



Grand Council of the Crees (Eeyou Istchee)  
Cree Regional Authority



We will assert and defend our inherent right of self-determination and the protection of Eeyou and Eeyou Istchee.





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*This year marked the official opening of the Aanischaaukamikw Cree Cultural Institute. To highlight this event, we are displaying images of artifacts from the collection of Aanischaaukamikw as a theme for the GCC(EI)/CRA Annual Report. We wish to thank the team of the Aanischaaukamikw Cree Cultural Institute for its cooperation. Cover photography: Gaston Cooper.*



# Message from the Grand Chief/Chairman

*Dr. Matthew Coon Come*

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It is a pleasure for me to provide to the members of the Cree Nation a report on our accomplishments for this past year. In view of some of the major achievements of the Cree Nation over the course of the last several years, this has been a year of taking stock and renewing direction and commitment.

### Governance

In last year's message to you, I reported extensively on the status of the Governance Agreement which we concluded and signed on July 24, 2012. As it was an extremely important development for the Cree Nation, I described in considerable detail the background and the content of the Agreement, although it was signed during the 2012-2013 fiscal year. I am pleased to report that after the recent provincial elections, and the election of a new Premier, Madame Marois, I was able to secure a commitment by the new government on the implementation of our Governance Agreement. Our negotiators, Abel Bosum and Bill Namagoose, have continued their excellent work on this Agreement as we move into the critical implementation phase. I also wish to once again acknowledge the important work of the Cree Nation Governance Working Group under the direction of William Mianscum.

In a similar vein, I have had discussions with Madame Marois about the development of natural resources within Eeyou Istchee and I impressed upon her the Cree vision of development within Eeyou Istchee. Regardless of the name which may be given to any northern development initiative, whether it is called Plan Nord or Le Nord pour Tous, the fundamental Cree

principles will remain intact, namely, the requirement of Cree consent, the participation of our communities and the requirement of our people to benefit from any development projects.

An important element of our Governance Agreement involves addressing the boundaries of the new governance regime based on our traditional family territories, and the need to enter into discussions with our neighbours. I have initiated a dialogue with Inuit and Montagnais leadership to set the stage for more detailed discussions on those boundary issues.

### Increasing Self-Government Responsibilities

#### Justice

This past year, we are pleased to have participated in the opening of several Justice buildings in our communities. New Justice facilities were constructed and opened in Waskaganish and Whapmagoostui.

#### CHRD

We were very honoured to participate in the opening of a new office of the Cree Human Resources Development Department of the CRA in Chisasibi. This represents another step in our effort to bring the Cree Nation Government to the communities and make its services more accessible.

### Defending Rights: Uranium

In support of the position taken by the Cree Nation of Mistissini, we called for a moratorium on all uranium mining within Eeyou Istchee. We have always maintained

Dignitaries and distinguished guests met in the Parliamentary Restaurant of the National Assembly after the adoption by the Québec Government of the *Act Establishing the Eeyou Istchee James Bay Regional Government*.



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that Cree consent is required for projects that have the potential to seriously impact our environment and our way of life. The notion of "social acceptability" is a critical feature of our treaty and of Aboriginal rights. We have concluded that uranium mining does not meet our test of social acceptability.

In response to our position, the Government of Québec ordered a province-wide moratorium on uranium mining during which time a review would be conducted by Québec's environmental review body, BAPE (Bureau des audiences publiques sur l'environnement). We have taken the position that a public review and public hearings pursuant to the BAPE process do not apply in the Cree territory. Social and environmental impact reviews are already provided for in the *James Bay and Northern Québec Agreement*. We will continue to monitor this situation closely and we will continue to defend Cree treaty rights.

### Health Funding Framework Agreement (2012)

During this fiscal year, we were able to successfully conclude negotiations on a funding framework for the Cree Health Board. This agreement ensures funding for the operations of the Cree Health Board, especially for capital investments in buildings, equipment and information systems, and also, for maintenance of assets.

Additionally, there will be improvements to regional services. These improvements will include: a new facility for the Chisasibi Hospital, haemodialysis facilities in Waskaganish, Youth Protection and Healing Services, a Traditional Healing Centre, a Regional Clinical Services Unit including telehealth and telemedicine, increased human resources, and enhanced information technologies.

### Support to Communities in Dealing with Mining Companies

Our Cree Nation Mining Policy has continued to apply throughout Eeyou Istchee and it has guided us in a number of discussions and negotiations with proponents of mining projects. The basis of our Cree Mining Policy is that projects must be socially acceptable, they must be environmentally responsible and they must provide benefits to our communities.

During the course of the last fiscal year, we have worked in support of our communities to address several new proposed mining projects. Included in these activities were the negotiations of the Stornoway Agreement with Mistissini, an agreement on a proposed lithium project on the Nemaska traditional territory, a Pre-Development Agreement between Oujé-Bougoumou

and Northern Superior Resources, on-going negotiations between Oujé-Bougoumou and BlackRock Metals, and initial discussions between Washaw Sibi and Balmoral Mines. We have also continued to work closely with Wemindji to support the implementation of the Eleonore Agreement with Goldcorp.

We will continue to apply our Cree Mining Policy to ensure involvement and benefits for our communities.

### Roundtable on Capacity Building

In March 2013, we brought together Cree post-secondary students for a very important weekend roundtable.

It became apparent to us that as a consequence of all the major agreements which our Cree Nation has concluded, a huge and unprecedented range of opportunities for employment for our Cree people has been created. All of these agreements point to opportunities for Cree professional development and very significant opportunities in the area of economic development. As I have said on many occasions, we now are poised to become the major economic and political force within Eeyou Istchee, and we are now positioned to truly become the masters of our own destiny.

However, our ability to fulfill this long-held dream will only be possible if we, as a Nation, take the necessary steps to encourage our people to obtain the education and the skills to assume this range of employment opportunities so that we, ourselves, can exercise meaningful control over the territory.

It is clear that the focus of the Cree Nation efforts must be on our youth. It is incumbent on us to find the appropriate ways to encourage and inspire our youth and direct their energies toward the achievement of a meaningful level of nation-building.

Our first major initiative to address this urgent issue was to organize this roundtable conference for our post-secondary students. The purpose of

this conference was to inform our students about the recent agreements we have concluded, what these agreements mean in terms of employment opportunities, and the types of educations that will be required to take advantage of these employment opportunities. The objective of this conference was to assist our students in focusing their educational endeavours in productive directions.

By all accounts, this weekend gathering was immensely successful. Cree leaders, past and present, made themselves available to describe our recent Cree history, the struggles our Nation has faced, and where we

*... improvements will include: a new facility for the Chisasibi Hospital, haemodialysis facilities in Waskaganish, Youth Protection and Healing Services, a Traditional Healing Centre, a Regional Clinical Services Unit ...*





have gotten to as a Nation. I believe this conference was a very inspiring event for our youth and we look forward to continuing to bring the message of the roundtable to the Cree Youth in all our communities.

### Support for Cree Nishiyuu Walkers

We were all very inspired at our last Annual General Assembly by a young non-Cree youth named Wesley Prankard for his commitment to meaningful social change. Like me, many Crees wondered out loud: Where are our youth? Our Cree youth recently showed us where they were. Our Cree youth rose up from the community of Whapmagoostui to undertake a remarkable journey in the most difficult season of the year, to demonstrate their support for the need for change in the way in which the Government of Canada deals with Aboriginal issues. They began their walk as an expression of sympathy with the important initiatives to bring to the attention of Canadians the unacceptable living conditions in far too many of our First Nations communities across this country. And they began their walk to revive the historic unity of the First Nations peoples in our region of Québec. They also marched to demonstrate their belief in the need for Aboriginal unity, at a time when it is most needed.

Our Nishiyuu Walkers have reminded us also of the importance of protecting our lands and protecting our environment. It will be only through our direct involvement in what happens on our traditional territories that we can ensure that what happens there takes into account the preciousness of the land, the waters and the wildlife, and takes into account the future generations who also will need the land and its resources to sustain them. We need to have the rights of First Nations across the country recognized and those rights need to be translated into tangible benefits for our peoples. We are reclaiming our lands in northern Québec and we need to send out the message that this can be done across the country. It is in these ways that our Youth have inspired us, and it is in all of these ways that they are showing the way.

### Oujé-Bougoumou Complementary Agreement

I was honoured to be able to participate in the first anniversary of the signing of Complementary Agreement No. 22 in Oujé-Bougoumou. This has become an important commemorative occasion in Oujé-Bougoumou and every year, on November 7, the community will remember where they came from, how far they have come, and use the opportunity to renew their commitment to an even brighter future. We continue to work with representatives of the Governments of Québec and Canada to ensure that the final procedural steps are completed in the long process of formal recognition of Oujé-Bougoumou as a Cree Band.

### Official Opening of Aanischaaukamikw Cree Cultural Institute

It was my pleasure to participate in the public opening of our Aanischaaukamikw Cree Cultural Institute in June 2012 in Oujé-Bougoumou. This event was a wonderful occasion for people from all corners of Eeyou Istchee to celebrate the coming into being of this new and vital Cree entity, and to celebrate the richness and beauty of our traditional culture and way of life. No longer should the work of our ancestors be stored in the dusty drawers and vaults of faraway museums. We have brought our historical records back home to be admired and to be appreciated, first and foremost, by our own people.

### Cree Nation Achievement Awards

In Mont Tremblant in August 2012 we once again held the annual Cree Nation Aboriginal Achievement awards to recognize outstanding achievements by Cree people in many areas of life, including sports, education, culture, arts and business. It is an inspiring occasion when we can give well-earned recognition to our own people who have worked hard to excel in the endeavours of their choosing. They are important role models and inspirations to us all.

### Summit on Addictions and Dependencies

I very much welcomed the opportunity to attend, and to address, this important Cree symposium on addictions and dependencies held in Val d'Or in November 2012. It is fundamental, for our mission of building a Cree Nation, that we have healthy individuals, healthy families and healthy communities. In order for us to successfully build the kind of Cree Nation which we have in mind, that Nation must be built on a solid foundation. It is, therefore, absolutely essential that we focus on the problems facing our communities, and that we apply the same determination and creativity to addressing our health and social issues that we have applied to our political challenges over the years.

We can no longer sweep our social problems under the rug, hoping that they will go away. They will only be solved if we are honest in admitting the issues and apply our creative energies to dealing with them. There is now too much at stake and we cannot, as a Nation, afford to ignore those problems.

### MOU on Alternative Energy

An important agreement with Hydro-Québec was concluded on the potential for our communities to identify, construct and operate facilities which can provide energy for our communities derived from alternative sources. This agreement has the potential for making an important contribution to the community development



The Grand Chief and Deputy Grand Chief proudly honour Mr. Robbie Matthew for his life-long contribution to the language and cultural knowledge of the Crees, at the Cree Nation Achievement Awards 2012.

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efforts of our communities. We look forward to the creative and innovative outcomes associated with this agreement.

## Agreement Concerning the Re-Appropriation of Territory Affected by the Eastmain-1-A/Sarcelle/Rupert Project

I am pleased to report that an Agreement has been concluded resulting in the establishment of a fund that will last as long as the life of the project, for the purpose of assisting the people of Waskaganish, Nemaska and Mistissini to deal with the unforeseen impacts of the Rupert River Project. There are specific measures in this Agreement to address transportation measures in Rupert's Bay and the training of youth for employment in the protection of Eeyou Istchee.

## Agreement Regarding the Establishment and Maintenance of Residences in the Territory

An Agreement was reached with Hydro-Québec which will allow the Crees to own and operate the camps and residences of Hydro-Québec in Eeyou Istchee. Cree enterprises will be the only entities allowed to own and operate Hydro-Québec residences and camps in Eeyou Istchee. Arrangements will need to be made to ensure the accommodation of concerns and interests on the part of the impacted communities, and also, any Cree land users that might be affected.

## The National Scene

With the activities of the Idle No More movement, the hunger strike by Chief Theresa Spence and the demands for fundamental change on the part of the national Aboriginal leadership, there were very tumultuous days in 2012-2013. I was honoured to have been asked to make a contribution during that period of time, when it appeared that there was an opportunity to reorient the Government of Canada in the direction of fundamental change which could lead to improvements of living conditions on Native reserves across the country. We were able to make contributions to those discussions based on our successful experiences in Eeyou Istchee. Whenever possible, we will remain open to making a positive and meaningful contribution to the conditions of our First Nations brothers and sisters across the country.

We continue to look forward to another year of achievements and accomplishments, in fulfilling our vision of Cree Nation-building.

Meegwetch.  
Nii Matthew Coon Come



## Message from Deputy Grand Chief/ Vice Chairman

*Ashley Iserhoff*

**W**achiya to all of you. First of all, I would like to thank the Cree Nation for the honour of serving as Deputy Grand Chief/Vice Chair for the past eight years. It will certainly be a time that I will remember for my entire life. I have made a lot of new friends who have reminded me of my responsibility to be a constant source of inspiration.

During my tenure, many people have helped me along the way with advice, guidance and encouragement. In July 2012, the community of Mistissini lost an elder who was a great example to me and I looked up to him like he was my grandfather. Matthew J. Shecapio was well respected; though he was physically small, his passion about living out on the land was larger than life, and so was the way in which he showed love in his life. His legacy will subsist, through the lives he touched. He was a constant source of laughter and a great teacher. He is sorely missed by all who knew him.

Our Elders and Tallymen play a key role in our Cree Nation Government. It is the continued livelihood of the Crees that helps us to keep our language, culture and traditions so strong. For their part, our young leaders are learning and taking steps to help us achieve success in our Nation's continued development. We all have the skills and strengths to contribute, and when we come together and share, our ideas can spark enthusiasm in us all to move forward.

The Cree people have accomplished a great deal in the past few years. Since the signing of the *James Bay and Northern Québec Agreement* in 1975, we have signed over

75 agreements. The Hunters and Elders were key people when we went into the courts to fight for our rights; they helped the Cree Nation take us where we are today. We thank them for their courage and determination.

We have been challenged in many ways and have always maintained our positions, and still remain united and strong. United, we will accomplish more. We have learned from our Elders to promote the Cree values that have held us together from time immemorial.

As Deputy Grand Chief, I have been appointed to be part of the implementation teams or working groups on various agreements. You will find below some information on the work that these groups have been involved in over the past year.

I am proud to represent the Cree Nation on the Cree-Québec Judicial Advisory Committee (CQJAC), the body that oversees and provides recommendations to the Cree Regional Authority's Department of Justice and Correctional Services. It has been my pleasure to work closely with the Department and the CQJAC. The Department is growing within our communities and is working hard to fulfill its key operating principle to build responsive justice programs, services and capacity that reflect Cree values, ways and traditions.

Within the last year, we have opened new justice facilities in the communities of Waskaganish and Whapmagoostui, and by this summer, we will inaugurate the two final ones in Nemaska and Eastmain. Each new facility requires the hiring of a number of local personnel for positions within the communities – a justice officer,

reintegration officer, receptionist, janitor and maintenance worker. Our focus is to hire locally and build the capacity within our Nation. We have been successful in this. We have also launched a Cree Justice website ([www.creejustice.ca](http://www.creejustice.ca)) that I invite you to visit, to look at the programs and initiatives that we have been working on to build healthier, stronger and safer communities, and a Nation overall.

### Cree Alliance for Solidarity

With the support of the Council/Board, it was imperative that we create a forum to find ways to help those who are either living in poverty or at the poverty line in Eeyou Istchee. The Cree Alliance for Solidarity Committee was established and I was named as its Chair. I was joined by two individuals who greatly contribute to the Committee, and to the development of our Nation: the Chairperson of the Cree Board of Health and Social Services of James Bay, Mrs. Bella M. Petawabano, and the Chairperson of the Cree School Board, Mrs. Kathleen Wootton.

The Government of Québec, through the Ministry of Employment and Social Solidarity, committed funds to be allocated to the various regions in Québec, including ours. Though the task may seem difficult, we are working on strategies as well as cooperating with communities and organizations to fund their initiatives to prevent and alleviate poverty. When we support those who need a helping hand, we encourage them to get back up. I thank everyone involved in this file that will contribute to making poverty something of the past.

### Hunting, Fishing and Trapping Coordinating Committee

In the last year, the activities of the Hunting, Fishing and Trapping Coordinating Committee, the body instituted to oversee the implementation of chapter 24 of the *James Bay and Northern Québec Agreement*, have become even more intense, in response to growing activities in the territory.

As usual, the Coordinating Committee has held its regular meetings four times a year, which included a welcoming visit to the community of Chisasibi in September 2012. In addition to the regular meetings, the Committee advances its work through several working groups assigned to address matters ranging from the management of wildlife to the impacts of increasing development on the territory and the Hunting, Fishing and Trapping Regime.

Some of the recommendations of the Committee present new measures for the Leaf River Caribou sports hunt in the 2013 and 2014 winter seasons, which include a reduction of the bag-limit to one caribou per hunter as of the 2014-2015 season. The Leaf River

herd population has been a continued concern of the Committee, especially for the Native parties who worry that the herd will follow the trend of the George River herd, which is now suspected to be lower than 20 000 caribou. The Aboriginal representatives continue to promote the closure of the sports hunt for the Leaf River herd to ensure the preservation of the herd and to protect the food security of their people. The sport hunt on the George River herd has closed in 2012 and will remain closed. Given the drastic decline of this herd, the Committee has organized a second workshop in September 2012. During this workshop, an important gathering took place between all First Nations that depend on the migratory caribou herds for their livelihood. We discussed solutions and measures to take in order to preserve the herds and to alleviate the impacts on the food security of the people. From this gathering, the *Ungava Caribou Aboriginal Round Table* was created and officialised last April. The Round Table will serve as an exchange forum for the Nations from both Québec and Labrador to develop a strategy for the management and conservation of the herds.



Further south, the woodland caribou continues to be part of the Committee's concerns, as we supported the establishment of the proposed Mishigamish and Chisesaakahiikan protected areas and recommended to the Minister the integral preservation of these areas for the benefit of woodland caribou conservation.

New sports fishing measures for lake trout were also recommended by the Committee and will most likely be implemented in the new 2014 management plan. Lake trout is a late-maturing species and is highly vulnerable to over-exploitation and habitat degradation. The growth of development and increased accessibility in the territory has been a concern for this population as for many wildlife populations. For these reasons, we



must implement precautionary management measures to ensure the sustainability of lake trout populations in the territory.

The pressures of development will continue to be a concern for the Committee. For this reason, we have created a working group mandated to propose measures and actions to increase the role of the Committee and to respond to the development of impact studies on wildlife and the Hunting, Fishing and Trapping Regime. The working group has begun its mandate by meeting with the Provincial Administrator and the Environmental Impact review bodies in November 2012 in order to express the concerns of pressures on wildlife, and to find means by which the Committee may play a more significant role in the assessment of impacts, as stipulated in article 24.4.29 c) of the JBNQA. The working group is also holding discussions with promoters of projects such as the MTQ for the extension of road 167, to evaluate the feasibility of establishing a special management zone in that portion of the territory.

In the past few years, we have seen a growing trend in resource development and the promotion of economic activities in Eeyou Istchee, which undoubtedly will bring greater challenges in preserving the health of the land and wildlife populations.

*... we have seen a growing trend in resource development and the promotion of economic activities in Eeyou Istchee ...*

The implementation of the Hunting, Fishing and Trapping Regime will be increasingly challenging in the future, and it will be important to ensure that it is fully respected, which is why the HFTCC has been working to increase its resources in order to ensure that it can properly discharge its responsibilities and play a more significant role in the management of wildlife in our territory.

For their part, the governments will need to demonstrate greater attention to the voices and the role of the Native parties in the decisions being made with respect to our wildlife resources – a key component in shaping a positive future relationship.

The coming challenge will be to determine acceptable levels of changes that will not compromise the continuance of Cree traditional ways and the well-being of Cree society, which ultimately depends on the health of the land and wildlife populations.

The Committee is determined to ensure the protection of the Hunting, Fishing and Trapping Regime, and will continue to work toward the preservation of healthy wildlife populations and the protection of the rights and guarantees of our people.

## James Bay Advisory Committee on the Environment

The James Bay Advisory Committee on the Environment (JBACE) is the administrative body that oversees the management of section 22 of the *James Bay and Northern Québec Agreement*. It is also to be consulted on proposed laws, regulations, policies or other measures that may affect the regime, including land use regulations. This tripartite committee consists of equal numbers of members from the Federal, Provincial and Cree governments. The Cree members consist of Ginette Lajoie, Norman Wapachee and Chantal Otter Tétreault along with myself. In previous years, we were faced with the Québec Liberal Party's *Plan Nord*. We have reiterated for several years our position that a Strategic Environment Assessment is key to properly assess development within Eeyou Istchee, by ensuring that development is planned in a sustainable fashion. This position resumes with the government of the Parti Québécois and its new plan *Le Nord pour Tous*.

Section 22 is exceptional as it recognizes the rights of the Crees with regard to developments. With this in mind, the JBACE has been working diligently for several years to improve the public participation component within environmental and social review processes. We are encouraging changes to ensure that documentation and information regarding consultations on proposed projects are easily accessible to the public. One recommendation being studied involves the development of a user-friendly public registry.

Another mandate of the JBACE is to modernize section 22 by reviewing the list of projects submitted for environmental and social review. In 2008, the JBACE conducted an extensive study of past projects and recommended a revised list. However due to its complexity, mining exploration was left out of this initial exercise and was analyzed just recently. The work of defining the stages of exploration to be subjected to environmental review is a delicate process; nevertheless, the JBACE is confident that a recommendation will be made soon.

As previously mentioned, the principle of Section 22 is to ensure that our Cree way of life is respected by minimizing the negative impacts of development; this also entails the protection of the wildlife that we depend on. The Woodland Caribou is listed as “threatened” and “vulnerable” by Canada and Québec respectively. Québec's Ministry of Natural Resources and the Crees formed the Special Taskforce on Woodland Caribou to better study the causes of the decline of this species' population. It is evident that the habitat that sustains this species is under threat and that immediate action must be taken to ensure its viability; development such as forestry activity must be re-examined and key areas must be protected. This also relates to the work being done by the JBACE

on Protected Areas. The previous Québec Government proposed Bill 50 which would outline and define the establishment of protected areas and the 50 percent protection assured under the Plan Nord.

However, before the JBACE was able to present its position to the National Assembly, the Québec Government was dissolved due to the announcement of the provincial elections. Nevertheless, the JBACE is advocating that protected areas be created with full involvement of Crees, as shown in its support of the proposals for Waswanipi and Nemaska Protected Areas, along the Broadback River.

The signing of the New Relationship with Québec, which saw the creation of the adapted forestry regime, did not release the JBACE of its duties to review forest management plans. This year was distinct as all parties had to work in a transitional period between the existing regime and the new *Sustainable Forest Act*, which is based on eco-systemic management, a far cry from the favourable mosaic cutting model found in the *Paix des Braves* Agreement. The JBACE reviewed one year of forest management plans with the model it adopted in previous years, which is largely based on a socio-economic and social acceptability approach. Recommendations were sent to the responsible ministry, based on our assessment.

On the federal side this year, the Conservative Government passed Bills C-38 and C-45, which saw major changes to the *Canadian Environmental Assessment Act* and the *Navigable Waters Protection Act*, in ways that lessen the Federal Government's involvement. The first Bill, known as the Omnibus Bill, changed the environmental assessment procedure to streamline the approval of projects. The second Bill removes major waterways from protection from certain projects. The JBACE had little influence on these bills but rest assured that they have not diminished our already existing environmental and social review procedure. The JBACE is also monitoring Canada's pledge to the Aichi target set out in the *Convention on Biological Diversity*, by ensuring that Cree interests must be respected in Canada's plan to reach the targets set out in this commitment by 2020.

In keeping with the spirit of section 22 of the JBNQA, the JBACE's main goal is and always will be that our rights are not compromised by the fast growing industries that enter our territory. This is done by ensuring that we are fully informed and that our concerns are respected; this is the main preoccupation of the JBACE and it is reflected in the 2013-2018 JBACE Strategic Plan.

### SEPAQ

The Government of Québec named me to the Société des établissements de plein-air du Québec (SEPAQ) Board in March 2012. The SEPAQ's mandate

is to manage and develop public territories located throughout Québec and the tourism facilities entrusted to it. Its mission is to make sure that its establishments are accessible to the public, and to develop and protect these public facilities for the benefit of its clientele, the regions of Québec, and future generations.

This mission is combined with an active commitment to contribute to the regions in which the establishments are located, through promoting economic development and encouraging partnerships, particularly with private businesses that offer activities and services.

It is my pleasure to be a part of this organization, and to provide my perspective to the Board as to how we see the land providing for us, and future generations.

### Conclusion

I thank the Cree Nation for your trust in allowing me to serve two terms as your Deputy Grand Chief/Vice Chairman. In times of challenges, I have been able to review and reflect upon our accomplishments, especially when I attended graduations, which have been a constant source of inspiration. I see our Cree Nation continue to grow, I see our people progress, and I see how we all want to contribute to our continued success.

To the youth, I would like to say that if at times, you may not feel valued or feel that your voices are not heard, you ought to know that I have heard your voices. In many forums, in many strategy sessions, or even when I had the opportunity to sit down with you, I have truly appreciated how you shared your dreams and your aspirations with me. I am always thankful for your knowledge. Your life matters, you matter, your presence in our communities means a great deal. Never listen to those who try to knock you down; believe in where you want to go. I believe there are young people among you who will be our Prime Minister someday, people who will leave a lasting legacy of hope to millions around the planet, a medical doctor who will find cures to diseases, perhaps a singer who will fill stadiums all over the world and use music to bring change.

To many, this may seem impossible. However to those who believe, dreams do come true with hard work.

Our ancestors left a lasting legacy to not allow our circumstances to keep us down; they never gave up on their dreams, for if they had, we wouldn't be where we are as a People. Their vision and hope has led us to where we are today. The work we do today will help our future generations.

*Until next time, be blessed.*



## Grand Council of the Crees (Eeyou Istchee)



Gaston Cooper

### Message from the Executive Director

**Bill Namagoose**

**A**nother year has come and gone. Every year seems to go faster than the previous.

We made a lot of progress and moved forward this year on the issues of governance. This is the last year for the *Cree Regional Authority*, as the *Governance Agreement* we have with Québec will change that to the **Cree Nation Government**. This term is more appropriate, considering what the Cree Nation union has become over the last 40 years. We have made tremendous progress using the Cree Regional Authority as a vehicle, but now it is time to give our government a more appropriate term.

Some will not accept this since their version of Cree Nation Government is total and absolute sovereignty as an independent state, or the fourth country in North America. Or are we the third order of government in Canada? It is not the recognition of others that define us, but how we define ourselves that truly matters. Other Aboriginal Nations cannot bring themselves to associate

with other levels of governments in Canada for fear of losing their sovereignty or identity as a nation. This paralyses them and the results of incremental progress cannot be made.

The Cree Nation on the other hand will deal with any institution of the state or of the commercial world to advance its cause.

The Cree Nation priority has always been the well-being of the people and ability to make a livelihood. For other Nations, the priority is the protection of the land and resistance to development, even while their participation in development and the management of the land slips away, to the detriment of their people.

This makes us very distinct and we thus have an ability to make agreements and arrangements that truly advance our Nation. Creating another order of government in Canada is not possible since it is practically impossible to open the Constitution in the foreseeable



future. That is why we can advance by using the laws of the larger society to gain as much autonomy as possible.

This year saw the promise of innovative change as the Idle No More movement across Canada brought out the wish for a new deal. The initial goal was to highlight poverty on reserves and to protest unilateral actions by the Federal Government in water and environmental oversight. It looked very promising until the grassroots movement became political and started to give directives to elected leaders, splitting our unity. We all hope that this grassroots movement will be revived with its original mandate, to highlight and make public the deplorable living conditions among the Aboriginal peoples in Canada. It will be a potent force if it stays as a grassroots movement in support of realistic and achievable goals.

Poverty and its ravages were what prompted Chief Spence to commence a hunger strike beside Parliament Hill in the first place. The effort made public the mistreatment of Aboriginal Peoples in a manner that Canadian citizens may understand. The visibility of the movement's optics would also be an international pressure point for the Federal Government. Attawapiskat showed Canadians their conditions of poverty and other Aboriginal communities can continue to uncover Canada's little secret.

Nishiyuu captured the imagination of Canada and there has never been anything like it before. They drew 3500 people out on Parliament Hill to listen to their message on humanity, culture and unity amongst Aboriginal peoples. The energy they brought to Ottawa was incredible. They made no demands, threats or conditions. Their message was to the Aboriginal Nations to be united, and to the Government that Aboriginal people's issues must be resolved through cooperation and with their consent.

The *Paix des Braves* and the *New Relationship Agreement* with Canada continue to deliver tangible benefits to the Cree communities. The payments from *Paix des Braves* continue to increase while the capital at the Cree Nation Trust has struggled due to negative world economic conditions.

The negotiation on governance on Category IA lands contemplated by the *New Relationship Agreement*

continue without much progress and have had several deadline extensions. This is due to fundamental disagreements on the nature of the agreement. The Federal Government has decided to use these negotiations to try to substitute some Cree treaty rights under the JBNQA with the Self-Government Policy. This would remove the JBNQA as a shield for Cree Treaty rights in the future.

The Cree Regional Authority, soon to be officially the "Cree Nation Government", now has over 300 employees. Over a third of these are police officers. The organization has grown tremendously over the years. These are well-paying jobs created by the responsibilities we took over from both Governments in the agreements we have signed. Without these agreements, these functions would have stayed with Québec and of course non-Cree people would be occupying them. Over 80 percent of the Cree Nation Government employees are Cree citizens.

Housing is one of the most serious issues we face. There are too many Cree families without proper housing and the problem is growing. The immediate backlog is 2500 houses. One of the solutions is to facilitate and promote private home ownership. We have many high income earners who can help provide for their own shelter. This would create room for those that truly need assistance. Housing delivery is a local responsibility but we must all make efforts as a Nation to alleviate this serious issue.

With all of that said, we at the Cree Nation Government will continue to protect our rights and our treaty. We look to the future with optimism and with belief that the strength of our people will continue to bring justice to our land.

*Meegwetch.*

*Nishiyuu captured the imagination of Canada and there has never been anything like it before.*

# Cree-Canada Relations

The year 2012-2013 was busy in terms of Cree relations with Canada. Our focus was on the following matters:

1. The implementation of the *Eeyou Marine Region Agreement*;
2. The process for negotiations leading to a Governance Agreement with Canada;
3. The implementation of certain provisions of the Cree-Canada *New Relationship Agreement*;
4. The renewal of federal base funding; and
5. Bills C-38 and C-45.

## The Eeyou Marine Region Agreement

The *Eeyou Marine Region Agreement* was signed in July 2010 and came into force on February 15, 2012. During the year, representatives of the GCC(EI) continued to work with federal representatives on the implementation of the Agreement.

## Eeyou Marine Region Wildlife Board

The following members were appointed on the Eeyou Marine Region Wildlife Board:

- Roderick Pachano – GCC(EI)
- Isaac Masty – GCC(EI)
- Aurélie Bourbeau-Lemieux – GCC(EI)
- Jules Dufour – Government of Canada
- Claude Saint-Charles – Government of Canada
- Peter Kattuk – Government of Nunavut

The Eeyou Marine Region Wildlife Board held the first of several organizational meetings in February. Another meeting was held in April. Members of the Wildlife Board elected Roderick Pachano as interim Chairperson and Isaac Masty as Vice-Chairperson. They also recommended that Roderick Pachano be appointed Chairperson of the Wildlife Board by the federal Minister of Fisheries and Oceans. If done, this would allow the GCC(EI) to appoint an additional Cree representative on the Wildlife Board to replace Roderick Pachano for the remainder of his term.

## Eeyou Marine Region Planning Commission

The following members were appointed on the Eeyou Marine Region Planning Commission:

- Chantal Tétreault – GCC(EI)
- Alan Penn – GCC(EI)
- Lorne McNeice – Government of Canada
- David Alagalak – Government of Nunavut

The Eeyou Marine Region Planning Commission held the first of several organizational meetings in February. Another meeting was held in April. Members of the Planning Commission elected Chantal Tétreault as Chairperson and Alan Penn as Vice-Chairperson. They also recommended that Daisy House-Lameboy be appointed by the federal Minister of Aboriginal Affairs and Northern Development as a further member to act as Chairperson.

## Eeyou Marine Region Impact Review Board

The following members were appointed on the Eeyou Marine Region Impact Review Board:

- Isaac Masty – GCC(EI)
- Brian Craik – GCC(EI)
- Brendan O'Donnell – Government of Canada
- Lucassie Arragutainaq – Government of Nunavut

The Eeyou Marine Region Impact Review Board held the first of several organizational meetings in February. Another meeting was held in April. Members of the Impact Review Board elected Isaac Masty as interim Chairperson and Brian Craik as Vice-Chairperson. They also recommended that Isaac Masty be appointed as Chairperson by the federal Minister of Aboriginal Affairs and Northern Development. If done, this would allow the GCC(EI) to appoint an additional Cree representative on the Impact Review Board to replace Isaac Masty for the remainder of his term.

## Cree-Canada Governance Process

### Phase I – Cree Governance

Under the *Cree-Naskapi (of Québec) Act*, the Council of the CRA has the power to make by-laws respecting (i) the regulation of buildings used for housing or for regional governance, (ii) essential sanitation services, (iii) the establishment, maintenance and operation of fire departments, and (iv) the protection of the environment, including natural resources, and the prevention of pollution.

During the year 2012-2013, the CRA adopted a new regional *By-law concerning the Establishment, Maintenance and Operation of Community Fire Departments*. This By-law applies to the CRA, to all Cree Bands and in all Cree Communities. Among other things, the by-law provides for:

- the organization and operation of community fire departments;
- the requirements for admission and qualification of fire department personnel, including fire chiefs, fire prevention officers and firefighters;
- standards related to the construction and maintenance of fire hall and to firefighting equipment;
- fire prevention in the Cree communities.

The By-law also provides for the establishment of two regional positions to assist the Cree Bands and their Fire Departments: (i) a Regional Fire Marshall, and (ii) a Regional Fire Prevention Officer. The CRA has begun the process of implementing this By-law in cooperation with the Cree Bands.

The CRA is now in the process of developing other regional by-laws, including with respect to the regulation of buildings used for housing or for regional governance, and essential sanitation services.

### *Phase II – Cree Governance*

The Cree-Canada *New Relationship Agreement* sets out a process for the negotiation of a Governance Agreement. The main object of the Cree Nation Governance Agreement with Canada will be the definition of the law-making authority and other powers of the Cree Nation Government on Category IA lands.

These negotiations have progressed more slowly than anticipated. This is due, in part, to a different approach between the Crees and Canada on key issues, including:

1. **JBNQA Treaty vs. Self-Government Policy:** The parties have very different points of departure:
  - Canada starts from its Self-Government Policy. This leads it to attempt to fit the JBNQA and Cree governance within this Policy, even though the Policy itself states that the JBNQA is to continue to apply on its own terms;
  - The Crees, however, start from our Treaty, the JBNQA. The Cree position is that the federal Self-Government Policy cannot apply to the Cree context since we have the JBNQA Treaty. The Treaty takes precedence over the Policy. The Crees will never accept to dilute our Treaty or our Treaty rights to make them fit within Canada's Self-Government Policy.
2. **Scope of Negotiation:** This entails defining the scope of law-making powers and other responsibilities to be exercised or assumed by the Cree Nation Government:

- Canada is looking for a comprehensive governance agreement;
- For the Crees, the JBNQA and related legislation already recognize and implement an extensive system of Cree governance in many areas. The Crees are not prepared to reopen the JBNQA, nor are we prepared to have it integrated into another, lesser agreement.

3. **Fiscal Relations:** This entails defining principles that will apply to governance funding to be incorporated in the Governance Agreement:

- Canada is developing a new national fiscal policy that takes into account the capacity of self-governing Aboriginal groups to generate revenues from their own sources. Canada wishes to apply this policy to the Crees;
- For the Crees, the JBNQA defines the principal fiscal and funding relationship between Canada and the Cree Nation. The JBNQA, the New Relationship Agreement and other related Agreements have given rise to funding obligations of Canada as well as to mechanisms which collectively form the basis of the comprehensive fiscal relationship between Canada and the Cree Nation.

At present, the gap between the Crees and Canada on these issues is wide. High level political intervention will likely be required to bridge the gap. The time limit for the conclusion of a Governance Agreement-in-Principle with Canada has been extended from March 31, 2013 to October 31, 2013.

### **Federal Base Funding**

*Operations and Maintenance Agreement and Capital Grants Agreement*

Until December 2012, the GCC(EI)/CRA was engaged in negotiations with Canada over the proposed *Consolidated Grant Funding Transfer Payment Agreement for Fiscal Years 2013-2014 to 2027-2028* (Consolidated Funding Agreement), a 15-year agreement that would have ended with the *New Relationship Agreement*.

At that time, Canada submitted unacceptable proposals related to the Crees' potential own source revenues and the application of its prevailing federal fiscal policies. These proposals would have compromised Cree treaty rights and reduced future federal funding obligations toward the Crees. They made the conclusion of the Consolidated Funding Agreement impossible at that time.



In view of Canada's unacceptable position and all the circumstances, including the fact that all base funding agreements expired on March 31, 2013, the GCC(EI)/CRA insisted that the base funding agreements, such as the *Operations and Maintenance Agreement* and the *Capital Grants Agreement*, be renewed for a five-year period on their current terms and conditions. These five-year renewal agreements were signed in March. They provide certainty to the Cree communities and secure the base funding for another five-year period.

### Cree-Canada New Relationship Agreement

During the year 2012-2013, the GCC(EI)/CRA continued to work on the implementation of several provisions of the *New Relationship Agreement*.

#### Assumption of Responsibilities

The Cree Regional Authority continued to assume, with funds provided under the *New Relationship Agreement*, the responsibilities of Canada under the JBNQA to the Cree Nation and the Crees for the following matters:

1. Administration of Justice, including post-detention rehabilitation institutions, almshouses, workhouses and refuges for women, as well as special programs after release;
2. Cree Trappers' Association (CTA);
3. Cree Outfitting and Tourism Association (COTA);
4. Cree Native Arts and Crafts Association (CNACA);
5. Training courses, job recruitment and placement related to "territorial programs" and "enhanced delivery structure";
6. Training facilities and manpower offices;
7. The construction or provision of a community centre in each Cree community;
8. Essential sanitation services in each Cree community;
9. Fire protection, including training of Crees, the purchase of equipment and the construction of facilities in each Cree community; and
10. The provision of an economic development agent in each Cree community and community affairs services.

The assumption of Canada's responsibilities regarding CTA, COTA and CNACA is based on Canada's continuing obligation to fund these Associations for the term of the *New Relationship Agreement*. The GCC(EI)/CRA is currently pursuing discussions with federal representatives to ensure the maintenance of federal funding for the Cree Associations, while protecting Cree rights.

The assumption of Canada's responsibilities regarding training courses, job recruitment and placement related to "territorial programs" and "enhanced delivery structure" is based on Canada's obligation to maintain its additional funding for training programs and facilities and job recruitment and placement services in the Territory, on terms reasonably comparable to the funding provided to the CRA in fiscal year 2008-2009.

In this regard, the GCC(EI)/CRA had discussions with federal representatives to ensure the renewal of Canada's funding for training and human resource development, which is currently provided through an agreement with Canada for Cree Human Resource Development (CHRD) programs and services initially signed in 2007. A proposed

*Agreement respecting Funding for Cree Human Resource Development for 2013-2015* between Canada and the CRA is expected to be concluded and signed shortly. However, the CRA has not been able to reach an agreement with Canada on terms reasonably comparable to those of the 2007 CHRD Agreement. The remaining outstanding matter concerns the indexation of the funding to be provided by Canada over the 20-year period of the *New Relationship Agreement*. This indexation matter has been referred to mediation, which should begin shortly.

#### Washaw Sibi

The Crees of Washaw Sibi Eeyou continued their exploratory discussions with the Cree Regional Authority concerning their formal recognition as a separate Cree band.

If the CRA and the Washaw Sibi Eeyou decide to proceed with negotiations regarding the recognition of the Washaw Sibi Eeyou as a separate Cree band, Canada and Québec will be invited to participate.

#### Chisasibi Block "D"

Canada has agreed, in principle, to accept the transfer of the lands known as Block "D" in the community of Chisasibi, subject to the environmental restoration of these lands. Canada will not be responsible for any costs except for a land survey. Canada has stated that it is now ready to proceed with this transfer.



### Oujé-Bougoumou

On November 7, 2012, Canada, Québec and the Crees signed Complementary Agreement No. 22 regarding the establishment of the Oujé-Bougoumou Band and its Category IA land through amendments to the JBNQA. Amendments to the *Cree-Naskapi (of Québec) Act* regarding the establishment of the Oujé-Bougoumou Band were adopted in 2009 and they are expected to come into force shortly.

### Amendments to the JBNQA

The following amendments are subject to ongoing discussions between Canada, Québec and the GCC(EI)/CRA:

1. **Changes to paragraph 2.15 of the JBNQA.** These changes would allow certain amendments to the JBNQA to be made only with the consent of the parties that have an interest in the amendments, as opposed to all parties. An agreement on these changes is expected shortly.
2. **Changes to Section 3 of the JBNQA.** These changes will ensure that Crees who are outside the Territory for more than ten years will continue to be entitled to exercise rights and receive benefits under the JBNQA if their absence is for reasons of health, education or work duties with an organization that promotes the interests of the Crees. An agreement on these changes is expected shortly.
3. **Changes to Section 4 of the JBNQA.** These changes will provide for the final territorial descriptions of the Cree Category I lands. Discussions on these changes are expected to continue for at least another year.



### CEPA, SARA and Fisheries Act

Under the *New Relationship Agreement*, Canada and the Crees are to review the feasibility of the CRA assuming certain federal responsibilities under existing federal laws, including the *Canadian Environmental Protection Act*, the *Species at Risk Act* and the *Fisheries Act*. Discussions with Canada must also involve Québec insofar as areas of its jurisdiction are involved, particularly on Cree traplines outside Category IA lands.

### Criminal Code and Canada Evidence Act

The GCC(EI)/CRA continued to review possible amendments to the *Criminal Code* and the *Canada Evidence Act* to adapt certain provisions of these acts to the customs and way of life of the Crees as mandated

by the JBNQA. These issues are also under review with Québec in order to determine the best approach to implement changes in certain areas involving Québec jurisdiction, including through legislative amendments or administrative measures.

### Bills C-38 and C-45

During the year 2012-2013, Canada adopted the *Jobs, Growth and Long-term Prosperity Act* (Bill C-38) and the *Jobs and Growth Act* (Bill C-45), which are now largely in effect. These federal statutes affect the environmental protection regime that previously existed under the *Canadian Environmental Assessment Act* of 1992, the *Fisheries Act* and the *Navigable Waters Protection Act*.

The Cree position is that Bills C-38 and C-45 reduce the scope and strength of the environmental and social protection regime for the Crees set forth in Section 22 of the JBNQA. In practical terms, this means, among other things, that certain development projects that were supposed to be assessed under the *Canadian Environmental Assessment Act* of 1992 will no longer be assessed under the new legislation that replaces it.

By reducing the scope and strength of the environmental and social protection regime established for the Crees by Section 22 of the JBNQA treaty, Canada may have breached its treaty and other obligations toward the Crees. Further, whatever communications were carried out by the Government of Canada with the Crees in relation to Bills C-38 and C-45 have been inadequate as consultation.

Given the impacts of Bills C-38 and C-45 on the Crees of Eeyou Istchee, and the lack of adequate consultation and accommodation, the GCC(EI)/CRA will oppose the application in Eeyou Istchee of these laws in their current form. The GCC(EI)/CRA will ask Canada to immediately negotiate with the Crees with respect to the amendments purportedly made by Bills C-38 and C-45 to federal environmental protection legislation in order to ensure respect for Cree treaty rights under the environmental and social regime provided for in Section 22 of the JBNQA.

The GCC(EI)/CRA will also ask Canada to negotiate immediately with the Crees to ensure that federal environmental assessment processes applicable in Eeyou Istchee "...accommodate the special context of a project proposal in the James Bay Treaty territory, including the participation of the Crees..." in a manner consistent with Cree rights and the recent decision of the Supreme Court of Canada in *Québec (Attorney General) v. Moses*.



## Cree-Québec Relations

### *Message from the Director Tina Petawabano*

As you will see in the next few pages, this past year has been rich in developments for Cree-Québec relations. Mr. Bosum's report is quite detailed and focuses on the many files which have a direct impact on the Cree Nation, including governance, northern development, forestry, mining and childcare, to name a few.

As Director of Cree-Québec Relations, I was also involved in a number of other issues, three of which I would like to discuss briefly.

As you will see in the photo spread that is included further along in this *Annual Report*, we have held a successful event in March 2013, the **Roundtable on Capacity Building with Post-Secondary Students**. In addition to being involved in the logistics and coordination of the event, my work as facilitator of parts of the proceedings allowed me to see how young Crees are eager to further their studies in order to prepare for the challenges ahead. Our Leaders' expertise, combined with the energy and enthusiasm of our Youth, will certainly result in an even stronger Cree Nation.

Another file that I have personally been involved in is that of the **Cree Alliance for Solidarity**. Throughout the year, I have led discussions with the Ministry of Employment and Social Solidarity to implement an action plan to combat poverty throughout Eeyou Istchee. We will soon be ratifying an agreement with the Ministry to implement the Cree Alliance for Solidarity. This Alliance, which is guided by the Deputy Grand Chief, the Chairperson of the Cree School Board and the Chairperson of the Cree Board of Health and Social Services, will enable community organizations to develop innovative projects to reduce inequalities among us, and to improve the overall living conditions of Cree families.

Finally, I was also happy to contribute to the preparation and editing of this year's *Annual Report*, which you are now holding. I wish to take this opportunity to thank all of the Leaders, Directors and Personnel of the GCC(EI) and CRA for their support – it takes a concerted effort to pull a document like this together in such a short timeframe, and I do hope that you will be pleased with the way in which we showcase the accomplishments of our own Government.

I look forward to another productive year as your representative in Québec City. Do not hesitate to come by our Embassy, should you be in the Old Capital: it will be a pleasure to see you. I wish you all the best.

*Meegwetch.*

## Cree-Québec Relations

Report submitted by Abel Bosum

### 1. Governance in Eeyou Istchee

On July 24, 2012, after more than two years of negotiations, the Crees of Québec, led by Grand Chief Dr. Coon Come, and the Government of Québec, led by former Premier Jean Charest, signed the *Agreement on Governance in the Eeyou Istchee James Bay Territory*.

The Governance Agreement provides a vision for the future governance of the Territory. It opens the way to a new era for Cree participation in the governance of Eeyou Istchee and a new partnership in governance between the Crees and Jamésians on Category III lands. Key elements of the Governance Agreement include the following:

- (a) Expanded Cree jurisdiction over Category II lands through the Cree Nation Government (Cree Regional Authority) with respect to land use planning, land and resource planning and management, economic and regional development and municipal management;
- (b) Creation of a new public Regional Government on Category III lands with equal representation from the Crees and other residents of the Territory. This Regional Government will exercise municipal-type powers as well as powers of a Conference of Regional Elected Officers with regard to economic development and land and resource planning;
- (c) Abolition of the Municipalité de Baie-James (MBJ) and its replacement by the new Regional Government on Category III lands;
- (d) Abolition of the James Bay Regional Zone Council and its replacement by the Cree Nation Government on Category II lands;
- (e) Financial support for the Cree Nation Government;
- (f) Specific undertakings regarding forestry, mining, energy, water and wildlife sectors;
- (g) Undertaking to discontinue the legal proceedings between the Crees and Québec regarding Section 11B of the *James Bay and Northern Québec Agreement*;
- (h) Undertaking to settle the dispute between the Crees and Québec regarding Bill 40 (2001), the MBJ and related governance issues.

After the election of the new Parti Québécois government in September 2013, the Grand Chief met with Premier Pauline Marois, in November 2013. Premier Marois gave the commitment of her government to

implement the Governance Agreement signed in July with the previous government.

During the spring of 2013, the Crees and Québec negotiated Complementary Agreement No. 24, required to replace Sections 11A and 11B of the *James Bay and Northern Québec Agreement* in light of the Governance Agreement. Complementary Agreement No. 24 was approved by the Government of Québec on May 8 and came into force on June 12, 2013.

Complementary Agreement No. 24 addresses all the elements identified in Schedule 1 of the Governance Agreement for inclusion in the JBNQA, among others:

- (a) Exclusion of Category II lands from any municipality save with Cree consent;
- (b) Redesignation of the Cree Regional Authority as the Cree Nation Government;
- (c) Objects, jurisdictions, functions and powers of the Cree Nation Government;
- (d) Processes relating to land and resource planning and use;
- (e) Land and resource management powers;
- (f) Funding arrangements for the Cree Nation Government.

On May 14, 2013, the Government of Québec tabled in the National Assembly Bill 42, *An Act establishing the Eeyou Istchee James Bay Regional Government and introducing certain legislative amendments concerning the Cree Nation Government*. Bill 42 was adopted by the National Assembly on June 13, 2013 and will come into force on January 1, 2014.

Bill 42 implements the main components of the Governance Agreement. It will establish, as of January 1, 2014, a new Regional Government for Category III lands as a partnership between the Crees and Jamésians. It will, on the same date, change the name of the Cree Regional Authority to "Cree Nation Government", and provide it with additional powers on Category II lands over land and resource planning and management, and municipal management. This new law will provide the Crees with important new tools in the governance of Eeyou Istchee.

During the period leading up to the coming into force of Bill 42 on January 1, 2014, the Cree Regional Authority will prepare and deploy an implementation plan in consultation with the Cree First Nations and other Cree stakeholders. This plan will help to put in place the structures, personnel and processes needed for the Cree Nation Government to assume its new responsibilities

*Bill 42 implements the main components of the Governance Agreement. It will establish, as of January 1, 2014, a new Regional Government ...*



and for Cree leaders to assume their new functions on the Regional Government.

## 2. Northern Development

The new Government of Québec has confirmed its intention to proceed with the responsible development of Northern Québec. At a meeting with Premier Marois in November 2012, the Grand Chief reiterated the principles set out in the *Cree Vision of Plan Nord* regarding northern development. The *Cree Vision of Plan Nord* sets out certain key principles regarding development in Eeyou Istchee. These include the following:

- (a) Development must respect Cree rights, including those provided for in the *James Bay and Northern Québec Agreement* treaty and the *Paix des Braves*.
- (b) All development projects situated in Eeyou Istchee will affect Cree rights and interests. They will therefore require consultation and accommodation of the Cree.
- (c) These projects must provide for meaningful Cree participation and benefits through direct investments, partnerships, contracting and employment.
- (d) All development projects situated in Eeyou Istchee must comply with the environmental and social protection regime provided for in the *James Bay and Northern Québec Agreement*. Proponents must demonstrate that these projects are environmentally and socially acceptable as well as sustainable in terms of the land, the resources and the culture and identity of the Crees of Eeyou Istchee.

The *Cree Vision of Plan Nord* states certain basic Cree expectations with respect to northern development:

- (a) Development must facilitate new partnerships between the Crees and Aboriginal and non-Aboriginal entities.
- (b) Development must promote wealth creation for the Cree and other residents of Eeyou Istchee, through direct investments, contracts and employment.
- (c) Development must accelerate job creation for the Crees through the development of a Cree technical, professional and managerial workforce, and provide a fair share of well paid jobs for the Crees.

The *Cree Vision of Plan Nord* also states Cree priorities with regard to certain key sectors, including housing, energy, mining, transportation infrastructure, tourism and protected areas. Certain projects have started to be

implemented, such as the Assinica Park National Reserve and the extension of Highway 167.

At his meeting with Premier Marois in November 2012, the Grand Chief raised the need to proceed with other priority sectors identified by the Crees in the *Cree Vision of Plan Nord*, including housing, energy, transportation infrastructure and employment and training. Discussions are proceeding with Québec on other key sectors, including protected areas and energy.

## 3. Oujé-Bougoumou Recognition and Mistissini Lands

A few weeks after the signature of the *Paix des Braves* on February 7, 2002, the Crees and Québec signed in March 2002 a Framework Agreement creating a process to allocate Mistissini lands to Oujé-Bougoumou through a Final Agreement and a Complementary Agreement to the JBNQA.

This Framework Agreement also contained various provisions dealing with the payment of \$20,000,000 each to Mistissini and Oujé-Bougoumou, the disposition of legal proceedings and the resolution of claims of both Mistissini and Oujé-Bougoumou with respect to previous agreements with Québec. The Framework Agreement also contains provisions on Mistissini's land claims in territories outside of the JBNQA "border" (the "height of land claim").

A proposed Complementary Agreement No. 22 was initiated on July 14, 2010 and a proposed Final Agreement was initiated on January 13, 2011, addressing the settlement of only the Oujé-Bougoumou issues, while protecting Mistissini's interests pending the resolution of Mistissini's claims.

Both Complementary Agreement No. 22 and the Final Agreement were finally signed in Oujé-Bougoumou on November 7, 2011. Complementary Agreement No. 22 received its final signature on February 3, 2012 and it came into force during the year 2012-2013. This Agreement legally secures the status of Oujé-Bougoumou as a Cree Band under the JBNQA and related legislation, with the same powers, rights and responsibilities as other Cree bands subject to a transitional period necessary to allow for the transfer of lands.

The GCC(EI) has ensured that Mistissini's position and claim are not jeopardized. The total land areas contemplated by Section 5 of the JBNQA are increased until the Mistissini issues are resolved. As such, the land areas for Oujé-Bougoumou are added to the land areas for the other eight (8) Cree bands, but on a temporary basis.

Bill C-28, entitled *An Act to amend the Cree-Naskapi (of Québec) Act*, received royal assent on June 11, 2009 (now Chapter 12 of the Statutes of Canada 2009). It amends the *Cree Naskapi (of Québec) Act*. Certain amendments formally recognize Oujé-Bougoumou as a Cree

Band under that Act. These amendments will come into force once land is set aside by the Governor in Council as Category IA land for the exclusive use and benefit of Oujé-Bougoumou pursuant to the Complementary Agreement. This date has not yet been determined, but the process for setting aside this land is set forth in Complementary Agreement No. 22.

Further to Mistissini's request, in 2011 the GCC(EI)/CRA began a process to deal with the transfer of the \$20,000,000 to Mistissini and the corresponding transfer of lands to Québec. This was decided further to Mistissini's decision to de-link the transfer of Category I and II lands from the settlement of the height of land claim. The GCC(EI) was informed that, although Mistissini continues its initiatives to try to settle the height of land claim, it was decided that it could continue, in parallel, to try to settle the transfer of land thereby triggering the related compensation. The GCC(EI) has thus provided support to Mistissini in this context.

The GCC(EI) has succeeded, together with Mistissini, in the negotiations leading to the finalization of a proposed agreement entitled "*Final Settlement Agreement Related to the Transfer of Certain Lands from Mistissini to Québec*". Québec has verbally advised the GCC(EI) that the proposed agreement will be submitted to the Council of Ministers for formal approval by the end of June 2013.

#### 4. Health Negotiations

The *Paix des Braves* paved the way to an important Agreement on Health and Social Services signed by the Crees and Québec in 2005. Among other things, this Agreement provided the Cree Board of Health and Social Services with a multi-year Funding Framework for operations and capital.

This Agreement made possible a real improvement in the delivery of health and social services to the Crees of Eeyou Istchee. New staff has been employed to provide services, with a focus on first-line, community-oriented services. New clinics have been built in certain communities, and others are now being constructed or planned. New housing units have been built for out-of-region staff.

In December 2011, negotiations were undertaken between Québec, the GCC(EI)/CRA and the Cree Health Board to renew the Health Agreement and Funding Framework. The negotiations were successfully concluded at the end of June 2012. The Cree team was led by Abel Bosum and Roderick Pachano for the GCC(EI)/CRA and James Bobbish and Mabel Herodier for the Cree Health Board.

The new 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 will permit further improvements to the health and social services and facilities for the Crees of Eeyou Istchee.

Time did not permit the parties to address other pressing issues in the new Health Agreement. Instead, it was agreed by exchange of letters to address these issues after the Agreement's signature. These issues include, among others, the challenges posed by resource development for the Cree Health Board, tax matters, training and legislative framework.

#### 5. Funding for Cree Education

The funding arrangements related to Cree education came to an end on June 30, 2009. Consequently, pursuant to the terms of Section 16 of the JBNQA and related provisions of the *Paix des Braves*, Québec, Canada, the GCC(EI)/CRA and the Cree School Board agreed to the five-year renewal of the funding rules for the Cree School Board with substantial increases in numerous sectors, most notably in regard to students with special needs. In addition, a new elementary school has been approved for Chisasibi as well as the renovation of the existing school facilities in Chisasibi. Preparations are under way in order to start the negotiations for the next five-year agreement.

The current funding framework for the Cree School Board does not now include capital investments. Given the rapid growth of the clientele of the Cree School Board, it requires a predictable framework for its capital investments, including school facilities and staff housing.

At his meeting with Premier Marois in November 2012, the Grand Chief requested a special process to develop a five-year capital plan providing for Capital Funding in the annual amount of \$25,000,000 for the Cree School Board. Premier Marois agreed with this process. In February 2013, the Cree School Board tabled with the Ministry of Education a five-year capital plan in the amount of \$125,000,000 providing for the construction, extension or reorganization of school facilities in Chisasibi, Wemindji, Mistissini and Waswanipi, as well as the construction of new housing units in all the Cree communities. Discussions are proceeding with the Ministry of Education on this capital plan.

