cree communities to understand employment needs and training towards the demand. This new plan provides the blueprint to move us forward to accomplish organizational improvement in the following areas:

1. **Realignment of CHRD Department Structure** – to better serve our clients and stakeholders
2. **Labour Market Information** – to put in place better mechanisms to collect, analyze and react to Labour Market Information
3. **CHRD-CSB Partnership** – to develop a revitalized working relationship with our most important partner the Cree School Board
4. **Communications Plan** – to create and implement a new Communication plan for the department.
5. **Partnership Development** – Bringing together partnerships that bring dialogue and perspective on industry standards, training needs, and labor market information
6. **Program Development and Monitoring** – All programs require feedback and monitoring on outcomes and deliverable. This requires new partnerships and internal capacity to meet this need.

During the fiscal year, CHRD met with all of its staff members to review and acquire feedback on the five-year plan. It was also submitted to the management committee and approved for implementation. We look forward to the realization of this five-year plan that will better position our department to serve the employment needs of Eeyou Istchee.

**Communications Plan 2019-2024**

CHRD requires a communication plan because there is a need to redefine how we communicate as an organiza-

tion. As we have moved forward, we recognize the shift in the way our clients and partners communicate. There have been many advancements in technology that have had a significant impact on communications. Our new communications plan will address these changes and provide our clients and partners significant improvements in information access and how CHRD communicates.

As part of the commitment to improve the way we communicate with and serve our clients, CHRD will:

- Develop a new website
- Implement a Communications Plan
- Rebrand CHRD into the Eeyou Eenou Apatisiwin Skills Development Department

Our communications plan will focus on the improvement of internal communications, external communications, and providing support for the other areas of our Strategic Plan. The internal aspect of our plan will focus on giving our staff better tools to work together while also promoting in-person collaboration and team building. The external portion of the plan will focus on building relationships with other organizations, sharing data, and providing better tools for our clientele to provide feedback and information to our organization.

### Cree-Canada Relations

The Cree Nation Government, through Cree Human Resources Development, assumes Canada's responsibilities regarding training courses, job recruitment and placement related to the "territorial programs" and "enhanced delivery structure," with funds provided under the New Relationship Agreement. As a condition to assume these responsibilities, Canada must continue to contribute to the Cree Nation Government additional funding for training programs and facilities and job recruitment and placement services on terms reasonably comparable to those in place at the time of signing the New Relationship Agreement.

This additional federal funding is currently provided through an Agreement respecting the Aboriginal Human Resources Development Program and Related Services (AHRDP Agreement). This agreement was signed in 2007 and has been extended several times.

Cree and federal representatives are pursuing discussions to replace the AHRDP Agreement by longer term and more flexible funding arrangements. In the past year, Cree representatives tabled a proposal to amend the Funding Transfer Payment Agreement regarding Cree Associations (2018-2028) to use this grant agreement as a vehicle to transfer to the Cree Nation Government most of the funding currently provided by Canada under the AHRDP Agreement. The funding related to Employment Insurance is subject to an appropriate legislative framework and would continue to be provided to the Cree Nation Government through an agreement with the Canada Employment Insurance Commission.

Various matters remain to be discussed with federal representatives in the context of these negotiations, including the appropriate level of additional funding and the indexation of Canada's funding since 2009.

### CHRD Policy on Programs

In 2017, consultation and input from all CHRD staff and ASDAC committee members were used to revise CHRD policies on programs, defining the conditions of eligibility for the different initiatives under the department.

The newly reviewed policy has successfully supported CHRD employees in implementing programs and services within the department, and therefore, there have been no changes or modifications to the system this reporting year.

### CHRD Committees

Funding submissions that are finalized and recommended for review are submitted to one of two committees. These committees are responsible for the review of submissions to ensure that funding requests are in alignment with CHRD funding policies and priorities. They are as follows.

#### Technical Committee - For Programs up to \$25,000

The Technical Committee is comprised of the Coordinator of Community-Based Programs, The Coordinator of Territorial Programs, the Coordinator of Finance and the Director of CHRD. They meet on a monthly basis to review programs that are under \$25,000. This committee was created as a decision-making body that can review smaller funding submissions on a more regular basis.

#### Apatisiwin Skills Development Advisory Committee (ASDAC)- Programs over \$25,000

This Committee is composed of appointed members of each community and of representatives of the Cree Nation Government, the Cree School Board and the Cree Nation Youth Council. This committee meets quarterly and plays a vital role in the recommendation and approval of training/ employment projects submitted to the respective programs of the Cree Nation Government – CHRD. The ASDAC committee is responsible for providing counsel on program submissions over \$25,000. Based on their guidance, all final decisions for program funding are submitted to the Director of CHRD.

During the December planning session, awards were presented to three community representatives for recognition of their years of service. Congratulations to:

- **Naomi Awashish, Waswanipi** began in 2000, and received a recognition pin for 15 years of service;
- **Christopher Napash, Chisasibi** began in 2006, and received a recognition pin for 10 years of service;
- **Lorna Moses, Eastmain** began in 2006, and received a recognition pin for 10 years of service.

### PROGRAMS AND SERVICES

#### Labour Market Development

*Supporting job fairs, labor market survey, job coaching, workshops, support and development of community profile.*

The Regional Career Fair began from a need in the communities of Eeyou Ischee. The event provides opportunities for both job seekers and employers alike. Employers



meet, inform, and interview potential applicants, while job seekers/students get the chance to ask questions, talk up their skills, and make connections. It allows high school students to prepare for the workforce to see what types of jobs and fields of employment there are available to them once they graduate. Students and job seekers will learn resume and cover letter writing as well as job interview skills.

CHRD's Regional Career Fair takes place each year in one of the 10 Cree communities. The event is growing each year with over 500 participants in attendance and over 30 Booth Exhibitors. Companies such as Air Creebec, Stornoway Diamonds, Cree Nation Government, CBC North-Cree Media, CCQ, EnviroCree attend as well as educational institutions who provide information on post-secondary school programs.

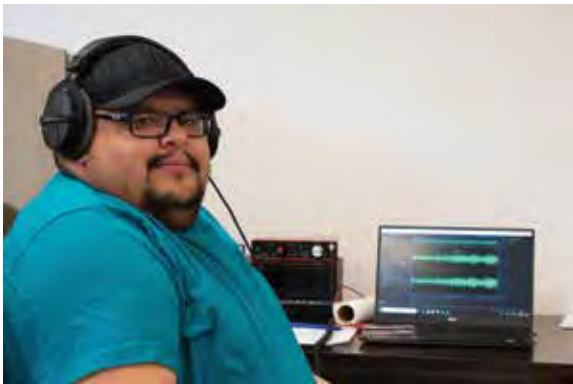


**Skills Development**

*Supporting training institutions in the successful delivery of vocational and customized training that leads to employment; employers to build internal capacity and clients by providing career counselling services and financial assistance throughout their training.*

CHRD provides funding both on a territorial and community level to support the development of skills and certifications that increase the employability of its clientele. This is made possible through partnerships with the Cree School Board, through Sabtuan Adult Education but also, when required, vocational training partners within the province. An important consideration of all training programs is that they reflect an employment need in our communities and Eeyou Istchee. This requires partnership and feedback from employers as well as community departments, organizations, and institutions.

In addition, an essential component of workforce development is the commitment of employers following clients training to a continued plan of capacity building. For this reason, training initiatives through apprenticeship, on-the-job training, and mentoring are essential to CHRD Skills Development initiatives. This continued investment in workforce development increases the mobility of our workforce while improving their ability to gain, maintain, and progress within their field of training.



### James Bay Communication Society Digitization Project

During the 2018-2019 fiscal year, JBCCS received funding through the Territorial Programs Funds to hire and train two staff members for the purpose of digitization. Since their operation, JBCCS has acquired significant amounts of multimedia files that required scanning, restoration, and archiving for future use. Over the last year, these staff members were hired as full-time employees and provided with training on:

- Digitization of physical audio recordings including several different formats that were at risk of degradation of their recording medium.
- Scanning of images
- Restoration of audio files through Adobe Audition
- Curation and Archiving of Media Assets

This funding was provided as part of a three-year program that will enable JBCCS to create a new digital archive. This funding will provide new capacity to the organization while preserving Cree cultural content for future generations to learn from. All materials that have been archived will be available through a web application under development by JBCCS, the Cree Recording Web Portal.

### Employment Programs

Employment Programs are offered in Eeyou Istchee to support access to employment through work experience, employment creation, and integration. To do this, CHRD works with both local and regional employers to provide opportunities for job creation, subsidized wages, and employment integration for those that are unemployed, or underemployed. In addition, employment programs offer opportunities for work experience during

and after training, addressing a key barrier for many that require expertise to advance within their trade, or area of training.

Often, employment programs, through the Territorial Programs, are a core part of sectoral partnerships. These programs target areas of opportunity, including mining, construction, telecommunications, transport, and tourism. CHRD acts as a representative within several local and regional employment committees to better understand the workforce needs of industry employers and to project future employment opportunities in Eeyou Istchee.

### GOLDCORP and Summer Student Employment Program

CHRD and GOLDCORP worked on two projects for the year 2018-2019. The first project was a 52 weeks apprenticeship/employment program, and eight new employments were targeted. This program was training on the job done by GOLDCORP at the Eleonore mine site. The purpose of this program was to hire new employees, and train/integrate them into their workforce once they completed the program.

The second project was the Summer Student Employment Program, eight students from various communities were selected for the summer with a work schedule of 14 days on and 14 days off for a period of 16 weeks. The purpose of this program was to provide an opportunity for the Cree students to work in the mining industry, to provide support in earning wages during their time off from school and to have them gain experience in the mining industry.

Both programs were a success all participants completed their programs. For the 52-week program, 6 out of 8 stayed with the mine; the other two returned to school. As the Summer Student Employment Program, all eight participants completed the program.



We continue to work with GOLDCORP in developing skills and professional training for the Cree community members, targeting sustainable employment opportunities.

**SPECIAL PROJECTS: STRATEGIC PARTNERSHIP FUND (SPF)**

**Cree Employability Skills Development Partnership (CESDP) project**

It has been a busy year for our ‘Cree Employability Skills Development Partnership’ project team.

In the fall of 2018, we began working with GestionADC, who partnered with Cree companies Miyuu Kaa at Osisko’s Windfall mine and Kiskinchiish at Stornoway’s Rénard mine. Our job coaches are now making regular trips to both workplaces to support 50 Cree workers who have been hired to provide housekeeping, janitorial, and kitchen services to the camps. GestionADC joins Stornoway Diamonds, Goldcorp and Nemaska Lithium as CESDP project partners who receive wage subsidies from CHRD to support training and integration of their Cree workers and onsite coaching by CESDP staff.

One of our coaches continues to make monthly visits to the Rénard mine. He has now worked with over 30 Cree miners, helping them upgrade specific skills that will improve their chances of advancement at the mine and working with mine supervisors and HR staff on other issues related to improving understanding and communication between non-native and Cree employees.

Goldcorp is putting the finishing touches on an in-house apprenticeship program which will see a dozen Cree workers already at the mine move to different departments and new jobs. This will involve training and coaching, and our team is looking forward to beginning work on this exciting new initiative later this summer.

CESDP coaches also traveled to Whapmagoostui this past year to work with another Sabtuan Adult Education carpentry training program. This program combined in-

class instruction with on-the-job training and work on community construction projects. By the time the program ends, three of the students will have accumulated enough hours to challenge the CCQ journeyman carpenter exam.

We also worked with students in CHRD-funded ‘Community Skills Development’ programs in Mistissini, Chisasibi, and Ouje-Bougoumou. We will continue to provide skills upgrading and work readiness training to individuals enrolled in these community-based programs in the hope that we can help more and more of them find full-time employment once their program ends.

Finally, we are preparing materials to begin a two-month pre-employment upgrading program for Nemaska Lithium. Ten individuals from Nemaska are being selected for the program, which will lead to onsite training for different entry-level jobs at the Whabouchi mine. Once the mine is up and running, coaches will begin making regular visits to work with Crees as they are hired and trained.

**Liaison Officer**

**Communication Strategy**

The Liaison Officer under Cree Human Resources Development is Roger Lacroix. Roger acts as a liaison between Emploi-Quebec, CHRD and the Cree Communities, responsible to answer all questions concerning employment, program opportunities, businesses or questions that they might have towards each other. His primary focus is to assist in the delivery of quality services to clients and ensure that a significant portion of its tasks are carried out in close collaboration with Emploi-Québec.

**Presentation Development**

After studying the content of the services and programs that Service Quebec had to offer, a communication plan and strategic PowerPoint presentation were developed that encompassed the highlights of the services that were offered by Services Quebec. As time pro-





gressed, presentations and communications were refined, including more information that was requested from the communities. By utilizing public outreach with various Cree groups, it was possible to engage and communicate to Cree stakeholders and members in Eeyou Istchee the Quebec Governments programs and services.

### **Operating Highlights**

In the process of delivering presentations and outreach to various groups and communities, the process became better known and the communications more effective. The result of the communication initiatives was higher levels of calls and emails from proponents and members from the communities.

### **Looking Ahead**

The greatest challenge was to inform and engage the Cree communities about Service Quebec and their programs and services available to serve the Cree communities. The role of the Liaison Officer plays in connecting Service Quebec and Eeyou Istchee has been greatly enhanced in 2018-2019, this presents a greater opportunity for the people of Eeyou Istchee to access the services.

### **Community Presentations**

#### ***Chisasibi***

On December 7, 2018, a presentation was delivered during a community assembly in Chisasibi, which resulted in engaging four pilot projects. The community was very receptive of the services provided and a strong working relationship was created.

#### ***Wemindji***

Two presentations were delivered in Wemindji - the first to the community, and the second to the Directors of each department. Currently, we are working on a pilot project for people with special needs.

#### ***Waskaganish***

Presentations to Waskaganish on several occasions resulted in high engagement from the community, resulting in training on Service Quebec website, as well as delivering information on the process of starting a business at a business development conference.

#### ***Mistissini***

The community of Mistissini was engaged on three separate occasions, involving work with Director of Human Resources and the Director of Eskan Corporation. This resulted in very good initiatives from both parts, gaining momentum to continue working on the development of pilot projects and other interests such as on the process of acquiring an RBQ licence.

#### ***Washaw Sibi***

The work with Washaw Sibi relates more to the creation of a community; involvement includes aiding the community in more future planning in business development and training strategies.

For the communities of Eastmain, Nemaska and Whapmagoostui, the Liaison Officer is in contact and continues working on a schedule to meet the needs of the community. By the end of June 2019, the first round of presentations will be complete.

Other goals this summer include meeting with several entities in the Cree Nation (CCDC, ADC, COTA, CNACA and Cree Nation Youth Council), as well as working on several requests from communities (Regis Du Batiment, APCHQ, Association des Entrepreneurs de Construction du Quebec, CCQ, and Insurance and Bonds). Overall, to continue working towards a better working relationship between the Cree Nation and Service Quebec.

### **Employment Integration Counselor**

The position of Employment Integration Counselor is a newly created one and launched shortly after Goose Break, 2018. It is a joint position with Cree Human Resources Development and the Cree School Board's Post-Secondary Student Services (PSSS) and demonstrates an innovative and momentous collaboration between two distinct Cree entities with the common goal of providing additional support to our community members studying in the south. Rooted in the vision of Grand Chief Dr. Abel Bosum for capacity building, and the concerns brought forth by community members in Eeyou Istchee during the capacity building round table consultations, this position primarily aims to assist post-secondary students in securing meaningful employment within their field of study upon graduation. The concern has been that many post-secondary students were experiencing difficulty finding employment after graduating from their program. The goal of the Employment Integration Counselor is to help ensure that current students and graduates alike secure meaningful employment soon after graduation.

The recently created position has been actively promoting services to the Post-Secondary Students enrolled with Cree School Board. This included attending PSSS





open house events in Gatineau, Montreal, and North Bay to present to the role of the Employment Integration Counselor to students in their journey to a meaningful career. An essential part of this process is to meet with as many employers as possible. This requires the actively meeting with employers and students so that a link can be established between them. In turn, we can continue to build stronger ties between post-secondary education and establishing a career within the growing organizations and institutions across Eeyou Istchee.

Over the past year, CHRD hired Joey Georgekish as the Employment Integration Counselor. He was able to provide individual counseling support services to students. Central themes included creating reliable and effective resumes, job search fundamentals such as networking, and job interview preparation, including mock interviews. He also had the pleasure of facilitating workshops in Ottawa and Montreal covering topics such as resume and cover letter writing, job search strategies for full-time and summer employment, and interview preparation. Both locations had excellent turnouts and were a success.

### CHRD OFFICE IMPROVEMENTS

There have been several renovations this year to our CHRD offices. In the Mistissini head office building, two new offices have been created as well as two large con-

ference rooms to serve purposes of collaboration and a training ground for success.

In Chisasibi, renovations to the CHRD building include an extension that incorporates four new office spaces for our valued staff.

These renovations complete our needs for administrative work space to keep in line with our staff additions within Cree Human Resources Development Department.

### TRAINING AND DEVELOPMENT CENTERS

On June 19, 2018, the Cree Human Resources Development Department and the community of Waskaganish proudly opened the new Training Development Center. This institute will be home to the CHRD office in Waskaganish. This is the third training facility to be built in Eeyou Istchee, providing targeted adult training needs for members of the Cree Nation of Waskaganish and the Cree Nation of Eeyou Istchee. Education and training delivery institutions will deliver programs driven by industry, employers, and communities in the adult education and customized training sectors.

## CHRD SUCCESS STORIES

### YOUTH PROGRAMS

#### Elephant Thoughts and Eeyou Istchee Schools

CHRD funds Youth Fusion through the Cooperative. Over six months during the winter of 2018-19, Elephant Thoughts traveled from school to school to school in Cree School Board territory to bring a museum quality science center into every single classroom to give every elementary student the best possible curriculum linked science experience possible. Eeyou Istchee students do not always have the opportunity to travel for a real science center experience, so we bring the science center to them! In every school, instructors leave behind science kits complete with experiment instructions and materials for teachers to further the learning after we are gone. Elephant Thoughts is grateful for the continued collaboration with CHRD and schools within Eeyou Istchee!

Here's what teachers are saying:

*"Elephant Thoughts hands-on activities are incredibly effective at keeping students engaged and motivated! They help students to clearly understand how science relates to every activity they engage in and to the world around them."*

*"Students gain valuable skills beneficial to their educational experiences, from curiosity and creativity, to collaboration, critical thinking and inquiry-based skills."*

*"The application and analytical skills used were invaluable for our students."*

*"The kids were enthralled and learn to love science even more through the interesting demonstrations. After the first morning, they were expecting the second morning with joy. And the material is curriculum linked which is the kind of support we need!"*

*"The bike is an amazing teaching tool and one of the best combinations of fun/excitement and learning/education rolled into one machine. It amazes the students and the learning transcends motion transmission while peaking interest in the different types of engineering and utilizations for seemingly straightforward objects."*

In the majority of workshops, kids are choosing to work with Elephant Thoughts instead of going out for recess! ET teacher Desiree Connell reported that students demonstrated outstanding teamwork skills by joining Wondergear pieces together to build a massive gear train. They even designed and built the gear train up and over obstacles while ensuring the gears were turning correctly. Desiree was incredibly proud as an instructor to see the dedication and teamwork by the students.



In the majority of workshops, kids are choosing to work with Elephant Thoughts instead of going out for recess!

### EMPLOYMENT PROGRAMS

#### Community Employment Skills Partnership

The Cree First Nation of Waswanipi requested funds to implement the Community Employment Skills Partnership for 2018-2019. The objective of this program was to develop the skills of the unemployed by integrating or reintegrating them into the workforce. All selected participants of the program were placed with different employers who are willing to provide on-the-job training to them. Eighteen participants were selected. At the end of the measure, eight were retained by their employers on a full-time basis. The CHRD contribution towards this program was \$170,625.

Forty-four per cent of the participants in this program were retained by employers. This rate of retention for this type of intervention is excellent and validates the need for Employment Skills Partnership programming.

#### Creation of Five New Positions

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#### Stornoway Diamonds Mine Company

Rodney Petawabano began working on Stornoway projects (road, airport, and building of the Stornoway diamond mine) with a contractor (ESKAN Company) from year 2012 to year 2015 as a heavy equipment operator. Once the construction phase was finished in March 2015 for the operators, he was hired by Stornoway Diamonds to work in the open pit of the mine as a shovel operator. Ever since his employment with Stornoway Diamonds, he has been working his way up from a foreman, superintendent, trainer and is now sitting at the employment committee as the Integration and Diversity Officer for Stornoway Diamonds.



#### Training in Services and Products (Salon and Spa)

Flair Salon requested funds to cover training and travels costs. They successfully completed training in five courses: Living Proof Product, Barbershop (on the job apprenticeship), Eyelash Extension, Nelly de Vuyst, and Business Coaching.

By completing this training in Montreal, Flair Salon has expanded their business, diversified their skill-set, and aims to cater to more clientele in the Cree Nation.



### SKILLS DEVELOPMENT PROGRAMS

#### Trucking Class III – Chisasibi

The Sabtuan Adult Education Services of the Cree School Board delivered the Trucking Class III vocational program in Chisasibi, Quebec in early January 2019, which continued the dynamic partnership with the Apatisiwin Skills Development of the Cree Nation Government. A Class 3 licence authorizes its holder to drive:

- a truck with 2 axles and whose net weight is 4,500 kg or more
- a truck with 3 or more axles
- either of the above vehicles that is:
  - o hauling a trailer or semi-trailer and which is only used to transport equipment, tools or furnishings as part of its permanent equipment, and whose net weight is greater than 2,000 kg but less than 4,500 kg
  - o hauling a trailer or semi-trailer whose net weight is less than 2,000 kg

Successful candidates would be able to safely operate truck vehicles classified within this category and the program itself would lead the candidates' potential employability. When the program concluded, we are happy to say that all nine (9) that entered the program were successful in completing their training.

Participants:

- Franklyn Bearskin.
- Leroy Louttit (Employed).
- Emilia Matthew (Employed).
- Savannah Neacappo (Employed).
- Billy Sam (Employed).
- Jonathan Sam.
- Patrick Sam (Employed).
- Eddie Sealhunter (Employed).
- Allison Snowboy (Employed).

Congratulations to all the successful participants and all the best in trucking careers.



# CHRD COMMUNITY HIGHLIGHT

● WEMINDJI



**Each year we highlight one Cree community in our annual report, this year we are pleased to highlight the Cree Nation of Wemindji.**

## CREE NATION OF WEMINDJI

Watchiya! from the Cree Human Resources Development (CHRD) office, located at the Mayaupiu Training Institute, in Wemindji. It is with great pleasure that I submit this report highlighting the events and activities that took place during the 2018-19 fiscal year.

I began working here back in September 2018.

So far during my employment, the first program has started at the new Mayaupiu Training Institute with another scheduled to begin after the goose break. There have been several other programs run through the Employment, Youth, and Skills Development by various organizations and entities.

The following is the list of some of the activities that were completed or are ongoing during the 2018-19 fiscal year in Wemindji:

- Youth Work Experience Program (Ended March 29) – 14 Participants
- Computing Support (Ended April 18) – 7 Participants
- Northern Building Maintenance (Ended June 12) – 7 Participants
- Carpentry (On-Going) – 10 Participants
- ASP Construction Safety Course (November 2018) – 22 Participants

The Employment Services I deliver are:

- Job Search Assistance;
- Resume Building and Cover Letters

- Individual Career Counselling; Support & Guidance; Developing Client Action Plans & Building strong working relationships with clients

This year Wemindji will be celebrating its 60<sup>th</sup> birthday in mid-July. This coincides with the relocation from Old Factory in 1959. There will be a full week of festivities. As of yet, no schedule has been made final. Included is a “music and comedy festival,” with music by Constant Reminder (Band) being one of the attractions. There will be other guests/performers as well as a Square Dance Competition, and it promises to be a busy and fun summer of celebrating our 60<sup>th</sup> in Wemindji.

I had been away from Wemindji for close to 8 years, and it has grown quite a bit since the last time I worked here. Now, we have a new elementary school, along with the training institute; Tawich Development Corporation has its own office building, within its subsidiary companies. In addition, the new C.O.O.L building, which stands for Challenging Our Own Limits, used for the after-school program and I am glad to say that CHRD provides support for this community initiative through our Employment Program.

Lastly, I would also like to thank my colleagues, the coordinators, and the director for their assistance and support since I started, from the head office onward. I appreciate it. Hope to continue and maintain a good working relationship with everyone moving forward.

Chester Swallow, Cree Employment Officer

**CHRD PROGRAM SECTION SUMMARY REPORT,  
FISCAL YEAR 2018-19**

**Projects and Participant Training Interventions /  
All CHRD Programs**

Cree Human Resources Development in collaboration with Cree nation authorities, institutions and employers continues promoting partnerships creating employment opportunities throughout the Eeyou Istchee. The department maintains its focus on helping individuals prepare for, find and keep employment through its programs delivered throughout the Territory.

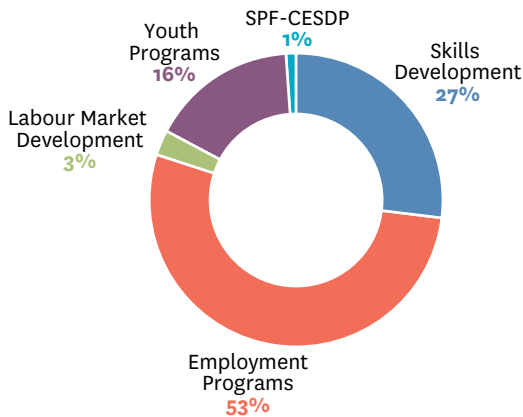
CHRD received several projects submissions in 2018-19. A total of 229 projects receiving support from CHRD carried out training activities throughout the communities and territory during the fiscal year. There were more than 2,400 participant interventions in these projects. ●

**CHRD Projects and Participant Interventions by  
Program in Fiscal Year 2018-19**

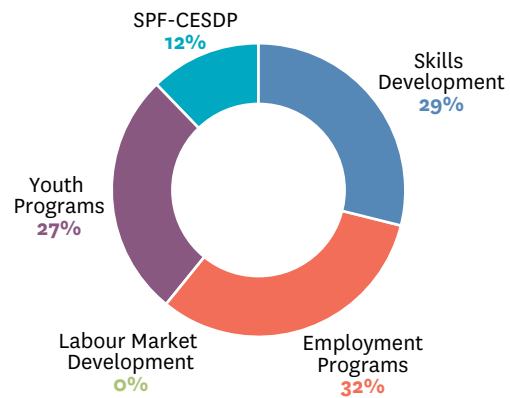
	Number of Projects	Participant Interventions
Skills Development	61	696
Employment Programs	118	771
Special Programs / Disability	3	4
Labour Market Development	6	7
Summer Student Program	12	428
Youth Work Experience	20	223
Cooperative Education	3	9
Science and Technology	3	10
SPF CESDP	3	298
<b>Total</b>	<b>229</b>	<b>2446</b>

Note: Projects with employment and training activities in the fiscal year based on contract dates.

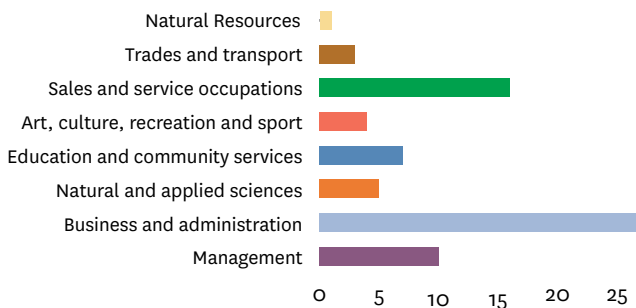
**Projects by Program Types, 2018-19**



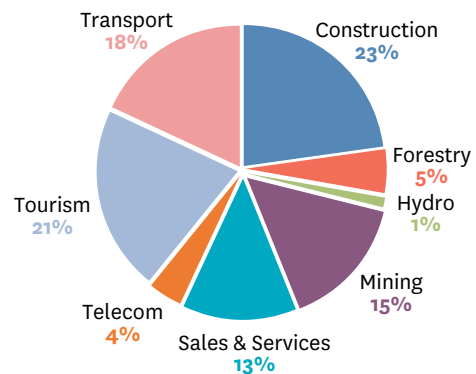
**Participants by Program Types, 2018-19**



**Community-based Projects  
by Training Field, 2018-19**

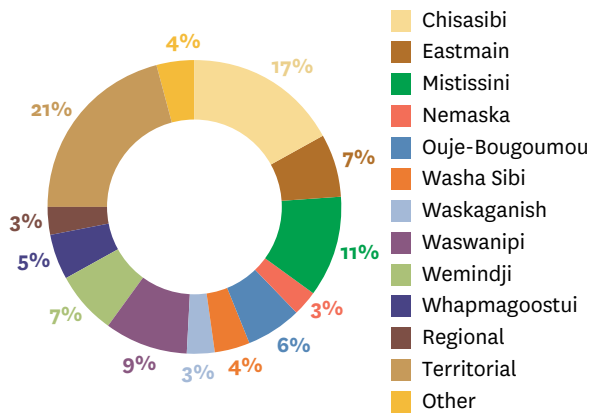


**TERRITORIAL PROJECTS  
Distribution by Industrial Sector, 2018-19**



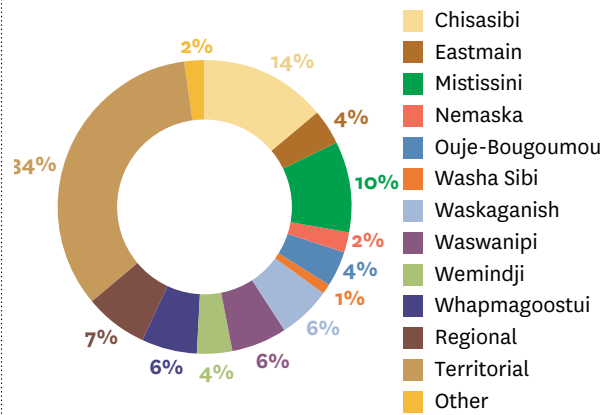
**EMPLOYMENT PROGRAMS**

**Distribution of Projects by Community, 2018-19**



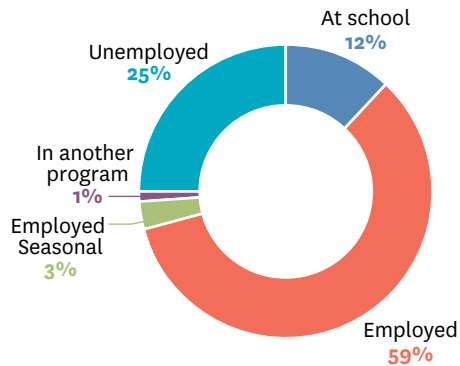
**EMPLOYMENT PROGRAMS**

**Distribution of Participants by Community, 2018-19**



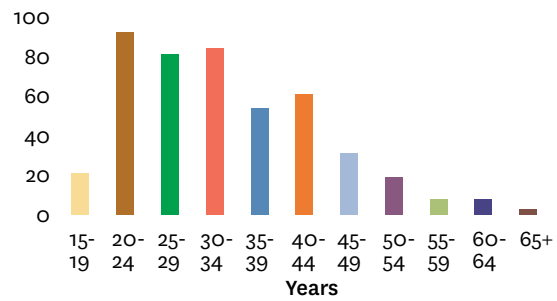
**EMPLOYMENT PROGRAMS**

**Participants' Post-training Results, 2018-19**



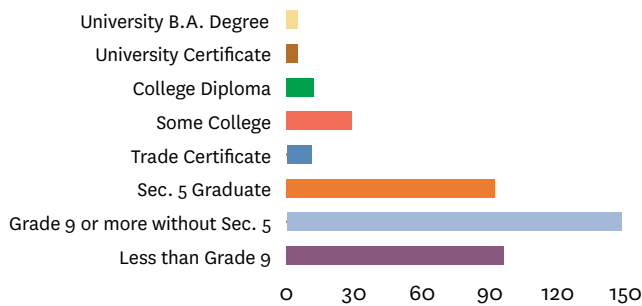
**EMPLOYMENT PROGRAMS**

**Participants by Age, 2018-19**



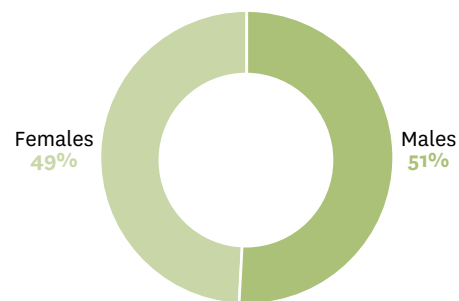
**EMPLOYMENT PROGRAMS**

**Participants by Level of Education, 2018-19**



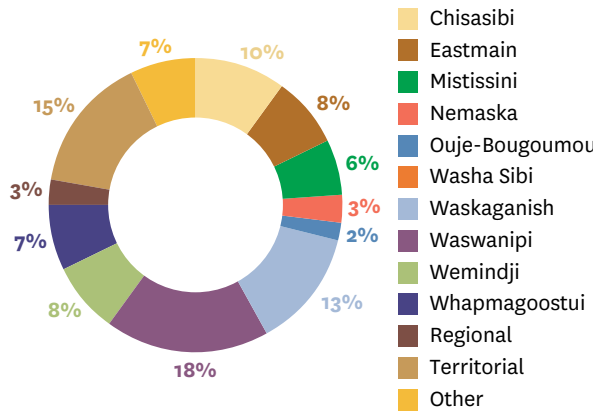
**EMPLOYMENT PROGRAMS**

**Distribution by Gender, 2018-19**

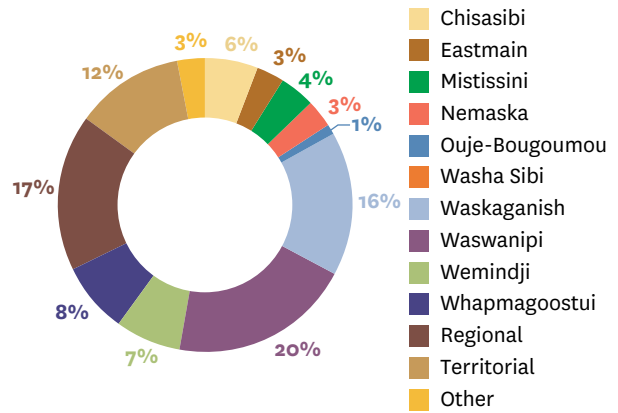




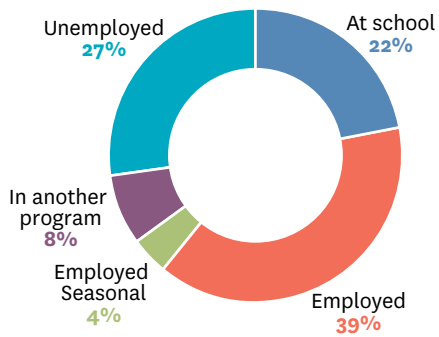
**SKILLS DEVELOPMENT PROGRAMS**  
Distribution of Projects by Community, 2018-19



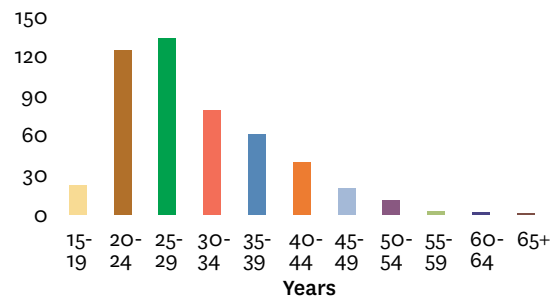
**SKILLS DEVELOPMENT PROGRAMS**  
Distribution of Participants by Community, 2018-19



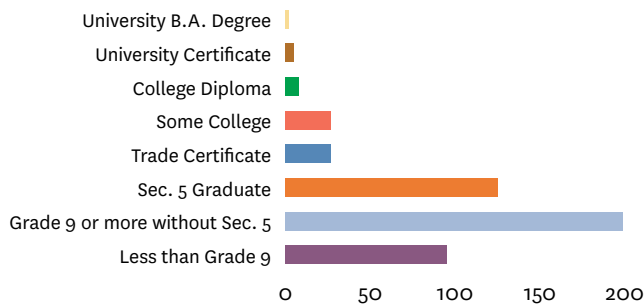
**SKILLS DEVELOPMENT PROGRAMS**  
Participants' Post-training Results, 2018-19