#### 6. Cree Childcare Services

In 2003, the Crees and Québec signed the first Childcare Service Agreement with Québec. The CRA established a Department of Child and Family Services in order to administer childcare services in Eeyou Istchee. This Agreement was renewed for the period 2006 to 2009. The Cree-Québec Childcare Services Agreement

*The new Health Agreement and Funding Framework was signed with Québec on August 16, 2012*

has been extended six times since September 2009 pending the negotiation of a new agreement.

The childcare program has been a great success in the Cree communities. It has been instrumental in increasing the number of Cree women in the labour force. In fact, Cree women are now assuming ever increasing responsibility in the workplace.

At his meeting with Premier Marois in November 2012, the Grand Chief pointed out that the continued provision of childcare services in the Cree communities requires a new agreement that provides stability and adequacy of funding. He requested, and obtained, the commitment of the Premier to negotiate a multi-year funding framework agreement for Cree childcare services.

In the spring of 2013, the Crees entered into intensive negotiations with the Ministry of Families to put in place such a multi-year funding framework agreement for Cree childcare services. Several meetings have taken place, and the work is proceeding as a matter of priority.

## 7. Eeyou Eenu Police Force

The Eeyou-Eenu Police Force (EPPF) was established by the Cree Regional Authority on April 1, 2011, as the result of many years of preparations and negotiation. The GCC(EI)/CRA considers this a very significant accomplishment in demonstrating the Cree capacity for governance.

During 2012-2013, significant steps were taken regarding the Eeyou-Eenu Police Force:

- the GCC(EI)/CRA succeeded in ensuring the extension of the term of the funding agreement to the 2013-2014 financial year, providing annual funding of \$16,585,492 for 2012-2013 and \$16,834,274 for 2013-2014, calculated on the basis of 79 full-time equivalent police officers for the EPPF;
- the GCC(EI)/CRA approved amendments to the CRA Policing By-Law in order to secure its powers related to the appointment of certain special constables. Communications are ongoing with Québec in this respect;
- the GCC(EI)/CRA approved amendments to the Working Conditions By-Laws for both Officers and Senior Officers of the EPPF;
- the GCC(EI)/CRA has submitted to Québec complete and concrete proposals with respect to the agreement regarding the modalities of the police services. Discussions are proceeding with Québec in this regard.



## 8. Cree-Québec Adapted Forestry Regime and Forestry Programs

### 8.1 Adapted Forestry Regime inside and outside JBNQA limits

Québec introduced in June 2009 new forestry legislation (Bill 57) to the National Assembly. The purpose of this Bill is 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.

Bill 57 has been problematic for the GCC(EI) since its introduction in the National Assembly. Among other things, the GCC(EI) opposed Québec's intentions regarding the devolution of powers to the municipalities over forest management through the use, in Eeyou Istchee, of the MBJ and entities under its authority with no or little Cree involvement.

In 2009, Grand Chief Dr. Matthew Coon Come held discussions with then Minister of Natural Resources and Wildlife, Madame Nathalie Normandeau. These resulted in an exchange of letters in the summer and fall of 2009 by which Québec committed to the setting up of two forestry negotiating tables.

In March 2011, Québec committed in writing that "(...) if the parties are not able to find a common ground on the implementation of ecosystem-based management on Cree land, current harvesting modalities (Chapter 3 and annexes) will apply"

The Governance Agreement signed in July 2012 with Québec 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*.

In 2012-2013, negotiations became more intense. The GCC(EI)/CRA and Québec are therefore now working on the following documents:

- an Agreement amending the *Paix des Braves* in order to replace the existing Cree Adapted Forestry Regime by a new one;
- a new *Paix des Braves* Chapter 3 and new Schedules thereto;
- through a new Complementary Agreement to the JBNQA, amendments to Section 30A of the JBNQA which incorporates the Cree Adapted Forestry Regime in the JBNQA; and

- (d) amendments to the Confidentiality Agreement between Québec and the Crees to ensure that the Cree traditional knowledge shared during the preparation phase of the forest planning is kept confidential.

The recent discussions and draft texts related to the new Cree Adapted Forestry Regime deal with a variety of issues with a view to ensuring:

- (a) that the 1 percent areas continue to be protected and that additional protection measures for Eeyou Istchee are added to these;
- (b) enhanced protection for riparian zones and spawning sites;
- (c) that the major roads are submitted to the JBNQA assessment and review regime (Section 22) and that measures are taken to avoid the construction of major roads in 25 percent areas;
- (d) that adequate cutting methods are in place when a natural disaster such as a forest fire occurs;
- (e) that the new planning tables (known as the TGIRTs) play a role consistent with the Nation-to-Nation relationship of the Crees with Québec;
- (f) that the Secretariat of the Cree-Québec Forestry Board be located in Waswanipi;
- (g) that the composition of the Cree-Québec Forestry Board does not have undesirable effects in light of Québec's new role with respect to planning;
- (h) that the members of the Joint Working Groups become employees of the CRA for better coordination;
- (i) that the new position of Joint Working Group coordinators is recognized;
- (j) that adequate funding is provided to the Cree-Québec Forestry Board, the Joint Working Groups, the new planning entities (the TGIRTs) and to the Cree Nation Government in order for it to build capacity with respect to forestry planning between now and 2018, at which time the Crees are to gain more planning and management powers;
- (k) that Cree wood allocations, including the Waswanipi / Nabakatuk allocation, are secured;
- (l) that the plan preparation, approval and monitoring process works in due respect for Cree rights and interests in light of Québec's new planning role and in light of the new role of the Cree Nation Government and of the Regional Government in this regard;
- (m) that adequate transitional measures are in place;
- (n) that adequate confidentiality measures are in place to protect Cree traditional knowledge;

- (o) that the new Cree Adapted Forestry Regime is duly incorporated into the JBNQA;
- (p) that a new economic entity is created in order to favour Cree employment and economic spin-offs in forestry;
- (q) that the Crees economically benefit from more contracts and employment, including with respect to silviculture work.

Intense negotiations were held until March 15, 2013. It is expected that the negotiations will resume in mid-June.

In parallel, the GCC(EI) has been in discussions with Québec in order to ensure that the forestry regime applicable on the traplines east of the height of land (contemplated by the "2002 Baril-Moses Agreement") is implemented and respected. Indeed, it has come to the attention of the GCC(EI) that there are problems of implementation with respect to the 2002 Baril-Moses Agreement.

Despite repeated commitments from the Ministry of Natural Resources to respect the terms of the Baril-Moses Agreement, the Ministry approved on April 1, 2013 certain forestry plans that are in contravention of the Agreement. The GCC(EI)/CRA is now considering options to address this issue. The GCC(EI)/CRA is also contesting the Forest Stewardship Council's (FSC) certification of the forestry company involved in the cutting in these areas.

*The GCC(EI)/CRA has been successful in negotiating a new Agreement regarding Cree traditional activities enhancement for the 2012-2018 period.*

## 8.2 Enhancement and Volet II Programs

The GCC(EI)/CRA has been successful in negotiating a new Agreement regarding Cree traditional activities enhancement for the 2012-2018 period. The main goal of this Agreement is to enhance Cree traditional activities by reinforcing, on an operational basis, the exercise by the Crees of their hunting, fishing, and trapping activities while taking into account forestry activities, and providing various solutions as needed.

Eligible projects include replacing or relocating facilities (camps, docks, etc.), facilitating travel by trappers in the course of their activities, upgrading of specific sites of interest (gathering places, etc.) and other measures aimed at reinforcing the exercise of hunting, fishing, and trapping activities.

The Agreement also states that, in order to ensure that funding distribution is maximized, a cap of \$25,000 per trapline per year is set for those traplines where forestry is conducted during that year or in the previous five years. However, this does not prevent pooling of funding to develop projects which benefit multiple traplines.



The Agreement deals with project eligibility criteria by making reference to the CRA Forestry Programs By-Law and related policies, with the allocation of funding for approved projects and with the management of the agreement by the CRA. Québec and the Crees each contribute annually to the funding in the amount of \$572,436 and, as in the past, part or all of the Volet II Program envelope can be used to fund the program.

Vigilance will be required with respect to reporting in light of the new reporting obligations imposed by Québec.

With respect to the Volet II Agreement, the Governance Agreement is to the effect that an amount of \$404,000 is set aside annually for the Cree Nation Government for Volet II forestry development funds with respect to Category II lands and, with respect to Category III lands, an amount of \$1,616,000 is set aside annually for the Regional Government for the same period. It will have to be the subject of an agreement regarding equitable allocation.

The Governance Agreement also states that these amounts are subject to the evolution of the program. Indeed, Québec representatives have informed Cree representatives that the Volet II Program may be modified.

Until recently, the CRA and Québec had an agreement by which the CRA manages the Volet II Program. The Volet II Program allows various forestry related projects to be undertaken. Eligibility criteria are quite broad: projects which are aimed at fostering regional social and economic development and creating jobs by promoting activities that maintain or improve forest resource protection, development or processing, are eligible. The Volet II Program has allowed Cree communities to develop various community projects which have been successfully implemented.

In the past few years, Québec and the Crees have had a disagreement with respect to certain reporting issues. Therefore, Québec decided to cut the funding. However, the GCC(EI)/CRA is now working on ensuring that the funding is restored and that the program, or its successor, continues to apply in the part of Eeyou Istchee where commercial forestry is conducted.

### 8.3 Nabakatuk Wood Allocation

During year 2012-2013, Québec reduced all CAAF (timber supply and forest management agreement) allocations. Nabakatuk was particularly impacted by such decisions. The company was left with only 70,000 cubic meters which is guaranteed under the *Paix des Braves*. This reduction brought serious economic challenges to the company's restructuring plans. Both the GCC(EI)/CRA negotiating team and Nabakatuk representatives are pushing strongly to have this wood allocation restored.

## 9. Reconfiguration and Final Land Descriptions for Cree Communities

Two tables have been set up with the Québec government concerning Cree land issues:

1. One table deals with determining the final land descriptions for Cree Category I and II lands with a view of incorporating such final descriptions into the JBNQA and in pertinent legislation;
2. Another table created pursuant to section 4.18 of the New Relationship Agreement concerns the reconfiguration of the Category I lands of Waskaganish, Waswanipi and Nemaska following the abandonment of the N.B.R. Complex.

The activities of these tables have continued during fiscal year 2012-2013. In parallel, Québec has verbally indicated a willingness to participate in a process seeking to incorporate the final land descriptions in the JBNQA for all other communities. Thus far, the discussions are at the stage of determining how the final descriptions will be integrated in the JBNQA.

Canada has appointed its negotiators to the Table dealing with the incorporation of the final territorial descriptions in the JBNQA. The GCC(EI), the CRA, Québec and Canada seem to have a common intention to make adjustments to at least most Category I lands and to proceed to the integration of final land descriptions in the JBNQA. The parties have been working on a draft Complementary Agreement for such purpose.

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

## 10. Territorial Overlap Discussions

### Atikamekw of Opitciwan

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 effectively claimed by the Atikamekw in JBNQA territory includes a large segment of the southern traplines of Oujé-Bougoumou, as well as a large segment of the southern traplines of Waswanipi. It also includes certain Senneterre Cree traplines.

The Atikamekw are asking 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 claim damages.

The GCC(EI)/CRA and the Grand Chief intervened in this case to ensure that the GCC(EI)/CRA be full party to

any negotiations and to reserve rights of the Crees 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.

A table was set up to discuss the Cree-Atikamekw overlaps, with representatives from Canada, Québec, the Atikamekw and the Cree. The parties agreed to a first phase of exploratory discussions, allowing them to agree on the basic approach to resolve the overlap issues before entering into formal negotiations.

Since 2009, this table has met several times. The Atikamekw tabled a map outlining their claim in the JBNQA territory and the Crees provided a map and a list of traplines and tallymen in the JBNQA territory claimed overlap area.

Based on a work plan developed in April 2010, the parties first agreed to pursue exploratory discussions until March 31, 2011 and hold meetings to share information on (i) defining the overlap area and (ii) reviewing the regimes that would apply in this area. At the end of March 2011, a new work plan until March 2012 was developed and approved by the parties in view of completing the exploratory discussions. However, the work plan was not fully implemented.

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 GCC(EI)/CRA, HQ, SEBJ and SDBJ, 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 during the year 2012-2013.

#### ***Innu of Takuikan Uashat Mak Mani-Utenam and Bands***

The Uashat Band is seeking numerous declarations and orders from the Superior Court of Québec. The territory claimed by the Uashat Band is very extensive. It includes a large segment of the JBNQA territory, in particular, around the Caniapiscau reservoir and northward up to Kuujuaq. Many Mistissini traplines are included in this territory. In addition, the Uashat Band is claiming the entire Eastmain River basin as a travel route and

they claim a gathering site in the James Bay coast near Eastmain. The GCC(EI) was made party to these proceedings ("Pinette" proceedings).

On June 14, 2005, the Uashat Band was granted a suspension in these proceedings for five years. However, despite the suspension, the 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 touch JBNQA Territory but it seems that this may not have been intended. Nevertheless, the GCC(EI) is now seeking an official clarification in order to protect Cree rights.

The Pinette proceedings were divided into a "Part A" and a "Part B". For the purposes of "Part A", the area includes a significant portion of Québec, but excludes the Uashat Innus' alleged traditional territory in the province of Newfoundland and also excludes the territory covered by the JBNQA in Québec. "Part B" of this proceeding is exclusively with respect to the alleged traditional territory of the Uashat Innu located within JBNQA territory. The proceedings with respect to JBNQA territory have been suspended.

In terms of out-of-court discussion, a meeting was held between the Cree negotiator for Québec matters, Abel Bosum, and the representatives of Innu Takuikan Uashat Mak Mani-Utenam to explain the Cree proposal to Québec on governance, including the proposed establishment of a public government on the traditional Cree family territories in Eeyou Istchee outside of Category I and II lands.

Grand Chief Dr. Coon Come invited Chief Georges-Ernest Grégoire and the Conseil Takuikan to establish a bilateral process with the Crees to discuss the Cree governance proposal to Québec and to hold without prejudice discussions between the Crees and the Innu on the question of overlapping claims. The Innus accepted to hold such discussions and meetings have been held. The Cree Nation of Mistissini was invited to participate to the extent that it is affected by these overlapping discussions.

#### ***Innus of Mashteuiatsh / Mistissini Height of Land – Overlapping Claims***

By way of background, the Montagnais of Pointe Bleue or Mashteuiatsh (also called Première Nation des Piekuakmiulnuatsh or the Innus of Mashteuiatsh), 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 infringements to their Aboriginal rights, but those proceedings were discontinued.

In these proceedings, Mashteuiatsh did not set out any specific conclusions in regard to the James Bay territory, though they claimed they held joint title over an unspecified “common area” with other unidentified Aboriginal groups.

A table has been established, with representatives of the Innus of Mashteuiatsh, the Crees, Canada and Québec to discuss the overlapping claims of the Innus and the Crees, including the Mistissini “Height of Land” claim. Little progress has been made in the discussions.

### 11. Cree Customary Adoption and Youth Protection Matters

A judgment was rendered in April 2012 regarding a case involving Cree customary adoption and youth protection matters outside of the Cree communities. The judgment followed an intense trial which took a heavy toll on Cree resources and energy.

In parallel, a Working Group on Aboriginal Customary Adoption reviewed various options in order to clearly reflect the legal effects of customary adoption in Québec legislation. This Working Group included a representative of the GCC(EI)/CRA and the Cree Board of Health and Social Services of James Bay, along with representatives from the First Nations of Québec and Labrador Health and Social Services Commission, the Assembly of First Nations of Québec and Labrador, Québec Native Women, Makivik Corporation, the Nunavik Regional Board of Health and Social Services and representatives from the Québec Ministry of Health and Social Services, Ministry of Justice and a Director of Youth Protection.

The Working Group completed its final report in April 2012. This report was considered by the Minister of Justice in relation to a legislative bill which proposed amendments to the Québec adoption regime, including with respect to the legal effects of customary adoption.

On June 13, 2012, Bill 81, entitled *An Act to amend the Civil Code and other legislative provisions as regards adoption and parental authority*, was introduced in the National Assembly. If it had been adopted, this Bill would have modified the existing adoption regime, including with respect to legal effects of certain Aboriginal customary adoptions. Cree participation in the Working Group helped to shape the development of these legislative proposals.

Bill 81 “died on the order paper” with the calling of the elections for September 4, 2012, and therefore did not proceed further in the legislative process. Since that time, the GCC(EI)/CRA has pushed for the reintroduction of this bill by the new government. If the bill is

reintroduced, it is anticipated that Cree participation will continue through the legislative process.

In parallel, the GCC(EI)/CRA has been in communication with the Ministry of Health and Social Services in order to ensure that the personal jurisdiction of the Cree Health Board over Cree beneficiaries is clarified, including in relation to youth protection matters which occur outside of Cree communities.

### 12. Negotiations with Mining Companies

#### Goldcorp/Les Mines Opinaca – The 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 GCC(EI) and the CRA.

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 close to 30 percent of the overall workforce present at the site. In addition, in 2012, construction and services contracts totaling over \$125M have been awarded to various Cree Enterprises.

#### Stornoway Diamond Corporation – The 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 as well as training and education initiatives. Moreover, the Mecheshoo Agreement aligns the parties’ respective interests in the economic success of the project and ensures that the Crees will receive financial benefits through different payment mechanisms and participation in the profitability of the mine.

*Opinaca estimates that there is a need for 200 to 600 jobs during development and construction and 300 to 600 jobs during operation.*

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 to initially 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 is 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 an unsecured credit facility of up to C\$77M to complete the work, at an annual interest rate of 3.35 percent, amortized over 15 years, with a repayment schedule based upon planned commencement of commercial production at Renard.

All Cree representatives have been duly 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 three occasions since the execution of the Mecheshoo Agreement.

#### **BlackRock – The BlackRock Project**

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

BlackRock filed its Notice of Project to the Québec Ministry of Sustainable Development, Environment and Parks 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 Oujé-Bougoumou Cree Nation, the GCC(EI)/CRA and BlackRock signed a Pre-Development Agreement and have since then negotiated the BallyHusky Agreement, scheduled to be signed in June 2013.

#### **Nemaska Exploration Inc – The Whabouchi Project**

In 2009, Nemaska Lithium acquired a property from Golden Goose Resources in Nemaska traditional territory, located approximately 4 km north of Hydro-Québec's

Albanel 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 (the Whabouchi Project).

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

Since then, the Cree Nation of Nemaska, the GCC(EI)/CRA and Nemaska Lithium Inc. have been negotiating an impacts and benefits agreement (IBA), which should be finalized in the fall of 2013.

#### **Other Mining Projects**

Over the last two years, the GCC(EI)/CRA and various Cree communities have signed several pre-development agreements with other mining companies, which should lead to discussions on the conclusion of IBAs. These discussions include:

- (a) the Montviel project (rare earths) from GeoMega Resources in the territory of the Cree First Nation of Waswanipi;
- (b) the Rose project (lithium and tantalum) from Critical Elements Corporation in the territory of the Cree Nation of Eastmain;
- (c) the Moblan project (lithium) from the joint venture between SOQUEM and GlobeStar Mining Corporation in the territory of the Cree Nation of Mistissini;
- (d) the Windfall Lake project (gold) from Eagle Hill Exploration Corporation in the territory of the Cree First Nation of Waswanipi; and
- (e) the Croteau Est and Waconichi projects (gold) from Northern Superior Resources in the territory of the Oujé-Bougoumou Cree Nation.

### **13. Woodland Caribou**

The woodland caribou in Québec have been in steep decline in recent years, which has resulted in them being declared a threatened species both under the federal *Species at Risk Act* as well as the Québec *Act respecting Threatened or Vulnerable Species*.

In order to ensure the long-term protection and recovery of these animals, the GCC(EI)/CRA has created with Québec the Woodland Caribou Recovery Task Force. This Task Force's mandate is to ensure adequate protection and recovery of woodland caribou in Eeyou Istchee. It has begun its work to review the distribution of the caribou, their range, and determine whether what is known is adequate for the development of a plan for their



recovery. The Task Force will also review, in a shorter term, what is required to protect the woodland caribou in the context of the development of forestry roads in the territory. The Task Force is experiencing certain challenges in fulfilling its mandate. Work is continuing on this matter.

Accordingly, the taskforce has committed to jointly working on a woodland caribou management plan in the northern portions of the commercial forest within Eeyou Istchee. Through a combination of protected areas (e.g., the Broadback Watershed Management Plan) and special management zones, it is hoped that a suitable plan can be designed. It should be noted that in implementing this plan, it may be necessary to put in place alternative forestry measures to those of the *Paix des Braves*.

#### 14. Migratory Caribou

The migratory caribou, including the Leaf River and George River herds, are also facing worrisome declines in their populations. In response to increasing data demonstrating these declines, the Hunting Fishing Trapping Coordinating Committee (HFTCC) began reflecting seriously on the state of the population and organized a workshop in January 2010 with various stakeholders to share information.

Subsequently, considering a George River herd census and the worrisome data regarding the Leaf River herd, the Cree, Inuit and Naskapi all took the official position that the sports hunt for the two herds should be closed for 2011-2012.

After much discussion by the HFTCC on the appropriate measures to regulate the sports hunt of the migratory caribou, all parties to the HFTCC agreed on a set of measures for the Leaf River herd on February 24, 2011. These measures were agreed to by the Minister of Natural Resources and Wildlife on February 25, 2011, but this decision was reversed on March 17, 2011 further to pressure by the outfitting industry.

The GCC(EI)/CRA triggered the Dispute Resolution Process contemplated by Chapter 12 of the *Paix des Braves* on April 13, 2011. At the same time, the Inuit and the Naskapi filed legal proceedings contesting the March 17, 2011 decision. The GCC(EI)/CRA later joined the proceedings in light of the failure to reach an agreement through the Dispute Resolution Process.

In order to have a decision from the Superior Court before the beginning of the Leaf River caribou sports hunt, a priority hearing was held over 5 days between October 24 and 28, 2011. A decision was rendered by Justice Sophie Picard on November 4, 2011. Although Justice Picard found that the decision of the Minister of March 17, 2011 did not respect the provisions of the JBNQA, she refused to declare the breaches and refused to grant any remedy. Therefore, the Cree, Inuit and Naskapi filed an appeal on December 5, 2011 in order

to contest Justice Picard's decision. In all likelihood, the hearing before the Québec Court of Appeal will take place in the fall of 2013.

#### 15. MBJ Legal Proceedings

Over the past years, the MBJ has instituted various legal proceedings against the Crees. Among these proceedings were requests for access to the 1 percent and 25 percent forestry maps and various charges against Chisasibi hunters with respect to the application of a general by-law regarding, among other things, firearm safety.

While these proceedings were resolved, other MBJ proceedings are still pending with respect to the taxation of Cree entities for commercial activities on Category III lands. However, the conclusion and implementation of the Governance Agreement may help resolve these cases. In the meantime, the possibility of an out-of-court settlement is being explored.

#### 16. Conclusion

Since the signature of the *Paix des Braves* in 2002, the Cree-Québec relationship has ensured significant benefits for the Cree Nation. The funding provided pursuant to the *Paix des Braves*, the important funding for Police and Justice, the large funding increases for Cree health and social services and the new Adapted Forestry Regime all bear witness to an important and fruitful relationship.

The year 2012-2013 has seen significant new steps in the Cree-Québec relationship. In particular, the Crees and Québec have negotiated an important reform of the governance of Eeyou Istchee through the new Governance Agreement. Québec has adopted Bill 42 to implement this Agreement. This reform will provide the Cree Nation Government with expanded jurisdiction over Category II lands. It will also enable the Crees, for the first time, to participate in the governance of Category III lands through the new Regional Government in partnership with the other residents of the Territory. The Governance Agreement represents a real step forward in the Crees' relationship with Québec and the Jamésiens.

## Taxation

### Québec Health Contribution

Further to the 2010 Québec Budget, amendments were made to the Act respecting the *Régie de l'assurance maladie du Québec* in order to provide for the payment of a health contribution. When the amendments were introduced, the Act provided that every individual over 18 years of age resident in Québec at the end of the year to pay for that year a health contribution of \$25 for 2010, \$100 for 2011 and \$200 for 2012 and subsequent years.

At the request of the GCC(EI)/CRA, legal counsel analyzed the matter and advised that good arguments exist that the health care contribution constitutes taxation for purposes of the exemption from taxation of section 188 of the *Cree Naskapi (of Québec) Act*. The application of the health contribution to a Cree individual may also be argued to constitute an erosion of the benefits to which the Crees are entitled under Section 14 of the *James Bay and Northern Québec Agreement* relating to the Cree Health and Social Services.

The Cree Nations of Eeyou Istchee were advised of this matter. Notices of objection were filed in respect of notices of assessment issued by the Québec Revenue Agency to affected Cree individuals for the health contribution in respect to taxation year 2010.

In May 2012, the Québec Revenue Agency introduced an administrative policy (Interpretation Bulletin RAMQ 37.17.1) on the application of the health contribution to Indians. The policy is that income earned by an Indian on reserve will not be taken into account in determining whether an Indian must pay the health contribution. Accordingly, the notices of assessment for the health contributions previously issued against the Crees who meet this criterion have been reversed and new notices confirming no liability with respect to the health contribution will be issued shortly to each Cree who has received an assessment for 2010 and 2011.

In its 2013-14 Budget, the Québec Government modified the health contribution regime, as of 2013, by, among others, varying the health contribution on the basis of an individual's income rather than on the basis of family income. This new measure should result in an increase of the number of Crees who do not meet the criterion mentioned above, being exempt from the payment of the health contribution.

An outstanding matter remains concerning Cree individuals whose income

derives from federal or Québec public pensions. Québec takes the position that this income is not earned on reserve. The result is that, according to Québec, these individuals could be liable for the health contribution. The Cree position is that this is unfair, as the burden would fall primarily on Crees with modest pension income. Further, the imposition of the Québec health contribution would be inconsistent with the treaty right of Cree beneficiaries under Section 14 of the JBNQA to receive health and social services without being subject to the payment of any contribution. In view of this inconsistency, the Québec health contribution is inapplicable to Cree beneficiaries.

### Québec Fuel Tax

In April 2002, a claim was filed with the Québec Revenue Agency on behalf of Cree individuals and Cree First Nations for the refund of Québec fuel tax paid during the period 1991 to 2001.

This claim was one of the issues discussed at the "Cree-Québec Tax Table" established early in 2003 pursuant to the *Paix des Braves*. In 2003, after the Crees filed their claim, the Assembly of First Nations of Québec and Labrador (AFNQL) filed a class action on behalf of all First Nations in Québec, other than the Cree First Nations, seeking compensation for Québec fuel tax paid. At the Cree-Québec Tax Table, the Québec Revenue Agency reserved its position regarding the Cree claim for refund of fuel tax in view of the AFNQL class action.

On June 30, 2011, the Québec Revenue Agency announced that an agreement had been reached with the AFNQL to settle its fuel tax class action for First Nations other than the Crees. In view of this settlement, the GCC(EI) resumed discussions with the Québec Revenue Agency regarding the settlement of the Crees' claim for the refund of Québec fuel tax.

In the autumn of 2012, the Québec Revenue Agency presented a proposal to settle the Cree fuel group claim for a capital amount plus legal fees. The settlement is to

cover all claims for the period ending on July 1, 2011 (date when the new fuel tax rebate system was implemented), without prejudice however to the right of a Cree individual to file, with the proper receipts and documentation, a specific claim under the relevant legislative provision for any fuel tax paid in the four years preceding the date of his claim. The settlement agreement would provide for an



undertaking to use the amount paid by Revenue Québec for community purposes.

On December 12, 2012, the GCC(EI)/CRA Council/Board approved in principle a settlement to be entered into with the Government of Québec with regard to the Cree fuel group claim on the basis of the proposal submitted by the Québec Revenue Agency and instructed legal counsel to continue the negotiations with the Québec Revenue Agency in order to finalize a settlement agreement for approval by the Council/Board. These discussions are proceeding and should be completed in the near future.

#### ***Supreme Court Intervention in Behn v. Moulton***

In July 2012, the GCC(EI)/CRA intervened in the *Behn v. Moulton* appeal before the Supreme Court of Canada. The case concerned the standing or interest of individual members of the Fort Nelson First Nation in British Columbia to assert an alleged failure to consult and violation of treaty hunting rights as a defence against a civil claim in damages brought by the forestry company Moulton. The GCC(EI)/CRA intervened because the case raised important questions regarding the collective and personal aspects of Aboriginal and treaty rights. The appeal was argued on December 11, 2012, and the Supreme Court rendered its judgement on May 9, 2013.

The Court held that the duty to consult is owed exclusively to the Aboriginal group, and an individual member may not assert a breach of this duty without the authorization of the group. The Court also reiterated that Aboriginal and treaty rights are collective in nature. However, certain rights, despite being held by the Aboriginal community, are nonetheless exercised by individual members. These rights may therefore have both collective and individual aspects. The Court suggested that, in appropriate circumstances, individual members may assert certain Aboriginal or treaty rights. However, it found that it was not appropriate in this case to try to develop broad categories for these rights. The Court held that a final decision on the issue of standing was not necessary, since the appeal should be dismissed on the grounds of “abuse of process”.

In this regard, the Court stated that the Behns should have contested the validity of the logging permits when they were granted to Moulton by British Columbia. They could not wait and set up a camp to block access to the company’s logging sites, and then raise treaty rights in defence against a damage claim by the company. To allow the Behns to raise their defence based on treaty rights and on a breach of the duty to consult at this point would be tantamount to condoning self-help remedies and would bring the administration of justice into disrepute. The Supreme Court dismissed the appeal.



# Natural Resources

The past year could best be characterized as a year of political transition. First, there was a change in the Provincial Government with Jean Charest and his Liberal party being succeeded by a minority government led by Pauline Marois and the Parti Québécois. Closer to home, the GCC(EI) concluded the agreement on regional governance which paves the way for the establishment of a new regional government, with the Crees and James Bay residents each having an equal number of seats. With this regional government being established over the next year, and with a brand new Provincial Government, much of the work related to natural resources within the GCC(EI) was in response to this climate of transition. Through this transition, the goal or mission, as always, is to ensure that the Crees' rights and interests are insulated from this change.

## Forestry Sectorial Table on Governance

The work of the Forestry Sectorial Table on Governance illustrates this transition. First established as a negotiating table to harmonize the new *Sustainable Forest Development Act* with the adapted forestry regime under the *Paix des Braves Agreement*, these negotiations then became a sub-table under the main governance negotiations. In the first three months of the past year, this table set out a transitional framework for forestry planning and consultations with the Cree Tallymen. This transitional framework was necessary, as the GCC(EI)/CRA and the Ministry of Natural Resources have yet to complete the negotiations for a harmonized forestry regime.

Despite not reaching a final conclusion to these negotiations, the Table was very active throughout the year and significant progress was made. The current working document has several key provisions that will bring improvements for Cree land users. Among these are enhanced forestry protections for riparian habitat areas and spawning sites, new measures to ensure that section 22 of the *JBNQA* is applied for major forestry roads and further limits on road construction for Cree sites of wildlife interest (aka. 25 percent areas). The working document also contains measures providing guaranteed access to silvicultural contracts and a proposal to develop a joint council devoted to improving the economic opportunities for the Crees in the forestry industry.

In return for these improvements, the negotiators have accepted the Ministry of Natural Resource's new format for forestry planning, which includes a revised consultation framework with the added involvement of the new regional government for Category III lands, and exclusive participation for the Cree Nation Government

on Category II lands. This latter change includes an option for the Cree Nation Government to assume the responsibility of forest management planning, if desired, in 2018.

As of the completion of this fiscal year, the parties were finalizing the details of a new harmonized agreement on forestry and governance, but several details related to future funding, timber allocations for Nabakatuk and implementation problems with the *Baril-Moses Forestry Agreement* for traplines east of the Mistissini height of land remained unresolved.

## Forestry East of the Mistissini Height of Land—*Baril-Moses Agreement* and Forest Certification

On the same day that the Crees and Québec signed the *Paix des Braves Agreement* in 2002, the parties also jointly signed a letter concerning the application of forestry provisions for traplines east of Mistissini's height of land. This joint letter has since become known as the *Baril-Moses Agreement*. Between 2002 and 2008, the Ministry of Natural Resources ensured that the forestry companies operating on these traplines were in compliance with the terms of the *Baril-Moses Agreement*. However, sometime in 2008 or 2009, the Ministry of Natural Resources approved Resolute Forest Products' (formally AbitibiBowater Inc.) 5-year General Forest Management Plans that were not in compliance with the *Agreement*.

As early as 2010, Resolute Forest Products began harvesting blocks of forest that were previously set aside under the terms of the *Agreement* for a period of 15 to 25 years. This has resulted in a clear-cut forest block in excess of 1000 ha. By contrast, the provisions under the *Baril-Moses Agreement* only allow for a maximum of 150 ha. In addition, Resolute Forest Products harvested timber on Cree traplines that were closed under the *Baril-Moses* maximum disturbance threshold of 40 percent in 20 years. Each of these activities represents significant breaches to the *Agreement*.

These transgressions only came to light because Resolute Forestry Products was seeking an "eco-label" certification under the Forest Stewardship Council (FSC). For forestry companies to be eligible for FSC certification, their operations must conform to a strict set of national standards and international principles. Third party auditors must validate these standards and principles. Of relevance to the *Baril-Moses Agreement* are principles 1 and 3 of FSC which ensure that forestry companies are in compliance with all local, national and International laws and agreements, including the *United Nations Declaration on the Right of Indigenous Peoples*, and have the free,



prior and informed consent of those indigenous peoples whose lands they operate on. The GCC(EI)/CRA believes that Resolute Forestry Products voided its eligibility for FSC certification under principles 1 and 3, as it breached the terms of the *Baril-Moses Agreement*.

Unfortunately, the auditors hired by Resolute Forest Products did not come to the same conclusion and granted the company its FSC certification in June of 2012. The GCC(EI)/CRA successfully appealed this decision by the auditors and the company was given three months to address the Crees' concerns over principles 1 and 3. After 5 months, the auditors revised their decision and reconfirmed the company's certification on the grounds that the company had met some of the provisions of the *Baril-Moses Agreement*. The GCC(EI)/CRA continues to oppose this decision by Resolute Forest Products' auditors and submitted a further appeal to FSC's independent international auditors.

Although the *Baril-Moses Agreement* is ongoing with respect to FSC certification, the GCC(EI)/CRA has also brought this matter to the attention of the Minister of Natural Resources. Despite repeated assurances that the Government intends to respect the *Baril-Moses Agreement*, little concrete action has been taken. Given that illegal harvesting has continued for several years, it appears that this matter is headed toward a compensatory resolution, perhaps through legal action if necessary.

### Strategy on Protected Areas: The Broadback Watershed Conservation Plan

Last year's Annual Report included a brief section on the work related to protected areas in Eeyou Istchee. The regional attention given to protected areas for the past two years has been largely driven by the Charest government's Plan Nord and its proposal to set aside 50 percent of the territory for protection. With this proposed policy, the GCC(EI)/CRA began a more proactive regional approach toward the identification of areas that Crees want to see protected.

Although Charest's vision for 50 percent protection of the North has been set aside by the transition from the governing Liberals to the Parti Québécois, the GCC(EI)/CRA has continued to advocate for broad protection targets in the territory. This led to the passage of a Council/Board resolution (2012-35) calling for the establishment of a regional strategy on conservation and the rejection of the current Government's policy, which limits protected area targets to the pre Plan Nord vision of 12 percent representative protection. This resolution is a significant benchmark for the Cree Nation because it formalizes the Crees' recognition of a comprehensive approach to conservation, protected areas and planning, and falls squarely within the future aspirations related to regional governance.

The Crees' impending launch of the proposed Broadback Watershed Conservation Plan demonstrates these aspirations. This plan represents a merger of the Nemaska's Chiseaakahiikan (Lake Evans) and Waswanipi's Mishigamish (Broadback River valley) proposals and Oujé-Bougoumou's Assinica Park. By targeting the entire watershed of the Broadback River for a combination of protection and conservation planning, the proposal now encompasses the traditional territories of Waskaganish, Mistissini, Nemaska, Waswanipi and Oujé-Bougoumou, thus making it a Cree Nation project. In doing this, the GCC(EI)/CRA, in partnership with these communities, is poised to launch this as a major campaign in the coming year.

The Broadback Watershed Conservation Plan represents the first phase of what will become a comprehensive strategy on conservation for Eeyou Istchee. Through the mandate of the Council/Board resolution, the GCC(EI)/CRA established a community-based working group to develop this strategy over the coming years.

### Woodland Caribou Recovery Taskforce

Endangered woodland caribou in Eeyou Istchee continued to be an important issue this past year. As reported previously, woodland caribou habitat in Eeyou Istchee has reached critical levels of disturbance whereby the territory's three main herds have been rated as not sustainable or questionable according to Environment Canada's threshold criteria for habitat disturbance.

Despite this situation, the Cree-Ministry of Natural Resources/Ministry of Sustainable Development, Environment, Wildlife and Parks Woodland Caribou Recovery Taskforce made little progress on how to address the problem. As indicated in last year's Annual Report, the Taskforce received preliminary results by commissioned experts on the status of the woodland caribou and these initial results were confirmed last summer. However since then, the committee has not been able to agree on the best means to develop a serious long-term woodland caribou conservation and restoration plan.

The GCC(EI)/CRA representatives on the Taskforce believe that large protected areas are the key to a serious plan, as forestry harvesting has the most negative impact on habitat. Accordingly, the GCC(EI)/CRA has pushed for an endorsement for the large scale protected areas proposed under the Broadback Watershed Conservation Plan. The government representatives on the Taskforce indicated that they would respond to the request with a proposal of their own. With the change in government, this woodland caribou protected areas proposal was delayed from September through February. During this time, the Taskforce remained largely inactive, with the Cree members reluctant to meet until the Government

provided a counter-offer to the Crees' Broadback proposals.

Tabled in February, the Government's counter offer for protection of Broadback included about one-third of the lands identified in the Crees' proposal. As mentioned previously, the Government's proposal is limited by the return to a policy that caps protected areas to 12 percent of representative lands. Although the Government's proposal does not fully meet the Cree Nation's expectation for the Broadback, it does lay out a starting point where the Woodland Caribou Recovery Taskforce can begin to build a serious plan.

The next steps for the Taskforce are to determine and finalize the zoning for a woodland caribou plan for the three herds in Eeyou Istchee, and then determine how forestry can be conducted within these boundaries while ensuring that the caribou are not further stressed by these activities. Thus far the Ministry of Natural Resources has agreed to continue its suspension of forestry management activities in key woodland caribou habitat areas while the Taskforce continues its work.

### Non-Cree Cabin Development

Last year, it was reported that the Crees and the Ministry of Natural Resources had agreed to a moratorium on all new non-Cree cabin development until the parties could devise a formula for addressing the density of these cabins on Cree traplines. The high volume of

non-Cree cabins has been problematic for many Cree land users because there can be as many as 60 cabins on a given trapline.

A meeting to begin work on a density formula was held in the fall between the Minister of Natural Resources and members of the GCC(EI)/CRA. During this meeting, the Ministry presented a draft formula that would have substantially limited the number of cabins on several Cree traplines based on the amount of shoreline available on each trapline. Their model indicated that many traplines have non-Cree cabin numbers already exceeding the parameters of this proposed formula.

Although this work is promising, representatives from the Ministry requested that a member of the former Municipalité de la Baie James participate in future meetings. After consulting with the Council/Board Executive, the Ministry was advised that the Crees would prefer to address the cabin issue in the context of land management planning once the new Cree-Jamiesan regional government is established. The Ministry of Natural Resources accepted this transitional position and the moratorium remains in place.

Despite this pause in work on the density criteria for non-Cree cabins, the GCC(EI)/CRA continued to coordinate the identification of illegal non-Cree cabins between the local communities and the Ministry of Natural Resources.



Woodland caribou survey of the Assinica herd, March 2013.

# Operations and Maintenance and Capital Grants

Chapter 9 of the *James Bay and Northern Québec Agreement* (JBNQA) called for discussions to take place between Canada and the James Bay Crees to determine the terms of the special legislation to be recommended to Parliament. This legislation would establish local governments on Category IA lands. This legislation was passed into law in 1984 and is known as the *Cree-Naskapi (of Québec) Act* (CNQA), and replaced the *Indian Act* for the James Bay Crees.

Cree consent to the CNQA was predicated on the provision and continued assurance by Canada of sufficient resources to effectively carry out the responsibilities created by this legislation. That this assurance was provided is evidenced by letters of guarantee from the Minister, statements to that effect made by the Minister in the House of Commons and the signing of the *Statement of Understanding* (SOU) by the Minister in August 1984, in front of the Annual General Assembly. The SOU set out all the principles agreed to in the funding negotiations that paralleled the development of the CNQA. Consequently the funding for the Operations and Maintenance (O&M) and Capital, paid by way of special recipient class grants, is the ongoing fulfillment of a Treaty, i.e. JBNQA, obligation.

During the negotiation of the *New Relationship Agreement* (NRA) with Canada, signed in 2008, the parties had discussed and agreed on the concept of a consolidated funding agreement (CFA) that would run in conjunction with the NRA for a twenty year term and provide funding for the O&M, Capital, Cree Trappers' Association, Cree Native Arts and Crafts Association, Cree Outfitting and Tourism Association and training. However at that time, Treasury Board Policy did not permit funding agreements in excess of five years. The existing O&M and Capital agreements were renewed

for a five year period coinciding with the first five years of the NRA.

Treasury Board subsequently changed its policy and encouraged government departments to streamline, lengthen the terms and simplify funding arrangements with those First Nations that satisfied certain criteria. Discussions were initiated with Canada to revisit the possibility of a CFA. The James Bay Implementation Office (JBIO) of the Department of Aboriginal Affairs and Northern Development advised in 2012 that approval had been obtained to enter into a 15 year CFA and negotiations commenced. After several months of negotiations, at the "eleventh hour", the Department

negotiators presented a draft text, on a "take it or leave it" basis, containing new language that, if agreed to, would severely compromise Cree rights and the Treaty nature of the O&M and Capital funding arrangements. When attempts failed to have the offensive wording removed, the CFA was rejected. New five year agreements covering the period 2013 to 2018 were entered into instead. These agreements are virtually identical to those that expired on March 31, 2013.

The Grand Council upholds the position that this funding is a Treaty obligation. Canada was attempting to subject this funding at the time of renewal to its fiscal policies with respect to self-government negotiations with First Nations. The JBNQA is exempt from the Self-Government Policy and any attempt to change that will not be tolerated. Moreover, we would never agree to subjecting future arrangements to government policy that may change over the next fifteen years.

Funding for 2013-2014 under the O&M grant and the Capital grant will amount to \$87,978,561 and \$17,865,553 respectively for a total of \$101,844,114, as compared to \$98,746,586 in total for 2012-2013.





# International Affairs

There is ongoing dynamic interaction between Canadian law and international human rights law. Achievements at the international level in regard to Indigenous peoples' rights can and should be followed up in Canada. For such purposes, the GCC(EI) collaborates closely with other Indigenous peoples' and human rights organizations to ensure success.

Standards affecting Indigenous peoples are increasingly being determined at global and regional levels. These standards – which are generally higher than domestic ones – can then be beneficially applied at the local, provincial and national level in Canada.

The challenges and achievements during the past year are highlighted below.

## 1. UN Declaration on the Rights of Indigenous Peoples

The *Declaration* is a consensus international human rights instrument, since no country in the world formally opposes it. Such consensus reinforces its diverse legal effects. Some States, such as Canada, have claimed the *Declaration* is merely "aspirational". However, in 2013, the Federal Court of Appeal affirmed the 2012 decision of the Federal Court of Canada determining that the *Declaration* may be used to interpret Canadian laws.

In all the international forums and processes, the GCC(EI) and its many partner organizations use the *Declaration* to raise standards and advance Indigenous peoples' rights. In this way, Indigenous peoples increasingly reinforce the *Declaration* as a living and dynamic instrument.

## 2. UN Expert Mechanism on the Rights of Indigenous Peoples (EMRIP)

GCC(EI) participated in the July 2012 session of EMRIP where Indigenous peoples and States presented feedback on two draft studies. One EMRIP study was on the "role of languages and culture in the promotion and protection of the rights and identity of indigenous peoples". The other study was a follow-up report on "indigenous peoples and the right to participate in decision-making, with a focus on extractive industries".

Final reports on these studies were submitted to the Human Rights Council in August 2012. The standards in the *UN Declaration* were relied upon in the analyses and conclusions in both studies.

A major concern raised by Indigenous peoples related to Aboriginal title and the continued reliance by

Canada and other States on the racist colonial doctrine of "discovery". This doctrine, which treats Indigenous peoples as sub-human, was relied upon by the B.C. Court of Appeal in its June 2012 judgment in *Tsilhqot'in Nation v. British Columbia*.

The Court also decided that a "broad territorial claim" does not fit with the purposes of Canada's Constitution or with the common law's recognition of Aboriginal title. Such broad "claims" were said to be antithetical to the goal of reconciliation, and that traditional rights of Aboriginal peoples should not place "unnecessary limitations on the sovereignty of the Crown or on the aspirations of all Canadians".

If not reversed by Canada's highest court, this ruling could set dangerous precedents.

## 3. Right to Safe Drinking Water

In international law, the right to safe drinking water is a human right. The federal Department of Justice has been attempting, since 1995, to weaken and now reverse the protection provided Aboriginal and Treaty rights through the use of 'non-derogation clauses' in federal legislation.

For example, a new clause in the *Safe Drinking Water for First Nations Act* (Bill S-8, s. 3) would allow federal regulations to extinguish or derogate from Aboriginal and treaty rights. This sets a damaging precedent, as reflected in an Expert Letter signed by over 50 academics and lawyers experienced in Indigenous rights and related constitutional and international issues.

Despite such strong objections by the GCC(EI) and others, Indigenous concerns have not been accommodated by the Federal Government. Bill S-8 has been adopted by the Senate and will soon be adopted by the House of Commons.

## 4. Special Rapporteur on Right to Food

After visiting Canada last May, the Special Rapporteur on the Right to Food issued his December 2012 report on Canada. This Report confirms there are serious problems of food insecurity among a wide range of Indigenous peoples. It called for Canada to adopt "a comprehensive rights-based national food strategy".

The Report indicated that the *UN Declaration* affirms "fundamental human rights in relation to the particular

... the GCC(EI) and its many partner organizations use the *Declaration* to raise standards and advance Indigenous peoples' rights.



historical and contemporary circumstances of indigenous peoples” – a legal reality that the federal government still refuses to acknowledge.

The Report criticized the federal “Updated Guidelines” on consultation and accommodation (which exclude any reference to Indigenous peoples’ “consent”). In this context, the Special Rapporteur highlighted the *UN Declaration* and “free, prior and informed consent”. He called for “new initiatives” that reinforce Indigenous peoples’ right of self-determination and decision-making.

Many of the above points have been raised in the joint submissions of the GCC(EI) and other Indigenous and human rights organizations.

## 5. Indigenous Human Rights and Climate Change

As a follow-up to a climate change seminar in Geneva in which the GCC(EI) participated, the High Commissioner for Human Rights issued her report in April 2012. The report concluded that climate change has “profound implications for the effective enjoyment of human rights, and its impacts have serious consequences for social justice”.

The High Commissioner concluded that “effects of climate change will be most acutely felt by those ... whose rights protections are already precarious”, such as Indigenous people. She added that human rights should be considered “in all stages of domestic and international mitigation and adaptation policies”. To date, on environment and development issues, Canada has not embraced a human rights-based approach.

## 6. Convention on Biological Diversity (CBD)

Upon invitation by the CBD, the GCC(EI) has made a joint submission in regard to specific recommendations in the Report on the 10<sup>th</sup> session of the UN Permanent Forum on Indigenous Issues. These recommendations relate to the *Convention on Biological Diversity* and the *Nagoya Protocol* and include such key issues as:

- Adopting for all purposes the terminology “indigenous peoples and local communities” (not “indigenous and local communities”);
- Respecting and protecting Indigenous peoples’ rights to genetic resources, consistent with the *UN Declaration*;
- Safeguarding all rights based on customary use – not only “established” rights.

This whole issue will be discussed at a formal meeting in Montreal in October 2013. The results of that meeting will then be forwarded to the Conference of the Parties (COP).

The GCC(EI) joint submission also includes consideration of other relevant recommendations in the same Permanent Forum Report that were not addressed by COP at its 2012 meeting in India. These recommendations include: i) adopting a human rights-based approach; and ii) respecting the human rights of Indigenous peoples in any context specifically concerning them.

## 7. New Global Declaration on the Rule of Law

Indigenous peoples’ human rights and the *UN Declaration* are being undermined in the negotiation and implementation of other international instruments. These actions affect such key matters as biodiversity, food security, climate change, development, free trade and intellectual property.

Canada and other States are exploiting out-dated rules of international organizations to discriminate against Indigenous peoples and undermine their human rights. This is one of the most serious problems facing Indigenous peoples at the international level. Such actions are contrary to the *Charter of the United Nations* and international human rights law.

The GCC(EI) highlighted these concerns in a detailed submission to the UN Secretary-General prior to a “High-level Meeting” on the rule of law in September 2012. Such efforts have had significant success. A new *Declaration of the High-level Meeting of the General Assembly on the Rule of Law at the National and International Levels* was adopted, confirming that “the rule of law applies to all States equally, and to international organizations”.

Thus, States cannot continue to use international organizations to undermine Indigenous peoples’ rights and ignore related State obligations. The rules of international organizations are in urgent need of reform.

## 8. Canada’s Universal Periodic Review (UPR)

Like all UN member States, Canada’s human rights record is examined in Geneva approximately every four and a half years. In the fall of 2012, the GCC(EI) drafted a joint submission relating to Canada’s second UPR, in collaboration with other Indigenous and human rights organizations.

Concerns raised in the submission included: violence against Aboriginal women and girls; discrimination in funding for children on First Nations reserves; undermining Indigenous peoples’ rights to genetic resources; invoking doctrine of “discovery” to diminish or deny Aboriginal title and rights; devaluing the *UN Declaration* in litigation; food insecurity; use of extinguishment and derogation clauses in safe drinking water legislation; and failure to consult Indigenous peoples in determining Canada’s positions on Indigenous peoples’ rights in international forums.

A further concern raised is the undemocratic adoption of omnibus “budget” Bills C-38 and C-45. Such laws

empower the Canadian Government to approve projects, even if they have been refused approval by the National Energy Board; significantly limit the time period for environmental assessments; reduce fisheries protection for fish; and reduce the number and types of projects that will be subjected to environmental assessment.

#### 9. UN Permanent Forum on Indigenous Issues (PFII)

At its May 2012 session in New York, the PFII addressed an extensive range of Indigenous issues. The GCC(EI) engaged with Forum members on various matters of common interest and concern.

Joint statements the GCC(EI) contributed to included: combating violence against Indigenous women and girls; repudiating the doctrine of discovery; shortcomings in the Food and Agriculture Organization's 2012 *Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security*; and the urgent need for procedural reforms in international organizations (see heading 7 above).

#### 10. Business and Human Rights

The UN Global Compact is in the process of preparing a "Business Reference Guide" on the *UN Declaration on the Rights of Indigenous Peoples*. During 2012, the GCC(EI) began reviewing this draft Guide and other documents of the Global Compact. In view of its increasing involvement, the GCC(EI) will report on this matter in next year's annual report.

The UN Global Compact is self-described as a strategic policy initiative for businesses that are committed to aligning their operations and strategies with "ten universally accepted principles" in the areas of human rights, labour, environment and anti-corruption. "With over 10,000 corporate participants and other stakeholders from over 130 countries, it is the largest voluntary corporate responsibility initiative in the world."

#### 11. World Conference on Indigenous Peoples

The central purpose of the Conference in 2014 is to "share perspectives and best practices on the realization of the rights of indigenous peoples". It should provide an important opportunity to examine progress over what will be seven years, since the historic adoption of the *UN Declaration on the Rights of Indigenous Peoples*.

In regard to the Conference and its preparation, the GCC(EI) and other partners have emphasized that Indigenous peoples must be ensured equal, direct and effective participation at all stages. This must include the preparation and approval of the Outcome Document,

which should include clear commitments by States that they will seek reforms in the procedural rules of international organizations, in collaboration with Indigenous peoples.

#### 12. Draft American Declaration on the Rights of Indigenous Peoples

In April 2012, a negotiations meeting was held in Washington, D.C. on the draft American Declaration on the Rights of Indigenous Peoples. While progress continued to be made, States are increasingly demonstrating a lack of political will to complete this important process.



#### 13. Human Rights Education

In September 2012, a Webinar was broadcast live to Indigenous peoples and others across Canada and internationally. Key topics addressed included the legal effects of the *UN Declaration*, "free, prior and informed consent", and relevance to resource development. The Webinar was interactive, in that individuals could send in their questions and comments during the session – and the panelists were asked to respond.

# Roundtable on Capacity Building

## Becoming Masters of our Homeland

Ottawa, March 15 to 17, 2013

Post-secondary students from all communities gathered in Ottawa to hear, from past and current Cree Leaders, how they have developed a vision for the future of the Cree Nation, and negotiated agreements to make this vision a reality.

The Roundtable aimed at mobilizing our Youth to take on the challenges of tomorrow. In his closing remarks, Grand Chief Dr. Matthew Coon Come talked about the opportunities which are now before the current generation of Cree students. He concluded his address with the following words of wisdom:



*"At this moment in our history, your Nation needs you to take on the challenge. Your Nation needs your commitment, your energy and your determination. Your Nation needs your hearts and your minds focused on the future of Eeyou Istchee. You are being called upon to achieve the noble and ambitious vision of a healthy and prosperous Indigenous Nation which can be a model for the world. It will require the pure hearts, the clear minds and the healthy bodies of our youth."*

The Roundtable on Capacity Building will be travelling to the communities in the months to come, so that community members, young and old alike, may take in the information that was shared during this momentous week-end. In the meantime, we thought that we would share some of the photos that were taken throughout the event.

*Photographs by Harriet Trapper  
and John Farrington.*









# Cree Nation Achievement Awards 2012



*The first Cree Nation Achievement Awards ceremony was held in Mont-Tremblant at the end of August, and was attended by over 400 people.*

*The Cree Nation Achievement Awards Foundation aims to promote excellence, and recognizes the contributions of Cree individuals in the areas of Leadership and Community Service, Corporate Community Involvement, Cree Language and Cultural Knowledge, Women's Contribution, Academic Excellence, Sports and Arts.*

*We are proud to present the recipients of the Cree Nation Achievement Awards for 2012.*

*Photographs: CNAAF*



**Robert Kanatewat**  
Leadership and Community Service



**Robbie Matthew**  
Language and Cultural Knowledge



**Janie Pachano**  
Women's Contribution



**Buckley Petawabano, Arts**



**Monica Parceaud**  
Academic Excellence, College



**Corey Coon Come**  
Academic Excellence, College



**Jarris Gull**  
Academic Excellence, College



**Joey James Georgekish**  
Academic Excellence, Bachelor's



**Donald Nicholls**  
Academic Excellence, Master's



**Frances Kawapit**  
Academic Excellence, Bachelor's



**Christopher Diamond**  
Academic Excellence, Bachelor's



**Corey Coon Come**  
Academic Excellence,  
College Bursary



**Conrad Mianscum**  
Academic Excellence,  
College Bursary



**Brant Blackned**  
Sport Excellence, Age 31-60



**Nathaniel Bosum**  
Sport Excellence, Age 18-30



**Cody Petawabano**  
Sports Excellence, Age 13-17



# Journey of Nishiyuu

## Whapmagoostui to Ottawa

January to March 2013

Accompanied by one experienced guide, 6 youths from Whapmagoostui left their home community in mid-January 2013, on a quest intended to unite the First Nations of Canada. They arrived in Ottawa after trekking more than 1,600 kilometres. Along the way, they picked up hundreds of supporters, many of whom marched into the capital with them on Monday, March 25.



The Journey started when David Kawapit heard about Attawapiskat Chief Theresa Spence's fast and the Idle No More movement. "I started thinking about how I can help out instead of waiting for someone else to start something, so I decided to go with something from grassroots. I decided to go on a journey."

Upon their arrival, the walkers delivered a strong message to other First Nations across Canada that the Cree Nation of Québec are true keepers of their language, culture, traditions and, more importantly today, that the Cree Nation continues to respect the sacred laws of our ancestors.

The entire Cree Nation beamed with pride upon seeing David Kawapit, Stanley George Jr, Geordie Rupert, Travis George, Johnny Abraham and Raymond Kawapit, aged between 16 and 19, with their guide Isaac Kawapit (47), arrive on Parliament Hill in March. Here are a few photographs highlighting the end of the Journey.

Photographs courtesy of [www.NishiyuuJourney.ca](http://www.NishiyuuJourney.ca), Chief Stanley George, Jimmy Tim Whiskeychan, John Farrington, Brad AJ Georgekish, Rachel Kawapit and Donald Nicholls.











Gaston Cooper



## Message from the Director General

*Eddie Diamond*

I am very honoured once again to present the Annual Report of the Cree Regional Authority for the year 2012-2013.

The past year has been very productive and exciting, and as you will see in the following pages, our Directors welcome the opportunity to tell you about their work and successes. Their words shall serve to illustrate how extremely proud we all are to inform our members and others in the Cree Nation of our projects, programs and actions. We do hope that through these pages, you will gain a better understanding of the work done by our team of Directors and their personnel, throughout our Departments.

Although time and space do not allow us to report on every issue, you may rest assured that we are progressing, and are taking steps to increase our visibility. We are ensuring that the information regarding our accomplishments reaches an ever-wider audience, including the governments.

As we all know, the work before us is tremendous, but with our Leaders, Directors and Departments, we demonstrate a level of professionalism and dedication that is in keeping with the development of a responsible Cree Nation Government, a government which we can all be proud of, a government that will serve as an inspiration to other First Nations across Canada.

As you read through this report, you will realize how varied the tasks and responsibilities of Directors and their teams are. You will see what important files, projects and programs they work on. As a Nation, we must be tremendously proud and appreciative for their dedication and efforts in getting their work done professionally.

Each and every day, in pursuing our rights in the context of the signature of the *Paix des Braves*, our

*New Relationship Agreement* with Canada and now our *Governance Agreement*, we are building the future of our Cree Nation. We are becoming active decision-makers in our relationship with Québec and in our participation in the Nord pour Tous – and we must do things right! We have many new challenges ahead and no doubt many obstacles also, but with renewed enthusiasm and vigour, we can surpass these and persevere to take on any task, to reach our common objectives.

Additionally, I wish to convey my sincerest appreciation to our illustrious editor, Ms. Tina Petawabano. Without her dedication, talent and professionalism, this Annual Report would not have been possible.

On behalf of our team at the CRA, I want to take the opportunity to thank our Leaders and all Members of the Council/Board for their encouragement and support.

Personally, I again wish to thank our elected officials, Grand Chief/Chairman Dr. Matthew Coon Come and Deputy Grand Chief/Vice Chairman Ashley Iserhoff, for their trust in us and for their diligent leadership. Their vision is shaping our renewed mandate and inspiring us to address the issues that we face today with enthusiasm and vigour.

In closing, I would like to express my appreciation to our Directors and Staff Members in all of our offices for their hard work and dedication. Your efforts do not go unnoticed. Finally, allow me to thank the readers of this Report for giving us support throughout the year. I salute you!

*Thank you, Meegwetch.*





KANT

## Finance and Treasury

### *Message from the Treasurer Matthew Swallow*

The 2012-2013 fiscal year marked another important year in the development and progression of the Cree Nation governing structures. In fact, the recently adopted legislation, Bill C-42, *An Act establishing the Eeyou Istchee James Bay Regional Government and introducing certain legislative amendments concerning the Cree Nation Government*, further entrenches the roles and responsibilities we have in the governance of Eeyou Istchee. This legislation will also amend the *Act respecting the Cree Regional Authority*, which will have a change in title and responsibilities and will become the *Act respecting the Cree Nation Government*.

As our governing structures and responsibilities evolve, so too do our finances and the responsibilities we assume in the financial management of our affairs. I am pleased with the efforts that our financial team continually extends and with the progressive role we play with all communities, particularly with respect to reporting and compliance. Along with the communities, we manage the responsibilities that we all have with regard to the financial resources that are entrusted to us.

The management of financial resources has never been more important to the Cree Nation than presently. The Cree Nation continues to enter into agreements with Canada and Québec, which both transfer government obligations and resources, pursuant to the JBNQA.

The responsibilities and obligations which go with these transfers are tremendous and accordingly, the role of the Department of Finance and Treasury has evolved as well. As the level of responsibility and resources under management increase, so does our responsibility to report to our members and to ensure transparency

and accountability to all stakeholders, members and governments alike.

The Cree Nation has long established accountability regimes contained both in the *Act respecting the Cree Regional Authority* as well as in the *Cree Naskapi Act*. These regimes ensure that the administration of our financial resources meets the highest standards of accountability and reflect the need for transparency.

Since the signing of the Cree Québec New Relationship Agreement in 2002 and for the period ending 2012-2013, Québec has now transferred over \$752,000,000 pursuant to the Agreement. This is exclusive of funding for Police, Justice, Education and Health and Social Services, amongst other regular and special JBNQA programs.

The Government of Canada has now paid \$1,200,000,000 pursuant to the Cree Canada New Relationship Agreement, of which \$387,000,000 has been paid out either directly by Canada or through the Cree Nation Trust in regards to implementation of the Agreement since 2008.

In total, since 2002, the New Relationship Agreements with Canada and Québec have provided funding in the amount of \$1,139,000,000, exclusive of Justice and Police, which are subject to special agreements.

The resources now under the administration of the Cree Regional Authority and other Cree entities entrusted with the implementation of the JBNQA are very significant. For the 2013-2014 fiscal year, the Council/Board allocated in excess of \$305,000,000 for various programs, services and responsibilities either under its administration or under the administration of other entities established pursuant to the JBNQA and related



agreements. These funds are exclusive of the Cree School Board and Cree Board of Health and Social Services as well as a number of other Cree entities.

The past year has also seen the CRA and various Cree communities enter into impact benefit agreements (IBA) with various mining companies. These IBAs will generate significant new sources of resource-based revenues for years to come.

We have long recognized the need to reorganize the management of our investment capital pools. This year the Council/Board approved to transfer the supervision of the investment activities of the Wyapschinigun Fund to the Cree Nation Trust-Trustees, while maintaining the independence of the Fund and all objectives for the Fund to act as the long term Heritage Fund for the Cree Nation. This Fund presently holds some \$125,868,629, and according to our recent actuarial estimates, will grow during the period of the *Paix des Braves* to some \$4.5 to \$6.0 billion, providing a solid financial base for future generations.

The Council/Board also made several decisions concerning the reorganization of other investment funds at Eeyou Corporation which will provide a pool of capital for the startup of the Cree Development Corporation in 2013.

As a final note, I wish to express my appreciation to all staff of the Department of Finance and Treasury who have devoted 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.

*Meegetch.*



### Overview of certain of the funding flowing through the GCC(EI)/CRA, including funds allocated by the Cree Nation Trust and Eenou-Eeyou Limited Partnership

The GCC(EI)/CRA and the Eenou-Eeyou Limited Partnership act as recipients of funding pursuant to many agreements with Canada and Québec. In accordance with the New Relationship Agreement with Canada, all payments, to the exclusion of the Community Specific Agreements, are made to the Cree Nation Trust. The Trust provides annual disbursements to the CRA, which is entrusted with the implementation of the Assumed Obligations and Responsibilities. The GCC(EI)/CRA has also negotiated many funding agreements for the Cree Nation where the funding flows to the GCC(EI)/CRA, and then is reallocated to the local communities and/or in conformity with agreement guidelines.

The following summarizes certain of these arrangements for 2012-2013:

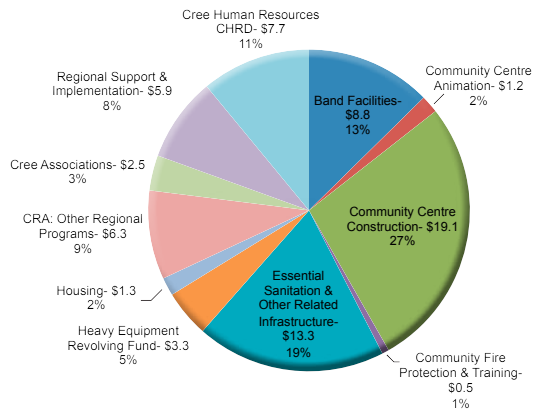
Government of Canada	
Cree Act Operation and Maintenance Funding	\$ 81,231,338
Federal Capital A Base Funding	\$ 17,515,248
Agreement Respecting Cree Human Resources Development	\$ 7,336,800
Canada / Québec Joint Funding	
Policing Services Agreement	\$ 16,585,492
Government of Québec	
Agreement Concerning a New Relationship – Annual Payment	\$ 88,515,379
Agreement Concerning the Administration of Justice	\$ 15,963,702
Cree Nation Trust	
Implementation of Assumed Obligations and Responsibilities	\$ 69,972,000

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

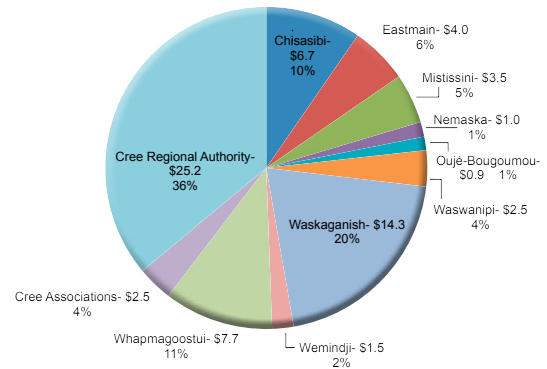


The following series of graphs provides a general overview of the allocation of certain funding arrangements and provides information as to the distribution amongst the various communities and other Cree Entities:

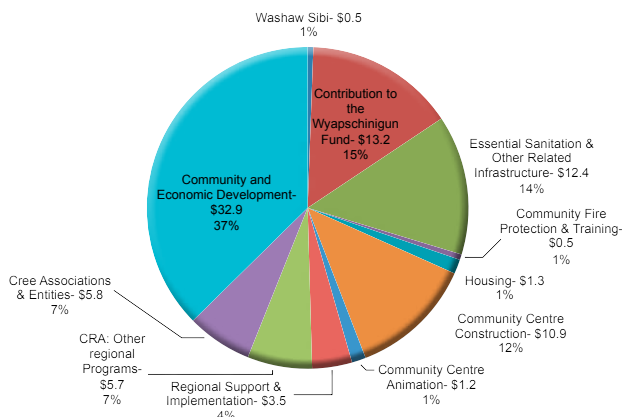
**New Relationship Agreement CANADA  
Funding Allocation 2012-2013 by Program  
\$70 Million**



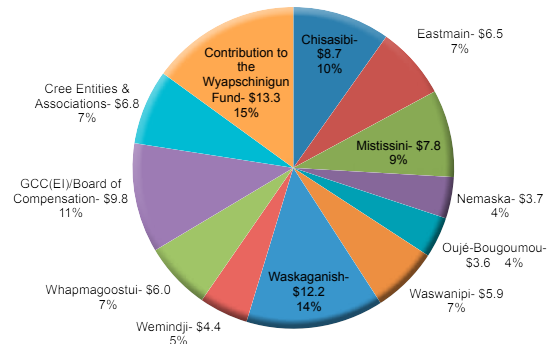
**New Relationship Agreement CANADA  
Funding Allocation 2012-2013  
\$70 Million**



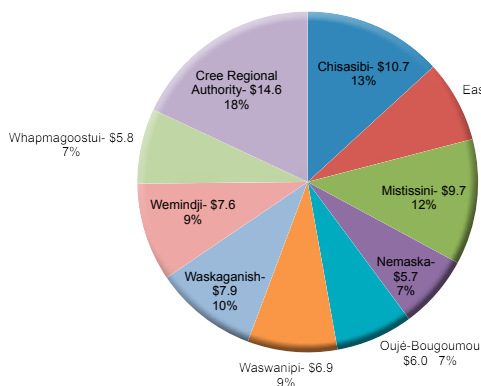
**New Relationship Agreement QUÉBEC  
Funding Allocation 2012-2013 by Program  
\$88.5 Million**



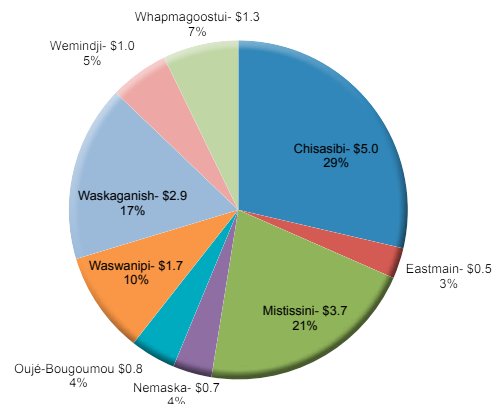
**New Relationship Agreement QUÉBEC  
Funding Allocation 2012-2013  
\$88.5 Million**



**O&M Funding Allocation 2012-2013  
\$81 Million**



**Capital Funding Allocation 2012-2013  
\$17.5 Million**





## Government Support Services

### *Message from the Director Rodney W. Hester, MPA*

It is with great pride that I present recent developments within the Department of Government Support Services. As the new Director of this Department, my responsibilities include the provision of support services that cover three broad areas:

- Information Technology
- Records and Information Management
- Membership and Statistics

In addition to supervising these important services, the fact that I was appointed to the Board of Directors of the Cree Board of Compensation and asked to act as Implementation Manager to help realize the Cree Development Corporation have given me valuable opportunities to serve our Nation. Finally, being part of the Implementation Team on Regional Governance represents another incredible opportunity.

On a more personal note, the recent major agreements signed with both the Governments of Canada and Québec were my source of motivation to pursue and obtain a Master's Degree at Queens University, in an effort to prepare myself for the governance responsibilities that our Nation will assume.

Beginning in October 2012, our Director General provided me with a comprehensive orientation and introduction process to help me settle into my new role as Director of Government Support Services. This has enabled me to meet all of the GCC(EI)/CRA staff throughout our network of offices. It has also helped me begin to understand the workings of our government structure.

The valued personnel within the Government Support Services Department have made admirable progress in their responsibilities this past year. They have shown initiative, commitment and willingness to support our government operations. As Director, my leadership style is to recognize these qualities and to provide support to build capacity – effective communications enable this process to be successful.

*Meegwetch.*

The "Information Technology", "Records and Information Management" and "Membership and Statistics" functions of the GCC(EI)/CRA fall within the Department of Government Support Services. Through hard work, dedication and commitment to their duties, the staff members that make up our team have enabled the Department to accomplish much over the past year. The following are reports outlining the team's progress and identifying future goals and performance targets.

### Information Technology

Information Technology (IT) is an area which is a high priority for the GCC(EI)/CRA. In order to achieve our future governance objectives, we need to ensure that our organization evolves and keeps at par with global IT standards. Our government is in the process of upgrading and improving our IT environment, realizing that modernizing our infrastructure is key to successfully meeting challenges and embracing the opportunities before us. For our government to continue to succeed in an increasingly technology-dependent world, IT must assume a leadership role.

### Our Progress

In the past year, our IT Team has taken several measures to improve the IT environment of our government, which included a comprehensive audit of our existing IT infrastructure and the development of strategic plans to improve service delivery for both internal and external communications and clients. We are taking steps to align our human and technological resources to achieve our governance goals.

**Nemaska Office:** We purchased a new server in April of 2012 to replace a server that had been in use since 2004. The new server is equipped with the latest software and is running efficiently. It hosts the Cree Beneficiary database as well as the Capital Works and Services housing database.

**Montreal Office:** A new fiber optic connection has been installed in the office, which will greatly improve our email efficiency. The server was relocated to a more efficient room that is now climate controlled and more secure.

**Ottawa Embassy:** A fiber optic connection was installed in the office, which will improve connectivity. This upgrade will enable both Montreal and Ottawa offices to link into the Eeyou Communication Network.

**EEPF Headquarters:** The Eeyou Eenu Police Force is now linked to the Centre de renseignements policiers du Québec, the national criminal database. The Police Headquarters also has a state-of-the-art internet protocol telephone system.

### Information Technology Team Message

The IT Team is in the process of updating and revising the Information Technology Policy. We will ensure that this policy is well communicated to all staff in all our office locations. We are aspiring to provide high quality support and direction to all staff to meet their day-to-day IT needs. We are working to develop a higher standard of service for the Cree Nation of Eeyou Istchee.

### Future Steps

In the coming year, one of our priorities will be to consolidate and standardize our government-wide IT environment to increase our efficiency. Equipping ourselves with the information and resources that we need will enable us to make accurate decisions with regard to our priorities. The overall objective is to improve IT service performance and to make the best use of our available budget and resources.

### Records and Information Management

Executive Committee Resolution 2010-66 provided direction to establish a Records Management Program for the GCC(EI)/CRA governance, formally recognizing the need to manage records efficiently. As a result, the Records and Information Management (RIM) Team is continually developing procedures for improving the management of GCC(EI)/CRA documents. We are

currently taking measures to organize records and information management procedures that will increase efficiency in the creation, maintenance, storage, retrieval and disposal of GCC(EI)/CRA records. The tremendous growth within our organization in recent years calls for focus and attention to this important aspect of our operations. Our efforts will ensure that records of historical and permanent value to our Nation are preserved

for future generations. State-of-the-art RIM procedures constitute a high priority for our government.

Good record keeping is the only way to safeguard and preserve the unique history of the Cree Nation of Eeyou Istchee. RIM will regulate the creation and growth of records, ensure regulatory compliance, minimize litigation risks, safeguard vital information, and help preserve corporate memory. Through records and information management, we can ensure that records are captured as evidence, are reliable and authentic, are accessible and retrievable, are secure, and that records of value (legal, fiscal, historical, operational) are retained. Benefits of RIM to governance will be to improve accountability and transparency, support decision-making, and ensure that services can be delivered quickly and efficiently.

*Good record keeping  
is the only way to  
safeguard and preserve  
the unique history  
of the Cree Nation of  
Eeyou Istchee*

## Our Progress

The RIM Team has been established, began organizing and is working on identifying records management issues and appropriate solutions. The Team is working on establishing a business case, implementation plan, RIM policy and procedures, functional classification scheme and retention schedule while simultaneously providing education to all staff members on the importance of information management.

## Future Steps

Going forward, it will be important to:

- Ensure that stakeholders participate and remain engaged in the RIM project;
- Develop a governance structure (RIM policy, e-mail policy, vital records policy, scanning policy, and RIM procedures);
- Procure a reliable, cost-effective electronic document and records management system;
- Ensure that employees understand the value of proper recordkeeping to the organization;
- Ensure that the system is implemented successfully, and that users are appropriately trained on the selected RIM system.

## Records and Information Management Team Message

As the Records Management Program evolves, it is the team's objective to engage all Departments to assume an active role in preserving the GCC(EI)/CRA corporate memory through systemized recordkeeping.

Under Government Support Services, the RIM team is continuing to develop policies and procedures for managing GCC(EI)/CRA records in all formats, regardless of medium. The policies and procedures will form part of an organization-wide Records Management Program for the purpose of improving efficiency during the creation, capture, classification, retrieval and preservation of GCC(EI)/CRA records.

Within the Records Management Program, our future goals will include establishing a corporate file plan and retention schedule as well as a document imaging and vital records program. This will be accomplished while maintaining a close relationship with the Information Technology (IT) environment. In the longer term, the creation of a GCC(EI)/CRA Corporate Records Centre may be necessary for the custody of corporate records.

The RIM team would like to express their appreciation to the Director of Government Support Services for his continuous support during the development of the GCC(EI)/CRA Records and Information Management program.

## Membership and Statistics

Our Membership Team oversees Cree Beneficiary matters which include:

- Support services for the Local Membership Officers and Clerks
- Communications with the Québec Government Department responsible for the maintenance and administration of the Cree Beneficiary lists contemplated in the *James Bay and Northern Québec Agreement*;
- Demographic reports to the Cree Bands; and
- Various reports to the Cree Entities.

The Government Support Services Department also maintains its own Cree Beneficiary Database, which it offers to the Local Membership Clerks and Officers as a research tool. The Database can be used to print reports, to develop electoral lists and to prepare demographic reports. This Database is updated periodically from the main database administered by Québec.

In collaboration with the Capital Works and Services Department, our Statistics Team manages information which is used for housing negotiations with the various federal departments. This database was created for the Eeyou Miichuwaap, which comprises the local Housing Directors and/or local Housing Administrators. This database tracks the housing situation in the communities as it relates to needs, over-crowding and also the applications that local Housing Departments have on file.

Finally, the Department, in collaboration with a Web-design firm, developed and maintains an electronic voter management system for use in regional elections in Eeyou Istchee.

## Cree Development Corporation

Chapter 8 of the *Paix des Braves* provides for the creation of a Cree controlled Cree Development Corporation (CDC) to act as the principal vehicle for the participation of the Crees in regional development. Legislation has been adopted by the Québec National Assembly to establish the CDC. The provisions providing for the establishment of the CDC will come into force with the appointment of its directors.

Responding to present business realities, the Crees need a well-structured and fully capitalized vehicle to act as an active partner with Québec and the industry in the development of Northern Québec. The CDC will be an integral part of providing the Crees with greater autonomy for their economic development. With a collective approach, the CDC will become the primary Cree business entity to accelerate the economic development of Eeyou Istchee.



The GCC(EI)/CRA has given directives to activate the CDC with the goal of having the establishment of the CDC as an operating entity in 2013. As first steps, it is contemplated to complete in 2013 the corporate organization of the CDC and the transfer of the assets of the James Bay Native Development Corporation (SODAB) to the CDC, as provided by the legislation. The objective is to enable the CDC to start fulfilling its mandate of promoting economic development, job creation, business opportunities and investing in strategic economic sectors in order to create wealth for the Crees of today and tomorrow.

The Grand Chief is leading the initiative to establish the CDC and develop its business plan. He has designated Rodney W. Hester to act as the Implementation Manager for purposes of managing and coordinating the actions and operations required for the orderly implementation of the CDC. Work is being carried out now to develop an organization and managerial structure, business plan and investment strategy.





Gaston Cooper

## Human Resources Message from the Director

*Johnny Trapper*

It is my pleasure once again to submit the Cree Regional Authority's Human Resources Department's report on activities for the year 2012-2013. Our Department is known as the "HR Department", to avoid confusion with the Cree Human Resources Development Department, known as CHRD. Our Department is the internal HR Department of the CRA, and addresses the needs of the organization as opposed to CHRD, which is the nationwide department that targets employment, training and related services for all Cree beneficiaries.

The past year saw many exciting challenges for the HR Department in the administration and management of over 300 employees who serve the Cree Nation for its betterment, prosperity and well-being. On the recruitment front, the HR Department recruited some forty-one (41) personnel including both civilian employees and police officers since last year's report. The responsibility and task for the human resources administration of over 300 employees cannot be understated, but with the collaborative efforts and cooperation amongst all CRA Department Directors, we are able to meet these challenges.

The HR Department personnel have worked tirelessly over the past year to meet the needs and attain the day-to-day expected results from the elected Leadership, Senior Management, Department Directors and all Employees. Time was well spent in dealing with our everyday issues in human resources administration, and although the nature of these issues and space may not allow us to report on every matter, we hope that the brief provided herein will serve as an overview of the HR Department's role in the Cree Nation Government.

*Meegwetch.*



## Mission

The Council/Board created an independent department for the Human Resources Administration in 2010. The Department was established under the authority and direction of the Treasurer, to reflect the close collaboration between HR and the Finance Department, particularly in view of the management of the compensation policy and payroll related functions. The mission of the Department is to ensure the proper administration of human resources within the CRA. The need for a separate, distinct and independent Department to administer the ever-evolving human resources and personnel development needs within the organization could not be overlooked. It was envisioned to have a properly functioning HR Department which is capable of making difficult recommendations with the independence required to do so, and to provide objective services to decision makers. The mission is accomplished through collective efforts and cooperation among the thirteen Departments and the Grand Council of the Crees, through the Management Committee.

## Responsibilities/Mandate

The responsibilities of the HR Department are stipulated in the Consolidated Bylaws of the CRA under section 22.13. These responsibilities include:

- Hiring policies including all matters relating to personnel recruitment;
- Personnel management including supervision of the Performance Management Evaluation System; the administration of the personnel plan and training development plans for employees; administration and perpetual updating of the Classification Plan; and all human resources support services required by Departments of the CRA;
- Working conditions for all employees including Elected Officials, the Eenu Eeyou Police Force and civilian staff of the CRA; these working conditions are to include, without limitation, the supervision of the compensation policy of the CRA;
- All matters relating to labour relations including employee complaints and grievances.

To carry out these responsibilities and the various tasks associated with them, the HR Department is composed of the following staff:

- Johnny Trapper, Director;
- Marlena Otter, Administrative Assistant;
- Rosie L. Gunner, HR Administrative Officer;
- Cynthia Vezina, Recruitment and Training Coordinator;
- Abiola Boldon, HR Advisor;
- Victoria Crowe, HR Manager (Eenu Eeyou Police Force).

## Priorities/Activities for the Past Year

*Human Resources Policy and Procedures:* As described in last year's report, our new HR Policy and Procedures Manual was completed in 2011-2012 and this past year, we implemented the revised and enhanced policies and procedures. We created two booklets, one for Directors and the other for Employees. The Directors' Manual contains more elaborate steps in dealing with procedures.

*Classification Plan:* At the start of the year, we embarked on a classification plan where we revisited our exercise of re-evaluating all jobs within the CRA. This exercise is called for in our compensation policy every five years. Our last exercise was undertaken in 2006. The evaluation of jobs helps us to determine the appropriate salary grades and classifications. All 305 employees were informed of their revised job descriptions and of their classification in the salary structure/grade.

The Eenu Eeyou Police Force does not go through the job evaluation process with its non-civilian positions. The classification plan for salary determination is derived from the benchmarking done according to different police forces, but more specifically from the Québec Provincial Police (SQ).

*Personnel Plan/Recruitment:* At the beginning of the year as in previous years, the HR Department has been active in assisting all CRA Departments with their personnel plans for submission to Council/Board for approval. The Department budgets include personnel plans. Subsequently, the HR Department can only recruit personnel on the approved positions for the year as determined in the approved personnel plans. As mentioned previously, the CRA now has over 300 employees and more recruitment is slated for 2013-2014. This past year, we are pleased to report that Rosie L. Gunner has joined our HR team as the Human Resources Administrative Officer. She brings in her education background and work-related experience in human resources administration. Also, we are pleased to have Marlena Otter as our Administrative Assistant; her background in office administration serves as an asset. Marlena currently pursues further studies in human resources through distance education.



Rosie L. Gunner



Marlena Otter

**Training and Development Plans:** The HR Department works closely with each Department Director to establish and identify training needs for staff members. This past year, we focused on developing writing enhancement skills for our support staff. Other Departments coordinate training needs for internal departmental staff, as training is generally occupation-related and requires specialization – such as training required for Police Officers and Justice Officers working for the CRA. The CRA also encourages its staff to pursue educational leaves through its policy. Some of our staff members have also opted to obtain certified training programs through online or distance education.

Over the past year, the HR Department personnel took part in a human resource management conference for First Nations communities. As keynote speakers within the conference, we had an opportunity to advise other First Nations on the organizational culture of the CRA as an employer. Our attendance and address at this event garnered positive comments from other groups.

As reported last year, our Police Force had nineteen students at Ellis College in Drummondville pursuing an Attestation Program in Police Technology. At the close of this year, in March 2013, nine students were successful and seven of them had already moved on to the Québec Police Academy in Nicolet. These students, upon successful completion at Nicolet, will become full-fledged Police Officers. They will subsequently join the ranks of Officers within the Eenou Eeyou Police Force. Another cohort of students is enrolled at the same college and in the year 2013-2014, they should complete the training requirements.

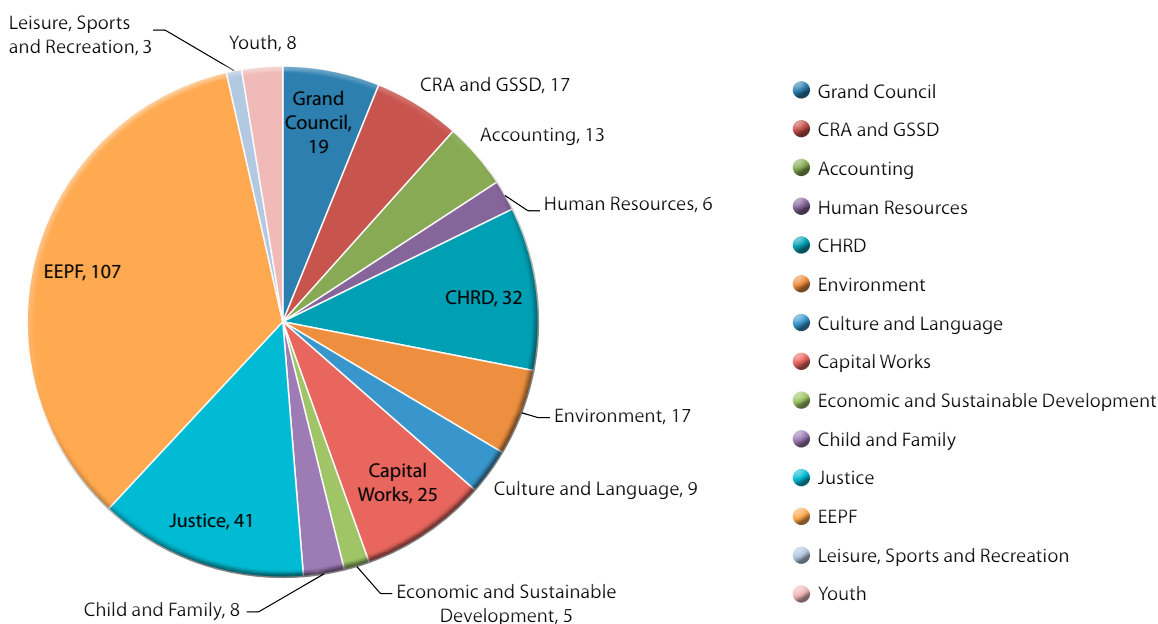
**Working Conditions Bylaw for Eenou Eeyou Police Force (EEPF):** Since the inception of our new Police Force under the management of the CRA in 2011, we have implemented the Working Conditions Bylaw as approved prior to April 2011. The Bylaw did not call for any changes for two years. During this second year, we identified some problematic areas we encountered in implementing the two bylaws for Officers and Senior Officers alike. Our review resulted in various recommendations for changes to the two bylaws. The bylaws will be forwarded to Council/Board for approval effective in 2013-2014.

**Results/Operational Improvements:** There are many other activities and events that have come about over the past year which are too numerous to recount, given the limited space available in this Report. However, we are pleased to inform the Cree Nation that we have been successful in reaching our goals with the projects we embarked on throughout the past year, and we will continue to meet the challenges and expectations of the CRA in providing quality and professional HR administrative services to our Cree Nation Government.

In the coming year, we foresee making operational improvements in the electronic management of our personnel files. We will also be enhancing the payroll services for both CRA in general and for the Eenou Eeyou Police Force as key priorities.

We take this opportunity to thank our Elected Leadership, Senior Management, Directors and Employees for their continuous support and collaboration with our team in the HR Department.

**Graph Detailing CRA/GCCEI Personnel by Department – May 2013**







## Cree Human Resources Development Message from the Director

*Louisa Saganash*

Another year has hastily gone by and the Cree Human Resources Development Department (CHRD) is proud to share its accomplishments for 2012-2013. The CHRD team has been very proactive and our Department has grown, due to the human resources required to build labour force capacity in Eeyou Istchee. A new departmental office was also built in Chisasibi and had its official opening in September of 2012.

Many major initiatives were undertaken this year to support training and employment. The CHRD's primary focus is to equip and empower individuals with the skills and knowledge needed to achieve meaningful and sustainable employment and personal success. By dedicating attention and resources to areas such as essential training and employability skills, we are realigning programs and operations toward the many job opportunities in Eeyou Istchee, while supporting long-term community and economic development.

To meet the tremendous need for competent workers, we are cooperating with communities, organizations and companies in establishing partnerships and sharing resources to offset the high cost of providing training and services in our territory. By understanding each other's needs and taking long-term approaches, together we are progressively building our labour force capacity.

I would especially like to express our appreciation to the Cree Regional Authority's "Roundtable on Capacity Building: Becoming Masters of our Homeland" conference that was held in Ottawa on March 16 and 17, 2013. This worthwhile event brought awareness to the post-secondary students and youth of the many agreements that exist and of the employment opportunities that they create. The Roundtable also encouraged our youth to pursue their education so that they can be part of the building of our Cree Nation. The event was an inspiration for everyone who attended.

I would finally like to thank our dedicated staff, who concentrated their efforts and contributions to the sustained and efficient development of human resources and capacity building in Eeyou Istchee.

I invite you to review the following pages to find out more about our accomplishments and plans.

*Meegwetch and God bless.*

## Introduction

The Cree Human Resource Development Department (CHRD) was first established in 2002 through an agreement for the transfer of responsibilities between Human Resources and Skills Development Canada (HRSDC) and the Cree Regional Authority. The CHRD is responsible for monitoring and providing support to the labour market of Eeyou Istchee. Under the governing structure of the CRA, the Coordination of the Department in Mistissini supervises all of the nine local CHRD offices and teams in the Cree communities. Through close communication with the community Band offices, local businesses, educational institutions and our clientele, we offer a wide range of services to Eeyou Istchee.

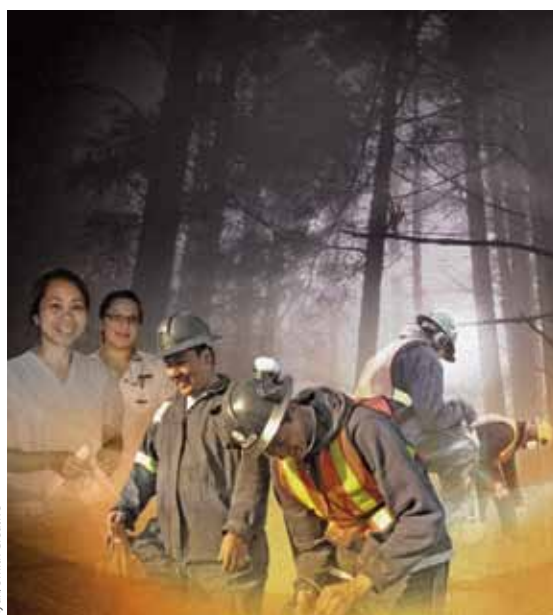
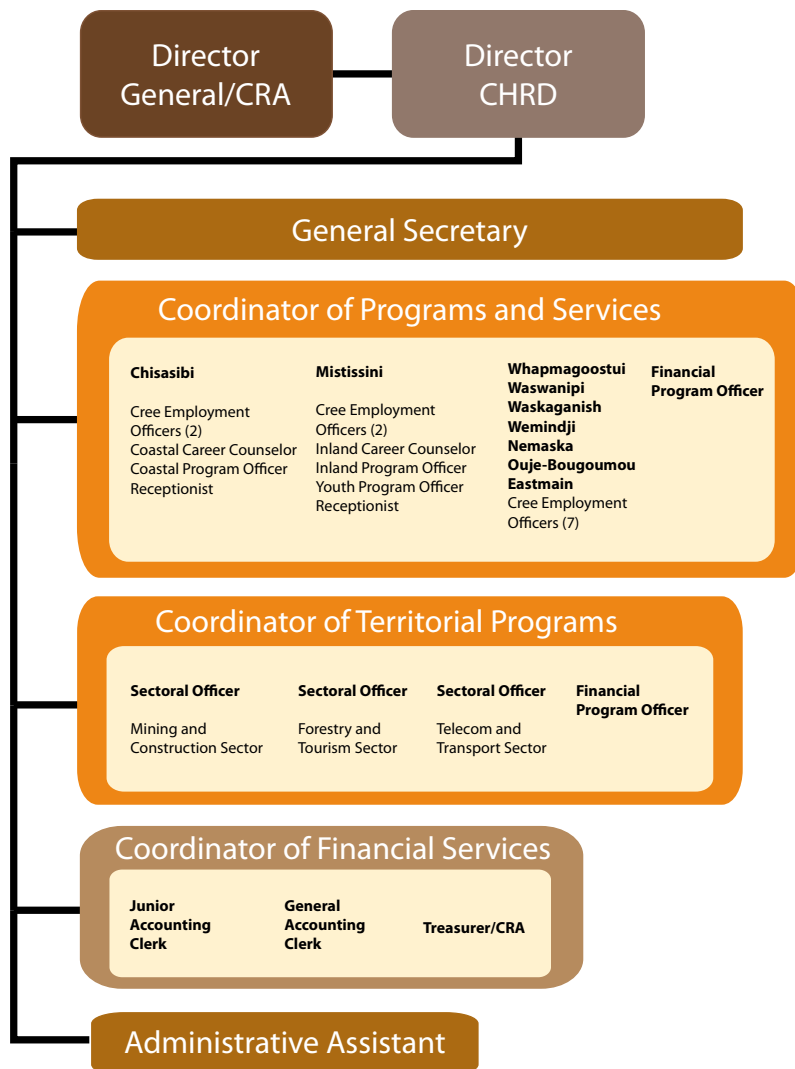
By supporting our workforce with training, community involvement, counselling and various other services, the Department aims to provide people with empowering and rewarding career pursuits and advancements.

## Our Mission

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

## Our Vision

To help build a qualified and professional workforce to fill any employment need in Eeyou Istchee.



Ryan/Smith Creative

## Service Delivery Initiative

### Personnel Plan

The 31 employees within the CHRD manage both local and regional services. The Department's team is managed by a Director, a Coordinator of Programs and Services, a Coordinator of Territorial Programs and a Financial Coordinator.

This year, the CHRD would like to recognize those who have contributed their services to the Department, including:

- Sarah Biron, Cree Employment Officer, Wemindji
- Deborah Matoush, Inland Program Officer
- Mike Pelletier, Financial Officer, Community-Based Programs
- Elsie Neeposh, Cree Employment Officer, Mistissini

In addition, the CHRD would like to welcome new members of the administrative team: Cynthia Morrison, Career Counselor for the Inland Communities; Catherine Quinn, Youth Program Officer; Samuel Moses, Career Employment Officer in Eastmain; Bella Trapper, Financial Program Officer, Community-Based Programs; Deanna Mianscum, Cree Employment Officer in Mistissini; and Judy Capissisit, Cree Employment Officer in Oujé-Bougoumou.

### CHRD Staff Recognition Awards

Every year, the CHRD notes the efforts of those who have excelled in contributing toward improving the quality of the administration and services provided to clientele, in three key aspects. "Teamwork" is given to a staff member whose collaborative efforts within the Department brought people together toward a common goal. "Community involvement" is given to a staff member that has an exemplary presence and impact on their community. Lastly, "Innovation" is awarded to a staff member who offers creative and unique solutions to the needs of the clientele and administration.

This year, we would like to recognize outstanding performances of our staff members in these three areas. For "Teamwork", the Department would like to recognize

the efforts of Henry Dixon, Cree Employment Officer in Waswanipi. For "Community involvement", we would like to congratulate Daisy Wistchee, for her work in the communities. For "Innovation", the CHRD would like to recognize the efforts of Christina Gilpin, who worked diligently to provide the Choices and Options program to the communities.

### The Annual Regional Career Fair

The 5<sup>th</sup> Annual Regional Career Fair for 2012 was held in Waswanipi. The event is part of the CHRD mandate to provide community outreach related to employment opportunities that are growing in the James Bay Eeyou Istchee territory. The event is typically held over the course of two days and provides booth exhibitions, workshops, guest speakers and entertainment aimed at enhancing the knowledge and capacity of the people living in Eeyou Istchee.

The event this year provided the more than 500 participants with the opportunity to learn about a number of growing career opportunities in the territory within the healthcare, childcare, mining, construction and tourism industries.

The CHRD would like to take the time to express its gratitude for the work performed by the planning

This photo was taken while the CHRD team was visiting Waswanipi, to plan the Career Fair.



committee, the community of Waswanipi, the booth exhibitors, guest speakers, workshop organizers, entertainment and most importantly, the attendees from all the Cree communities.

We are pleased to announce that the 6<sup>th</sup> Annual Regional Career Fair is scheduled to be held in Eastmain, and we look forward to the attendance of even more participants.

### Federal Relations

Relations between Canada and the CHRD are largely governed by the provisions of the *James Bay and Northern Québec Agreement* (JBNQA) and the *Federal New Relationship Agreement* (NRA).

Paragraph 28.9.1 of the JBNQA provides that: *Canada and Québec shall, on proposals from the Cree local governments or Cree Regional Authority, provide, within their budgetary restraints to Cree individuals or groups the full range of training programs or facilities and of job recruitment and placement services they require in order to qualify for jobs created by existing or planned developments in the Territory, and assume the costs of such programs and facilities.*

The NRA was intended to find ways to properly implement these programs, which are known as the "Territorial Programs". In the NRA, it was agreed that, for the 20-year term of the Agreement, the Crees would themselves implement these programs with funding provided up-front by Canada.

Also, as a condition to assume Canada's responsibilities with respect to these Territorial Programs, the Crees would continue to receive annual funding from Canada for regular programs, with comparable levels of funding, including the provision of job search and employment insurance services as well as other initiatives. In other words, the Crees agreed to assume responsibility for the Territorial Programs if Canada continued to fund regular programs with comparable levels of funding and under the same conditions.

In April of 2010, HRSDC launched a new regular program called the Aboriginal Skills and Employment Training Strategy (ASETS). This program replaced the Aboriginal Resources and Human Development Strategy. The new ASETS program is a national program that was developed with a view to suiting every aboriginal situation across Canada, from the smallest and most remote communities to the larger communities close to urban centres. It was not necessarily crafted to meet the needs of the Cree Nation with its regional administration (Cree Regional Authority), reflecting the political unity of the Cree communities.

Over the past year, the CRA has continued to meet with HRSDC to conclude a new funding agreement under the ASETS program. Most issues have been resolved and

we now expect an agreement to be concluded shortly. A disagreement continues to exist as to whether the regular program funding from Canada should be increased annually in order to reflect the cost of living. This matter has been referred to mediation under the dispute resolution mechanism of the NRA and will be resolved in the future.

### Strategic Planning

The CHRD continues to work toward goals that will provide improvements to the administration and the services that are provided throughout the Cree territory. Strategic planning plays an integral role in ensuring that our Department continues to remain dynamic within a rapidly evolving territory, as new opportunities and challenges must be met.

Over the course of 2012-2013, the CHRD has met in January 2013 to review the accomplishments of the year and to revise its strategic and action plans. These meetings ensure that the plans remain dynamic, while providing staff members with the opportunity to collectively develop new initiatives.

1. *Enhance service to communities and organizations:* An increased emphasis on Choices and Options for Inland and Coastal clients was implemented this year. The program provides the clientele with a framework to assess their workplace abilities; it also assists their career decisions and creates a pathway to realize career goals. In addition, the CHRD has reached an agreement with Emploi Québec to have a representative at our Coordination Office, on a full-time basis.
2. *Support demand-based capacity building:* The CHRD, through the Eeyou Communications Network (ECN) and the Eeyou Mining Skills Enhancement Program (EMSEP), has provided learning tools, needs assessment and employer-based training programs to ensure that Cree workers are prepared for the demands of the growing mining and telecom industries. The program offers walk-in consultations, computer labs and skills enhancement services that are relevant to making our people qualified and confident in their career pursuits. Through the Skills Partnership Fund (SPF) program, two CHRD community classrooms have been established in Mistissini and Wemindji; these are being used for customized training and essential skills upgrading.
3. *Build partnerships:* The CHRD, CSB, Emploi Québec as well as Creeco and subsidiaries collaborated to facilitate the training and employment of 423 individuals in the Cree territory, through the Cree Jobs Partnership. In addition, the SPF has created





Sophie Mathers

CHRD staff members gathered for a strategic planning session in Wendake.

- two sector-related programs with the EMSEP and the ECN; industry partners include: Goldcorp, Stornoway, Tawich-Redpath-Norascon, ECN, Service Canada and Emploi Québec.
4. *Evaluate programs to improve effectiveness:* The CHRD is committed to enhancing the monitoring process to ensure that programs and outcomes are meeting program goals. In addition, we have worked to upgrade our database to measure ES assessments and program outcomes.
  5. *Integrate and align operations with programs:* The CHRD began developing a new structure of program delivery, designed to align operations and programs in a more effective manner. This proposed new structure will include four program categories including: Labour Market Development, Skills Development, Employment Programs, and Student Programs. The new development is expected to be implemented within the 2013-2014 fiscal year.
  6. *Improve performance management:* The CHRD has acquired the services of Sophie Mathers Consulting to work with departmental staff. Sophie Mathers has focused on improving the capacity of the administrative team in relation to their community-based services. This work has resulted in improved reporting of programs, significant increases in community service delivery and updates to the client database recording.

The CHRD considers that this past year, positive and progressive steps were taken toward meeting the goals that will improve services to the labour market of Eeyou Istchee. We will continue to meet the goals and directives that have been set in place by our strategic plan.

### CHRD Information System

The CHRD Information System includes different databases that collect data relating to program budgets, employment and training contracts with sponsors and individuals, financial commitments and payments, participant interventions, client files and other program and labour market information. Our system also creates referral forms and pay lists for the training allowances process. The database can produce financial and activity reports. We also use our participant database to collect data linked with the HRSDC client accountability process and to complete program intervention post-training results. We can also provide other statistics and reports upon request, and this was done this year for various CHRD presentations at different meetings and events.

In 2012-2013, we developed an Employment Profile questionnaire which was used to carry out a survey with the Cree population looking for jobs. We also created a place in our system to register results relating to TOWES tests on essential skills. Numerous tests were done in fields such as mining and fiber optic networks. We redesigned the CHRD system within a newer version of

FileMaker Pro that will allow us to meet the needs of the administration.

Our server is located in Mistissini and the employees in the other communities can connect to the multi-user system with a remote access. Almost all the CHRD employees work on the database every day, and all the servers & IT components will be replaced in 2013-2014 to ensure that integrity is maintained. The database is the centerpiece of the CHRD's information system.

### CHRD Committees

Two committees were established to review the Officers' assessments and make recommendations to the CRA on all projects submitted. Their jurisdiction is determined as follows:

#### *Apatissiiwin Skills Development Advisory Committee*

This Committee, composed of appointed members of each community and of representatives of the CRA, the Cree School Board and the Cree Nation Youth Council, meets at quarterly meetings and plays a vital role in recommending training/employment projects submitted to the respective programs under the CRA – CHRD.

#### *Technical Group*

The Technical Group (TG) consists of three CHRD Coordinators and they meet at least once a month. This group was created to provide clients with a fast-track review and approval process for smaller projects. In 2012-2013, the TG met on a monthly basis.

### Partnerships & Special Projects

As a key component of our mandate, the CHRD participates in various projects that involve the collaboration of Cree communities, the Cree School Board, industry sector councils, provincial and federal governments, and various industry leaders. The goal of these partnerships is to provide the most rounded array of expertise to ensure that our programs are comprehensive and of the highest quality. This year, the Department was involved in several projects that would not have been possible without the efforts and contributions of numerous people.

#### **Cree Jobs Partnership (CJP)**

In 2012-2013, the CHRD worked closely with Cree partners such as Creco (and its subsidiaries Gestion ADC, CCDC, and Air Creebec) and the Cree School Board. This partnership was created with the understanding that long-term sustainable jobs were necessary within the fields of construction, transport as well as catering and camp management. The Cree Jobs Partnership (CJP) was extended to continue operations for one more year, under CHRD and Emploi Québec. The highlights of the 2012-2013 fiscal year include:

- 408 Aboriginals trained in the aviation, construction and catering/camp management sectors, where 79 percent of participants were new.
- 274 jobs were acquired by participants in this year's programs.

#### **Angus Mayappo Training Centre in Wemindji**

The CHRD works in close cooperation with Capital Works of the Cree Regional Authority, Sabtuan Continuing Education and the Cree Nation of Wemindji to complete the planning and development of the Angus Mayappo Training Centre. This task has been undertaken as part of the obligations of the JBNQA to enhance manpower (28.9.1) and provide training facilities to the communities (28.9.5). There is currently only one vocational training centre in Eeyou Istchee. It is located in Waswanipi and managed by the Cree School Board.

The Angus Mayappo Centre will provide the coastal communities with a facility where they can receive vocational and employment training. In addition, the Angus Mayappo Centre will place a strong emphasis on the mining sector and work with industry partners to create programs that reflect the trades that are growing in the region.

#### **Opening of new Chisasibi Office**

The CHRD operations in Chisasibi represent a very active area of the Department throughout the year. With over 30 projects this year, the Chisasibi office worked with over 1000 clients. However, staff members in Chisasibi had expressed a need for a new office for a few years now, partly due to the fact that our location is shared with offices of Service Canada and Emploi Québec. On September 6, 2012, the CHRD team was pleased to host the grand opening of its new office, a more functional workplace to provide services to the clientele in the community. These new facilities are part of our plan to enhance our ability to work with the Cree Nation of Chisasibi.

#### **Skills Partnership Fund**

The SPF was created to assist aboriginal organizations to:

- Drive innovation in service delivery and systems through partnerships (system improvement);
- Respond to economic partnership opportunities with targeted labour force development initiatives (training-to-employment); and
- Address program delivery weaknesses and/or gaps in Canada's network of Aboriginal organizations that provide labour market services (service delivery gaps).



Participants in the Essential Skills Training Program and their instructors take a second to celebrate the completion of a training session in February 2013.

The CHRD has worked over the course of 2011 to acquire additional funding through SPF to enhance its services. The two successful SPF projects developed by CHRD are Eeyou Mining Skills Enhancement and Eeyou Communication Network.

### **Eeyou Mining Skills Enhancement Program**

The Eeyou Mining Skills Enhancement Program (EMSEP) was developed in collaboration with the Cree School Board and industry partners (Goldcorp, Stornoway, & Tawich-Redpath-Norascon) to address the growing human resource demands of the mining sector. HRSDC's Skills Partnership Fund and the CHRD initiated EMSEP to address skills gaps and work-readiness barriers for Cree participants who wish to work in the mining sector. The deliverables for the program include:

- Assess 300 or more Cree participants;
- Deliver essential skills upgrades to 150 participants;
- Obtain employment for 85 participants in mining-related occupations.

A community recruitment tour was undertaken and results to date include 150 assessments, 60 interventions and 40 participants currently employed in mining or a related field. EMSEP will continue throughout the next two years to meet the demands of the industry.

### **Eeyou Communications Network**

Across Eeyou Istchee, we are seeing the advancement of our communications network. Due to the progress of global communications, the Cree Nation will need many workers to service these developments. The CHRD and ECN are currently engaged in a partnership to provide the individuals that will help build and maintain the fibre-optics network that will greatly enhance the services provided throughout the Cree territory.

The scope of the Eeyou Communication Network project is to enroll 54 participants that will receive on-the-job training to become fibre-optics technicians and IT professionals within the telecommunications sector. Of these 54 participants, 35 are expected to gain employment in the telecom industry. The training began during the 2012-2013 fiscal year and is currently implementing a program, through Electro Saguenay, to train participants to work as Outside Technicians.

### **Essential Skills**

In 2012-2013, the CHRD, in collaboration with HRSDC Canada, began to implement the Essential Skills (ES) assessments within the Cree territory. A series of ES profiles are being developed to target the specific needs of the mining and telecom industry. CHRD has built internal capacity for assessment, upgrading and employment readiness through Essential Skills and currently employs



four staff members under SPF to administer these assessments and interventions.

Essential Skills is a nationally recognized assessment and skills upgrading program, individually tailored toward occupation/trade and participant abilities. This is yet another progressive step in the CHRD's quest to provide client-based services within the Cree territory. Future developments in Essential Skills at the CHRD would include construction, tourism, service-related occupations and administrative positions. By building internal capacity, the CHRD will enhance its ES service delivery across Eeyou Istchee.

### Employability Profiles

The Capacity Building program was implemented to support Cree Employment Officers (CEO) in the workplace. CEOs have received training in areas such as employment counseling, career development and database use. Customized tools and individual training workshops are being provided to help CEOs with the promotion of career development within the region, and to offer standardized services to their clients. Additionally, a "Client Service Delivery Model" has been developed to structure the client approach regarding the career development services delivered by the Department. The Capacity Building program has contributed to increasing our ability to deliver programs and services by building a versatile workforce within the organization. Consequently, this will support the population of Eeyou Istchee in achieving meaningful and sustainable careers.

### Programs

Within its year-to-year operations, the CHRD and its personnel manage three key programs:

#### Territorial Programs

Territorial Programs support training and employment for Cree beneficiaries of the JBNQA, and address Cree employment opportunities in the territory within the targeted Sector industries. Programs are normally applied to projects outside the parameters of "Category I" lands. Projects can also be situated within these lands, under the condition that the funds provide business and work opportunities in the territory.

#### Community-Based Human Resource Programs Initiative

This initiative is designed specifically to address human resource development throughout Eeyou Istchee. In addition to this, the Community-Based programs provide employment insurance funding to the geographic region that is serviced by the Cree Regional Authority.

#### Community-Based Programs Initiative

The Community-Based Programs are designed to develop and support the productive use of labour market programs such as institutional training, on-the-job training, target wage subsidies, self-employment assistance and employment assistance services. Sixty-three projects were implemented in 2012-2013, with a total of 791 participants. The CHRD continues to service key sectors of employment that are growing at the community level, including health and nursing, construction and northern development, computer training as well as heavy equipment operation. These sectors are anticipated to continue to grow as the mining development and community growth in the territory occur.

#### Community-Based Employment Insurance

The Community-Based Employment Insurance Program is designed specifically for human resources development purposes; it addresses community residents' employment insurance funding in the geographic area serviced by the Cree Regional Authority.

The Department's CEOs assist clients in their respective communities with Employment Insurance by providing information regarding EI-related services. CEOs are prepared to work with clientele who may require assistance with completing the application process. The CHRD has undertaken some of the responsibilities linked with assisting EI services while Service Canada coordinates the implementation of their Service Agents in Eeyou Istchee.

In order to deal with the high demand of employment insurance services, the CHRD has collaborated with Service Canada to find solutions to service issues. In 2012, the Department established two Service Centres: one in Mistissini, at the Coordination Office, and the other in Chisasibi, at the local CHRD office. In addition, the Service Canada agents will provide community outreach to implement the other Service Canada programs that the communities require. These two new centres will assist clients with their employment insurance needs.

#### Special Program for Persons with Disabilities

The Special Program for Persons with Disabilities is designed to assist persons with disabilities to prepare for, obtain and retain employment or to become self-employed, thereby increasing their economic participation and independence.

The CHRD promotes employment opportunities for persons with disabilities and encourages employers and sponsors to hire them. The Department has a regular allocation for training and hiring clientele and a position in the administration to oversee these programs. This year, the CHRD funded a suicide prevention officer



in Waswanipi as well as security positions and general helpers in Mistissini.

### Youth Initiatives Program

Each community has a designated program to employ young Crees for the summer. Local participation from various employers was high and students were enthusiastic in finding work for the summer months. The Youth Initiatives Programs are based on the following principles:

- To ensure work accessibility to young people and encourage lifelong learning;
- To provide young people with opportunities for personal growth and work experience;
- To provide an open approach to developing new and innovative ways of improving employability skills and work opportunities for youth.

### Youth Employment Strategy Program

The CHRD administers the First Nations and Inuit Youth Employment Strategy (FNIYES) from Indian and Northern Affairs Canada.

This program operates independently from the federal agreement currently administered by the CHRD. Two programs operate under the YES umbrella, namely the Summer Work Experience and Skills Link. The Skills Link has three components: the Work

Experience Program, the Science and Technology Program and the Career Promotion and Awareness Program. Below are some examples of these programs:

- The Youth Fusions Program in Mistissini;
- The 5<sup>th</sup> Regional Career Fair in Waswanipi;
- Construction and Media Training for the Wemindji Gathering Centre;
- The Cooperative Education Resource in Chisasibi, which provided hands-on training to students for a wide range of careers.

### Territorial Programs Initiative

This initiative provides Cree employment opportunities in the territory, with special emphasis on sector industries such as hydro, mining, forestry, tourism, construction, transport, telecom, and regional sales services.

These Territorial Programs are designed to provide Cree individuals or groups with the full range of training programs, job recruitment and placement services that they require in order to qualify for jobs created by existing or planned developments in the James Bay territory. The Territorial Programs are also designed to assist Crees to obtain the specific qualifications for existing and

eventual job opportunities in Cree communities, in the Territory and elsewhere. CHRD delivers five programs that aim at assisting Crees.

In 2012-2013, 71 projects were implemented involving 1090 Cree participants. The following provides a breakdown of the activities, which represent initial successes that are likely to continue in the years to come:

- Employment training program that involved mainly vocational training geared toward demand-driven opportunities in the construction, transport and mining sectors. A total of 471 Crees participated in training programs for which CHRD provided financial support for allowances, travel and childcare.
- On-the-job training involved the participation of 452 Crees in the construction sector. These jobs were largely related to mining and road construction projects associated with the Eleonore and Renard mines and the Otish road. These projects require a large number of heavy equipment operators, truck drivers as well as culinary and room staff for camps, including labourers.
- We always like the program that supports new business creation. We are proud to have supported 12 Cree entrepreneurs this past year. Most of the new businesses were started in the construction industry, due to the opportunities provided by the Stornoway and Golcorp mining projects.

A key part of the success achieved in these projects came about because the initiatives were carried out in partnership with educational institutions, employers and communities. Success also depended on a great deal of individual commitment. The training or employment measures were immediate and opportunities for employment were present.

There are and will be many job opportunities in the Cree territory in a number of sectors including construction, transportation, mining, tourism, telecommunications and policing. Currently, our Cree labour force may lack some of the skills or certification required to fill these future jobs. Mining developments will mean opportunities for our people, creating the need for further training.

In addition, apprenticeship programs provided continuous learning opportunities for individuals to become certified in their respective trades. Now, many of these individuals see apprenticeship not just as a job, but also as the start of a lifelong career.

*In 2012-2013,  
71 projects were  
implemented  
involving 1090  
Cree participants.*

Our clientele and overall demographics show a young population (70 percent under the age of 39) that has a very low educational level (68 percent without a secondary 5 diploma). The sector industries are very male-driven; only 21 percent of jobs are held by females, mostly in the kitchen and room service jobs. As a result, Territorial Programs will need to find innovative ways to provide the necessary training for the young population as well as for the women who should be included in the industry.