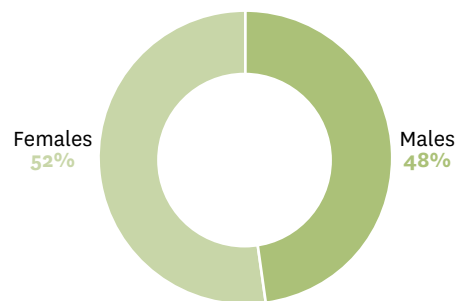
**SKILLS DEVELOPMENT PROGRAMS**  
Participants by Age, 2018-19



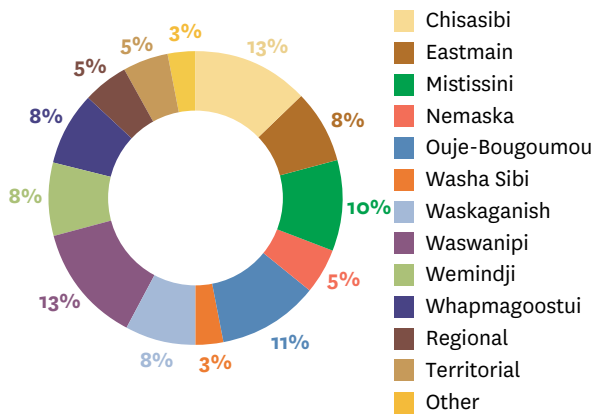
**SKILLS DEVELOPMENT PROGRAMS**  
Participants by Level of Education, 2018-19



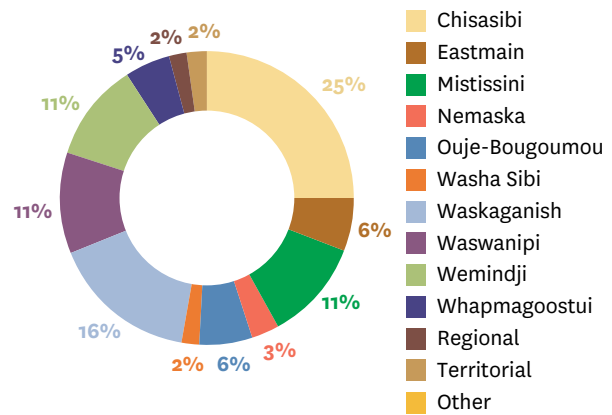
**SKILLS DEVELOPMENT PROGRAMS**  
Distribution by Gender, 2018-19



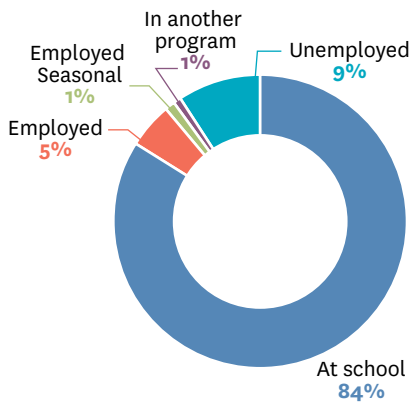
**YOUTH PROGRAMS**  
**Distribution of Projects by Community, 2018-19**



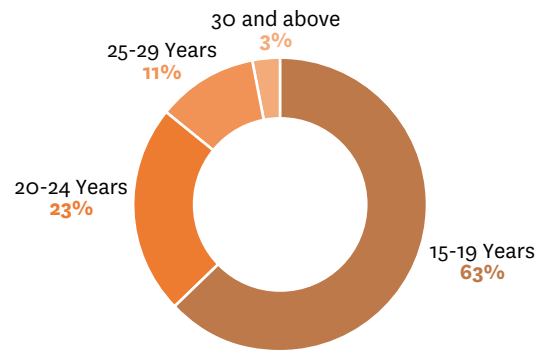
**YOUTH PROGRAMS**  
**Distribution of Participants by Community, 2018-19**



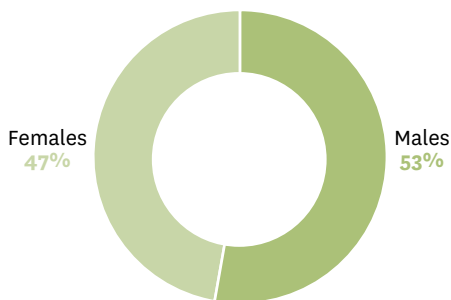
**YOUTH PROGRAMS**  
**Participants' Post-training Results, 2018-19**



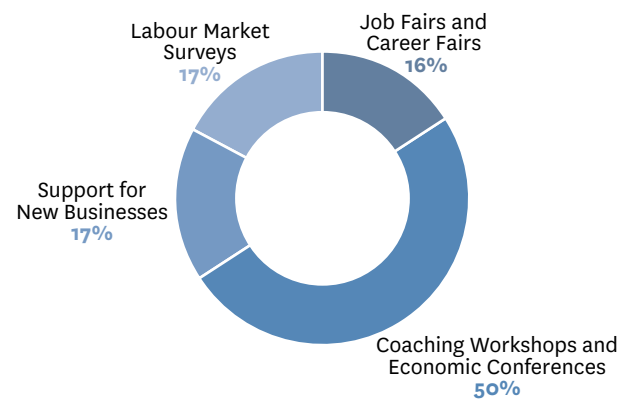
**YOUTH PROGRAMS**  
**Participants by Age, 2018-19**



**YOUTH PROGRAMS**  
**Distribution by Gender, 2018-19**



**LABOUR MARKET PROGRAMS**  
**Projects by Activity, 2018-19**





# COMMERCE AND INDUSTRY

## MESSAGE FROM THE DIRECTOR Anthony Macleod



The Department of Commerce and Industry is pleased to provide this annual report section for 2018-2019. This year has been a busy one with lots of changes for our department. I have been Director of the Department for six months, and during that time we have made significant progress on several key areas.

The structure of the department is one area where we have begun the process of change. Several new positions have been added, the Quebec Liaison Officer and the Forestry Officer are new positions that will add to our capacity in the Department. We have also completed the hiring of a new Business Services Officer – Philip Mattawashish and an Information Data Clerk- Chelsea Petawabano to complete the team. These new additions to the DCI team will allow us to solidify our team and vastly improve or service delivery. We will continue in 2019-2020 to refine the departmental structure.

The addition of a newly developed database during the last half of the year is another positive development for the Commerce and Industry Department. We have already begun using the database and clearly can see the benefits. We expect to be fully functional on all programming aspects in the first quarter of 2019-20.

During the past year we have also made significant progress on preparing for our first Business Hub to be opened in Mistissini this year. This will be the first of two planned Inspiration Centers that will focus on entrepreneurship in Eeyou Istchee.

“Unlocking Eeyou Wealth” is the theme for this year’s Cree Nation Government Annual Report. The Commerce and Industry Department has been working on several important files, such as the Trade and Commerce Agreement, that I feel are closely related to our theme. This agreement, when approved, would allow for movement of Cree workers and a greater ability of our people to access work throughout Eeyou Istchee. As well, the agreement will focus on maximizing Cree access to contracts, purchasing and employment as stipulated in Section 28 of the JBNQA. There is no doubt that in order to unlock our potential we need to work together to make the Trade and Commerce Agreement a reality and a real driver of our community and regional economies. We are also working on improving our involvement within the construction, mining, forestry, energy and telecommunications sectors. We continue to make positive strides in these areas of development. The ability of the Cree Nation to harness the economic benefits of these sectors is vitally important to unlocking Eeyou Wealth.

The Commerce and Industry Department manages several funding agreements between the Cree Na-

tion Government and the Quebec Government. We have made a comprehensive review of the statistics and data related to the implementation of these agreements. Below you will find some results of this review. Commerce and Industry will use this data to inform decision-making, manage funding distribution, and to review funding policy and procedure in 2019-2020.

Section 28.10 of the JBNQA outlines Cree priorities for contracts and employment opportunities in Eeyou Istchee. In itself, this section is, or can be, one of the most important socio-economic tools the Cree Nation has. However, this tool must be balanced by our obligation to ensure capacity-building, economic development and responsible governance.

The Eeyou Istchee Trade and Commerce Agreement (ENATCA) is proposed as the vehicle by which the Cree Nation would implement Section 28.10 as a whole and would commit signatories towards the principles mentioned in the previous paragraph. It would allow the establishment of transparent procurement processes, standardized trade certification and the mobility of workers and contractors –while ensuring priorities are considered for Cree workers and companies.

Tied into the ENATCA, though not directly a part of it, is the Cree Business Certification and Registry process. We are working with the Société du Plan Nord to ensure Cree businesses are properly listed in their registry. To this, we will be adding a section identifying true Cree enterprises who meet criteria related to hiring Cree workers, using Cree services and being based and active in Cree communities, among other criteria. A definition for Cree enterprises which would allow us to begin the certification process has been submitted to the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government.

### ORGANIZATIONAL OVERVIEW

#### Our Mandate

To diversify and stimulate economic growth in Eeyou Istchee.

#### Our Vision

To take on a strategic role in the development and implementation of economic initiatives throughout Eeyou Istchee. While working closely with our key partners in the achievement of the collective vision, we also take care to consider the implications of all affected sectors and partners involved.

### Our Mission

To support the economic growth and well-being of Eeyou Istchee so all Eeyouch and Eenouch may benefit from this prosperity without compromising our culture and values.

### Our Pillars

To stay focused, DCI is driven by 3 economic pillars:

1. Natural resources (including extractive activities such as mining, wind energy or forestry)
2. Cree-owned corporations and entities (including our Band development corporations)
3. Cooperative and sustainable economies

### Our Programs and Funds

Of our 3 economic pillars, cooperative and sustainable economies is the most important one because it defines who we are and who we want to be as a nation. Our vision of social and economic development and growth implies that the two other pillars must enhance, enrich and strengthen the third.

The following are the programs and funds developed to achieve this:

- Cree Social Economy Regional Table (CSERT)
- Cree Entrepreneur Assistance Fund (CEAF)
- Regional Development Fund (RDF)
- Venture Capital Fund
- Fonds d'appui au rayonnement des régions (FARR) Funds
- Cree Business Registry and Certification
- Consultation – Trade and Commerce Agreement

### Message from Interim Director

#### Pierre Pelletier

We have had our share of surprises and events last year. With the departure of Andy Baribeau, I had the opportunity to fill in as Interim Director. The position of Business Services Officer was also vacant during this time. The arrival of Anthony MacLeod, with his strong background in business and management, has given a new boost to the department. The coming year promises to be productive and I am already enjoying working with new staff and advancing key initiatives that will bring the Cree Nation to higher levels of development.

The whole team believes that sustainable economic development is a foundation for Nation building. Although financially supporting business creation is a proven way to accelerate economic growth, it is not enough to achieve sustainable development. Strategic planning, creative and innovative thinking, combined with targeted investment, are essential to reach our full potential.

We define strategic initiatives as economic development that not only considers all aspects of our life, but also strengthens the social fabric not usually associated with commerce or economy, such as: health, education, culture, language, quality of life and environment.

Last year, in our “Creating a Purpose” roadmap, we introduced our vision of the three teepee poles of development:

- Eeyou Istchee, our land
- Eeyou Iyihwin, the Cree way of seeing and doing things
- Eeyou Kashchihwin, the Cree knowledge and talent.

In 2019-2020, we will focus on dedicating time and resources to the second pole, Eeyou Iyihwin, to continue development that is aligned to our traditional culture and values.

New emerging initiatives like the Northern Pole of Innovation and the Business Hubs / Inspiration Centers are really promising. With a growing team and growing capacity, we are all excited to continue the hard work on those strategic initiatives to achieve our goals.

## DEPARTMENT OF COMMERCE AND INDUSTRY STRUCTURE

### Our New Employees

#### Chelsea Petawabano – Mistissini Information Data Clerk

Chelsea's responsibilities are to provide administrative support and assistance regarding the beneficiary registry services, the business development funds, and the database management system.

Before starting this position, Chelsea graduated from Social Sciences with Mathematics at John Abbott College. She had the opportunity to take various classes related to commerce such as: Marketing, Accounting, Business Technology Management, and Business Statistics, giving her general knowledge regarding the field of Commerce.

Chelsea has lived in Montreal for many years but has recently moved back to her hometown in Mistissini with her husband and daughter to reconnect with her family, friends, and culture.

#### Philip Mattawashish – Mistissini Business Services Officer

Philip's main role in the department is to evaluate, analyze, and help Cree entrepreneurs with their application for the Cree Entrepreneurship Assistance Fund, and the Territorial development fund.

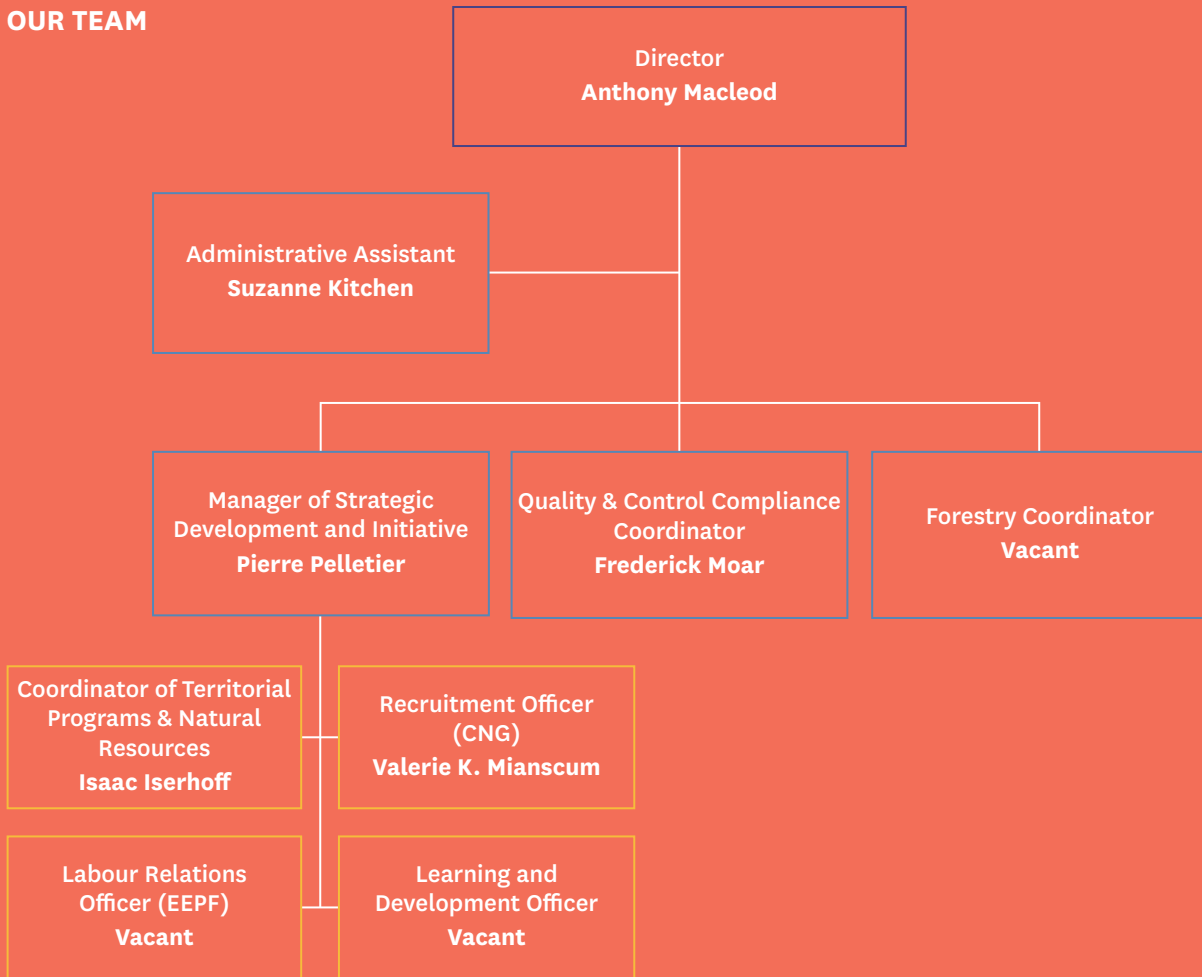
He has completed and graduated from Algonquin College in Ottawa, Ontario for Entrepreneurship and Business Management.

He has started 3 small businesses before working at the Department of Commerce and Industry in Mistissini. Such businesses include; Social Media Marketing Agency, Facebook Ads Consulting, and High-performance Coaching to professionals, Athletes and Entrepreneurs.

He lived in the Ottawa/Gatineau and Montreal areas for over 10 years, and finally moved back to Mistissini to fill the role as the Business Services Officer with the Department of Commerce and Industry and reconnect with his culture.

The vision of what he has for the business services officer role is to provide excellent communication with the Cree entrepreneurs about their application status and provide professional client services to all who he works with. He is excited and ready to help Cree Entrepreneurs make their dreams a reality.

## OUR TEAM



## COMMERCE AND INDUSTRY ACTIVITIES 2018-2019

During the past year the Department of Commerce and Industry participated in several key projects that promise to have significant future implications for Eeyou Istchee.

The Town Hall Meeting was held in March of 2019. The Cree Nation Government held a Town Hall Meeting to bring together leadership from the Cree communities and Cree Nation Government. The meetings were held to consult on several key issues related to trade and commerce, economic development, as well as regional approaches to housing. The Commerce and Industry Department played a key role in organizing the Town Hall Meeting as well as in funding and providing administrative support for the successful event.

The housing file has been front and center and we at DCI have been involved on several levels. DCI has assisted with funding and logistics for a regional housing study in Eeyou Istchee. The housing needs are growing, and we are all working hard to ensure that home construction

brings the maximum economic benefits and employment for our region. We continue to work closely with leadership and stakeholders on this critical issue.

We are currently working on other key areas such as proposed mining development, forestry consultations and communications infrastructure studies in our region. Sectoral development on our lands can have significant impacts and benefits. The Commerce and Industry Department will continue to work hard to make important contributions to these important initiatives.

## DCI HIGHLIGHTS

### Database

This year, the Department of Commerce and Industry introduced a new database management software, 'File Maker Pro', developed for the purpose of managing and maintaining all projects dating back to the year of 2012.

The purpose of the system is to create effectiveness and efficient access to data. This will help to simplify and achieve the objectives of our department.

The system will work in collaboration with Cree Nation Government Finance and Treasury Department. This will allow both employees and finance to work together. The database will maintain important statistics to track budgets and investments in the various sectors and locations. This information is key to good decision-making and alignment of programs, funding and services to the needs of Eeyou Istchee. We also need more information on economic output of our programs. How do the grants and investments we make translate into economic benefits for the region? Our investment in the database, combined with on-going monitoring, will greatly assist us in better understanding the relationship between funded programs and the economic benefits for Eeyou Istchee.

The implementation of the file database management system will give Department of Commerce and Industry the ability to store and transform data to statistics, so it could be used for reporting purposes as well as follow-up action items. The statistics will show where the high volume of projects is coming from, giving staff insight into which communities may need additional promotional efforts regarding the grants that the department offers.

In addition, since all staff members will update projects into the database, it will take less time when a member is searching for specific information regarding a project, creating organizational efficiency. Also, this will allow the team to better understand how the financial

component of various projects unfold during the year and will create a historical record of projects moving forward.

A primary goal in the upcoming year will be to continuously innovate the database functions by implementing new elements, including a business registry and a community profiles section.

### Inspiration Centers / Business Hubs

Even though Cree communities all have schools, training centers and economic development corporations, unemployment rates are still high and successful business start-ups are too few. The idea behind these centers is to develop incubators or hubs for talent and business development. These business hubs are a key part of our strategy aiming to develop talent and entrepreneurship while providing support and coaching to aspiring entrepreneurs and workers.

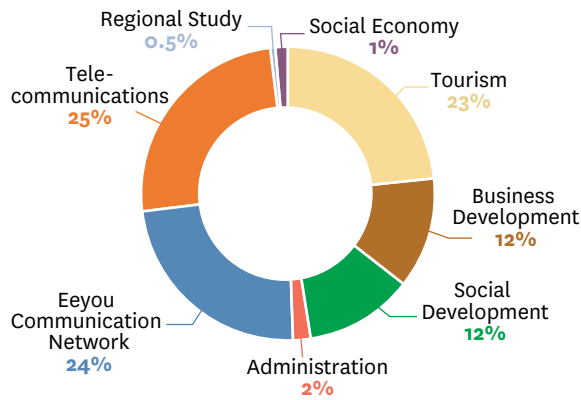
We laid the foundation that will soon lead to the establishment of a network of Business Hubs / Inspiration Centers. Construction of the first center will be completed in 2019 and program development will continue in order to reach every Cree community.

### PROGRAMS

#### Regional Development Fund

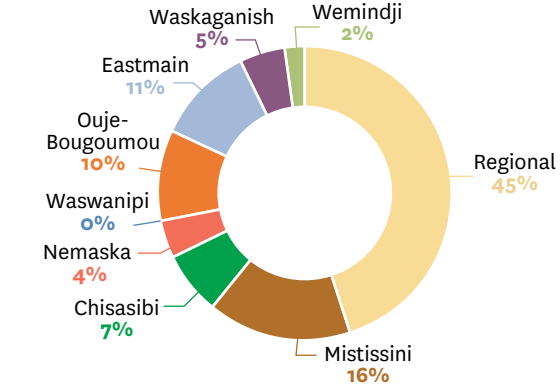
The Regional Development Fund (RDF) has its objective to finance economic diversification projects and

**Figure 1. RDF Programs by Sector 2014-2019**



Programs	Investment
Tourism	\$3,508,549.17
Business Development	\$1,824,000.00
Social Development	\$1,789,802.00
Administration	\$306,672.00
Eeyou Communication Network	\$3,535,554.00
Telecommunications	\$3,762,833.00
Regional Study	\$77,340.00
Social Economy	\$175,000.00
<b>Total</b>	<b>\$14,979,750.17</b>

**Figure 2. RDF Programs by Location 2014-2019**



Location	Investment
Regional	\$6,699,695.17
Mistissini	\$2,444,254.00
Chisasibi	\$1,010,000.00
Nemaska	\$600,000.00
Waswanipi	\$12,000.00
Oujebougoumou	\$1,542,000.00
Eastmain	\$1,720,000.00
Waskaganish	\$701,801.00
Wemindji	\$250,000.00
<b>Total</b>	<b>\$14,979,750.17</b>

regional development projects that benefit the territory of Eeyou Istchee. Regional Development Funds (soon to be called ‘Territorial Development Funds’) was created with the intent of supporting the expansion of Cree economies within the region of Eeyou Istchee. Generally, these funds are implicated in large scale projects.

The five-year agreement ended in 2017-2018. A one-year funded extension for 2018-2019 was granted to cover the agreement to March 2019. As of 2019-2020, the Cree Nation Government is currently in negotiations to extend the agreement.

Programs funded over the past five years were primarily driven through the community’s administration, telecommunications infrastructure, and tourism related projects. Other projects, such as real estate developments, were also funded. Illustrated in figures 1 and 2 is the statistical information for the Regional Development Fund.

### Cree Entrepreneurship Assistance Fund (CEAF)

The CEAF Program provides grants for Cree business start-ups as well as to assist Cree businesses to expand and upgrade technology/equipment. The outcome of the investments is to increase the overall economy of Eeyou Istchee through the economic activity of Cree-owned and operated businesses by creating employment and purchasing of goods and services. The program will also provide investment in developing businesses to allow for Cree entrepreneurs to gain experience and realize new services for the communities and region. The circulation of funds and the trickle-down effect of small business is important throughout Eeyou Istchee as a key driver of the economy.

Services, as well as retail and restaurant operations, are among the highest requests for funding through the CEAF Funds. Often these include business start-ups, expansions and modernizing of equipment to improve operations.

Table 1 are statistics for the Cree Entrepreneurship Assistance Fund from 2012 to 2019.

**Table 1. CEAF Projects Funded by Sector 2012-2019**

Sector	
Construction	12%
Tourism	4%
Retail/Restaurants	23%
Services	29%
Transport	18%
Specialty Services	5%
Landscaping/Forestry	2%
Business/Consulting	7%

### CEAF - Investment and Employment Statistics

The total Investment from the CEAF fund to Cree businesses from 2012 to 2019 was \$3,711,260. This investment was made to 83 projects and created an estimated 317 new jobs (See table 2).

### Employment Retention and Sustainability of Business Creation

The Department of Commerce and Industry must work with the communities, entrepreneurs and participants of program funding to evaluate the success of investments long-term. This can be done by asking two questions. First, what is the sustainability of the businesses we are investing in? Second, what type of employment are we creating as a product of program funding: short-term, seasonal, long-term?

These require a commitment to monitor and survey community entrepreneurship on a regular basis and to build new tools to answer these questions through follow up and reporting. Partnerships with Cree Human Resources Development, as well as local economic development departments, will be valuable in evolving new program priorities and evaluating the effectiveness of support in the creation and expansion of Cree businesses.

### The Fonds d’appui au rayonnement des régions (FARR) (Regional Outreach Fund)

The Fonds d’appui au rayonnement des régions (FARR) is a new program managed by the Ministère des Affaires Municipales et de l’Habitation. It is active in all of Quebec’s regions, except for Capitale-Nationale and Montréal, where other funding is available. The Funds are intended for use exclusively to finance development projects that are aligned with the priorities identified by each region, and projects that have a significant impact on regional outreach.

**Table 2. Investment from the CEAF fund to Cree businesses 2012-2019**

Year	Projects	Total Grants CEAF	Jobs Created (estimated)
2012-2013	6	\$242,125	30
2013-2014	15	\$593,150	108
2014-2015	15	\$477,925	56
2015-2016	11	\$356,700	23
2016-2017	10	\$650,154	51
2017-2018	9	\$412,275	30
2018-2019	17	\$978,931	19
<b>Total</b>	<b>83</b>	<b>\$3,711,260</b>	<b>317</b>

**Table 3. FARR Projects since 2017**

Sector of Operations	Percentage	Total Invest
Cree Housing Tour	18.24	\$110,000
Five Year Strategic Plan	2.65	\$16,000
Transport Infrastructure	2.39	\$14,400
Chisasibi Business and Employment Centres	6.63	\$40,000
Cree Artisan Truck Drivers	6.63	\$40,000
Greenhouses and Agro Businesses	4.25	\$25,600
DCI Business Hub	59.20	\$357,000
<b>Total</b>		<b>\$603,000</b>

The priority areas for FARR Funding for Eeyou Istchee from 2017-2020 are:

1. Development and implementation of a strategic housing plan to find tangible solutions to housing and living conditions in our communities
2. Raising economic and employment activity through the private sector
3. Supporting Cree-owned businesses
4. Developing the workforce
5. Fostering connections and partnerships within Eeyou Istchee
6. Tying economic development with nation-building

Going forward, the Department of Commerce and Industry will work with leadership and stakeholders to consult on the priorities for Eeyou Istchee and to widen the application process to include other organizations and stakeholders.

### Social Economy Programs

The Commerce and Industry Department of Cree Nation Government oversees the funding agreement between the Government of Quebec and Cree Nation Government. The funding is intended to support economic activity with social aims carried out in the framework of enterprises whose activities comprise the sale or exchange of goods or services and which are operated according to the following principles:

- The goal of the enterprise is to satisfy the needs of its members or of the community;
- The enterprise is not controlled by the decisions of one or more public entities;
- The rules applicable to the enterprise provide for democratic governance by its members;
- The enterprise aspires to economic viability;
- The rules applicable to the enterprise forbid the distribution of surplus profits generated by its activities.
- The rules applicable to the legal person operating the enterprise provide that, in the case of dissolution, the remainder of its property must be allocated to another legal person having similar goals.

The Social Economy funding is made up of contributions from both governments and is intended to:

1. Fund the administration costs of the Cree Social Economy Regional Table. It was responsible for organizing regional priorities and to promote and support social economy projects in Eeyou Istchee.
2. Administer the Social Economy funds, review and recommend applications and to develop social economy projects, partnership and alliances.

Over the past several years, projects that highlight the traditional Cree economy such as the “Cree Story” have been the focus of the Social Economy Funding. Although the past year was not an active year in terms of new project applications, we at the Department of Commerce and Industry are currently evaluating past performance to guide a restructuring of the Social Economy Program to address all aspects of the programming.

We realize there is a need to more actively promote and develop Social Economy partnerships. We also will consult and work actively with other Cree Nation Government departments as well as the Cree communities to achieve more projects that support the Social Economy of Eeyou Istchee.

### The Northern Pole of Innovation

Following the co-investment agreement dating back from 2015, and upon a call for projects in spring of 2018, the three initial partners joined forces to create the Northern Pole of Innovation. Those partners are: the James Bay Development Corporation (SDBJ), the Administration Régionale Baie-James (ARBJ) and the Department of Commerce & Industry of the Cree Nation Government (DCI). Our Pole seeks to meet regional needs through innovative solutions brought forward by our region. It calls for a circular economy approach where local decisions and actions will be instrumental in improving quality of life, and where local project sponsors will support innovative solutions to regional issues.

The Pole will tackle many regional issues, but it will initially invite stakeholders to develop, study, structure and carry out innovative solutions in the areas of housing, transportation, and food. Given the region’s geography, these issues are particularly relevant. Since conventional thinking has not solved all the issues in the past, the Pole will explore new paradigms and will propose structuring, and creative solutions to the region’s business people.

Furthermore, discussions were also conducted to enhance our Venture Capital Fund and gear it towards innovative projects and enterprises. This fund could become one key element to the development of our Nation while improving our ability to work in collaboration with the Jamesians and other neighbors.

### Integrative Project on Northern Housing Solutions

One of the first initiatives originating from the Northern Pole of Innovation is an Integrative Project on Housing Solutions. In collaboration with the Institut EDDEC (Environment, Sustainable Development and Circular Economy Institute), Polytechnique Montreal,





*Clockwise from top left:*

1. Work session on the creation of the Northern Pole of Innovation
2. Polytechnique Student, Melodie Vigneault presenting a design concept to Bertie Wapachee, General Manager of the Chisasibi Business Services Centre
3. 3d-printed models of houses
4. Small scale model used in workshop

HEC Montreal, and University of Montreal, 20 students worked on finding engineering, architectural and design ideas to improve housing in Eeyou Istchee and the James Bay region. Based on the principles of circular economy, the project teams came up with original ideas for mold-proof houses and designs adapted to life in our region, including a mini-market concept with a fish farm and greenhouse. In February, DCI and Plan Nord Society representatives accompanied a delegation of students in Chisasibi to gather feedback from various community members and improve the preliminary designs. Next phases will be to complete the design and find partners and entrepreneurs to build a model house.

### CONCLUSION

We as a Department have accomplished many stepping stones in the past year and together we demonstrated our

determination in providing services to the Cree Nation. I would like to recognize Andy Baribeau, the previous Director, for his years of services and foundational work that he provided for the Commerce and Industry Department. Our team wish him success in his new endeavors as the Community Education Administrator in his home community.

Also, I would like to thank my staff for all their commitments and dedication. Together we will continue to provide services to the Cree Nation in helping our entrepreneurs and communities achieve their goals. The more we support, educate, and believe in our next generation, the more we will build, strengthen and prosper in Eeyou Istchee. ●



# ENVIRONMENT AND REMEDIAL WORKS

MESSAGE FROM THE DIRECTOR  
Isaac Voyageur



As Director of the Department of the Environment and Remedial Works, I am pleased to offer this report on our accomplishments in 2018-19.

The year saw several key advances in our ongoing Forestry files. As part of the Cree-Québec Forestry Board, we interviewed tallymen and other stakeholders this year to determine the influence that Cree tallymen have over how forestry is conducted on their traplines, and to assess the adequacy of harmonization measures in mitigating the impacts of forestry. I am pleased to be part of the new Cree-Québec Forestry Economic Council, created this fall to oversee the implementation of harmonization provisions to enhance Cree participation in the industrial forestry economy.

After lengthy negotiations with Quebec and the Eeyou Istchee James Bay Regional Government, in August 2018 we signed an *Agreement for the clean-up of abandoned mining exploration sites*. The Cree Nation Government will lead the implementation of this Agreement, surveying and prioritizing sites and commencing the clean-up across the territory.

Department staff visited most of the Cree communities this summer to help finalise their Protected Area (PA) proposals. We also obtained new federal funding to collaborate with Cree communities and Cree entities on a multi-year project to finalize and protect our terrestrial and coastal PA network.

We continued our work with the communities to build resilience to climate change. Thanks to funding secured by our Department, Climate Change Adaptation Action Plans and videos have been developed with Mistissini and Waskaganish and are in progress with Whapmagoostui. Over 100 people from across the territory attended the Climate Change Regional Forum in Eastmain this November.

Our Wildlife Unit worked with the communities on a range of concrete projects this year, from gathering traditional knowledge of Species at Risk in Whapmagoostui to installing boat-washing stations at fishing derbies in Mistissini and Waswanipi. Our Land Use Planning Unit collaborated on a pilot project with Eastmain to develop a *Strategic Action Plan* that addresses the community's most pressing land use issues, and our Forestry Remedial Program distributed over 2.8 million dollars for projects that will benefit 121 traplines.

I am proud of the many ways our Department is working to bring opportunity and growth to our people and our communities right now, while protecting Cree lands and waters for generations to come.

Meegwetch.

The new Cree-Québec Forestry Economic Council, created this fall oversees the implementation of harmonization provisions to enhance Cree participation in the industrial forestry economy.

## INTRODUCTION

The Department of the Environment and Remedial Works (ERWD) is responsible for implementing Sections 4, 5, 8, 22, 24, and 30A of the *James Bay and Northern Quebec Agreement (JBNQA)*, pertaining to lands and land management, forestry, hydroelectric development, environmental policy and impact assessment, and wildlife management. It is our mission to protect the air, lands, and waters of Eeyou Istchee for the benefit of all Cree people, today and tomorrow.

The Department has 23 staff in the Mistissini, Waskaganish, Quebec, and Montreal offices. Our team includes biologists, analysts, engineers, administrators, technicians, planners, project coordinators and management specialists, supported by our administrative assistants, Sharon P. Matoush and Gloria Blacksmith (interim replacement for Robin Campbell).

## ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENTS (ESIAs)

Section 22 of the *JBNQA* requires that most proposed projects affecting the territory undergo assessments to identify and mitigate potential problems before a project is authorized. The Department's interim ESIA Coordinator, Lucas Del Vecchio (filling in for Kelly LeBlanc), and our Environmental Analysts, Kaitlin Lloyd and Pernilla Talec, serve as the ESIA Secretariat and analyze informa-

tion for Cree Nation Government-appointed members of the provincial and federal review bodies. We maintain communications with other Departments and Cree entities to ensure that their concerns are addressed in the assessment process, and at all stages, we consult with impacted families and Cree communities. Our goal is to ensure that developments in our territory have the greatest benefit for our people with the least impact on our traditional lands and ways of life.

In 2018-19, we assessed 25 proposed projects for the Evaluating Committee (COMEV). Of these, 16 were deemed exempt from ESIAs; 1 was suspended; 5 are under review; 2 are under analysis; and 1 was given directives to proceed with an ESIA (see Table 1).

Also this year, we reviewed 19 projects in the later stages of the ESIA process through the provincial review body (COMEX). Of these, 2 requests for project modifications were approved; 8 projects and modification requests are under review; and the remainder were assessed and monitored for follow-up (see Table 2 on the following page).

### ESIA Project Highlights

- **Éléonore:** The environmental performance of the Éléonore gold mine, on Wemindji traditional territories, was compliant with all conditions in 2018-19, and an exemption was granted for further exploration activities. The Opinagow Environment Committee revised the Cree Land Use Monitoring Program this year to better address local concerns.