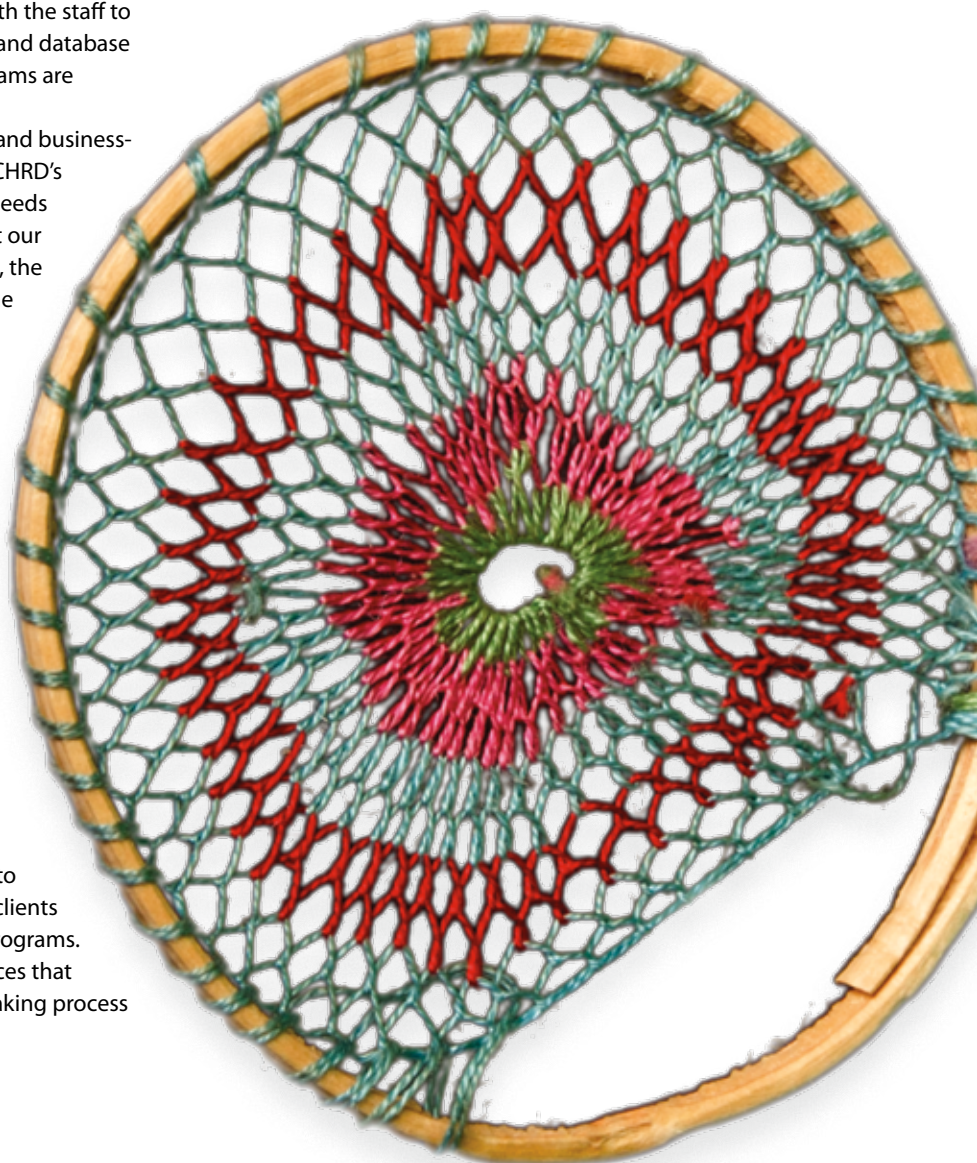
### Best Practices

- The CHRD continues to advance its internal capacity, and works with CEOs on improving community outreach and services. This year, Sophie Mathers worked diligently with the staff to improve work-related methodology and database use to ensure that appropriate programs are offered to the communities.
- A shift toward demand-based client and business-related services was essential in the CHRD's service delivery. By focusing on the needs of the market, the CHRD ensures that our programs consider the jobs available, the demographics of our clientele and the dynamic trends that are occurring in the territory.
- Partnership and sector-related advancements through the Skills Partnership Fund have allowed the CHRD to enhance the services that are offered to the communities. This work, through the EMSEP program and ECN, allows our clients to benefit from growing industries by acquiring essential skills in mining and telecom-related services.
- The CHRD aimed to improve the clarity of the programs and services that are offered to the clientele by realigning its program structure. By designing a more intuitive structure to our programs, the CHRD hopes that clients will more easily apply for available programs. While this does not change the services that we provide, it makes the decision-making process more accessible.

### Lessons Learned

Monitoring of program outcomes and effectiveness continues to be a barrier that the CHRD must overcome. By working closer with vocational institutions and realigning our policies and procedures, the CHRD intends to achieve a closer follow-up on the training programs that our clients undertake.

The CHRD has been reflecting upon its approach to media and advertisement of programs for some time. This year's focus will be on developing new, engaging media tools that will promote what we can offer to our clienteles.





## Elephant Thoughts: Showing the Science of Eeyou Istchee

### The Need

Climate change, sustainable practices and industry development are becoming ever more present in conversations within the Cree territory. Over the years, the interest of our youth in environmental and development issues has grown, and their enthusiasm in voicing their concerns and suggestions must be met with programs and services that cultivate their knowledge, and continue to build their involvement in the territory. There is a particular need to focus on building their foundations in biology, mathematics and science.

### The Challenge

Presenting science theory in a way that is relevant to the perspective of our youth is a challenge to be met. The working texts for many of these disciplines focus on examples that often are outside of the territory and may not connect with our youth in a tangible way. As such, their interest in various topics may diminish under programs that don't serve the issues that they are passionate about.

### The Solution

Elephant Thoughts Global Initiative has been working in the Cree Territory over the past few years, exploring science in ways that is hands-on and uses examples that are close to home. Their program focuses on kids that are in elementary school and high school. Their program has been implemented in several Cree communities including Mistissini, Oujé-Bougoumou and Chisasibi.

The program focuses on two important facets of the students' learning experience. First, using workshops, the students get a chance to study various species that live in Eeyou Istchee through labs, displays and discussions. Second, they receive assistance with their studies, after school, which helps to bring them to the required levels for their courses.

### The Implementation

Through November and December of 2012, students had the opportunity to participate in a workshop that highlights the science behind Cree culture and the wildlife in our territory, with a focus on sustainability. Topics included climate change and its impact on the migration of geese and caribou. This discussion took into consideration the perspective of elders and of the scientific community. Students also had a chance to learn about the insulating properties of snow and how it has a vital role in transportation, hunting and fishing; they also discussed how climate change may impact this.

Beyond climate change, students had the chance to learn about animal life of northern Québec. Concentrating on grades 4-6, birds were brought into the classroom, allowing the youth to hold and study the birds that are part of the territory. Students were also encouraged to express their views on culture during every workshop and how the changing climate could impact their lifestyle and traditional pursuits.

### Conclusion

The end of the program left the students with improved teamwork, problem solving and observational skills and a new perspective on the biological, environmental and cultural connections that interplay around them every day. Both students and teachers gave positive feedback on the program and staff for their assistance with helping students with math and science. In addition, Vice-Principal Émilie Deschênes was pleased in noticing that the students gained better study skills and were more confident as learners.

As growing industries continue to influence the environment and culture of the territory, it is encouraging to know that these students have gained a broadened perspective of the traditional life that surrounds them day to day.



Alex Kleiner



Alex Kleiner



Alex Kleiner

Young students take part in the Elephant Thoughts program, in Chisasibi.



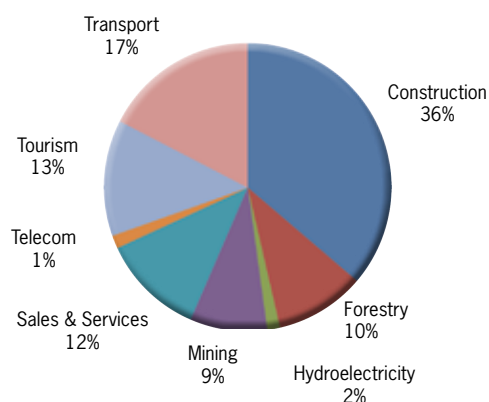
## Project Statistics

### Projects and Participant Training Interventions / All CHRD Programs

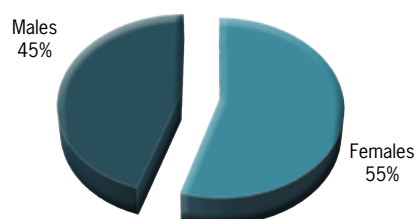
The CHRD, in collaboration with Cree Nation authorities, institutions and employers, continues to promote partnerships to create employment opportunities throughout Eeyou Istchee. The Department maintains its focus on helping individuals prepare for, find and keep employment through its programs.

The CHRD received numerous projects submissions in 2012-2013. A total of 196 projects receiving support from the Department carried out training activities throughout the communities and territory during the fiscal year. There were 4023 participant interventions in these projects.

**Territorial Programs, 2012-2013**  
Distribution of Projects by Industrial Sector



**Distribution by Gender of CBP Participants with Training Activities in 2012-2013**

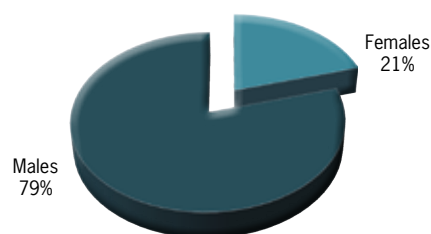


**CHRD Projects and Participant Interventions by Program, Fiscal Year 2012-2013**

	Number of Projects	Participant Interventions
<b>Territorial Programs</b>		
Employment Training	27	471
In-house Pre-placement	19	452
Employment Integration	11	126
New Enterprises	9	12
Delivery Assistance	1	22
Youth Territorial	4	7
<b>Total for Territorial Programs</b>	<b>71</b>	<b>1090</b>
<b>Community-based Programs</b>		
Institutional Training	22	386
On-the-job Training	20	75
Labour Market Integration	1	1
Targeted Wage Subsidies	15	111
Self-employment Assistance	3	125
Employment Assistance Serv.	1	79
Special Programs / Disability	6	14
<b>Total for Community-based</b>	<b>68</b>	<b>791</b>
<b>HRSDC Youth Programs</b>		
Summer Student Program	8	112
Work Experience	7	17
<b>Total for HRSDC Youth Programs</b>	<b>15</b>	<b>129</b>
<b>INAC Youth Programs</b>		
Summer Student Program	8	38
Cooperative Education	9	1221
Science and Technology	5	307
Work Experience	7	31
<b>Total for INAC Youth Programs</b>	<b>29</b>	<b>1597</b>
<b>SPF Mining</b>	<b>12</b>	<b>395</b>
<b>SPF ECN</b>	<b>1</b>	<b>21</b>
<b>All Programs</b>	<b>196</b>	<b>4023</b>

Note: Projects with employment and training activities in the fiscal year based on the contract dates.

**Distribution by Gender of TPI Participants with Training Activities in 2012-2013**



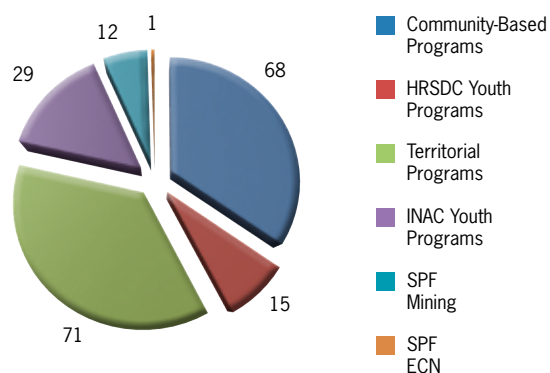
## 2012-2013 CHRD EMPLOYMENT AND TRAINING PROGRAMS

## Projects and Participant Interventions by Training Location

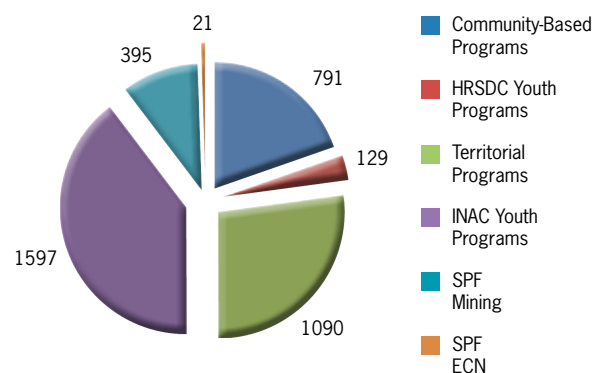
	Territorial		Community-based		HRSDC Youth		INAC Youth		SPF Mining		SPF ECN		All Programs	
Training Location	Total of projects	Part.	Total of projects	Part.	Total of projects	Part.	Total of projects	Part.	Total of projects	Part.	Total of projects	Part.	Total of projects	Part.
Chisasibi	4	27	6	69	2	14	4	617	0	0	0	0	16	727
Eastmain	1	9	8	47	0	0	0	0	1	11	0	0	10	67
Mistissini	9	63	13	51	3	28	7	88	0	0	0	0	32	230
Nemaska	0	0	4	17	0	0	2	152	1	13	0	0	7	182
Oujé-Bougoumou	2	2	4	27	2	5	2	52	0	0	0	0	10	86
Waskaganish	0	0	5	48	2	36	2	10	0	0	0	0	9	94
Waswanipi	12	67	12	106	2	29	4	325	3	36	0	0	33	563
Wemindji	1	5	3	19	2	5	2	6	1	13	0	0	9	48
Whapmagoostui	0	0	5	35	1	2	1	3	0	0	0	0	7	40
Abitibi Region	8	31	0	0	0	0	0	0	0	0	0	0	8	31
Regional	0	0	6	369	1	10	5	344	0	0	0	0	12	723
Territorial	31	883	0	0	0	0	0	0	6	322	1	21	38	1226
Out of Province	3	3	2	3	0	0	0	0	0	0	0	0	5	6
<b>Total</b>	<b>71</b>	<b>1090</b>	<b>68</b>	<b>791</b>	<b>15</b>	<b>129</b>	<b>29</b>	<b>1597</b>	<b>12</b>	<b>395</b>	<b>1</b>	<b>21</b>	<b>196</b>	<b>4023</b>

Note: Projects with employment and training activities in the fiscal year based on the contract dates.

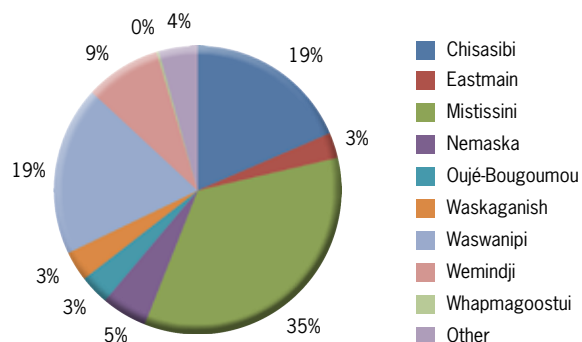
Projects by Program Type, 2012-2013



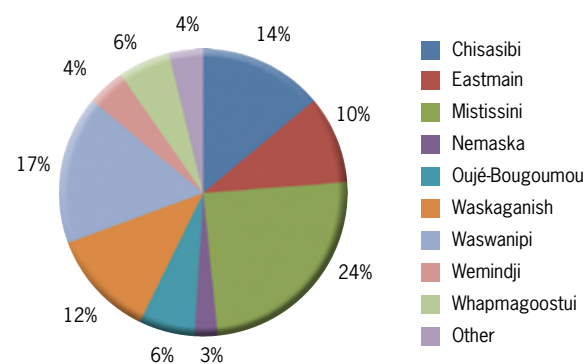
Participants by Program Type, 2012-2013



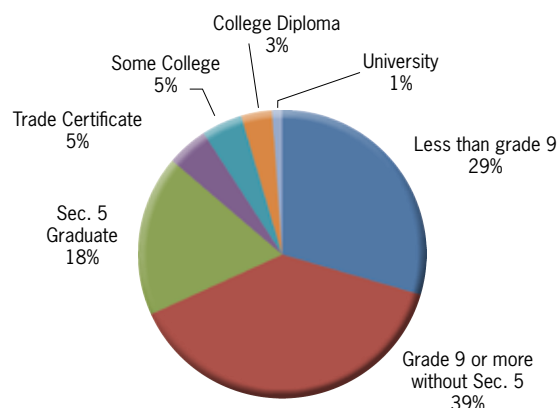
TPI Participants by Community, 2012-2013



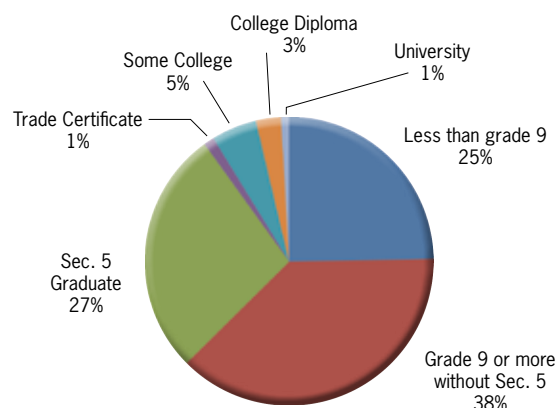
CBP Participants by Community, 2012-2013



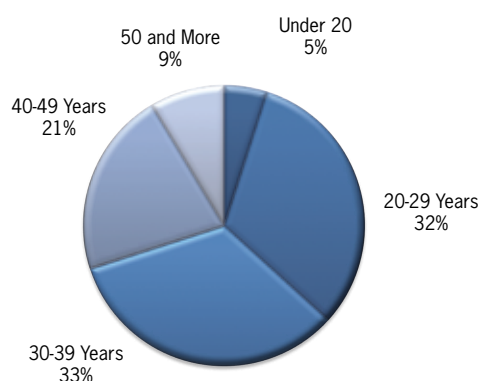
TPI Participants by Level of Education, 2012-2013



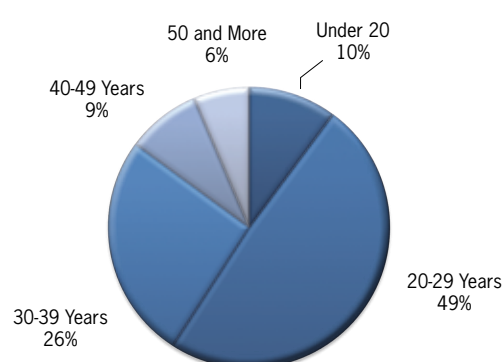
CBP Participants by Level of Education, 2012-2013



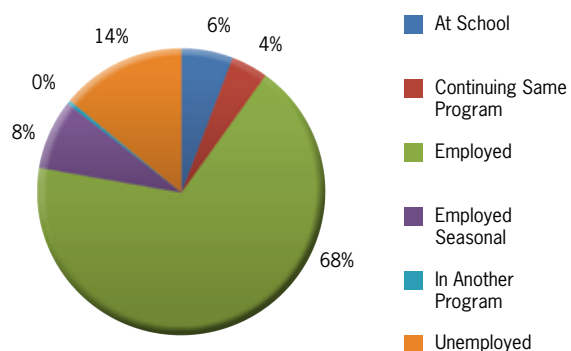
TPI Participants by Age, 2012-2013



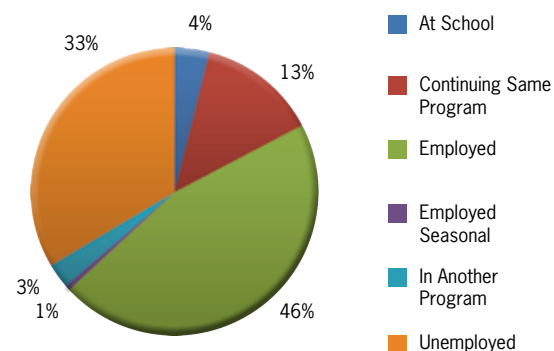
CBP Participants by Age, 2012-2013



Participants' Post-training Results in TPI Programs, 2012-2013



Participants' Post-training Results in CBP Programs, 2012-2013







## Environment and Remedial Works

### *Message from the Director Isaac Voyageur*

**A**s Director of the Department of the Environment and Remedial Works, I am pleased to offer this report on the Department's achievements of the 2012-2013 fiscal year.

We have implemented many of the priority actions identified in our 2011-2012 Strategic Review and taken new, bold approaches to managing our environment. As I write this message, we are poised to release the Broadback Watershed Conservation Plan, inspired by the bold protection targets set out in Plan Nord, and we are ready to announce the formation of the Ungava Peninsula Caribou Aboriginal Round Table, a joint effort of First Nations from Québec and Newfoundland and Labrador to develop a wildlife management system that respects our cultural traditions while protecting the migratory caribou on which our traditions depend.

I am proud of the groundwork our Department has laid this year to use our technology and our human resources more effectively in the future. We developed an Electronic Public Registry to inform Cree communities of proposed and ongoing development projects across the territory. We conducted training sessions in the communities to foster more effective Cree participation in Environmental Impact processes. We launched the Cree Land Use Mapping project, gathering information for the maps on which our future land use decisions will be based. With proactive projects like these, we are building our capacity not merely to answer today's environmental challenges, but to anticipate tomorrow's.

The past year has tested our resolve on many issues. We are about to challenge the renewed Forest Stewardship Certification of Resolute Forest Products, which knowingly implemented forestry management plans contrary to the *Baril-Moses Agreement*. Our negotiations to harmonize Québec's forestry law with the *Paix des Braves* have not yet reached agreement, and habitat protection for the endangered woodland caribou has not yet been guaranteed. These issues of the past year are not about isolated conflicts. They are about defining what it means to seek Cree approval for what is done to our land. This Department is working to ensure that Cree voices are not merely heard but heeded, and that the rights of the Cree people come first in planning the future of our territory.

*Meegwetch.*

## Introduction

It is the mission of the Department of the Environment and Remedial Works to protect the air, lands and waters of Eeyou Istchee for the benefit of all Cree people, today and tomorrow. The Department is responsible for implementing Sections 4, 5, 8, 22, 24, and 30A of the *James Bay and Northern Québec Agreement* (JBNQA), pertaining to lands and land management, forestry, hydroelectric development, environmental policy and impact assessment, and wildlife management.

The Department has 15 staff in the Mistissini and Montreal offices, including engineers, biologists, analysts, management specialists, coordinators and administrators. We sit on the federal and provincial environmental evaluating and review bodies responsible for recommending the authorization of development projects in the territory (COMEV, COFEX and COMEX), and we are members of the James Bay Advisory Committee on the Environment (JBACE), the Hunting, Fishing and Trapping Coordinating Committee (HFTCC), and the Cree-Québec Forestry Board.

We work in cooperation with other Departments, other Cree organizations, and all Cree communities on a broad range of environmental files to ensure that laws, policies and practices in the territory are in keeping with the JBNQA and the *Paix des Braves*. From reviewing impact assessments of proposed developments to advancing a network of protected areas free from all development, from resolving local environmental conflicts to negotiating national environmental policy, the Department works to ensure that our physical environment remains healthy and strong so that we can maintain our traditional ways of life.

## Environmental and Social Impact Assessments

Section 22 of the JBNQA requires that some proposed projects on or affecting the territory undergo review before they are authorized to proceed. The Department Director, as Regional Environment Administrator (REA), is responsible for the authorization of projects on Category I lands, and the GCC(EI)/CRA appoints members to the federal and provincial evaluating and review bodies (COMEV, COFEX and COMEX). The Department's Environmental and Social Assessment Coordinator, Kelly LeBlanc, and Environmental Analyst, Chantal Otter Tétreault, work full-time on ESIA's, assisted by other Departmental staff within their domains of expertise.

As participants in the evaluating and review bodies, we direct each proponent on what information they must supply in their Environmental and Social Impact Assessments (ESIA). We question proponents, review proposals, and request additional information. We require and facilitate consultations with affected communities. We make recommendations to impose conditions on

projects and require mitigating measures to reduce their impacts. We consider proposals to modify projects as they proceed, and we follow up to ensure that impacts are monitored and conditions of authorization are met. We may work on a single development project for years – from considering the first project proposal to monitoring the final project clean-up. We do all this to ensure that development in the territory is sustainable and equitable, causing the least damage to our lands and waters and the greatest benefit to the Cree people.

## Notable ESIA Issues in 2012-2013:

- Oujé-Bougoumou has responsibility for developing the ESIA for the creation of a Cree Heritage Park from the Assinica Wildlife Reserve. The proposed park is roughly 6,200 km<sup>2</sup>, of which 3,200 km<sup>2</sup> has current park status. We helped draft directives and select an environmental consultant to write the assessment in 2013.
- All forestry roads under review remained on hold in 2012-2013, on the recommendation of the Québec-Cree Woodland Caribou Taskforce, as viability of the species is at odds with current forestry practices. The extension of road 167-N, leading to the Renard Diamond Mine site, was authorized in December. We will monitor its effects on the environment, notably on woodland caribou.
- We are assessing requests for modifications (i.e. new discharge point location, increased waste rock pile capacity) to the Certificates of Authorization for the Eleonore gold mine on Wemindji traditional territory. We also follow up and assess the modifications through the Environment Committee of the Opinagow Agreement.
- Public consultations were held in Mistissini and Chibougamau in June and August 2012 on the Renard Diamond Mine, subject to the Mecheshoo Agreement between the CRA/GCC(EI)/Mistissini, and the proponent, Stornoway Diamond. The project was authorized in December 2012. Stornoway has also received last December the transfer of the Certificate of Authorization for the construction of the Renard Mine Road (public road), the 97 km previously included in the Québec Ministry of Transport expansion of the 167-N road (bloc C and D). We reviewed additional information on the ESIA for the Metal Blackrock project, a proposed iron/vanadium mine that could affect Oujé-Bougoumou and Mistissini traplines. Public hearings are planned for the spring.
- We commented on drafted directives and reviewed proposals for dozens of proposals,

including the Galaxy lithium project near Eastmain; Aquilon gold exploration near Chisasibi; Fenelon gold exploration near Waskaganish; Whaboushi lithium mine near Nemaska; Rose lithium mine near Eastmain and Nemaska; 161-kV line to Blackrock project; Mistissini Wind Energy project; and Whapmagoostui Hybrid Power Plant.

**Matoush Project:** For some development proposals, modifications and conditions are insufficient to achieve a balance that protects the rights of the Cree people. This is the case with the Matoush project, Strateco Resources' proposed uranium exploration project north of Mistissini.

The federal administrator authorized the project in February 2012, and the federal Minister of Environment dismissed community opposition with a Decision Statement that the project was unlikely to cause significant adverse effects. The Canadian Nuclear Safety Commission held public hearings in Mistissini and Chibougamau last June: 96 submissions were heard, with a large majority opposing the project. As Chief Richard Shecapio has stated, "Mistissini's position is clear: there will be no uranium activities in our territory." In August 2012, the Cree Nation enacted a permanent moratorium on uranium exploration, mining, milling, and waste emplacement in Eeyou Istchee.

Despite our clear opposition, the federal Commission granted Strateco a 5-year license to proceed with the project. In early 2013, Strateco filed a motion against the Québec Minister of Environment for withholding

will be authorized until that process is complete. We welcome this moratorium. However, we cannot accept the BAPE process, which fails to respect the special status of the Cree Nation in Eeyou Istchee. CRA/GCC(EI)/Mistissini will continue to oppose the Matoush Project – and any other uranium exploration proposal – through discussions, media campaigns and legal action, as needed. We insist on nation-to-nation discussions on this pressing issue in the coming months.

**Community ESIA Projects:** The Department Director, as REA, reviewed the Mistissini Bridge project, which received its long-awaited Certificate of Authorization; the Chisasibi Boat launch, whose ESIA is in development; and the Waswanipi substation and transmission line upgrade, which was a subject of controversy in that we did not receive an English copy of the ESIA until 2013, yet the project received its authorization in August 2012.

Even more controversial this year was the MBJ Boat Ramp. In 2006, the Municipalité de la Baie James (MBJ) requested a letter of exemption to relocate its boat ramp at the southern end of Waswanipi Lake. The Provincial Administrator demanded that MBJ seek approval from the community of Waswanipi. The community was not in favor of the project. There the matter rested until November 2012, when MBJ again requested a letter of exemption, claiming that it had complied with the Provincial Administrator's demand. COMEV is still reviewing this project, and the Department will continue to support the community. This issue threatens to render meaningless the requirement to seek community consent. A proponent cannot only *seek* consent, he rather has to *obtain* it.

**Eastmain 1-A Rupert Diversion:** As part of our ESIA work, we follow up conditions attached to project authorization. In November 2012, COMEX held public hearings in the six communities affected by the Eastmain 1-A Rupert Diversion (Mistissini, Nemaska, Waskaganish, Eastmain, Wemindji and Chisasibi). These consultations were conducted in compliance with a condition of the Certificate of Authorization, which stipulates that Crees must be consulted with regard to the efficiency of the mitigation measures implemented by the proponent and the measures that could be taken to minimize the residual impacts of the project. Between 12 and 50 people attended each consultation. Testimony told of profound impacts that Eastmain-1-A Rupert Diversion and La Grande have had and still have on the Crees, including impacts on hunting and fishing, wildlife, water quality, eelgrass, navigation, economic spinoff, employment, health, family conflict and cultural transmissions to youth. COMEX will report its analysis to the Provincial Administrator this year.

**Public Registry Pilot Project:** In 2012-2013, the Department moved forward with its strategic goal of



Aurélien Bourbeau-Lemieux

Woodland caribou on a lake.

provincial authorization, although the COMEX report had recommended that the project proceed only if it had the Crees' consent. The CRA/GCC(EI)/Mistissini filed an intervention in Strateco's legal proceedings and called on Québec to proceed with an independent evaluation of uranium mining in the province.

On March 28, 2013, the provincial Minister announced that BAPE (Bureau d'audiences publiques sur l'environnement) will conduct province-wide public hearings on the uranium sector, and no uranium exploration



establishing a public electronic registry of projects proposed and undertaken on our traditional lands. With hundreds of resource extraction proposals currently being advanced, a mandatory public registry is essential to inform the Cree people of development pressures and opportunities throughout Eeyou Istchee, and to facilitate greater Cree participation in assessment processes, thereby protecting our rights and guarantees under the JBNQA.

With funding from Environment Canada and expertise from Motion in Design Inc., we designed a successful model registry adapted to the Cree cultural context last fall. We are now working to establish a legal basis for the registry, i.e., a legal requirement to register all proposed projects, to ensure full transparency and public disclosure.

**Community ESIA Awareness Training:** Through Section 22 of the JBNQA, the Cree people have a unique opportunity to review *and change* each proposed development project that may affect our way of life. But no changes will be made unless we demand it. If we are to take full advantage of our unique position, we must raise community awareness of the ESIA process and the role Crees can play in it for the benefit of our lands.

To this end, the Department sought and received funding for community training to build capacity to participate more effectively in ESIA processes. We hired a consultant company, EEM Sustainable Management, to work on and facilitate a training program with the Department's expert staff. In November 2012, we held training sessions in each Cree community to inform key people about the goals and applications of Section 22. In total, 97 people attended the training. All participants received take-home reference materials, and all are committed to passing on what they have learned to the wider community to ensure greater and more effective Cree participation in ESIA processes in the future.

**James Bay Advisory Committee on the Environment:** The Department participates in the James Bay Advisory Committee on the Environment (JBACE) Administrative Committee and in several Subcommittees, including Protected Areas, Forestry, Mining Exploration and Public Participation. The JBACE advises governments concerning the adoption of policies, laws and regulations having environmental consequences for the Cree Nation and oversees the administration and management of the environmental and social protection regime established in Section 22 of the JBNQA. Through the JBACE, we work on a multitude of regional, national and international issues that affect the environment in Eeyou Istchee. In 2012-2013, for example, we developed a position on provincial Bill 65, respecting conservation in the Plan Nord, which was removed upon changes in the Québec parliament; we monitored changes resulting from the federal omnibus Bill C-45; and we commented on

Canada's commitment to the biodiversity targets set out in the Convention on Biological Diversity Strategic Plan. In 2012-2013, we helped develop the JBACE's strategic plan for 2013-2018.

### Community Environmental Services

Each Cree community has a Local Environment Administrator (LEA) responsible for ensuring the protection of the environment in Category I lands. The Department provides guidance, coordination, training and scientific support to all LEAs, via our Director, as REA, assisted by our Environmental Management Specialist, Cameron McLean, and our Science Advisor, Alan Penn.

The Department also assists in many ongoing community environmental services. In 2012-2013, for example, the Environmental Site Assessment Phase I campaign was successful in ensuring that new buildings are not built on contaminated grounds, thereby providing assurance to the Canada Mortgage and Housing Corporation, insurance companies, banks, and other financial institutions to release project funds. Our Hydro-Québec/SEBJ camps clean-up and evaluation work was carried out again this year and included an inspection tour in the Caniapiscau reservoir area. We continued our work on municipal infrastructure files, including Eastmain's water supply infrastructure and Waswanipi's wastewater upgrade. We liaised with the Cree Health Board, the communities and the Québec government on issues affecting health and the environment, such as drinking water quality and radon. We also liaised with Public Works Departments and the communities to implement environmental standards and regulations.

### Mining

Our Mining Engineer, Aurora Hernandez, and other Department staff provide technical support to the JBACE on mining issues that go beyond ESIA's, including the following:

- We review restoration plans and closing plans for former mining sites and participate in steering committees to ensure compliance and Cree participation in site restoration processes. In 2012-2013, we undertook such work on the Principale Mine.
- As part of the Mining Exploration Table, we began discussions on the clean-up of exploration sites in the territory.
- We review monitoring plans, participate in monitoring committees, and respond to monitoring data for projects including Detour Lake, Eleonore, Langlois, Coniagas, Bachelor, and more recently Renard.

- We have recently reviewed the results of the 2010 study on the impacts of the Opemiska tailings spill. We are in the process of analysis. A final report will be produced in 2013 compiling our comments and recommendations to avoid such incidents and improve procedures. We comment on laws, policies and guidelines affecting resource exploration in the territory. In 2012-2013, for example, we submitted a brief on Bill 14, on mining exploration and restoration. We are continuing to work toward an environment section of the Cree Mining Policy.

### Forestry

The Department Director, Isaac Voyageur, and our Wildlife Management Administrator, Nadia Saganash, sit on the Cree Québec Forestry Board, which oversees and evaluates implementation of Chapter 3 of the *Paix des Braves*, pertaining to forestry. Our Forestry Coordinator, Christopher Beck, provides technical advice and coor-

ordinates the efforts of the Joint Working Groups created under Chapter 3. Our Forestry Engineer, Stephan Ouellet, analyses Forest Management Plans to ensure that the rules of Chapter 3 are applied throughout Eeyou Istchee and the Baril-Moses territories. Jimmy Iserhoff, who replaces our Forestry Projects Coordinator, Matthew Longchap, works with our Forest Programs Project Monitor, Abel Neeposh, to help implement remedial programs in the five Cree communities affected by forestry (Waswanipi, Mistissini, Oujé-Bougoumou, Waskaganish and Nemaska).

We assist communities and individual tallymen with technical advice, mapping support and legal action to ensure that forestry activities are in line with the *Paix des Braves*. In 2012-2013, for example, a permit was issued allowing harvesting in a closed trapline and a significant conflict arose over the building of a major forestry road on trapline W21A. The Department responds to all such conflicts.

**Forest Stewardship Council (FSC) Challenge:** Last fall, we successfully contested Resolute Forest Products Inc.'s FSC Certification for Forest Management Unit 025-51 in the Saguenay-Lac Saint-Jean region, the largest forest management unit in Québec. In 2010, Resolute knowingly implemented forestry management plans contrary to the *Baril-Moses Agreement*, clear-cutting in areas where they should have been mosaic-cutting. FSC Principles require companies to gain the free, prior and informed consent of Indigenous Peoples whose lands they operate upon. However, this spring, Resolute's auditors, Rainforest Alliance, reconfirmed Resolute's FSC certification. We will

respond with a formal challenge in May 2013. The outcome of this conflict will test the integrity of FSC Principles and the future of forestry in the territory.

**Forestry Sectorial Table on Governance:** The Department is part of the Cree negotiating team working to harmonize the adapted forestry regime of the *Paix des Braves* with Québec's *Sustainable Forestry Development Act*. In 2012-2013, we participated in a Cree-Québec technical taskforce to develop proposals for consultation and planning processes, harvesting methods, wildlife management, employment and contracts, timber volumes, wood marketing board and other items. An agreement has not yet been reached; several issues remain unresolved.

Bill 57, the *Forest Occupancy Act*, will be in place by April 2013. We negotiated with the provincial government to harmonize the new law with the *Paix des Braves*.

**Cree Land Use Mapping (CLUM):** The Department's GIS Technician, Maxine Mark-Stewart, supports the work of the CRA, other Cree bodies and the communities with information storage and retrieval, mapping, scanning, digitizing information, and analyzing data related to land use. Our GIS Unit collected and updated data on GESTIM Mining Claims, SIGT Land Rights, and trapline boundaries; input baseline governmental datasets; and filled mapping requests for mining claims, woodland caribou ranges, and proposed protected areas.

This year, we took a more proactive approach to our mapping work by launching the Cree Land Use Mapping (CLUM) project in collaboration with communities and tallymen. The project aims to create accurate Cree Land Use maps, for the use of tallymen, and Cree Planning Support Maps (CPSMs), for planning forestry and other activities in the Eeyou Istchee-James Bay region.

In the first phase of the project, the CLUM team (Christopher Beck, Jessica Labrecque, Maxine Mark-Stewart and Jonathan Bosum) created a scientifically rigorous and contextually appropriate methodology to record and represent Cree land use information. We tested the process in Mistissini in July 2012. We are now in the second phase of the project, collecting Cree land use information through interviews with tallymen and converting that information into maps. In 2012-2013, we completed interviews for over one-third of traplines impacted by forestry; the remaining interviews should be completed this summer. We have begun to digitize the maps; all maps will be validated by the interviewees before they are finalized for use.

**Remedial Programs:** The Department participates in the Forestry Program Prioritization Committee (FPPC), which oversees the dispersal of forestry-related program funding through two remedial programs. Working with locally appointed officers, we assist trappers with project design, application submission and follow-up.

*We assist communities and individual tallymen with technical advice, mapping support and legal action to ensure that forestry activities are in line with the Paix des Braves.*

1. The Cree Traditional Activities Enhancement Program assists traditional land users who experience a negative impact on their traditional hunting, trapping and fishing activities from forestry-related activities. In 2012-2013, over \$1,582,000 was disbursed through this Program on eligible projects including cabin construction, hunting route development, and subsidies for hunting equipment. A new five-year agreement to continue this program is forthcoming.
2. Volet II funds community-oriented projects. In 2012-2013, over \$725,000 in Volet II projects were accomplished, including land preparation, a community sliding hill, the Chiiwetau Parking Lot Phase II, a cultural fishing project, a forestry resource inventory, and a wood cutting assistance program. The Ministry of Natural Resources (MNR) has not funded Volet II for the past two years; the program is under review.

### Protected Areas

We anticipate a long struggle to see the Cree Vision of Plan Nord realized, but that vision remains clear: 50 percent of our lands must be protected from development, and existing developments must be accounted for in defining non-protected lands.

In 2012-2013, we worked to solidify support for the expansion of Tursujuq National Park, a 6.5 million acre protected area along the eastern shore of Hudson Bay. We advanced protection of Lake Waswanipi and the Tawich proposed National Marine Protected Area. We halted consultations with the province in Whapmagoostui, Chisasibi and Eastmain until the Ministry agrees to work with our existing proposals.

In keeping with our proactive approach in 2012-2013, we worked to create a Regional Protected Areas Committee, established by Council/Board in the fall, with representatives from the CRA, the Cree Trappers' Association and all Cree communities. The Department will coordinate the work of the Committee and provide technical support for community-level initiatives.

**Broadback Conservation Plan:** We worked to develop consensus among the forestry-affected communities on the need to repackage our protected area proposals and the Assinica Park project into a large-scale Cree conservation plan: the Broadback Watershed Conservation Plan, inspired by the bold protection targets set out in Plan Nord.

At the end of 2012-2013, we are poised to release the Plan and call on the Provincial Government to support it. The Plan would establish interconnected core protected areas along the river's corridor and special conservation management zones to serve as buffers to the core protection. This is the only credible way for governments to fulfill their legal obligations to protect the endangered woodland caribou.

### Wildlife

The Hunting, Fishing and Trapping Coordinating Committee (HFTCC) manages the Hunting, Fishing and Trapping Regime established under Section 24 of the JBNQA. The Committee is an expert body composed of representatives from Inuit, Naskapi and Cree territories as well as the Provincial and Federal Governments. The Department Director, Isaac Voyageur, sits on the Committee, supported by our Wildlife Biologist, Aurélie Bourbeau-Lemieux, our Science Advisor, Alan Penn, and our Wildlife Management Administrator, Nadia Saganash. We work on numerous HFTCC work groups on a range of issues, the most critical of which centred around caribou in 2012-2013.



Presentation on Woodland Caribou at the Elders' gathering in Oujé-Bougoumou, September 2012.

**Migratory Caribou:** The two herds of migratory caribou in northern Québec – the George River herd and Leaf River herd – have reached critically low population numbers over the last 10 years. The Torngat herd in Newfoundland and Labrador is also in decline. Recognizing that native culture is entwined with the caribou in both provinces, we organized a workshop for fall 2012, "Declining Caribou: Shared Concerns, Shared Solutions." Participants from both provinces included wildlife managers from Native and non-Native governments, and representatives of the tourism, research and industry sectors. This was the second workshop of its kind, intended to update baseline information on the herds and raise concern among participants. Aboriginal participants met at a special gathering, where all agreed to support the creation of a co-management board to address the status of the caribou.

### Ungava Peninsula Caribou Aboriginal Round Table

Following a historic Emergency Aboriginal Caribou Summit in January 2013 of the Inuit, Innu and Inuit/Metis of Labrador and the Inuit, Innu, Naskapi and Cree of Québec, we ended the fiscal year poised to announce the formation of the Ungava Peninsula Caribou Aboriginal





Aurélie Bourbeau-Lemieux

Examples of Cree participation in the woodland caribou survey of the Assinica herd, in collaboration with MDDEFP, March 2013: Sydney Ottereyes from Waswanipi takes GPS positions of Woodland caribou tracks; Rose Wapachee from Nemaska boards a Partenavia P-68 Observer to look for woodland caribou tracks.

Round Table, which will strive to develop a wildlife management system that respects all cultural traditions while protecting the caribou on which our traditions rely.

All members of the Round Table agreed that actions must be taken to respond to the critical decline of the George River Herd and the uncertain future of the Leaf River and Torngat herds. All agreed that the priority of aboriginal subsistence harvesting rights must be assured, while recognizing that we must reduce the impacts of our collec-

tive harvest. Each participant will act immediately to inform their respective communities about the urgency of this issue. Some participants have already asked their memberships to cease harvesting from the George River herd for at least one year. The Group will reconvene in April to make decisions on collective actions and measures.

**Woodland Caribou:** The final report of an independent team of experts on woodland caribou was presented in May 2012. It confirmed that the three herds in the territory are in serious decline, there is little intact habitat remaining, and the viability of the species is at odds with current forestry practices. To address this situation, a Cree-Québec Woodland Caribou Taskforce met in November 2012 to adopt its mandate and establish a technical committee (including the Department's Aurélie Bourbeau-Lemieux, Nadia Saganash and Stephan Ouellet) to identify a zone of highest priority for conservation and restoration of the species.

#### Aboriginal Funds for Species at Risk (AFSAR)

The Department received federal funding for a 3-year project to build awareness and conservation of woodland caribou in Cree communities. In collaboration with the CTA, through flyers and posters, we informed the communities of the precarious status of woodland caribou in Eeyou Istchee and called for a voluntary halt on harvesting of this species. A team from the CRA and CTA has begun to tour the communities to discuss the situation in person.

A portion of the funding was reserved for actively involving the Crees in the acquisition of knowledge on

Woodland caribou – both gathering traditional knowledge and acquiring scientific knowledge – to foster community-based conservation planning and action. To this end, a survey of the Assinica herd began in March 2013, in collaboration with the MNR.

#### Important Bird Areas (IBA) project

We are working with the CTA, Nature Canada and Nature Québec, to designate Rupert Bay as an Important Bird Area, and we spent 3 days of summer 2012 developing the project with the community of Waskaganish. Welcoming Rupert Bay into the global network of IBAs will attract funding and technical expertise to help develop local capacity to monitor and recover the site's avian species at risk.

#### Eeyou Marine Region Wildlife Board (EMRWB)

The first meeting of the Eeyou Marine Region Wildlife Board, established under the Eeyou Marine Region Land Claims Agreement to manage wildlife and harvesting, took place in February 2013. The Department's Wildlife Biologist, Aurélie Bourbeau-Lemieux, is one of three Cree members on the Board and our Environment Analyst, Chantal Otter Tétreault, is interim Chair of the Board's Marine Planning Commission.

#### Land Regime Issues

The Department helps implement the land regime provisions of Section 5 of the JBNQA, as well as matters arising from Section 4, which deals with boundary definitions for Category I and II lands. In 2012-2013, the Department worked on boundary definition issues relevant to the transfer of lands from Mistissini to Oujé-Bougoumou; we assisted in the re-categorization of Category I and II lands in Waswanipi; and we began preliminary discussions with the CTA to review trapline boundaries.

#### Special Thanks

Finally, on behalf of all technical members of the staff, a big thank you needs to go out to Sharon Pepabano Matoush and Robin Campbell, without whose support our work would not be possible.

#### Income Security Program for Cree Hunters and Trappers

The Income Security Program for Cree Hunters and Trappers (ISPCHT) was established in 1976 by and in accordance with Section 30 of the *James Bay and Northern Québec Agreement* 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, the Program 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 by the *Act respecting the Cree Hunters and Trappers Income Security Board* (R.S.Q., chapter O-2.1). The Government of Québec and the Cree Regional Authority 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 Québec Agreement* provides for a periodic review of the operation, procedures and benefits of the Program by Québec and the Cree Regional Authority. This review was finalized in 2011 and the Board has submitted a report on the results of its review to the Government of Québec and the Cree Regional Authority. In this regard, the GCC(EI)/CRA has requested the Government of Québec to establish a working table of negotiations for representatives of both the Government of Québec and the GCC(EI)/CRA. The working table is to be created in order 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. The Cree Hunters and Trappers Income Security Board hopes that the Government of Québec and the Cree Regional Authority will soon commence this process.

During the Program year 2011-2012, 1,301 beneficiary units composed of 1,832 adults and 769 children were enrolled in the Program. The greatest number of beneficiary units come from Chisasibi (496 units), followed by Waswanipi (185 units) and Mistissini (169 units). The smallest number of beneficiary units come from Nemaska (26 units), Eastmain (41 units) and Oujé-Bougoumou (57 units). The three communities with the greatest number of beneficiary units – Chisasibi, Mistissini and Waswanipi – make up 65 percent 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 2011-2012 Program year, 47 percent of the heads of beneficiary units were 57 years or over. The most common age group was the 67-76 years of age class (21 percent), followed by the 17-26 years of age (18 percent) and the 57-66 years of age (15 percent). This bimodality repeats itself annually. This trend suggests that the Program attracts mainly two major groups of participants: those who have consistently relied on the traditional way of life for numerous years, and a second group of young adults who practice

the traditional lifestyle for a transitional period between their academic education and their entry into the work force. However, the traditional way of life remains at the heart of the Cree culture and identity.

In terms of number of beneficiary units, Program year 2011-2012 revealed an important increase with 1,301 beneficiary units compared to 1,260 beneficiary units in 2010-2011 and 1,216 beneficiary units in 2009-2010.

The number of days paid under the Program has reached 312,955 in 2011-2012, and has increased for three consecutive years.

For the Program year 2011-2012, the average amount paid per beneficiary unit under the Program for all the Cree communities was \$16,612 – an increase compared to \$16,261 in 2010-2011 and \$16,234 in 2009-2010. The average of benefits paid per beneficiary unit



Aurélie Bourbeau-Lemieux (CRA Wildlife Biologist) and Ted Cheskey (Nature Canada) are bird watching in Rupert Bay for the Important Bird Area project in Waskaganish, August 2012.

ranged from \$13,689 for the community of Eastmain to \$20,079 for the beneficiary units of Waswanipi. The majority (64 percent) of beneficiary units receive annual benefits ranging from \$6,000 to \$17,999.

For the Program year 2011-2012, the benefits paid to the Cree hunters and trappers who are beneficiaries of the Program totaled an amount of \$21,611,751. The benefits paid to the Cree hunters and trappers who are beneficiaries of the Program represent 68 percent of the total income of the beneficiaries.

The pursuit of the Cree traditional way of life continues to constitute an essential component of Cree culture and Cree life. The existence and 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.



Gaston Cooper

## Cree Culture and Language

### *Message From The Director Willie Iserhoff*

**W**achyia,  
I am submitting the enclosed report on the Cree Culture and Language Department for 2013 in my capacity as Director of the Department, which operates within the Cree Regional Authority (CRA). In my thirty years of work with the CRA, I have been able to closely follow the evolution of priorities and challenges which the Crees face from year to year, in the protection of their traditional values and customs.

Many of the Cree communities have their own Cultural Affairs Departments, which I want to acknowledge for their efforts toward the protection and maintenance of Cree culture and society. The Elders are well organized in this regard, and play a leading role in these activities. The Cultural Villages are used to organize seasonal festivities which give the communities the opportunity to celebrate and transfer traditional knowledge from one generation to the next.

The Culture and Language Department has taken an active interest in archaeology and has sought to involve the Cree communities and Cree individuals in archaeological projects, working alongside the CRA's resident archaeologist, David Denton. We have placed special emphasis on the collaboration of tallymen and the engagement of Crees, both young and old. In this

way, both generations can share their own experiences and exchange stories about people who came before them – as part of the lively cultural history of the Cree people. Our archaeology team is now located at the new Aanischaaukamikw Cultural Institute. Our archaeological artifacts as well as a wide range of historical materials on the Cree period now have a permanent home, and are being kept safe and sound in carefully managed and stable environmental conditions.

The promotion and strengthening of the Cree language is another major theme which is addressed in this report. The Department is strongly committed to the long-term objective of maintaining the Cree language as a vital and relevant language of communication. We support and will pursue the idea of a Cree Language Commission, and we plan to continue our work with the Cree School Board and other entities, local and regional, to promote the development of the Cree language.

I would like to take this opportunity to acknowledge and express my appreciation to all staff members of the Department who have worked together this last year to support these goals.

*Meegwetch!*



## Cree Culture and Language

The Cree Culture and Language Department is under the direction of Willie Iserhoff. The mandate of the Department is to work closely with other regional organizations and the nine Cree First Nations councils to help preserve, promote, celebrate and develop Eeyou / Eenu culture and language. With the establishment of Aanischaaukamikw Cree Cultural Institute (ACCI), the roles of the Cree Culture and Language Department and of ACCI are now closely linked.

### Staff Members

Willie Iserhoff	Director
Kevin Brousseau	Language Coordinator
David Denton	Archaeologist
Dario Izaguirre	Archaeologist
Francis Marcoux	Archaeological consultant
Jane Voyageur	Interim ACHP Coordinator
John Bosum	Translator/ researcher
Priscilla B. Martinhunter	Cultural Program Liaison Officer

### Department News

With the opening of ACCI, the partnership between the CRA and ACCI has further strengthened, and has created an exciting new synergy. In addition to the financial support provided by the Cree Regional Authority to Aanischaaukamikw, the CRA has harmonized its principal programs to mesh with and complement those of ACCI. In particular, the Cree Cultural and Language Department focuses on 1) language, 2) liaison with the cultural departments in the communities, and 3) traditional knowledge and community-based research, including archaeology.

In December 2012, the CRA's archaeological lab moved from Val-d'Or to its new location in the newly opened Aanischaaukamikw building in Oujé-Bougoumou. The archaeological staff are now able to better collaborate with ACCI personnel to explore, preserve and promote Cree heritage. Hundreds of boxes of artifacts resulting from CRA community archaeology projects were moved to their new home where they can be used in exhibitions and made more accessible to the Cree communities.

In early March of 2013, we were pleased to welcome Priscilla B. Martinhunter to our staff as the Cultural Program Liaison Officer. Among other roles, Priscilla will be the link between regional and community-level cultural programming, providing support to the cultural coordinators, developing training workshops, seeking financial support for local cultural projects and assisting in the development of community cultural centres. Priscilla's first task was to seek a more substantial level of financial support from the CRA Board of Compensation for 2013-2014 community cultural projects.

## Funding Agreements

With the lifting of the moratorium on CRA – Board of Compensation disbursements for 2012-2013, we were successful in obtaining \$125,000 for community cultural grants. Although not a large sum when split between the communities, the renewal of the community grants was appreciated by the communities. The funds were used for a variety of cultural projects including festivals, bush-oriented activities such as snow-shoe walks, and training workshops on traditional hide preparation, sewing, tool making, etc. All of these activities reflect the communities' ardent desire to preserve and pass on all aspects of Cree traditional culture.



Priscilla B. Martinhunter, our new Cultural Program Liaison Officer.

Officially, 2012-2013 was the second in a three-year funding agreement with Québec's Ministère de la Culture et des Communications (MCC), which currently provides \$172,000 in program funding for the Department of Culture and Language. While we did not obtain an expected increase in 2012-2013, we remain hopeful that 2013-2014 will see a much needed addition to MCC funding that takes account of the exciting new programs being carried out by ACCI.

The CRA's partnership with ACCI led to a formal agreement between us concerning use of MCC funds for 2012-2013. The use of MCC funds for certain ACCI programs is highlighted in the Aanischaaukamikw report, below.

### Support for Cree Artists and Performing Arts

Several years ago, with MCC funding, the CRA established the Mimahtaawaayihitaa and Performing Arts Grant Programs for the promotion of Cree arts. In 2012-2013, an amount of \$2,500 was awarded to Cree singer/songwriter Kenny Mianscum, for the production of an album. Another grant of \$3,000 was awarded to painter Glenna Matoush, to enable her to give a printmaking course at the Ode'min Giizis Festival, a Native arts festival in Peterborough which took place in June 2012.

Two grants were awarded in support of performing arts projects: an amount of \$10,000 was used for an Air Creebec charter to bring in performing artists for a music festival in Mistissini, in July 2012. The festival involved internationally-known Christian music performers and Cree artists. A second amount of \$10,000 was awarded to the Chisasibi Cree Arts and Entertainment Association for the Cree Arts Festival 2012, which took place in Chisasibi



Bertie Small (left) and Sonny Mark excavate a fireplace at Nütameshânan.

in August. This festival brought together well-known First Nations and Inuit artists, including Crystal Shawanda, Claude McKenzie, CerAmomy, Winnipeg's Most, and Inuit Performers Evie Mark & Friends, with local Cree artists. Each of these events was a great success, allowing community members to enjoy high-quality musical entertainment.

### Community Archaeology Projects

The rich heritage of the Cree people is preserved in the memory of many elders and in Cree language and traditions; it is also written on the land. Archaeological staff of the Culture and Language Department endeavour to explore and research Cree heritage sites in collaboration with local communities, and work closely with elders to identify significant places. We try to provide technical and financial support to the communities to preserve and educate Cree youth about these heritage sites. In 2012-2013, and with the assistance of MCC funding, several archaeological projects were undertaken.

### Waskaganish Archaeological Project

The Waskaganish Archaeological Project was initiated in the last few years as part of the Archaeology and Cultural Heritage Program (ACHP), funded by Niskamoon Corporation. The results were so exciting that we have endeavoured to keep the project going, currently with support from the MCC funding. The research activities in the summer of 2012 involved several sub-projects, including 1) excavations at Nütameshânan (aka "Smokey Hill"), 2) paleo-environmental research, and 3) a coastal

survey, all involving the Waskaganish First Nation Cultural Department and the Waskaganish Cultural Institute, and carried out with the assistance of many local residents.

Nütameshânan is the well-known location where, for many generations, Waskaganish people fished cisco in the late summer/early fall at stone weirs built at the second rapids on the Rupert River. When heading inland, families would stop here to gather fish and prepare them by smoking, drying, and then grinding to make the *yûhikan* (fine, powdered meal) which would help nourish people travelling to their hunting grounds and get them through difficult times during the winter.

A survey in the 1980s identifying Nütameshânan as a major archaeological site was followed up with excavations in 2009 and 2010. The 2012 excavations focused on two areas, one producing a distinctive pottery, with lands occupied between about 1500 and 1100 years ago. The other is a 19<sup>th</sup> century *shâpuhtuwân* (Cree longhouse) containing trade goods, home-made stone pipes and fireplaces containing huge quantities of fish bone. When fully analyzed, the 2012 information will contribute to a more complete picture of this important Cree heritage site.

A new aspect of project relates to changes in the environment over the last few thousand years. It is well known that the land near James Bay is rising in relation to the sea as a result of the release of the massive weight of glacial ice, a process that began almost 8,000 years ago and continues to the present. This research – carried out in collaboration with McGill and Lakehead Universities and directed by Dr. Florin Pendea – involved taking core

samples from bogs at different elevations between 2 and 60 m and analyzing them to date the transition from marine to freshwater sediments and to detect changes in the vegetation. Preliminary results indicate that 1400 years ago, the ancient shore line was at an elevation of 19 m; at that time, Nûtameshânan would have been at the head of a long bay or estuary. This exciting work should lead to a much more precise plotting of the shoreline in different periods, and to a better understanding of the evolution of the coastal environment and the context of key sites like Nûtameshânan.

We also carried out a week-long survey on the coast to the north of Boatswain Bay in search of a summer gathering place referred to as Miskoutenkashit – where in 1672, Father Charles Albanel reported meeting and baptizing a large group of coastal residents whom he called “People of the Sea”. While this site turned out to be quite elusive, we hope to return soon for another try.

Finally, following a fortuitous finding of an unusual object by Waskaganish resident Christopher Weistche, James Chism, archaeologist at the Waskaganish Cultural Institute, examined a bulldozed site near km 28 of the Waskaganish access road. As part of our 2012 activities, the CRA team examined and tested the site. The presence of polished stone axes and other distinctive tools in various stages of production signals an important and exciting new site, which although disturbed, may have been used some three or four thousand years ago. We are planning a more detailed evaluation in the summer of 2013.

### Chisasibi Archaeological Project

We helped to carry out an archaeological project near Chisasibi as part of a long-term, collaborative project with the Cree Nation of Chisasibi (CNC). This joint project with the CNC has focused on trading posts on the north side of the river and at Fort George. We share the concerns of the community that the increasing erosion of the river bank at Fort George is causing the loss of an important heritage site: the Hudson’s Bay Company post established at Fort George in 1837.

During the 2012 field season, the main objective was to continue the inventory and salvaging of the archaeological remains of the Fort George post before they are lost to erosion. Archaeologist Christian Roy directed the work, which was coordinated locally by Margaret Fireman and Jennifer Napash of the CNC Cultural Department. Five local people worked as technicians. Test pits and trenches excavated near the edge of the bank revealed the presence of various building remains associated with the second postmaster’s house built in 1870. The remains of a cellar and a wooden structure surrounding a large post were located in the western part of the site.

As in past seasons, a substantial quantity of artifacts was unearthed, providing additional information on life

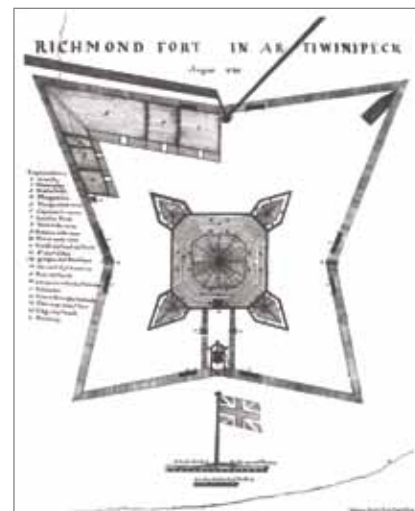
at Fort George between 1840 and 1930. These will be available for display in Chisasibi’s new Heritage Centre.

Costs for this project were shared between the CNC and the CRA, with additional financial support provided by Hydro-Québec.

### Richmond Gulf Archaeology

The CRA collaborated with Avataq Cultural Institute and Kativik Regional Government to investigate Fort Richmond, a mid-18<sup>th</sup> century fortified Hudson’s Bay Company post located on Cairn Island, in Richmond Gulf. The research was directed by Christian Roy in the context of a field school for young Inuit and Cree. While no Cree participants from Whapmagoostui signed up, the project contributed new information about this site, which was first identified archaeologically in 2006. The 2012 excavations revealed the presence of the north and east stone walls of the southwest defensive structure known as a bastion. Wood and stone remains of the fort’s workshop and forge were also recovered. The cultural material unearthed agrees with the documentary evidence that the fort was used from 1750 to 1758.

While it is a British military and trading site, Richmond Fort has an important place in Cree history as the location of the earliest contact between Crees and Europeans in the Hudson Bay area. Whapmagoostui elders tell stories of the events that took place in the mid-18<sup>th</sup> century. The educational potential of this site within the new Tursujuq National Park is exceptional.



Architectural Plan of 18th century fort on Richmond Gulf.

Hudson's Bay Company Archives, Archives of Manitoba, HBCA G.17/104, William Coats.

### Educational Outreach

Our staff provided support for ACCI public outreach events such as the “Family Weekend” and for visits to Aanischaaukamikw by numerous school groups. Demonstrations of stone tool-making and traditional fire making were especially popular with both Cree and non-Native visitors.

We also produced a pamphlet entitled “The Past Beneath Our Feet” (English and French versions) to explain aspects of Cree archaeology to the general public and to encourage respect for archaeological heritage sites.



### Cree Culture and Hydro Development

Over the last 10 years, the Department has worked to preserve Cree heritage related to areas affected by the hydroelectric development of the Eastmain and Rupert rivers. With funding from Niskamoon Corporation through the Nadoshtin and Boumhounan agreements, we established the Archaeology and Cultural Heritage Program (ACHP). The main objective of the ACHP is to allow Crees to explore their heritage associated with the lands and waters affected by hydroelectric projects, to commemorate this heritage and to transmit it to future generations. The Cultural Heritage Advisory Committee set the general values and orientation of the program – the emphasis on land-based activities, the crucial role

and presents the results of the research on history and archaeology.

In 2011-2012, with support from the Cree School Board, we sent the exhibition to all except two Cree communities. In 2012-2013, the final communities of Chisasibi and Whapmagoostui hosted the exhibition. While the exhibition normally travelled by road in a semi-trailer truck, it had to be broken down into smaller components for transport by Air Inuit to Whapmagoostui. Two educational interpreters (Johnny Neeposh and Isaac Meskino) were on hand to present the exhibition to the school classes and to the general public. As in the other communities, the reaction in Chisasibi and Whapmagoostui was extremely enthusiastic, with many people commenting on how meaningful it was for them to have access to this kind of historical information.

We also did a second printing of the catalogue, a book that presents the content of the exhibition in Cree, French and English.

### Memorial

The Rupert Memorial will be erected at a site overlooking the Rupert Reservoir in one direction and the reduced-flow portion of the river in the other. As expressed by tallyman and Cultural Heritage Advisory Committee member Walter Jolly, “from here you see the whole story”. Artist Robert Nepveu has almost completed the production and assembly of the memorial, designed by Tim Whiskeychan, at his workshop near Henryville, Québec. We will finish the production, and hopefully have it installed as well, in 2013-2014.

### Archaeology and Traditional Knowledge

We continued the analysis of materials (both archaeological and interviews with the elders) collected in the areas flooded by the Rupert Diversion and in other areas of the Rupert River. Some of this resulted in publications as described in the following section.

Insert image: David Denton and David Blueboy

Caption: David Denton (left) records historical information provided by Waskaganish elder David Blueboy, prior to coastal archaeological survey.

Credit: Culture and Language Department

The translation of the video and audio interviews recorded with elders in the bush continued. The painstaking nature of this work made this aspect of the project slower than expected, and some recordings remain still to be translated. We also identified themes from the interviews that can be used for educational purposes.

### Conference and publications

We organized a joint session – involving ACHP archaeologists and those working on the Rupert



Jane Voyageur, interim ACHP Coordinator, digging at Nütameshànan.

of elders and tallymen, and the involvement of youth, through training and the transmission of knowledge and skills – and continues to guide activities. Archaeology, an important part of the program from the outset, has involved close collaboration with the elders, using their knowledge as a starting point for investigations.

The interim ACHP coordinator for 2012-2013 was Jane Voyageur.

### Eeyou Istchee's First Travelling Exhibition

Prior to the flooding of the Eastmain-1 area, Cree youth and archaeologists worked with the elders to document how generations of Crees lived in this region. A travelling exhibition entitled “Remember This... and you will live a good life” was prepared. Through images, text, artifacts and video, the exhibition tells the story of the flooded lands from the perspective of the elders,

Diversion project under contract with the Société d'énergie de la Baie James (SEBJ) – at the joint conference of the Canadian Archaeological Association and the Association des Archéologues du Québec, which took place in May 2012 in Montreal. The session was entitled: *The Northeastern Boreal Forest: New Research, Changing Perspectives*, and included 15 papers.

Two papers by ACHP archaeologists were prepared and published in the journal of the Association des Archéologues du Québec, *Archéologiques*:

- *EkFt-20: Du Sylvicole supérieur à 1960* by Dario Izaguirre;
- *Fouilles de deux ateliers de construction de canots (lac Des Champs, Nord-du-Québec)* by Francis Marcoux.

Both highlight an important part of the mandate of the ACHP by bringing the knowledge of local elders and land-users together with archaeology.

### Website

In 2012-2013, we continued our planning work for the online dissemination of ACHP materials, including the stories and commentary of the elders and the combined results of the ACHP and the SEBJ archaeology programs. The website will ultimately allow viewing of ACHP videos as well as other video and audio clips from the elders, including views of the lands and waters now under water.

As part of the planning process, we awarded a contract to a consortium of two small web development firms, Solutions Cogitantes and Percolab, with a mandate to assist in the development of a concept for the web site. Among other activities, a "Participatory Design Workshop", representing a variety of potential users and key stakeholders, including Cree elders and land-users, was held in November 2012 at ACCI in Oujé-Bougoumou. The report and recommendations will guide the production of the web site in 2013-2014.

### Clean-up of Camp on Lac Cabot

In order to respect environmental and safety standards, we carried out a project in the summer and fall of 2012 to dismantle the large ACHP camp from 2009, and to clean up the site. We contracted this work to Johnny Neeposh.

### Language

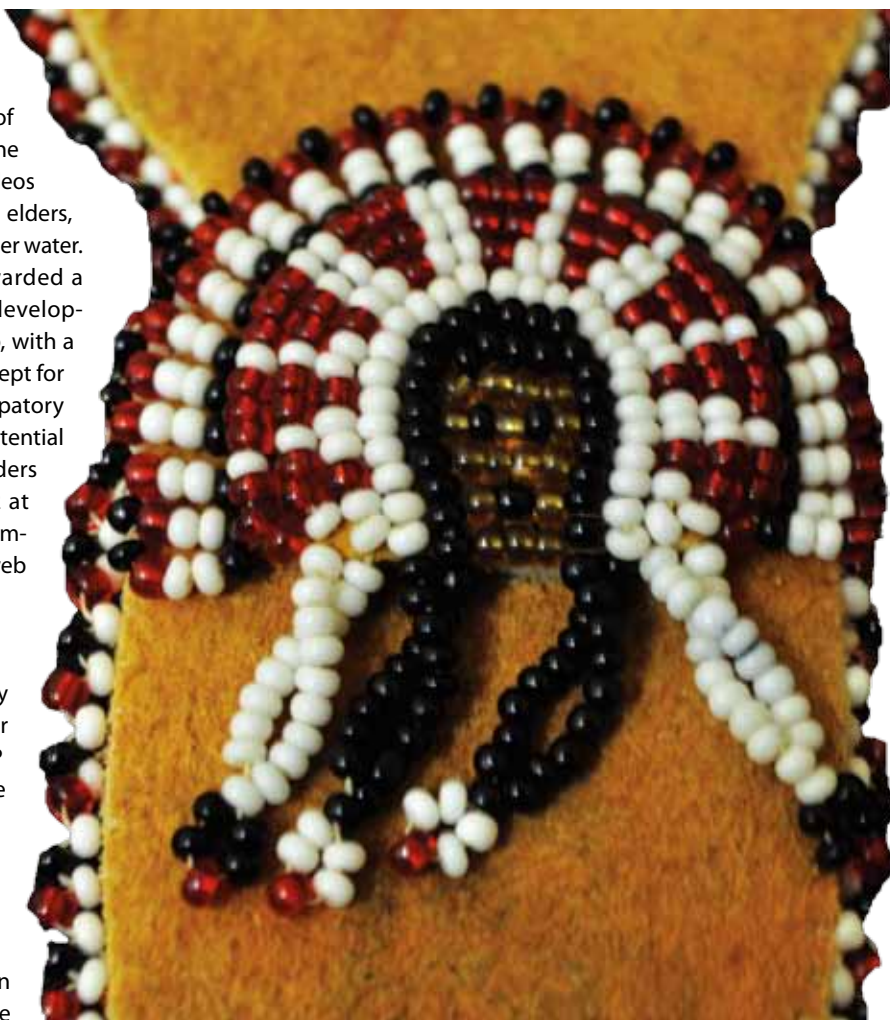
Projects from various departments have necessitated the compiling of specialized vocabularies, such as a compilation of sturgeon related terminology. Such investigations were

undertaken with expert speakers and have contributed to the improved dialogue between scientific experts and monolingual Cree-speakers.

The production of reference materials has also been undertaken, including the production of a Cree language course book and a newly updated trilingual lexicon of the fauna and flora of our region.

In collaboration with a McGill University researcher, a project to digitize historical Cree language documents held by various archives across the country has been undertaken. These documents will be fully available for viewing online in the coming year. Work with the Moose Factory Band Council has also resulted in the compilation of a lexical database of the Moose dialect of Cree, which is proving to be a useful research tool for the work undertaken by this Department.

Finally, funds in the order of \$500,000 have been earmarked for the establishment of the Cree Language Commission, which will officially start taking shape during the 2013-2014 fiscal year.





We now have come into the first full year of operations as of June 8, 2013, and it has been a whirlwind of activities, both in visits and implementation of operations with staff recruitment, policies and ongoing administrative internal processes and procedures. A facility like Aanischaaukamikw demands a lot of adherence to proper standards to ensure the safety of valuable objects of our cultural heritage entrusted to us on behalf of the Cree Nation of Eeyou Istchee.

The mission given by the Elders and the leadership to stay with this project until the construction is completed has been fulfilled. I made a commitment to stay to secure long-term funding so that a vibrant and living culture can live on for the sake of future generations of the Cree Nation.

I dedicate Aanischaaukamikw to the memory of our Elders who have passed on and to those who are still with us, so that their traditional knowledge will not be forgotten.

## Message from the Executive Director

The investment in a fully-functioning museum paid off in that three major museums, the Royal Ontario Museum, the Canadian Museum of Civilization and the Musée de la civilisation have all agreed to extend their initial loans from the original 6







Gaston Cooper/ACCI



Gaston Cooper/ACCI

to 12 months to 5 years. Donations to the permanent collections continue to arrive.

We welcomed the arrival of the CRA Archaeological Programme to the building, with 3 staff members and hundreds of boxes of collections added to the custom-built laboratory and storage areas.

Over 300 students visited this year and participated in workshops and guided tours, and the staff welcomed meetings and conferences of elders, youth, and Cree entities. There were meetings on forestry, tourism, mining, and training on a range of skills.

Government ministers, university delegations and business leaders have visited and learned about the traditions of the Crees of Eeyou Istchee.

The innovative design of a building like Aanischaaukamikw involves mechanical, electrical and structural features that challenged the builders and required solutions beyond what was familiar. During 2012-2013, work continued on completion of deficiencies and finalization of the operation of systems. We trust that the coming fiscal year will see the end of this work and resolution of all outstanding issues related to the construction project.

The challenges of the coming year include continuing to staff positions that will allow the museum to offer its services to an ever-widening group of clients and visitors, and to secure long-term operational funding.

*Stephen Inglis*

## Grand Opening of ACCI

On June 7, 2012, the Cree Nation celebrated a milestone: the ACCI opened its doors to the world.

People from all over Eeyou Istchee and Québec came to celebrate in Oujé-Bougoumou, with unparalleled hospitality from the hosting community, the Cree Nation of Oujé-Bougoumou. Together, we wowed the world with the entourage of Cree Cultural expression from traditional, modern and contemporary styles, and with memories that will forever be embedded in our hearts and minds.

It was a time for Aanischaaukamikw to shine. It was a time for singing, dancing, cultural displays, and for ACCI to be the focal point with a series of events over a weekend-long celebration.

The celebrations started off in the Cultural Village, where the Cree Nation of Oujé-Bougoumou hosted walking out ceremonies to start off the three-day event. This cultural ceremony was appreciated by all who attended, with Abel Bosum giving a welcoming address prior to the start of the walking out. He spoke about the importance and significance of the walking out ceremony.

The event continued with the dedication and renaming of the Grand Hall to Chief Dr. Billy Diamond Hall, a series of speeches by special guest as well as cultural performances. An elder sang an 'Honour Song', an age-old tradition, passed down from generations. A special prayer took place prior to the opening of the Hall, along with an opening prayer by another Elder.

Attendance for the weekend was expected to be close to 300 people; however records indicate that we may have had more than 1500 visitors throughout the event.

As the celebration continued, you could see the seeds that were planted in the younger generation as they visited the Institute and the ten teepees that were on display. There were eight Cree Communities



Credit: ACCI/Gaston Cooper

Teepees used to display arts and crafts, during the Official Opening of ACCI.

represented, each displaying its uniqueness, and crafts that were exhibited inside the teepees. The best hosts were the elders, as they were eager and willing to pass on their knowledge and wisdom to those that were curious enough to ask, or share a story, and of course a laugh or two.

This event could not have happened if it were not for the ACCI team members, who worked tirelessly to pull this massive endeavor to success. We are also thankful to the financial contributors who generously donated to the event, and of course to our visitors, who made the weekend so memorable.

The three-day event was a great success! The elders kept reminding us that we are always learning, that we should never forget our history, and that we need to protect our heritage for generations to come.

### Aanischaukamikw Board of Directors

Dianne Reid, *President/CEO*  
Willie Iserhoff, *Treasurer*  
Janie Pachano, *Secretary*  
Cindy George, *Whapmagoostui*  
Margaret Fireman, *Chisasibi*  
Kerrilyn Stewart, *Wemindji*  
Jamie Moses, *Eastmain*  
Mary Voyageur, *Mistissini*  
Jimmy (Tim) Whiskeychan, *Waskaganish*  
Deborah Wapachee, *Nemaska*  
Daniel Bosum, *Oujé-Bougoumou*  
Diane Cooper, *Waswanipi*  
Florrie Mark-Stewart, *Elder*  
Edith Sam, *Elder*

### Aanischaukamikw Executive Committee

Diane Ried Ottereyes, *President*  
Janie Pachano, *Vice-President*  
Willie Iserhoff, *Secretary/CRA Representative*  
Mary Voyageur, *Member/Mistissini*

### Management

Stephen Inglis, *Executive Director*  
Sophie H. Bosum, *Assistant Executive Director*  
Sarah Pashagumskum, *Director of Program*  
Emma Mattawashish, *Director of Finance*

### Professional Staff

Annie Bosum, *Library Technician*  
Nicomemus Bosum, *Maintenance / Janitor*  
Carl Chaboyer, *Facilities Manager*  
Nian Matoush, *Marketing & Communication Officer*  
Gaston Cooper, *Marketing & Communication Officer*  
Caroline Mianscum, *Shop Manager*  
Chantal Mianscum, *Administrative Assistant / Bookkeeper*

Mary Jane Cooper, *Secretary / Receptionist*  
Sonya Mianscum, *Secretary / Receptionist*  
Claire Neily, *Conservator*  
Stella Bearskin, *Special Events Coordinator*  
Rob Imrie, *Coordinator of Education*  
Lisa Petawabano, *Archivist*  
Jennifer Thivierge, *Security*  
Marina Piza, *Coordinator of Collections and Exhibits*  
Claude Coon, *Tour Guide / Interpreter*  
Matthew Trapper, *Tour Guide / Interpreter*  
Sharon Vance, *Museum Technician*

### Internships

Dale Cooper  
Nathaniel Bosum  
Joshua Petawabano

### Programs Department

Overall, it has been a year filled with hard work, innovation and dedication for the Programs Department, as our team consisting of Education, Events and Gatherings, and Museum, Library and Archives Branches has endeavoured to meet goals and expectations we set out for ourselves and which were approved by our Board of Directors. In doing so, we have established orientations and directions for our programming; been instrumental in raising the public profile of Aanischaukamikw as a teaching, learning, resource centre, and research hub; and have developed engaging and useful public programming for members of the Cree Nation and those beyond Eeyou Istchee. We have created an excellent base for future work while still managing to ensure that we have established the Programs Department as an operational arm of Aanischaukamikw.

### Collections (Museum, Library and Archives)

Our Collections Branch completed two major projects this year. The first one was the implementation of the MINISIS Mint data management system, an integrated system that will catalogue data from our Museum, Library and Archives Collection. The second one was a major Community Outreach Project, a conservation project aimed at helping those in charge of artifact, library, archival and audio-visual collections to ensure that collections in the communities will be kept in the best state possible for future generations to enjoy and learn from. During the Community Outreach Project, we surveyed collections on-site, making note of any conservation issues that were found, and provided some preliminary instruction in conservation methods. In the next fiscal year, we will be hosting, in partnership with the Centre de conservation du Québec, training workshops to address specific conservation issues found during the community

survey, and inviting those in the nine Cree communities who wish to benefit from these workshops.

### Museum

ACCI was fortunate over the past year to receive many donations, the largest of which was from the GCC(EI)/CRA, constituting 134 artifacts from the Cree-Action initiative, a collection composed of objects that were collected by the CRA from communities throughout Eeyou Istchee, made by well-known artists and craftspeople. Many of the items date from the early 1970s and have been taken in to our collection to be displayed in the near future. In addition, we have managed to renew loans with many of our lending partners and to secure new loans from partner museums. Such loans enable us to exhibit beautiful artifacts like the caribou coat we currently have on exhibit, dating from about 1840, from the Glenbow Museum in Alberta. For ACCI, it is of utmost importance that we foster an environment of wonder in the Exhibit Hall that highlights the beauty of Cree culture, the genius of Cree technology, and the dedication of those who made us what we are today. The Exhibit Hall remains the crowning jewel of ACCI.

### Library and Archives

Archival collections from Rick Cucurean, Dr. Richard Preston and Dr. Adrien Tanner all arrived at ACCI, were gratefully accessioned and will be processed over the next fiscal year. Our library received large donations from Dr. Harvey Feit, and the Canadian Museum of Civilization. Donations such as these have helped ACCI solidify our ability to host research at ACCI and raised our profile as a research hub and learning centre. In addition to taking in substantial donations, our Archives has embarked on an exciting digitization project geared towards ensuring that the audio and visual material from Eeyou Istchee and concerning Eeyou Istchee and its people will be available for generations to come. This material, much of it dating back to the 1960s, includes audio recordings of interviews with Elders and videos of cultural activities taken on various traplines and in communities. Over the next years, this project will be elaborated with the goal of making the material available to community members and researchers alike.

### Education

The Education Branch of the Programs Department has focused this year on creating educational content for our website, and developing educational content and experiences for visitors to Aanischaaukamikw. We now offer downloadable activities on our website that are based on the content of our Museum, Library and Archives. Lessons and units for use in classrooms meet both provincial and national standards and include

evaluation criteria. In addition, a rigorous training program has been developed for our tour guides to ensure that they are well trained to host visitors to the museum and to guide them through the public areas in meaningful and informative ways. We are very proud to say that we have begun to regularly host student groups; this year, over 300 students have come to visit ACCI. Some of these groups have come from as far away as Toronto and Regina, and many from schools throughout the area including those in Oujé-Bougoumou, Mistissini and Chibougamau.

ACCI sees as one of its most sacred obligations the assurance that traditional knowledge is documented and passed on to future generations. With this in mind, the Education Branch of the Programs Department launched our Replication Program; the project is dedicated to replicating artifacts within ACCI and partners' museums. The purpose of this program is to research and document the ways that objects were made and used by our ancestors. The first item chosen to be replicated was a woman's hood borrowed from the McCord Museum in Montreal and displayed during our Inaugural Exhibit. As we have learned from interviews with elders in our communities, the women's hoods were worn during important times such as marriages, visits to neighbouring camps, and when there had been a successful hunt. Due to careful documentation of the replication, we will be able to develop learning modules dealing with the sewing and beading of the women's hoods as well as their historical use. These learning modules will be created over the next year and will be available for use by both secondary and elementary classes. We look forward to an on-going replication program in the years to come by including other objects in our collection such as hunting technologies that are no longer in use and painted caribou clothing items.

### Events and Gatherings

In addition to ensuring the success of our Grand Opening, there have been many other events hosted by ACCI's Programs Department over the past year. We have begun hosting regular movie nights, inviting the regional community in as well as visitors to the region to watch films about different aspects of Cree culture and take part in discussion periods after the projection. In addition, we ran, in collaboration with the CRA Culture and Heritage Department, a Cree language contest, partnering with the Board of Compensation, the Cree School Board and Beesum Communications.

A particularly special event this year, the first ever Family Weekend, was held in October and was attended by Cree families in the region and also by families from the regional non-Native communities. In addition to enjoying our beautiful building and taking tours of the





Caption: Gaston Cooper/ACCI

During the Family Weekend, a young participant learns how to make fire from an ancient technique, using a spindle and a fire board.

Exhibit Hall, parents and children learned how to make arrow heads by chipping rocks, how to make fire with a bow, how to bead and sew, how to make tamarack birds, and tried out a variety of other arts and crafts. Visitors were also offered introductory lessons in writing Cree Syllabics and were given the chance to attend a workshop about the importance of Rites of Passage throughout the lives of children. The Family Weekend will become an annual event and we look forward to our next Family Weekend in the fall of 2013. We will be planning further theme weekends for the upcoming year, including a traditional technologies workshop and a rabbit-fur garment making workshop.

The Cree Native Arts and Crafts Association (CNACA) held its first festival in Val d'Or in March, and ACCI was present to promote the services it offers to Eeyou Istchee. ACCI managed to network with potential partners along with talented artists from the Cree Nation.

In March, ACCI was invited to attend the Jackie Gull Memorial Pipun Eeyou Eetouwin in Waswanipi. We were absolutely delighted with the hospitality and kindness shown toward us from elders and youth. The main objective of our participation was to promote ACCI as a regional cultural centre and to highlight the services that we provide.

### Funding Highlights

Over the past year, the Programs Department has requested and received funding under proposals submitted to the Department of Canadian Heritage (DCH). The largest of these is a proposal submitted to the DCH Museum Assistance Program (MAP). Our project focusing on the implementation and establishment of an on-line database for collections held in Eeyou Istchee received

a grant of approximately \$190,000 to be used over the next two years. The On-line Database Project will promote the digitization of collections data from artifact, library and archive collections from all over Eeyou Istchee into a single database which will be accessible on-line. In addition, it will ensure that the ACCI's own database is accessible to all and searchable in a meaningful way. All communities of Eeyou Istchee will be invited to participate in this project. Those who elect to participate will receive technical support, training and the software to enable them to carry out implementation and successfully complete data entry. We hope that this project will be of benefit to our partner cultural centres and departments in the communities, and also to libraries and archives centres that wish to get

involved. Above all, we see this as a chance for ACCI to aid in the development of our capacity within Eeyou Istchee to manage and use large integrated databases.

In addition to our funding from DCH's MAP, we were also successful in securing funding from the Department's Young Canada Works Internship Program for two internship positions to ACCI: a Museum Technician and a Tour Guide. The grant funds 75 percent of the total salary for the two positions. The internships will be used for two young people to gain experience in the museum field and introduce them to the wide variety of professions available at our Cultural Institute and in the museum, library, archives, education and public events areas.

Throughout the year, funding from the MCC was used to launch and establish some of the most important projects of the Programs Department. In addition to partially funding our Replication Program, this funding supported the Cree Literacy Contest, the implementation of our Digitization Program, and the Grand Opening Celebration Concert, for which we partnered with CNACA.

### Finance

During 2012-2013, the financial administration of Aanischaukamikw was transferred from Montreal to Oujé-Bougoumou. This was a major achievement, thanks to the work of Emma Mattawashish, Chantal Mianscum and Nora Tétrault, with support from Pascal Chadronnet. This involved the transfer of files, installation and training on the ACCPAC system, creation of departmental budgets and the implementation of onsite accounts payable/receivable, payroll, and other procedures. Considerable work was done on the pension and health insurance programs for ACCI employees and on an inventory system for the shop.

### 1 percent for Art Programme

During the past year, a committee was formed to select artists to complete commissions for ACCI under the Government of Québec's 1 percent for Art Programme. This programme stipulates that 1 percent of the cost of buildings constructed with funding from the province be dedicated to art commissions. Three prominent locations in ACCI were identified and proposals solicited from Cree artists throughout the territory. Soon artists will be selected and major new artworks will be created to further enhance the experience of visitors to the Institute. The committee includes CNACA President Kenny Mianscum, ACCI President Dianne Reid, Architect Stephen Rotman, ACCI Director Stephen Inglis, and gallerist Maurice Achard, coordinating the commissioning on behalf of Québec.

### ACCI Awards

#### Queen Elizabeth II Diamond Jubilee Medal

On April 25, 2012, Aanischaaukamikw's President, Dianne Ottereyes Reid, was honoured with the presentation of the Queen Elizabeth II Diamond Jubilee Medal at the Canadian Museums Association's 65<sup>th</sup> National Conference and Awards Gala in Gatineau, Québec. We join Grand Chief Matthew Coon Come and MP Romeo Saganash to once again congratulate and salute Dianne for a well-deserved award.

#### AVICOM / ICOM Award (October 2012)

ACCI won an award in the Web/art category from the International Council of Museums Audio Visual Conference. The silver prize was awarded for our Mishkutuunimatuutau (Let's Exchange) Project, a part of the interactive website [www.creeculturalinstitute.ca](http://www.creeculturalinstitute.ca).

#### Hans Manneby's Memorial Fund for Museum Development (November 2012)

Executive Director Stephen Inglis received an international award for Museum Development from the Hans Manneby's Memorial Fund in Sweden. The prize is given each year to an individual who contributes, through his work, to the development of quality museum operations. Last year, there were 12 nominations from throughout the world.

#### Grand Prix du Design Québécois (December 2012)

Aanischaaukamikw won an award from the Grand Prix du Design Québécois, the best of Québec design, for the use of wood in an institutional interior.

### Aanischaaukamikw Foundation

The Aanischaaukamikw Foundation is a separate non-profit corporation with charitable status granted by the Canada Revenue Agency. The Foundation is managed by a Board of Directors comprised of Cree leaders and business people. For 2012-2013, the members of the Board were Abel Bosum, President, Chief Cree Negotiator with the Government of Québec; Willie Iserhoff, Vice President, Director of the Cree Regional Authority's Culture and Language Department; Dr. Ted Moses, OQ, President of Apitsiu Construction; and Joshua Iserhoff, Cree Youth Grand Chief.

The Foundation was responsible for conducting the *Sharing the Ways* fundraising campaign, which raised \$25.6 million to fund the Aanischaaukamikw construction project and Aanischaaukamikw's early planning and development costs. The Foundation is also responsible for managing the funds collected in the Campaign. This strong result of raising more than \$25 million for Aanischaaukamikw shows the success that the Crees can have in a major fundraising campaign and the positive role that philanthropy can play in supplementing government funding for Cree projects.

The Foundation is continuing to assist Aanischaaukamikw with its funding needs and is about to launch a \$13 million campaign to build up Aanischaaukamikw's Acquisition and Endowment Funds. Grand Chief Dr. Matthew Coon Come is the campaign's Honorary Chairman. The fundraising team also includes the Foundation Board members, as well as Dianne Reid, President of Aanischaaukamikw; Dr. Stephen Inglis, Executive Director of Aanischaaukamikw; and Thierry Vandal, President of Hydro-Québec.

In the new fiscal year, the Foundation will relocate its offices to Eeyou Istchee. In the longer term, the Aanischaaukamikw Foundation will study how to build on the success of the *Sharing the Ways* campaign and grow its support for broader philanthropic development in Eeyou Istchee.

Abel Bosum  
President





Gaston Cooper

## Capital Works and Services

### *Message from the Director Henry Mianscum*

Once again it is my pleasure to present the 2012-2013 Annual Report of the Department of Capital Works and Services (CWS). It has been another exciting and rewarding year for me as the Director of the Department, and I am proud of the professionalism that has been demonstrated by our hard working team.

Although we have undertaken and completed numerous projects, there always remains work to be done. The CWS Department has many responsibilities which include the operation and maintenance of all buildings, capital assets and other facilities required by all departments and offices of the CRA. We also look after the rental of premises as well as construction projects – everything from plans and specifications to overseeing construction sites.

We are also in charge of developing by-laws and recommending them for adoption, and we are involved in their implementation with respect to the protection of public health and safety. These by-laws govern areas such as the construction, maintenance, repair and demolition of buildings required for regional governance.

CWS also has the responsibility of ensuring the implementation of sub-paragraphs 28.11.1a) and b) of the *James Bay and Northern Quebec Agreement* (JBNQA). For each Cree community, the former relates to the construction or provision of a community centre while the latter covers the provision of essential sanitation. This includes water and sewer services, drainage and solid waste as well as the management and maintaining of facilities, their equipment and the construction of any expansions.

The CWS mandate requires us to facilitate and coordinate the development and implementation of housing programs in the Cree communities. In addition, we manage and supervise the funding from the CRA associated with the construction, replacement, expansions, operations and maintenance of Band facilities as contemplated by the Canada-Cree New Relationship Agreement.

CWS also recommends and supervises the implementation of standards for Band facilities as well as maintenance programs for these. Finally, we are involved in implementing sub-paragraph 28.11.1c) of the JBNQA regarding fire protection, including training of the Crees, the purchase of equipment and the construction of facilities in each Cree community.

Our Department still is in the process of recruiting professional and technical services. In the past year we have been privileged to add to the team a Regional Housing Planner, janitorial positions in the various communities as well as a maintenance worker in Nemaska. We continue to have monthly coordination meetings with both our Montreal and Val d'Or office staff. We relocated our CRA-CWS Val d'Or Liaison Office to new premises. Our second CWS strategic planning session took place in November and our goal was to develop objectives for the coming year as well as a mission statement. We are ready to face new challenges and are confident that we can achieve success in all the endeavours that we will be undertaking in the coming year.

*Meegwetch!*



## Capital Works and Services

The Annual Report for the CRA's Capital Works and Services (CWS) Department has been prepared to provide a summary of the Departments' activities for the period of April 1, 2012 to March 31, 2013.

A report has been done on the Department's human resources and administrative activities: a list of new employees has been provided so that changes can be easily identified as well as a list of the general administrative actions of the department.

An update has been presented on the activities of the Department. The Capital Planning and Engineering Services office (Montreal) undertook activities that relate to Capital Planning, Fire Protection, and Procurements; the Regional Capital Works office (Val d'Or) reported on their undertakings in Construction, Operation and Maintenance, Professional Works and Services and Housing Inspections.

Finally, the CWS Department's 2012-2013 approved budget has been presented in summary form.

### 1. Human Resources & Administration

#### 1.1 Organizational Structure of Personnel

The organizational structure of the CWS personnel has been revised in order to reflect the two main mandates of the Department: a) Capital planning and 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 follows:

##### a. Capital Planning and Engineering Services (Montreal Coordination Office):

The responsibilities of the Capital Planning and Engineering Services' office include the establishment and management of programs and services at the local level. This division specifically manages the New Relationship Agreement (NRA) capital planning, fire protection, assets and inventories of the CRA's material resources and the development and implementation of by-laws relating to these activities.

##### b. Regional Capital Works (Val d'Or Liaison Office):

The responsibilities of the *Regional Capital Works* office focuses primarily on providing operation and maintenance (O & M) services and the deliverance of programs at the regional level. This division specifically manages the O & M of all CRA buildings, capital assets and other facilities required for the operations of the CRA, the construction of justice, policing and CHRD facilities, the establishment of by-laws related to housing and buildings used for regional governance and the coordination of housing programs in the Cree communities.

Figure 1 shows the organizational diagrams of the revised structure of the Department's personnel into two offices, Montreal and Val d'Or, as well as the titles and names of all personnel.

Table 1 provides a listing of the modifications to the CWS human resources during 2012-2013.



CHRD Office under construction in Chisasibi.



The new Justice Facilities in Nemaska.

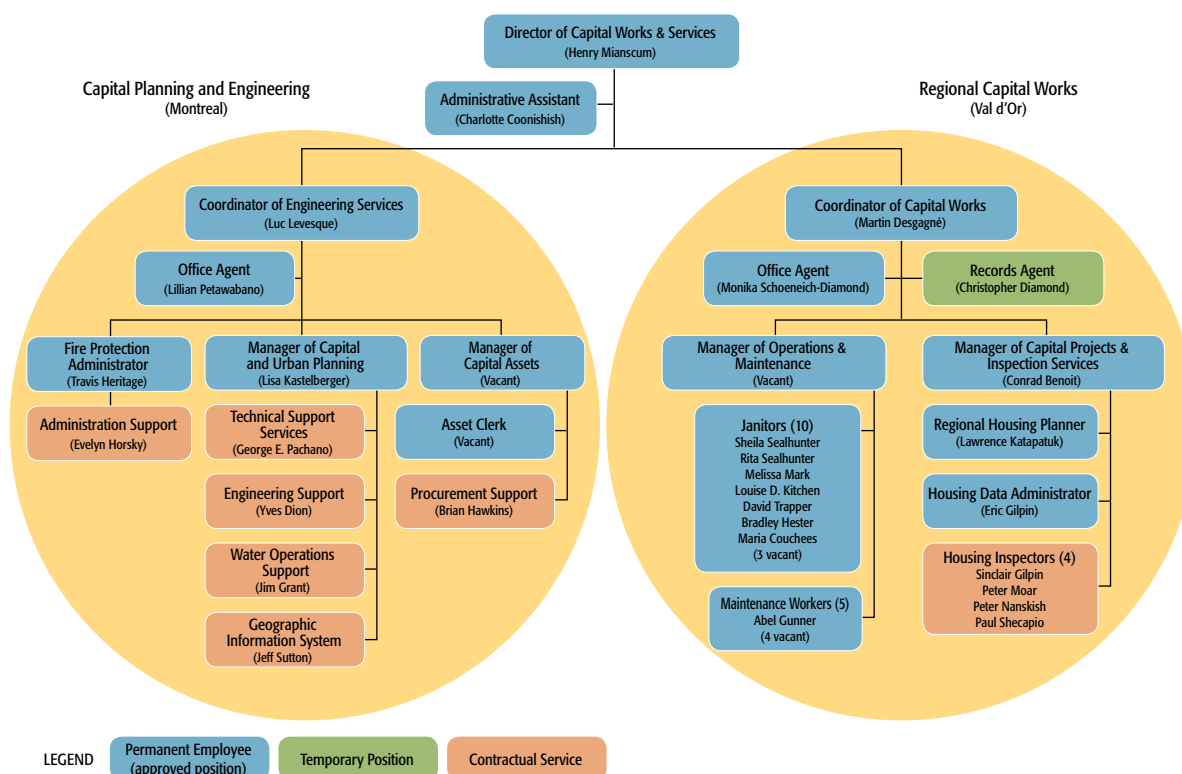


New Police housing and transit in Waswanipi.



The new Justice Facilities in Whapmagoostui.

Figure 1. Organizational Diagram: Personnel Structure for 2012-2013 (as of March 31, 2013)



## 1.2. Modifications to the Personnel Plan

Table 1: Human Resources Modifications

NAME	POSITION / LOCATION	DATE	ACTION	STATUS
<b>REGIONAL CAPITAL WORKS (Val d'Or)</b>				
Sheila Sealhunter	Janitor / Chisasibi	Sept. 24, 2012	Hired	Permanent on probation
Rita Sealhunter	Janitor / Chisasibi	Sept. 24, 2012	Hired	Permanent on probation
Melissa Mark	Janitor / Wemindji	Sept. 24, 2012	Hired	Permanent on probation
Louise D. Kitchen	Janitor / Waswanipi	Sept. 24, 2012	Hired	Permanent on probation
David Trapper	Janitor / Mistissini	Oct. 15, 2012	Hired	Permanent on probation
Bradley Hester	Janitor / Waskaganish	Nov. 5, 2012	Hired	Permanent on probation
Abel Gunner	Maintenance Worker / Nemaska	Nov. 5, 2012	Hired	Permanent on probation
Christopher Diamond	Records Agent / Val d'Or	Oct. 29, 2012	Hired temporarily	Temporary
Lawrence Katapatuk	Regional Housing Planner / Val d'Or	Jan. 14, 2013	Hired	Permanent on probation
Maria Couchees	Janitor / Oujé-Bougoumou	Feb. 11, 2013	Hired	Permanent on probation
<b>CAPITAL PLANNING AND ENGINEERING SERVICES (Montreal)</b>				
Luc Levesque	Coordinator of Engineering Services / Montreal	Mar. 31, 2013	Resignation	Position posted until May 15 2013

### 1.3. General Administrative Activities

**Table 2: Listing of Activities related to General Administration of CWS**

Activity	Date & Location	Activity Details
Relocation of the CRA - CWS Val-d'Or Liaison Office	May 8-12 2012 / Val d'Or, QC	Preparation of the new office at 1450 de la Québécoise in Val d'Or. Installed new hardware and supplies and moved into new office space.
New Records Management & Electronic Filing System for CWS Department	April-June 2012 / Montreal, QC	CWS has awarded a service contract to Joe Martin and Rachel Martin to assist with the collection and classification of all administrative documentation.
CWS meeting with CRA Archiving Department	August 14 2012 / Montreal, QC	CWS meeting with Joanne Prince and Robert Palmer to review proposed CRA Archiving system.
CWS meeting with CRA IT Committee	Sept. 12 2012 / Montreal, QC	CWS meeting with IT Committee to review CWS needs in terms of hardware and software for upcoming year.
Capital Works meeting with CRA Archiving Department	Sept. 27 2012 / conference call	Capital Works meeting with Joanne Prince and Robert Palmer to review the first version of the software for capital projects and insurance file.
CWS 2nd Strategic Planning Session	November 27-28 2012 / Val d'Or, QC	The 2nd Strategic Planning Session was held amongst all CWS employees in Val d'Or, QC. Moderators for the two-day session were Lana Desmarchais and Marie-Claude Picard. Goal of Planning Session was to develop CWS Mission Statement and Objectives.
CWS Val d'Or Office Grand Opening	November 28 2012 / Val d'Or, QC	Official opening of the CWS Val d'Or office at 1450 de la Québécoise was held over the lunch hour.
CWS Montreal Office lease renewal and renovation project	December 18 2012 / Mississini, QC	Meeting between CRA Director General (Eddie Diamond), Director of Government Support Services (Rodney Hester), CCDC representative (Anthony Macleod) and CWS representatives (Henry Mianscum, Martin Desgagné & Lisa Kastelberger) to discuss renewal of CWS Montreal office lease and proposed renovation project.
CWS-Montreal Coordination Meeting	January 16 2013 / Montreal, QC	Monthly coordination meeting of the Montreal office staff.
CRA-CWS Budget Information Session	January 17 2013 / Montreal, QC	Meeting scheduled with CRA Treasurer (Matthew Swallow) and Coordinator of Finance (Pascal Chadronnet) to review the approved 2013-2014 budget.
CWS-Val d'Or Coordination Meeting	February 12 2013 / Val d'Or, QC	Monthly coordination meeting of the Val d'Or office staff.
CRA-CWS Budget Coding Session	February 14 2013 / Val d'Or, QC	Meeting scheduled with Coordinator of Finance (Pascal Chadronnet) to review budget coding procedures.
CWS-Montreal Coordination Meeting	February 19 2013 / Montreal, QC	Monthly coordination meeting of the Montreal office staff.
CWS-Montreal Coordination Meeting	March 6, 2013 / Montreal, QC	Monthly coordination meeting of the Montreal office staff.
CWS-Val d'Or Coordination Meeting	March 12 2013 / Val d'Or, QC	Monthly coordination meeting of the Val d'Or office staff.



## 2. Department Activities

### 2.1. Capital Planning and Engineering Services

#### a. Capital Planning Activities

The CWS Department has been actively planning and monitoring the capital projects that are being carried out at the local level through funding provided by the Canada-Cree New Relationship Agreement (NRA). Table 3 presents the meetings held by the CWS Department related to Capital planning activities.

**Table 3: Meetings related to Capital Planning Activities**

Meeting Type	Dates & Locations	Meeting Details
CRA Technical Committee	April 4 2012 / Montreal, QC	Meeting with CRA Technical Committee (CRA, AANDC, and Community Representatives) to review technical aspects of NRA-funded projects and procedures
CWS Community Tour #1: Wemindji, Eastmain & Whapmagoostui	April 16-18 2012 / Wemindji, Eastmain, Whapmagoostui	CWS visited each community's facilities and infrastructures that were funded by the NRA since 2008
CWS Community Tour #2: Nemaska & Waskaganish	May 24-25 2012 / Nemaska & Waskaganish	CWS visited each community's facilities and infrastructures that were funded by the NRA since 2008
CRA-AANDC Technical Table	May 28 2012 / Montreal, QC	Quarterly meeting with AANDC Representatives to discuss programs sponsored by AANDC (Gathering Strength, Water Strategy, and Water Operator Training)
CWS Community Tour #3: Waswanipi & Oujé-Bougoumou	June 7-8 2012 / Waswanipi & Oujé-Bougoumou	CWS visited each community's facilities and infrastructures that were funded by the NRA since 2008
CWS Community Tour #4: Chisasibi	June 27-28 2012 / Chisasibi	CWS visited each community's facilities and infrastructures that were funded by the NRA since 2008
CRA Technical Committee	July 4 2012 / Tremblant, QC	Meeting with CRA Technical Committee (CRA, AANDC, and Community Representatives) to review technical aspects of NRA-funded projects and procedures
Water Operator Training Meeting with Jim Grant	July 10 2012 / Montreal, QC	Meeting with Jim Grant to review plans for use of AANDC's Water Operator Training funds for 2012-2013
GIS Meeting with Jeff Sutton	July 10 2012 / Montreal, QC	Meeting with Jeff Sutton to review possibility of using Geographic Information System (GIS) software for reporting on AANDC-sponsored projects
Director of Operation/Director General and Treasurer's Meeting	July 11-12 2012 / Montreal, QC	Meeting with all DO/DG & Treasurers of each Community to review upcoming 2013-2014 projects scheduled for funding
GIS Meeting with Jeff Sutton	August 28 2012 / Montreal, QC	Meeting with Jeff Sutton to review possibility of using Geographic Information System (GIS) software for reporting on AANDC sponsored projects
CRA Technical Committee	August 30 2012 / Tremblant, QC	Meeting with CRA Technical Committee (CRA, AANDC, and Community Representatives) to review technical aspects of NRA-funded projects and procedures
CRA Technical Committee	September 10 2012 / Montreal, QC	Meeting with CRA Technical Committee (CRA, AANDC, and Community Representatives) to review technical aspects of NRA-funded projects and procedures
CWS Community Tour #5: Oujé-Bougoumou and Mistissini	September 18 2012 / Oujé-Bougoumou and Mistissini, QC	CWS visited each community's facilities and infrastructures that were funded by the NRA since 2008
CRA-AANDC Technical Table	September 26 2012 / Montreal, QC	Quarterly meeting with AANDC Representatives to discuss programs sponsored by AANDC (Gathering Strength, Water Strategy, and Water Operator Training)
Director of Operation/Director General and Treasurer's Meeting	October 23-24 2012 / Gatineau, QC	Meeting with all DO/DG & Treasurers of each Community to review upcoming 2013-2014 projects scheduled for funding
Meeting with Whapmagoostui First Nation	October 24 2012 / Gatineau, QC	Meeting between Whapmagoostui representatives and CWS to discuss capital projects progress, CHRD Training Centre request, and services of Mr. Yves Dion

Meeting with Cree Nation of Wemindji	November 14 2012 / Gatineau, QC	Meeting between Wemindji representatives and CWS to discuss upcoming 2013-2014 residential lot project and new Fire Hall project
Joint Director of Operation/ Director General, Treasurer, and Chiefs Meeting	November 15 2012 / Montreal, QC	Meeting with all DO/DG and Chiefs of each Community to review NRA Program Structure and funding procedures
CRA Water Operators Commission Meeting	December 4-6 2012 / Montreal, QC	Three-day CRA Water Operators Commission Meeting organized by Jim Grant was held in Montreal. Meeting included a review of Federal Government Waste Water Regulations, and visits to Stelem and Commission Scolaire des Trois Lac's facilities
CRA-AANDC Technical Table	December 11 2012 / Quebec City, QC	Quarterly meeting with AANDC Representatives to discuss programs sponsored by AANDC (Gathering Strength, Water Strategy, and Water Operator Training)
Waskaganish: Evaluation of CCP Proposals	January 24 2013 / Val d'Or, QC	Meeting with Waskaganish representatives to assist in the review and evaluation of proposals received for a Comprehensive Community Plan (CCP)
Review of GIS Reporting Pilot Project with Jeff Sutton	February 18 2013 / Montreal, QC	Meeting with Jeff Sutton to review pilot project using GIS for reporting to AANDC on Gathering Strength & Water Strategy programs
CRA-AANDC Technical Table	February 19 2013 / Montreal, QC	Quarterly meeting with AANDC Representatives to discuss programs sponsored by AANDC (Gathering Strength, Water Strategy, and Water Operator Training)
CRA Technical Committee	February 20 2013 / Montreal, QC	Meeting with CRA Technical Committee (CRA, AANDC, and Community Representatives) to review technical aspects of NRA-funded projects and procedures
NRA Reporting Meeting	March 5 2013 / Montreal, QC	Meeting with NRA advisors to review reporting requirements and reporting format for NRA-funded projects since 2008
CWS Community Capital Planning Sessions	March 6 & 7 / Montreal March 19, 20 & 21 / Val d'Or	Half-day sessions scheduled with each Community to review their past, present and upcoming NRA-funded projects.
Capital Planning: Nemaska	March 11 2013 / Montreal, QC	Meeting with Nemaska representative to discuss NRA capital plan and reporting requirements
Capital Planning: Eastmain	March 26 2013 / Montreal, QC	Meeting with Eastmain representative to discuss NRA capital plan and reporting requirements

## b. Fire Protection Activities

Training is a significant aspect of fire protection and our CWS Department has put a high priority on this. We are working with the Fire Chiefs and Public Safety Officers to implement training that will allow recognized certification of our firefighters. CWS is involved in providing formal training and is also exploring an online method of fire protection instruction as a tool to educate our candidates.

CWS has also created a Fire Protection Training Committee to implement community-based training.

Lastly, the Fire Protection budget has been approved for fiscal year 2013-2014.