**Table 1. Select Proposed Projects (10 of 25) assessed in 2018-19**

Project	Proponent	Status	Cree Community Affected
Mineral exploration on the Éléonore	Les Mines Opinaca Ltée	Under analysis	Waswanipi
Nemiscau Camp Project	Nemaska Eenou J.V.	Suspended	Waswanipi
Stripping of overburden at the site of the Sirmac Project	Vision Lithium Inc.	Under review – awaiting responses from proponent	Eastmain
Moblan Lithium Project	Lithium Guo Ao Ltée	Directive sent	Whapmagoostui
Bulk sampling of 25,000 MT (Fénélon Project)	Wallbridge Mining Company Ltd	Under review – awaiting responses from proponent	Eastmain
La-Grande-1 community centre sewage treatment system replacement	Hydro-Québec	Under review	Whapmagoostui
Installation / finalization of hydro-meteorological stations	Hydro-Québec	Under review	Eastmain
Construction of steel-arch structure on LA1 Road to Laforge 1 Dam (Phase 2)	Société de développement de la Baie-James	Under review	Waswanipi
Development of Lake Sturgeon Spawning Ground	Niskamoon Corporation	Exempt	Eastmain
Permanent camp development (Fénélon Project)	Balmoral Resources Ltd	Under analysis – awaiting additional information from proponent	Waswanipi

**Table 2. Select Projects (11 of 19) reviewed in 2018-19**

Project	Proponent	Status	Cree Community Affected
Bachelor Mining Project	Metanor Resources Inc.	Follow-up & Request for Modification under review	Waswanipi
Whabouchi Mining Project	Nemaska Lithium Inc.	Follow-up & Request for Modification approved	Nemaska
BlackRock Mining Project	BlackRock Metals Inc.	Request for Modification under review	Ouje-Bougoumou
Connecting the Rose lithium-tantalum mine and relocating a segment of the 315-kV line	Hydro-Québec	Under review	Eastmain
Rose Lithium-Tantalum Project	Critical Elements Corporation	Under review	Eastmain, Nemaska, Waskaganish
James Bay Lithium Mine	Galaxy Lithium (Canada)	Under review	Eastmain
Forestry Roads H-W and I	Matériaux Blanchet	Follow-up	Waswanipi
Whapmagoostui Landfill	Whapmagoostui First Nation	Under review	Whapmagoostui
Nyrstar Langlois Mine Project	Nyrstar	Request for Modification under review	Waswanipi
Wood Pellet Processor	Barrette-Chapais	Follow-up & Request for Modification approved	Waswanipi
Chapais Énergie Cogeneration Plant	Chapais Énergie	Request for Modification under review	Waswanipi, Ouje-Bougoumou

- **Moblan Lithium:** The proponent submitted its Impact Statement to COMEX in March 2019 for an open-pit mine and spodumene concentrator on Mistissini territory.
- **Bachelor:** The proponent has yet to submit an ESIA to extend operations of the Bachelor Lake gold mine by processing ore extracted from its Barry property, further south on Waswanipi territory. Commercial production at the mine has stopped, but the site is maintained for reopening in the future.
- **Whabouchi:** Construction of Nemaska Lithium’s spodumene mine is expected to be completed in 2019. The proponent modified the project this year to include a workers’ camp on site during construction and operation phases.
- **BlackRock:** In December 2018, COMEX held public hearings on proposed modifications to the planned iron, vanadium, and titanium mine on Lake Chibougamau, affecting Ouje-Bougoumou and Mistissini traplines. Much support was expressed for the project and the economic benefits it will bring to the community, but concerns were raised about potential impacts of transporting the concentrate by road instead of rail. COMEX is completing its analysis and recommendation, which will reflect this community concern.
- **Rose Lithium-Tantalum:** COMEX is still reviewing information submitted by the proponent in February 2019 in response to questions about the development of this mining complex on Eastmain territory, bordering Nemaska and Waskaganish territory.
- **James Bay Lithium:** In October 2018, Galaxy Lithium submitted its Impact Statement for the development of this lithium mine on Eastmain territory on Category III lands. In February 2019, the proponent submitted a Complementary Information package, but some questions still need to be answered before COMEX completes its review.
- **Forestry Roads H-West and I:** The proponent submitted an environmental characterization report for these major access roads that will span 126km of Category III lands. COMEX approved the plan under several conditions, allowing the construction to move forward during appropriate seasons while minimizing impacts on wildlife.
- **Whapmagoostui Landfill:** In March 2019, Whapmagoostui First Nation submitted its Impact Statement for the development of a new landfill on Category IA Cree territory for use by the Cree community of Whapmagoostui and the Inuit community of Kuujjuarapik.
- **Barrette-Chapais Wood Pellet Processor:** The proponent supplied supplementary information on its wood-pellet processing plant northeast of Ouje-Bougoumou; a request to change the plant location by 600 metres was granted in August 2018.

- **Chapais Energie:** Several requests for information were made and answered over the year regarding the proponent's request to modify the storage capacity of non-treated bark at its cogeneration plant in Chapais, affecting Waswanipi and Ouje-Bougoumou territories. In November 2018, the proponent submitted an additional request to modify the diversion of non-domestic water; this request is still under review.

### Climate Change Adaptation Strategy

The ESIA Unit secured funding for the past two fiscal years to collaborate with the communities on climate change strategies. Following up on our collaboration with Mistissini in 2017-18, in July 2018, we brought together community members in Waskaganish to identify solu-

tions to cope with the impacts of climate change. Project results include a participatory video from each community and proposed Community Climate Change Adaptation Action Plans that were presented to the Chief and Council members of the respective communities. In January 2019, we began working with Whapmagoostui to develop a third Adaptation Action Plan and video, this one from a Coastal Northern perspective.

In November 2018, a Climate Change Regional Forum was held in Eastmain, with over 100 people attending from the Cree communities, the Cree Nation Government, and Cree entities. The Forum provided an opportunity to collaboratively identify priorities and design responses to improve community resilience to climate change impacts. We are now working to finalize a report and video on the results of the Forum.



Clockwise from top left:

1. Climate Change Regional Forum, Eastmain, November 2018 (photo by Reggie Tomatuk)
2. Filming the Climate Change Adaptation Video in Waskaganish, July 2018 (Photo by Pernilla Talec)
3. Climate change impacts: Ponds resulting from the melting of permafrost near Whapmagoostui (Photo by Isabelle Laurion)

## MINING

The Department's Mining Engineer, Aurora Hernandez, supports Cree communities impacted by mining activities through ongoing communications, participation in environmental committees derived from Impact Benefits Agreements, and the monitoring of projects under ESIA processes.

In 2018-19, we made a key advance on the long-standing problem of abandoned mining exploration sites. Over 400 such sites have been flagged by land users in the territory. To address this situation, in August 2018—following lengthy negotiations with Quebec and the Eeyou Istchee James Bay Regional Government—we signed an *Agreement for the clean-up of abandoned mining exploration sites*, which has an 11-year duration. The Cree Nation Government will lead the implementation of this Agreement by first conducting a formal survey of abandoned sites, after which sites will be prioritized and clean-up work will commence. In addition to the clean-up efforts for exploration sites, a restoration plan for Mine Principale, the largest abandoned mine in the territory, is in place, and our Mining Engineer sits on the Steering and Technical Committee to restore this site.

## COMMUNITY ENVIRONMENTAL SERVICES

The Department Director, Isaac Voyageur, is the Regional Environmental Administrator for Category I lands, assisted by our Environmental Liaison Coordinator, Cameron McLean, and our Senior Science Advisor, Alan Penn. We provide guidance, coordination, training, and technical

support to Local Environmental Administrators (LEAs) in each community.

Every year, we carry out Phase 1 Environmental Site Assessments, which are required by the Canada Mortgage and Housing Corporation and some lending institutions and insurance companies. We monitor and review the annual inventory and cleanup of former Hydro-Québec sites and camps. And we provide ongoing technical guidance to the communities on contaminated site management and remediation, including legacy sites. Additional characterization work was carried out this year on the Cape Jones/Point Louis XIV site and the rest of the Mid Canada Line sites to provide baseline information that will assist with planned remediation in the following years.

Ongoing every year, the Department monitors drinking water quality in the nine Cree communities. Water sampling results consistently indicate confidence in the water operators and the systems of wells, filters, and distribution networks. We collaborate with the Cree Board of Health and Social Services wherever public health and environment files overlap, and this year we discussed issues related to the communication of the water sampling results, as well as issues of food security.

Quarterly meetings of the LEAs continued in 2018-19 and proved to be an effective forum for sharing our diverse nationwide experiences in environmental monitoring, as well in the implementation of environmental programs including electronic waste removal, eco-centers, the collection and handling of household hazardous wastes, and the treatment of contaminated soils.



**With the LEAs in 2018**

Front row: Barbara Hester; Eddie Masty; Cameron McLean; Pamela MacLeod.

Back row: Alan Penn; Christopher Merriman; Matthew Chiskamish; Adario Masty; Jean-Philippe Roux-Groleau; Isaac Voyageur

## LAND SURVEYS AND THE JBNQA LAND REGIME

The Department is responsible for work on land surveys and the implementation of related aspects of the land regime defined by the JBNQA. This work is led by our Senior Science Advisor, Alan Penn, and our Environmental Liaison Coordinator, Cameron McLean, in collaboration with the communities and in communication with provincial and federal governments.

We are updating the boundary descriptions of the JBNQA's Section 4 to reflect the surveys of Category I land and the evolving boundaries of Category II lands. The core objective is to build the necessary links to Quebec's land survey database so that the Cree First Nations will have electronic access to plans of survey and related supporting documents.

The scope of this work includes boundary adjustments needed to reflect the cancellation of the NBR project following the *Paix des Braves Agreement*. In 2018-19, we emphasized the work on Waswanipi—the community where the most fundamental boundary changes are involved, following the cancellation of the Waswanipi reservoir. On a positive note, the planned boundary changes will result in significant increases in the land area available for community development, as well as the inclusion of the former community location at the Old Post Island on Category IA lands. We are also working on boundary adjustments at Waskaganish and Nemaska.

The process is complex and slow. We have a fair idea for these three communities of what the modified boundaries should look like, but we are still seeking agreement with federal and provincial governments. Any changes made to the boundaries in the JBNQA (including 500-foot road corridors and 200-foot corridors along river and lake shores) will require complementary agreements to Section 4 as well as relevant provincial and federal decrees.

We have a number of unsettled problems to address at Chisasibi and other coastal communities. Meanwhile, work continues to bring the Mistissini/Ouje-Bougoumou land exchange to a satisfactory legal conclusion. In each of these land regime files, we pursue community consultations wherever we can, in continuing efforts to move discussions forward.

## FORESTRY

The Department's Forestry Unit oversees the implementation of Chapter 3 of the *Paix des Braves Agreement*. Our Director, Isaac Voyageur, and our Wildlife Management Administrator, Nadia Saganash, sit on the Cree-Québec Forestry Board. Our Forestry Engineer, Stephan Ouellet, analyses Forest Management Plans (FMPs) to ensure that the rules of Chapter 3 are applied within Eeyou Istchee and the Baril-Moses territories, and works in collaboration with our Forestry Joint Working Group (JWG) Coordinator, Nicolas Lemieux, to provide technical assistance to the communities and to resolve any forestry-related conflicts. We work with JWG members to find collaborative solutions to forestry issues that take into account Cree traditional ways of life, contemporary lives of forest users, and the needs of the forestry industry.

## Cree-Québec Forestry Board

We are evaluating the consultation and harmonization process at the heart of the Adapted Forest Regime. In 2018-19, we conducted numerous interviews with tallymen, industry and government representatives, and JWG members to determine the influence of Cree tallymen over forestry conducted on their traplines and to assess the adequacy of existing measures to mitigate impacts. The Board recommended measures to improve communications at the consultation stages of forestry planning and to streamline harmonization measures at the operations phase of harvesting.

Also in 2018, the Board hired a forest ecologist to begin a Wildlife Assessment Study of the Adapted Forestry Regime's provisions for moose habitat conservation. A candidate trapline was chosen in Waswanipi to serve as a pilot project. The tallyman was interviewed, the state of moose habitat was assessed, a historic profile of logging disturbances was compiled, and a current biological evaluation of the trapline was made. We hope to assess another 10 traplines next year.

## Cree-Québec Forestry Economic Council

2018-19 marked the first full year of implementation of the Agreement to harmonize the *Sustainable Forest Development Act* with the *Paix des Braves Agreement*. One of the improvements we worked toward was the creation of a Cree-Québec Forestry Economic Council to oversee the implementation of provisions enhancing Cree participation in the industrial forestry economy. The Department Director and other Cree members of the new Council initiated meetings with the forestry-affected communities regarding the use of the Cree timber allocation to enhance Cree opportunities in the coming years.

## Baril-Moses Territory

A Cree-Innu-Quebec tripartite committee was created in 2018-19 to further discussions on forest modalities to be applied in the Baril-Moses territory, and to implement changes that will benefit both Nations.

## Mixed Stand Strategy

We collaborated with Quebec on their draft Mixed Stand Strategy, which is ready to present to the tallymen in May 2019, with a goal of minimizing the impacts of harvesting interventions on wildlife species, such as moose, and maintaining healthy wildlife habitats in mixed stand areas.

## Category II Lands

We are in the process of establishing a collaborative forest management regime between the Cree and Quebec to manage the Category II lands of Waswanipi, Ouje-Bougoumou, and Mistissini. Because of the enormous amount of work required to implement this regime—including training staff to develop FMPs—the Cree Nation Government will move the Forestry Unit into a standalone Forestry Department next year.

## REMEDIAL PROGRAMS

Our Regional Forestry Programs Officer, Jimmy Iserhoff, works with our Forestry Field Monitor, Abel Neeposh, to implement remedial programs in the five Cree communities affected by forestry (Waswanipi, Mistissini, Ouje-Bougoumou, Waskaganish, and Nemaska).

### Cree Traditional Activities Enhancement Agreement

The goal of this program is to conciliate changes due to forestry with the practical concerns of trappers and traditional land users. In 2018-19, well over 2.8 million dollars in funding was distributed for projects that will benefit 121 traplines. Funded projects include cabin construction, tent-frame construction, hunting route development, woodcutting, snowmobile trail development, and subsidies for hunting equipment (see Table 3).

The Forestry Information Management System (FIMS) stores information on Enhancement projects undertaken since its inception in 2013. This year, the Department Director addressed the matter of outstanding activity reports with the Forestry Program Officers, and we took steps to restructure existing Administrative Guidelines into a policy manual that will help facilitate the closure of all Enhancement Project files (see Table 4).

## GIS MAPPING AND INFORMATION MANAGEMENT

The Department's GIS Technicians, Jonathan Elkhoury and Maxine Mark-Stewart, support all of our files and assist other Departments, Cree entities, and Cree communities with mapping and data storage needs (see Table 5).

### Upgrading GIS Services

The GIS manages a large quantity of geospatial data that can aid our leaders and communities in decision-making, but it requires a central repository for optimum accessibility and utility. In June 2018, an ArcGIS Server and its components were successfully installed; we await new IT resources to complete the upgrade.

**Table 3. Enhancement Project Funding in 2018-2019**

Community	Disbursements in 2018-19
Mistissini	\$846,787.48
Nemaska	\$52,605.00
Ouje-Bougoumou	\$264,031.82
Waskaganish	\$157,854.72
Waswanipi	\$1,546,376.18
<b>Total</b>	<b>\$2,867,655.20</b>

## Map Catalogue

Over the years, the Cree Nation Government has accumulated thousands of maps, many of which are of great cultural and historical value. In 2018-19, we contracted an inventory of the collection and created a catalog of over 1200 maps. Staff of several Departments were consulted and asked to select maps worth keeping; the next step is to scan selected maps into digital format.

## PROTECTED AREAS (PA)

The Department's Protected Areas (PA) Coordinator, Chantal Otter Tétreault, works with Department staff, Cree entities, and Cree communities to develop and implement protected areas in the territory.

### Provincial Goal of 20% Protected Areas

The Cree-Quebec Table on Environment and Protected Areas, launched in May 2018, laid out a plan to move the PA network forward by collaboratively identifying new areas for conservation. Throughout the summer of 2018, we visited the Cree communities to finalise their PA proposals, and in November we submitted the proposals to Quebec. Fifteen percent of Eeyou Istchee is comprised of protected areas, and Quebec has requested proposals to protect an additional 5%. We are now working with the communities to reduce the final PA proposals (see Table 6 for proposed PA surplus/deficit by community), prioritizing PAs based on cultural and ecological criteria developed by the Cree Nation Government and the communities, within biophysical districts identified by Quebec.

### Federal Challenge Fund

Environment and Climate Change Canada (ECCC) announced a \$175-million commitment to support provincial, territorial, and Indigenous governments in achieving the federal target of 17% terrestrial protection and 10% marine protection by 2020. We successfully submitted a proposal to this fund—collaborating with the Cree communities, the Cree Trappers Association

**Table 4. Enhancement Projects in the FIMS Database (as of March 2019)**

Community	Active	Completed	Total Projects
Mistissini	179	36	215
Nemaska	9	13	22
Ouje-Bougoumou	12	59	71
Waskaganish	8	32	40
Waswanipi	344	16	360
<b>Total</b>	<b>552</b>	<b>156</b>	<b>708</b>



**Table 5. Select GIS Achievements of 2018-19**

Project	ERWD Unit Assisted (Partners/Beneficiaries)	Accomplishments
Abandoned Exploration Sites	Mining/ESIA <b>Cree Communities</b>	Began assessing the accessibility of over 400 abandoned mining exploration sites by analyzing road locations and conditions.
Cree Land Use Mapping (CLUM)	Mining/ESIA/LUP <b>Waswanipi/Waskaganish</b>	Updated land use and occupancy maps in consultation with Waswanipi and Waskaganish families affected by mining projects.
Eastmain's CLUM Project	Land Use Planning <b>Eastmain</b>	Updated data collection and interview guidelines and developed basemaps with Cree place-names and pre-flooded waterways as part of a pilot project for a land use plan in Eastmain.
Protected Areas Interactive Map	Protected Areas <b>Cree Communities</b>	Designed and launched an interactive online map of existing PAs within Eeyou Istchee.
Cree Protected Areas Proposals	Protected Areas <b>Cree Communities</b>	Collected and digitized cultural information; compiled statistics and narrative summaries of mining potential, development constraints, and cultural information for each PA proposal.
Storm Lake Mining Potential	Protected Areas/Mining <b>Cree Communities</b>	Produced maps and compiled data for a feasibility study of expired mining claims in the Broadback.
Wildlife Habitat Quality Analysis	Forestry <b>Cree Communities</b>	Performed geospatial analysis comparing scientific wildlife models on moose and marten habitat with Cree land use data, to assist in developing directives to mitigate impacts of forest harvesting in mixed stands.
Species at Risk in Apishikimiish	Wildlife/Protected Areas <b>Whapmagoostui</b>	Created basemaps for interviews with land users in a study of Cree traditional ecological knowledge of freshwater seal and woodland caribou in the Apishikimiish (Lac Bienville) area.
Eelgrass Study	Wildlife <b>Chisasibi</b>	Created basemaps of oceanography and eelgrass samplings to aid interviews with land users as part of the Coastal Habitat Research Program.

**Table 6. Existing and Proposed PAs by Community**

Community	Community Area (km <sup>2</sup> )	Protected Areas in Community Existing (%)	Protected Areas in Community New (%)	Total Protection Existing + New (%)	Surplus/Deficit Based on 20% Target (%)
Chisasibi	80,023	13%	15.7%	28.7%	+8.7%
Eastmain	15,021	0%	30.8%	30.8%	+10.8%
Mistissini	123,668	10%	20.5%	30.5%	+10.5%
Nemaska	14,731	25%	5.6%	30.6%	+10.6%
Ouje-Bougoumou	10,456	17%	10.5%	28.5%	+8.5%
Waskaganish	29,297	14%	8.6%	22.6%	+2.6%
Waswanipi	36,666	8%	10.8%	18.8%	-1.2%
Wemindji	29,390	15%	23.1%	38.1%	+18.1%
Whapmagoostui	66,483	28%	5.2%	33.2%	+13.2%
<b>Total</b>	<b>405,735</b>	<b>15%</b>	<b>15.3%</b>	<b>30.3%</b>	<b>+10.3%</b>

Currently, we have PA proposals for Mistissini, Whapmagoostui, Eastmain, and Waswanipi. PA gaps span Eastern Wemindji, Central Chisasibi, and Northern Mistissini.



*Top photo:*  
Protected Areas consultation, Ouje-Bougoumou, July 2018 (Photo by Chantal Otter Tétreault)

*Bottom photo:*  
Collaboratively mapping culturally important areas in Wemindji: Lindsay Notzl from NCC and Abraham Matches, Local Fur Officer, working at the CTA (Photo by Chantal Otter Tétreault)

(CTA), the Cree Outfitting and Tourism Association, and the Cree Nation Youth Council under the Cree Nation Government umbrella—for efforts to be undertaken in cooperation with Quebec, environmental NGOs, and other First Nations governments. Through a 4-year collaborative project, we will finalize and validate the Cree PA network, both terrestrial and coastal/offshore, and develop a Guardians Program to support long-term PA management, based on assessments of existing programs run by Cree communities and organizations.

**NCC Collaboration**

We’ve extended to 2020 our collaboration with Nature Conservancy Canada to create tools to help identify priority conservation areas. NCC is creating a blueprint of the human footprint and physical features of Eeyou Istchee to aid future decision-making.

**LAND USE PLANNING**

The Department’s Land Use Planning (LUP) Unit, based in the Montreal and Waskaganish offices, is composed of Christopher Beck, Coordinator of Land Use Planning, Sarah-Anne Brochu-Hébert, Land Use Planner, Merlin Whiskeychan, Land Use Planning Officer, and Jessica Labrecque, Land Use Researcher. The LUP team supports Cree participation in land use planning across Eeyou Istchee by providing technical support to the Cree Nation Government, supporting community-level LUP initiatives, and acting as Secretariat and staff for the Eeyou Planning Commission (EPC).

**Public Land Use Plan (PLUP)**

This Quebec planning tool sets general orientations for land use across the territory. The Cree Nation Government has a mandate to participate in the development of the PLUP for Category II lands, whereas the Eeyou Istchee-James Bay Regional Government Natural Resource Committee (comprised of 6 Cree representatives and 6 Jamésien representatives) has a mandate to provide input on the development of the PLUP for Category III lands. In 2018-19, we created a Participation Table with Quebec to provide Cree content and feedback on the PLUPs for Category II lands. We will coordinate Cree input on both Category II and III PLUPs to ensure that Cree interests are well represented in both processes.

**Cree Land Use Mapping**

The LUP Unit has collaborated closely with the GIS Unit to develop expertise in Cree land use mapping. In 2018-19, we worked with the communities of Waskaganish and Waswanipi to update their land use information in response to mining development. We are developing a Cree land use mapping network through which critical information about Cree, industrial, and other land uses will be accessible to Cree communities and entities through collaborative tools and databases that will enhance Cree capacity to make informed decisions.

### Implementation of the Eeyou Marine Region Land Claims Agreement (EMRLCA)

Collaboration between the Eeyou Marine Region Planning Commission (EMRPC), the EPC, the Cree Nation Government, and the Cree communities is critical for effective and harmonized land use planning across the terrestrial and marine regions of the territory. The LUP Unit participates in the EMR Intergovernmental Committee, a technical land use planning committee that facilitates coordination between the EMRPC and the signatories to the EMRLCA. We work to develop common approaches and solutions for data sharing, database development, and other technical implementation issues, and we help to facilitate EMRPC consultations with their communities.

### Eeyou Planning Commission

The LUP Unit serves as Secretariat for the EPC, which is composed of nine Commissioners—one appointed by each of the nine Cree communities—and the Deputy Grand Chief, who serves as Chairperson. In 2018-19, the EPC drafted its Vision for land and resource use planning, and we began work on the Regional Land and Resource Use Plan for Category II lands, initiating data collection and database development, and collaborating with other Departments and Cree entities to develop the Plan's thematic content and framework.

Also in 2018-19, the EPC and the Cree Nation of Eastmain collaborated on a *Strategic Action Plan* to address some of the most pressing land use issues in Eastmain. This pilot project will help ground the EPC's work in the experiences and perspectives of the communities, ensuring that regional land use plans support community objectives.

### WILDLIFE

The Department's Wildlife Management and Conservation Unit ensures the implementation of the Hunting, Fishing, and Trapping Regime established under Section 24 of the JBNQA and Part III of the EMRLCA. Our Department Director, Isaac Voyageur, sits on the Hunting, Fishing and Trapping Coordinating Committee (HFTCC), comprised of representatives from the Inuit, Naskapi, and Cree nations and the provincial and federal governments. Our Wildlife Management Administrator, Nadia Saganash, our Wildlife Biologists, Aurélie Bourbeau-Lemieux and Emily Sinave, our Wildlife Technician, Anderson Jolly, and our Senior Science Advisor, Alan Penn, complete our Wildlife Unit. We work with the Cree communities, Cree entities, ENGOs, academics, and other First Nations and governments on a range of issues to conserve healthy wildlife resources in Eeyou Istchee, to protect the natural biodiversity of our territory, and to safeguard Cree rights and interests.



EPC Commissioners and staff in Waskaganish, September 2018



Preventing invasive species at the Big Rock Fishing Derby, Mistissini 2018.

### Migratory Caribou

The Cree Nation Government has resolved to ban all Cree harvesting on the George River Herd, last estimated at 6,000 caribou. The Makivik Corporation, the Nunatsiavut government, and the Naskapi Nation have all supported our position. This year, concerns were raised over the growing number of hunters from other aboriginal groups coming into Eeyou Istchee to harvest from the Leaf River Herd, last estimated at 187,000 caribou. The Cree Nation Government condemned the practice of unauthorized guiding activities and requested all aboriginal non-beneficiaries of the *JBNQA* to refrain from hunting caribou in Cree territory—even if accompanied by *JBNQA* beneficiaries—until effective nation-to-nation agreements are in place prioritizing the health of the herd. The Grand Chief brought this position to the attention of the UPCART, and discussions led to a draft *Agreement between the Naskapi nation of Kawawachikamach, the Inuit of Nunavik and the Cree Nation of Eeyou Istchee concerning the Conservation, Management and Harvest of Caribou*. The draft is under consultation with the communities, and discussions have been initiated with the CTA to develop guidelines for community harvest monitoring and management.

### Woodland Caribou

A joint Cree-Quebec subcommittee on Woodland Caribou was established in March 2018 to assist Quebec in adapting its proposed Boreal Caribou Habitat Management Strategy to the regional context in Eeyou Istchee.

The key concepts and approaches for future planning are ready to be presented to the tallymen. Quebec's proposed management measures include the creation of Large Suitable Areas (potentially in Waskaganish, Waswanipi, Uje-Bougoumou, and Mistissini territories) and would involve a departure from the current mosaic harvesting patterns on Cree traplines where Woodland Caribou are found—hence community input and agreement are essential.

The Wildlife Unit obtained new federal funding to conduct a 5-year project on Woodland Caribou in Eeyou Istchee, with a goal of defining and implementing management and restoration actions to improve habitat connectivity, particularly for the Assinica herd. Consultations with Cree tallymen and land users will take place in May 2019.

In February 2019, Quebec conducted the first complete inventory of the Temiscamie Woodland Caribou herd in Eeyou Istchee and Saguenay-Lac-Saint-Jean, with participation from Mistissini and this Department. The survey covered 65,500km<sup>2</sup> in total, including 35,000km<sup>2</sup> in Eeyou Istchee, and provided an opportunity to fit more caribou with GPS collars.

### Fishing Derbies

Following up on our 2017 assessment of fishing derbies in the territory, we collaborated with representatives of each community to develop guidelines for sustainable sport fishing in Eeyou Istchee. This year, we prepared a *Best Practices Handbook* for fishing derby participants, which we distributed at two major fishing derbies—the

Mistissini Annual Fishing Derby and the Waswanipi Old Post Fishing Derby. We also put in place boat-washing stations at the derbies—a simple preventive measure that can save millions of dollars in habitat damage caused by invasive species like the Spiny Water Flea (recently confirmed in Abitibi-Témiscamingue and almost impossible to eradicate once introduced). We created a collaborative video, available on the Cree Nation Government website, to increase awareness of the best practices we need to adopt to ensure the sustainability of these events.

### Species at Risk

We received funding for a project on knowledge acquisition of species at risk in the Apishikimiish (Lac Bienville) Area, valued for both its diverse ecological habitats and its extraordinary cultural significance to the Crees of Whapmagoostui. In this first year of the project, we worked with the community to gather traditional knowledge of the ecology and distribution of the Freshwater Seal and the Boreal Caribou. Next, we will conduct aerial reconnaissance surveys to assess the presence of species at risk and their potential habitats.

### Coastal Habitat Research

A first Symposium of the Coastal Habitat Research Program took place in January 2019 in Chisasibi and brought together researchers, tallymen, and coastal community members to discuss the findings of numerous coastal studies and to ensure a constructive exchange between researchers and the community.

### Northern Biodiversity in a Mining Context

As part of the wetland compensation plan for mining companies, a research Chair was created this year to enhance knowledge of northern biodiversity in order to reduce the potential impacts of mining. Research topics will range from the importance of wetlands to the Cree communities, to the stress levels of moose near mine sites. The Department sits on the committees governing the Chair, and we will facilitate meetings with the Cree communities to ensure collaborative research and sharing of information.

### Important Bird Areas (IBAs)

We continued to work with Nature Canada, in collaboration with the CTA and the EMR Wildlife Board, on a federally-funded project, *Protecting Species at Risk on the Eastern Coast of James Bay: A Focus on Birds, Community Engagement and Indigenous Protected Areas with the Cree Nation of Wemindji and Waskaganish*. Interviews on traditional ecological knowledge were conducted in Wemindji this year to complement information previously gathered in coastal reconnaissance flights, with the goal of identifying important areas for birds. On-site bird surveys will soon follow, and the information gathered could potentially be used to define another IBA in the territory. ●



Rupert Bay, Waskaganish, February 2019  
(Photo by Aurélie Bourbeau-Lemieux)



# CAPITAL WORKS AND SERVICES

## MESSAGE FROM THE INTERIM DIRECTOR Martin Desgagné



Another year has gone by and it is already time to take a moment to report on the activities of our Capital Works and Services (CWS) Department. The 2018-2019 fiscal year has been a challenging, productive and rewarding one for the whole CWS team.

### Special Thanks

Firstly, I would like to thank all the CWS staff for their dedication to the Cree Nation. Secondly, the CWS staff and I would also like to thank all our partners in the Cree communities and in the various companies and organizations that we have worked with for their great support and collaboration. It is with the efforts of everyone that we have been able to achieve our tasks linked to our mission.

### Mission Statement

Ensuring that the Eeyou/Eenou local and regional governments' infrastructure and related services enhance people's quality of life.

### Organization

Over the last three years, we have worked on the integration of our staff and our managers through holding quarterly meetings and by diligently following-up on our activities. In terms of our organization, for the next fiscal year, as our department is now fully staffed and is well integrated, we will continue our strategic planning. This will include determining our values for the whole department, our visions for each of our sections for the

next three years and our planned vision until the end of the current NRA (New Relationship Agreement) with Canada in 2028.

### Activities

Moving forward, we will continue to work on our current files, while directing all the required efforts to address the theme of the Cree Nation Government for next fiscal year: "Unlocking Eeyou Wealth". This includes assisting in:

- Developing a private housing program and implementing it, once approved;
- Ensuring, through the Technical Committee's assistance, all of the required infrastructure as per the NRA program structure is recommended for funding by the Board/Council;
- Developing housing and town planning standards;
- Training and supporting the Local Housing Inspectors;
- Ensuring that the local fire departments have the proper facilities and equipment and that the local firefighters are sufficiently trained so that the Cree assets are well protected; and
- Ensuring that the Capital Assets of the local and regional Cree governments are properly maintained.

Lastly, the next few pages will present to you all the activities and files that we have worked on throughout the year. I hope you will appreciate our combined efforts.



## HUMAN RESOURCES & ADMINISTRATION

### Organizational Structure of Personnel

The organizational structure of the Department personnel reflects the two main mandates of the Department: a) Capital Planning & Engineering Services and b) Regional Capital Works Programs and Services. The Department has been divided between two offices for efficiency purposes with partial decentralization to Val-d'Or as shown on Figure 1, "Organizational Diagram: Approved Personnel Structure for 2018-2019".

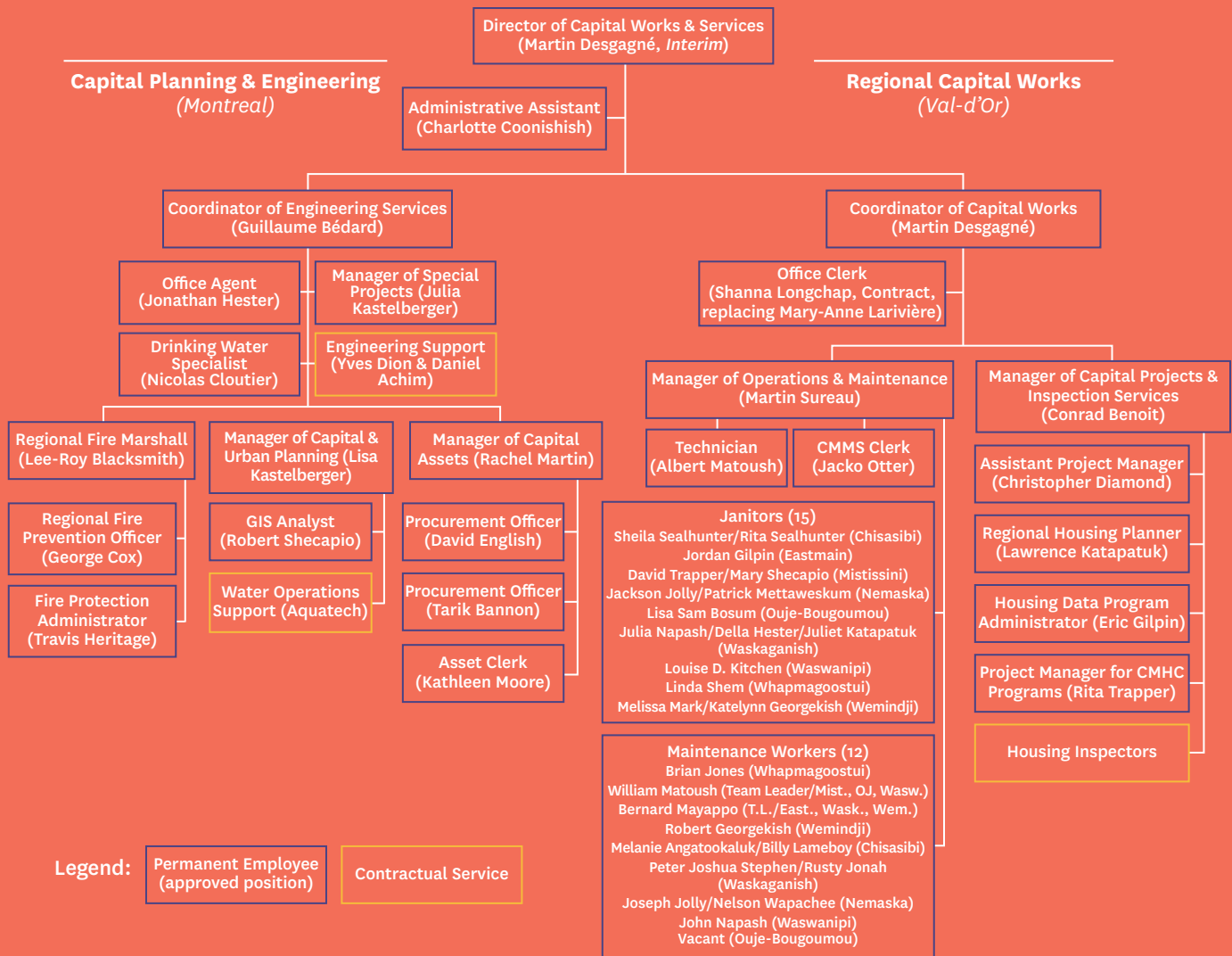
## CAPITAL PLANNING AND ENGINEERING SERVICES

### Capital Planning Activities

CWS has been actively planning and monitoring the capital projects carried out at the local administration level through funding provided by the Canada-Cree New Relationship Agreement (NRA).

CWS manages the administration and annual update of the NRA Five-Year Capital Plan, incorporating

Figure 1. Organizational Diagram, Approved Personnel Structure 2018 - 2019



**Table 1. Approved 2018-2019 NRA Local Projects**

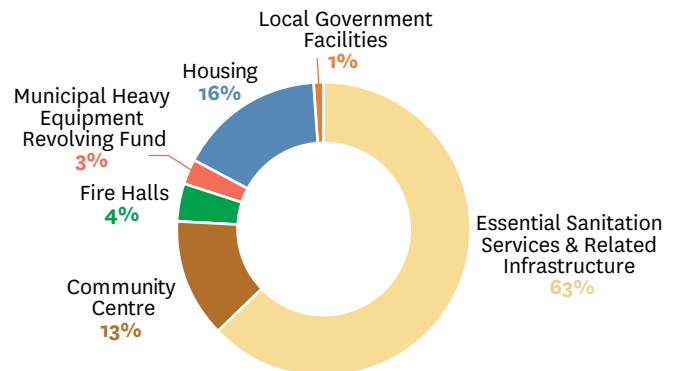
Local Government Programs		2018-2019
<b>1.0</b>	<b>Local Government Facilities</b>	
1.1	Local Administration Building	\$178,150
1.2	Municipal Garages & Warehouses	\$200,000
	<b>Sub-total</b>	<b>\$378,150</b>
<b>2.0</b>	<b>Essential Sanitation Services &amp; Related Infrastructures</b>	
2.1	Drinking Water Facilities	\$1,079,953
2.2	Waste Water Facilities	\$7,455,450
2.3	Residential Lot Development	\$19,904,700
2.4	Municipal & Institutional Lot Development	\$734,300
2.5	Water Reservoirs	\$0
2.6	Major Replacements & Corrections to Deficiencies	\$14,813,339
2.7	Solid Waste Management	\$2,631,884
2.8	Access Roads (1A land)*	\$2,990,500
2.9	Studies	\$1,121,245
2.10	Cemeteries	\$598,800
2.11	Street Lighting	\$1,155,497
2.12	Paving Catch-Up Program	\$20,393,183
	<b>Sub-total</b>	<b>\$72,878,851</b>
<b>3.0</b>	<b>Community Centre</b>	\$15,493,898
<b>4.0</b>	<b>Fire Halls</b>	\$4,677,557
<b>5.0</b>	<b>Municipal Heavy Equipment Revolving Fund</b>	\$3,589,249
<b>6.0</b>	<b>Housing</b>	\$18,572,005
	<b>Grand total</b>	<b>\$115,824,470</b>

local government projects from all nine communities. A Capital Planning Timeline has been established with a series of deadlines that must be respected for the submittal of project funding requests and supporting project justification. The Department ensures that various technical standards are respected per project, prior to the recommendation of projects for funding. The final budget is approved by Board/Council of the Cree Nation Government in December of each year for the upcoming fiscal year's projects. \$115,824,470 worth of projects for all nine communities was approved for 2018-2019, as per illustrated in Table 1 and Figure 2.

**NRA Project Monitoring**

CWS is responsible for maintaining an ongoing record of all capital projects realized with NRA funding. This entails keeping an inventory of supporting documentation for all projects funded through the NRA, including copies of contracts, proposals, cost estimates, tender and as-built plans & specifications, final completion certificates, etc. The information collected will support

**Figure 2. Summary of Approved 2018-2019 NRA Local Projects**





the renewal negotiations with an accurate and detailed account of how the NRA funds were used. The collection of reporting documents is an ongoing task for CWS.

To monitor the project advancements, the Capital Planning Team does a Community Tour of all NRA-funded projects in the Fall of each year as the construction season comes to an end. It provides the team with a first-hand opportunity to see the challenges and realities of constructing in the communities.

#### Alternative Funding Initiatives

CWS is also responsible for the allocation, monitoring, and reporting of other sources of funding received through Indigenous Services Canada (ISC). In 2018-2019, the Cree Nation Government was the recipient of the following three ISC funding initiatives:

1. **Gathering Strength:** \$1,639,890 was allocated towards the following projects:
  - a) Cree Nation of Chisasibi Residential Development- Southeast Sector (Phase 7, 143 lots)

- b) Cree Nation Government's administration of projects
2. **Water Strategy:** \$1,006,700 was allocated towards the following projects:
  - a) Cree First Nation of Waswanipi's Water Distribution Pumping Station Building Repairs; and
  - b) Professional engineering services for water-related projects
3. **Water Operator Training:** \$335,200 was directed towards Water Operator training activities, and Circuit Rider Professional Services.
  - a) Training: Two Water Operators' Commission Meetings were hosted by CWS in 2018-2019. The purpose of these meetings is to bring together all drinking water and wastewater operators from the nine communities to discuss topics related to plant operation. The first meeting took place on August 15 to 17, 2018 in Montreal, QC. The activities organized at this meet-



Fall 2018 Community Tour  
(Whapmagoostui & Waswanipi)





Fall 2018 Community Tour (Chisasibi & Nemaska)



ing consisted of two training sessions; a valve maintenance training given by Instrumentation Provan and a hands-on leak detection training in Kahnawake.

The second meeting took place on March 13 and 14, 2019 in Montreal, during which a training on metering pumps was provided by Pompacktion Inc. and a visit of the St-Eustache filtration plant was organized. Participants were also provided with exhibitor passes to the Pan-American Environmental Technology Trade Show and Conference (Americana) held at the Palais des Congrès de Montréal to learn about new technologies and to meet with vendors and suppliers.

CWS has continued to actively recruit and organize trainings to have certified Drinking and Wastewater Operators present in the nine communities. Laboratory and safety equipment were purchased to meet operational needs of each water treatment department.

- b) Professional Services: Aquatech Water Management Services Inc. was hired through this funding initiative to provide a Circuit Rider Training Program (CRTP) for water operators in all communities, along with a 24/7 hotline service for the water operator's use in the case of emergencies or day-to-day inquiries.

### Water Treatment Specialist

On July 30th, 2018, CWS enlisted the services of a Water Treatment Specialist. The main responsibilities of this position are as follows: to provide technical support to local water plant operators in regard to their treatment system and water quality sampling and monitoring, to work within the guidelines of the draft regional Drinking Water Quality Law, to assist in making sure all local water treatment systems are in good working conditions and to ensure that all water sampling is done following the required norms.

This past year's activities were dedicated to setting laboratory standards in water analysis, specific to the treatment and raw water source of each community. A dashboard was also presented to the Operators related to water installations operation and management. The review of standard operational procedures and technical support was implemented by regular work visits covering every facet of the waterworks.

### Establishment of By-Laws, Standards & Guidelines

An obligation of the NRA is the establishment of minimal regional standards that meet or exceed federal and provincial standards. CWS has been mandated to develop, recommend and implement Cree Nation Government by-laws respecting the regulation of buildings for the protection of public health and safety, including the construction, maintenance, repair and demolition of building.

### Drinking Water Audits

In preparation for the implementation of the Cree Nation Government Drinking Water Quality Law when it will be approved, the engineering firm CIMA+ was given the mandate to perform an audit on all drinking water facilities present in category 1A land. The report aims to present a general assessment of the drinking water infrastructures and was divided into four (4) aspects: redundancy of systems, equipment malfunction, missing components and operation & maintenance and sampling.

### Geographic Information System (GIS)

In order to provide useful mapping information about the existing nine Cree communities, GIS technologies were a practical solution in the development and delivery of spatial data, maps and information products concerning essential sanitation services and related infrastructure data. In 2018-2019, the community maps displaying basemap data of the existing nine Cree communities were updated using the latest digital data. Parallel work includes maintaining the municipal infrastructure maps for Whapmagoostui, Ouje-Bougoumou, Waswanipi and Mistissini. The goal of these efforts is to create a digital platform which integrates spatial data from a range of public and private sources. Subsequently, the spatial data and maps will be useful to build local knowledge about community growth and development. In addition, this process will also provide a framework in the ongoing acquisition, management, analysis and display of geographic information which will help the local governments in the future planning of



*Chisasibi Operation Staff Performing Service Line Repair*



*Visit by CIMA+ to Mistissini Booster Station*

capital projects and community development. These maps incorporate all information already collected through past-funded and ongoing NRA projects (building plans, as-built drawings displaying municipal infrastructure, and community master plans) with interchangeable and overlapping layers to create a comprehensive planning tool.

### Special Projects

CWS provides project management services to local governments upon request and works on various regional files for the Cree Nation Government in support of the implementation of the NRA and other agreements. In 2018-2019, these activities included the following:

#### Support to Local Governments

Project management support was provided to the Whapmagoostui First Nation for all projects approved for funding through the NRA since 2008-2009. Additional support was provided to the local capital works team for the 2019-2020 NRA funding applications.

CWS also assists Local Governments in their applications to alternative sources of funding accessible to the Crees through punctual federal funding initiatives.



*NFPA 1001 Training  
at the Mistissini and  
Chisasibi Fire Halls*

In 2018-19, support was provided in completing applications to Indigenous Services Canada's 2019-2020 First Nations Waste Management Initiative.

Lastly, in November 2018, CWS re-launched the Regional Public Works Forum. All Local Directors of Public Works and pertinent public works staff were invited to attend a two-day session in Val-d'Or of various trainings and workshops. This forum provides the Local Public Works Departments of the Cree Nation with a chance to enhance skills, exchange knowledge and to identify opportunities for synergy between governments.

#### **New Relationship Agreement (NRA) Capital Planning and Program Development**

To work towards fulfilling all of the NRA obligations prior to the renewal of the Agreement in 2028, CWS prepared a 9-year NRA draft scenario scheduling all foreseen capital investments required in the nine (9) Cree communities.

A review of the NRA Local Heavy Equipment Revolving Fund was requested by the Local Governments. The purpose of this review is to validate or revise the current funding program in place established in 2008. A community consultation was completed in 2018. The review is anticipated to be completed in 2019-2020.

#### **Asset Conditions Monitoring (ACM) of Public Buildings**

CWS completed the Asset Conditions Monitoring Study that was launched in 2017-2018. ACM is a tool used to determine the state of the facilities and the need for maintenance and renovations. The objective of the study was to ensure that the public buildings in the Cree communities (both locally and regionally owned) are managed and maintained so that services can be provided, and premature repairs can be avoided. Phase 2 (Eastmain, Nemaska & Whapmagoostui) and Phase 3 (Mistissini, Ouje-Bougoumou & Wemindji) were completed in 2018-2019 by WAPTUM Development Consulting (formerly Tawich Management Services Inc.)



#### **Fire Protection Activities**

The implementation of the Fire Protection By-Law has been steadily improving due to the numerous fire protection services offered within the Cree Nation. In 2018-2019, the fire protection team had yet another successful fiscal year showing progress on several files. Professional National Fire Protection Association (NFPA) trainings continued, communication channels between the CWS Fire Protection Staff and Local Fire Officers were strengthened through community tours offered to provide in-house training, and three (3) new fire trucks were purchased and delivered to the Local Fire Departments.

#### **Training**

A new cohort of twenty (20) Fire Fighter Professional Qualifications (NFPA 1001) candidates have been trained for the Cree Nation. The Local Fire Chiefs and Cree Fire Instructors voted on the location of the trainings which resulted in the organization of a Coastal training and an Inland training. Ten (10) candidates attended a training hosted by the Chisasibi Fire Department and ten (10) candidates attended a training hosted by the Mistissini Fire Department.

In addition to the NFPA 1001 training program, twenty (20) new candidates began the Fire Officer Professional Qualifications (NFPA 1021) program. This Professional Fire Officer Course was offered by the Justice Institute of British Columbia (JIBC) for a period of four (4) months. The training took place in Val-d'Or and was given by JIBC instructors.

On March 21, 2019, the Regional Fire Protection Team hosted a graduation at the Hilton Lac Leamy in Gatineau to celebrate the completion of the programs for both the NFPA 1001 and NFPA 1021 groups.

### Fire Trucks

Three (3) new fire trucks were purchased and delivered to Local Fire Departments. The Waskaganish Fire Department received a new ladder truck and the Nemaska and Whapmagoostui Fire Departments each received a new pumper truck.

### Fire Prevention Activities

The 2018-2019 fiscal year was another busy year working towards improving and establishing a fire prevention program for the Cree Nation. There was a decline in fire losses in 2018 in comparison to previous years, which is a good sign and could be attributed to the development of the fire prevention training program and the work being done by the Fire Prevention Officers. According to CreeCO, fires still remain the highest dollar losses for the Cree Nation therefore the fire prevention team is working diligently on trying to reduce the frequency of fire losses by developing and implementing the Cree Nation Fire Prevention Program.

### Training

Due to the technical skills required to work in fire prevention, fire prevention personnel need to be com-

petent and certified in various fire prevention activities. Further training in fire inspections was required in 2018-2019 including the below mandatory trainings:

- Fire Code for the Fire Service
- Prevention and Investigation of Commercial Kitchen Fires
- Fire Alarm and Sprinkler Systems Knowledge

Most of the Fire Prevention Officers also help with the organization and planning of Firefighter Program due of their technical knowledge and instructing skills.

### Meetings

Fire Prevention Officer Meetings are held to discuss issues, to improve communication and to promote coordination. Most importantly, these meetings are held to discuss the design and development of the Cree Nation Fire Prevention Program.

In 2018-2019 a meeting was organized between the local Fire Prevention Officers and CreeCO, the Local Governments' insurance provider, to establish a working relationship for the prevention of fires and in fire investigations.

### Simplified Risk Assessment

Each Cree community has evaluated the risk of fire-related incidents and identified their most frequently occurring fires. From this, they have come up with a plan on how to achieve their goals and objectives moving forward including the type of educational program that can be best implemented to reduce the occurrence of fires. Public education programs identified include: residential visits, kitchen and cooking fires, smoke alarm campaigns, electrical safety, camp fire safety, brush fires and a youth fire setter program. Most of the communities are facing the same fire-related issues and the hope is that these programs will improve fire safety behavior.



*New Fire Trucks Purchased for the Nemaska, Waskaganish and Whapmagoostui Fire Departments*

**Work Currently Performed by Local Fire Prevention Officers:**

- Fire Inspections (ongoing and still in development)
- Residential Visits (ongoing)
- Fire Investigations (as required)
- Development of Educational Materials (customized to the community that they serve)
- Public Education on Fire Safety (includes visits to schools, attending meetings and educating building owners/managers on fire inspections and fire safety)

**Emergency Measures**

The Fire Protection Administrator, Travis Heritage, is working closely with the Public Safety Officers in the Cree Nation. Duties include but are not limited to providing Emergency Disaster training with a professional from Kahnawake and updating documents. The Fire Protection Administrator also attends the Fire Officers’ meetings to assist on various files.

**Emergency Preparedness and Planning**

CWS continues to collaborate with various stakeholders in the development of emergency preparedness and response plans on behalf of the nine (9) Cree communities. The Emergency Measures Plan (EMP) is vital to understand as the Cree communities are relatively small and have fewer resources than what is generally available in large southern municipalities. The Local Governments have developed one-page emergency response plans based on yearly risk assessment exercises done in the communities. The Fire Protection Administrator’s core focus is to assist the Cree communities with mitigation and preparedness devoting special attention to the following initiatives; Emergency management training, all hazards risk assessment, EMP development and testing, and fire smart initiatives.

All Public Safety Officers (PSOs) have successfully completed introductory Emergency Operation Centre (EOC) and Incident Command System (ICS) trainings. Indigenous Service Canada (ISC) has the legal responsi-

bility to assist the First Nations in developing risk mitigation programs for their communities. ISC provides training courses on Emergency Management throughout the year which have been well attending by the Cree stakeholders. ISC will continue the initiative entitled *Emergency Management Assistance Program*. This program provides First Nations communities with more choice in the type of federal assistance that they require. CWS assists the communities requesting funding through this program.

In 2018-2019, CWS continued the role as liaison between the Cree and Jamesian entities within Eeyou Istchee for Emergency Management initiatives. Most Cree entities have been introduced to the foundations of Emergency Management. CWS will continue to bridge the gaps between various jurisdictions within the Eeyou Istchee territory through attending meetings with all pertinent stakeholders.

In the upcoming fiscal year 2019-2020, CWS will facilitate Emergency Disaster Scenarios Exercises with the Cree communities which will be facilitated by our Emergency Management Expert. These exercises will test the communities’ local Emergency Preparedness Committees (EPC) and Emergency Response Plans with a simulated community disaster. The goal is to have the local stakeholders understand each person’s roles and responsibilities during an emergency.

**Domestic Animal Control**

At the request of the various public safety and health stakeholders within the Cree communities, CWS has reviewed all nine local government Domestic Animal Control Bylaws. As a result, tablets equipped with a Domestic Animal Control software were purchased for each community’s PSO. With this software, the PSOs can log all information gathered regarding domestic animals within the communities and upload this information to a central database. CWS acts as liaison between the communities and various entities operating sterilization services for the region. The goal is to highlight the need for dog parks and domestic animal control facilities in each community.



*Eastmain Fire Department Public Education Session for School Children*

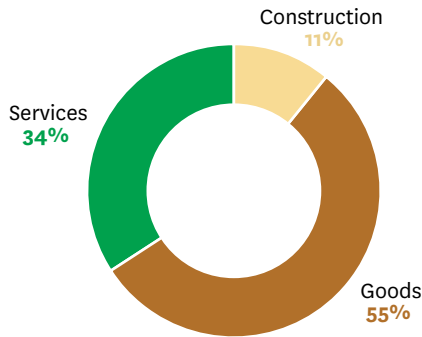


*Fire Prevention Equipment Purchased by CWS to Educate the Public on Kitchen Fire Safety*

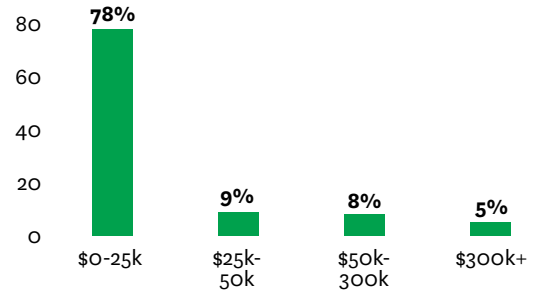
## PROCUREMENT AND ASSET MANAGEMENT

CWS is responsible for managing procurement activities and tracking assets for the Cree Nation Government. The procurement team is responsible for the acquisition and delivery of goods and services as well as the tendering of construction projects. In 2018-19, over \$28M in purchase orders were issued by CWS for goods, services and construction contracts.

**Figure 3. Breakdown of Purchases Made**



**Figure 4. Percentage of Purchases Made Per Cost Bracket**



**Table 2. CWS issued 31 Call for Tenders in 2018-2019**

<b>Whapmagoostui First Nation</b>	
<ul style="list-style-type: none"> <li>Enchukw Street &amp; Gakw, Whapstan and Eeyou (GWE) Street Construction Materials</li> <li>New Road and Sewer Construction Project (GWE Phase 2)</li> <li>Triplex Construction</li> <li>Water Service Connections Construction Materials</li> <li>Fire Hydrants and Equipment</li> </ul>	<ul style="list-style-type: none"> <li>Residential Expansion and Construction of New Water Supply Well</li> <li>Warehouse Addition - Foundations</li> <li>Residential Expansion Construction Materials</li> <li>Residential Expansion Storm Drainage Materials</li> <li>Infrastructure Storm Drainage Materials</li> <li>Construction of a New Swimming Pool and Youth Center</li> </ul>
<b>Eeyou Eenou Police Force</b>	
<ul style="list-style-type: none"> <li>Radio Communication Project</li> <li>Sale of Vehicles</li> <li>Flag Poles for Mistissini Police Detachment</li> </ul>	<ul style="list-style-type: none"> <li>Furniture for Waskaganish Police Detachment</li> <li>Purchase of Vehicles</li> </ul>
<b>Capital Works and Services</b>	
<ul style="list-style-type: none"> <li>Asset Condition Monitoring in the Cree Communities</li> <li>Exterior Cladding of the Cree Nation Government Headquarter (Nemaska)</li> <li>Paving of Internal Roads (Eastmain and Nemaska)</li> <li>Paving of Internal Roads (Ouje-Bougoumou and Waswanipi)</li> <li>Paving of Internal Roads (Waswanipi 2<sup>nd</sup> posting)</li> </ul>	<ul style="list-style-type: none"> <li>Water Quality Audits</li> <li>Furniture for New Montreal Office</li> <li>Renovation Work for New Montreal Office</li> <li>Department of Child and Family Services New Housing Units (Mistissini, Chisasibi and Eastmain)</li> <li>Daycare Renovation in Ouje-Bougoumou</li> </ul>
<b>Department of Justice and Correctional Services</b>	
<ul style="list-style-type: none"> <li>Paving of Justice Facilities in Waskaganish</li> </ul>	<ul style="list-style-type: none"> <li>Furniture for Youth Custody Facility in Mistissini</li> </ul>
<b>Department of Commerce and Industry</b>	
<ul style="list-style-type: none"> <li>Construction of Business Hub in Mistissini</li> </ul>	
<b>Cree Human Resources Development</b>	
<ul style="list-style-type: none"> <li>Extension of Office in Chisasibi</li> </ul>	
<b>Government Services</b>	
<ul style="list-style-type: none"> <li>IT Server Co-location</li> </ul>	

## REGIONAL CAPITAL WORKS

### Capital Works Division

The Capital Works Division of CWS oversees the operations and maintenance (O&M) and the construction of the facilities and housing required by the various departments of the Cree Nation Government. The division also has a support team for the housing file in the Cree communities.

### Operations and Maintenance (O&M) Activities

As of March 31, 2019, CWS had to oversee the operations and the maintenance (O&M) of 25 public buildings (approx. 240,000 square feet) and 91 housing units (approx. 140,000 square feet) located in the Cree communities as per table 3. In order to carry out the O&M works, there is a team of 15 janitors, 12 maintenance workers (two acting as team leaders), 1 electrician/heating, ventilation and air conditioning (HVAC) worker, 1 Computerized Maintenance Management System (CMMS) clerk and 1 manager dedicated to that work.

The types of operations and maintenance activities that are carried out by the Maintenance Workers can be classified in three major maintenance categories:

1. preventive;
2. corrective;
3. predictive.

Since April 2016, the O&M team has been using a CMMS and has over 700 preventive maintenance templates for the buildings' equipment. Over the length of this fiscal year over 2000 work orders have been produced in all categories combined.

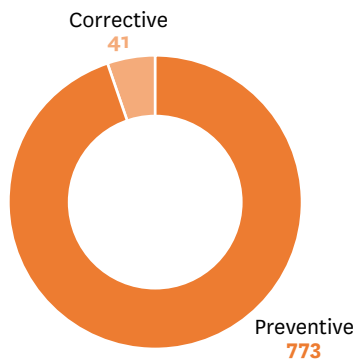
CWS's O&M staff also answered emergency maintenance calls for the 16 daycare centres in the Cree communities. This is subsequent to an agreement established between the Cree Nation Government's Department of Child and Family Services and CWS.

### Capital Projects Activities

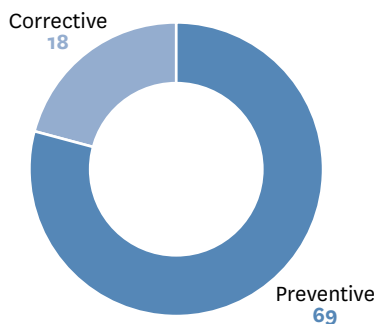
The CWS department also has a team in charge of construction activities, which had 17 active projects under its responsibility in 2018-2019 for a total value of about \$30.6 million as per the table 4. These projects were executed for the Cree Nation Government departments of the Eeyou Eenuu Police Force (EPPF), Justice and Correctional Services, the Cree Human Resources Development (CHRD) and the Cree Nation Government Administration. Furthermore, CWS is providing technical support to the Child and Family Services Department for the renovations of the daycare centres in the Cree communities.

**Figure 5. Distribution of Work Orders**

#### Cree Nation Government Buildings



#### Childcare Centers



**Table 3. Assets under the responsibility of CWS for Operations and Maintenance (O&M)**

	Number of facilities
<b>Regional Buildings</b>	
CHRD Office	1
CHRD Training Centres	2
Cree Nation Government Head Office	1
Cree Nation Government Office	1
EPPF Detachment	9
EPPF Headquarter	1
Justice Facilities	9
Warehouse	1
<b>Sub-Total</b>	<b>25</b>
<b>Housing Units</b>	
Cree Nation Government Housing Units	31
EPPF Housing Units	60
<b>Sub-Total</b>	<b>91</b>
<b>TOTAL</b>	<b>116</b>



### Professional Services Activities

The Capital Works Division mandates professional firms of architects and engineers to prepare plans and specifications for various construction projects, to assist in the supervision of construction works as well as to develop a preventive maintenance program. In-house, work is being done to electronically archive all the construction

and O&M documents for further integration into an information management system.

The CWS Capital Projects staff and O&M staff also provide some technical advice to the Cree local administrations on matters related to call for tenders, project management, building construction and operations & maintenance, and housing construction and operations.

**Table 4. Construction Activities of Regional Capital Works**

Project	Value of Contract	Advancement				Delivery Date	Contractor
		Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19		
Youth Custody Facility in Mistissini	\$16,699 000	42%	56%	73%	94%	June 2019	Construction de l'Avenir
CHRD Building Expansion in Chisasibi	\$697,800	0%	47%	79%	100%	December 2018	CBCC
CHRD Building Renovation in Mistissini	\$275,000	0%	80%	100%	100%	December 2018	Cree Nation of Mistissini
EEPF Duplex in Mistissini	\$611,475	0%	97%	97%	100%	February 2019	Nisk
Cree Nation Government Duplex in Mistissini	\$611,475	0%	97%	97%	100%	February 2019	Nisk
EEPF Duplex in Eastmain	\$817,800	95%	95%	97%	99%	April 2018	Naococane Construction
EEPF Duplex in Ouje-Bougoumou	\$934,699	97%	97%	97%	100%	April 2018	Kesi Construction
EEPF Triplex in Waskaganish	\$1,246,400	96%	96%	97%	99%	April 2018	CCDC Ltee
EEPF Duplex in Chisasibi	\$712,800	0%	95%	97%	99%	April 2018	CBCC
EEPF Triplex in Whapmagoostui	\$1,548,700	0%	65%	83%	99%	April 2019	Minheku Construction
Justice Facility Renovation in Ouje-Bougoumou	\$87,613	0%	97%	97%	97%	June 2018	Naococane Construction
Justice Facility Renovation in Waswanipi	\$84,489	0%	97%	97%	97%	June 2018	Naococane Construction
Justice Facility Renovation in Waskaganish	\$81,531	61%	97%	97%	97%	June 2018	Naococane Construction
Justice Facility Renovation in Wemindji	\$56,000	40%	97%	97%	97%	June 2018	VCC
Justice Facility Renovation in Chisasibi	\$172,000	40%	97%	97%	97%	June 2018	VCC
EEPF Police Detachment in Waskaganish	\$5,608,196	17%	68%	97%	97%	March 2019	CCDC
Cree Nation Government Head Office in Nemaska - Outside Renovation	\$373,965	0%	14%	62%	97%	December 2018	Kesi Construction
	\$30,618,943						



*Top: Youth Custody Facility in Mistissini (in construction)*

*Middle: EEPF Triplex in Whapmagoostui (in construction)*

*Bottom: EEPF Duplex in Mistissini (completed)*

## CAPITAL WORKS AND SERVICES HOUSING FILE

CWS provides support and services in the Cree communities related to housing. The Housing Program Administrator, the Regional Housing Planner and the Project Manager for Canada Mortgage and Housing Corporation (CMHC) Programs are dedicated to the Cree housing file.

### Housing Program Administrator Activities

- 1. Inspection Services for the CMHC's Mamuitun programs**
  - The housing team is supported by four (4) housing inspectors from the Cree communities who work on a punctual basis to perform inspections on social housing on behalf of CMHC. They perform inspections for the new housing units being built (section 95), verify the physical condition review (PCR) of the current housing stock and perform inspections of the residential rehabilitation assistance program (RRAP).
- 2. Inspection Services for the Board of Compensation's Insurance File**
  - The housing team also performs inspections and produces cost estimates following fire or flood incidents for the self-insurance program under the Board of Compensation.
- 3. Regional Housing Renovation Needs Survey**
  - The inspection of 3200 rental housing units in the Cree communities (including CMHC and band rental units) was completed in 2016. This survey identified the global renovation needs to fix all of the rental housing units in the Cree communities. The most important part of the renovation plan was to prioritise the urgent renovation of units containing mold. The plan then continued with the balance of the global renovation needs. The estimated urgent housing renovation needs was approximately \$90,000,000. Since 2016, the Cree Nation Government has allocated the following amounts per fiscal year:
    - o \$2,500,000 in 2015/2016;
    - o \$5,000,000 in 2016/2017;
    - o \$5,000,000 in 2017/2018 and;
    - o \$7,000,000 in 2018/2019.
  - Close monitoring of the renovations performed by the Cree Local Administrations was done by the CWS department and is being reported to the communities' officials on an annual basis.
- 4. Training in Housing Maintenance and Computerized Maintenance Management System**
  - Housing Maintenance and CMMS training was provided upon request to the communities.
- 5. Circuit Rider Training Program**
  - Services of a consultant specialist in housing to the Cree Local Administrations to assist in general ad-

ministration, inspections, project management and other housing issues.

### Regional Housing Planner Activities

- 1. Cree Regional Housing Action Plan**
  - A Public Information Campaign was launched concerning housing issues and the benefits of private homeownership;
  - The housing demand could be used to strengthen the Cree economy.
- 2. Regional Radio Show**
  - Through the James Bay Cree Communications Society, the Regional Housing Planner hosted ten 30-minute radio shows concerning current or future homeowners and other housing-related issues.
- 3. Financial Literacy Cree Nation Tour**
  - In 2018-2019, the Regional Housing Planning attended and organized the Financial Literacy Cree Nation Tour. This tour included local presentations on how to get ready for homeownership and personal budgeting.
- 4. Eeyou Miichuwaap**
  - The housing team coordinates a regional forum of exchange among the Cree communities called the Eeyou Miichuwaap. In total, four (4) meetings were held throughout 2018-2019. The Eeyou Miichuwaap meetings generally last two days. The first day is used to discuss the Cree housing file in the communities.
- 5. Housing Conferences and Assemblies**
  - The CWS Housing Staff participated in community housing conferences where presentations were made and where information booths were set-up to provide information on private homeownership through various handouts and brochures on housing in Eeyou Istchee. The staff also participated in various provincial housing conferences.

### Project Manager for CMHC Programs' Activities

The Project Manager for CMHC Programs' main duty is to assist the communities with their past, present & future CMHC projects. The status of the Cree Nation housing file requires improvement in order to solve many housing issues. However, in 2018-2019 excellent progress was made on the Section 95 projects in the Cree Communities.

Since last fiscal year, CWS is pleased to announce that the majority of the Section 95 Projects are up-to-date. The communities have worked hard on completing their past projects with some communities nearly completing the backlog. It can be said with confidence, seeing how well the progress has been for all of the communities who have open Section 95 projects that in 2019-2020 all past projects will be completed. ●

**Table 5. Project Manager for CMHC Programs' Activities**

Location and Date	Activities	Details
<b>Capital Works and Services Annual Community Tour</b>		
Wemindji (August 7, 2018) Whapmagoostui (August 8, 2018) Mistissini (August 21, 2018) Ouje-Bougoumou (August 22, 2018) Waswanipi (August 23, 2018) Waskaganish (September 11, 2018) Eastmain (September 12, 2018) Nemaska (September 13, 2018) Chisasibi (September 26-27, 2018)	Review of CMHC Projects	Meeting with Local Band Administration
<b>Eeyou Miichuwaap</b>		
Montreal, QC (September 19-20, 2018) Gatineau, QC (December 5-6, 2018) Montreal, QC (February 13-14, 2019)	Review of CMHC Projects	Meeting with Local Housing Directors
<b>Canada Mortgage Housing Corporation</b>		
Montreal, QC (October 16, 2018) Montreal, QC (January 24, 2019)	Review of CMHC Projects	Meeting with CMHC Representative
<b>Director Generals and Treasurers Meeting</b>		
Gatineau, QC (October 24-25, 2018) Gatineau, QC (January 15-16, 2019)	Present Rental Scale Policy Update CMHC Projects	Meeting with Director Generals and Treasurers
<b>Cree Health Board</b>		
Montreal, QC (October 15, 2018) Montreal, QC (December 7, 2018) Montreal, QC (February 20, 2019)	Housing and Health Issues	Cree Health Board and Cree Nation Government Housing Meetings
<b>Others</b>		
Vancouver, BC (October 31- November 1, 2018)	Conference	AFN National Housing and Infrastructure Forum
Eastmain, QC (November 6-7, 2018)	Conference	Climate Change Forum
Val-d'Or, QC (November 20, 2018)	Coordination Meeting	Cree Nation Government Housing Task Force Meeting
Whapmagoostui, QC (November 27, 2018)	Review of CMHC Projects	Housing Director and Capital Projects
Eastmain, QC (December 11, 2018)	Conference	Local Builders Forum
Montreal, QC (January 24, 2019)	Review of CMHC Projects	Whapmagoostui Housing Director and Team Meeting
Eastmain, QC (January 30, 2019)	Collaboration and Youth Involvement in Housing	Cree Nation Youth Council Board Meeting
Montreal, QC (February 19, 2019)	Coordination Meeting	Cree Nation Government Housing Meeting
Quebec, QC (February 21, 2019)	Award Ceremony	Gala des Prix d'Excellence Cecobois 2019
Mistissini, QC (March 13-14, 2019)	Conference	Mistissini Housing Conference
Calgary, AB (March 25-28, 2019)	Training	RentSmart Training

**Table 6. Approved 2018-2019 Department Budget**

	2018-2019
Department Direction	\$ 456,815
Regional Capital Works	\$ 485,250
Technical Committees and Related Support	\$77,600
Capital Planning and Engineering Services	\$902,915
Housing Support Services	\$ 289,300
Regional Fire Prevention Support	\$ 140,800
Fire Protection Training & Other Initiatives	\$ 600,000
<b>Grand Total</b>	<b>\$ 2,952,680</b>



# CHILD AND FAMILY SERVICES

**MESSAGE FROM THE DIRECTOR**  
**Kelly Pepabano**



On behalf of the Child and Family Services Department of the Cree Nation Government, it is a wonderful privilege to once again present the activities and achievements of 2018-2019.

First and foremost, we would like to give recognition and acknowledgement to all childcare staff members who have truly committed to improving childcare services, and who form the backbone of our network. Without this group of dedicated persons, we would not be able to play such an important role in stimulating the development of our young children in Eeyou Istchee.

We would also like to acknowledge all of our regional and local partners in Eeyou Istchee and within the province who have provided support in our objective to offer the best overall developmental opportunities for our children aged 0 to 5. This year, we focused a lot of our energy on working in collaboration with our partners who also support children in varied areas of either health, well-being and education.

### Wide range of activities at CFSD

In addition to providing ongoing childcare services, our Department also manages other programs related to children and families. These programs are made possible through two specific agreements:

- The Health Canada agreement for both the Head Start and Maternal and Child Health Programs;
- The agreement between Service Canada and Apatisiwin Skills Development (ASD) (formerly Cree Human Resources Development Department), for the implementation of the First Nations Childcare Initia-

tive (FNCCI) and for a new Employment and Social Development Canada initiative known as the “Early Learning and Child Care Framework (ELCC)”.

We have been working hard on the Maamuu Uhpichinaausuutaau program (Avenir d'enfants), which allows us to deliver more early childhood development programs in Eeyou Istchee to help local community-based projects and initiatives for the benefit of children 0 to 5 years of age.

Because of our ability to manage numerous programs at the regional and local levels, our Cree childcare centres continue to offer more integrated services than most centres across Canada. They include childcare services, Head Start programs, services dedicated to children living with special needs, and services for families.

We continued to strengthen our ties with the Maternal and Child Health program staff at the Cree Board of Health and Social Services, with the goal to foster positive collaboration between the two programs, and to avoid duplication of services provided to the communities. This work continues to go smoothly, and we are confident in the process of working more collaboratively.

In closing, we would like to say that all of these achievements would not have been possible without the support of our Cree leaders, who endorse the work that we do to promote the development and well-being of Cree children and families throughout our territory. On behalf of all families in Eeyou Istchee, we wish to acknowledge and show our gratitude to them.

Chiniskuumidinaan mishtee.

### Mission of the Child and Family Services Department

We are the team that empowers Child and Family Services Centres in Eeyou Istchee to enhance the quality of their services, to develop their autonomy and to work efficiently.

We are part of a strong network that fosters our Cree values, culture and language in the services that we provide for children and families.

We are working together for the future of our children!

## CHILD AND FAMILY SERVICES PERSONNEL

Our Department is based in Mistissini, with five full-time employees working out of our main office. One employee is based in Waskaganish, two are in Waswanipi, one in Whapmagoostui, two are based in Montreal, one is in Quebec City and finally, two are based in Chisasibi. We are proud that members of our team are spread out in many communities and increase our presence and visibility throughout our Territory.