### Objectives:

1. Continue with the current Fire Protection Training Program
2. Purchase an online Fire Protection Training program for all firefighters
3. Post job positions for the Regional Fire Marshall and Regional Fire Prevention Officer
4. Create an Action Plan from the results of the CRA Fire Protection Training Committee
5. Create an Action Plan for the Regional Firefighters competition in June 2013
6. Develop a quick reference guide for the Emergency Preparedness Plan
7. Distribute Fire Prevention Awareness Campaign material to all the communities
8. Establish Fire Hall Design Standards
9. Implement approved Fire Protection By-Law
10. Organize management training for the Fire Chiefs
11. Engage professional services and create a new game plan for Fire Protection training
12. Create templates for inventory, personnel, and equipment
13. Implement a Fire fighters' Instructors' training programme for the Cree Nation

## c. Procurement Activities

Table 4: Summary of Procurement Activities

LEGEND: ■ No Issue ■ Minor Issue ■ Major Issue

Department/ Project	Progress (2013-03-31)	Supplier	Remarks	Status
<b>Eeyou Eenou Police Force (EEPF)</b>				
Re-designing Archives Room at Regional Police Headquarters (RPHQ)	20%	TBD	Quotation received from Gyva Furniture to supply and install the archive solution at RPHQ. The quotation is over the \$50,000 tender amount. CRA must solicit two other quotations or go to public tender Need to work with architect to draft a request for proposal (RFP)	Minor Issue
Police Detachment(s) Furniture	20%	GYVA	Completed	No Issue
Police Vehicles (15)	20%	Gareau	CRA will take delivery of one Suburban on April 12, 2013 Delivery of fourteen Tahoes is expected by early May 2013	No Issue
Police Records Management Software	20%	TBD	All bids rejected RFP in the process of being redrafted	Minor Issue
Police Radio Communications System	10%	TBD	The scope of supply has been reduced Currently redrafting RFP document to reflect a lease model RFP is to be issued in conjunction with Records Management Software RFP	Minor Issue
Police asset disposal	10%	Gareau	CWS to dispose of unused police vehicles in accordance with the requirement in the Policing Agreement Vehicles to be transported to Val d'Or to be assessed and decommissioned Vehicles' value will dictate how CWS should dispose of the asset, and vehicles to be disposed will be transported to Val d'Or once new vehicles are delivered	No Issue
Inland Community Tour	10%	n/a	(Postponed until 2 <sup>nd</sup> Quarter 2013) Inland community tour is rescheduled to between Jan-March 2013. The purpose of this tour is to: Account for all assets that were transferred from the communities who signed the transfer agreement to the CRA Remove and dispose of all asset(s) that are no longer needed or functioning Assess the current IT networks at the detachment level and determine what is required to upgrade them to accommodate the upcoming IT and communications projects currently under way	No Issue
<b>Justice</b>				
Multimedia RFP	10%	TBD	Will procure minimal amount of equipment to meet the needs for the short term for Waskaganish, Chisasibi, & Whapmagoostui, to be integrated with larger system (Unchanged) An implementation and operations plan must be established before the RFP is released to ensure that the CRA has adequate resources to oversee the installations and operations	Major Issue
Signage RFP	25%	TBD	Reviewed by legal department Needs to be finalized with the Director of Justice Revised date: Intend to go to public tender for Inland Facilities in May 2013 Revised date: Intend to go to public tender for Coastal Facilities in September 2013	No Issue
Furniture Nemaska	100%	GYVA	Completed	No Issue
Furniture Eastmain			Delivery expected the week of June 17th, 2013	No Issue
Telephone system (Nemaska)	80%	Télébec	Installation completed April 11th, 2013 Awaiting report from Rezene Araia before issuing Final Acceptance	No Issue
Telephone system (Eastmain)	0%	Télébec	No Status	Major Issue



LEGEND: ■ No Issue ■ Minor Issue ■ Major Issue

Department/ Project	Progress (2013-03-31)	Supplier	Remarks	Status
<b>Cree Human Resource Development (CHRD)</b>				
Mistissini IT Network Centralization to Accommodate ECN Fiber-optic Connection	30%	Multiple	Service offer has been negotiated between GSSD and Patrick Mianscum Request for quotation (RFQ) for new networking equipment in the process of being finalized Need to present project plan to find funds as project will span multiple departments and budgets	No Issue
CHRD Training Classrooms Wemindji/ Mistissini	40%	Hypertec	Goods are delivered Awaiting Internet connection to complete installation	No Issue
Computer Equipment for ECN Training	20%	Nova	Awaiting delivery	No Issue
<b>Department (CWS)</b>				
Vehicles for CWS Maintenance Workers	50%	Hardy Ford	PO has been issued to Hardy Ringette. Delivery is expected early June (delayed a month from May)	No Issue
CWS Montreal Office Expansion	10%	TBD	Awaiting approved budget	No Issue
Procurement and asset management policy	10%	-	(Delayed) Compiling information and researching best practices of the Federal Government in regards to asset procurement and moveable asset management	No Issue
<b>CRA</b>				
ECN Connection	10%	ECN	Preparation of site(s) under way Awaiting formal installation schedule	No Issue
ECN Service Contract	10%	ECN	Subject to connection installation	Minor Issue
Soleica Global Service Contract	0%	Soleica	Canceled – Price too high. Solution proposed not feasible and perpetuated problems Centralized all Invoicing under GSSD Authority	Minor Issue
Upgrade of internet connection to fiber-optic MTL Office	10%	Bell	Contract from Videotron awaiting approval	Major Issue
Ongoing issues with MTL GCC Server	10%	CGI	CGI in the process of auditing the GCC Network in Montreal and may be expanded to other CRA offices, depending on their findings A long-term plan must be established to procure and maintain a centralized data centre	No Issue
Records Management			Establishing a road map to draft a RFP to find a software solution or multiple solutions depending on findings of RIM Committee Target is to begin draft RFP in the 3rd quarter of 2013/14 and go to tender in the 4th	No Issue

## 2.2 Regional Capital Works

### a. Construction Activities

Table 5: Construction Activities of Regional Capital Works

LEGEND: ■ On schedule ■ Slight delay ■ Delayed

Project / Location	Value of Contract	Project Advancement (%)				Delivery Date	On Schedule	Contractor
		1st Quarter 2012/13	2nd Quarter 2012/13	3rd Quarter 2012/13	4th Quarter 2012/13			
Police Residence with transit / Whapmagoostui	\$ 543,920	100%				May 2012		VCC
CHRD office / Chisasibi	\$ 2,584,407	100%				May 2012		Piyaasiu
Police Residence with transit / Wemindji	\$ 383,597	98%	100%			March 2012		VCC
Justice Facility / Eastmain	\$4,499,015	15%	33%	57%	77%	April, 2013		George Blacksmith
Justice Facility / Waskaganish	\$ 4,679,571	98%	100%			April 2012		CCDC
Police Residence with transit / Eastmain	\$537,604			42%	85%	June, 2013		9260-0121 Québec Inc. (Construction de l'Avenir)
Justice Facility / Nemaska	\$4,111,910	50%	89%	95%	100%	Feb., 2013		VCC MasséNor
Police Residence with transit / Nemaska	\$ 383,597	97%	100%			Feb. 2012		VCC MasséNor
Police Residence with transit / Mistissini	\$ 349,468	94%	100%			Aug. 2012		Kesi
Police Residence with transit / Oujé-Bougoumou	\$ 389,300	98%	100%			Aug. 2012		Nisk
Justice Facility paving / Oujé-Bougoumou	\$ 104,900		100%			Aug. 2012		Pavage Wemindji Inc.
Police Residence with transit / Waswanipi	\$ 367,400	98%	100%			Aug. 2012		Nisk
Justice Facility paving / Waswanipi	\$ 82,700		100%			Aug. 2012		Pavage Wemindji Inc.
Minor Renovation of the CRA Head Office / Nemaska	\$85,000			95%	100%	Jan., 2013		9260-0121 Québec Inc. (Construction de l'Avenir)
Garages / Warehouses for the Justice Facilities / Whapmagoostui, Chisasibi, Wemindji, Waskaganish, Mistissini, Oujé-Bougoumou, Waswanipi	\$1,074,448			30%	52%	Nov., 2013		VCC MasséNor (Whapmagoostui), 9260-0121 Québec Inc. (Construction de l'Avenir) (Chisasibi, Wemindji and Waskaganish) and Atuskuu Construction (Mistissini, Oujé-Bougoumou and Waswanipi)
<b>TOTAL</b>	<b>\$20,176,837</b>							

## b. Operation and Maintenance (O & M) Activities

**Table 6: O & M Activities of Regional Capital Works**

Date	Building	Major maintenance / Incident	Action	Cause
April 11-13, 2012	Justice Facility in Waskaganish	Preparation for the grand opening of the Justice Facility	Installed furniture, accessories, painting and decoration	New building
April 16-18, 2012	Justice Facility in Whapmagoostui	Delivery of furniture	Installed furniture	New building
April 23-24, 2012	CHRD building in Chisasibi	Moving and installation of furniture	Installed and repaired as requested	New building
May 8-12, 2012	CRA - CWS Val-d'Or Liaison Office	Preparation of the new office at 1450 de la Québécoise	Installed new hardware and supplies	Move to new office
May 14-17, 2012	Police Detachment in Eastmain	Spring clean-up and new exterior sign	Performed the spring clean-up and installed the EEPF exterior sign. Work done by sub-contractor Frigon Électrique and Spencer contracting	Spring clean-up and new EEPF exterior sign
May 22-24, 2012	Police Detachment in Wemindji	Repairs on plumbing system	Performed plumbing maintenance by Sub-contractor SDPF	Maintenance required on plumbing system
May 22-24, 2012	Justice Facility in Wemindji	Repairs on plumbing system	Performed plumbing maintenance by Sub-contractor SDPF	Maintenance required on plumbing system
June 21-26, 2012	Justice Facility in Whapmagoostui	Change exterior windows	Replaced small exterior windows for bulletproof windows (large windows will be shipped by boat and will be changed in 2 <sup>nd</sup> quarter)	Vandalism
June 23-24, 2012	Police Detachment in Whapmagoostui	Gun racks and EEPF sign	Repaired and installed gun racks and installed new EEPF sign	Maintenance and new EEPF exterior sign
June 26-28, 2012	CRA Head Office in Nemaska	Ventilation system maintenance	Performed maintenance on the ventilation system	Maintenance
June 26-28, 2012	Police Detachment in Nemaska	Ventilation system maintenance	Performed maintenance on the ventilation system	Maintenance
August 2012	All Police Detachments	Ventilation system maintenance	Performed cleanup of all ducts and filters (specialized contractors)	Yearly maintenance
Began July 2012	All Police Detachments	Install a new punch clock in each of the EEPF Detachments	Performed the installation of new punch clocks (done by contractors)	Request from Human Resources
Started in July 2012	Police Detachment in Mistissini	Mould problem detected	Study to take air samples and analysis. Cleaning and renovation of the building performed by the Cree Nation of Mistissini	Long-time water leaks
July 25, 2012	CRA Head Office in Nemaska	Air conditioning system malfunction	Performed the replacement of 3 pumps	Broken pumps
July 2012	Police Detachment in Eastmain	Need for exterior and interior clean up	Work performed by Spencer Maintenance	Yearly clean up
August 23, 2012	Police Housing Duplex in Mistissini	New furniture delivery following completion of the duplex	Installation of new furniture	New housing duplex



Table 6: O &amp; M Activities of Regional Capital Works (cont'd)

Date	Building	Major maintenance / Incident	Action	Cause
August 23, 2012	Police Housing Duplex in Oujé-Bougoumou	New furniture delivery following completion of the duplex	Installation of new furniture	New housing duplex
August 24, 2012	Police Housing Duplex in Waswanipi	New furniture delivery following completion of the duplex	Installation of new furniture	New housing duplex
August 22, 2012	All CRA Buildings and Housing in Nemaska	Heating and Ventilation Preventive Maintenance	Performed the preventive maintenance on the heating and ventilation	Yearly maintenance
August 27, 2012	Police Detachment in Oujé-Bougoumou	The roof was leaking	Performed the required repairs to the roof by a specialized contractor	Shingles too old; will need to be redone completely
Sept. 2012	All CRA Buildings in the Cree communities	Sprinkler system verifications	Perform the annual verification of the sprinkler system	Yearly maintenance
Sept. 2012	Police Housing Duplex in Oujé-Bougoumou	Finalize the landscaping	Installation of topsoil and grass	Finalize the landscaping
Sept. 6, 2012	CHRD Office in Chisasibi	Grand Opening	Prepare the opening	New building
Sept. 6, 2012	Justice Facility in Whapmagoostui	Grand Opening	Prepare the opening	New building
Sept. 7, 2012	Police Housing Duplex in Whapmagoostui	Break in (windows and patio door)	Board up windows and buy new window glasses	Break in and vandalism
Sept. 8, 2012	Police Detachment in Whapmagoostui	Maintenance of the heating system	Performed the maintenance of the heating system by contractor	Yearly maintenance
Started in Sept. 2012	CRA Head Office in Nemaska	Renovation of the 2nd floor right wing for the Youth Department	Purchased material and performed the renovations	Space requirements
Started in Sept. 2012	CRA House at 2 Marten Trail in Nemaska	Minor renovations and painting required	Purchased material and performed the renovations	Change of tenant
Started in Sept. 2012	CRA House at 5b Fox Trail in Nemaska	Minor renovations and painting required	Purchased material and performed the renovations	Change of tenant
Dec. 2, 2012	CRA Head Office in Nemaska	Replace old propane tank and construction of a fenced impound	Make new concrete slab and install fence and new propane tank	Tank too old and installation not according to standard
Dec 2, 2012	Nemaska EEPF detachment	Painting all the buildings	Paint the interior of the building	Renovation program
Dec 2, 2012	CRA housing in Nemaska - 5b Fox Trail	Renovation	Material and labour supply by CRA maintenance	Change of tenant
Dec 15, 2012	CRA housing in Nemaska - 2 Marten Trail	Renovation	Material and labour supply by CRA maintenance	Change of tenant
Dec 5, 2012	Oujé-Bougoumou EEPF Detachment	Complete reroofing	Redo the whole roofing (contract awarded)	Roof too old
Dec 5, 2012	Waswanipi Justice Facility	Installation of a tempo shelter	Install a tempo shelter	Health and safety of users
Dec. 5, 2012	Oujé-Bougoumou Justice Facility	Installation of tempo shelter	Install a tempo shelter	Health and safety of users
Dec 5, 2012	EEPF Detachments in Oujé-Bougoumou, Wemindji, Waskaganish, Waswanipi and Nemaska	Installation of air conditioning in the server room (IT) rooms	Supply & install air conditioning (contract awarded)	Temperature too high in the server (IT) rooms

Table 6: O &amp; M Activities of Regional Capital Works (cont'd)

Date	Building	Major maintenance / Incident	Action	Cause
Dec 5 , 2012	Police residence with transit units in Mistissini, Oujé-Bougoumou, Waswanipi, Wemindji and Nemaska and police housing in Chisasibi	Installation of air conditioning units	Supply and install air conditioning units (contract awarded)	Health and safety of the users
Dec 10, 2012	All Justice Facilities	Installation of disarming room equipment	Manufacture special tables and unloading device for fire arms and install them	Equipment requirement
Dec. 10, 2012	All EEPF Detachment	Installation of disarming room equipment	Manufacture special tables (material ordered) and unloading device for fire arms and install them (next quarter)	Equipment requirement
Dec. 5, 2012	All communities for CRA buildings	Snow removal	Award of snow removal contracts	Health and safety requirement for users
Jan, 2013	Whapmagoostui Justice Facility	Sewer system was clogged	Unclogged the system	The manhole was frozen
Feb., 2013	Whapmagoostui EEPF Detach.	Heating system was down	Repaired the heating system	Extraordinary main
Feb., 2013	Nemaska EEPF Detachment	Renovation of the mechanical room	Build a room for the communication system, the firearms and the washer and dryer	Renovation program
Feb., 2012	Nemaska EEPF Detachment	Furniture for the employees' room was in poor condition	Ordered new furniture	Renovation program
Feb., 2012	Oujé-Bougoumou EEPF Detachment	Main electrical panel was badly damaged	Change the electrical panel	Renovation program
March, 2013	EEPF Detachments in Oujé-Bougoumou, Wemindji, Waskaganish, Waswanipi and Nemaska	Installation of air conditioning in the server room (IT) rooms	Work is now completed	Temperature was too high in the server (IT) rooms
March, 2013	EEPF residence with transit units in Mistissini, Oujé-Bougoumou, Waswanipi, Wemindji and Nemaska and police housing in Chisasibi	Installation of air conditioning units	Work is now completed	Health and safety of the users
March, 2013	EEPF Headquarter	Heating system was down	Met with the Engineer and the heating contractor and undertook the repairs	Extraordinary Maintenance
March, 2013	Justice Facility in Nemaska	Substantial completion of the Justice Facility.	Moving of the employees to the new building	Building transfer to the CRA
March, 2013	Oujé-Bougoumou EEPF Local Detachment	Garage door # 1 did not work	Garage door was repaired	Extraordinary maintenance
March, 2013	Waskaganish EEPF Local Detachment	Garage door # 1 did not work	Garage door was repaired	Extraordinary maintenance
March, 2013	EEPF Local Detachments in Mistissini, Waswanipi, Wemindji and Eastmain	Preventive maintenance of the garage doors	Contract was awarded to Porte Val d'Or	Preventive maintenance

## c. Professional Works &amp; Services

Table 7: Professional Works and Services of Regional Capital Works

Project	Activity	Consultant	Percentage of Advancement			
			1 <sup>st</sup> Quarter 2012/13	2 <sup>nd</sup> Quarter 2012/13	3 <sup>rd</sup> Quarter 2012/13	4 <sup>th</sup> Quarter 2012/13
CRA Head Office minor renovations	Plans and Specifications and tender process	MLS Architects and Stavibel Engineers	75%	100%		
EEPF Housing Duplex in Eastmain	Plans and Specifications and tender process	Trame Architects and Dessau Engineers	75%	100%		
EEPF Housing Triplex in Waskaganish	Plans and Specifications and tender process	Trame Architects and Dessau Engineers	75%	100%		
Justice Facility paving in Chisasibi, Wemindji, Waskaganish, Oujé-Bougoumou and Waswanipi	Plans and Specifications and tender process	BPR Engineers	75%	100%		
Justice Facilities' warehouses in Whapmagoostui, Chisasibi, Wemindji, Waskaganish, Mistissini, Oujé-Bougoumou and Waswanipi	Plans and Specifications and tender process	Anicet Tremblay Architect and BPR Engineers	75%	100%		
EEPF Headquarter Quarter Master in Chisasibi	Plans and Specifications and tender process	Guillemette Larue Architects and Innovex Engineers	75%	100%		
Justice Facilities Special Adjustments	Tender process	Anicet Tremblay Architect				100%
Preventive Maintenance Program for the CRA Facilities	Develop the program for the Justice Facility in Mistissini	BPR Engineers			75%	80%
Update of all the CRA lease agreements	Review all the lease agreements	In-house			90%	100%
Information Management System	Implement the IMS including scanning of documents	CRA Record Management Coordinator			2%	10%
Renovation to the CRA Head Office in Nemaska - phase II	Plans and Specifications	MLS Architects			30%	100%
Installation of emergency generators for the EEPF Detachments	Tender Process	Stavibel Engineers				100%
Renovation of the Heating and Electrical System for the EEPF Local Detachments in Wemindji and Waskaganish	Plans and Specifications	Stavibel Engineers				60%
Generators - Electrical Installation for the EEPF Local Detachments	Plans and Specification	Stavibel Engineers				50%
Renovation of the Heating System for the EEPF Police Detachment in Whapmagoostui	Changing the boiler and the oil fuel tank	Stavibel Engineers				50%
Cree Training Centres for Wemindji	Preliminary Concept	MLS Architects				90%
Mistissini EEPF Local Detachment – New Building	Preliminary Concept	MLS Architects				60%
Project Monitoring System	Conception of data base for project monitoring	Norman Lacroix				95%
Arena Refrigeration System study	Community Tour and Report	Genivar Engineers			30%	75%
EEPF Housing 2013 for Chisasibi, Eastmain, Waskaganish and Waswanipi	Plans and Specifications	Trame Architects				50%

#### d. Housing and Housing Inspection Activities

**Table 8: Housing-Related Activities of the Regional Capital Works Division**

Date	Action	Details
April 3, 2012	Final Inspection on CMHC Housing 2010-11	A final inspection was performed for completion of the Housing Construction 2010-11, for the Community of Chisasibi, consisting of seven (7) units
April 10, 2012	Final Inspection on CMHC Housing 2011-2012	A final inspection was performed for completion of the Housing Construction 2011-2012, for the Community of Waswanipi, consisting of three (3) units
May 23 & 24, 2012	Meeting with CMHC and Eeyou Miichwaap	The first meeting of the new fiscal year 2012-2013, discussions on the housing files, missing documents, outstanding and current RRAP files
May 24, 2012	House Fire incident in Chisasibi	A cost estimate report was performed to re-build the unit, the report stated the house was a complete loss, estimate was sent to BOC and Chisasibi Housing Department
June 20, 2012	Completion of the CMHC Physical Condition Review (PCR) of 2012 on two Communities	Inspection on-site and online reporting at CMHC PCR web server, for Waskaganish (15 units) and Nemaska (9 units)
July 1, 2012	Mobile Trailer Fire incident	A cost estimate report was performed to rebuild the trailer in another location or at same place; the report stated the trailer was a complete loss, estimate report sent to BOC and Waskaganish Band
July 20, 2012	1 <sup>st</sup> meeting of Developing Strategic Plan for Action to Critical Housing Situation in the Cree Nation of Eeyou Istchee	Introduction of key elements to consider in developing the strategic action plan. Workshops including Rent-Geared-to-Income rule, Social Housing Program on low income people, Public Information Program, and use the housing demand to strengthen the Cree economy
August 31, 2012	Completion of CMHC Physical Condition Review (PCR) of 2012 on three Communities	Inspection on-site and online reporting at CMHC PCR web server, for Eastmain (8 units), Waswanipi (11 units), and Mistissini (17 units)
Sept 4, 2012	An Inspection was conducted on CMHC Housing 2012-2013	A progress inspection 1, 2, 3, was conducted for overall construction work is at 20% for 5 units, in Waskaganish
Sept 11, 2012	2 <sup>nd</sup> meeting of Developing Strategic Plan for Action to Critical Housing Situation in the Cree Nation of Eeyou Istchee	Continuing discussion from the 1 <sup>st</sup> meeting to come up with an action plan to start addressing the critical housing situation in the Cree Nation
Sept 12 and 13, 2012	Meeting with CMHC and Eeyou Miichwaap	The 2 <sup>nd</sup> meeting of the fiscal year 2012-2013; discussion on the Housing Allocation of 2012-2013, and RRAP Allocation deadline to submit documents by Nov 15, 2012
Oct 22, 2012	Flooded basement - Eastmain	A cost estimate performed to repair flooded basements; report states to redo foundation waterproofing, applying membrane, new drainage around the perimeter of foundation, for (3) units, report sent to BOC and Eastmain
Nov 15, 2012	RRAP final inspections were conducted for 2011 Projects and prior	RRAP final inspection were conducted for communities, Mistissini (4 units), Waskaganish (2 units), Chisasibi (1 unit), Whapmagoostui (2 units), Nemaska (1 unit) and Waswanipi (1 unit)
Nov 15, 2012	New RRAP Projects 2012-2013	New RRAP work descriptions were submitted from communities, Waswanipi (4 units), Eastmain (1 unit), Mistissini (6 units), Waskaganish (4 units), Chisasibi (2 units) and Whapmagoostui (4 units), CMHC/CRA to finalize which Communities are qualified
Nov 19, 2012	An Inspection was conducted on CMHC Housing 2012-2013 - Waswanipi	A progress inspection phase 1, 2 and 3, was conducted, no overall percentage was given, (1) Duplex unit in the community of Waswanipi
Nov 22, 2012	An Inspection was conducted on CMHC Housing 2012-2013 - Chisasibi	A progress inspection phase 5 was conducted, overall construction work at 62% for 9 units, in Chisasibi



**Table 8: Housing-Related Activities of the Regional Capital Works Division (cont'd)**

Date	Action	Details
Nov 24, 2012	A Final Inspection was conducted on CMHC Housing 2011-2012 - Chisasibi	A final inspection was conducted on CMHC Housing Project, nine (9) single units, in the Community of Chisasibi
Nov 27, 2012	Completion of CMHC Physical Condition Review (PCR) of 2012 – Wemindji, Whapmagoostui and Chisasibi	Inspection on-site and online reporting at CMHC PCR web server, for the Communities Wemindji (13 units), Whapmagoostui (9 units), and Chisasibi (8 units)
Dec 6, 2012	A cost estimate report for a previous house fire incident, water pipe busted - Mistissini	A cost estimate report was performed to repair water busted pipe on two (2) duplex units, the estimate report was sent to BOC and Cree Nation of Mistissini
Jan. 19, 2013	Site inspection and cost estimate- House Fire in Mistissini	A cost estimate report was performed to repair/replace the burnt unit; estimate: total loss. The estimate report was sent to BOC and Mistissini
Feb. 5, 2013	Planning Meeting for the 2 <sup>nd</sup> Housing Symposium meeting September 4 and 5, 2013 in Val d'Or.	Agenda of the meeting: Preliminary Budget Sponsorship Plan Preliminary list of Topics Current Cree Housing Situation House Mix Workshop on difficulties with home ownership Town Planning Housing Factories End of agreements - Section 95 Rent Collection Credit Bureau Arrear Management Funding Solution Health issues Awareness/Pride/Preventive Maintenance/ Insurance Program Sharing solutions/Best practices Working Together Promoting Private Homeownership/ Alternative Housing Solutions Success Stories Housing Action Plan Guest speakers Other Who to be invited Booths
Feb. 6 and 7, 2013	Meeting with CMHC and Eeyou Miichuwaap	The 3 <sup>rd</sup> meeting of the fiscal year 2012-2013, attended by only three communities (Mistissini, Waswanipi & Wemindji), the Housing allocation of 2012-2013 was finalized, construction work is already in progress on three communities (Chisasibi, Waskaganish and Waswanipi) and the RRAP allocation is not finalized (some communities have not sent all documents required for acceptance) CHB did a presentation on radon.
Feb. 13, 2013	Site inspection and cost estimate- House Fire in Mistissini	A cost estimate was performed to repair the burnt apartment, the estimate report was sent to BOC and Mistissini
Feb. 22, 2013	Site inspection and cost estimate - Busted pipe in Mistissini	A cost estimate was performed to repair the flooded unit due to pipe busted, the estimate report was sent to BOC and Mistissini
Feb. 26 and 27, 2013	New housing unit inspection for CMHC	Conducted five (5) new housing inspections in Waskaganish
March 12 and 13, 2013	Physical Condition Review (PCR) of CMHC Projects	Conducted six (6) PCR inspections in Waskaganish
March 14 and 15, 2013	Collection of updated housing data by Regional Housing Planner in Waskaganish	Visited Cree community of Waskaganish to collect updated housing data for the Regional Action Plan
March 26, 2013	Collection of updated housing data by Regional Housing Planner in Wemindji	Visited the Cree community of Wemindji to collect updated housing data for the Regional Action Plan
March 28, 2013	Collection of updated housing data by Regional Housing Planner in Eastmain	Visited the Cree community of Eastmain to collect updated housing data for the Regional Action Plan

### 3. Department Budget

Table 9: Approved 2012-2013 Department Budget

		2012-2013
		Approved (\$)
<b>DEPARTMENT DIRECTION</b>		
	TOTAL	\$ 492,100
<b>CAPITAL PLANNING AND ENGINEERING SERVICES</b> (Montreal Office)		
	TOTAL	\$ 287,890
TECHNICAL COMMITTEES AND RELATED SUPPORT		
	TOTAL	\$ 60,000
<b>REGIONAL CAPITAL WORKS</b> (Val d'Or Office)		
	TOTAL	\$ 578,400
HOUSING SUPPORT SERVICES		
	TOTAL	\$ 128,000
COMPUTERIZED MANAGEMENT MAINTENANCE SYSTEM		
	TOTAL	\$ 10,000
REGIONAL FIRE PROTECTION SUPPORT		
	TOTAL	\$ 141,000
FIRE PROTECTION TRAINING & OTHER INITIATIVES		
	TOTAL	\$ 600,000
FOREST FIRE PROTECTION		
	TOTAL	\$ 80,000
<b>GRAND TOTAL</b>		<b>\$ 2,377,390</b>



Gaston Cooper

## Economic and Sustainable Development

### *Message from the Director Alfred Loon*

The Department of Economic and Sustainable Development (DESD) functions within a vision of the great potential that the Cree Nation has for developing a strong and growing economy throughout Eeyou Istchee. We are committed to putting into place the tools that all Cree communities can use to find new ways to increase employment, open new businesses, create economic activity, and expand wealth creation for all Eeyou and Eenu in their home communities.

Eeyou Istchee holds the promise of many valuable resources that will sustain the Cree Nation for generations to come. However, as stewards of this land, we must take great care to encourage the development of our resource-based enterprises, while retaining the richness of our land and preserving its health. Our territory has been home to the Cree Nation for generations, so as we look at creative ways to build a strong contemporary economy, we must remember our responsibility to care for the land and to ensure the quality of life for all of the generations to come. These are the principles that underlie our Strategic Framework for Economic Development in Eeyou Istchee.

#### **Moving from Vision to Reality**

In keeping with these principles, in 2012-2013 the DESD has embarked on a number of projects that have been in the planning stages for several years. The launch of wider operations for the Eeyou Communications Network (ECN) this year means that what was once a vision on a drafting table is now a reality. We are moving

closer to full services in distance education, telehealth, Internet services and public security while offering other fiber optic services to our clients throughout the Northern Québec region. And with the launch this year of the Cree Entrepreneurship Assistance Fund, we are pleased to provide concrete support to Cree entrepreneurs who are opening new businesses or expanding existing ones. 2012-2013 also saw more activity within the mining sector in Eeyou Istchee. We are in discussion with partners in a number of different mining projects to ensure that benefits such as employment and spin-off business opportunities are part of the development process, in addition to any negotiated royalties. The CRA has stated clearly that we are not anti-development, but we will be diligent in the defense of our land as mining operations unfold in and around our territory.

The DESD has also been actively pursuing support for a number of projects through the Regional Development Fund administered by the Provincial Government. Funded contributions such as the *Special Agreement on Cree Elders*, the social economy, and others that support the Cree Women of Eeyou Istchee Association are all important elements that contribute to better quality of life within our communities. As such, we will continue to monitor and encourage growth in funding support for these and other programs and services. We are also exploring innovative programs and services for the youth of the Cree Nation.

Training and education play a critical part in the economic development of our Nation and 2012-2013 has

seen a series of training programs undertaken throughout Eeyou Istchee. Special entrepreneurship training sessions have been held in several communities for small business owners, and many local Economic Development Officers have been participating in courses offered by the Nicola Valley Institute of Training (NVIT) as part of a professional level program for Community Economic Development.

### Moving Forward: Looking Back

Development is all about taking steps forward along a given path. Even if it seems to take a long time, progress in economic development becomes evident through the actions and dedication of community-level people who open businesses, create employment and play an active role in their own communities. Evidence of real economic development is apparent in every Cree community, whether we see a new gas bar, construction operation or new community facilities that create employment.

One area where progress in economic development will become even more evident is in the field of residential housing. The DESD has been in discussion with the Capital Works Department throughout 2012-2013, and we look forward to continuing the dialogue in this area. The DESD believes strongly that a key component of economic development is individual home ownership, because owning a home is often the first step for many individuals toward long-term investment. Home ownership also generates the need for local suppliers of goods and services to provide what home owners are looking for to maintain their homes and properties. The start-up of these new businesses also provides incentives for local young people to seek the training and education they will need to gain employment in housing construction and maintenance.

With each step forward in developing local economies, each Cree community has an opportunity to play a positive part in the growth of the Cree Nation. Within the DESD, we will of course offer concrete support to help build new businesses, expand existing ones, pursue home ownership, participate actively in the natural resources sector, train new workers, and continue the dialogue with all of the residents of Eeyou Istchee. Our goal is to move forward on the path to economic self-sufficiency and wealth creation, without forgetting to look back and see the accomplishments of those who came before us as stewards of Eeyou Istchee.

Following is a review of the programs, services, activities, projects and events that have defined an exceptionally busy year for the team members of Economic and Sustainable Development.

*Meegwetch.*

### Aboriginal Community Economic Development Program

In 2012-2013, the Department of Economic and Sustainable Development (DESD) of the Cree Regional Authority has continued to work with the Nicola Valley Institute of Technology (NVIT), an Aboriginal-governed public post-secondary institute based in British Columbia, to deliver the Aboriginal Community Economic Development Program (ACED): an important initiative, first implemented in 2011-2012, that is designed to address the needs of the local Economic Development Officers (EDOs) within the Cree Nation of Eeyou Istchee.

The ACED Program is designed to encourage and support the professional development of EDOs as well as to satisfy the requirements of the Aboriginal Economic Developers' Certification within the Council for the Advancement of Native Development Officers (CANDO).

The objectives of the ACED Program are:

- to assist the local EDOs in the acquisition of skills and knowledge essential to the development of healthy Cree communities through social and economic planning, business development strategies and human resource management;
- to provide the local EDOs with current and pertinent information regarding economic development in Aboriginal communities in Canada and around the world;
- to enable the local EDOs to combine Community Economic Development (CED) theory with practical skills that will enable them to readily implement their learning and contribute to the health, well-being and development of the Cree Nation of Eeyou Istchee;
- to enable the local EDOs to satisfy the requirements of the Aboriginal Economic Developer's Certification by fulfilling the sixteen competencies of the CANDO Technician training, allowing them to apply for technician status with CANDO; and
- to recognize the essential role of the local EDOs and to increase their visibility in the development of healthy Cree communities.

*Even if it seems to take a long time, progress in economic development becomes evident through the actions and dedication of community-level people ...*

Although the training program was initially intended for the local EDOs, due to its success and popularity, it was expanded to include the local Tourism Officers (TOs) within the Cree Nation of Eeyou Istchee. There are currently fourteen individuals enrolled in the program who have successfully completed ten of



the twenty-three credit courses of the ACED Diploma Program.

With the Cree Nation of Eeyou Istchee working toward self-government and economic self-reliance, the DESD believes that it is important that the local EDOs and TOs possess the necessary skills and knowledge in all areas of economic development to more effectively and efficiently fulfill the requirements of their positions. This will have a direct impact on strengthening the economic base within the Cree communities of Eeyou Istchee.

The DESD would like to thank the Cree Human Resources Development of the Cree Regional Authority for their continued support in demonstrating our collective commitment to the health, well-being and development, and our interest in providing worthwhile capacity-building initiatives to the Cree Nation of Eeyou Istchee.

### Specific Agreement on Social Economy

Through the Québec Government Action Plan for Collective Entrepreneurship, the Ministère des Affaires municipales, des Régions et de l'Occupation du Territoire (MAMROT) and the Cree Regional Authority (CRA), through the Department of Economic and Sustainable Development (DESD), implemented the *Specific Agreement concerning the Consolidation and Development of the Social Economy in the Cree Communities of the Nord-du-Québec Region* in 2011-2012. The goals and objectives of the Government action plan for collective entrepreneurship are twofold:

1. To maximize the impact of this sector of economic activity that includes cooperatives and non-profit organizations (NPOs); and
2. To give regional stakeholders concrete means, adapted to their reality, to enhance the vitality of the regions and to meet the needs of communities within each region, in a perspective of sustainable development.

During the 2012-2013 year, the DESD has continued the implementation of the Agreement by providing coordination and assistance to the efforts of all parties involved, in order to carry out the objectives of the Agreement to develop the social economy and to strengthen social economy enterprises in the Cree communities. The principal lines of action are:

- Promotion of the social economy;
- Consensus-building and networking;
- Consolidation, experimentation and development of new niches and projects; and
- Skills development.

Under the agreement, the MAMROT and the CRA will pool their resources totalling \$500,000. The MAMROT will contribute \$50,000 per year for the next 5 years, for a total of \$250,000, and the CRA's contribution to this agreement would come from the Regional Development Fund to match the MAMROT commitment.

The DESD organized and attended the first meeting on the Social Economy on September 6, 2012 in Oujé-Bougoumou, QC, to explore the opportunities for the Cree Nation within the context of the social economy. The objective of the meeting was to provide an orientation and training sessions on social economy and to review the Specific Agreement. This resulted in the following measures:

- Establishment of the Cree Social Economy Regional Table (CSERT);
- Development of an action plan for 2012-2013 that outlines the actions to be undertaken to implement the Agreement;
- Development of the Mission Statement of the CSERT; and
- Development of the Cree definition of the Social Economy with a cultural component.

The CSERT has implemented some of the specific actions outlined in the 2012-2013 Action Plan, and the DESD has and will continue to provide the coordination, support and assistance to all the parties involved: the Cree Regional Authority (CRA), the MAMROT, the Cree Outfitting and Tourism Association (COTA), the Cree Trappers Association (CTA) and the Cree Native Arts and Crafts Association (CNACA).

### Regional Agreement on Equality for Cree Women

The Ministère de la Culture, des Communications et de la Condition féminine (MCCCF) and the CRA, through the Cree Native Women of Eeyou Istchee Association (CWEIA), are implementing the 2011-2015 Regional Agreement on Equality. The objectives of the Agreement are:

- To promote gender equality through various media sources as well as support Cree women at various levels of industries and areas;
- To promote and recognize Cree women entrepreneurs and employment opportunities in various workplaces and sectors;
- To promote balance between work and home for women and young Cree mothers and encourage various workplaces and organizations in the Cree Nation to improve measures to support women and young single mothers;

- To make a concerted effort to develop programs and projects to promote health and well-being to ensure that the system is tailored to all Cree women and their families;
- To develop various initiatives and projects to combat violence in all its forms against Cree women and girls; and
- To encourage Cree women to seek political and governance leadership training and representation in various arenas.

Under the agreement, the MCCCCF and CRA will pool their resources totalling \$879,000. The MCCCCF will contribute \$17,000 in Year 1, 18,000 in Year 2, \$22,000 in Year 3, and \$22,000 in Year 4, for a total of \$79,000, and the CRA will contribute \$200,000 per year over the four years, for a total of \$800,000. This amount comes from the Regional Development Fund, and is subject to the monies allocated to the Regional Development Fund.

Here is the Report filed by the CWEIA for 2012-2013.

### Cree Women of Eeyou Istchee Association

Message from the President, E. Virginia Wabano

As another year comes to an end, I am taking a moment to sit back and reflect on the accomplishments of our Cree Women of Eeyou Istchee Association (CWEIA). With a small number of volunteers and minimal paid staff, running the Association has represented a huge learning curve. I have thanked our dedicated team of volunteers and employees on numerous occasions in the past, and I will continue to thank them in years to come. With our world evolving into a time-precious society, it is imperative that we have more people joining the team and spreading out the work to be done.

The year was a good one for CWEIA, as we were able to develop many partnerships and to secure funding for programs and services. This obviously is the result of hard work by the staff, Executive Committee and the Board of Directors, along with their Local Women's Groups and our partners. Congratulations to all involved!

CWEIA is about bettering the lives of all women and children in Eeyou Istchee, and this is a major part of the services that the association provides. It was pleasing to see the hard work of our team and Board of Directors being validated by concrete results. Congratulations to the Interim Regional Coordinator and the various committees on their excellent work. This is encouraging for the future development of our association, and allows many to celebrate success. Well done to all teams for their commitment and enthusiasm throughout the year.

Many things have been discussed, administered and planned during the year. At this point, I must say a special thank you to those individuals who, on numerous occasions, have guided and assisted us with their knowledge – this has inspired us all to continue supporting the development of CWEIA.

The year has been a rewarding, tiring, exciting and at times a frustrating one, a year that has enlightened me to the enormous debt of gratitude we owe to current and past staff and Board volunteers. On the whole, I have enjoyed this year and I look forward to representing CWEIA in future years. Together we can continue to make CWEIA bigger and better.

The Cree Women of Eeyou Istchee Association (CWEIA) is a "grassroots" and non-profit organization that was legally constituted on January 28th, 2009, and funded from a variety of sources including government grants, our affiliation with Québec Native

Women's Association, Justice Québec, GCC(EI)/CRA, as well as the Cree Board of Health and Social Services of Québec. It is operated

under the leadership of a volunteer Board of Directors, composed entirely of women from 12 communities, which include the 9 Cree communities of Washaw Sibi, Senneterre, Val d'Or and Chibougamau. The Board of Directors represents women regionally and at the community level, to ensure the diverse voices and issues of the communities are heard and considered in the programming. The administration staff is composed of a Regional Coordinator, Administrative Assistant, Economic Development Coordinator and Contractual Employees.

The CWEIA's principal mandate is to improve the lives, livelihood and outcomes of Cree women and children in Eeyou Istchee. Through main activities, CWEIA seeks to ensure the full participation of Cree women in Eeyou Istchee - economically, politically, socially and more - so that they may achieve their full potential and contribute to the building of a safe, secure, just and healthy Cree Nation for future generations of Cree beneficiaries. CWEIA pursues to create healthy communities, strengthen family roles and responsibilities, nurture and protect our Nishiiyuu ways, and help create the



Virginia Wabano, President of CWEIA



conditions where the traditional values, faith, knowledge and wisdom of our Elders are sustained for all Eeyouch.

We would like to acknowledge the following women for their efforts, contribution and commitment:

#### **CWEIA Board of Directors**

Rita Masty, Local President of Whapmagoostui  
Mary-Louise Snowboy, Local President of Chisasibi  
Carman Faries, Local President of Wemindji  
Shirley Moses, Local President of Eastmain  
Ethel Taylor, Local President of Waskaganish  
Rose-Lynn Rabbitskin, Local President of Nemaska  
Christine Petawabano, Local President of Mistissini  
Priscilla Bosum, Oujé-Bougoumou Representative  
Gloria Jolly, Local President of Waswanipi  
Rebecca Moore, Local President of Senneterre  
Felicia Polson, Local President of Washa Sibi  
Urban – Val d’Or, Chibougamau – vacant

#### **CWEIA Executive Board**

Virginia Wabano, President of CWEIA  
Carmen Faries, Vice-President  
Noreen Moar, Secretary/Treasurer  
Irene House, Elder Representative  
Samantha Awashish, Youth Representative

#### **Elders’ Advisory Group of CWEIA**

Irene House, Chisasibi  
Nancy Danyluk, Wemindji  
Maria Kawapit, Whapmagoostui

#### **CWEIA Staff**

Linda Shecapio, Interim Regional Coordinator (Contract)  
Charlotte Ottereyes, Regional Economic Development Coordinator  
Irene Blacksmith, Administrative Assistant

#### **Annual Activity Report**

Although our organization still is in the early stages of its development, we have once again demonstrated our usefulness, with another busy and successful year. We are taking this opportunity to thank all of the women who have contributed to the initial establishment of the Association, and have led us to move forward, facing all of the hurdles and challenges with a positive and determined attitude. Members and partners alike notice that the CWEIA continues to flourish and to conduct itself with professionalism. With this said, allow us to present the report on the activities that stem from the implementation of our Action Plan for 2012-2013.

With its initial objective of promoting gender equality through various media, as well as of supporting Cree Women at all levels of industries and areas in the region

and throughout Québec, CWEIA continues to raise awareness to issues through its website [www.cweia.ca](http://www.cweia.ca) and other outlets such as *The Nation*, *Destinations Magazine* (Air Creebec) and Facebook (CWEIA). Earlier this year, the Stop Violence Campaign poster (produced by Beesum) was distributed to the Cree communities. Public announcements were provided through local and regional radio programming as well. During CWEIA’s Second Awards Gala (poster by Beesum), CBC Maamuitau conducted interviews with the women that attended the event and some of the Award recipients.

In terms of representation, CWEIA continues to be the voice of women. We defend women’s interests through advocacy and representation on different committees on the local, regional, provincial and national scenes. The Association is actively involved in various working groups, including:

#### **Québec Native Women Association (QNWA):**

- The President of CWEIA is actively involved on the QNWA Board of Directors. She participated in three meetings since her election as President of the CWEIA.
- Three Executive Board members of the CWEIA and the Interim Regional Coordinator attended QNWA’s General Assembly in Wendake, QC on October 27 and 28, 2012.

#### **Cree Nation Youth Council:**

- The CWEIA Youth Representative has an active role within the organization.

#### **Regional Elders Council:**

- The CWEIA Elder Representative has an active role within the organization.

On behalf of CWEIA, the Interim Regional Coordinator participated in:

- *Second Cree Mining Conference* on Oct. 31 and Nov.1, 2012 in Montreal.
- *Cree Symposium: Addictions & Substance Abuse* on November 19 to 21, 2012 in Val d’Or.
- *Cree Women and Mining*: Active participation in the Working Group.
- *Cree Social Wellness Policy Taskforce*: Active participation in the Taskforce.
- *Cree Social Economy Round Table Committee*: Active participation of Interim Regional Coordinator and Regional Economic Development Coordinator.

### CWEIA's 5<sup>th</sup> Annual General Assembly

The CWEIA successfully conducted its 5<sup>th</sup> Annual General Assembly on September 15 and 16, 2012 in Chisasibi. The local Native Women's Association of Mistissini will be hosting CWEIA's 6<sup>th</sup> Annual General Assembly on September 21 and 22, 2013. We look forward to seeing you there.

To ensure success in the implementation of our action plan, we have worked to improve internal communications, and have held meetings on a regular basis. For this past year, Board meetings were organized as follows:

- September 14, 2012 in Chisasibi.
- October 20, 2012 in Val d'Or.
- December 14, 2012 in Ottawa.
- February 15 to 17, 2013 in Val d'Or.

At this last meeting, a strategic planning session was conducted. CSB-Chairperson and some Commissioners, and the Executive Director of Cree Native Arts and Crafts Association met with the CWEIA-Board of Directors as well.

The CWEIA Executive Board met 'in-person' three times this year:

- September 29, 2012 in Gatineau, at the CWEIA's Satellite Office.
- October 20, 2012 in Val d'Or.
- April 19, 2013 in Gatineau, at the CWEIA's Satellite Office.

Please note that the Executive Board also meet right after their regular CWEIA Board of Directors' meetings (4 times) as well. Eight other meetings dealing with administrative matters were held with staff via teleconference.

### CWEIA's 2<sup>nd</sup> Awards Gala

Our 2<sup>nd</sup> Awards Gala, held on December 15, 2012 in Ottawa, was a great success. It is a celebration that honours all women's gifts and efforts, and more importantly, it empowers participants and recognizes the achievements and contributions of many wonderful women. The awards presented included:

**Women in Business** – Sarah Moar from Chisasibi, for her perseverance, determination, commitment, hard work, dedication to her business and to the jobs that she has created in her community.

**Women in Politics** – Violet Pachanos from Chisasibi, for her leadership, influence, politically-focused actions resulting in high-level accomplishments for her community.

**Women in Art and Culture** – Dinah Loon from Mistissini, for her creativity, artistic expression and cultural pride.

**Women in Health Promotion and Fitness** – Ethel Taylor from Waskaganish, for her energy, mind-body-spirit consciousness, as well as for her passion for wellness.

**Women in Education** – Stella Masty from Whapmagoostui, for her knowledge, dedication, experience and her desire to learn and to teach others the importance and quality of education.

**Women in Public Service** – Marlene I. Kitchen from Waswanipi, for her compassion and care for others, willingness to help, dedication and commitment to serve the people of her community.

**Elder Contribution** – Harriet Coon-Come from Mistissini, for her beauty, honour, wisdom, experience, strength and high zest for life.

**Youth Contribution** – Savannah Blacksmith from Mistissini, for her vibrant, energetic, motivated spirit that is an inspiration to the youth, elders and her entire community.



Award Winners (from left) Sarah Moar, Ethel Katapatuk Taylor, Elder Harriet Coon-Come, Savannah Blacksmith and Marlene I. Kitchen. Missing are: Violet Pachano, Dinah Loon and Stella Masty.

### Health Issues

The CWEIA is involved in various programs and projects aimed at fostering the health and well-being of Cree women and their families. The following activities were carried out with this focus:

- Completion of the Resist-A-Ball Program in Whapmagoostui and Senneterre during the winter months.
- The President of CWEIA, an Elder Representative and the Interim Regional Coordinator participated in discussions on the Midwifery file with the Cree Health Board's Assistant Executive Director of Nishiiyuu.



- The Interim Regional Coordinator participated in the Ontario Aboriginal Health and Healing Centre visit from March 11 to 17, 2013, organized by the Nishiiyuu Department of the Cree Health Board. CWEIA also participated in the recruitment of possible candidates for Interviewer Trainees.
- Arlene Faries was hired as Legal Consultant to provide a research report on the Charter of Rights of Cree Children, in the context of family violence legislation. The report will be presented at the CWEIA's Board of Directors' meeting scheduled for June 15 and 16, 2013.

### Violence Issues

One of the CWEIA's objectives is the development of initiatives and projects to combat violence in all its forms against Cree women and girls in the Cree Nation and within Québec. To this end, the Association has taken part in the following activities:

- As previously mentioned, Stop Violence Campaign posters were available in each Cree community and urban centres for the month of February 2013. Posters include the selected winners' drawings from the Elementary level, with a heading stating "Say No to Violence".
- Local Women's Groups continue to implement a variety of activities in their respective communities to address the issue of violence.
- During CWEIA's fifth Annual General Assembly in Chisasibi, a female survivor shared the story of her encounter with all forms of violence during her childhood and adolescent years. She has continued her healing journey as a woman, mother, and wife. It was a powerful and inspiring message, and it moved everyone in the Assembly.
- The Association recently received an official approval of funding from Status of Women Canada, in the amount of \$195,000, to implement a project from March 2013 to May 2015. We will conduct gender-based analysis to develop evidence-informed programs, policies and service to combat violence against women and girls. This project will assist in fostering a movement that will involve Cree men united for a better Cree Nation. We would like to thank Donald Nicholls, Michael Chettleburgh and Wayne Rabbitskin for their wonderful assistance and expertise.

In conclusion, with the help and guidance of traditional values, faith in the Creator and ourselves, knowledge and wisdom of our Elders, support from sponsors and partners, the CWEIA has been able to develop and sustain partnerships that will contribute to

improving our Nation. Our Association's programs and services continue to innovate and to evolve in order to better meet the specific needs of all Cree women and children in Eeyou Istchee. It was indeed another year of success and endless commitment for CWEIA, and we thank all of our members, volunteers and team members for your respect and participation in our projects and events.

### Study on Business Activities in Eeyou Istchee

Although the DESD has experienced success in carrying out most of its mandates during the past year, we were unfortunately unable to deliver on the directive issued by the GCC(EI)/CRA Council/Board to conduct or acquire a study to determine the division of public contracts between Cree and non-Cree companies in Eeyou Istchee. The difficulties that we encountered were due to the nature and scope of the study, the range and extent of contracting done by the Cree and non-Cree companies in Eeyou Istchee, low participation rates from the Cree companies of Eeyou Istchee as well as to time and budget constraints.

However, the DESD believes that it is imperative to have data on the level of business activity in Eeyou Istchee, be it in the construction, mining, forestry, energy and transportation sectors, for the planning of economic development initiatives at both the local and regional levels. We will therefore be revisiting the directive issued by the GCC(EI) CRA Council/Board, with a view to incorporating it into a more comprehensive study that we are planning in 2013-2014.

The planning for the study has taken place and some preliminary preparations have been done to undertake it; these involve:

- Reviewing the directive to determine the relevant time frame to use, the industry sectors to include and the data to be collected;
- Identifying, collecting, reviewing and analyzing primary sources of data;
- Identifying and recruiting the proper professional expertise to determine the most efficient and cost-effective methodology to be utilized, and to choose the data analysis and report preparation methods; and
- Identifying and recruiting the proper professional expertise to compile and analyze the data and prepare the final report.

Given the nature and scope of the planned study, it will need to be a joint effort between the DESD, CRA, CreeCo and the nine Cree communities of Eeyou Istchee.

### Cree Entrepreneurs Assistance Fund

In July 2011, the CRA established the Cree Entrepreneurs Assistance Fund (CEAF) to encourage new business start-ups as well as the expansion of existing Cree businesses in Eeyou Istchee. Since the program was established, its implementation was assigned to the DESD's Business Services Officer.

The CEAF is supported by a first-time allotment of \$2.5M. Since this is the first time that the program has been operational, a very small percentage of the initial fund has been disbursed to date, for a number of reasons:

- The CEAF was established, rolled out, and put into operation simultaneously in July 2011, and should have been operationalized over a longer period of time. Our first challenge consisted in recruiting a qualified Business Services Officer (BSO).
- Public awareness of the existence of the CEAF had to be created so that its objectives and limitations were publicized. Therefore a broader, more comprehensive communications strategy was required to encourage new entrepreneurs from all communities to apply. DESD purchased advertising space in the Nation magazine, had graphic designers prepare a brochure, and printed promotional posters for distribution to all communities.
- EDOs from all communities were expected to promote the CEAF and provide their community residents with information on how to apply for the subsidies.
- The range of applications varied widely in terms of quality. Most applicants required additional assistance to prepare a proper business plan and provide backup documentation.
- The CEAF is provided as a supplementary funding source, where contributions from the CEAF are contingent upon other funders being confirmed first.
- Review and analysis of applications was delayed due to lack of experienced manpower in the DESD. Specialized training was given to the BSO, to provide guidance and to streamline the evaluation process. Weekly teleconference meetings were held with representatives of other funding entities so that the BSO could gain valuable knowledge and experience in the analysis and evaluation of applications.

In addition, three community-level training sessions were held on the subject of entrepreneurship. These sessions, held in Oujé-Bougoumou, Waskaganish and Mistissini, all contained material and information on the CEAF. Moreover, a tour of Cree communities held during

the summer included representatives from Aboriginal Business Canada, Business Development Canada and the Eeyou Economic Group. The BSO from DESD took part in this tour and promoted the CEAF at each session.

Essentially, in this first Stage of the CEAF operation, management of the program has come into a stronger focus, and problems with the timing, receipt and handling of applicant files are being dealt with. EDOs at the community level will assume greater involvement with the application process, and will work closer with new and existing applicants who wish to access funding.

Since the CRA is neither a registered charity, nor a venture capital investment vehicle, the DESD will continue to maintain a high level of control over the review process, and will continue to apply tight levels of control over recommendations for the disbursement of the CEAF funds.

As we move into the next stage of the CEAF program, the DESD will require additional experienced personnel to 1) promote the program, 2) communicate the parameters of the program and 3) review the applications files as they are received. Human resource issues are being dealt with at this time. An additional improvement may be the extension of the review and approval process to include a small evaluation committee to review existing applications and reduce the backlog of files received to date.

*The CEAF is supported by a first-time allotment of \$2.5M.*

### Projects Submitted

The DESD is pleased to report that although there have been some challenges in the first stage of the CEAF program, there have been many positive outcomes from the establishment of this funding program. Economic development within Eeyou Istchee is a crucial element of building strong local communities, and will make a tangible difference in the lives of Cree beneficiaries. Whether in the form of small business start-ups, expansion of existing businesses, or the development of additional industrial activity, growth in economic activity will produce growth in job creation, and send strong messages throughout the local community that more commercial development will make each town stronger.

DESD received 29 applications since the beginning of the program in July 2011. Of these, some creative and innovative projects have come forward that have viable business plans and strong potential to succeed.

For example, the following promoters brought projects to the CEAF for funding:

- Cree Nord – Simon Mianscum from Mistissini was the first recipient of the CEAF. Mr. Mianscum purchased an item of heavy machinery equipment and was awarded a contract on the

construction of the extension of 167 North to the mine site of Stornoway.

- Bryan Wynn proposes to open CBBK Convenience in Whapmagoostui as a retail enterprise. Mr. Wynn will supply the community with its basic needs of milk, eggs, bread and other confectionary items that community members require on a daily basis.
- Elaine and Anthony Macleod, siblings from Mistissini, have an ambitious project to establish a Tim Hortons franchise that will be a welcome addition to the community. It will be the first in Eeyou Istchee, and the two partners will commence operations in April 2013, following their intensive training program for franchisees offered at Tim Hortons University.

While each of these applications has been approved for CEAF funding, they have also been supported by other governmental agencies, showing their strong potential to become successful. We applaud the efforts of these local promoters, and are pleased to contribute to their projects. With the opening of any one of these start-up businesses, very real employment is created that will benefit a number of community members.

We note as well that the applicants to the CEAF program include several women entrepreneurs, first-time business owners, sole proprietors, and long-standing entrepreneurs. Of the nine Cree communities, applications were received from eight, while we expect new

thirty years ago. If the CEAF helps to sustain the level of interest and supports the success of Cree entrepreneurs at the local community level, economic development expansion throughout the region will become a reality.

Other projects submitted include some interesting potential business start-ups, but still have more work to do before their plans can be approved and CEAF funding awarded. A brief review of some of the ideas brought forward follows, while specific details are not revealed to maintain confidentiality:

- a consulting company;
- an entertainment company;
- an office supplies company.

Most projects submitted to the CEAF in this first stage of operations sought the maximum amount of subsidy available. While this is certainly not to be unexpected, there is a need for greater understanding of the overall purpose, and vision of the CEAF. As we see it, the CEAF will offer strong promoters of good business ideas an opportunity to expand, and supplement, the funding they have already secured to implement their business plan. The DESD has a responsibility to the CRA to manage its funds professionally and conservatively, and is not about to expose Cree funds to unnecessary risk. For this reason, a stringent set of criteria and evaluation guidelines mean that not all applications will be approved, particularly in their first submission. We expect that the quality of applications and business plans will improve dramatically in the next stage of the CEAF operations, since most applicants will gain valuable experience from their first submission. Once the goals and objectives of the program, as well as the criteria and procedures, are more fully understood, the DESD expects that more successful applications will be fielded. As entrepreneurs gain an improved, and perhaps more sophisticated vision of the CEAF, particularly as a supplementary (and complementary) source of funds to larger external grants, the overall amounts requested by each applicant may be reduced slightly.

As the CEAF program continues to operate, a clear picture will also emerge of the kind of projects that will not be considered acceptable. EDOs will become more knowledgeable of the program's limitations and restrictions, and will be able to advise their clients of this information. Typical examples of these proposals might include:

- production of substances / products harmful to the environment;
- transfer of existing non-Native owned companies to Cree-owned operations;



CEAF, DESD

Dignitaries (and a lot of hungry people) attended the official opening of the first Cree Tim Hortons franchise in Mistissini.

applications from the ninth – Chisasibi – in the near future. Businesses included in this round of applications include: catering, lodging, transport, sports outfitting, towing, tire shop, lumber, consulting, bed and breakfast, and convenience store operations. Such a variety of business opportunities is very exciting, and is a clear indication of the type of economic development diversity that was envisaged in Section 28 of the JBNQA over

- entities not offering local employment opportunities;
- bars or drinking establishments / tobacco distribution.

### Conclusion

Section 28 of the JBNQA made it clear that economic development needs to be an integral part of the growth of autonomy for the Cree Nation. As the economy of Eeyou Istchee begins to emerge at this time in the advancement of the Cree Nation, progress in the form of business start-ups and expansion must be promoted enthusiastically and practically by the regional government. This kind of economic progress underlies not only the intention, but the realization of the spirit of Section 28. It shows that Eeyou and Eenu are taking significant first steps to support their own families and their own communities, and to offer real employment opportunity at the local level.

By continuing to support this important initiative, specifically by renewing the annual allotment of \$2.5M for the CEAF program, the CRA will acknowledge, on a tangible level, the strong relationship that exists between local economic development, financial support for Cree entrepreneurs, autonomy for the Cree Nation and overall progress for the people of Eeyou Istchee.

While the CEAF is a regional program, we would also like to emphasize that real economic development at the community level must emerge from local operators, entrepreneurs, business owners and individuals. It is not something that can be dictated, imposed or shaped from outside the context of each Cree community, no matter how strong the understanding of that context by regional leaders. While there might be models that could be replicated from one community to another, the actual establishment of a local business needs to fit the community where it will reside. This aspect of local-community engagement in the process of economic development remains at the core of the Strategic Plan for Economic Development in Eeyou Istchee. The DESD has noted, on many occasions, the importance of allowing, and encouraging, each individual community to take the initiative to establish its own foundation for economic development. Where several micro-business start-ups may be the path that one community chooses, another may find it more efficient to pour its efforts into one large-scale production facility that would create many jobs for its residents. Another Cree community may choose to develop a modest, commercial operation location with several entrepreneurs, yet another may become focused on IT-based e-business opportunities.

However Cree entrepreneurs choose to venture into the world of economic development, the DESD is

committed to be supportive at each step along the way. Our engagement includes:

- better preparing EDOs to offer guidance to applicants;
- offering training sessions on how to start a business;
- facilitating proposal-writing seminars;
- opening dialogue with Cree youth on managing their own businesses;
- planning for business needs in the natural resource sectors (mining & forestry);
- encouraging artisans and artists to become entrepreneurs; or
- simply offering advice to existing business owners.

As more expansion of business ownership and economic activity takes hold within each Cree community, DESD will find creative ways to share information throughout the region. In this way, the success stories of business owners and operators might encourage other Crees to open their own shops, transport companies or internet-based service companies. Youth who witness the opportunities available through business development might also be encouraged to seek out the training and education they need to follow this path.

As the DESD, we look forward to the many advantages that will result from the continuation and expansion of the CEAF.

### SAENCAT

The Secretariat to the Cree Nation - Abitibi-Témiscamingue Economic Alliance (SAENCAT) has continued its work in 2012-2013, with several activities and events undertaken to promote economic activity between the communities of the Cree Nation and businesses of Abitibi-Témiscamingue. As a financial partner of this organization, the CRA is committed to the continued success of the SAENCAT through the DESD, which has participated in a number of initiatives. Here are some highlights below:

### Northern Lights Conference

A delegation of approximately 50 members attended the third biennial Northern Lights Conference held in Ottawa from February 1 to 4, 2012, exploring opportunities for northern development in a variety of sectors: mining, transportation, telecommunications, public relations, land surveying, environment and engineering.

*Section 28 of the JBNQA made it clear that economic development needs to be an integral part of the growth of autonomy for the Cree Nation.*



### ***Business Matchmaking Event with Goldcorp/Éléonore project, Rouyn-Noranda***

In March of 2012, the SAENCAT organized a special “matchmaking” event with business contractors and stakeholders who wish to pursue business opportunities with all major influential departments of Goldcorp. The importance of the discussions was underlined by the presence of key members of the Goldcorp project team who met with some 20 companies that were pursuing business. Members of the SAENCAT Board of Directors were also present including Mr. Mario Provencher, Mayor of Rouyn-Noranda, Mr. Alfred Loon of the Cree Regional Authority and Mr. Marcel Jolicoeur, President of the Val d’Or Chamber of Commerce.

### ***Visit of Latin American Media to Abitibi-Témiscamingue***

The development of several mining projects in Latin America has been delayed or hampered by the sensitive climate that exists between indigenous people and the local governments. Development work continues to improve this climate and also to attract Canadian investors, so a group of Latin American journalists were invited to learn how the Cree Nation and the Provincial Government do business harmoniously and in an environmentally friendly way with surrounding communities. Several prominent community leaders including Dr. Ted Moses, Mr. Romeo Saganash, and Mr. Claude Major participated in the visit on March 9, 2012. Officials cited the on-going work of the SAENCAT as an important model of how Canada develops successful relationships among different communities within a specific region.

### ***Revamping of the SAENCAT website***

Work was done to redesign and improve the Secretariat’s website, and involved reorganizing information, implementing new tabs and retaining historical materials. New space was added to register new members, post articles of interest and publish statistics related to the organization. Most importantly, elements of interactivity have been added to improve the users’ experience with the site.

### ***Building the North Mining Conference***

The City of Val d’Or, the Cree Mineral Exploration Board and the GCC(EI) hosted a major conference on May 31 and June 1, 2012 in Val d’Or. Prominent speakers, panelists and presenters addressed the many northern opportunities, challenges, issues and strategies related to mining exploration and development in the Cree Territory. Over 400 registered delegates also explored strategies to promote business alliances, Aboriginal co-enterprises, and address the human resources development issues and interests in the mining sector.

### ***SAENCAT sends a delegation to Wemindji***

A group of eighteen people from Abitibi-Témiscamingue participated in an orientation/familiarization trip to Wemindji on June 6, 2012. The focus of the mission was to build awareness of the economic development potential for the community of Wemindji. The experience was also intended to explore and develop business alliances and future partnership opportunities. The visit included a series of presentations for the visiting delegation by several speakers including Chief Rodney Mark, Mr. Gilbert Georgekish, Mr. Jonathan Saganash and former Chief Reggie Mark.

### ***Business Exchange Day***

The 10th Annual Business Exchange Day was held on December 5, 2012 in Val d’Or. The highly successful event brought 168 businesses from the Abitibi-Témiscamingue region and 46 enterprises from the Cree Territory together to explore business opportunities. These networking initiatives are an economic development lever for companies to establish strategic partnerships across many different sectors and fields. The SAENCAT reported on a 2011 study that found the matchmaking format resulted in several million dollars in contracts that directly influenced economic development in the North.

### ***Eeyou Communications Network***

Eeyou Communication Network (ECN) is a non-profit telecommunication corporation that provides regional broadband carrier services for the Cree communities of Eeyou Istchee and municipalities of the James Bay region. ECN delivers advanced reliable and cost-effective network access for the benefit of communities, families, youth and elders. This unique network brings diversified connectivity to global telecom networks and to the Internet highway for a broad range of social and economic opportunities. ECN was born in 2004 from former Cree Grand Chief Ted Moses’ vision, which aimed at the elimination of the digital divide affecting Northern Québec regions. ECN infrastructures use state-of-the-art



One of the vehicles used by ECN to install fiber optic cables throughout Eeyou Istchee.

optical fiber and Internet Protocol (IP) technologies to provide access to global communications for:

- Telehealth;
- Distance education and remote learning;
- Public safety and security;
- Administration of justice;
- e-Government and commercial services;
- Industrial and mining development;
- Virtual private networks;
- Internet high speed access;
- Broadband transport for telecom services providers;
- Connectivity to multiple public-service networks.