Department team members continue to ensure that childcare services are being provided by Cree personnel in the Cree language, and use culturally appropriate tools. Our work also includes ensuring that the childcare centres and Head Start programs reflect the communities' cultural values, beliefs and traditions. One of the main roles of our regional team is to travel to all the communities in order to provide technical and professional support to staff and board members of the nine child and family services centres. At the end of 2018-2019, more than 350 Crees were employed in child and family service centres, most of them in permanent full-time positions, with some as replacement educators. More than two thirds of the persons working as educators now hold college-level diplomas.

Centres providing childcare services and Head Start programs each hire one director who looks after management (human resources, finance, materials, administration and services). Directors are assisted by coordinators for each of our 16 facilities, as well as by administrative assistants. Each centre employs a number of educators (including special needs educators and in some cases, home visit educators). All centres also have cooks and janitors on their regular staff. Finally, some centres have pedagogical counselors as well as coordinators for their Head Start programs.

## IMPLEMENTATION OF OUR ACTION PLAN

For fiscal year 2018-2019, the activities of the Child and Family Services Department have included the following:

### A. Programs and Agreements

This year, our Department channelled funds from a number of programs and agreements to local childcare centres, in order to support their operations. These programs and agreements have a significant impact on the economic vitality of our communities, as they injected 22 million dollars into local services, renovation projects and training programs.

- The *Agreement respecting Childcare Centres between the Government of Québec and the Cree Nation Government* gives us various responsibilities, including renewing childcare centres' permits, implementing our own budget rules, carrying out inspections, facilitating the implementation of background inquiries for all staff and board members of childcare centres, dealing with local and regional complaints, and providing technical and professional support to the centres.

- The *Cree Childcare Program* is funded through an agreement between Apatisiwiin Skills Development (ASD) and Service Canada for the First Nations Child Care Initiative (FNCCI). This program allows local childcare centres to improve the ratio of children to educators, thus enhancing the quality of services.
- The *Cree Head Start Program* is funded through an agreement with Health Canada. Through this program, educators facilitate educational activities within childcare facilities or through home visits for families of children who do not attend the childcare centres. Home visits are a great way to introduce developmental activities for young children and to help children and parents alike discover the joys of 'learning through play'. Other activities offered through the Head Start program included services for children who have special needs, various stimulation activities for children, parent-child playgroups, parenting workshops, nutrition workshops, first aid training for parents, and various events to highlight the special bond that connects the Cree communities with young children.
- The *Maternal and Child Health Program* is funded by Health Canada as well. This program allows us to establish a partnership with the Cree Board of Health and Social Services of James Bay in order to facilitate the delivery of health promotion services to children and families, through the *Â Mashkûpimâtsit Awash* program.
- *Avenir d'enfants*, is funded jointly by the Chagnon Foundation and the Government of Québec. This program allows us to contribute to the overall development of children 0 to 5 living in poverty, and to help ensure that every one of them has a chance to get a good start in life. Many projects are being implemented in Eeyou Istchee to further these goals. *Avenir d'enfants* funding gives the opportunity to mobilize partners and to support their work as a committee, as well as to sustain collaborative partnerships. The eight committees that received funding can support the design and implementation of local action plans to provide families and children 0 to 5 years of age with local projects and activities.

### Here are some of the projects and activities that were planned for various communities:

Preservation of culture, language development, reducing social isolation, supporting parents of children with special needs, walking out ceremonies, parent/family programs, healthy lifestyles, snack programs for preschool, sewing for mothers/young grandmothers, snowshoe making, traditional cooking and sewing, and much more.

### B. Support to Childcare Centres in the Nine Cree Communities

- In 2018-2019, we continued to support the nine existing child and family services centres' management

teams as well as local boards of directors, and facilitated training sessions for a number of them as well. We assisted local boards in the supervision of the operations of their childcare programs and services.

- We provided technical and professional support to all directors and staff members of the centres involved in childcare and Head Start programs, including on matters dealing with legal aspects, building maintenance and repairs, material, human and financial resources, training, educational activity programs, promotion, general coordination of the centres and assistance in problem-solving.
- We reviewed and updated childcare information from various sources (governments, associations, agencies) and distributed relevant documents and information to childcare centres.
- We developed new tools and systems to assist the directors in the supervision of all programs and services.
- We monitored regular maintenance needs and services for our sixteen childcare facilities to ensure that they function to their best capacity.

### C. Accessibility and Affordability of Child and Family Services

- At the end of fiscal year 2018-2019, there were 1,208 subsidized childcare spaces available in the nine communities. Free spaces were also available to children whose parents or guardians received social assistance benefits and/or were recipients under the income security program.

- With the Head Start program, families whose children do not attend the childcare centres on a regular basis also benefited from various services. The Head Start program was designed to meet the needs of low-income families and families with children who have special needs.

### D. Training and Development

In order to promote the physical, intellectual, emotional, social and spiritual development of children while incorporating Cree heritage and culture in the programs, it is important for the Department to provide opportunities for training and development for staff members and persons who wish to pursue a career in early childhood development.

Here is an overview of the measures taken in 2018-2019:

#### College-Level Training Programs

Each childcare centre is required to meet the provincial Act and Regulations ratios, which stipulate that two out of three educators working in childcare centres need to have completed college-level training programs. In addition, numerous graduates of the programs that we sponsor also find employment in the Cree School and Health Board organizations.

This year, two graduation ceremonies took place in Eeyou Istchee. Twenty students from the Whapmagoostui First Nation and thirteen students from the Cree Nation of Waskaganish graduated from the CEGEP de St-Félicien's *Educators in Native Childcare Services* (ENCS) training program. Congratulations to all of our graduates who, thanks to their commitment and dedication to the well-being and education of young children, have acquired their diplomas and are now recognized as qualified educators.



Top: Whapmagoostui, ENCS Graduation, January 2017 to April 2018

Bottom: Waskaganish, ENCS Graduation, October 2017 to December 2018



In February 2019, a *Special Needs Education – Aboriginal and Inuit Children* training program started in the community of Eastmain, with a total of 11 registered students.

The ENCS and Special Needs training programs are still very much in demand throughout Eeyou Istchee, as local needs for trained educators in the communities are high.

In February 2018, the CEGEP de St-Félicien began offering the new *Management in Childcare Centres* training program. There are presently 9 Directors, 4 Coordinators and 5 Cree Child and Family Services Department employees enrolled in the program. In December 2018, the students had hit their halfway mark. The *Management in Childcare Centres* is a college-level training program consisting of 18 competencies (885 hours), and it will run through 2020.

Much appreciation goes to Apatisiwin Skills Development, Plan Nord, the Cree Nation Government and CEGEP de St-Félicien, all of which are very generous in supporting the delivery of these important programs in Eeyou Istchee. We also need to thank the CEGEP instructors, who are making an important contribution by inspiring not only their students, but all childcare workers to become true professionals.

### **Financial Administration and Bookkeeping**

Our very efficient regional finance team continued to travel throughout Eeyou Istchee to provide on-site training and support to all administrative employees in charge of the financial administration of childcare centres. Team members also continued to prepare the financial statements for the year-end audits.

### **Inspection of Facilities and Programs**

In addition to taking part in on-site training with the new process and standards for inspection (facilitated by the Québec Ministry of Family), our two Regional Inspection Officers carefully reviewed the operations and facilities within our network of Child and Family Services Centres. They also provided recommendations for changes and improvements as required. These inspections were carried out in 2018-2019 within the centres located in all the communities.

### **Educational Program**

In 2018, our Pedagogical Advisor started participating in an ongoing training program on the HighScope approach. The HighScope program fosters the overall development of children, and it is the inspiration behind our own childcare Educational Program. The HighScope training began in September 2018 and will finish in June 2019.

In July 2018, the Pedagogical Advisor also collaborated with the educators to create 8 colourful posters, in Northern and Southern Cree dialects, on the following themes: numbers, colors, emotions, animals, weather, food, transportation and shapes.

On November 20, Children's Day, we were reminded that children have the right to be respected and to grow

up in an environment that allows them to reach their full potential. 2018-2019 marked our second year of participation in Quebec's Early Childhood Week.

Finally, our Regional Pedagogical Advisor continued to visit and to provide necessary training sessions on the educational program for educators within our childcare centres.

### **Head Start Program**

Our Regional Head Start Advisor has been involved in a variety of projects this year and is taking the leadership in the implementation of the Nurturing Colleges program, which is gradually being rolled out to all communities. This program promotes the healthy development of young children, with an approach centering on family involvement. Through 9-week cycles of sessions, parents focus on topics such as parent-child bonding, best parenting practices, as well as cognitive and early literacy skills.

### **Special Needs Program**

Our Regional Special Needs Advisor also made regular visits to the childcare centres and supported the educators, who foster the development of children who have special needs. Our Advisor continued her involvement in the Kate Charl Foundation, which aims to raise funds to financially support children with special needs in achieving opportunities that would otherwise be out of their reach, because of their levels of need and of the high cost of specialized equipment.

Our Advisor also started to take part in a 6-week webinar training program which focuses on language, language development, language stimulation strategies and the design of effective language activities to achieve development goals.

### **First Aid and Injury Prevention Courses**

In order to ensure that all staff members remain certified in First Aid and CPR, courses with a focus on children were provided to childcare and Head Start educators as well as to parents in each of the communities.

### **Maintenance of our Facilities**

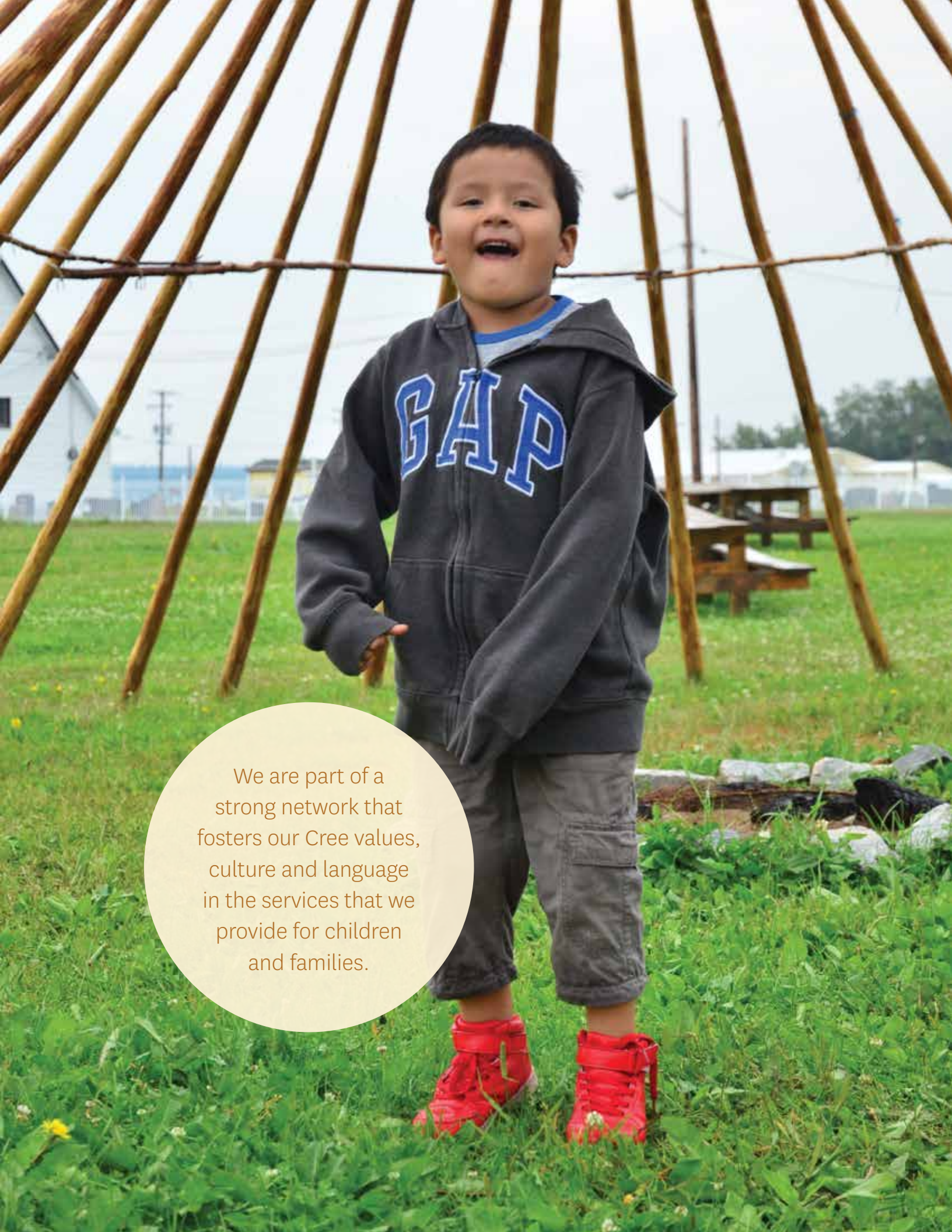
This year, we worked in close collaboration with the Department of Capital Works and Services to assist us with the maintenance and repair of our sixteen childcare facilities. In addition, we continued to utilize the services of Roch Mandeville and his team, to coordinate maintenance and renovation projects for our childcare centres.

We had major renovation projects in Eastmain, Wemindji, Mistissini and Waswanipi as well as other smaller scale projects in Ouje-Bougoumou and Chisasibi. There was a total of approximately \$2.2M invested from the Cree Nation Government maintenance and replacement fund as well as from Service Canada funds.

### **Maternal and Child Health Program**

In partnership with the Cree Health Board, the Maternal and Child Health Program allows us to participate in





We are part of a strong network that fosters our Cree values, culture and language in the services that we provide for children and families.

the delivery of health promotion services to children and families, through the Á Mashkûpimâtsit Awash program.

This year, three groups have had the privilege of visiting the Harlem Children's Zone to gain insight in order to help develop the pilot project "Empowering Youth and Families" and to shape its vision. The first group visited the Harlem Children's Zone on October 22 to 26, 2018, the second group visited from December 4 to 8, 2018, and a final group experienced the Zone from Feb 25 to March 1, 2019.

In addition to a number of professional services, we are continuing our campaign on helmet awareness for children, and we are promoting sport activities for older children.

Out of the successful projects this year, four were geared toward child and family services, and are overseen by partners in our child and family services network.

### E. Liaison

- We planned and coordinated regional meetings throughout the year with members of the Cree Child and Family Services Centres Association. The Association represents a means for local Child and Family Services Centres to cooperate on issues of common interest, including the renewal of the collective agreement in two unionized childcare centres.
- We also provided technical support to the Cree Child and Family Services Centres Association in its operations.
- We acted as liaison with other First Nations and organisations on childcare matters and issues, and ensured concerted and informed actions.
- We continued to network and build strong partnerships between the Cree Nation Government, local Cree Nation Administration offices, the Cree Board of Health and Social Services, Community Miyupimaatsiun Centres, the Cree School Board, schools as well as the Provincial and Federal Governments to provide inclusive, comprehensive and flexible childcare programs for Cree children, including children living with special needs.

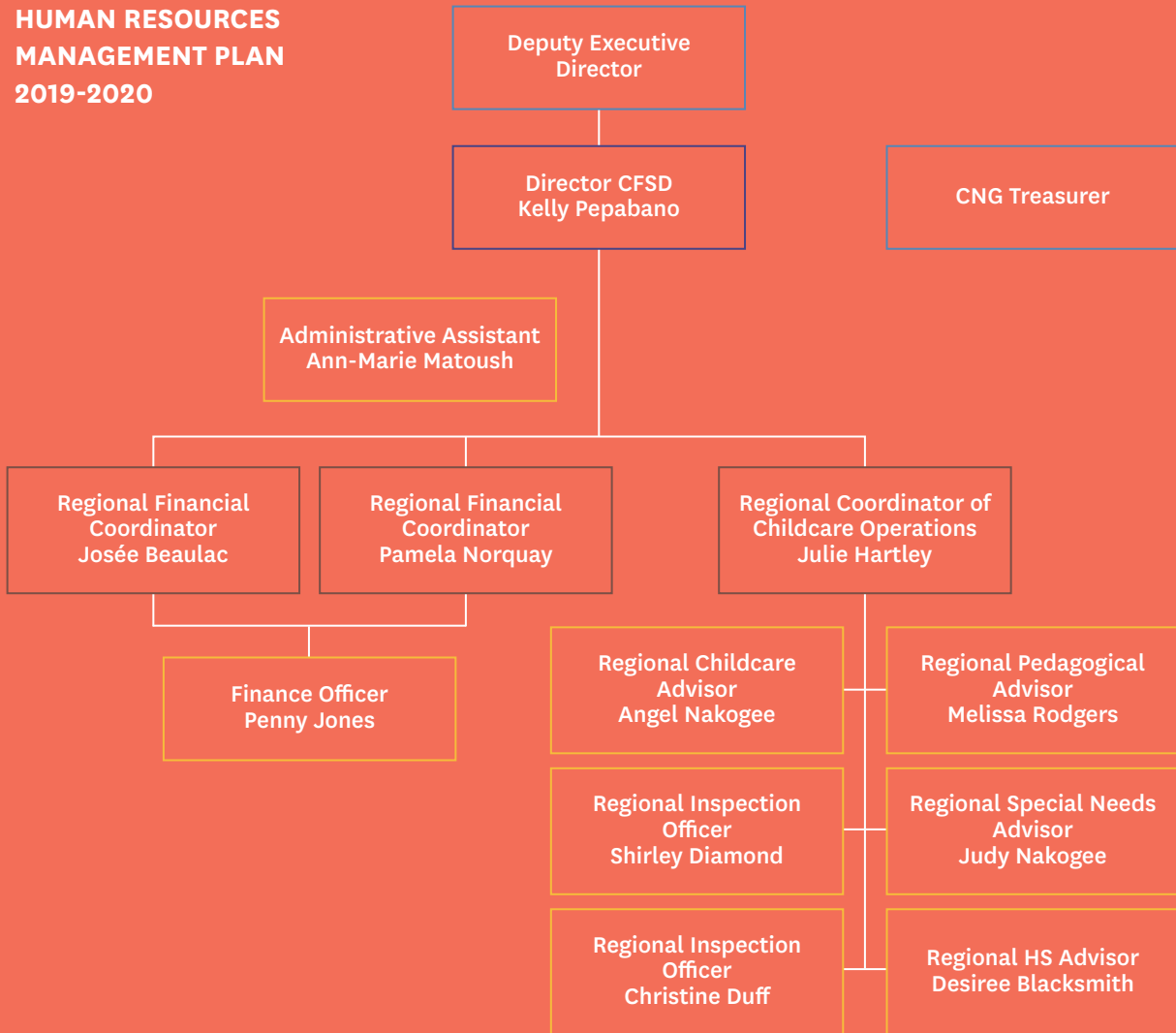
### F. Our challenges for 2019-2020

1. Continue to provide professional and technical support to all local child and family service centres in all areas of operations, as well as in the maintenance of their facilities, with the goal of empowering and building a strong network of childcare management leaders and professionals.
2. The agreement between the Québec Ministry of Family and the Cree Nation Government is up for renewal in April 2019. Therefore, a negotiation team will soon need to be put together in order to negotiate our new agreement.
3. Adapt our budget rules associated with our upcoming Agreement with the Province of Québec regarding funding programs and powers, while ensuring a continuance of meeting the needs of the childcare centres.

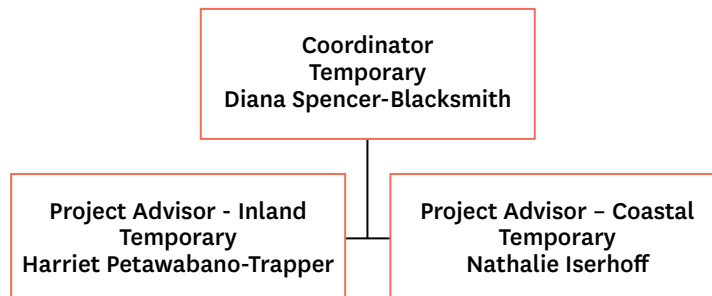
4. Offer more support to the members of the Child and Family Services Department so that team members operate efficiently.
5. Continue to support and monitor the progress of the Head Start programs.
6. Improve the inspection process for local childcare centres, following training provided by the Ministry of Family.
7. With the support of Apatisiwin Skills Development and other stakeholders, continue to deliver the CE-GEP training programs Educators in Native Childcare Services and Special Needs Education - Aboriginal and Inuit Children, in the communities that require these. Also, complete the implementation of the college-level certificate training for all childcare management employees (coordinators and directors).
8. Collaborate in applying the collective agreements within the unionized childcare centres and the human resources policies for the non-unionized childcare centres.
9. Continue to cooperate with the Cree Board of Health and Social Services in the harmonization of services aimed at the families and young children of Eeyou Istchee.
10. Continue to provide training as needed for all childcare centre team members.
11. Manage the implementation of the agreement with Avenir d'enfants to support local Cree communities, so that they may provide early childhood programs.
4. Collaborate in applying the collective agreements within the unionized childcare centres.
5. Continue to cooperate with the Cree Board of Health and Social Services in the harmonization of services aimed at families and young children of Eeyou Istchee.
6. Continue to provide specific training sessions that meet the needs of all childcare staff, and to facilitate the college-level *Management in Childcare Centres* program training for all childcare directors and coordinators.
7. Manage the implementation of our agreement with Avenir d'enfants to support local Cree communities so that they may provide early childhood programs; hire three persons who will support this initiative. ●

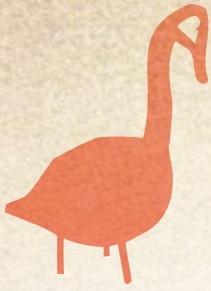
G. Our network of services, 2018-2019

**HUMAN RESOURCES  
MANAGEMENT PLAN  
2019-2020**



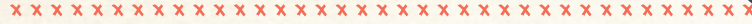
**AVENIR D'ENFANTS  
January 2017-March 2020  
Funding Agreement**





# JUSTICE AND CORRECTIONAL SERVICES

MESSAGE FROM THE DIRECTOR  
Donald Nicholls



The theme of this year’s annual report is “Unlocking Eeyou Wealth” and creating opportunities and growth in and for the Cree communities. We all have the potential to make positive contributions and be active participants in the creation of healthy and prosperous communities. As part of our mandate, we work with and invest in people. Our department also works on building relationships with communities, entities, and governments to increase the type of impact of our services.

We continue to work in partnership with the Cree School Board with early intervention programming for children and youth through curriculum-based programming development workshops, “Take Action Camps”, “We Days” and programming outside of the classrooms. The investment we make in our children and youth is something that can impact their present, and lays a foundation for the future. We also work collaboratively with the Cree Board of Health and Social Services of James Bay to build positive and impactful projects in Eeyou Istchee. These projects include

a regional women’s shelter in Waswanipi and in Waskaganish, and a regional Youth Healing Center in Mistissini. We are also looking at working collaboratively with the Cree Health Board to establish forward-looking Community Wellness Centers in Eeyou Istchee to assist individuals in their journey of rehabilitation and community reintegration. We believe in working with partners to further develop Cree capacity to build the institutions and services that serve our Nation. It is one of the most rewarding jobs to be on the frontline working with organizations that care about people.

As part of the collaborative partnership contemplated in Section 18 of the *James Bay and Northern Quebec Agreement*, and shortly after the signing of the Justice Agreement in 2007, we established a Cree-Quebec Judicial Advisory Committee. This Committee comprises equal representation from the Cree Nation and Quebec. This year, the Committee selected a new chairperson, Josiane Gendron, from the Ministry of Public Security. The Committee meets regularly throughout the year to look at justice and corrections



Grand opening of the second regional women shelter in Waskaganish



*Deputy Grand Chief  
Mandy Gull with  
Grand Chief  
Dr. Wilton Littlechild  
and Director  
Donald Nicholls*

related areas we can further develop and expand upon. The Committee was involved in and supported the establishment of the regional women's shelters, the regional Youth Healing Center, and the upcoming Community Wellness Centers. The Committee plays an important role in reviewing applications to the various justice program funds that we created to provide opportunities for Cree communities, organizations and individuals to develop and carry out initiatives and work collaboratively on mutually beneficial goals of community safety and well-being.

Also as a part of the collaboration partnership with governments of Quebec and Canada, we participate in various forum, committees and venues in justice related areas. We take part in the works of the Quebec Judicial Forum to improve services for Indigenous Peoples in justice and corrections. We appeared twice before the Public Inquiry Commission on relations between Indigenous Peoples and certain public services in Québec (Viens Commission). We sit on the Boards of the Quebec CAVAC Network and the Quebec Native Parajudicial Services. We have an ongoing relationship with the Department of Justice Canada to provide support for Community Justice Committees. We also sit on the Board of the Canadian Centre on Substance Use and Addiction with various ministries to advise governments on

these issues related to public safety, justice and well-being.

Last year, we organized and hosted our first Indigenous Peoples' Justice Symposium. The theme was "Reconciliation and Capacity Building" and the conference took place on December 4-6, 2018. Our Cree Nation Government hosted this highly successful event that brought together high level keynote speakers who spoke eloquently about the importance of justice in capacity and nation building. We talked about reconciliation, we engaged on Indigenous issues, child welfare, mediation, the United Nations and human rights, partnerships, youth programs, conflict resolution, and many more related subjects. This symposium brought the Cree Nation together with partners and highlighted our capacity to express what we need to build our capacity and to create strong institutions in justice, corrections and conflict resolution.

The resilience, understanding, and strength of our Cree Nation is second to none. We grow, celebrate, grieve, lift each other up, and work together. As part of the Cree Nation Government and Cree Nation, we are proud to be on that journey to bring healthier, more prosperous and safer Cree communities into the future.

Meegwetch



*Artwork commissioned by artist Natasia Mukuash for the department 10<sup>th</sup> year anniversary*



*Me to We Sacred Circle workshop in Waskaganish*



*Administrator training at McGill University*

One of the most important investments we make is in our people.

**OUR PEOPLE**

One of the most important investments we make is in our people. We want to develop skills to build capacity in our communities and increase participation in local economies. Our staff leverage their skills in conflict resolution to help our clientele deal with difficult issues in their lives. We also engage in skills development with our clients to help them successfully reintegrate back into their communities.

This year we had employees retire, go on educational and maternity leaves, and take on new career challenges. This means that we welcome some new members to our department. We provide all employees with training and team building activities throughout the year to enable them to provide quality services in the communities – in most cases their own communities, as the majority of staff work within the communities that they are from.

# STAFF & TRAINING

The Department of Justice and Correctional Services team consists of a local and regional group of employees.

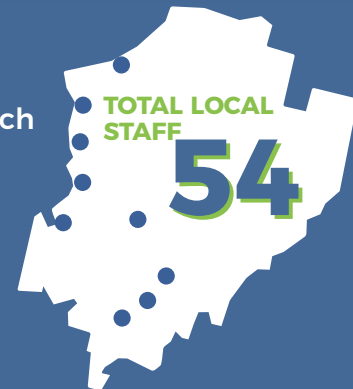


Department of Justice and Correctional Services

## COMMUNITY PRESENCE

Each Cree community is home to a Justice Building which houses a core group of 6 staff members, which include:

- A Receptionist
- Prevention Program Officer
- Maintenance Personnel
- Justice Officer
- Janitors
- Reintegration Officer



This year we have added

**15 NEW EMPLOYEES**



Working to support our local staff is a group of employees at the regional level:

- Director
- Coordinators
- Administrators
- Psychologist
- Court Liaison Officers
- Native Parajudicial Workers
- CAVAC Officers



In order to better serve our clients who are in urban areas and in detention, we have 3 offices outside of Eeyou Istchee:

- Correctional Regional Office in Val d'Or
- Cree Government Office in Montreal
- Court Liaison Office in Amos

## SKILLS DEVELOPMENT



The DOJCS is always looking to improve the quality of our services by offering our staff new training opportunities. This year, our staff have participated in workshops, such as:

- Case Management
- Overdose Prevention
- IVAC Training
- Conflict Coaching
- Gladue Report Writing
- SNAP Program
- Facility Management Database
- Correctional Services Safety Practices
- Substance Use and Addictions
- Mental Health Care
- Correctional Services Practices
- CICR Third Party Neutral Mediation

Through the efforts of our

**92** EMPLOYEES

and by investing in the development of our staff, we are able to offer a wider range of services to the Cree Nation as we continue building capacity in Eeyou Istchee



*When I see good things like what you are doing here, we know there are three branches in government – you have established the legislative, executive and now moving onto the judicial branch based on your own culture and ways. We see and learn from each other. We need to see first nations law, natural law, creators law and Cree law recognized. It’s that path towards self-determination that we are all on.*

- Perry Bellegarde, National Chief, Speaker at 10<sup>th</sup> year anniversary gala

### COMMUNITY JUSTICE COMMITTEES

Community Justice Committees are local bodies involved in addressing a number of offences that would otherwise go through the courts. They apply local values and principles to deal with such offences and seek to address the needs and interests of the individuals involved and the community as a whole. In some cases, justice is better served and is more responsive at a community level. Decisions involving Cree offenders have an important impact on them and on the community, and the Community Justice Committee process provides an opportunity for change and healing that may be more difficult to obtain through the court-driven and somewhat complex criminal justice process. In this regard, our Department provides support to Community Justice Committees, and has developed local programs, in order to address social issues that bring people in conflict with the legal system.



Committee members may also learn how to prepare Gladue reports, or assist the justice system in various capacities. In the last year, there were 53 Justice Committee members in the Cree Nation. We thank each one for their valued contribution in ensuring that our justice system has a Cree voice and perspective to it.





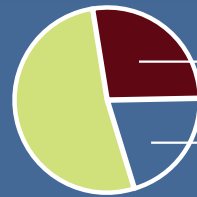
# COMMUNITY JUSTICE COMMITTEES

The Community Justice Committees (CJC) exist to improve judicial outcomes and community safety for our people.



Together they comprise a total of

**73** VOLUNTARY MEMBERS.



**20** ELDERS AND

**15** YOUTH

## Cases Handled by CJC's

A recent court decision on the sentencing of individuals recognized new responsibilities for the Community Justice Committee, on par with the probation officer. The court recommended that the probation officer and the Community Justice Committee take part in establishing the measures that should be taken in regard to offenders on probation.

In 2018-2019,  
**157**  
FILES  
were overseen  
by CJC's

In other situations, courts or other organizations will refer a client to a local CJC so that the client can be supported in their healing journey. The local CJC will provide services such as:

- Counselling Sessions and Conflict Resolution Sessions



## Programming for Community

CJC's also organize programs that are aimed at Cree individuals who are at higher risk of becoming involved with the justice system.

This year the CJC's administered a total of

**30**  
PROGRAMS

such as:



ARTS & CRAFTS PROGRAM



GOOSEBREAK FOR COUPLES



PARKA MAKING



GLADUE INTERNSHIP MENTORING



CRIME PREVENTION WEEK



LAND BASED PROGRAMS

More than

**470**

COMMUNITY MEMBERS have participated in these programs



*We Day Montreal 2019*

**PREVENTION PROGRAMS**

We focus strongly on youth to reinforce self-confidence and empower positive action. In our school and community-based programming, we work with children and youth regularly throughout the year to impart life skills that will help them deal with conflict, anger, anxiety, frustration, apathy, and a host of other issues that they may face. It is with the use of cognitive therapy and re-enforcing positive values that we can help youth, parents and schools with the Stop Now And Plan (SNAP) program as well as the Youth Enrichment Services (YES) program. In the past year, SNAP worked with 1,512 children in 99 classes.

Over 103 students have been referred to Youth Enrichment Services with an 80 percent successful reintegration, and re-engagement in their goals. Through a variety of workshops on topics like motivation, self-esteem, art therapy, exploring abilities and strengths, r-e-s-p-e-c-t workshop,

and reflection sessions, we work with youth to identify areas where they may need support, and start a dialogue with parents and schools on a plan for the next steps.

Besides these programs, we send children to the Me To We Take Action Camps each summer. Last year, 45 children were able to participate in the camp, which is not like a regular summer camp. The children focus on making a positive contribution to their own communities as well as other Indigenous communities throughout the world. They are empowered to make a difference now.

The Department also funds groups to go to We Day events, and this year a Cree youth was one of the inspirational speakers and performers on stage. For the first part of the year we also funded an arts concentration program in the Cree communities.



*2019 CICR class community dialogue*

# SNAP®

Stop Now And Plan®, in collaboration with the Child Development Institute and the Cree School Board, works with children on essential life skills such as how to deal with conflict, anger, frustration and anxiety. It also gets them to think about consequences, options, and plan positive before acting impulsively or making their problems bigger.



## SNAP® sessions take place during class time



FOR CHILDREN AGED **6-11**

This year, along with our partners, we started modules with **12-17 year olds**

Each classroom hosts **15 SESSIONS PER YEAR**

This year we had **99 CLASSROOMS**

We had **1,512 STUDENTS PARTICIPATING**

With **32 STUDENTS IN SNAP® ONE-ON-ONE SESSIONS**

SNAP® is a recognized and award-winning program that we have culturally adapted. We are one of the first organizations to offer it in a non-urban setting.



## In addition to SNAP®, our Programs Unit also organizes other youth activities and programs:

Sponsoring

**45** STUDENTS

to summer camps

Sending

**12** STUDENTS

to WE day in Montreal

- DYMOND GIRLS
- KING'S DREAM
- ME TO WE SACRED CIRCLES

This year

**267** YOUTH

participated in these programs



All of these programs are in addition to Community Justice Committee projects, Justice Funds projects, Employee initiatives, and are managed in collaboration with partners such as Cree Health Board and Cree School Board. Youth engagement and empowerment continues to be one of our priorities, and through the continuous efforts of our staff and partners we hope to play a key role in helping our youth reach their potential.

## THE NEEDS OF THE VICTIMS

### THE NEED FOR INFORMATION:

- Existing services and rights
- The judicial system
- The victims obligations [cooperating with police, testifying]



### THE NEED TO BE HEARD WITHIN THE JUDICIAL SYSTEM:

- To be informed about the progress of the file
- To be consulted and heard at all of the stages (trial, sentence, conditional release)
- To be treated with courtesy



### THE NEED FOR PROTECTION:

- Information on prevention methods
- To be able to relocate
- Protection by the police
- To know the date their aggressor will be released



### THE NEED FOR PSYCHO-SOCIAL INTERVENTION:

- An intervention based on the experiences of each person
- An intervention that takes into account the type of aggression
- In certain cases a specialized therapy (phobias...)



### THE NEED FOR PROMPT ASSISTANCE:

- Listening
- Assistance to relocate
- Financial assistance
- Accompaniment (Court, hospital)
- Referral to an appropriate organization
- Technical assistance



### THE NEED FOR REPARATION:

- Reimbursement for financial loss
- Professional help for psychological trauma.
- Medical assistance to regain physical health



## CREE CAVAC SERVICES






The CAVAC (Centre for Assistance for Victims of Criminal Acts) celebrated its 30th anniversary in Quebec last year. It was an incredible step forward by Quebec to give victims a voice and support throughout the Province. Last year, the Cree CAVAC celebrated its 10th anniversary, and provides similar work within Eeyou Istchee. Our perspective on justice has always been holistic and inclusive as the harm done by a criminal act impacts more than those who are required to appear in court. Families, friends and a whole community can often be impacted, so

the inclusion of support to victims in a process to repair harm done is important. The Cree CAVAC operates differently from the CAVAC services in the rest of Quebec as it reflects our realities and incorporates Cree values and a strong sense of community. We also have a much larger area for each of our three offices to cover. This year we will add additional CAVAC officers to expand the scope of our services. In an effort to increase awareness of our services, we have produced a number of engaging videos this year.





The Crime Victims Assistance Centre (CAVAC) provides support and services for victims or witnesses of crimes. These services include:

 <p>Post-trauma and psychological intervention</p>	<p>Information on victims' rights and remedies</p> 	 <p>Technical services</p>	<p>Referring victims to specialized services</p> 	 <p>Accompanying crime victims through court processes</p>
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Since 2008, we have established 3 permanent offices throughout Eeyou Istchee to serve every region and reach as many of our people as possible.