Under the leadership of the CRA and of its DESD Director, Mr. Alfred Loon, this innovative project is the result of a collective effort through an agreement between the CRA, the Cree School Board, the Conférence régionale des élus de la Baie-James and the Commission scolaire de la Baie-James.

After its first full year of operation providing services to Eeyou Istchee and James Bay organizations and businesses, the ECN management team is happy to report how this Cree initiative has already started to change the way telecommunications are delivered by eliminating the digital divide and allowing the whole region and the communities to have access to modern and better services. Many organizations now benefit from having the ECN network in place, such as the Cree School Board, Kinwapt Cable of Chisasibi, Creenet cable of Wemindji, the Commission scolaire de la Baie-James, community centres, municipalities of James-Bay, Hydro-Québec, public libraries, tourism centres and sport centres. And there is more to come.

Before ECN, the Cree School Board had interconnected its facilities using the usual local telecommunication service provider's infrastructure, as this was the only option available. By switching over to ECN, it now has access to more than fifty times the bandwidth it had previously, enabling thus the deployment of exciting new services for the School Board's staff and students. Technologies such as telephony over IP, video conferencing, distance learning and a blazing fast internet service have all improved the School Board's capacity to deliver excellent service within its establishments.

Another noteworthy example of the elimination of the digital divide is the community of Chisasibi and its local cable services provider, Kinwapt Cable. As one of the northernmost communities of Eeyou Istchee, Chisasibi was heavily affected by the digital divide. Even with the presence of Kinwapt Cable, the community still had poor Internet service due to the prohibitive price of Internet bandwidth from Télébec. This situation became

a thing of the past as Kinwapt upgraded its local Internet distribution infrastructure and switched over to ECN. Chisasibi now has more than ten times the bandwidth it previously had and the Internet service in Chisasibi is now better than in many communities in "the South".

Those are only some ways in which ECN has started eliminating the digital divide, and the best is yet to come, as ECN is an enabler of many bandwidth-intensive information and communication technologies such as high-definition video services, very high speed Internet, telemedicine, cloud computing and much more.

We are also proud to report the start of a major training initiative in telecommunications and IP networks for Cree and non-Cree individuals in the region. This \$3,000,000 and three-year program, initiated by the Cree Human Resource Development (CHRD) in partnership with ECN, also benefited from a \$1,500,000 grant from Services Canada's Strategic Partner Fund. As of yet, more than twenty Cree individuals have begun this training program and will benefit from the expertise of training and field-expert organisations such as the CEGEP de St-Félicien, Électro-Saguenay Ltée and C2T3, a training organization and research centre in telecommunications affiliated with the CEGEP de Trois-Rivières. CHRD and ECN are also actively working to integrate this training program in the 'Reconnaissance des acquis et des compétences' (RAC) process of Ministère de l'Éducation, du Loisir et du Sport. The recognition of competencies (RAC) in vocational and technical training is a process that allows adults to obtain official recognition for competencies acquired on the job or through real-life experience in relation to a program of study. Recognition is recorded in an official document (e.g. a report card or diploma).

To diversify its connectivity and to enhance its access to networks and services, ECN is currently deploying a fiber optic cable from Matagami to Amos to expand the fiber connectivity to Washaw Sibi. In its first phase of construction, ECN had connected over 100 sites to support schools, health, public security and public administrations. ECN is now proceeding with a project to connect 40 new sites by fiber optic to support organisations like the Eeyou Eenu Police Force, the Cree Justice facilities, the LG2 airport, the Health Board in regions 18 and 10, the Band offices and Departments of the CRA.

ECN is also addressing two key challenges this year. The first one, critical for health services in Eeyou Istchee and also for ECN operations, is the connectivity to the 'Réseau intégré de télécommunications multimédia' (RITM) of the Québec Government. This connectivity is absolutely required by the Cree Board of Health and

*... this Cree initiative has already started to change the way telecommunications are delivered by eliminating the digital divide ...*

Social Services of James Bay (CBHSSJB) to adequately support health services, including the telemedicine applications that the Cree communities need. After two years struggling with complex and lengthy processes with governmental organizations, no tangible results were obtained. CBHSSJB, CRA and ECN are working jointly to address this very important issue.

The second challenge of ECN this year is to kick off the deployment of its Phase 2 to connect the communities of Eastmain, Waskaganish and Whapmagoostui, and to close the large fiber ring with a cable along the James Bay road. The ECN team is currently proceeding with analysis and have initiated discussions with potential partners.

On a final note, ECN's success has established Eeyou Istchee as a leader in its field by implementing a new and innovative model of telecommunications delivery in northern communities. Other regions struggling with

the digital divide have started looking up to us and following our lead, and this is something every one of us can be proud of.

### Natural Resources Development

The DESD created the position of Regional Economic Resources Officer, which was filled in August 2012 by Melinda

Martin. She brings her legal education and work experience as a policy analyst to the position. She oversees the natural resources development files for the DESD, including mining and forestry.

Eeyou Istchee is undergoing tremendous development, and natural resources are at the centre of that expansion. Many partnerships between Crees and non-Crees are being formed to partake in the economic advancement of the territory. DESD strives to foster trust, build relationships, and have meaningful engagement while increasing economic opportunities for the Cree of Eeyou Istchee.

### Forestry

The Provincial Government has been working toward a new forestry regime that came into force in April 2013. The Crees of Eeyou Istchee were granted an exemption to the application of such changes until negotiations are complete – namely recognition of the impact that the proposed legislation will have on their rights as recognized in the JBNQA and the subsequent agreements. DESD and other Cree representatives sit on that

negotiation committee. The forest industry appears to be finally experiencing an upswing. More opportunities are being made available to the Crees. DESD endeavours to maximize contract and employment opportunities for the people of Eeyou Istchee in the forest industry.

### Mining

Mining represents a tremendous growth area for the economy of Eeyou Istchee. Three major projects are nearing production in the next two to three years. The potential economic opportunities are considerable.

A number of mining companies have negotiated Impact Benefit Agreements (IBAs) that provide for preferential hiring with the local Cree communities as well as address training, jobs, contracts and profits. Enterprising individuals and companies are looking to fill the supply needs of the mining industry. People are getting trained in the various trades to meet the employment needs brought about by the mining activity. DESD personnel have participated in several mining meetings at the regional and national levels. The regional meetings include the second annual Cree Mining conference. DESD has participated in discussions with Goldcorp and Stornoway, where the focus of such discussions has included creating employment opportunities, education and business start-ups in mining-related fields.

CANDO and Natural Resources Canada jointly sponsored a pilot project workshop in Val d'Or entitled "Mining 101 Course". DESD and individuals from the communities were able to learn the basics of mining and see first-hand what a mine looks and feels like.

DESD joined the other representatives of the Crees of Eeyou Istchee at national mining meetings including the Canadian Aboriginal Mineral Association, Prospectors and Developers Association of Canada, and the Canadian Institute of Mining and Metallurgy.

Cree Human Resources Department and DESD have partnered to address the needs of Cree women and natural resources (with an emphasis on mining). Key Cree women have been brought together to discuss the women's perspective on the social and economic impacts of the development of natural resources as well as on traditional activities. Research and recommendations will be assembled to provide a comprehensive examination of these important issues for the communities and industries alike.

### Biofoods

Foods that fall into this area originate from controlled organic sources, are not genetically modified, and do not involve the use of conventional pesticides. Biofoods represents a 14 billion dollar industry in Québec. Biofoods is a burgeoning area of economic activity in Eeyou Istchee. A number of local initiatives are under way



As part of the "Mining 101 Course", EDOs and a number of other participants visited a mine in Val d'Or.

Melissa Martin

and DESD is working with local entrepreneurs to develop more opportunities in the biofood industry.

### Interdepartmental Coordination

DESD has been working on improving interdepartmental communication, especially with regard to data collection and research. Joint ventures and collective reviews enhance each Department's ability to address areas of mutual interest.

### Eastmain Community Session

The (then acting) Economic Development Officer of Eastmain, Kenneth Gilpin, invited DESD representatives to Eastmain to assist with conducting a community session on Economic Development. The main goal was to identify the types of economic activity that members wish to see in their community. DESD employees acted as facilitators to help itemize Eastmain's economic goals. A future session to identify action plans was proposed. Participants were split into two groups, one for men and one for women to ensure the each perspective was recognized and documented. Findings from each group were shared in a plenary session at the end of the two-day event.

### Specific Agreement on Elders

In 2008, the CRA and the Québec Government concluded a *Specific Agreement on Adapting Regional Services and Infrastructures in Order to Improve Living Conditions of Seniors in the Cree Regional Authority, Nord-du-Québec region, 2008-2013*. Accordingly, this is the final year for this Agreement.



Through the Specific Agreement on Elders, programs provide opportunities for Elders to enjoy each other's company and to take part in various projects.



Waswanipi Elders take a group picture in front of the Waswanipi Log House.

This past year, the list of projects that have been approved by CRA and implemented by the recipients include:

### Elders Assistance Project – Whapmagoostui

The program's main activities undertaken by the community members of Whapmagoostui included: temporary camp set-up and dismantling, spring water delivery and snow removal, and finally oral and traditional teaching. The main goal of the traditional teachings was to transfer the skills and knowledge to the younger generation. The Elders demonstrated how to make snowshoes, fabricate ice chisel handles, skin stretcher sticks and skin scraper handles from objects found in nature such as trees and caribou bones. Elders

shared with interested community members and visitors the proper procedure of how to butcher, cut up, dress and clean a killed caribou. Elders also taught students how caribou bones are cleaned and crushed in order to make traditional fare such as broth and fat. Elder women demonstrated traditional sewing skills used to transform material into supplies used to survive on the land. Items included moccasins and mittens from caribou hide, tents made from canvas and fishing nets from rope.

### Supplying Firewood to the Elders – Waskaganish

Given the high cost of heating oil, community members try to curb their expenses by using firewood as a heating source. Firewood is not easily accessible to the members of Waskaganish, especially the less mobile Elders. A small number of labourers were hired to deliver at least two cords of firewood to the



majority of Elders living of the community. This program was well received by the Elders of Waskaganish.

### Weechadow Chainow project – Mistissini

The Weechadow Chainow project began in 2012 with a variety of initiatives that were recommended by the local Elders' Council and implemented by a coordinator, including:

*Summer Camping Activity:* Elders were able to spend a week on the land in August. The traditional camp was located in close proximity to the community – just a five-minute boat ride away. This short distance allowed all Elders, including those with health and/or mobility issues who would not be able to travel long distances, to re-live their traditional way of life. They ate traditional foods, slept in traditional canvas tents, played games, participated in a fishing derby, socialized and re-connected with each other.

*Wood shed projects:* Woodsheds were built by labourers for each of the Elders to protect their winter's worth of fire wood.

*Cooking houses project:* Tent frames were put up to cook traditional foods such as goose, beaver and fish, and to clean big game kill.

*Harvesting Projects:* Hunters were hired to harvest traditional foods for the local elders; they came back with moose, rabbit, ptarmigan and beaver.

*Natmachwewen program:* Two Elder couples were hired to take young couples, in troubled relationships, out on the land to counsel them through active bush life, in hope to teach them the duties of being a good partner and parent to their children.

*Chiyuutetaau program:* A Cultural Coordinator visited the homes of several Elders twice a week to provide them with companionship, help out with light housekeeping duties and reduce loneliness.

The year provided a learning experience for all stakeholders. Projects and programs were all well received by the Elders in Mistissini, and were viewed as an on-going need in the community.

### Aayanishchaa – Chisasibi

Aayanishchaa is a project undertaken by the Cree Nation of Chisasibi. The project involved preserving and maintaining Cree culture through audio and video recordings, as an educational tool for future

generations. Two interviewers were hired to interview Elders about their traditional knowledge and memories and stories about Cree history. The recordings were done in high quality format and will be exhibited in the community, to explain the history of the people.

Other activities included beadwork, sewing, knitting, embroidery, carving by using traditional tools such as the mookitaakin (crooked knife). During these activities, traditional food was served to participants and Elders. Thirty-two young Crees were taken out on the land by Elders and taught the traditional methods of trapping beaver in the wintertime. They learned where to look for beaver and about the raw materials used to trap beavers.

In closing, we are pleased to say that this program was very well received by elders in Eeyou Istchee and by front-line workers, and highly recommend that it continues in the future.

### Regional Development Fund

The end of fiscal year 2012-2013 marked the expiration of the Regional Development Fund (RDF) Agreement. The RDF was established as part of Québec's plan to devolve services and programs to the various regions in Québec.

For the purposes of the administration of the program, the CRA was recognized as a Regional Council (known as CRÉ in French) and was mandated, pursuant to the *Act respecting the MAMROT*, to coordinate funding on behalf of the communities. From 2003 to 2013, a number of major projects were undertaken thanks to RDF funding:

#### Major projects sponsored:

Eeyou Communications Network	\$2,000,000
Support to ECN Development	\$2,807,923
Aanishchaaukamikw Cultural Institute	\$1,000,000
Whapmagoostui Commercial Complex	\$1,000,000
Whapmagoostui Cellular Service	\$ 372,548
Whapmagoostui/Makivik –	
Port development	\$ 250,000
Nemaska Commercial Complex	\$1,000,000
Waswanipi Nabakatuk Wood Products	\$ 750,000
Specific Agreement on the Elderly	\$ 750,000
Cree Women's Association	\$ 700,000
Cree Outfitting and Tourism Association	\$ 380,920
Cree Native Arts and Crafts Association	\$ 233,972
Secretariat – Cree Nation Agreement	\$ 225,000

It should be noted that numerous smaller value community projects were also funded through the RDF.

Pursuant to the Agreement entered into with Québec for the RDF, the CRA was recognized as the primary interlocutor, in terms of regional development for the Cree communities (restricted to Category I lands). Our



Larry Shecapio

Elders are happy to be given an opportunity to share their expertise.

role consists in evaluating local and regional planning and development bodies funded in whole, or in part, by the Government of Québec, and in promoting concerted action among partners in the region.

In 2008-2009 Québec had requested that the CRA fully comply with all of its requirements, including that of providing a 5-year development plan. At the time, the CRA did not want to reveal its development plans, bringing about a stalemate in the application of the program. The Crees maintained their position but Québec decided to withhold funding while the Crees refused to comply.

During the period in which the dispute took place, Québec cut some \$25 million from the RDF, of which the Cree share was \$4,039,402. It is the position of the CRA that \$3,105,188 was unjustly cut as a result of Québec deeming that the Cree CRÉ was in a surplus situation because funds had not been disbursed, as a result of the dispute.

For the period 2014-2019, the Québec Government renewed the RDF Agreements throughout the province, for an amount of \$60 million over the five years. It is worth noting that the RDF has been integrated into the *Cree Governance Agreement*, and that we will be entitled to receive a yearly envelope of \$2,338,943 for the next five years.

For the new fiscal year 2013-2014, the CRA authorized the release of \$2,524,070 under the RDF. Funded projects consist of ongoing initiatives as well as five new projects that amount to \$873,720:

#### **Cree Nation of Eastmain –Study on km 381 Rest Stop: \$50,000**

The Cree Nation of Eastmain requested financial assistance from RDF to finance part of a study with SDBJ. The study will examine the different options that the potential partners would pursue regarding the future situation of the rest stop located at 381 km along the James Bay Highway.

#### **Cree Outfitting and Tourism Association: \$150,000**

The CRA is pleased to enter into an agreement with the Cree Outfitting and Tourism Association for a period of three years, with an annual contribution of \$150,000 for tourism development. Also under the Agreement, a Management Committee will be responsible for monitoring the progress of the agreement.

#### **Auberge Oujé-Bougoumou Lodge Expansion: \$750,000**

The community of Oujé-Bougoumou is interested in expanding the present Lodge to reflect the changing needs of the industry. Presently, the Lodge is too small to sustain its profitability, so the community searched for

various options to increase the clientele and renovate the existing facility. The project will be financed by different partners; RDF funds have been allocated for two fiscal years, including this year's allocation of \$300,000.

#### **Laundry Facilities in Wemindji: \$250,000**

The Cree Nation of Wemindji initiated a project to set up laundry facilities for the workers at the Éléonore mining site. The facilities will be equipped with industrial-type washing machines and dryers that can handle the miners' working clothes. The laundry facilities will seek other customers such as Hydro-Québec and local entities that will require heavy duty washing and drying.

#### **Cree Nation of Waswanipi—Study on Nabakatuk Forest Products: \$123,720**

Under the auspices of the Cree Nation of Waswanipi, the CRA authorized the request of \$123,720 to finance a study for Nabakatuk Forest Products Mill. The community has been experiencing financial difficulties with their mill and the Council hired a consulting firm to conduct a study on various ways to sustain the operations of the mill. Nabakatuk Mill employed up to fifteen local residents when it was in operation.

#### **Conclusion**

This past year has seen an unprecedented level of activity for the DESD. We have been particularly pleased to participate in community-level workshops and seminars on economic development. Three communities held sessions for their local entrepreneurs where discussions led to planning for the development and expansion of local businesses. We look forward to other opportunities to meet in all Cree communities to support local efforts to identify goods, services, products, equipment and materials that will help our economy grow.

Moreover, DESD has been actively involved in regional discussions as well, taking part among others in meetings on the Regional Economic Development Fund with other Québec representatives. Within the CRA itself, we have also been working closely with the CHRD and the Capital Works Departments on a number of files.

Perhaps one of the most exciting developments in 2012-2013 has been the continued growth and expansion of available services from the Eeyou Communications Network (ECN). The network now supports service delivery to benefit more and more Cree citizens in a broad variety of ways.

As we move forward into the next fiscal year, the DESD will continue to support Cree entrepreneurs and encourage more local people to consider opening businesses for the benefit of all.



## Child and Family Services

### *Message from the Director Kelly Pepabano*

It is with great pleasure that I present the 2012-2013 report on the activities and achievements of the Child and Family Services Department of the Cree Regional Authority.

First and foremost, my Team and I would like to acknowledge all childcare staff members who have been truly committed to the improvement of childcare services for many many years. One Educator in particular that we would like to recognize is Beatrice Napash of Anjabowa Child & Family Services in Chisasibi. Beatrice has reached her 20<sup>th</sup> year of service as an Educator and she continues to work for our services today. She has been and continues to be a part of many of our children's lives over the years, and she is helping children develop to their full potential. Great job Beatrice, and we thank you for your dedication and commitment to early childhood education!

This year, we recognized the superb skills of childcare professionals who work both at the local and regional levels. We honoured two persons: locally, we recognized the outstanding professionalism of Sherryann Sheshamush-Simard from the Waspshooyan Childcare and Family Services Centre in Oujé-Bougoumou, who earned the title of 'Director of the Year'. In our very own regional staff, Wabigwan Polson received the title of 'Regional Staff Member of the Year'. Congratulations to both of them – they both strive to provide quality

childcare in Eeyou Istchee, and serve as models for all workers in early childhood education.

Our focus for the year was to facilitate networking between childcare centres' programs and services, and to work with other entities on issues related to children and families. We participated on many levels in regional forums that aim at better supporting children and families.

Another one of our achievements this year has been to continue to provide more culturally-appropriate tools and materials for Cree children in our centres. Thanks to the support of the Association of Cree Child and Family Services Centres, we have developed a new educational resource, a Cree CD/DVD of songs as well as a Cree song book.

Our Department was originally created ten years ago with the mandate to oversee, manage and administer the CRA's obligations under a funding agreement with the *Ministère de la Famille (MF)*. Our main responsibility consists in implementing and overseeing all Cree childcare services in Eeyou Istchee.

In addition to regular childcare services, our Department also manages other programs related to children and families. These programs are made possible through agreements, two of which include the Health Canada agreement for the Head Start and Maternal and



Beatrice Napash

Leigh Ann Gaites

Child Health Programs, and the Service Canada agreement for the implementation of the First Nations and Inuit Childcare Initiative.

This year was a year of transition for the School-Age program, which was transferred from our Department to the Cree School Board and from the local childcare centres to the local schools. The transfer was completed in August 2012.

On behalf of my team, I am proud to report that our Cree childcare centres continue to offer more integrated services than most centres across Canada. They include the following: Childcare, Head Start, First Nations/Inuit Childcare Initiative and Special Needs. We also focus on developing our collaboration efforts with the Cree School Board and Cree Health Board in all child-related programs.

All of these endeavours would not have been possible without the continued 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 Eeyou Istchee.

*Meegwetch.*

### Mission of the 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 six full-time employees working out of our main office. One employee is based in Chisasibi, another is working out of Waskaganish while a final staff member works within the Finance Division in Nemaska. In 2012-2013, we also continued to count on the support of a team of professionals who coach our team in the areas of management and finance.

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. Our principal

role is to travel to all the communities in order to provide technical and professional support to all Staff and Board Members of the nine Child and Family Services Centres.

At the end of 2012-2013, the childcare profession continues to employ more than 350 Cree persons in the field of child and family services in Eeyou Istchee, most of them in permanent full- and part-time positions. Half of the persons working as Educators now hold College-level diplomas. One of the biggest challenges that remains a concern is that many of our trained Educators are leaving the childcare sector to work with other entities or to further their education.

Centres providing childcare services and Head Start programs each hire one Director who looks after all of the management aspects of centres (human resources, finance, administration, services). They are assisted by Coordinators for each facility, as well as by Administrative Assistants or Secretary-Bookkeepers. Each centre employs a number of Educators (including Special Needs Educators and often Home Visit Educators). All centres also have Cooks and Janitors on their regular staff. Finally, some centres have Pedagogical Counsellors as well as Coordinators for their Head Start programs.

### Implementation of our Action Plan

For fiscal year 2012-2013, the activities of the Child and Family Services Department have included the following:

#### Programs and Agreements

This year again, our Department channelled funds from a number of programs and agreements to local childcare centres, in order to support their operations.

- The *Agreement respecting Childcare Centres between the Government of Québec and the Cree Regional Authority* gives us various responsibilities, including renewing childcare centres' permits, 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. This agreement was extended



Cherish, Garylynn and Walter enjoy the Friday afternoon gross motor activities at the Waskaganish Head Start Playgroup.



Ethel Katapatuk Taylor



Multi-tasking at its best: as part of the Head Start program in Waskaganish, mothers sew moccasins to be sold at a fundraiser, while they listen to nutrition advice provided by two Cree Health Board CHRs (on the couch).

temporarily for 2012-2013, as we are in the process of negotiating a new agreement with the Provincial Government.

- The *Cree Childcare Program* is funded through an agreement between the Cree Human Resources Development Department (CHRD) and Service Canada.

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 by Health Canada. Through this program, Educators facilitate educational 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, stimulation activities for children within childcare facilities, 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* funded by Health Canada. This program establishes a

Future multi-taskers at work: children are working on fine motor skills by learning the traditional art of sewing in their Chisasibi playroom.



Ethel Katapatuk Taylor

partnership with the Cree Board of Health and Social Services of James Bay to facilitate the delivery of health promotion services to children and families.

The pooling of resources and funding from all of the agencies listed above enables us to offer a wide range of services throughout the communities. In coordinating federal, provincial, regional and local funding programs, we improve the overall quality of our services without creating any duplication or overlapping.

### Support to Childcare Centres in the Nine Cree communities

- In 2012-2013, we continued to support the nine existing child and family services centres' 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, materials, human and financial resources, training, educational activity programs, promotion, general co-ordination of the centres and assistance in problem-solving.
- We reviewed and analyzed 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 also monitored regular maintenance needs and services for our 16 childcare facilities to ensure that they function to their best capacity.

### Accessibility and Affordability of Child and Family Services

- At the end of fiscal year 2012-2013, there were 1,208 funded full-time childcare spaces available in the nine communities through the \$7.00/day program. Free spaces were also available for children whose parents are receiving social assistance benefits. The Department's role included ensuring that the childcare centres meet the needs of children, regardless of level of ability or special need, in each Cree community.
- With the Head Start program, families whose children do not attend the childcare centres on a regular basis benefited from various services. The Head Start program is designed to meet the needs of low-income families and of families with children who have special needs.

### Training and Development

In order to promote the physical, intellectual, emotional, social and spiritual development of children in the context of Cree heritage and culture, it is important for the Department to provide opportunities for training and development for staff members and persons who wish to have a career in early childhood development.



Introducing the largest group of CEGEP graduates ever, for the Educators' Program. Front row: Barbara Pepabano, Serena Ratt, Lily Sam, Sheila Scipio, Alice Sealhunter, Stella Sealhunter, Diana Shecapio, Violet Shem, Nellie Snowboy, Alexandra Spencer, Linda Spencer and Lucy Spencer. Back row: Cheryl Bearskin, Kristen Bearskin, Corinne Bellefleur, Carrie-Ann Cox, Agnes Chiskamish, Sarah Coonishish, Holly Nathan (Instructor), Jennifer House, Marsha Kanatewat, Tanita Lazerus, Kathleen Matches, Edna-Rose Matthew, Emilia Matthew, Louisa Nuktie.

Here is an overview of the measures taken in 2012-2013:

- **CEGEP Educators in Native Childcare Services**

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 be trained. In addition, numerous graduates from this program also find employment in the Cree School and Health systems.

On March 1, 2013, 25 students from the Cree Nation of Chisasibi completed their certification with the CEGEP de St-Félicien's *Educators in Native Childcare Services* training program. Congratulations to all graduates who, thanks to their commitment and dedication to the well-being and education of young children, have earned their diplomas and are now recognized as qualified educators.

This training program is still very much in demand throughout Eeyou Istchee, as local needs for trained Educators in the communities are high. Another program is due for completion in the new fiscal year, for the Cree Nation of Waskaganish. This program also is expected to graduate more than 20 students. Finally, the CEGEP de St-Félicien was starting a new program for Educators in Native Childcare Services, at the end of fiscal year 2012-2013, in the community of Waswanipi.

Much appreciation goes to CHRD and CEGEP de St-Félicien, who are very generous in supporting the delivery of these important programs in Eeyou Istchee. Our thanks also go to the First Nation of Waskaganish, which has sponsored a good portion of the costs associated with the ENCS program in this community. 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.

- **Directors of Cree Child and Family Services Centres**

Directors of childcare centres/Head Start programs participated in three one-week training workshops throughout the year. These are meant to hone their skills so that they may be equipped to better meet the challenges of their day-to-day workload. Workshops this year focused on self-awareness and team building, problem-solving methods, financial management as well as on the

revision of important childcare documents such as human resources policies and general by-laws.

- **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 staff responsible for the financial administration of each childcare centre. They also provided a regional training to all financial administrators in managing their annual budget and expenditures. Team members also continued to prepare the financial statements for the year-end audits, and were heavily involved in the negotiations for the renewal of the MF-CRA agreement on childcare services.



Neebin and Waabin have become very popular throughout Eeyou Istchee, thanks to the wonderful work of our team, led by Wabigwan Polson.

- **Educational Program**

Our Regional Pedagogical and Head Start Advisor continued to provide ongoing training and facilitation of various workshops for all Educators on the educational program which is implemented in all playrooms. She also organized a one-week training session in January 2013 with the local childcare centres' Pedagogical Counsellors and Facility Coordinators. Our Regional Pedagogical and Head Start Advisor also took on the huge responsibility of developing new culturally-appropriate materials for Cree children: *The Singing and Learning Adventures of Neebin & Waabin*. The Association of Cree Child and Family Services Centres committed to the development of this new educational resource, which was launched in December 2012. The Cree song book with accompanying CD and DVD are



now being used throughout Childcare Centres and Head Start Programs, and enjoyed by families everywhere, as the documents are also distributed widely through the Cree Health Board's Awash services in all nine communities.

- **Special Needs Program**

Our Regional Special Needs Advisor also made regular visits to the childcare centres and supported the Special Needs Educators who foster the development of children who have special needs. Our team also participates and collaborates in the Regional Special Needs Advisory Committee, along with representatives from both the Cree Health Board and the Cree School Board.

- **Head Start**

In order to ensure that our Head Start programs are delivered to children and families in need, a regional training session was provided to local staff members on how to carry out their

activities based on the six fundamental elements of education, culture and language, health promotion, nutrition, social support and parental involvement.

- **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.

### Liaison

- We planned and coordinated three regional meetings and workshops as well as held monthly meetings via teleconference with members of the Association of Cree Child and Family Services Centres.

Early literacy is one of the goals of our childcare services – here, a group of 8 children is involved in recognizing syllabics, during circle time in a Wemindji playground.





- 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 CRA, Band Councils, the Cree Board of Health and Social Services, Clinics, 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.

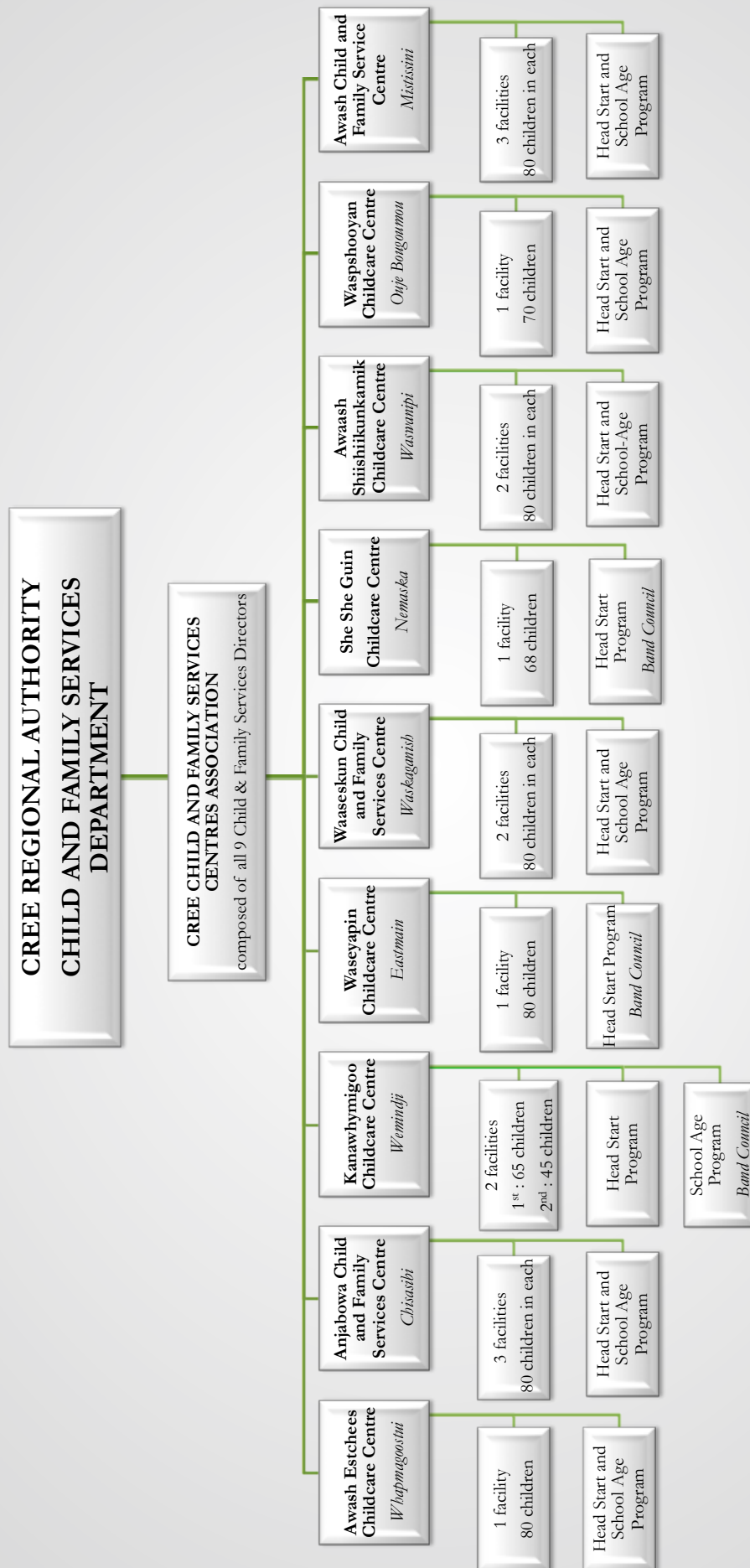
### Economic Impact of Child and Family Services

With its 350 employees, the Child and Family Services sector has become one of the most important employers in Eeyou Istchee. This year, the agreements that we have managed have brought in approximately \$17 million. These funds have been put to good use within the operation of our services, renovations projects and training programs.

### Our challenges for 2013-2014

1. To conclude negotiations for our third Agreement with the Province of Québec to transfer funding programs and some powers from the Ministry responsible for Families (licensing and monitoring) to the Cree Regional Authority. Specifically, we hope to conclude our negotiations with the provincial government to obtain additional operations grants for our child and family services centres. These would allow us to improve the working conditions of our workers in order to raise our employee retention rates.
2. 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.
3. Continue to support and monitor the progress of the Head Start programs in all communities.
4. Increase our funding to be able to bring additional personnel on board, to assist in supporting our programs and services as well as to monitor the finances of our childcare centres.
5. Continue to deliver the Cegep training programs *Educators in Native Childcare Services* and the *Special Needs Education - Aboriginal and Inuit Children* in the communities that require these.
6. Collaborate in applying the collective agreements within the unionized childcare centres.
7. 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.
8. Continue to network with all Cree entities and other service providers in Eeyou Istchee, to build on the strength of our Nation by providing avenues for the community at large to benefit from information, and to enhance the livelihood of Cree children and their families.
9. With support from the Cree School Board, Cree Health Board as well as Cree Nation Band Offices, host a Regional Conference on the importance of Parent Involvement in child development.
10. Work with the Cree School Board and the Cree Health Board to support the implementation of a new program that aims at fighting poverty in Eeyou Istchee, which will be launched in 2013-2014.







Gaston Cooper

## Justice and Correctional Services

### *Message from the Director Donald Nicholls*

With each passing year, the Department of Justice and Correctional Services (DOJCS) continues to grow its infrastructure, personnel, programs and services for the benefit of Eeyou Istchee. It is our pleasure to work together with communities, Cree entities and other departments to ensure that this growth builds greater capacity within the Cree Nation, complements other services, and better serves all our people. Our justice efforts are guided by our society and the fundamental principle that the delivery of justice and correctional systems within Eeyou Istchee must reflect Cree values, ways and circumstances. Indeed, this principle is enshrined in the *James Bay and Northern Québec Agreement (JBNQA)* and further reinforced in subsequent agreements related to justice and correctional services.

In the past fiscal year, we added to our justice infrastructure with the opening of the Waskaganish and Whapmagoostui Justice facilities, bringing our total contingent of operating justice facilities to seven. The two remaining facilities located in Nemaska and Eastmain were under construction in the last year, and are scheduled to be opened by the end of this summer. The facilities are key to housing personnel, programs, services and hosting various courts. In 2012, an order in council was passed in the National Assembly to allow Superior Courts along with Québec Courts to sit in the new facilities, expanding the type of services we may offer in the communities.

Acquiring personnel and equipping them with the skills and training they need to be valuable resources is perhaps the most important investment our Nation can make. In this respect, the Department has continued to help build the capacity of our Nation in the past year,

through the provision of various training programs and team building exercises for existing personnel. As we did not start with a trained labour pool, the building of personnel on-the-job has allowed new skills and services to be added to the Cree communities each year. The Department has also added new employees in this past year to fill outstanding key positions for each community, in response to identified needs, and has developed new programs and services to complement resources from other departments, entities, agencies and communities.

There has been an increase in preventative programs, community-based justice initiatives and rehabilitative correctional services. Good intervention and prevention initiatives are essential as they target underlying causes of criminal activity – i.e. “root causes” – thereby reducing incidents and enhancing public safety and community wellness. When evidence-based efforts are implemented that reduce the number of people who come into contact with the legal system, substantial costs savings are realized as well as more community-oriented objectives of wellness, safety, healing, and addressing the harm. The benefit of prevention and rehabilitation is not only the cost savings downstream in the criminal justice system; these measures also allow us to work with high risk individuals and partners to put them on a better life path that leads to healthier choices and a better life outcome. To that end, like last year, we will make it a continued priority to develop prevention, intervention, rehabilitation and reintegration programs that can be delivered in schools, communities, correctional facilities and on the land.

The DOJCS works in collaboration with the Cree-Québec Judicial Advisory Committee. Contemplated in

the original JBNQA, the Committee is comprised of five members of the Cree Nation and five members of the Government of Québec. The Committee is an advisory body making recommendations to the GCC(EI)/CRA and the Québec Government with a rotating two-year chairpersonship between Québec and the Cree Nation. We have enjoyed a strong relationship between the Department and the Committee over the past five years, and we are happy to welcome the appointment of a new Cree Chairperson, Mrs. Gerti Murdoch in this past year.

We have had a productive year of growth and development and increasingly have established the capacity to respond to our justice needs. From people and facilities to programs and services in justice and corrections, we are continuing on our mission to ensure that we have our own Cree justice and correction system, with our people in key positions. We will also continue to breathe life into the agreements we have negotiated and signed, to reflect Cree values, traditions and realities, and to respect community needs of healing and restoration. We look forward to another year of working together with communities, partners, other departments, agencies and organizations for a common purpose of a healthier, stronger and more engaged Cree Nation.

*Meegwetch.*

### Mission/Responsibility or Mandate

The Department's mission is to provide a justice and corrections system that best represents and reflects the society it seeks to serve. Before agreements were in place, there were core values and principles, knowledge, understandings and ways within our society that determined what was important, fair and right. Respect for these principles and values were included in Section 18 of the JBNQA; provisions include that all members of the legal system practicing in our judicial district would respect Cree ways, values and circumstances. Also, there are provisions whereby processes, programs and services should be offered in Cree. In 2007, the new *Justice Agreement* with Québec expanded the mandate of DOJCS to evolve into areas as recommended of importance by the Judicial Advisory Committee. There was a recognition that the non-Cree systems have evolved since 1975, and so should the ability of the Cree justice and corrections system. The provisions of the JBNQA, and subsequent Agreements with areas on justice and corrections, deal with facilities, personnel, and programs and services; therefore, we will follow this format throughout this report. We invite you to visit our website [www.creejustice.ca](http://www.creejustice.ca) to learn more about the Department, personnel, structure, mandate, activities, programs and services.

### Priorities for the past fiscal year

Our priorities for the past year include capital projects, personnel, programs and services. The capital projects are the foundation for local services and programs to grow from the community outward in the areas of justice and correctional services. Further, each facility was built with the understanding that space would be needed for staff and for growing programs and services, and to host the various courts that would be using the buildings.

The DOJCS looks to hire personnel locally as not only does it build new skill sets in each community, but it allows the Department to establish networks of partners locally and to better integrate local values, circumstances and ways. The training provided to new employees is designed to provide a foundation for the work they will need to do to build community-based networks, services and programs.

The programs and services include the establishment of a local justice committee to create a body to help provide a process locally to deal with minor offences, and to help with the design and implementation of community-based programs. The personnel work closely with other community resources to help identify needs and emerging issues so the DOJCS can design, with partners, a strategic plan with respect to prevention, rehabilitation, intervention and reintegration.



Dignitaries visit one of the new Justice facilities: Deputy Chief Justice Robert Pidgeon, Deputy Grand Chief Ashley Iserhoff, Batonnier Nicolas Plourde and Director Donald Nicholls.

### Results

#### Capital Projects

In the area of justice infrastructure, we have officially opened two new Justice Facilities located in the Cree Nation of Waskaganish and the Whapmagoostui First Nation.

At the opening of the Waskaganish Justice Facility, we were honoured to have the Grand Chief Dr. Matthew Coon-Come, Deputy Grand Chief Ashley Iserhoff, Chief



Gordon Blackned, Minister of Justice Jean-Marc Fournier, Federal Court of Appeals Judge Robert Mainville, Superior Court Judge Jocelyn Geoffroy, Associate Chief Justice André Perrault, members of the Judicial Advisory Committee, and many community members. The entrance was blessed by Pastor Gladys Matoush, and throughout the building there was a real connection to the local community thanks to the paintings depicting Elders and traditional activities, along with many photos of the history, landscape and people of Waskaganish. There was also a special gift of carved flying geese from Chief Gordon Blackned given to honour his son, Gordon Blackned Jr., and to be hung in a special place within the facility. The opening also was an opportunity to host one of the Cree Nation's longtime legal advisors, Robert

requiring coordination and openness. As a first initiative, a community wellness conference was held in the facility early in the past year for Cree and Inuit participants to come together to discuss a sense of a greater community collaboration in addressing justice, wellness and healing.

In the past year, the Department has also looked at ongoing and future capital developments. The Nemaska and Eastmain Justice Facilities will open in the summer of 2013, completing the infrastructural foundation for the Cree justice system. In the summer of 2012, the Cree Board of Health and Social Services (CBHSSJB) negotiated operational funds for a closed custody youth facility and for women's shelters. The DOJCS had been in discussions with the Cree Women of Eeyou Istchee Association (CWEIA) and the CBHSSJB over the past two years on the subject of women's shelters. The initial proposal is to look at a coastal and inland shelter to better provide safety, programming and support for families in crisis. The DOJCS began to research what a closed custody youth facility would look like over the past year. The DOJCS visited youth detention facilities in Québec and also Aboriginal specific facilities located in Ontario. Preliminary reports have been made on this issue. Also, in capital projects for the future, the DOJCS has been meeting with the CBHSSJB to discuss the possibility of building together coastal and inland land-based camps for programming. Given the absence of programming within most detention facilities for Cree detainees to take, a land-based camp would be an ideal location for a number of rehabilitation and reintegration programs post-incarceration, and for community members identified as high risk as a part of intervention.



DOJCS

Opening of the Whapmagoostui Justice Facility, on September 6, 2012. From left: DOJCS Director Donald Nicholls, Kuujuarapik Mayor Rhoda Angutiguluk, Associate Chief Justice Danielle Côté, Grand Chief Dr. Matthew Coon Come, Chief Stanley George and Frédéric Desrosiers.

Mainville, who also happened to be on the Judicial Committee that helped design the buildings, and was the first Federal Court judge to attend one of our openings.

At the Whapmagoostui Justice Facility opening, we were honoured to have the Grand Chief Dr. Matthew Coon-Come, Chief Stanley George, Mayor Rhoda Angutiguluk, Associate Chief Justice Danielle Côté, Frédéric Desrosiers, and many community Elders and members. The Whapmagoostui facility took much longer than anticipated to build, given the building materials needed to be shipped by barge and the short construction season. Whapmagoostui, although not one of the largest Cree communities, has one of the most active court circuits in Northern Québec. The municipality of Kuujuarapik is literally across the street from the Whapmagoostui First Nation. So the justice facility will be in the Hudson Bay Circuit, meaning the court files will be a mixture of Cree and Inuit cases at each sitting. This court and facility will bridge four justice systems,

### Our Personnel

With respect to justice and corrections personnel, the past year has seen increases in the number of staff to allow for the expansion of programs and services, and to fill outstanding positions. As each facility is completed, there is a need for five positions – a community justice officer, a community reintegration officer, a receptionist, a janitor and a maintenance worker. In the past year, a new coordinator has been engaged, five new community reintegration officers, two new community justice officers, six support staff, a program support worker, four summer students and one work study placement. Through Capital Works, eight janitors and five maintenance workers have also been hired. For each of the above positions, a training program has been established as the positions, facilities, programs and services are unique and have not existed in the Cree Nation previously.

In the next year, the DOJCS will continue to hire and train new personnel for key community-based and regional positions. There will be additions to the number of CJOs and receptionists, as well as new positions

such as community support worker, correctional release worker, department psychologist, justice terminology specialist, computer technician, and a financial officer. There will also be new positions in the communities dealing with the Cree Stop Now And Plan (ages 6-11), and other programs and services in development.

### **Programs and Services**

In the past year, the Department has worked on developing programs and services in each of the communities. One of the first key priorities is the establishment and training of a local justice committee or panel. The membership is chosen locally, and once the committee members have had training, they can work on cases that have been diverted to them locally or minor offences that the crown attorneys have sent to them. The committees are funded by the DOJCS, as are the band by-law prosecutors, and work together with the justice officers to develop community- or land-based programs that include Cree values and ways, and address the needs of high risk clients. It gives a voice to the community in the development of local initiatives for prevention, and through intervention provides for a community-based body to work in the justice system. Last year, eight of the nine communities had committees that were receiving training or were active in hearing cases. The committee training was provided for under a funding agreement with the Department of Justice.

Other services last year have included the preparation of Gladue Reports in the Cree justice system for the first time. A Gladue report follows the court ruling of the same name whereby judges must take into consideration Aboriginal circumstances and history when determining an appropriate sentence and types of programming for Aboriginal offenders. While the first few of these reports have taken a while to prepare, they have been well received by the judges in the communities. A type of Gladue report is also done in the corrections system when determining assessments internally. Further, there have been sentencing circles, mediation circles, healing circles, bush-based programs, community workshops, and wellness conferences hosted in the Cree communities over the past year.

With respect to rehabilitation and reintegration, Cree reintegration officers (CRO), along with regional corrections staff, have been regularly visiting Cree clientele in detention facilities. There have been coordinated visits for assessment, for mentoring with counselors and Elders, events within detention facilities, and transitional visits on various types of releases. Cree reintegration and corrections officers have worked on correctional release plans for clients, and attended parole hearings, assessments for placements in programs, and follow-up court hearings. The CROs are also in regular contact with parole and probation officers in the system.

One of our key services is the Cree victims' services, CAVAC. Over this next year, we will sign a confidentiality agreement allowing our services to work closer with the crown attorneys in our judicial district to provide more services to victims of crime. In the Department, one of the first trainings provided employees with a perspective of historical trauma and resulting cycles of victimization. Given a history of residential schools and assimilative policies, we are working toward addressing areas of domestic violence, interpersonal violence, and forms of bullying. Preventative programs, awareness campaigns and intervention are important in building support and a voice for victims of crime in Eeyou Istchee. This is a collaborative effort with partners, and is a growing area of concern, not only within our communities but nationally as well. The Provincial Government just completed an inter-ministerial domestic violence action plan after consultations with our Department and other organizations in Québec. The Federal Government is in consultations to ready legislation they call the *Victims Bill of Rights* that would give victims more of a voice in the criminal justice system, and create a national office and strategy to better serve victims of crime.

### **Program Activities**

In addition to the creation of programs and services related to the functions of our community justice and reintegration officers, the DOJCS also works toward the creation of programs that are proactive in the areas of prevention, intervention, rehabilitation and reintegration. For all such programs, the Department looks at how they can best be adapted to provide for Cree values, circumstances, ways and needs. In the past, we launched our Jobs Not Jails program that helped us develop a profile of our clientele, and the type of programs and services we needed to develop. In accordance with our Global Crime Prevention Plan, we have also completed a number of school-, community- and land-based programs under our Youth Engagement Strategy in the past year. We organized a Cree Nation anti-bullying and We Day initiative with the Cree School Board and Cree Board of Health as partners, and programming in schools such as One Voice One Team and Challenge Day. In the fall, with the Cree School Board and CBHSSJB, we will also hold an anti-bullying conference in Eeyou Istchee. We have also now entered our third year of the successful Stop Now And Plan (SNAP) program.

The SNAP Program specifically targets children ages 6 to 11, to work with children and parents to help them regulate angry feelings by getting them to stop, think and

*... there have been  
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and wellness  
conferences ...*

plan positive alternatives before they act impulsively. We received \$1.4 million from the National Crime Prevention Centre of Public Safety Canada to pilot a project for our Nation over a three-year period. The Cree SNAP program was a part of a *National Multisite Evaluation of SNAP* to determine the effectiveness of the program to reduce aggressive or impulsive behaviour, and to see if it can be delivered in remote communities. In the past year, we launched the girls' program to complement the program we were running for the boys. Social science has shown that if anti-social behaviour is not addressed at an early age, then by the time children become teenagers, they have likely graduated to criminal behaviour. After three years, we have had incredibly positive results and feedback on the program. This is thanks to the hard work of the SNAP workers and team; therefore, the DOJCS would like to expand the program throughout the Cree Nation in the next year. We were invited to speak at the Kids Not Cons conference in Toronto, as well as at the recent National Crime Prevention Centre conference in Montreal, which dealt with topics including communities as partners, and the engagement of parents in prevention programming such as the Cree SNAP initiative.

One of the programs for rehabilitation that the DOJCS has also started to develop for Eeyou Istchee is the renowned In Search of Your Warrior (ISOYW) program developed by Native Counseling Services of Alberta (NCSA). The program which can run in detention, in a community or on the land, is a 30-day program that targets people caught in a cycle of violence. Through principles such as caring, kindness, respect, love and self-determination, a group of 10-14 individuals are taught how to better understand the intergenerational cycle of violent behaviour, identify root causes of violent behaviour, the context in which violence occurs, addressing feelings of vulnerability, and how to distinguish between anger and rage. The participants then build knowledge and skills on how to eliminate violent behaviour, and start on their path to a life-long healing journey.

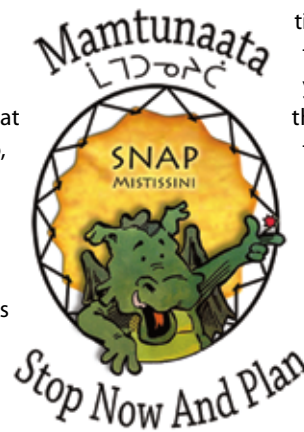
The DOJCS sent two justice officers to Alberta to take the facilitators' course to become instructors, and then they will help teach a course in Eeyou Istchee to other personnel. NCSA will then award the Cree Nation the right to teach and deliver the program. The DOJCS will work with partners to offer this course in detention facilities, as a part of post-release plans in communities or as a part of reintegration in land-based programs. The DOJCS would also like to explore the possibility of offering such courses to high risk individuals who can benefit from this type of process and program and who

are not in or exiting the corrections system. NCSA also developed the Spirit of the Warrior for women, and the TAPWE Youth Warrior Program to similarly deal with the cycle of violence.

Another program that the DOJCS has been developing for better services in the Cree communities is with the Canadian Institute for Conflict Resolution (CICR). An internationally recognized program to train personnel going into situations involving conflict, and provide neutral processes, mediations, and community dialogues for resolution of those conflicts, was adapted to Cree values, circumstances and ways. To date, two groups of employees have gone through trainings with CICR; the training is 160 hours spread over four weeks.

Given the type of work in the justice and corrections systems, the ability to understand how to approach conflict is essential. In the next year, we hope to offer our third delivery of this program to new personnel as foundational training for front-line work. Building upon the skills taught in the program, the DOJCS would also like to engage in community dialogues. A community dialogue is a process whereby issues identified as of importance within a community go through a series of structured dialogues involving organizations, services and community members. The DOJCS has participated in a community dialogue on the over-representation of Native children in the child welfare system. The mobilization of organizations and community members to address an important issue is key if we are to reverse trends within systems that negatively and disproportionately affect the welfare of our communities. Mediation and facilitation are also a part of the CICR training; therefore, the DOJCS would also like to look at further developing these services within the communities as well.

The DOJCS has also been into discussions with various law schools in Québec and Ontario to look at the possibility of establishing a Cree law program to help Cree members obtain law degrees that would help us work toward our medium to long-term goals of having Cree lawyers, prosecutors, administrators and judges in the future. The Department has been hoping to use a multimedia system in each facility, along with a bridge, thereby utilizing technology to allow greater accessibility for people to participate in programs. The multimedia system would also be used for training purposes of staff, staff meetings, visits with lawyers, bail hearings, youth protection cases, virtual visits for families that have persons in detention, video testimonies and a number of other programs – thus reducing costs and travel for individuals, organizations and the system overall.



The DOJCS partnered with the CWEIA as they applied for a special prevention program addressing violence against women and girls. The application was successful in securing a grant of \$195,000 over an 18-month period to determine how violence affects women and girls. The purpose is to ultimately reduce victimization of women and girls in the community and schools. As a part of this initiative, a group of Cree men who first approached CWEIA with the proposal will start advocating for the elimination of violence towards women, and to make an apology and amends for violence against women in the past.

Another program that the DOJCS is working on developing with the Cree Nation Youth Council is a Leadership Resiliency Program (LRP) for youth ages 12-19 to build resiliency to peer pressure and enhance leadership skills in youth. The goal of the LRP is to reduce substance use, improve high school graduation rates, and reduce juvenile delinquency. The program will also impact attendance rates, reduce bullying and behavioural incidents, and community engagement. The LRP will establish school leadership groups, community volunteer projects, and outdoor/adventure programs to build resiliency and leadership skills. Given the target age group of a LRP, it would nicely complement the Cree SNAP program.

### Operational Improvements

Operational improvements in the past year have included the modifications to facilities, the addition of new positions within the Department, and improved delivery of programs and services.

During construction of the initial four facilities, security experts from the Ministry of Public Security (MPS) visited one of the sites for an inspection. The experts delivered a report with a list of 25 modifications to improve overall security for staff and clients to the detention areas of the justice facilities. These modifications were taken note of in the subsequent justice facilities. At the end of construction of the modified facilities, the DOJCS and Department of Capital Works (DCW) took another tour with the MPS security experts. After a review of a number of facilities, the security experts added a number of recommendations for modifications and improvements to the facilities. These modifications have begun in the past year to improve the overall quality and safety of the facilities.

Another operational improvement to the facilities has been the inclusion of a preventative maintenance plan between the DOJCS and DCW. This new program allows for the hiring of new personnel to oversee the regular maintenance of the facilities and of the equipment within them. It also involves monitoring of all complex equipment by servicing experts via internet connections.

In the past year, there has also been the building of storage facilities located behind each facility. Upon completion of the initial buildings, it was realized that additional space was required for the equipment necessary to maintain the building, as well as to store files and other capital assets.

In terms of personnel, a number of new positions were created both in the DOJCS, as well as the DCW to enhance operations. Some of the key positions created within the Department have been: a) a community program support worker; b) a correctional support worker; c) a financial officer; d) a justice terminology specialist; e) a psychologist; and f) a computer technician. Other positions filled through DCW for operational effectiveness are the janitors and maintenance workers.

To make overall operational improvements with personnel, there has been Canadian Institute for Conflict Resolution training, justice committee training, dialogue for life training, Corrections Services Canada (CSC) training, Gladue report writing training, computer training, management skills training, and gender specific program training. Beyond training, there were some employee improvement initiatives in the past year, and a team building exercise to allow staff to discuss their expectations of each other, and what is expected of them in their role within the Department.



After delivering his high energy message to encourage young Crees to live up to their full potential, Eric Thomas takes time for a picture with some High School Students.

In programs and services, the DOJCS has worked closely with legal counsel on improvements to agreements including the renegotiation of provisions to ensure they respect Cree values and rights. The introduction of new provisions and methods facilitates enhancing services and programs, allowing for growth in design. It also allows us to oversee the presentation of Cree history, culture, ways and circumstances within programs. Besides the review and improvement of protocols, processes and agreements with the various agencies and partners in justice and corrections, there have been a number of improvements in the working relationships



with these organizations. In correctional services, over the past year, there has been an increased involvement of local CROs and the corrections liaison officer in case management of Cree members in the corrections system. The DOJCS involvement has led to improvements in intakes, assessment, programming, planning, monitoring, and reviewing.

The SNAP Program expanded in the past year to include Troubleshooting services to the schools on a regular basis. These services were at the request of schools to assist in the management of behavioural issues, and also to provide sessions on a number of identified issues for children. The clinical program, along with the new initiatives, has led to an improved school environment. Parents and teachers have come back with stories of how their children have adopted the principles and changed their behaviour. This summer, SNAP will also work closely with children in the summer camps to deliver sessions as well. It is a good example of complementary programming with partners such as the Cree School Board.

### Lessons Learned

In the past year, the Ministry of Public Security has released a report entitled *2007-2008 Correctional Profile: Native Persons Committed to the Custody of the Québec Correctional Services*. The French version of this report can be found on the Ministry's website [www.securitepublique.gouv.qc.ca](http://www.securitepublique.gouv.qc.ca). The report highlights that a large group of Aboriginals in Québec in detention do not speak French, and there is an absence of programming available for them. The most common form of offence deals with violence against another person so the report recommends anger management programs. There is an absence of training for detention officers and staff on Aboriginal peoples' history and culture, even though they are overrepresented in their system. The report recommends prevention programs in their communities in areas of education and recreation. Finally, it talks on how the solution also includes improving standards of living in the Aboriginal communities in Québec.

When the Department first started visiting the detention facilities in Québec in 2007, we noted the lack of communication between staff and Cree members due to the language barrier. Therefore, basic services were not offered, and there was an absence of rehabilitation programming for them. We started our Jobs Not Jails program to do intakes and create a profile of Cree members entering the corrections system. We learned much of the same information, specifically that violence was the common offence in most cases. This was also something we were aware of from Carole Laprairie's

justice report on the Cree Nation in 1991, but with our intakes, we went further and collected more in-depth information to determine how best to design prevention, rehabilitation and reintegration programming to reduce incidents within communities and people returning to the corrections system. We started a traditional food program in detention to remind our people of values and culture, as a part of their rehabilitation, and to help with healing, as they would eventually reintegrate back into the community. This approach was something given to us by the Elders when we did our community tours - to take the land to those who needed to heal from it. Some of the institutions eventually stopped this program, feeling it was a privilege, and not seeing its significance as a reintegration tool and as culturally appropriate dietary staple. We have developed a number of other

programs for the Cree clientele in detention or post-release to help with rehabilitation and reintegration. We, consistent with the mindset of the provincial ministers of justice at a recent ministers' meeting, vest hope in the development of good community-based prevention and rehabilitation programs to address high incarceration rates.