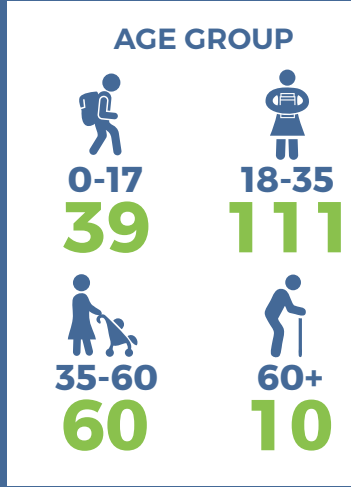
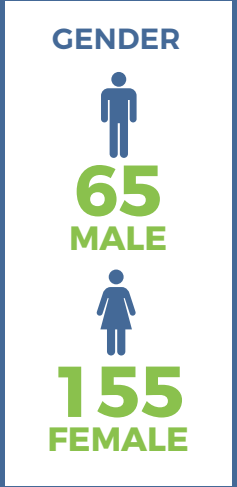

### CREE CAVAC OFFICERS

In addition to providing support at every court date in each community, our Cree CAVAC Officers are constantly making visits to other communities to assist clients.

They made **100 VISITS** to other Cree communities outside of their court date visits.

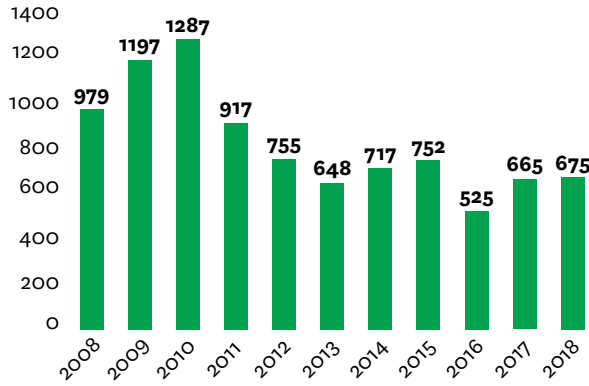
Services are **FREE** and **CONFIDENTIAL**

Together they assisted a total of **220 CLIENTS**

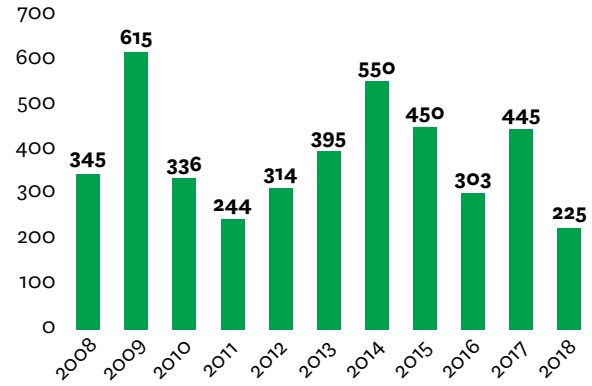



More than **65%** of the clients our CAVAC Officers have helped were youth.

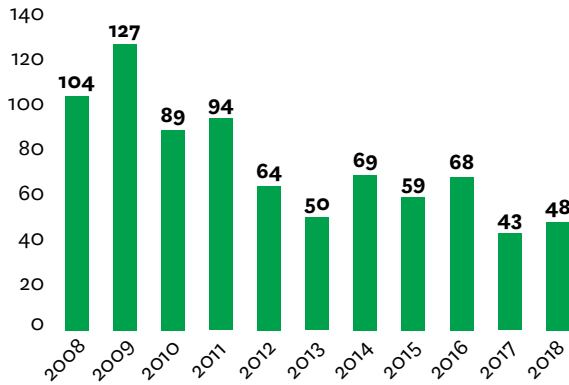
**Evolution of the Number of Criminal Offence Cases**



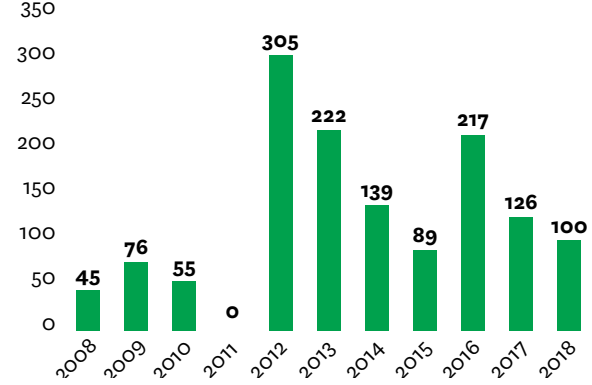
**Evolution of the Number of Community By-law Offence Cases**



**Evolution of the Number of Young Offenders Cases**



**Evolution of the Number of Statutory Offence Cases (Federal)**



**COURTS IN EYYOU ISTCHEE**

The courts travel to the Cree communities and provide services for the enforcement of Cree laws, as well as federal and provincial laws in Eeyou Istchee. The courts have a regular schedule within the Cree communities and there were a total of 94 regular court hearings, 53 youth protection court dates, and 16 Cree law court dates in 2018-2019. There can also be requests for use of the Cree facilities from the Superior Court of Quebec, Federal Court of Canada, Administrative Tribunal of Quebec, Sûreté du Québec, and various entities to hold arbitration hearings.

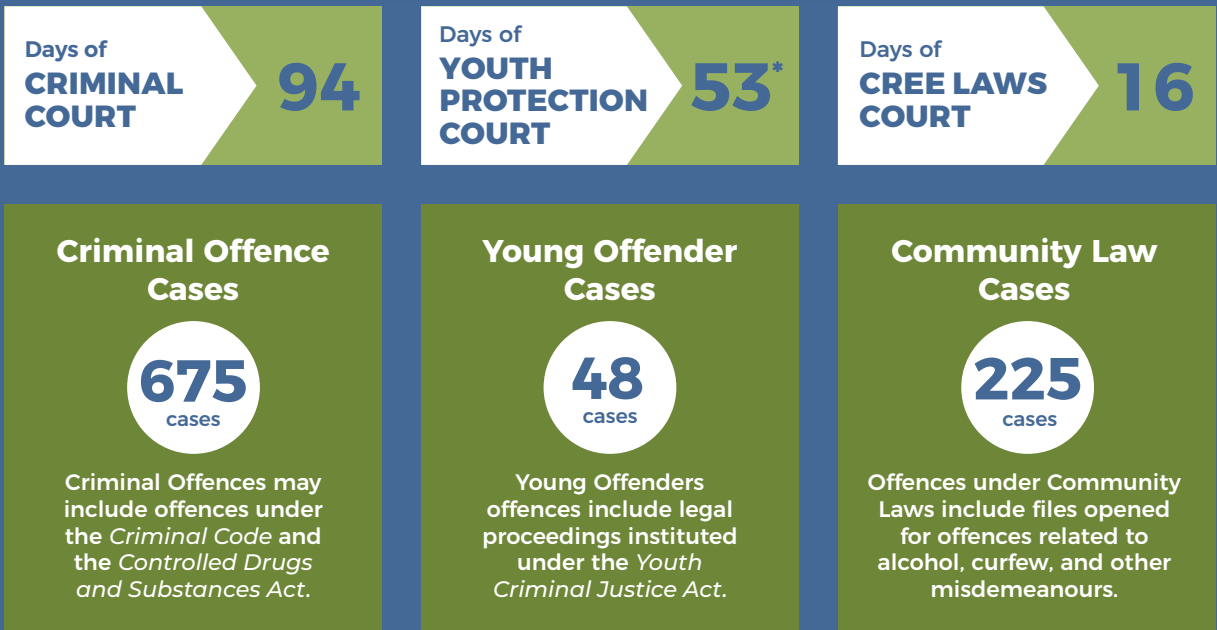
Aside from in-person hearings, we also hold hearings via secure videoconferencing to allow for more timely and cost effective access to justice for Cree Nation members. Videoconferencing is also used for training police and frontline staff, to host government meetings, and to conduct interviews.

*Indigenous law exists regardless of what the state thinks about it. It is not up to the state to decide if Indigenous Peoples have law. This law is dynamic, living and evolving, it is not frozen in time.*

- Ghislain Otis  
Keynote speaker Indigenous People Justice Conference

# COURT

The Court of Quebec travels to Eeyou Istchee and holds hearings in the Cree communities throughout the year. Under the JBNQA, the court and court personnel must take into consideration and be familiar with Cree customs, usages and ways of life, and provide translation into the Cree language.



Thanks to our ability to host various courts in all of the Cree communities, including the Superior Court of Quebec and arbitration hearings, and by providing in-court support through our Community Reintegration Officers, Community Justice Officers, Receptionists, Native Para-Judicial Workers, Justice Committee Members, and CAVAC Officers, we are giving Cree people a greater role in the way justice is administered.

## VIDEOCONFERENCING

This technology is important for connecting our people and supporting our processes. This is a great advantage, considering the large geographical area of the Cree territory.



Our system has been used more than **80 TIMES** this year, including by organizations such as:

  
Eeyou Eenou  
Police Force

  
Communities

  
Youth  
Protection

  
Administrative  
Tribunal of Quebec

\*Not including those hosted through our video conferencing system.



Governance workshop for students at our Indigenous Peoples' Justice Conference

## GLADUE REPORTS

Gladue Reports have been part of the sentencing process of Indigenous offenders since 1999. In a land-mark decision bearing the same name (*R. v. Gladue*), the Supreme Court of Canada ruled that sentencing judges had to pay particular attention to the circumstances of Indigenous offenders because those circumstances are unique and different from those of non-Indigenous offenders.

In that case, the Court was asked to clarify the meaning of the newly enacted provisions of section 718.2(e) of the Criminal Code. These remedial provisions were enacted in 1996 by Parliament and were designed to ameliorate the serious problem of overrepresentation of Indigenous people in Canadian prisons, and to encourage sentencing judges to have recourse to a restorative approach to sentencing.

Gladue Reports, as those prepared by our Department, are intended to inform the sentencing judge about the social, cultural and historical background of an Indigenous offender and the factors that may have played a part in bringing the particular Indigenous offender before the court. The Report may also offer recommendations on the types of sentencing procedures and sanctions which may be appropriate in the circumstances for the offender because of his or her particular Indigenous heritage or connection. We have trained 16 new writers this past year, bringing our total of trained Gladue Report writers to 79. One of those new writers was our first Gladue Intern from McGill Faculty of Law, and we will host another intern in the coming year as well as continue to raise the importance of these tools to be used in courts throughout the province.

Gladue Reports, as those prepared by our Department, are intended to inform the sentencing judge about the social, cultural and historical background of an Indigenous offender.



## LEGISLATION

### Bill C-75

On March 29, 2018, the Government of Canada introduced in the House of Commons Bill C-75, *An Act to amend the Criminal Code, the Youth Criminal Justice Act and other Acts and to make consequential amendments to other Acts*. Bill C-75 is currently in the Senate and could be adopted in the near future.

The main purposes of Bill C-75 are to modernize the criminal justice system, make it more efficient, and reduce delays in criminal proceedings. Bill C-75 amends many aspects of criminal law and criminal procedure in the *Criminal Code*. Among other things:

- Better protection would be provided for victims of domestic violence.
- Bail practices and procedures would be modernized, including by requiring special consideration to the circumstances of accused persons who are Indigenous or members of vulnerable populations.
- Appearance by audioconference or videoconference of all individuals involved in criminal cases would be facilitated.
- Judges and the police would have greater discretion regarding administration of justice offences (e.g. failure to comply with conditions imposed).
- The jury selection process would be reformed, particularly by abolishing peremptory challenges.
- The maximum penalty of imprisonment for most summary conviction offences would be two years less a day (from a maximum of 6 months now). The same maximum penalty of imprisonment would also apply to offences under Cree Laws given that the *Cree Nation Governance Agreement* sets the maximum level of penalty for Cree Laws in reference to the *Criminal Code*. The maximum fine of \$5,000 would remain the same.
- Bill C-75 would also amend the *Youth Criminal Justice Act*, including to encourage the use of extrajudicial measures.

### Bill C-91

On February 5, 2019, the Government of Canada introduced in the House of Commons Bill C 91, *An Act respecting Indigenous languages*. The main purpose of this Act is to reclaim, revitalize, strengthen and maintain Indigenous languages in Canada.

### Bill C-92

On February 28, 2019, the Government of Canada introduced in the House of Commons Bill C 92, *An Act respecting First Nations, Inuit and Métis children, youth and families*. If adopted, this new legislation will overhaul Indigenous child welfare services. It will enable Indigenous groups to exercise legislative authority on these matters and to enter into implementation arrangements with other levels of government.

### Bill C-262

Bill C-262, *An Act to ensure that the laws of Canada are in harmony with the United Nations Declaration on the Rights of Indigenous Peoples* was introduced in the House of Commons in 2016 by Romeo Saganash, the federal Member of Parliament for Abitibi—Baie James—Nunavik—Eeyou. Bill C-262 is now before the Senate and will hopefully be adopted in the near future.

### Cannabis Act

In 2018, Parliament adopted the *Cannabis Act*, a new law to set out a system for legalizing, strictly regulating and restricting access to cannabis. The Quebec government adopted complementary legislation to regulate the sale and distribution of cannabis in the Province. New federal regulations will allow the sale of cannabis “edibles” in Canada as of October 17, 2019. Products should have clear warnings.

### Customary Adoption

The Quebec government introduced recent changes in provincial legislation to recognize Indigenous Peoples’ own customary adoption processes. A Cree customary adoption working group was established to seek and obtain community input and to develop and present to the Cree leadership models to implement these legislative changes.



*What you have done in a short ten years, .... inspiring to see the Path Forward Together timeline – it has put together an Indigenous system of justice that reflects your values. What you are doing here today is a lesson not only for your nation but for Canada, justice is not punishment but what we want is justice about how do we keep people well mentally, physically, emotionally. How do we raise young people who are proud of who they are?*

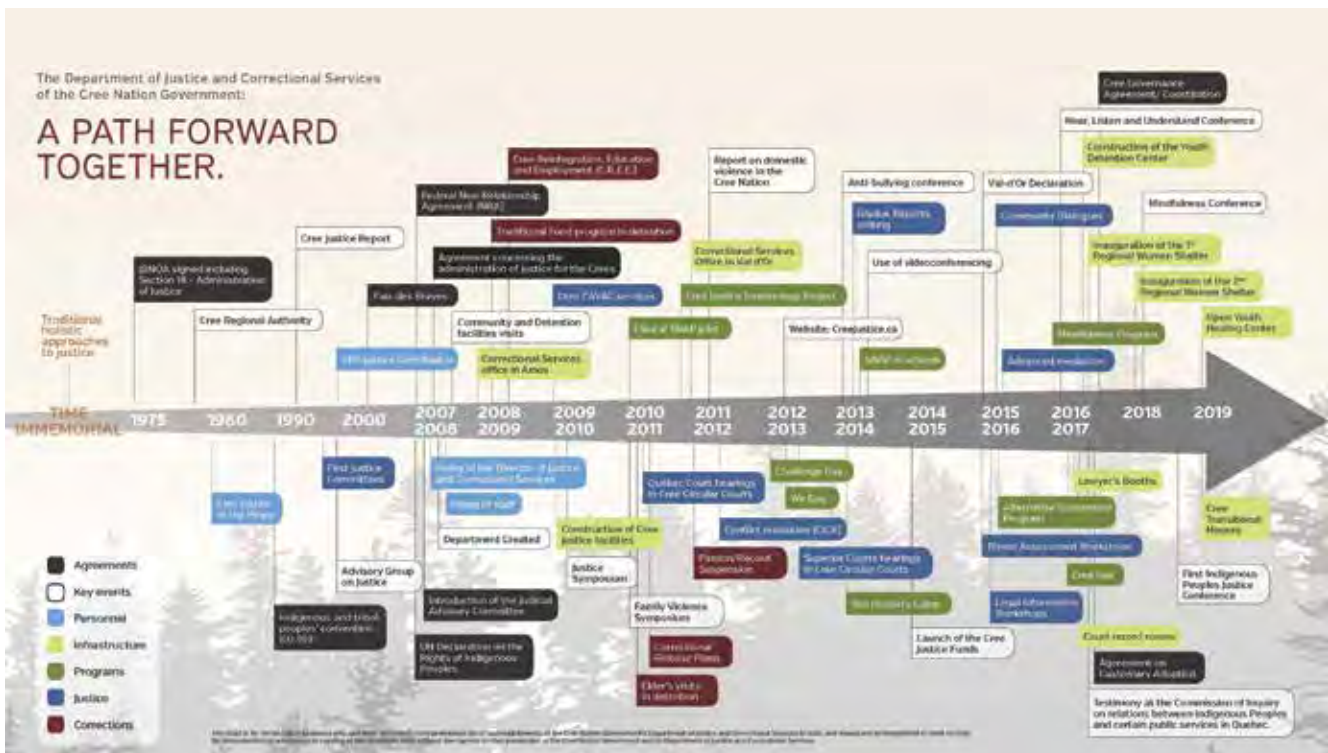
- Honourable Carolyn Bennett,  
Minister of Crown-Indigenous Relations

### EMPLOYEE INITIATIVES

In addition to their regular work, we encourage our frontline employees to identify opportunities to develop programs and initiatives within the community that can further assist their clients. Over the years, these programs have evolved and grown to include some physical, emotional, spiritual and mental development. Initiatives include training and employment-oriented programs. Programs include culturally appropriate approaches and encourage emotional growth with activities on the land or using traditional knowledge. They also incorporate a mix of modern technology alongside core values and a socially conscious approach.

### CREE JUSTICE FUNDS

The Partnership Funds highlight an important aspect of the Department – building relationships. Like with all things, together we are stronger and can make an initiative endure longer. It is with that objective that we are driven to create sustainable partnerships throughout the Cree Nation to work together on some of the more difficult and widespread issues. We have engaged a number of people in organizations, governments, and as individuals in delivering a host of valuable programs and services in the communities and on the land. Each of these is valued, and we strengthen each other in the process of our collaborative approaches.



# CREE JUSTICE FUNDS & EMPLOYEE INITIATIVES

The Cree Justice Funds (CJF) provide an opportunity for community members and organizations to partner with the DOJCS in an effort to implement justice-related activities that facilitate and improve the administration of justice for the Cree Nation. We know that by working together we can accomplish more.



This year we distributed a total of

**\$584,000**

Through our 3 Active Funds

## CORRECTIONS FUND

This fund is designed to support rehabilitation and reintegration of Cree offenders.



## YOUTH ENGAGEMENT FUND

This fund is designed to empower the Cree youth while promoting their general welfare.



## CRIME PREVENTION FUND

This fund is designed to prevent and combat crime and support the creation of safer communities.



**✓ 13** APPROVED PROJECTS THIS YEAR

**1,500+** PARTICIPATING COMMUNITY MEMBERS

In addition to the CJFs, **EMPLOYEE INITIATIVES** enable every employee of the DOJCS to initiate activities that create a positive impact in the communities.

**10** APPROVED INITIATIVES THIS YEAR **150+** PARTICIPANTS

By providing funding opportunities to community members, youth councils, Cree Nation bands, Cree organizations, and employees, we are cooperating with partners so together we can have a bigger impact in addressing crime prevention and the administration of justice.

## CORRECTIONS AND REINTEGRATION WORK

We work with correctional services to provide more reintegration and rehabilitation services for those transitioning out of detention or with conditional sentences. A supportive environment is key to facilitating positive change and reducing recidivism. Each time someone commits a crime, considerable human and financial resources must be mobilized to address the impacts of such crime and the harm caused to individuals and property. Our Department offers the Cree Reintegration Education and Employment program workshops in a number of communities for those coming back to their communities. The program offers a series of skills workshops to make individuals more employable starting in 3 communities with 27 participants. The program also helps secure work placement positions for them in their home communities with local businesses and entities. We start building a relationship with individuals throughout the court process, and visit them in detention so when it comes to reintegration we have a good sense of the individual and can help put together a reintegration plan. We also offer in detention a change of seasons traditional food program, counseling, Elder's visits, specialized

workshops and other types of support to those who agree to our services. Our department psychologist has met with 173 clients this year with visits to federal and provincial institutions, as well as regular community visits for follow-up sessions. In detention we also offer other types of counseling with Elders and health care professionals amounting to over 100 clients. The traditional meal program is about connecting to culture and bringing the land in for healing, it continues to serve hundreds of meals per year to Indigenous clients and staff at provincial and federal institutions and halfway houses in Quebec.

Recent Quebec court decisions have looked at the need to provide adequate facilities for Crees to be detained in the JBNQA territory to ensure proximity to their communities and the ability of our Department to provide support and services, in compliance with the JBNQA. We intend to review these decisions with the governments of Canada and Quebec to ensure the implementation of commitments contained in the JBNQA, to improve rehabilitation and community reintegration of Cree offenders, and to reduce recidivism and improve overall community safety.

*Justice Advisory Committee visit to Amos new detention center*



*If criminal justice system itself cannot operate at the highest standards of legality, then what's the point. Experience of incarceration is brutalizing to people, families and communities. It appears as notions of legality and due process end at the prison gate. Healing lodges are statutory called for in the statutory release act in 1992 to develop in partnership with Aboriginal Peoples.*

- Howard Sapers  
 Keynote speaker, Indigenous Peoples Justice Conference

# CORRECTIONS

In collaboration with other key actors, Corrections delivers culturally appropriate services, incorporating aspects of the Cree way of life. Bringing a holistic approach to reintegration of offenders in the Cree communities.



## THE VOICE OF EXPERIENCE IN DETENTION

Elders are a voice of moderation, experience and wisdom. We bring them to detention facilities to help detainees reconnect with their Cree values, land and people. Our holistic view of justice and healing covers the mind, the physical, spiritual and emotional aspects of a person. Through contact with detainees, Elders can help the person heal and become “whole” again.

## TRADITIONAL FOOD IN DETENTION

The land plays a strong role in the healing process. We bring the land to detainees, in the form of traditional foods. It is a way to feed them physically, emotionally and spiritually. The traditional food program is about building trust, understanding and contributing to the healing process for Cree detainees who will reintegrate our communities in the future.



## PLANNING THE REINTEGRATION

A Community can prepare for the return of one of its members. With the detainee, the community reintegration officers (CRO) develop a holistic reintegration plan that identifies the different relevant resources within a community, such as social services, police, justice committee, Elders, ...

This exercise allows the ex-offender to express future goals that are attainable when following the release plan.



## THE BEGINNING OF A PRODUCTIVE AND POSITIVE LIFE

The C.R.E.E. Support Services help ex-offenders who are facing significant employment barriers to successfully reintegrate into Cree society and stop their cycle of criminal behaviour. For many, the transition back to a productive and positive life depends on either obtaining a job or accessing training to become “job ready”.

The Corrections team works in collaboration with other professionals to help ex-offenders succeed.

## OUR CORRECTIONS SERVICES

Through the Intake Assessment Form, we determine risks and needs of the individual to offer:

- Support references: psychologists, elder and counsellor in detention visits, treatment applications, etc.
- Preliminary, bail and parole hearings support
- Support during prison transfers
- Correctional intervention and debriefing
- Professional support services
- Community Reintegration Officer support in reintegration, community programs, and record suspension program

## KEEPING HIGH RISK YOUTH CLOSER TO HOME

At the end of 2019, the Youth Detention facility will allow people of Eeyou Istchee to keep young Cree offenders and youth at risk closer to home instead of sending them away. Culturally appropriate programs offered in Cree, such as land-based ones, will help with the prevention and/or the rehabilitation of the offenders while allowing for the families and communities to remain involved in the healing process.



## SUSPENDING A CRIMINAL RECORD

A record suspension [formerly a pardon] allows ex-offenders to have their criminal record suspended. This helps them access employment and educational opportunities and reintegrate into society. Local Community Reintegration Officers help assess the individual's eligibility for pardon and organize the required paperwork. The Department may also offer financial assistance to eligible individuals to cover the costs.

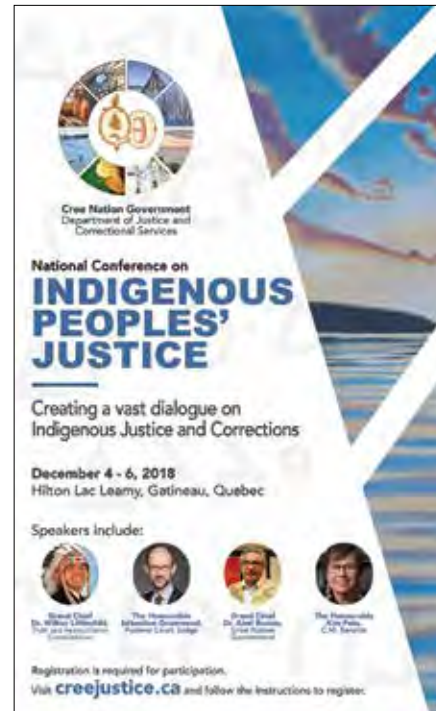
*We have seen a department that has blossomed and come to maturity. ... Events like this symposium bring together people from different parts of life to share different ideas and perspectives.*

- Grand Chief Dr. Abel Bosum

## INDIGENOUS PEOPLES' JUSTICE CONFERENCE

This year we hosted our inaugural Indigenous Peoples' Justice Conference. This national symposium was a great success in bringing together over 340 participants and 30 speakers to share work, perspectives and insights on key issues and ways forward. It was unique and it provided an opportunity for everyone in attendance to participate, grow, learn and be engaged, whether they were students, judges, academics, Ministers or officials, researchers, frontline workers, leaders, or attorneys.

At the Conference, we also hosted a 10<sup>th</sup> Anniversary Gala in celebration of the creation of the Department. It was an opportunity to mark a milestone in the implementation of a treaty commitment made over 40 years ago. It was also about acknowledging all of the people who play a part in the operation of the Department, and giving a heartfelt thanks to leadership for their support.



# INDIGENOUS PEOPLES' JUSTICE CONFERENCE



This year, we hosted our first Indigenous Peoples' Justice Symposium on the theme of Reconciliation and Capacity Building. Featuring international, national and Cree guest speakers, the conference's objective was to create a vast dialogue on Indigenous Justice and Corrections between participants from different horizons.



The conference took place in Gatineau, QC

We had more than

**300**  
**PARTICIPANTS**

including 35 post-secondary students

**24**  
**WORKSHOPS**

**3** **EXPERT PANELS**

**9** **KEYNOTE ADDRESSES**

**45** **PROMINENT SPEAKERS**

including:

- Dr. Wilton Littlechild
- Federal Court Judge Sébastien Grammond
- Senator Kim Pate
- Grand Chief Dr. Abel Bosum



Over the 3-day conference we were able to discuss a wide range of themes, such as:

**COUNTERING BULLYING**

**CRIMINAL PSYCHOLOGY**

**INDIGENOUS VICTIMS SERVICES**

**INTERNATIONAL INDIGENOUS SYSTEMS**

**GLADUE REPORTS**

**LEGAL PLURALISM**

**COMMUNITY DIALOGUE CIRCLES**

**TRUTH AND RECONCILIATION COMMISSION**

**INDIGENOUS RIGHTS (UNDRIP)**

**CORRECTIONS SYSTEMS**

**MUNICIPAL INITIATIVES ON RECONCILIATION**

**INDIGENOUS JUSTICE IN COURTS**



Our goal was to bring together a diverse group that would enrich the discussion we could have on Indigenous Justice. Our participants included:

**DOJCS FRONTLINE STAFF**  
(eg. CAVAC, CJOs, and PPOs)

**CREE NATION ORGANIZATION FRONTLINE STAFF**  
(eg. CHB, and bands)

**OTHER INDIGENOUS NATIONS**

**ACADEMIC RESEARCHERS**

**INDIGENOUS AND NON-INDIGENOUS STUDENTS**

**DELEGATION MEMBERS OF BAR AND JUDICIARY**  
(judges and lawyers)

**CIVIL SERVANTS**  
(Provincial and Federal)

This symposium brought the Cree Nation together alongside partners and highlighted our capacity to express what we need, to build our capacity and to create strong institutions in justice, corrections and conflict resolution.



## FACILITIES

In this past year, we marked the Opening of the 2<sup>nd</sup> Regional Women's Shelter located in the Cree Nation of Waskaganish. This completes the structural support network determined for us to provide services for families in need in our own nation. The ability for us to provide such services and appropriate programming, staffed and developed by Cree personnel, is the implementation and fulfilment of another treaty right. On a fundamental level it reduces the vulnerability and hardship of Cree individuals and families that have had to seek assistance elsewhere.

In the past year, we also have almost completed the new Regional Youth Healing Center located in Mistissini. This Center will increase the number of youths we can work with, to deliver services adapted to their needs. As in the case of the Shelters, a working group was created comprised of representatives from of the Cree Health Board, the Cree School Board, the Cree Nation Government and Quebec. This group worked closely together to establish best practices and standards for this facility, all

the while honouring and reflecting the fact that this is a Cree institution.

Finally, we have made much progress with the Working Group on transitional homes in Cree communities, or as we like to refer to them 'wellness institutions.' These homes will provide much needed support to those in need of a place to stay when transitioning out of detention, addictions programs, mental health care or those without residence because of economic disadvantage. Alongside collaborative programming with the Cree Health Board and Cree School Board, these rehabilitative types of housing can give individuals an environment that reduces risk factors and an opportunity to get back on their feet. At our last meeting, we had other Indigenous Nations from Quebec present on their similar facilities and programs. Senator Kim Pate also joined our conversation on the next steps forward to provide services for vulnerable or criminalized individuals who are typically part of the same population group.





## LOOKING FORWARD

During its first 10 years, the Department has seen many new developments of facilities, positions, services and partnerships. The establishment of a justice Department and system within the Cree Nation Government was an important step in Nation building. The Cree Nation has been successful in the development of its legislative and executive branches of government. It is now preparing the grounds for the emergence of a Cree legal and corrections system. We are pleased to have shared this success with all of our staff spread throughout the Cree Nations of Eeyou Istchee. The celebration in Gatineau in December 2018 was an opportunity for us to share it with leaders, staff, students, and partners.

For the next decade, the Department remains committed to building the capacity of the Cree Nation Government and Cree communities to provide more services and programs related to their needs and welfare. We are

looking at building infrastructure to meet the needs of people in a transitional state, and for rehabilitative and reintegration purposes. We are looking to build Cree judiciary and tribunals to make justice more accessible and timely for Cree citizens. We are looking at enhancing overall community safety and well-being. We are looking to develop programs with youth, realizing as a community it is easier to raise strong children than to start your work when they arrive in the justice and correction systems. We want to build on the strong foundations we lay in communities with our partnerships, understanding that what we can accomplish together will always exceed what we accomplish alone. Our reward is healthier homes, communities, and a Nation, and being able to divert more community resources from repairing harm to unlocking opportunities and growth for us all. ●



*We will present you with solutions that will answer the needs in the area of justice and corrections. This department is a concrete example of implementation of treaty provisions. These steps we have made in building justice follow and build upon our own treaty, the UN Declaration and the TRC Calls to Actions, we are breathing life into what has been agreed upon and laid before us. We thank you for the generosity of relationships.*

- Donald Nicholls, Director, Department of Justice and Correction



# EEYOU EENOU POLICE FORCE

MESSAGE FROM THE DIRECTOR  
David Bergeron



### Mandate

The mandate of the Eeyou Eenu Police Force (EPPF) and of each of its members is to maintain peace, order and public security, to prevent and repress crime throughout Eeyou Istchee and offences under the law and community by-laws, and to apprehend offenders.

In pursuing its mission, EPPF members shall ensure the safety of persons and property, safeguard rights and freedoms, respect and remain attentive to the needs of victims, and cooperate with the community in a manner consistent with cultural pluralism.

### Mission Statement

Proud of your origins, the EPPF is committed to providing professional policing services throughout Eeyou Istchee in partnership with the communities we serve.

### Our Motto

“Proud to serve”

### Values

Professionalism - Service - Integrity -  
Accountability - Trust

It is with great pleasure that I am presenting the Eeyou Eenu Police Force (EPPF) 2018-2019 Annual Report. This is my first year as Director of the EPPF as I was appointed on March 28, 2018, and I am quite proud of what we have accomplished during the past 12 months. This report captures key highlights of our 2018 achievements, in partnership with you, our communities. We look forward to working with you in the months and years ahead to ensure that Eeyou Istchee remains an enviable place to live, work, and raise a family.

First, let me point out that the EPPF contributes significantly to the safety and well-being of the Eeyou Istchee’s residents, in spite of the immense territory we are covering from nine points of service.

The other aspect I would like to highlight is that the EPPF is a young organization facing different challenges, some with relative success, but overall we are moving on an upward trend.

I would like to take this opportunity to thank all EPPF staff both uniformed and civilians. They often work in the shadows on shifts, on weekends or when everyone is celebrating. Without their contribution, our communities would not enjoy the same sense of security. I have the same appreciation for our local and regional partners, including members of the Cree Nation Police Commission. Your contribution is greatly appreciated by all the EPPF staff and we are often too caught up with our daily operations to let you know the extent of our appreciation. Finally, I would also like to thank my Cree Nation Government’s colleagues for their support in fulfilling my mandate.

One of our key realizations in 2018 has been the implementation of a new organizational structure. From now on, local detachments report directly to RPHQ and the latter is now in a better position to assist them locally. The objective was to improve the quality of policing services and to include local Detachment Commanders in the decision-making process. As a result, the flow of information from the Regional Headquarter and the front line and vice versa has considerably improved.

Also, we have made substantial progress through training and by upgrading our operating mode in accordance with best practices, thus enabling Senior Officers in assuming their managerial functions. For example, the EPPF Annual Planning is now mostly based on the recommendations made during the 2016 Review and aimed at improving both policing services and management practices. From now on, all Detachment’s Commanders must align their annual planning with regional and local pri-

orities, and their performance in realizing these objectives will be taken in consideration in their annual appraisal.

As expectations are high, so is the need for training. Hence, all Senior Officers received training on the Management Cycle, i.e., planning-organizing-directing-controlling. Budgetary objectives were set as well as reporting process to ensure the follow-up. Furthermore, Senior Officers were trained on contingency planning (SMEAC) enabling them to deal with unforeseeable incidents or special events.

### STAFFING

In spite of sustained efforts by the Cree Nation Government Human Resources Department, recruitment remains the most demanding challenge. As reflected in the diagram below, the Force is still in dire need of officers to complement open positions in almost all detachments.

Our staffing numbers for 2018 revolved around 80 officers, meaning that nearly 25% of positions remain vacant. All active officers have graduated from the Police Academy in Nicolet. 58% of our officers are Cree beneficiaries while the remaining 42% are Non-Cree. The turnover ratio is substantially higher in the latter group as several officers joined the EEPF while awaiting job applications response from various police forces located closer to their hometown. Consequently, retaining these officers is a major hurdle even if the EEPF offers financial benefits that are comparable to other policing organizations.

In light of these findings, we have to maintain our recruitment efforts. The Cree Nation Government was also successful in moving its AEC Police Techniques Program to Rouyn. Having this training take place closer to home should reduce students from dropping out of the program and encourage others to join. This is crucial for our organization, as demographic projections clearly show that Eeyou Istchee's population will continue to increase at the rate above the national average for years to come, and our funding is based on population count.

In the spring of 2018, the 4<sup>th</sup> Cohort completed their basic policing program at the Police Academy (ENPQ) in Nicolet and graduates have since joined the EEPF ranks. I take this opportunity to congratulate them once more for their sustained efforts and perseverance. The journey to

become a full-fledge officer is quite demanding and students stationed in Drummondville had to spend a long period of time away from their family and friends.

### ETHICS & DISCIPLINE

Professionalism and accountability are among the EEPF's core values. As such, the EEPF takes very seriously any allegation of wrongdoing against one of its members. Every complaint from the public is investigated and reviewed by the proper authority, and if substantiated by evidence, the responding officer will have to answer for their action. No one is above the law, and EEPF officers are often looked upon as role models by our youth. Under these circumstances, we expect our officer's behaviour to be flawless both on- and off-duty.

In some cases, the allegation may be even more serious, even criminal. In such cases, the Quebec Ministry of Public Security (MSP) has put in place a protocol whereby all criminal allegations against any police officer must be reported to the Minister, who determines an independent policing organization to complete the investigation. We had three (3) incidents of this nature in 2018. In the most serious cases, the MSP may even refer the investigation to the Bureau des Enquêtes Indépendantes (BEI). These kinds of investigations took place twice in 2018 and in one instance, the plaintiff faced charges for committing a public mischief, i.e., deliberately making a false allegation.

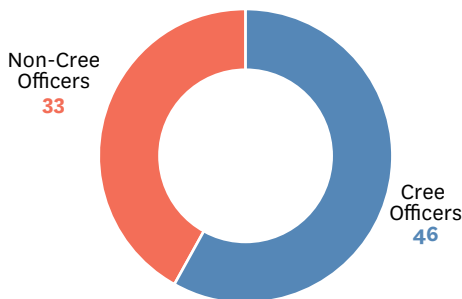
### LABOUR RELATIONS

We reported last year that the rank-and-file officers of the EEPF were officially accredited as a union. During 2018, constructive discussions took place in an attempt to define their first collective agreement, and both parties are hoping this will come about in 2019.

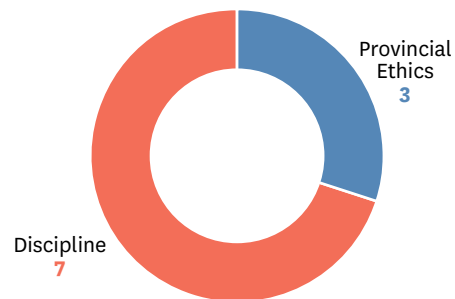
### TRIPARTITE NEGOTIATIONS

After several months of discussion, the Cree Nation Government was finally able to secure a 10-year funding agreement for the EEPF with both levels of government. Yet, some aspects dealing with Modalities Agreement and Capital funding still require further negotiation.

**Figure 1. EEPF Actual Staffing as of March 31, 2018**



**Figure 2. Ethics and Disciplinary Cases in 2018**





**COMMISSION OF INQUIRY ON INDIGENOUS PEOPLES AND PUBLIC SERVICES**

The EEPF was summoned twice in 2018 by the Quebec Inquiry Commission on relations between Indigenous people and certain public services. My first presentation gave an overview of the EEPF, its strengths and weaknesses, as well as its orientation.

My second appearance focused on specific cases for which the Commission was looking for additional information in terms of procedures or in specific cases. These cases highlighted the need for improving documentation tracing within the EEPF, as well as creating a centralized call-center to handle calls from the public and ensure they receive proper response.

This being said, soon after taking my position as Director of the EEPF, I created a small task force composed of EEPF and also of two retired experienced investigators from other police organizations, and gave them the mandate to review all the sexual cases we had on file since the EEPF implementation. The objective was twofold: first, ensure they were all dealt with properly and if not, remedy; second, training on the job for the EEPF officers working with them.

**COMMUNITY-BASED POLICING**

Upon taking office, one the first official meetings I had was with the nine Directors of Operations, where I presented them with my orientations for the upcoming years. I give tribute to my predecessors for everything they have done, but I realize that the task ahead of me is still immense.

My primary goal is to improve policing services. I acknowledge that we are in dire need of trained officers and that our roll-over ratio remains a real concern. On the second hand, there are things that can be done to improve the delivery of policing services. With the modifications brought to the structure and the functioning of the EEPF, the local lieutenants are now better equipped to handle the situation. We have improved their training and implemented strategies to improve their management skills. Being part of a larger structure, they can count on regional support when need be.

There are also ways we can improve the sense of security amongst our population. Many of you have shared your concerns for road safety both within or outside the community. It appears that several drivers are behaving like they were in a lawless country and police officers are often ill-equipped to deal with this problem. In order to

resolve this issue, the EEPF has initiated talks with provincial authorities to facilitate the enforcement of the Highway Safety Act in our region.

The decriminalization of cannabis in October 2018 will certainly have repercussions in our communities, and the EEPF intends to work closely with local stakeholders to minimize its impact.

### LAW-ENFORCEMENT

Table 1 shows the variation in the number of most frequent offences reported to the EEPF.

### MATERIAL RESOURCES

The EEPF operates 27 patrol vehicles out of a fleet of 37. On top of all the emergency standard equipment, all vehicles are now equipped with SATCOM radio, enabling them to communicate wherever they may be in the province.

In Waskaganish, a new detachment is under construction, and the EEPF should take possession of it in 2019. Featuring state-of-the-art facilities, this new building marks another step in the EEPF progression.

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**Table 1. Selected Criminal Code Offences Reported or known to the EEPF From January 1, 2016 to December 31, 2018**

Type of Offences	2016	2017	2018
Assaults	613	331	765
Sexual offences	39	42	114
Homicide	2	1	0
Robbery	2	0	2
Break-in & enter	160	44	167
Theft - Motor vehicle	49	19	37
Theft - Over \$5,000.	9	1	5
Theft - \$5,000. & under	18	30	72
Frauds	21	9	29
Offensive weapons	25	16	46
Other Criminal Code Offences	720	275	434
Mischief (Property damage) Over \$5,000.	182	4	18
Mischief (Property damage) \$5,000. & under	164	27	216
Heroin	0	0	0
Cocaine	15	2	9
Cannabis	12	8	21
Other drugs	12	13	10
Municipal By-Laws	432	318	381



# SOCIAL & CULTURAL DEVELOPMENT

## MESSAGE FROM THE DIRECTOR Rodney Mark



It is with great gratitude that I address you in this annual report as Director of Social and Cultural Development, and I wish to extend a big thanks to the Cree Nation Government for giving me the opportunity to work in this capacity. On behalf of the department, we would like to extend our deepest thanks to our former Director, Willie Iserhoff, and we wish him a super fun and relaxing retirement.

I started this position in October 2018. This is a new adventure for me and an awesome opportunity to contribute to the Cree Nation. As a Department, we are in the process of redefining our mission and our priorities. We have had several meetings regarding this and our goal is to develop a 5-year plan. With this in mind, we want to engage with the communities and work in collaboration with them. Furthermore, we would like to establish a close working relationship with the Cree Health Board, the Cree School Board, the Cree Trappers' Association and other regional entities.

### INTRODUCTION OF OUR DEPARTMENT

The Social and Cultural Development Department of the Cree Nation Government is responsible for the funding and administration of social and cultural programs and consultations on behalf of the Cree Nation Government.

The Social and Cultural Development Department plays a key role in working with Cree communities and stakeholders throughout Eeyou Istchee by providing important platforms to enhance Social and Cultural Development outcomes for the region.

### EMPLOYEES OF THE DEPARTMENT OF SOCIAL AND CULTURAL DEVELOPMENT

#### Administration

- Alexander Moses, *Coordinator of Social and Cultural Development Department*
- Caitlin Pelletier, *Administrative Assistant*
- Nellie Wapachee, *Liaison Officer*

#### Social Sector – Youth

- Kaitlynn Hester-Moses, *Youth Grand Chief, Cree Nation Youth Council (CNYC)*
- Billy Katapatuk Jr., *Special Projects Officer*
- Melissa Whiskeychan, *Junior Corporate Secretary, Cree Nation Youth Council*

#### Culture and Language Sector

- Dorothy Stewart, *Cree Language Coordinator*
- John Bishop, *Toponymist*
- Jamie Stevens, *Cultural Programs Liaison Officer (Interim)*
- David Denton, *Coordinator of Archaeology*
- Dario Izaguirre, *Archaeologist*



## FUNDING AGREEMENTS

The department negotiates and manages agreements from several provincial ministries and makes funds available to Cree organizations through an application process and an agreement implementation process, while providing support and reporting assistance.

### Elders Program Funding - The Regional Adaptation to Enhance Seniors' Living Conditions in the Cree Communities

The Department of Social and Cultural Development administers Cree and Quebec funding agreements that allocate funding for Elders programming in Eeyou Istchee. During the 2018-2019 year we did not have any provincial funding as the previous agreement had concluded and the new agreement was not finalized. In 2018-2019 we were busy working towards a new multi-year funding agreement. However, we finalized the signing of a new agreement and due to delays in completing the agreement, the year 2019-2020 will be funded at double the usual rate. We also have a new policy to implement and a new realignment of the Analysis and Recommendation Committee.

The Social and Cultural Development Department's objectives for the Elder's Program funding:

1. **Quality of Life** – meaning any program that guarantees an improvement on overall quality of life for Elders (e.g., transportation, food security, home assistance, etc.).

The Social and Cultural Development Department believes that the quality of life for Elders in the Cree Nation can be improved through not only educating and raising awareness in the communities, but by empowering our people to propel change in the aging populations. It is a hope of the Department to inspire Elders, and to support them in finding meaning and joy in their communities.

2. **Transfer of Knowledge** – meaning any program that promotes the inter-generational transfer of traditional knowledge, culture, and skills.

The Social and Cultural Development Department knows the importance of preserving traditional knowledge in Eeyou Istchee, a vision that is only achievable through fostering dignity and respect with our Elders.

Under the umbrella of these categories, the funding objectives are broken into 5 main pillars, which are the foundation of this 5-year action plan:

1. Direct Assistance for Elders
2. Participation in community
3. Healthy lifestyles
4. Creating safe and welcoming environments
5. Traditional knowledge, skills, and language

The Elders Program Funding will aim to continue to encourage the participation of Elders in the improvement of the programs and services that affect them, so that they can feel respected, engaged and recognized.

Program funding details;

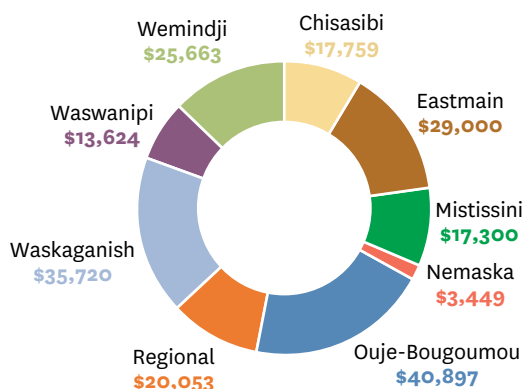
- 8 communities were funded from their project applications
- Regional Organizations were funded

Figures 1 and 2 show the program statistics for the Elders Program.

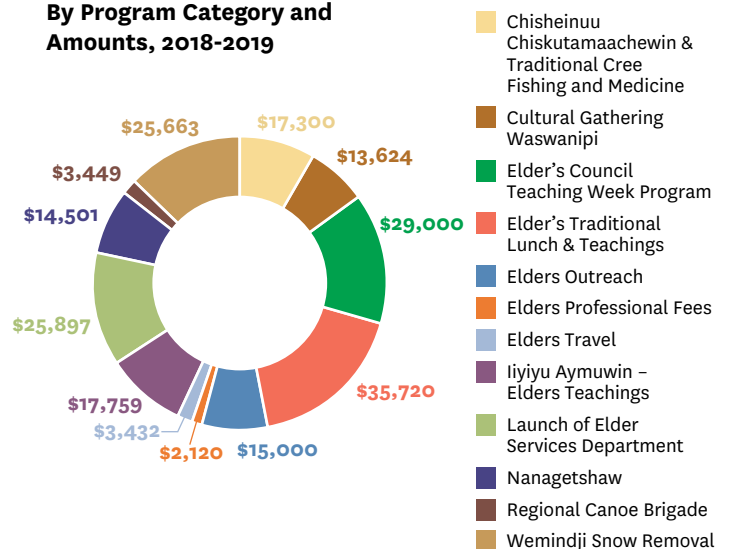
### Funding Agreement with Secrétariat à la Jeunesse: Cree Youth Development Fund

The Cree Nation Youth Council (CNYC), with the support of the Cree Nation Government, signed a new Funding Agreement with Secrétariat à la jeunesse for the next 4 years. In each of those years, the Cree Nation Government and CNYC will be receiving funding in the amount \$400,000 and a total of 1.2 million over 3 years.

**Figure 1. ELDERS**  
By Location of Program and Funding, 2018-2019



**Figure 2. ELDERS**  
By Program Category and Amounts, 2018-2019



It was determined as part of the funding agreement, that \$150,000 will be allocated to support CNYC administration and operations annually, and \$250,000 will be placed into initiatives for programming, “Cree Youth Development Funds”. CNYC and Secrétariat à la jeunesse have had a very successful relationship in Youth support for our region for more than a decade, and have made a huge impact in youth programming across Eeyou Istchee.

**Cree Youth Development Funding Objectives and Statistics**

The Social and Cultural Development Department administers the regional youth funding agreement under two main categories:

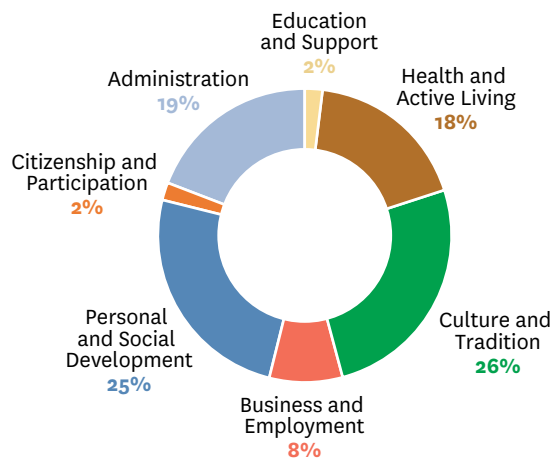
1. Provincial funding agreement with the Youth Secretariat of Quebec- Cree Youth Development Funds
2. Cree Nation Youth Council -Special Projects Programming

The Youth programs are driven by the local youth councils, the Cree Nation Youth Council and other applicants that meet the application criteria. Youth program applications are expected to facilitate positive youth development in the following six areas:

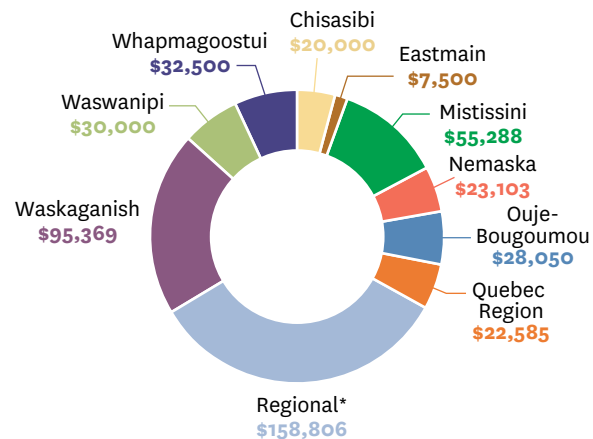
1. **Education and Support** – Programs in this category are required to show positive outcomes for participants or for the Youth of Eeyou Istchee related to education and support for students. Some examples of programs admissible for funding would include:
  - a. Programs targeting dropout and absenteeism rates
  - b. School Clubs promoting sports, educational activities or Culture and Arts

- c. Other programs or activities that may be education-related
2. **Health and Active Living** – Programs in this category are required to show positive outcomes for Participants or the Youth of Eeyou Istchee related to Health and Active Living. Some examples of these program may be:
  - a. Canoe excursions and traditional pursuits on the land
  - b. Sports camps and summer activities for youth
  - c. Healthy eating and cooking workshops
  - d. Programs addressing Diabetes in Youth and Prevention
  - e. Nutrition programs targeting youth
  - f. Other programs designed to address the health and wellbeing of the youth
3. **Culture and Tradition** – Programs in this category are required to show positive outcomes for Participants or the Youth of Eeyou Istchee related to Culture and Tradition. We encourage all applicants to integrate culture and Tradition in their submissions. For example, we can have healthy eating and active living programs in a traditional setting or using traditional activities. Some examples of these programs may be:
  - a. Winter Journey Walks
  - b. Traditional games (Summer, Winter)
  - c. Traditional medicine, traditional crafts
  - d. Program Promoting Cree Language for Youth
  - e. Cabin building skills, traditional skills
  - f. Cross cultural exchanges

**Figure 3. CREE YOUTH DEVELOPMENT FUNDS By Program Category and Amounts, 2018-2019**



**Figure 4. CREE YOUTH DEVELOPMENT FUNDS By Location of Program and Funding, 2018-2019**



\*Regional Programs by Cree Women of Eeyou Istchee Association, Eeyou Istchee Sports and Recreation Association, Cree Native Arts and Crafts Association, Cree Nation of Washaw-Sibi and Environment and Remedial Works Department of Cree Nation Government



- g. Other programs targeting Cree culture and tradition
4. **Business and Employment** – Programs in this category are required to show positive outcomes for Participants or the Youth of Eeyou Istchee related to Business and employment. Some examples of these program may be:
  - a. Mentorship in business for youth
  - b. Youth entrepreneur programs
  - c. Youth workforce or skills development programs
  - d. Other business and employment programs targeting youth
5. **Personal and Social Development** – Programs in this category are expected to deliver positive results for youth in the areas of personal and social development. Some examples of these programs may be:
  - a. Programs that address issues such as self-esteem, bullying and conflict resolution
  - b. Life Skills programs for youth
  - c. Programs that assist at-risk youth
  - d. Parenting workshops or events for young parents
  - e. Programs that provide healing for social and personal barriers
  - f. Other programs or services creating positive outcomes for youth in personal and social development
6. **Citizenship and Participation** – Programs in this category are expected to deliver positive results for youth in the areas of citizenship and participation. Some examples of these programs may be:
  - a. Youth led change programs that address community and regional issues
  - b. Youth current events radio show
  - c. Mentorship and Shadowing programs in leadership
  - d. Youth volunteer programs addressing civic/environmental issues

### **Cree Alliance for Solidarity**

A new funding program emerged for the Department of Social and Cultural Development at the end of the fiscal year. The Minister of Employment and Social Solidarity, responsible for the administration of the Quebec Fund for Social Initiative, announced the continuation of the “Alliances for Solidarity” under the Govern-

ment Action Plan for Economic Inclusion and Social Participation for 2018-2023.

The Ministry and the Cree Nation Government signed the funding agreement at the end of the fiscal year, which entrusts us with the management of an envelope of \$ 2,203,874 over five years, for the financing of an Alliances for Solidarity for the implementation of the regional action plan.

The Alliances for Solidarity is a response to the Government’s desire to support the deployment of regional and local actions to fight against poverty and social exclusion. It aims:

- to establish a partnership with all the partners who are concerned with the development of communities and the fight against poverty and social exclusion in order to ensure coherence of actions;
- establish a shared vision with its partners on the efforts to be made to ensure that the interventions that will be supported are well anchored in the communities and meet the priorities that they have established in respect of their specificities;
- ensure the participation of people living in poverty and social exclusion in the implementation mechanisms of the agreement.

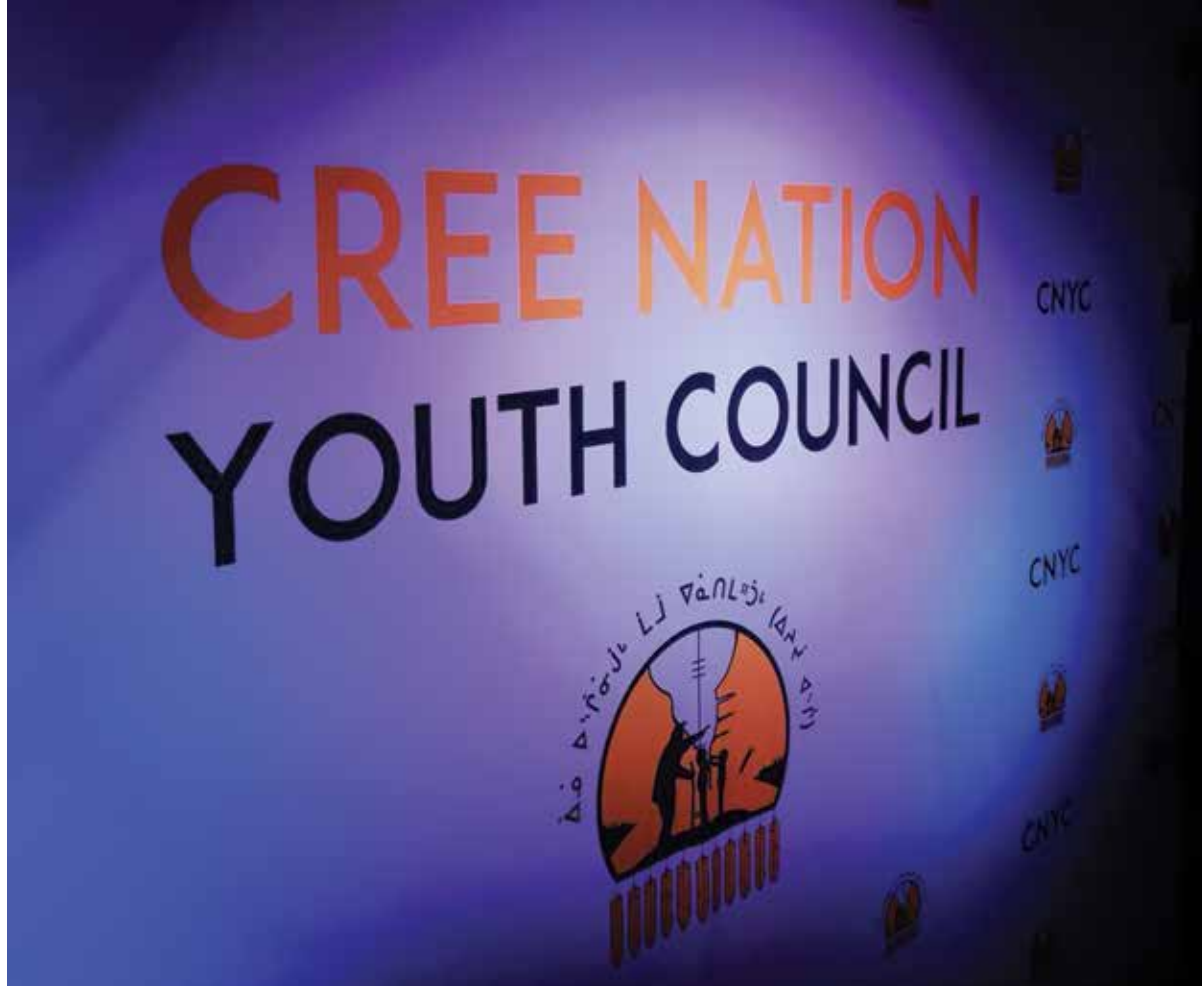
Our aim is to develop a regional action plan for the territory under its jurisdiction, agreed by all Alliances partners, and ensure its implementation. Our department is currently in the final development stages of the Action Plan, which will be released to the Eeyou Istchee in the new fiscal year 2019-2020.

### **Ministry of Culture and Communication of Quebec (MCCQ) – Eeyou Istchee Cultural Development**

MCCQ and the Cree Nation Government signed the agreement of the “Eeyou Istchee Cultural Development” this past year. Our department will have the role of administering funds for the department and Aanischaaukamikw Cree Cultural Institute (ACCI). The Cultural Development initiatives of the Funds are shared with the Department of Social and Cultural Development – Cultural Program and ACCI for their programming.

With the signing of the New Agreement for the three-year period 2018 to 2021, a total of \$1,330,000 from provincial funding and matched funding from the Cree Nation Regional Development fund will be received. The majority of the projects will be implemented through the ACCI director of programming for the fiscal year 2019-2020.





## SOCIAL SECTOR – YOUTH

Within the Social Sector of our department, we are responsible for agreements, program funding and administration for youth aged 13 to 35 under the guidance of Cree Nation Youth Council. What follows is their annual report of their programming and activities.

### CREE NATION YOUTH COUNCIL

#### A Message from the Youth Grand Chief

Wachiya, Kwei. It is a great pleasure to present the Cree Nation Youth Council (CNYC) 2018-2019 Annual Report. In this report, it contains our Administrative Matters, programs, trainings, invitations to CNYC and the action items that the CNYC achieved. Cree Nation Youth Council focused on meeting the youth's priorities and needs in various development programs, services and opportunities in various areas such as, Education, Cree Culture & Language, Healthy Active Living, Business, Social Development, Citizenship & Participation.

The Cree Nation Youth Council team continues to inspire our youth of Eeyou Istchee. We are here to represent in local, regional, provincial and national levels. The youth inspire us to serve our duty in leading, directing, guiding, teaching and taking-action for their voices. We are here to prepare our way to our future.

First, I would like to recognize and congratulate the youth who continue to help the CNYC to serve our duty. The youth have spoken, taken action and led in many dif-

ferent areas. Our youth are rising! I want to show my appreciation for the youth who are working hard to achieve their goals, healing from wounds, and overcoming the fears and challenges they may face in life. I have so much faith in our youth. They continue to inspire CNYC, and the Cree Nation.

I want to acknowledge the Cree Nation Youth Council's Executive, Board of Directors, Youth Chiefs, Youth Development Coordinators, and all staff who put so much work and energy to achieve our goals for our youth. I have learned a lot from my team and I thank them for their big support, commitment and determination for our young people. We want to thank our mentors, elders and former leaders who continue to guide and support us in leading our young people in Eeyou Istchee.

I want to extend my appreciation to our Grand Chief Abel Bosum and Deputy Grand Chief Mandy Gull for coming to our events to show their support and to share their great messages that gave us inspiration in our lives. I want to thank them for believing in the youth.

We will not forget about our local and regional partners, Social & Cultural Department, and the Cree Nation Government for their contribution to work with us for all youth in Cree Nation.

I've seen a lot of growth, empowerment, inspiration and leadership in our youth. I look forward to this year with the youth, our partners, and the CNYC team!

Meegwetch!

Kaitlynn Hester-Moses

## Programs & Events

Cree Nation Youth Council focuses on prioritizing, facilitating and developing various programs such as Education, Cree Culture & Language, Healthy Active Living, Business, Social Development and Citizenship & Participation. We invite youth from ages 13-35 in all 10 communities to have the opportunity to participate in our programs and events to learn, grow, and practice from the provided tools, resources and skills.

This year, we focused on delivering and preparing our youth to learn more knowledge of our governance, culture, health, and leadership. Our youth practiced using their voice, learned the importance of practicing our Cree Traditions and Mother Tongue, maintaining our health and wellness, and leading by example.

We look forward to continue delivering our services to prepare and work for our future in Eeyou Istchee and the World.

### JBNQA Youth Training

From June 18-21, 2018, a training for the youth on the James Bay Northern Quebec Agreement (JBNQA) took place in Chisasibi. With the theme “Our Youth, Our Future, Our Legacy”, the purpose of the training was to educate our youth on our Cree rights, Cree Governance and History, and to pass on the structure of our governance and Cree History. It is important for youth to have the knowledge of our Agreement because our rights as a Cree are in the books. We have mentors, elders, and leaders to teach our youth the Cree Nation’s milestones in Eeyou Istchee.

The Cree Nation Youth Council, with the collaboration with Chisasibi Youth Council, took the initiative to implement the project for the youth to learn about the history from the elders and those who were involved. They learned the impacts of today by listening to our youth hunters about how the JBNQA affected their hunting territories.

### Youth & Elders Gathering

The Youth & Elders Gathering took place in Ouje-Bougoumou from July 11 to 13, 2018. The aim of these gatherings is to pass on and preserve our culture, traditions, skills, stories, and learn our language and practices from our Elders.

### Learn, Grow & Practice our Teachings

CNYC are very passionate about having a Youth & Elders Gathering to transfer knowledge and teachings for our youth. Our elders are willing to pass on their knowledge to our young people to protect, preserve and pursue our Cree language & Culture. It is a gathering where we learn about our identity, roots, values, survival skills, and many traditional teachings and activities such as traditional & medicinal teachings, skirt making, tools crafting, bannock making, boudin making, donuts making, and Nishiyuu Workshops.

### 29th Annual General Assembly

CNYC’s Annual General Assembly took place on August 14, 15 & 16, 2018 in Waskaganish. The theme was “Honoring our Past, Treasuring our Present & Shaping

our Future” and it brought the youth together as young leaders to lead the opportunity for full integration and involvement of Youth in the political and decision-making process.

### Honoring our Past, Treasuring our Present & Shaping our Future

This is an important assembly where each community is invited to represent their community to gather together as young leaders in the Cree Nation, and to tackle and take-action in our priorities and needs.

We have our elders to join us by passing down their knowledge, wisdom and guidance. We invite regional entities to have more knowledge and information for opportunities and services for our youth.

We also invite speakers who share motivation and inspiration from their experiences. Also, we have evening activities for the youth to socialize.

This year’s AGA was one of my proudest moments because we appointed two youth to chair our AGA. The two youth that were appointed were Andriana Trapper and Harland Kitchen-Neeposh. The second reason is that half of the delegates were attending for the first time at our AGA. I was very proud of our youth who had the opportunity to chair our assembly and the delegates who shared their voice.

One of the most powerful moments is when we have our discussions. It will always be the most empowering moment. It is where all youth speak for each other. If we are going to create leaders, we need to give them that opportunity. Our youth have many great abilities and potential. I encourage all youth to speak up and rise-up!

### Nishiyuu Council of Elders Gathering

The Nishiyuu Council of Elders Gathering took place in Waswanipi from August 20-23, 2018. The Objective & Goal of the Gathering is to transfer and transmit traditional knowledge to promote social well-being of Nishiyuu by promoting all traditional education, to ensure that the culture & language are maintained, strengthened and enhanced in application in all Cree activities in today’s world. The gathering and the participants and the elders serve as the gate keepers of the Cree Knowledge, Wisdom, Traditions, Traditional Values and Spiritual Teachings, History, Language, Teachings, Philosophy, Healing Methods, Medicines and Way of Life.

In partnership with Nishiyuu Council of Elders, and other entities, CNYC invite youth in all communities to learn from our elders, teachings, and the gathering to maintain and strengthen the practices in our Eeyou Istchee.

### Regional Gaming Tournament

The Regional Gaming Tournament took place from August 31 to September 3, 2018 in Waswanipi. The purpose is to invite gamers from all communities to participate in a friendly competition with other people from other communities. This is to get gamers out of their room and be in a social environment and create new friendships with people across the Cree Nation.

The Regional Gaming Tournament 2018 was a successful event. The event had a total of 97 Games played over the course of the weekend with over 36 tournament hours. The most popular event this year was the Fortnite Tournament. We had 21 players for the Fortnite tournament, which is the biggest tournament of the weekend! It was sure an exciting tournament to follow with close games happening all the time. The event got an overall positive response from all participants, and they hope to see more events similar to the Regional Gaming Tournament.

**Cree Health Conference**

Under the theme “Building a Healthy Nation”, the Cree Health Conference took place on February 12, 13 & 14, 2019 in Nemaska. The aim of the conference is to promote, raise awareness and take action in building a healthy nation by educating and prioritizing our health. The main goal is to address the social impacts and health issues that affect the youth of the Cree Nation and that will change the future of what we are as a people. With the support of the leadership of the Cree Nation it is expected to have a pivotal effect on how we live and foresee the Cree Nation of the future.

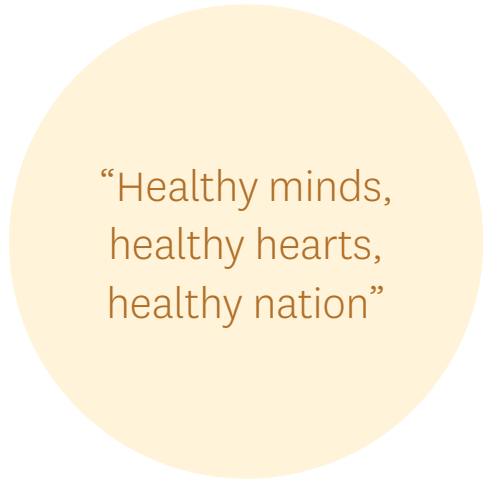
This was our first step to take the initiative on our health. The Cree Health Conference’s purpose is to edu-

cate our youth on the health issues we are fighting, and to inspire the nation to live a healthy lifestyle. We are not only focusing on physical health, but we are also focusing on emotional, mental and spiritual aspects.

The Health Conference was a success. We had a lot of presentations by other departments and organizations to inform the youth on the statistics, health challenges, support lines, and guidelines. The youth had an opportunity to discuss their health priorities to tackle in the nation and shared their input at the end of the conference. They showed a lot of their courage, bravery and shared their voice on these health issues. I am very proud of our youth!

This was our first Cree Health Conference and it won’t be our last. We will continue to tackle our health by inspiring and building healthy minds, healthy hearts, healthy bodies and a healthy nation. Our activities were on health-related presentations on diabetes, living healthy lifestyles, intergenerational trauma, mental health, powerlifting, info crime, drugs & alcohol and many more. We also had free fitness and swimming pool access, a pool table tournament and bowling.

Special Guest Speakers: MP Romeo Saganash, Grand Chief Abel Bosum, Deputy Grand Chief Mandy Gull, Chief Thomas Jolly, Youth Grand Chief Kaitlynn Hester-Moses.





### Post-Secondary Preparation Night

Supporting education and academics is one of our main priorities to increase graduation rates, reduce dropout rates, and encourage and support our youth in pursuing their academic goals. The goal of the Secondary Preparation was to assist and motivate our Youth in Cree Communities to help them prepare for their academic goals in college and university by providing them resources in Cree School Board, local resources and skills. The Cree Nation Youth Council encouraged all Local Youth Councils to host a Secondary Preparation Night for the Youth in the communities who wish to pursue their education and who want to be well informed of the available information that is delivered in Eeyou Istchee.

### Nishiyuu Lifeskills Workshop Tour

This program is focused on giving anyone who follows it the power to set purpose, create vision, and manifest their vision. When you have the pathway to be what you want to be, you can concentrate on the path and on fulfilling your dreams. When you have no pathway, you will have a tendency to focus on your anger and on your regrets and live in the past. It is self-destructive. This program creates the pathway for the youth to concentrate on their own vision and fulfill their dreams. They become dreamers in action.

### Inspire Hope Conference

This year's Inspire Hope Conference took place on March 22, 23 & 24, 2019 in Uje-Bougoumou with the theme "Stop Existing & Start Living – Late Nathaniel Bosum". It was made to inspire our youth by delivering activities, sharing stories, inviting inspirational and motivational speakers, and empowering our youth to lead, overcome challenges and unlock motivation to pursue goals in life.

Inspire Hope Conference is one of the most powerful events within Cree Nation Youth Council. Our youth show and discover their ability to bring inspiration to one another. The goal of the event is to bring hope to each individual in Eeyou Istchee.

### Cree Nation Youth Council Invitations

It is always an honor for Cree Nation Youth Council Members to receive invitations from other regional entities and leaders to represent and speak for our youth.

Here are our invites for this year:

- Standing with the Sami Indigenous People in Inari, Finland
- Climate Change Conference
- Cree Hunters & Trappers Conference
- Indigenous Peoples' Justice
- Regional Suicide Prevention Meeting

### Youth Representatives

The Cree Nation Youth Council Members are appointed in committees to speak for the youth in various areas in regional tables.

Name	Committee
Kaitlynn Hester-Moses	Eeyou Eenou Community Foundation
Brenda St. Pierre	Cree Women of Eeyou Istchee Association
Denis Moses	Nishiyuu Cultural of Elders
Simeon Wapachee	Cannabis Prevention
Robin Gull-Saganash	James Bay Cree Communications Society
Cheryl Weistche	Apatisiwin Skills Development
Stacy Anderson	Regional Suicide Prevention
Aaron Happyjack	Protected Areas

“Let’s not only build the future for our youth, but build our youth for our future.”

### Cree Nation Youth Council Funds

#### Micro Grant Opportunities Fund

The Cree Nation Youth Council (CNYC), with the support of the Department of Commerce and Industry (DCI) is proud to introduce the CNYC Micro-Grant Opportunities Fund. The CNYC Micro-Grant Opportunities Fund will allow Cree youth entrepreneurs of Eeyou Istchee the opportunity to realize and test their business ventures with access to micro-grants of up to \$5,000.00 to launch their projects, build skill sets and have a hands-on approach.

#### Cree Youth Development Funds

The Cree Nation Youth Council (CNYC) with the support of Secrétariat à la jeunesse, is proud to fund areas of need in Eeyou Istchee. The mission is to facilitate the development of capability, leadership, and joy of life in the youth. It supports various areas such as Education, Cree Traditions, Healthy Active Living, Social Development, Employment & Citizenship and Participation.

#### Contributions & Sponsorships

CNYC financially supported many Regional and Local events, programs and projects. CNYC was pleased to hear of the positive impact made by those partnerships and contributions.

Here are several contributions:

- Miss Eenou Eeyou Nation Pageant
- Kate Sharl Foundation Golf Benefit
- Entrepreneur Workshops with Cree Bear
- Youth Traditional Trainees
- Youth & Elder Social Evenings
- Winter Festival
- Arts Program 2019
- Beading & Sewing Project
- Teaching of Traditional Medicine
- Regional Forum on Climate Change

Meegwetch to our Youth!

## SPECIAL PROJECTS OFFICER

### Core Functions

Hired in June 2018, the Special Projects Officer, Billy Katapatuk Jr., works closely with the Cree Nation Youth Council (CNYC) Board of Directors (BOD), Cree Nation Government (CNG), Youth Program employees and Chairperson(s) of the CNYC, and is responsible to develop, coordinate, implement and assess activities, special projects, programs, services, training activities and provide direct support to the Cree Nation Youth Council and its initiatives.

Coordination of CNYC events, projects and programs for 2018-2019:

- CNYC Youth & Elders Gathering 2018, Ouje-Bougoumou, July 11-13
- CNYC Annual Youth General Assembly, Waskaganish, August 14-16
- Nishiiyuu Cultural Gathering 2018, Waswanipi, August 21-24
- 3rd Annual Kate Sharl Foundation Golf Benefit, Val-d'Or, September 6-7
- Website Training, Montreal, September 20
- Leadership Training, Amos, October 1
- Climate Change Conference, Eastmain, November 5-7
- Cree Hunters & Trappers Conference 2018, Chisasibi, November 14-15
- Report Writing Training, Mistissini, November 27-28
- CNYC Cree Health Conference 2019, Nemaska, February 12-14
- CNYC Inspire Hope Youth Conference, Ouje-Bougoumou, March 22-24

### Highlights

#### CNYC Youth & Elders Gathering

This annual event has taken place each year in different Cree communities throughout Eeyou Istchee. Our objective is to support our community and its members, and to provide programs and projects to steer our society where substance abuse is common in the Cree communities. This event was based on collective data to point out our goals and objectives to create a healthy and living environment for our community and its future generations. In the three-day event, we had presenters and facilitators conduct workshops for our participants throughout the week. There were four (4) workshops, including traditional skirt making, traditional cooking, wood carving and the Nishiiyuu workshop. The presentations were based on Cree language, Beaded Hook, Traditional tools and the meaning of Nishiiyuu.

#### Kate Sharl Foundation 3rd Annual Golf Benefit

This year the Kate Sharl Foundation hosted their 3rd Annual Golf Benefit at the Club Sports Belvedere on September 7, 2018 in Val-d'Or, Quebec. There were over sixty (60) participants that attended this prestigious event. There were various organizations that participated in the eighteen (18) hole golf course. The organizing committee

overcame various obstacles in making this event a huge success. All organizers were able to fulfill their mandates and duties as well as assisting in other areas throughout the day. Registrations and tee off holes were scheduled prior to the participation and then officially all foursomes departed at their designated hole (Shotgun Rules).

During the evening, we had over eighty (80) people attend the evening festivities. Many participants were excited about how the day turned out, and we had many compliments and opinions of how we can make this event even more successful. The Kate Sharl Foundation's purpose is to help those families that are less fortunate financially and/or battling with unprecedented life battles. No matter what age, if they are young or old, the foundation helps individuals that are facing struggles each day with a disease. Having the opportunity to give generous donations and to help with the financial struggles that some family or individual might endure is a huge help for those in need.

### CNYC Cree Health Conference

There was a resolution passed at the 2018 Cree Nation Youth Council Annual General Assembly, which was held in Waskaganish, stating that the CNYC should hold its own Health Conference. The Cree Nation Youth Council has made partnerships with the Cree Nation Government, the Cree Health Board, the Eeyou Eenou Police Force, the Public Health Department of Mistissini and other major entities to host such a prestigious undertaking.

This event was to be one of the most major endeavors to change the future of the Cree Nation. To make this event a high impact event, it was imperative to have partnerships with various groups. The publicity

so far has attracted many Cree media interests such as the Canadian Broadcasting Corporation and the Nation magazine. Several interested parties have contacted the main organizer to become involved. This conference is expected to be one of the most influential projects of the Cree Nation Youth Council and the entire Cree Nation for the year of 2019. The main goal is to address the social impacts and health issues that affect the youth of the Cree Nation and that will change the future of what we are as a people. With the support of the leadership of the Cree Nation, it is expected to have a pivotal effect on how we live and foresee the Cree Nation of the future.

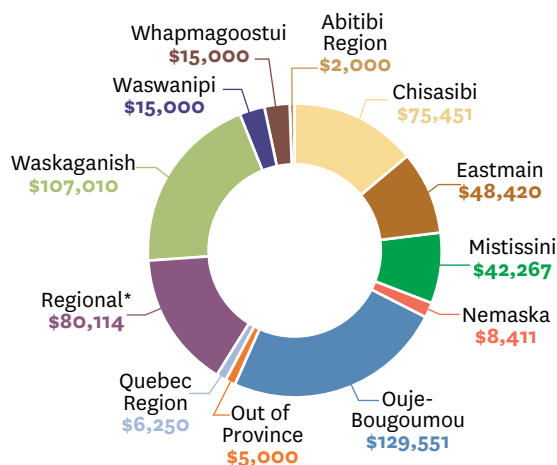
### CNYC Inspire Hope Youth Conference

The Inspire Hope Youth Conference is an initiative that is put on every year by the Cree Nation Youth Council. The initiative itself is part of the CNYC programming with the theme, location and facilitation changing every year. With 4 delegates invited from each community, we had 40 delegates and over 20 participants, guest speakers and the CNYC staff attend this year's conference hosted by the community of Ouje-Bougoumou. The theme for this year's "Inspire Hope" is "Stop Existing & Start Living". We often find ourselves struggling to stay on track with our goals and aspirations, the message of sticking to your pursuits and breaking through those barriers was communicated to participants.

### Budget Coordination

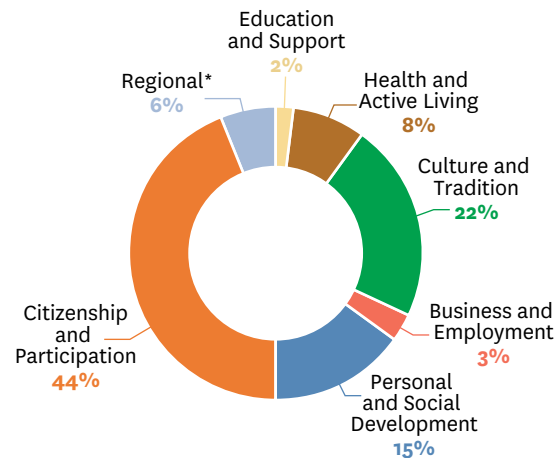
All budgets and monies spent on regional projects throughout the fiscal year(s) are analyzed by the working group and the coordinators. Funding agreements are put in place for all projects that are under the applicant within

**Figure 5. CNYC YOUTH SPECIAL PROJECTS  
Payments by Location of Activities, 2018-2019**



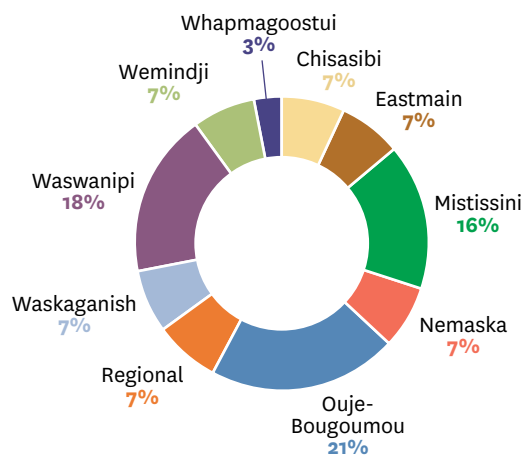
\*Regional Programs include programs delivered outside of Eeyou Istchee for Cree Youth living outside of the region

**Figure 6. CNYC YOUTH SPECIAL PROJECTS  
Percentage of Payments by Program, 2018-2019**

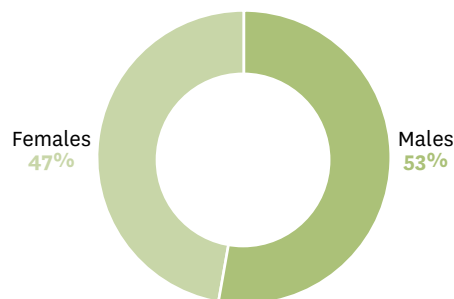


\*Regional Programs include programs delivered outside of Eeyou Istchee for Cree Youth living outside of the region

**Figure 7. CNYC YOUTH SPECIAL PROJECTS  
Youth Participants by Community, 2018-2019**



**Figure 8. CNYC YOUTH SPECIAL PROJECTS  
Youth Participants by Gender, 2018-2019**



the collaboration of hosting communities. The Liaison Officer works with the CNYC Executive and Board Members to prepare agreements and to finalize proposed budgets for the insertion of database to keep track of the funds spent under the direction of the CNYC and to better prepare ourselves for the agreements relating to our funding.

The Liaison Officer is the one to analyze the project funds and disburse the payments in accordance to the agreements that were in place. However, we may be lacking in some areas of the agreements and that must be addressed, in order to keep a balanced expenditures list. There has to be an understanding between both parties and the agreement must be read thoroughly. For any new changes or allocations to budgets, they must inform the Liaison Officer and the signatories on the agreement.

CNYC Special Projects are administered by the Cree Nation Youth Council (CNYC) with support from the Social and Cultural Development Department of the Cree Nation Government.

These programs are self-directed by the Cree Nation Youth Council and are:

1. Developed and implemented by the Cree Nation Youth Council
2. Programs Developed by Local Youth Councils
3. Programs presented by qualifying Cree partners and organizations







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## CULTURE AND LANGUAGE SECTOR

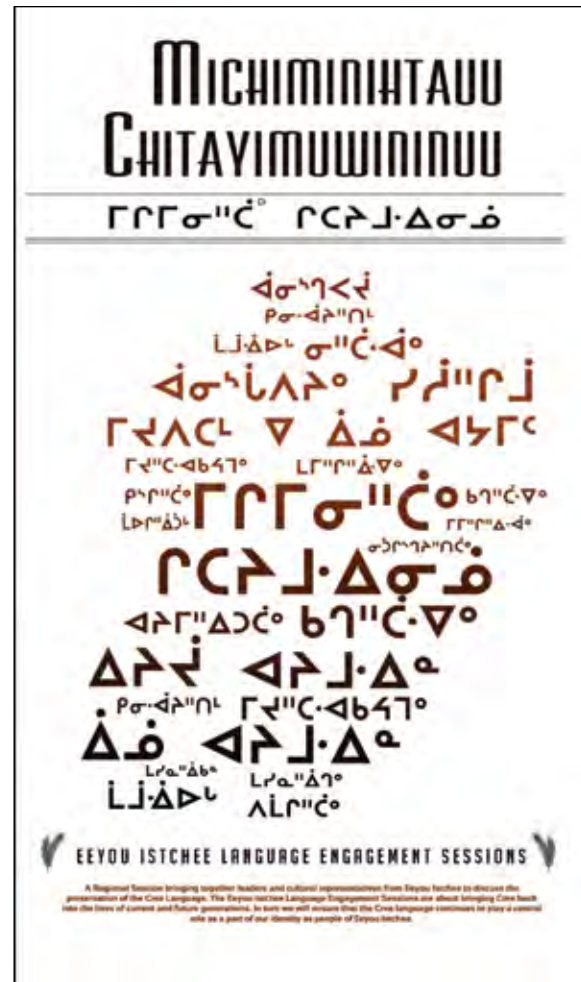
Within the Cultural Sector, our department worked diligently to preserve and promote our culture and language, with a focus and responsibility on the following: MCCQ agreement, oversight and administration for:

1. Cree Language.
2. The establishment of a Cree Language Commission to strengthen and promote spoken and written Cree in all spheres of life.
3. Toponymy: database to preserve and use Cree place names.
4. Archaeology Unit: archaeological research program. The transmission of Cree knowledge related to the land and to the history of the Crees in Eeyou Istchee.
5. Cultural Activities: through the regional cultural network and facilitation of funding.
6. The Cultural Sector operates within the Aanischaaukamikw Cree Cultural Institute. Aside from their main mandates, the units of the Language and Cultural sector also work with ACCI to integrate their work and activities with those of the cultural institute.
7. Public education programs and publications (electronic and print) related to Cree language and cultural heritage.

### Language

The year began with staff continuing the work associated with the *Michiminihtaau Chitayimuwininuu Language Engagement Session*, held in Ouje-Bougoumou in March 2018. Eva Louttit, coordinator for the Session, worked closely with Cree Language Coordinator Dorothy Stewart, and Toponymist John Bishop to complete a 124-page report. The report included an overview of what took place at the Session, as well as information on the history of language work and advocacy by Eeyouch and Eenouch in Eeyou Istchee. The Report is intended to be an accurate record of what was discussed and includes many pictures of participants as well as quotes. Notably, the Report includes 37 Calls for Action, suggesting a range of policies and programs that could lay the foundation for a coordinated, regional language maintenance plan. Calls to Action were addressed to Stakeholders in general, and to the Cree Nation Government, Community Governments, the Cree School Board, Childcare Centres, the Cree Health Board, and regional media organizations specifically. Anyone interested in obtaining a hard copy of the Report should contact the Department. An electronic copy is available on the website: [www.cngov.ca/resources/brochures/](http://www.cngov.ca/resources/brochures/)

Upon the report's completion, Dorothy Stewart began distributing the report to stakeholders and Session participants. Dorothy and John Bishop attended the Cree Nation Government's Annual General Assembly in Mistissini to distribute the report to leadership and to discuss the Calls to Action. In August, they joined Department Coordinator Alexander Moses in presenting the Calls to Action to the Cree Nation Government's Management Committee. Since then, staff have continued to participate in informal



discussions as Cree Nation Government leadership begin to move forward with a plan to maintain and support the Cree language in Eeyou Istchee. Notably, leadership have already begun discussing a language protection law – one of the report's principal recommendations.

In the Fall, Dorothy Stewart and John Bishop assisted the Cree Native Arts and Crafts Association in launching *Tipaachimuh*, their Cree Online Song Writing and Poetry Contest (November 2018 to January 2019). Dorothy helped connect CNACA with language experts in the communities, participated in judging the entries, and spoke on regional radio about the contest. Everyone was impressed with the quality of the entries and winners in both the song and poetry categories.

Finally, Dorothy Stewart represented the Cree Nation Government at a number of language-related events, most notably the Saskatchewan Indigenous Cultural Centre's 2018 First Nations Language Keepers Gathering in November 2018.

### Place Names Program

Work has continued on the Cree Nation Government's Place Names Program in 2018-2019. Efforts continue to map Cree-language place names in Eeyou Istchee.

The mandate of the department is to work closely with the Cree First Nation councils, to help preserve promote, celebrate and develop Eeyou/Eenou culture and language.

In September, work began in Mistissini with the local Cree Trappers' Association (CTA). Stanley Mianscum, and Willie Loon have helped to coordinate interviews. To date, 71 interviews have taken place, involving 77 Elders, tallymen, and other knowledgeable land-users, and covering 64 of the community's 82 traplines. We would like to thank all those individuals who have agreed to participate for their time and knowledge.

The Cree Nation Government's place names database continues to grow. The database now houses over 15,800 Cree-language place names that can be accurately mapped in both roman and syllabic spellings. Another 5,000 names are still in the process of being fully entered into the database. The program continues to be one of the biggest of its kind in North America and now regularly fields requests from other Cree Nation Government departments and communities for assistance with digital data and place name related issues. We look forward to increasing our capacity in this regard in coming years.

In 2018, John began working closely with the Cree Nation Government's Protected Areas team, providing data and assistance in terms of Cree-language place names and associated narratives and information. The coming year will see a great deal of work taking place in the communities to support this initiative and the Place Names Program looks forward to supporting it and the capacity building that will result.

Finally, in August, the department's Toponymist John Bishop was invited to take part in the 2018 Indigenous Mapping Workshop, held in Montreal. The workshop brings together software developers, mapping specialists, and representatives from Indigenous communities from across Quebec and Canada. There was a large delegation from the Cree Nation Government as well as from the communities. John gave a keynote address on the lessons to be learned from the 40 years of place names work that has taken place in Eeyou Istchee.

### Cultural Coordinators Community Network

The mandate of the department is to work closely with the Cree First Nation councils, to help preserve promote, celebrate and develop Eeyou/Eenou culture and language. It is important to mention the cultural coordinators/cultural directors who are on the front lines in delivering cultural programs in their communities: Joseph Einish (Whapmagoostui), Beverly Cox (Chisasibi), Gayle Shashawaskum (Wemindji), Jamie Moses (Eastmain), Stacy Bear (Waskaganish), Deborah Wapachee (Nemaska), Jane Voyageur (Mistissini), Daniel Bosum (Ouje-Bougoumou), Robin Gull Saganash (Waswanipi) and Johnny Salt (Washaw-Sibi). The Cultural Programs Liaison Officer carries out a wide range of activities in support of community cultural projects, including the preparation of proposals and reports concerning the Board of Compensation's Local Cultural Grants Program. The Liaison Officer maintains regular contacts with the cultural coordinators and schedules and plans meetings of the Cultural Coordinators' Working Group.

### Board of Compensation funding for local projects

An important supplementary source of funds for community cultural projects is the Cree Nation Government Board of Compensation, Local Cultural Grants Program. This program was established in 1986 to ensure that the Cree communities would have access to funding for cultural activities. The funds were used for a wide variety of cultural projects including festivals, gatherings, canoe trips, snowshoe walks, traditional hide preparation, fish smoking, sewing, tool making, etc. All of these activities contribute to the communities' objectives of preserving and passing on aspects of Cree traditional culture.

### Advisory functions and Partnership

We also uphold a technical and advisory role in support of the following activities and entities:

- Land-use planning, protected areas and environmental impact assessment.
- Cree community programs that address toponymy, archaeology and traditional knowledge.
- Income Security Program (ISP), which Renewed Members of the committee in the negotiations of the ISP program. Members, Director Rodney Mark, ISP member Kathy Shecapio and CTA executive director Clarke Shecapio.

Our partners we've collaborated with in one form or another through our department and staff initiatives, committees, program funding, events and activities:

- Cree Women of Eeyou Istchee Association
- Cree Nation Youth Council
- Eeyou Istchee Sports and Recreation Association
- Nishiyuu Council of Elders
- Cree School Board
- Cree Board of Health and Social Services

Department/Cree Nation Government representative, Alexander Moses on the Board of Directors:

- Aanischaukamikw Cree Cultural Institute - ACCI
- Cree Native Arts and Crafts Association
- Cree Outfitters and Tourism Association

## INCOME SECURITY PROGRAM FOR CREE HUNTERS AND TRAPPERS

The Income Security Program for Cree Hunters and Trappers was established in 1976 by and in accordance with Section 30 of the *James Bay and Northern Quebec Agreement* to provide economic security for Cree beneficiaries who wish to pursue or continue a traditional way of life based on hunting, fishing and trapping within the Indoh-hoh Istchee (hunting territories) of Eeyou Istchee.

Over the years, it has been modified by Complementary Agreement No. 8 in 1988, which included several changes, especially the introduction of maternity benefits. In 2002, Complementary Agreement No. 15 brought many other amendments to the Program. Among the many changes, the daily allowance was increased and a new allowance was provided for days spent by beneficiaries in far harvesting regions.

The Cree Hunters and Trappers Income Security Board administers the Program. For this purpose, the Board exercises the powers and duties provided for in Section 30 (Income Security Program for Cree Hunters and Trappers) of the *James Bay and Northern Quebec Agreement*. The Government of Quebec and the Cree Nation Government each appoint three members to the Board.

Paragraph 30.10.1 of Section 30 (Income Security Program for Cree Hunters and Trappers) of the *James Bay and Northern Quebec Agreement* provides for a periodic review of the operation, procedures and benefits of the Program by Quebec and the Cree Regional Authority (presently the Cree Nation Government). A report on the review with recommendations was finalized in 2012 and submitted to the Government of Quebec and the Cree Regional Authority by the Board. In this regard, the Grand Council of the Crees (Eeyou Istchee)/Cree Regional Authority, in March 2013, had requested the Government of Quebec to establish a working table of negotiations for representatives of the Government of Quebec and the Grand Council of the Crees (Eeyou Istchee)/Cree Regional Authority to review the Income Security Program for Cree Hunters and Trappers with the objective of making recommendations for appropriate revisions to the Program to ensure its improvement and its compliance in meeting the intent, purpose and objectives of the Program. In June 2013, the Minister de l'Emploi et de la Solidarité sociale responded positively to the request to establish a working table of negotiations.

Consequently, on December 3, 2013, the representatives appointed by Quebec and the representatives appointed by the Grand Council of the Crees (Eeyou Istchee)/ Cree Regional Authority met to commence the review of the Income Security Program for Cree Hunters and Trappers with the objective of making recommendations for appropriate revisions to the Program to ensure its improvement and its compliance in meeting the intent, purpose and objectives of the Program.

The Cree Nation Government has successfully completed its review and revision of the Cree Hunters and Trappers Income Security Program with the Government of Quebec. Discussions were held from December 2013 to May 2018.

The review and revision of the Program was conducted by the Cree Nation Government and Quebec to discuss possible changes to the Program mainly to:

- A. correct inequalities in gender rights;
- B. correct a measure that is perceived as disrespectful towards elders;
- C. improve the economic situation of beneficiaries, and
- D. facilitate and increase participation

As was the case in the previous review, Section 30 of the *James Bay and Northern Quebec Agreement* would be replaced in its entirety through a new Complementary Agreement.

Throughout the process, the Cree Nation Government was guided by the original objectives of the program, more particularly:

*30.2.8 The program shall ensure that hunting, fishing and trapping shall constitute a viable way of life for the Cree people, and that individual Crees who elect to pursue such way of life shall be guaranteed a measure of economic security consistent with conditions prevailing from time to time.*

Consequently, the emphasis of the discussions with Quebec representatives was put on ensuring an “economic security” for Cree hunters and answering the main concerns expressed by the hunters during the consultation process that was carried out by the Cree Hunters and Trappers Income Security Board. The program was accordingly renamed *Economic Security Program for Cree Hunters*. The Board is referred to in Cree as Iiyiyiu Intuuhuusiu Shuuyaan.

To guarantee a measure of economic security for Cree Hunters, the following measures were discussed and agreed upon by the Parties:

### A) Limit on other income

Cree hunters were concerned with the fact that the program presently allows the payment of program benefits to families who have a substantial outside income. Such families already have sufficient economic security and do not necessarily need the economic support from program benefits. This has been the object of critics in the communities. It was felt that it would be preferable to be able to offer more economic help to families with low outside income.

The approach retained was that exceeding a certain amount of outside income (\$35,000 per adult and \$ 2,000 per child) the total amount of program benefits payable would be reduced. The reduction would be equivalent to the amount the family receives from other sources corresponding to the excess of this limit.

### B) Basic amount replaced by notion of supplementary allowance

The basic amount concept was linked to the annual guaranteed amount: a family who could not go to the bush one year and had no other income would be guaranteed this amount. And the basic amount had to be more generous than Social Aid. In addition, the basic amount acted as a lever to offer more economic support to fami-



lies with dependents as opposed to units with no dependents; and to offer a better economic support to families with no other income. However, it is considered by the Cree hunters as a means to reduce ISP benefits and not as offering the possibility of receiving an extra amount in special cases. Because it is mainly affected by other income, there is a reluctance to declare income earned.

Over the years, provisions were introduced to offer security to hunters such as sick leave. Even though basic amount as such is no longer a required approach, it was felt necessary to keep the possibility of a supplementary allowance that would take into account the needs of larger families and of families who rely almost entirely on benefits program.

### **C) Increased daily allowance**

Some of the changes suggested would result in a reduction of the total costs of the program, that the Board together with Québec representatives have estimated at approximately 1.6M\$ for the year 2015-2016. We always maintained that if moneys were saved as a result of the modifications they would have to be reinvested in the program. Consequently, for the first year of application of the modifications (2019-2020) the daily rate estimated for the beginning of that year was increased by 9.6% to \$75.50 (\$68.89 is the preliminary amount for 2018-2019). This amount will be slightly increased once the indexation rate for January 2019 is known and applied.

The following measures had been agreed by the Parties to improve the Program:

### ***Eligibility provisions***

This constitutes a major change. The need for the head to have his/her name on the list prepared by the local committee in order to maintain the eligibility of the unit has been removed. The committees still have an important role to play and their role has been expanded to ensure they can be consulted throughout the year and make recommendations with respect to individual files. The calendar for the application process has also been modified to be more flexible.

### ***Elimination of the qualification year for new demands and reinstatements***

For the 1<sup>st</sup> year of participation or reinstatement, benefits will be payable up to a maximum of 120 days per adult. This change removes one of the main irritants and what is considered as an unjustified burden on hunters. With this new measure, Cree hunters receive ISP benefits during what was considered previously the qualification year.

### ***Replacement of the insurance program by provisions better adapted and reinvestment of the moneys held in trust to benefit the hunters***

The text of the Complementary Agreement confirms the elimination of the Insurance Fund. To compensate for the loss of days (income) in the case of sickness or disaster, provisions similar to the ones applicable in the case of maternity leave are provided.

In addition, at the suggestion of the general management of the Board, additional changes have been intro-

duced to allow an adult to claim compensation for the loss of days in the case of the illness of a child or of the consort.

The funds presently in trust (approximately 4.2M\$) will be first used to reimburse the individual sick leave banks (approximately 3.6M\$), including the individual banks of beneficiaries. The Complementary Agreement stipulates that the remaining funds will be held by the Board and used to further participation in harvesting and related activities.

#### ***Elimination of discrepancies between the treatment of men and women***

This was achieved by redefining “head of family” to facilitate the participation of women as heads of families.

#### ***Incentive provisions for youth***

A new mentoring measure is introduced to facilitate the participation of youth in traditional activities and the transmission of knowledge. It provides for the payment of a daily amount for up to 30 days of participation provided these days do not interfere with the school calendar. The allowance is equivalent to 40% of the daily allowance with the possibility of adding the far harvesting allowance if applicable.

#### ***Recognition of the role of local hunters' committees as consultative bodies for the Board***

The composition of the committees is no longer limited to beneficiaries of the program and the members will receive a fee. The committees become expert and consultative bodies involved throughout the year in the evaluation of files.

#### ***Better control***

The Board has identified the hunters located within a 50 km radius of the communities as one of the groups most difficult to monitor. Moreover, the activities of this group, because of proximity, are limited and their cost is lower than for the hunters who go further away. Consequently, it was agreed that putting a maximum annual number of days for this group would be a means of achieving this and the maximum is established at 160 per adult.

Control will also be improved as a result of the expanded role the local committees will play in the administration of the program.

#### ***Special consideration for Whapmagoostui hunters***

The provision dealing with far harvesting regions have been modified to introduce the possibility for the Board of declaring that all harvesting territories of a First Nation are to be considered as far harvesting territories even if they are located within a 50km radius of a community. This provision could be used in the case of Whapmagoostui to offer a better economic support to hunters from Whapmagoostui.

Other changes include some modifications to the semi-active status, the introduction of parental leave, changes to the conditions guiding the entitlement to the

far harvesting allowance, the method of payment to introduce monthly payments, administrative process, and indexation to confirm the rate according to the Quebec Pension Plan.

The changes are scheduled to take effect for the Program-year 2019-2020 starting July 1, 2019.

The revised program represents significant improvement providing the Cree trappers continued and improved economic security. It is definitely better adapted to today's realities while continuing to maintain Cree traditions and values.

#### **2017-2018 Program Year**

On October 2018, 19,671 persons were listed as beneficiaries of the *James Bay and Northern Quebec Agreement*. Of these beneficiaries, 19,302 are residents of the James Bay Territory or Territory covered by the *James Bay and Northern Quebec Agreement*.

During the Program year 2017-2018, 1,402 beneficiary units composed of 1,943 adults (75%) and 634 children (25%) for a total of 2,577 persons were enrolled in the Program. The greatest number of beneficiary units come from Chisasibi (552 units), followed by Mistissini (172 units), and Waswanipi (155 units). The smallest number of beneficiary units come from Nemaska (26 units) and Eastmain (39 units). The three communities with the greatest number of beneficiary units - Chisasibi, Mistissini and Waswanipi make up 63% of the beneficiary units enrolled in the Program.

Participation in the Program varies according to the age of the head of the unit. In the 2017-2018 Program year, 47% of the heads of beneficiary units were 57 years or over, 67-76 years old (21%) and the 17 to 26 years old (17%).

The distribution of age groups within the Cree Hunters and Trappers Income Security Program also explains the number of children per beneficiary unit. The majority (81%) of 1,402 beneficiary units do not include children, whereas 7% include 1 child, 5% include 2 children, 3% include 3 children and 4% of the units include 4 children or more.

Global participation in the Program, determined by the percentage of residents enrolled, is down slightly at 13.4% in 2017-2018, compared to 13.9% in 2016-2017, and 15.2% in 2015-2016. Participation in 2017-2018 was greatest in the community of Whapmagoostui (21% of residents enrolled in the Program), followed by Chisasibi (20%), whereas the lowest participation rates were observed in Nemaska (5%). The communities of Waskaganish, Mistissini and Eastmain are tied with 8% participation. The number of beneficiary units decreased for a second year in a row in 2017-2018, reaching 1,402, after having reached the highest number in 2015-2016 with 1,457 beneficiary units.

The number of days paid under the Program declined slightly this year for a fourth year in a row and reached 317,654 days in 2017-2018, compared to 318,936 days in 2016-2017, and 321,480 days in 2015-2016.

For the Program year 2017-2018, the average amount paid per beneficiary unit under the Program for all the Cree communities was \$17,183, compared to \$16,807 in 2016-2017 and \$16,460 in 2015-2016. The average of benefits paid per beneficiary unit ranged from \$13,498 for the community

of Wemindji to \$19,722 for the beneficiary units of Washaw Sibi. The majority (66%) of beneficiary units received annual benefits ranging from \$6,000 to \$17,999.

For the Program year 2017-2018, the benefits paid to the Cree hunters and trappers who are beneficiaries of the Program totaled an amount of \$24,091,183. Of this amount, 92% represents sums paid to beneficiaries of the Program for days spent in the bush, including the additional allowance for days spent in the far regions. This disposition, established since 2002-2003, enabled the payment of an additional \$742,852 to the beneficiaries of the Program.

In 2017-2018, Program benefits (\$24,091,183) represented 66% of the total income (\$36,611,494) of the benefi-

ciaries enrolled in the Program. The remaining \$12,520,311 came primarily from employment and pension plans (other than the Old Age Security and Canada Pension Plan.)

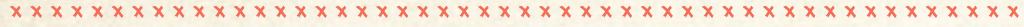
Since the implementation of the Cree Hunters and Trappers Income Security Program in 1976, Cree beneficiaries enrolled in the Program have received a total of \$657,939,364 as benefits under the Program.

The pursuit of the Cree traditional way of life continues to constitute an essential component of Cree culture and Cree life. The existence and continuing successful application of the Cree Hunters and Trappers Income Security Program continues to be an essential factor for the continuance of the Cree traditional way of life. ●





# EEYOU COMMUNICATIONS NETWORK



We are pleased to present some of our activities, which we undertook during the fiscal year 2018-2019.

In the same way that railroads, the electric grid and the highway systems have been essential to economic development in the previous century, the telecommunication systems and fiber optics are now important drivers of economic growth. A fourth industrial revolution is looming, which will leverage artificial intelligence and the “Internet of things” to improve productivity and increase wealth creation. This revolution requires robust fiber-optic infrastructures which are now present in the region with the Eeyou Communications Network (ECN), an initiative of the Cree Nation Government.

## FIBER-TO-THE-HOME

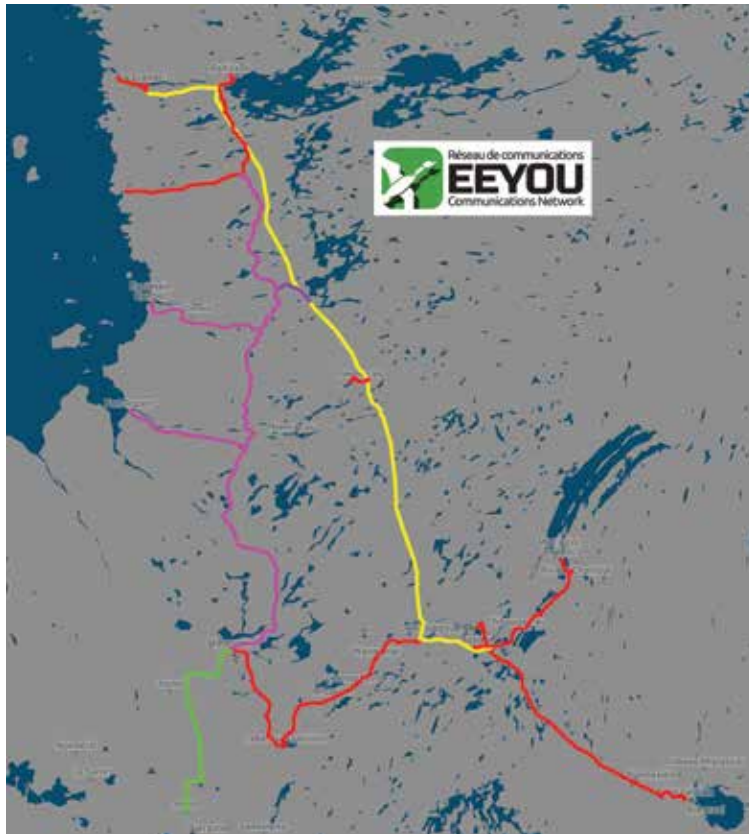
In the last year, Eeyou Communications Network completed the first phase of its “Fiber-to-the-home” project, connecting seven Cree communities of Eeyou Istchee as well as the community of Radisson. This project, funded

in part by Innovation, Science and Economic Development Canada and by the Cree Nation Government, consisted of deploying fiber in the communities to connect the residences and small businesses with blazingly fast gigabit Internet service.

The second phase of this project is currently underway, aiming to connect the communities of Chibougamau, Chapais, Lebel-sur-Quévillon and Matagami. There are presently more than 1500 households that have connected to this new Internet service.

Also, ECN plans to continue the deployment of Fiber-to-the-home and improve its operational robustness and efficiency by implementing various operation support systems, such as a database-based cable and fiber management system and a preventative maintenance management system.

With this expansion of its service offering, ECN’s team grew from ten to twenty-two employees, including ten Cree and eight Quebecers.



Map of ECN’s Fiber-Optic Network



## WHAPMAGOOSTUI FIBER OPTIC CABLE

This year also saw the announcement of the Nunavik submarine cable project valued at \$250M which will connect the Nunavik using fiber optic, with its southernmost landing point in Chisasibi. This will allow ECN to provide broadband telecommunication services in the community of Whapmagoostui. This infrastructure, funded by the Société du Plan Nord and Innovation and Science and Economic Development Canada, is planned to be functional in 2021.

ECN will also continue working with the Kativik Regional Government to prepare the lighting-up of the community of Whapmagoostui in 2021, as well as to transport the KRG network traffic back to Montreal over the ECN network, from the southernmost landing point of the submarine cable in Chisasibi.

## ATIKAMEKW: WEMOTACI, OPITCIWAN, & MANAWAN

Eeyou Communications Network has established itself as a leader in regional telecommunications and we are working with the Atikamekw communities of Opitciwan and Wemotaci to support them in developing their own telecommunication networks. We have another initiative with the Atikamekw communities called the Chamouchaoune-Bout-de-Ile project. The Chamouchouane project will extend the boundary of the ECN network from our current easternmost point of presence in La Dore/St-Felicien all the way to Montreal. We are targeting early 2021 to light-up this portion of the Network.

## OTHER ECN PROJECTS

ECN will also begin a feasibility study on technological solutions to implement redundancy in the communities that are serviced by a single transport fiber-optic link, to improve service availability during fiber optic cable breaks, which are mainly caused by heavy machinery.

We will also begin the project to connect the Eleonore mine with a 120km buried fiber-optic cable, to be in function in the spring of 2020.

As worker safety is one of ECN's core values, ECN developed and implemented an organization-wide safety program complying with Bell, Telus and Hydro-Québec safety regulation for the work on aerial structures, such as telephone poles.

In 2018, ECN registered its buried fiber-optic cables with "Info-Excavation" to reduce service outages caused by digging operations.

All these projects are broadening a solid foundation in telecommunication infrastructures in Eeyou Istchee, which will benefit individuals and organizations for decades, strengthening our region's socio-economic development potential. ●

In the last year, Eeyou Communications Network completed the first phase of its "Fiber-to-the-home" project, connecting seven Cree communities of Eeyou Istchee as well as the community of Radisson.





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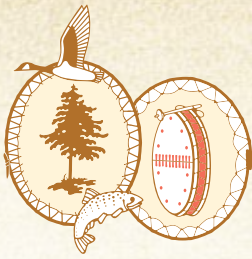


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Chief Davey Bobbish  
Chief Curtis Bosum  
Chief Christina Gilpin

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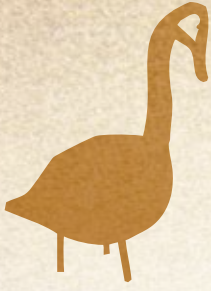
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