On the over-representation of Aboriginal peoples in federal detention, Howard Sapers, the Correctional Investigator of Canada issued a report in March 2013 entitled *Spirit Matters: Aboriginal People and the Corrections*

and Conditional Release Act. Despite the 1992 *Corrections and Conditional Release Act* allowing the involvement of Aboriginal communities in corrections, to help reduce high incarceration rates, the numbers have continued to rise in Canada. Today, almost one in four inmate in federal penitentiaries is of Aboriginal ancestry, despite that the Aboriginal population in Canada is less than 5 percent of the overall population.

The report looks at the initiatives around Section 81 which allow the Minister of Public Safety to agree to transfer Aboriginal clients to an Aboriginal community facility called a Healing Lodge. There are two types of facilities, those controlled by CSC and those by Aboriginal communities themselves. The report found that the Aboriginal community controlled ones were underfunded. There has been an over 40 percent increase in Aboriginal population incarcerated in the last decade, but the Lodges at present capacity could accommodate only two percent of the federal incarcerated Aboriginal clientele. The Department visited both types of facilities: Pê Sâkâstêw Centre, Stan Daniels Healing Centre, Buffalo Sage Healing Centre, and Waseskun Healing Centre. While visiting Pê Sâkâstêw, the staff met with Aboriginal detainees who were taking scaffolding training, and were excited at the guarantee of secured employment

*This approach was something given to us by the Elders when we did our community tours - to take the land to those who needed to heal from it.*

upon release through the program. There was also a more relaxed atmosphere than in other detention facilities, as detainees had “graduated” to this type of institution, so they were careful not to be transferred out of it. The Buffalo Sage Healing Centre was the most recent addition, a 16 bed women’s facility that offers post-incarceration reintegration services.

The Sapers’ Report also looks at the implementation of Section 84 that provides for Aboriginal communities to be involved in the release of Aboriginal detainees returning to their community. There were a number of areas that Saper’s touched upon such as the under use of Gladue reporting within the system for assessments, expanding CSC staff training in the areas of culture, history and spirituality, developing protocols and MOUs with Aboriginal organizations, and creating a position of Deputy Commissioner for Aboriginal Corrections to ensure that necessary coordination takes place to implement improvements and to build in accountability.

The DOJCS has worked closely with the Aboriginal community development officers at CSC. All corrections staff members have had Section 81 and 84 training, along with training on the overall corrections system. Cree corrections officers have worked closely with CSC on both types of releases, creating correctional release plans, and being involved directly with assessment processes, and the preparation of internal Gladue reporting. The Department has also made presentations on the DOJCS and Cree history, culture and circumstances to further educate CSC staff. We have completed a first draft of protocols with CSC for a better collaboration in the case management of Cree clientele in federal detention. One of the key areas indicated by the Sapers’ report is that CSC should share more control with Aboriginal organizations; this is an area the Department is committed to as well. We have corrections staff who are trained, engaged in corrections processes, and have the best knowledge and ability to serve Cree members in detention. Recently, we have also met with Howard Sapers concerning his report to discuss areas we are fulfilling outlined in the report, and to look at areas we could continue to improve to provide better services for our people in detention facilities in Canada.

The over-representation of Aboriginal peoples in detention affirmed in these reports continues to rise within Québec and Canada. However, the common thread identified in both reports is that although an Act was passed to help address this issue over twenty years

ago, there has been little in terms of effective measures to facilitate changes within the system. Rehabilitation and reintegration programming for Aboriginal peoples that would reduce recidivism is in most cases absent from the system. This can be attributed to lack of resources, which is interesting considering that if successful, the decrease in numbers within both the justice and corrections would essentially save the system resources overall. Also, after forty years of this issue being researched and identified,



One of the many buildings within the Pê Sâkâstêw Centre, in Hobbema, Alberta, which is based on a Healing Lodge design model where offender accommodations are residential houses.

there is still a lack of knowledge within the institutions about Aboriginal peoples, culture, history and circumstances. The Department has been fortunate that most institutions we have dealt with welcome presentations for their staff.

### Conclusion

In 2012-2013, the Department of Justice and Correctional Services has continued to grow in all aspects of its mandate. It has a regularly updated website, with word press, that members can visit to learn more [www.creejustice.ca](http://www.creejustice.ca). The DOJCS has made significant investments to complete justice facilities in each of the Cree communities. The completion of these facilities will create a foundation for the growth of local justice services and programs to better serve each community. The DOJCS has also made important investments to engage and develop human resources in each community, and regionally. In terms of development, whether it is community, organizational, programs or services, this is the most significant investment you can make. In prevention, rehabilitation and reintegration programming, the Department continues to work closely with partners to impact community wellness, safety and engagement.



## Eeyou Eenou Police Force

### *Message from the Police Director Reggie Bobbish*

On behalf of the civilian staff members, officers and senior officers of the Department of the Eeyou Eenou Police Force, I am very pleased to present you with our 2012-2013 Annual Report on Policing Services. As you know, April 1, 2013, marks the second year of our operations as a regional police force organized under the administration of the Cree Regional Authority.

Looking back at our first year of operations, we can acknowledge that a lot of our strategic priorities were primarily focused on laying down the organizational structure of the EEPF and ensuring that all uniformed members were acquainted with the new internal administrative rules induced by the coming into force of the *CRA Policing By-Law* as well as the *Working Conditions By-laws for Officers and Senior Officers*. We also recognize that during this important period of transition, the overall quality of our policing services may have been temporarily affected.

However, during the fiscal year of 2012-2013, a lot of initiatives were undertaken to restore and enhance the overall quality of our policing services. As you will see in this report, a number of administrative and operational improvements have been achieved by our Police Department. Rest assured, the Department of the Eeyou Eenou Police Force remains committed to ensuring the continuous fulfilment of its mission to provide professional policing services throughout Eeyou Istchee, in partnership with the communities that we serve.

Restoring and enhancing the quality of our policing services also means reconnecting and strengthening our relationships with the people we serve. If we are to become more efficient and more effective in carrying out our mandate to reduce criminal activity throughout Eeyou Istchee, we can only do it by partnering with community stakeholders that share the same interests for public security, community safety and social wellness for our people. We need to find innovative ways to pool our resources, to combine our efforts and to share information on the social trends that affect crime rates and the liveability in our Cree communities.

Finally, I would also like to take this opportunity to acknowledge and commend the outstanding commitment demonstrated by our men and women who work the frontlines of our jurisdiction on a daily basis, and who continue to proudly serve our Cree communities. Those uniformed members who have been with us since the establishment of the Department of the Eeyou Eenou Police Force have shown an exceptional level of resilience through the arduous period of transition, and we particularly commend them for their perseverance in maintaining the welfare and the public security of the citizens we serve throughout Eeyou Istchee.

*Meegwetch.*



Whapmagoostui Interim Detachment Commander Steven Boudrias, with Grade 3 students during "Share a Snack Day", Community Spirit Month.

### About the EEPF

The Department of the Eeyou Eenu Police Force (EEPF) is a regional police service organized under the administration of the Cree Regional Authority (CRA) since April 1, 2011. As a result of the successful enactment and execution of Section 19 of the *James Bay and Northern Québec Agreement*, the EEPF is now the largest First Nation police service within the Province of Québec, employing nearly one hundred and ten (110) uniformed and civilian staff members.

Funding for the provision of policing services by the EEPF in Eeyou Istchee is provided through a Tripartite Funding Agreement entered into between the Government of Canada (52 percent), the Government of Québec (48 percent) and the CRA. The CRA also provides additional funding for necessary and essential expenditures not covered by the Tripartite Funding Agreement.

The Department of the EEPF serves its jurisdiction on Category I lands, on access roads leading to any Cree community, on lands situated within the perimeter of any Cree community, and on any other land forming the territory of a Cree community. If mutually agreed upon between the Government of Québec and the CRA, Category II and III lands can be jointly covered in collaboration with the Sûreté du Québec.

The jurisdiction and level of services provided by the EEPF are also subject to an agreement between the Government of Canada, the Government of Québec and the CRA. At this time, the Department of the EEPF is responsible to provide policing services that are similarly equal to Level 1 Police Services which are elaborately described within the *CRA Policing By-Law* and the *Police Act*.

### Mission, Vision and Values

The mission of the Department of the EEPF is to provide professional policing services throughout Eeyou Istchee in partnership with the communities we serve. In order to effectively accomplish our mission, we can foresee that it will be essential to partner strategically with key stakeholders that share common concerns about public security and social wellness for our people throughout the territory.

Community-based policing is a philosophy that combines the traditional aspects of law enforcement with prevention measures, problem-solving, community engagement and community partnerships. We are gradually implementing this approach in our day-to-day operations and strategic planning as part of our vision for better and more efficient policing services in Eeyou Istchee.

Strengthening our relationships with community stakeholders and staying connected with the people we serve is highly regarded if we are to become more socially active within the community sphere and share our values as a police organization. Diligence, dignity and integrity are some of the fundamental values that our senior officers and officers are expected to express and exhibit at all times, which is part of the duties and standards of conduct for any uniformed member of the Department of the Eeyou Eenu Police Force.

Altogether, since its creation, the Department of the EEPF is committed to ensuring the highest standards of policing service throughout Eeyou Istchee.



## Mandate of the Department of the Eeyou Eenou Police Force

As any other police organization, we are entrusted with the mandate to maintain peace, order and public security within our Cree communities, to prevent and repress crime, and to apprehend offenders throughout our jurisdiction in Eeyou Istchee.

Selected Criminal Code Offences reported or known to the police in Eeyou Istchee from January 1, 2012 to December 31, 2012		
Type of offence	2011	2012
Assaults	933	779
Sexual offences	13	16
Homicide	0	2
Robbery	6	3
Breaking and entering	209	176
Theft – motor vehicle	48	42
Theft – over 5,000\$	13	8
Theft – under 5,000\$	52	59
Frauds	7	6
Offensive weapons	44	45
Other criminal code offences	1,609	1,146
Mischief (property damage) over 5,000\$	349	239
Mischief (property damage) under 5,000\$	237	184
Heroin	0	0
Cocaine	24	26
Cannabis	7	21
Other drugs	23	4
Municipal by-laws	390	291

Source: Crime statistics generated by the Department of the EEPF

Selected Traffic Enforcement Offences reported or known to the police in Eeyou Istchee from January 1, 2012 to December 31, 2012		
Type of offence	2011	2012
Impaired operations of motor vehicle or over 80 mg	119	121
Failure to stop or remain	21	16
Failure or refusal to provide breath sample	8	5
Dangerous operation of motor vehicle	6	7
Other traffic offences: provincial statutes	28	18
Other traffic offences: municipal statutes	143	155
Other traffic offences: parking violations	3	0
Other traffic offences: traffic accidents	218	223

Source: Traffic Enforcement statistics generated by the Department of the EEPF

As we continue our efforts to fulfil our mandate to decrease criminal activity within our Cree communities, the Department of the EEPF is focusing more energy in laying down proactive paths to do so. We are also in the process of developing additional prevention programs, locally and regionally, targeting various subjects of concern such as driving under the influence, bullying in schools, vandalism and mischief, etc.

As previously mentioned in this report, we envision a transformation in the way we carry out our mandate as we consistently continue to commit ourselves to adopting more community-based policing practices. This transformation from reactive to proactive policing will require time for adaptation as we will initially seek to build a foundation of mutual understanding on the nature of crime within the community sphere.

The effective fulfilment of our mission and mandate will require the collective cooperation of our fellow citizens, working groups and associations, as well as public and private entities that will help us to identify and resolve crimes that affect the liveability in certain areas of our Cree communities.

We acknowledge the fact that police cannot efficiently deal with social issues alone, and this is why we insist in partnering with other stakeholders who share a mutual responsibility in finding long-term solutions to the social issues, such as alcohol and drug abuse, that often result in criminal activity throughout Eeyou Istchee.

## Establishing Partnerships with Local and Regional Stakeholders

The effective fulfilment of our mission and mandate requires the collective cooperation of our fellow citizens, working groups and associations, including public and private entities, that will help us to identify and resolve crimes that affect the liveability in certain areas of our Cree communities. We also acknowledge the fact that police cannot efficiently deal with social issues alone, and this is why we insist on partnering with other public stakeholders that share a mutual responsibility in finding long-term solutions to the social issues that result in criminal activity.

The Cree Regional Working Group on Dependencies (CRWGD) is recognized as an advisory and consultative group for Eeyou Istchee. It was mandated by the Grand Council of the Crees to develop concrete actions against substance abuse and address issues of dependencies with the collaboration of partnering organizations. Most crimes committed within our Cree communities are a direct result of drug and alcohol abuse; for this reason, the EEPF is committed to undertake its share of social responsibility and remain an active member, and proud partner, of the CRWGD.



The Bear walks against alcohol and drug abuse with a Wemindji crowd, as part of the "Enough is Enough!" Campaign.

The CRWGD was also the host of Cree Regional Summit on Addictions and Dependencies held in November 2012, in Val-d'Or, in which all Senior Officers of the EEPF were delegated to provide regional representation. Our Department was given an opportunity to address all participating organizations about the importance of such dialogues. As a result, the Department of the EEPF came out of the summit and identified a series of local priorities.

The Department of the EEPF is also a committed member of the Regional Suicide Prevention, Intervention and Postvention Strategy Committee. Initiated by the CBHSSJB Regional Mental Health Department, the purpose of this committee is to gather resources from partnering organizations and implement a series of strategic actions in preventing suicide and promoting life. Suicide is a major concern for most in Eeyou Istchee and remains a social issue that has a serious impact on family members and community members.

These are merely a couple of the most important partnerships that we have established thus far with regional stakeholders. Our local Detachment Commanders are also in the process of strengthening their relationships with the local stakeholders such as the elementary schools and high schools to determine how we can decrease bullying, vandalism and mischief, which are crimes that are often very difficult to investigate without eye-witnesses.

### Assembling the Criminal Investigation Division

In view of improving the quality standards of its investigations, the Department of the EEPF has initiated steps in assembling a Criminal Investigation Division. The Criminal Investigation Division will be assigned under the immediate responsibility and supervision of the Deputy Director of Operations. Uniformed members selected to become part of the Criminal Investigation Division will be required to successfully complete the Basic Training in Police Investigation provided by the École Nationale de Police du Québec.

The Basic Training in Police Investigation will allow a team of selected police officers to become professional investigators. They will develop the basic skills required for an effective intervention in common and everyday situations, namely regarding criminal law, crime analysis, work planning and organization, problem solving, ethics, rules of professional conduct, as well as the general methods of police investigation.

The Criminal Investigation Division will be comprised of specialized and well-trained investigators, each assuming the following positions:

- Investigative Advisor and Crime Scene Technician
- Criminal Intelligence and Prevention Technician
- Investigator for the Northern District
- Investigator for the Southern District
- Investigator for the Inland District

As part of our commitment to fulfilling our mission, the Criminal Investigation Division of the Department of the EEPF is yet another operational improvement intended to increase quality standards, effectiveness and efficiency of policing services and criminal investigations. Among other types of investigations, the Criminal Investigation Division will be mandated to dismantle the illegal sale of alcohol and disrupt drug trafficking networks which are some of the main causes of social disorder throughout Eeyou Istchee.

### Disrupting Drug Trafficking Networks and Illegal Sale of Alcohol

The Department of the EEPF continues to commit time and resources toward the disruption of drug trafficking networks and the dismantlement of illegal sale of alcohol operations throughout Eeyou Istchee. During fiscal year 2012-2013, the Department of the EEPF proceeded with a series of successful drug and alcohol operations that resulted in the seizure of hundreds of thousands of dollars' worth of illicit drugs and alcohol in our Cree communities.

One of the most important drug busts during the last fiscal year took place in the Cree Nation of Chisasibi where, in the early morning of March 8, 2013, the Department of the EEPF executed a search warrant at a local residence suspected for drug trafficking. As a result, 1,015 grams of cannabis-marihuana – street value estimated at \$40,000 – was seized by the Chisasibi Police Detachment.

In this particular operation, three individuals aged 23, 20 and 17 were arrested and will eventually be prosecuted within the coming months. The Chisasibi Detachment Commander confirmed that this drug

apprehend and bring unlawful traffickers to justice, more traffickers will eventually emerge. For as long as there is a substantial demand for drugs and alcohol, the battle for alcohol and drug-free communities in Eeyou Istchee will remain an ongoing commitment for the Department of the Eeyou Eenu Police Force. We hope that you will partner with us in this battle.

Citizens and public stakeholders throughout Eeyou Istchee will agree that substance abuse is most likely the primary cause for social disruption and high crime rates within our Cree communities. We must continue to sensitize our people and make them understand that drug and alcohol abuse will prevent positive growth within our Cree Nation. It will deteriorate the minds and spirits of our people; nothing good will ever emerge from substance abuse.

Every day is an opportunity for change. While we are deeply committed to pursuing operational investigations aimed at disrupting drug trafficking networks and illegal sale of alcohol, we will also continue to focus more energy and resources toward the development of prevention strategies to discourage the use and abuse of drug and alcohol throughout Eeyou Istchee.

We must keep educating our young generation about the negative effects of substance abuse and how it will destroy their potential.

### Police Exemplary Service Medals

The Police Exemplary Service Medal recognizes police officers who have served in an exemplary manner, characterized by good conduct, industry and efficiency. Medals are remitted by representatives of the Governor General of Canada.

During the Annual Conference for Québec First Nations Chiefs of Police held in Wendake in June of 2012, six uniformed members of the Department of the EEPF were recognized and awarded for their commitment and contribution to public security.



Police Director Reggie Bobbish looks on as Lieutenant Tammy Petawabano receives her award from a RCMP Representative at the 2012 Medal Ceremony hosted by the Québec First Nations Chiefs of Police Association.

operation represents the largest seizure ever recorded in the history of policing services within the Cree Nation of Chisasibi. Successful drug operations of this sort could not have gone without vital information provided by community members; we encourage you to continue working with us in making our communities safer.

However, disrupting drug trafficking networks and illegal sale of alcohol isn't enough. As we continue to

- Senior Officer Jim Hester, Exemplary Service Medal for 30 years of service
- Officer Tommy Grant, Exemplary Service Medal for 30 years of service
- Senior Officer Tammy Petawabano, Exemplary Service Medal for 20 years of service
- Officer Willie Gunner, Exemplary Service Medal for 20 years of service

- Officer David Lariviere, Community Service Medal for 15 years of service
- Officer Nellie Mathias, Community Service Medal for 15 years of service

Most countries have, as part of their honours systems, some form of official award to tangibly express national gratitude for long and commendable service, particularly in fields of endeavour involving potential risk. Canada's Exemplary Service Medals recognize the men and women dedicated to preserving Canada's public safety through long and outstanding service.

### Medal of Bravery Decorations

The Medal of Bravery recognizes the acts of people who risked their lives to try to save or protect another in hazardous circumstances. On February 8, 2013, His Excellency the Right Honourable David Johnston, Governor General of Canada, personally presented Officer Charlie Gunner and Officer Derek St-Cyr with Medals of Bravery during a ceremony held at Rideau Hall in Ottawa.

Officer Gunner and Officer St-Cyr were both decorated with the Medal of Bravery for risking their lives to protect the safety and well-being of community members during an intervention that occurred sometime in October of 2010 in the Cree Nation of Mistissini, when a man shooting randomly in the streets and endangering the lives of citizens was apprehended and arrested.

The Department of the EEPF shares and expresses its gratitude toward both of these men who continue to work the frontlines of our jurisdiction. Every time our patrol officers begin a shift, they risk having to face potentially dangerous situations that would require them to sacrifice their own safety to protect the security of others. We are very honoured and proud to have men like Gunner and St-Cyr on board the EEPF.

### Queen Elizabeth II Diamond Jubilee Medal

The Queen Elizabeth II Diamond Jubilee was a tangible way for Canada to honour Her Majesty for her service to this country. At the same time, this commemorative medal served to honour significant contributions and achievements by Canadians. To ensure that a variety of activities were recognized, partner organizations were invited by the Government of Canada to nominate candidates from their community or organization for this national honour.

As a partnering organization, the First Nations Chiefs of Police Association

(FNCPA) was invited to nominate candidates from the Association for the reception of the Queen Diamond Jubilee Medal. The nomination criteria established by the FNCPA were based on the following:

- Continuous leadership role in achieving the mandate of the FNCPA;
- Continuous and diligent efforts toward the betterment of the FNCPA;
- Significant contribution to the FNCPA in the delivery of community safety for First Nations and Aboriginal communities.

In October 2012, Police Director Reggie Bobbish and Officer Willie Gunner were both convoked by the President of the First Nations Chiefs of Police Association to attend the Annual Meeting and Awards Dinner held in Halifax, Nova Scotia. In recognition for their leadership and contribution to the betterment of community safety in Eeyou Istchee, they were both honourably awarded with a Queen Elizabeth II Diamond Jubilee Medal.

### Recognition from the Cree Board of Health and Social Services of James Bay

In March 2013, the Cree Board of Health and Social Services of James Bay (CBHSSJB) held a series of activities and events in the Cree Nation of Mistissini to mobilize community members during the National Aboriginal Addictions Awareness Week. The organizing committee responsible for the coordination of events also prepared a Special Recognition Dinner honouring the commitment of the Mistissini Police Detachment for its service in ensuring community safety.



Officers Derek St-Cyr (left) and Charlie Gunner (right) just received their Medals of Bravery from the Honourable David Johnston, Governor General and Commander-in-Chief of Canada.



Police Director Reggie Bobbish was cordially invited to speak about how challenging, yet rewarding, policing in Eeyou Istchee can be. It was expressed that policing is indeed a very difficult job and that the continuous support of the entire community makes all the difference. Sometimes, certain community members will ignore and disregard the personal sacrifices we make and the stressful situations we face. But knowing you have helped those in need during critical emergency situations provides an overwhelming sense of accomplishment and fulfilment.

The Special Recognition Dinner Event was a very thoughtful and meaningful event, and we are deeply appreciative of this great initiative by the CBHSSJB and its organizing committee. Special acknowledgement and recognition is truly a lot more significant coming from your own people than from anyone else. The Department of the EEPF and its Mistissini Police Detachment commend the CBHSSJB and its organizing committee for their support and thoughtfulness.

Cree Regional Authority Police Commission Survey

The mandate of the CRA Police Commission is to enhance peace, harmony and justice throughout Eeyou Istchee by ensuring the highest standards of policing and police conduct for the Department of the EEPF.

In view of fulfilling its mandate, during the last fiscal year, the CRA Police Commission has launched a regional survey in Eeyou Istchee to gather perceptions of the public in terms of the safety and quality of services provided by the EEPF.

The purpose of this survey was to allow community members to identify problematic areas in which they feel that the police should focus more attention. This survey was also intended to measure the level of confidence and trust that community members have in their police service.

Finally, the results of this survey will also enable the CRA Police Commission to establish priorities for the Department of the EEPF in order to meet the expectations of community members in terms of community safety and quality of services.

The Department of the EEPF played an active collaborative role by contributing some of its resources in getting this survey completed. The official results and findings of this survey are expected to be compiled and presented to the CRA Police Commission sometime in June 2013.

Once the CRA Police Commission has fully assessed the results and findings of this survey, the Department of the EEPF is looking forward to undertaking the development of a strategic action plan based on the perceptions of citizens we serve.

## Monitoring the Duties and Standards of Conduct: Internal Discipline

The Head of the Department of the EEPF would like to reassure citizens that any misbehaviour or misconduct demonstrated by special constables, officers and senior officers, while on-duty or off-duty, is not tolerated and is taken very seriously. We expect all uniformed members to demonstrate professionalism by accomplishing their responsibilities diligently, executing their duties with integrity and exhibiting dignity at all times.

The CRA Policing By-Law provides a section dealing with internal discipline which states the duties and standards of conduct of the Special Constables, Officers and Senior Officers of the EEPF. This ensures that members of the Force respect authorities according to the hierarchical order of the EEPF, and uphold the quality of services and effectiveness of the EEPF.

The CRA Policing By-Law also sets out the types of behaviours that constitute breaches of discipline, establishes an internal disciplinary process for the EEPF, establishes the discipline-related powers of the CRA Police Commission, the Police Director and other Senior Officers and provides for discipline-related sanctions.

For any uniformed member that is found guilty of committing an offence against the Duties and Standards of Conduct and/or the Code of Ethics of Québec Police Officers set out respectively within the *CRA Policing By-Law* and the *Police Act*, disciplinary sanctions can and will be imposed by the proper authority.

As a matter of fact, during fiscal year 2012-2013, a total of eight (8) police officers were concerned by disciplinary violations. Disciplinary sanctions imposed ranged from reprimands to suspensions depending on the nature and the seriousness of the violation. In certain instances, officers accused of criminal wrongdoing were suspended as a preventive measure to protect the integrity of the Department of the EEPF.

It is important for us to let the citizens we serve know that the EEPF will not tolerate behaviour that imperils the trust of our communities and/or that jeopardizes the reputation of the EEPF. In this aspect, we will continue to promote, encourage and expect professional conduct on the part of all of our special constables, officers and senior officers.

## Meeting the Authorized Staffing Allocation

Many will recall, upon our implementation in April 2011, the effects of the arduous task of downsizing our workforce in order to meet ends with the new authorized staffing allocation. The authorized staffing allocation for the Department of the EEPF was established at a maximum of eighty (80) active police officers, when the overall staffing of the Cree local police forces revealed the employment of over one hundred (100) police officers,



EEPF Human Resources Manager, Victoria Crowe, and District Captain, Joe Saganash, are ready to recruit new candidates at the 2012 CHR D Annual Career Fair in Waswanipi.

special constables and auxiliaries just prior to our coming into force.

Meeting the authorized staffing allocation has always been our top priority. Substantial progress has been made during the fiscal year of 2012-2013 in terms of stabilizing the manpower needs for the majority of our local detachments. Also, the financial indexation provided for 2012-2013 resulted in a positive and moderate increase in operational funding which allowed for the additional employment of nine (9) uniformed members, thus increasing the authorized staffing allocation to a maximum of eighty-nine (89) active police officers.

As of March 31, 2013, the Department of the EEPF assessed and reported a total of ninety (90) uniformed members under the payroll of the Cree Regional Authority. However, from this number, it was also reported that a total of fourteen (14) officers were considered inactive – not available for duty – for various reasons. This being said, our

workforce had seventy-six (76) active officers as of the end of the 2012-2013 fiscal year.

Recruitment strategies have proven to be effective during the fiscal year of 2012-2013. The Department of the EEPF had submitted to the CRA Management Committee hiring recommendations for a total of twenty-six (26) candidates that had expressed great interest in joining our ranks. The majority of the interested candidates were recent graduates from the Basic Police Patrolling program offered by the École Nationale de Police du Québec. For the next fiscal year, we expect more graduates lining up to join the EEPF.

### Funding Negotiations

As previously mentioned, funding for the provision of policing services in Eeyou Istchee is provided through a Tripartite Funding Agreement entered into between the Government of Canada, the Government of Québec and the CRA. In 2008-2009, our regional government along



Ellis College

The first class of the AEC Police Technology program at Ellis College.

with the provincial and federal governments concluded and signed a five-year tripartite agreement concerning the funding of the EEPF, which expired as of March 31, 2013.

Just prior to the expiry date of our police funding agreement, the Cree Regional Authority assembled a negotiating team mandated to meet with the provincial and federal representatives in order to discuss a successor agreement. While the Government of Québec seemed to be very receptive and open-minded in reviewing our demands, the Government of Canada's position on the other hand was very static and showed no sign of willingness to move forward. It could be speculated that the Government of Canada remained uncertain about the future of the First Nations Policing Program (FNPP).

Through the FNPP, Public Safety Canada provides financial contributions for policing in First Nation and Inuit communities that is dedicated and responsive to the communities they serve and respect cultural and linguistic diversities. The FNPP supplements existing provincial and territorial policing services to provide First Nation and Inuit communities with a police presence that is both culturally appropriate and accountable to their residents.

While the CRA and the Department of the EEPF had contributed a lot of its time and resources in preparation

for the negotiation of a successor agreement, it wasn't until March 3, 2013, that the Harper Government has announced that it will maintain funding for policing agreements with First Nation and Inuit communities under the FNPP for the next five years. As a result of the tardiness of this decision, we were left with no other option than to extend the current Tripartite Funding Agreement for another year and postpone negotiations.

Negotiating for an adequate level of funding is probably one of the most challenging issues right now for most Aboriginal police organizations throughout Canada. Cutbacks in budgets allocated for Aboriginal policing has stirred a lot of turmoil in many First Nation communities over the last few years; some communities were even forced to shut down their police services due to lack of funding. As a matter of fact, the majority of First Nation police services in Canada, if not all, rely entirely on funding provided through the FNPP to ensure public security and community safety. At this time, the Department of the EEPF also relies on the financial contribution provided by the FNPP.



### Training and Developing Cree Police Officers in Eeyou Istchee

Training and developing the next generation of Cree Police Officers in Eeyou Istchee will always remain as an ongoing commitment for the Department of the Eeyou Eenu Police Force. As we continue our endeavour to promote career opportunities with the EEPF, we also remain persistent in our efforts to encourage our younger generation to pursue a professional career in policing. Policing is an essential service in our Cree communities and, if we are to provide the highest standards of policing, we will need more qualified and certified Cree Police Officers.

As previously stated, our mission is to provide professional policing services. As such, we insist that the next generation of Cree Police Officers successfully complete a College Studies Attestation (AEC) in Police Technology at a recognized college institution, and a Basic Training in Police Patrolling at the École Nationale de Police du Québec. For those who are determined to seek a long-term career as a police officer with the Department of the Eeyou Eenu Police Force, this is now a requirement as we are committed to raising the standards of policing services in Eeyou Istchee.

### Results of the First Cree Cohort of the AEC in Police Technology

In January 2012, the CRA and the Department of the EEPF in partnership with the Cree School Board and Ellis College had successfully launched the AEC Police Technology program in Drummondville, Québec. This twelve-month intensive program aims at developing the skills, discipline and ethical qualities necessary to become professional police officers.

A total of 20 Cree students from every corner of Eeyou Istchee had applied and enrolled into the AEC Police Technology program, with the only objective of eventually becoming police officers for the Department of the Eeyou Eenu Police Force. In support for the next generation of Cree Police Officers, the EEPF had also launched simultaneously its mentorship program whereby senior officers would regularly visit the students on campus in order to provide moral and motivational support.

As a result, in February 2013, a total of nine (9) individuals have successfully completed and graduated from the 1<sup>st</sup> Cree cohort of the AEC Police Technology program. Students would certainly agree with us that one of the most challenging aspects of the program is the physical training. Many have found much difficulty in meeting the physical requirements of the AEC Police Technology program. However, we are pleased with the outcome and we are also proud of the trainees' academic accomplishment. We shall continue to support them in their

journey through the fifteen-week Basic Training in Police Patrolling at the École Nationale de Police du Québec.

### Second Cree Cohort of the AEC Police Technology

On May 6, 2013, another group of eighteen students commenced their academic career as part of the second Cree cohort of the AEC Police Technology program in Drummondville.

### 141<sup>st</sup> cohort of the Basic Training in Police Patrolling

On March 18, 2013, the 141<sup>st</sup> cohort for the Basic Training in Police Patrolling Program began its course at the École Nationale de Police du Québec and we announce with great honour that seven (7) of our own Cree recruits have been admitted into the program. This fifteen-week program is the final step in becoming a full-fledged – qualified and certified – police officer. Students who graduate from the Basic Training in Police Patrolling can exercise their duties for any police organization within the Province of Québec.

### Crime Stoppers in Eeyou Istchee

If you know something about a crime that occurred in your community or have information about drug trafficking networks in Eeyou Istchee, you will now have the opportunity to make a difference by reporting valuable tips to Crime Stoppers. In the summer of 2013-2014, the Department of the EEPF will officially launch the promotion of the Crime Stoppers program throughout Eeyou Istchee.

Also known as Échec au Crime throughout the Province of Québec, the Crime Stoppers program has proven to be very effective in apprehending offenders and resolving crimes in Canada; it will now be made available for citizens in Eeyou Istchee. As a direct result of Crime Stoppers, millions of dollars' worth of illicit drugs have been seized and destroyed over the years. The program has also contributed in resolving crimes of many different sorts, such as homicides, sexual assaults, domestic violence, drug trafficking, etc.

Crime Stoppers is a non-profit organization that operates independently and anonymously. We know that in many of our Cree communities, the general public will often hesitate in reporting an eye-witnessed crime by fear of being identified by the perpetrators. Crime Stoppers now allows you to anonymously report crimes committed in your community without having to identify yourself. Police organizations cannot function efficiently without the help of the public as it is also a proven fact that police investigations are most effective with the cooperative spirit of fellow community members.





EEPF

EEPF Cadets sporting their uniforms.

### Cree Police Cadets Summer Program

The Department of the EEPF is looking forward in doing its part in keeping our youth positively engaged in our communities through the implementation of a Cree Police Cadet program. The primary focus of the Cree Police Cadet program will aim at developing the skills and knowledge of Cree youth aged between fourteen (14) and seventeen (17) in areas related to public security, community safety and social wellness.

While we are in the process of developing a more specific curriculum for the program, we know that our Cree Police Cadets will always be accompanied, trained and mentored by police officers. Part of their responsibilities will revolve around dispensing prevention campaigns on various social issues affecting crime rates within the Cree Nation; they will also get the opportunity to benefit from specialized training such as the First Aid

CPR Training and the Canadian Firearms Safety Course, to name a few.

Through this program, we also want our Cree Police Cadets to experience personal growth and find the confidence and self-esteem they need to become responsible and good citizens. As much as this program is initially targeted for our Cree Youth in Eeyou Istchee, it will also serve as a medium for our senior officers and officers to find common ground with our younger generation and encourage them to build a relationship based on mutual respect, discipline and trust. After all, community-based policing is about getting socially involved with the people we serve.

The Cree Police Cadet program is presently in its preliminary phase; however, as we continue our efforts in materializing this program for the next fiscal year, we will eventually seek the input of the Cree Nation Youth Council, as well as any other organization that shares the objective of promoting youthful living and development in Eeyou Istchee, in order to finalize and fine-tune certain logistics of the program.

### Enabling Interoperability of Radio Communications in Eeyou Istchee

In 2012-2013, the Department of the EEPF has invested a substantial amount of resources in the research and development of a regional radio communications system project that could eventually enable our local and regional frontline first responders to communicate with each other more effectively throughout Eeyou Istchee.

Enabling interoperability of our radio communications system is our primary focus. At this time, we have yet to standardize the radio communications equipment used by our local police detachments. The standardization of our radio communications equipment will subsequently allow for the implementation of a local and regional radio communications network specifically designed for fast-improved and secured communications between police and first responders.

Most importantly, our research has also led us to identify the urgent need of establishing a *public safety radio communications standard* among frontline first responders in Eeyou Istchee. In many of our Cree communities, the radio communications equipment used by first responders is not interconnected, which prevents us from communicating with each other when required. In terms of emergency preparedness, the interoperability of radio communications between police and first responders will substantially increase our efficiency in coordinating efforts and actions in order to effectively secure public safety.

Therefore, the Department of the EEPF is recommending the P25 standard as the most suitable solution

for radio communications in Eeyou Istchee. The Project 25 (P25) is a well-established public safety radio communications standard throughout North America, and is dedicated to ensuring interoperability in radio communications. In Canada, the P25 standard is currently being used by the RCMP, Sûreté du Québec, Ontario Provincial Police and many other city and metropolitan police forces. We are determined that this will also become the standard for our regional police force. For more information on the P25 standard, visit: [www.P25.com](http://www.P25.com)

### Centralizing Emergency Calls and Dispatching Policing Services

Standardizing radio communications equipment and enabling interoperability are key elements of the eventual centralization of emergency calls and dispatchment of policing services by the Regional Police Headquarters (RPHQ). The Department of the EEPF had previously postponed its Call Dispatch Centre project in 2011-2012 in order to allow Eeyou Communications Network to complete the installation of fibre optics throughout Eeyou Istchee, so that we could take advantage of the use of digital technology.

Now that the fibre optical corridors are up and running for most of our Cree communities, we will resume our efforts to bring the Call Dispatch Centre project back on track with the support and collaboration of concerned departments and organizations. As a matter of fact, during fiscal year 2012-2013, a lot of preliminary work has already begun in identifying and reviewing specifications, core applications and technical requirements for the development of a Computer Aided Dispatch Software and a Records Management System that both meet the needs of the EEPF.

Evidently, the eventual materialization of the Call Dispatch Centre will also entail the hiring and training of Dispatchers and Supervisors. While supervisor positions will be held by uniformed officers, dispatcher positions will be occupied by civilian staff members. Dispatchers and Supervisors assigned at the RPHQ will be responsible to receive and prioritize emergency and non-emergency calls to ensure patrol officers are dispatched in a timely

manner, given the circumstances and the information provided by the caller.

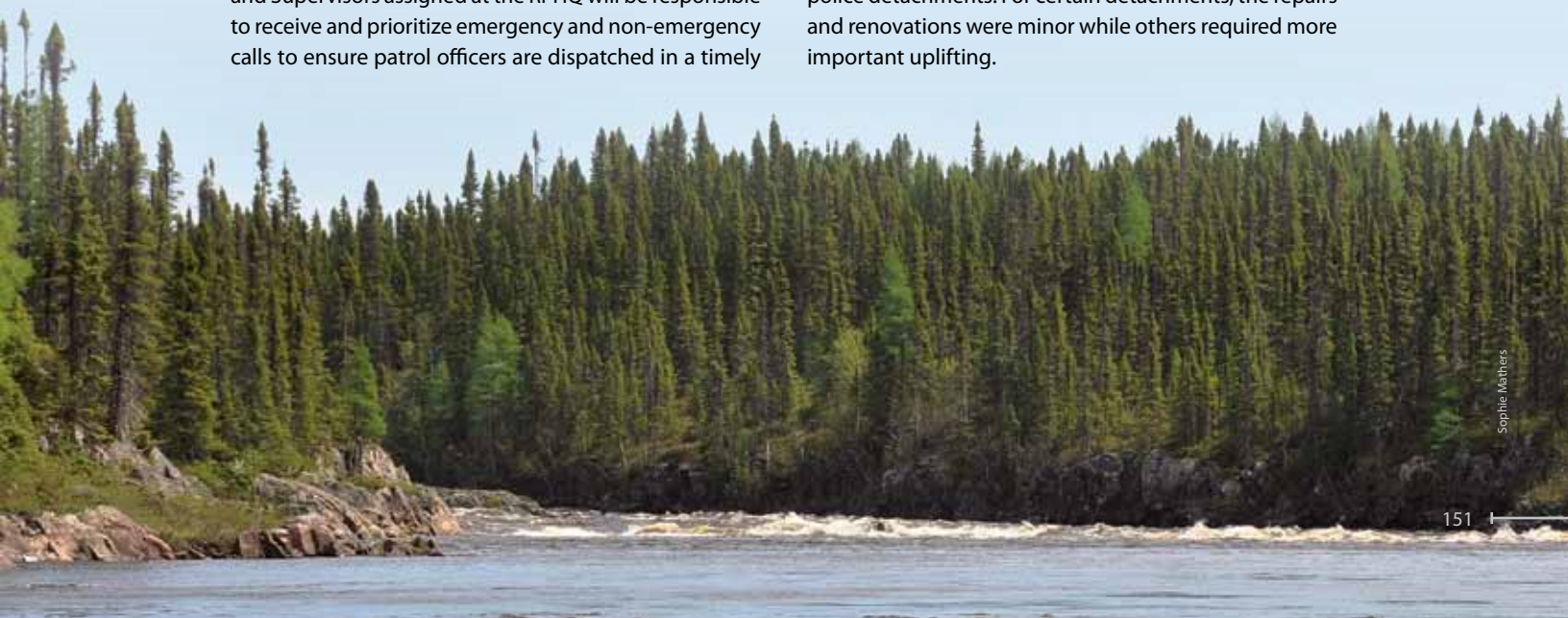
Once implemented, the Call Dispatch Centre will operate twenty-four (24) hours a day, seven (7) days a week. Dispatchers and Supervisors operating the Call Dispatch Centre at the RPHQ will provide essential operational support to patrol officers by maintaining ongoing communications with them before, during and after incidents occur; they will also be available to interrogate the Canadian Police Information Centre when requested. Aside from protecting the welfare and safety of our patrol officers, the Call Dispatch Centre will allow our Senior Officers to closely monitor and follow-up on operational activities in Eeyou Istchee.

For the time being, the Department of the EEPF will focus its resources on the dispatchment of policing services only; however, other frontline first responders that are interested in joining our regional radio communications network will have the opportunity to benefit from the services of the Call Dispatch Centre. Last but not least, the infrastructure of the RPHQ located in the Cree Nation of Chisasibi was architecturally designed and constructed to accommodate the eventual implementation of a Call Dispatch Centre in Eeyou Istchee.

### Structural Repairs & Renovations of Local Police Detachments

During our first year of operations, the Capital Works and Services Department responsible for the operations and maintenance of buildings belonging, or leased, to the Cree Regional Authority was mandated to assess the overall structural condition of our local police detachments. The results of this assessment revealed that a number of detachments had important structural deficiencies.

Therefore, throughout fiscal year 2012-2013, the Capital Works and Services Department in collaboration with the Department of the EEPF proceeded with a number of repairs and renovations for most of the local police detachments. For certain detachments, the repairs and renovations were minor while others required more important uplifting.





Gaston Cooper

## Leisure, Sports and Recreation

### *Message from the Director John Henry Wapachee*

It is with gratitude and appreciation that I submit my annual report for the Leisure, Sports and Recreation Department of the Cree Regional Authority. The following is a brief description of the programming and development of our Department in the past year. I would like to take this opportunity to communicate my profound respect to the Cree leaders and to thank them for their continued support.

Our Department's vision is to help reinforce healthy lifestyles through physical fitness in the Cree communities, and our mission is to provide a bridge or support system that will give young Crees opportunities to advance to higher levels in sports. While making statements and commitments is important, it is the follow-through on those commitments that is crucial. This past year has provided many successes for our Department, a few of which I would like to highlight.

First, we created a strategic partnership with the Cree Nation Sports Academy. This innovative organization has had a tremendously positive impact on select Cree communities. The Academy's focus is on developing the student/athlete, with the student's education being the priority. They have developed programming in partnership with our Department that is both challenging and motivating to every student that is fortunate enough to participate. It is our common goal, along with the Sports Academy direction, to expand the program to other Cree communities with the objective of having this exceptional program available to all Cree students in Eeyou Istchee.

In addition to creating programs such as the Cree Nation Sports Academy, our Department has also put much emphasis on deepening our relationship with the Secrétariat au Loisir et au Sport of the Ministère de l'Éducation, du Loisir et du Sport (MELS). Through investigation and questioning, we have determined that the Cree URLS (Unité Régionale, Loisirs et Sport) is being underfunded according to the criteria set forth by the MELS office. We have been working closely with the MELS, with the goal of increasing our annual funding significantly. This is an ongoing process and the support of our leadership will certainly aid us in achieving our objective of securing the additional (appropriate) funding so that we may move forward.

With the limited funding allocated annually to the Leisure, Sports and Recreation Department, it is necessary for us to form strategic partnerships with like-minded entities and Departments within the Cree Regional Authority. In the same way that local Recreation Departments play a vital role for their communities, our regional partners support us in achieving our mandate and developing positive, sustainable programming for the Crees. We are very grateful for their assistance.

I would also like to recognize and thank my staff for their commitment, tireless energy, enthusiasm and willingness to work passionately for the Department. I would also be remiss not to mention the Eeyou Istchee Sports and Recreation Association Board and Cree Nation Youth Council; these groups of dedicated individuals have their own programs to run and organize, but always find the



time to give more. They have taken on many files and without their commitment to make a difference in the communities, many of the events that we all love and cherish would not exist!

I hope that this report reflects the progress that we have made as a Department. We will continue to solicit and secure financial support in order to achieve our stated objectives and fulfill the strategic plans and initiatives which are so beneficial to Crees.

Once again, as Director of Leisure, Sports and Recreation, I would like to thank everyone for their continued support and belief in our endeavours. I look forward to another productive year, with the intent of maintaining our focus on community active living that will have a positive impact for our people. Together, we can help reinforce healthy lifestyles through leisure, recreational and physical activities as well as through proper nutrition, in order to educate, motivate, inspire and empower our people.

Healthy mind, body and spirit equates to healthy community.

*Meegwetch.*

### Regional Support to our Partners

During the course of the year, we have provided the required support and assistance to our partners, including:

- Eeyou Istchee Sports and Recreation Association and its sub-committees;
- Cree Nation Achievement Awards Foundation.

Some of support provided involved recording minutes in meetings in order to maintain transparency and to ensure that everyone was kept up-to-date on deliberations and action steps. At the same time, we had the opportunity to help out in partners' events on a volunteer basis.

### Training and Development

Learning never ends. Participating in training programs in order to upgrade skills and knowledge certainly provides life-long learning opportunities for every employee. It also prepares staff members to take on other



Sports Academy Instructor in training Delmer Moses works with grade 3 Student-Athletes during homework program.

challenging responsibilities. In this context, we continue to support and encourage our staff to attend workshops that will contribute to their development, as they take on their daily roles and responsibilities.

Our Department's employees have gained new skills from participating in training programs this year. They learned about setting their own objectives, managing time, developing strategies and improving working relationships. On a personal standpoint, they have learned to understand themselves and to improve their behaviours and professionalism while discovering their capabilities.

Effective workplace communication is one of the pillars of our organization. Our staff members have taken business writing courses, and it has helped them to enhance their written communication skills, particularly in terms of clearly and logically planning their writing.

Team members have learned that all business writing should be concise, clear, correct and coherent. They have also learned to select strong verbs, to raise the energy level of their writing, in order to attract their readers.

### Active Cree Wellness Bulletin

The *Active Cree Wellness Bulletin* is a monthly fitness

and wellness newsletter written and designed by Jessica Matten of Lemon Cree, on behalf of our Department. The *Bulletin* is an 8-page magazine that promotes health and well-being, specifically for the people of the Cree Nation.



Marc Bolduc



It features role models such as Cree athletes, leaders and local community members who share their fitness and health stories. Each featured person shares what she or he does to stay healthy and in shape. The *Active Cree Bulletin* also features topics on wellness and provides healthy alternatives and recipes.

The objective of the *Bulletin* is to educate, motivate, inspire and empower people of the Cree Nation by featuring Cree community members who are living a healthy lifestyle and who are constantly striving to be better. Stories told by persons featured in the magazine

individuals, both men and women, who approach Lemon Cree directly for health tips and advice about getting back into shape and making healthier lifestyle choices.

In conclusion, the *Bulletin* represents a great opportunity to empower and educate community members directly, through feasible exercise and healthy living tips. It is also a great place for Crees to share their unique health and fitness journeys. We look forward to continuing to see the Cree Nation prosper with healthy, happy and successful Crees for generations to come.



Hazel Blueboy

Sports Academy Grade 6 Students celebrate a successful year, April, 2013.

are meant to inspire all Crees to know that they too can overcome their own health obstacles, by setting specific and tangible goals. As Lemon Cree's slogan is "Shape our people, build a nation", the goal of the monthly publication is to motivate all individuals in Cree communities to create a healthier Cree Nation, by showing how others are doing it every day. In order to reach a greater audience, the *Active Cree Bulletin* is distributed to the 10 Cree communities, and plans are under way to place it on board Air Creebec airplanes for inflight reading.

Since the *Bulletin* has just begun publication, its concrete results are not known as of yet. However, we have been hearing positive feedback from community members and have even seen a gradual influx of

### Cree Nation Elite Athlete Support System

The Cree Nation Elite Athlete Support System was created this past year with the goal of providing support, encouragement and opportunities to the elite athletes of the Cree Nation. The purpose of the program is to provide a support system and network for male and female athletes to perform at the highest levels.

The following persons and organizations are at the core of this new Support System:

- Brant Blackned, President; Joel Brooks, Director – Cree Nation Sports Academy
- Ashley Iserhoff, Deputy Grand Chief
- Local Directors – Local Recreation Departments

- Joey Blacksmith, Cree Nation Youth Department – Funding Partner and Coordinator
- Board of Compensation – Funding Partner

Early feedback suggests that the program is a success. Two of our young athletes, Deverick Ottereyes and Silas Neeposh, have both benefited from our support and are continuing to chase their dreams. Both of these young men were playing in the Québec Major Junior League this year, and both at one point or another received support from our new System. We are confident that both of these young committed athletes could and would have succeeded on their own, but the Support System did make things a little easier for them. Oftentimes our youth need someone to speak up on their behalf, and make sure that they are being treated fairly. That is why this system was created: we will be the athletes' voice when needed, and their ear to listen as well.

We feel very confident that this system will benefit our young athletes tremendously in the years to come. Our goal is to further our reach and build a bigger, stronger network of professionals to ensure that our youth are seizing every opportunity that is out there. We will see professional and Olympic athletes from the Cree Communities in the coming years: the talent is surely there, and now the support will be as well.

### Cree Nation Sports Academy: The Waskaganish Experience

Insert image: Sports Academy Logo

2012-2013 marked the first year of an official working agreement between the Leisure, Sports and Recreation Department and the Sports Academy Programming Concepts. The Waskaganish Band Council provided a resolution in support of the Academy in the summer of 2012, and Waskaganish started implementing the program in the fall of 2012. With support from CHRD, Sports Academy staff worked with the Youth & Recreation Department of Waskaganish and included local employees for training and education on the co-ordination of the program.

Key stakeholders for the Academy include:

- John-Henry Wapachee, Director – Leisure, Sport & Recreation Department
- Travis Grant – Leisure, Sport & Recreation Department
- Mike Gaul – Leisure, Sport & Recreation Department
- Brant Blackned, President – Sports Academy
- Joel Brooks, Director – Sports Academy
- Charles J. Hester, Director – Youth & Recreation Department, Waskaganish
- Gordon Blackned, Chief – Waskaganish Band Council
- Veronica Moses, Interim Coordinator – Waskaganish Minor Sports



Grade 5 Student-Athletes warm-up during their Sports Academy Multi-Sport component.

The Sports Academy was created to provide resources, through community organizations, schools, parent groups and social service agencies, to implement innovative programming for the advancement of today's youth. We strive to promote healthy lifestyle choices and to support students with their education, in order to foster a successful transition into adulthood.

Main program objectives are to:

- Demonstrate healthy lifestyle choices with regard to nutrition and the necessary amount of daily physical activity.
- Implement an after-school homework program that provides students with a welcoming atmosphere to complete daily homework tasks.
- Establish programming to mentor and support youth and foster identity affirmation, remaining proactive versus reactive.

### Key findings

**Hockey Development:** Students between grades 3 and 6 were involved in daily on-ice skill development throughout the year. 90 percent of players demonstrated on-ice improvement in the areas of forward skating, backward skating, agility and puck control, as documented through pre-season, during-season and post-season testing. The most notable and tangible success came with the Atom hockey team who claimed the Provincial



Marc Brownrigg

Grade 3 Student-Athletes skate on the new Rupert River Sports Complex ice for the first time. From left, front row: Ethan Kitty, Jason-Bob Salt, Nehemiah Salt, and Daren Moar. Back: Sports Academy Director Joel Brooks and volunteer Student-Athlete Instructor Brandon Wadden.

Championship, the only team with all of the players registered in the Sports Academy Program.

**Multi-Sport and Recreation Lifestyle Development:** This component targeted modeling healthy lifestyles and the expansion of the recreation and leisure repertoire for students. A common theme was to educate students about new and fun ways to lead healthy active lifestyles through new games, the use of the cardio and fitness centre and the importance of static and dynamic stretching. Pre-program, during-program and post-program testing was conducted in the areas of 12-minute runs, agility, flexibility, push-ups and sit ups, with an improvement in over 80 percent of the students.

**Minor Sport Assisted Co-ordination:** With the majority of the students registered in the program also registered with Minor Hockey or Broomball, it was natural for the Sports Academy Staff to be involved in weekend Galas & Tournaments. The Sports Academy Staff coached

the Midget Wings Hockey Team and chaperoned week-end events. Additionally, support was offered to the co-ordination of hosting tournaments and co-ordinating transportation for the players.

**Educational Support:** A requirement for student participation in the Sports Academy is good behaviour at school, punctuality and homework completion. The After-School Homework Program was a key component in encouraging students to complete their homework, and for the Staff to act as mentors to the students. Teachers identified the Sports Academy Program as being a strong contributor to classroom management and indicated improved student behaviour and work completion as a result of program participation.

**Evening & Weekend Youth Program Coordination:** In addition to the day programs, the Sports Academy facilitates community involvement through additional Ped day, evening and weekend programs, such as girls'



night to educate about healthy body image, weekly fitness nights to educate about safe use of cardio and fitness centres, nutrition seminars to educate about moderation and healthy eating as well as bullying seminars to create an inclusive atmosphere. We also facilitated the presence of former NHL and Team Canada Players to highlight the grand opening of the Rupert River Sports Complex.

### Results

With a total of 123 students between grades 3 and 6 enrolled in the program and of an additional 19 players on the Midget Team coached by Sports Academy Staff, 142 students had weekly involvement in the program in Waskaganish alone. Additional programs were offered to students outside these groups. 80 percent of students showed improvement in the multi-sport fitness testing, and 92 percent showed improvement in the on-ice fitness testing. Teachers identified the program as having a positive to very positive impact on the students, and felt that classroom behaviour as well as school attendance improved, in Sports Academy Students.

### Outlook

As a result of the stakeholders' commitment to provide programs for youth in the areas of healthy lifestyle development and sport development, with an emphasis on education, the Sports Academy Staff had a network of resources to implement and coordinate unique programs for the youth of Waskaganish, as dictated by their mission. The goals of the program were met and a successful program year was conducted.

### Working Partnerships

With the size of our Department and the limited funds available for our projects, the task and mandate of developing sustainable programming for the Cree communities can be quite daunting. It is for this reason that we have established working partnerships with certain like-minded entities to assist us with our goals.

The specific objective of our Working Partnerships is to create an umbrella-like structure under which all partner organizations work in coordination with the Director of the Leisure, Sports and Recreation Department. To date, this structure has been very beneficial to the creation of programs and projects. Each individual organization is tasked with assisting in the recruitment of necessary human resources to operate the programs as well as to assist in the procurement of the necessary funding.

Working Partners include:

- Brant Blackned, President; Joel Brooks, Director – Cree Nation Sports Academy
- Peter Karl Youngren, Executive Director – 4Life Foundation
- Local Directors – Local Recreation Departments
- Cree Nation Youth Council
- Theresa Ducharme, Owner, Lemon Cree
- Pascale Panneton, Manager – Intrawest/Station Mont Tremblant
- Jenya Feldman, Owner – Scanlon Creek Academy

We have some very positive changes resulting from the creation of these strategic working partnerships, an example of which would be the Cree Nation Sports Academy. Data clearly demonstrates that the program is achieving phenomenal success. The Sports Academy is operating in two (2) Communities right now – Waskaganish and Wemindji. There are approximately 250 kids participating in the program with incredibly positive outcomes. The children are excelling in many areas, i.e. academically, athletically as well as in their health and nutrition. This program is a model for sustainable, positive programming in the communities and we will continue to expand its offering to other Communities.

As with any organization with limited resources, the need to have strategic partners is paramount. We will continue to develop our network and further our reach to offer the best for our Communities. We thank those organizations that have willingly worked with us to date, and we look forward to continued development and positive outcomes for our Nation.







## Youth Development

### *Message from the Director Andrew Neeposh*

It is a pleasure to once again present the Annual Report 2012-2013 for the CRA Youth Development Department. This report will provide a general overview of the Youth Department's operations and special events, as well as highlight future projects.

I would like to begin our report with a special acknowledgement to all organizations that continue to provide support and funding for the annual operations and special projects of the Youth Department and the Cree Nation Youth Council (CNYC).

I would also like to thank the GCC(EI)/CRA Leadership and CRA Administration for their continued support for the Youth Department and the Cree Nation Youth Council.

I trust that this report will shed some light on the activities of the Youth Department and the CNYC.

*Thank you! Meegwetch! God Bless You.*

#### **Youth Administration Funding**

The 2012-2013 Youth Administration operating budget is funded by the GCC(EI)/CRA through the *Cree Act - Operations and Maintenance Funding Agreement*, which supports the operating budget of salaries and benefits for six of our full-time permanent positions under the Youth Department. In addition, this funding supports general operating costs such as travel for the Director and the CNYC Chairperson as well as the CNYC Board of Directors' and its Executive Committee's budgets.

#### **Special Projects Funding**

In 2012-2013, the CNYC through the Youth Department received funding from three main sources to support its special projects and youth-related initiatives. These sources are the *New Relationship Agreement*, the Government of Québec and the CRA Board of Compensation.

***New Relationship Agreement – 'Paix des Braves':*** This year, the Council/Board approved an allocation from the *New Relationship Agreement* funding in the total amount of \$ 420,660. An amount of \$ 365,495 was approved to support the special projects and initiatives of the Youth Department and the CNYC. In addition, an amount of \$ 55,165 was approved for the Elders/Youth Joint Coordination Fund to support joint Elders/Youth related projects.

***Government of Québec Funding:*** In April 2009, the CRA and the Government of Québec renewed the financial assistance agreement for five years (2009 to 2014). The Government of Québec committed a total amount of \$ 2,118,712. An amount of \$ 865,861 was approved to support the operations of the Forum and an additional amount of \$ 1,252,851.00 was approved for the Regional Youth Investment Fund (RYIF).

***CRA Board of Compensation:*** This year, the CRA Board of Compensation (BOC), at their February 2012 meeting, approved an amount of \$ 250,000 to support the special projects and youth initiatives of the CRA Youth Department and the CNYC. An additional amount

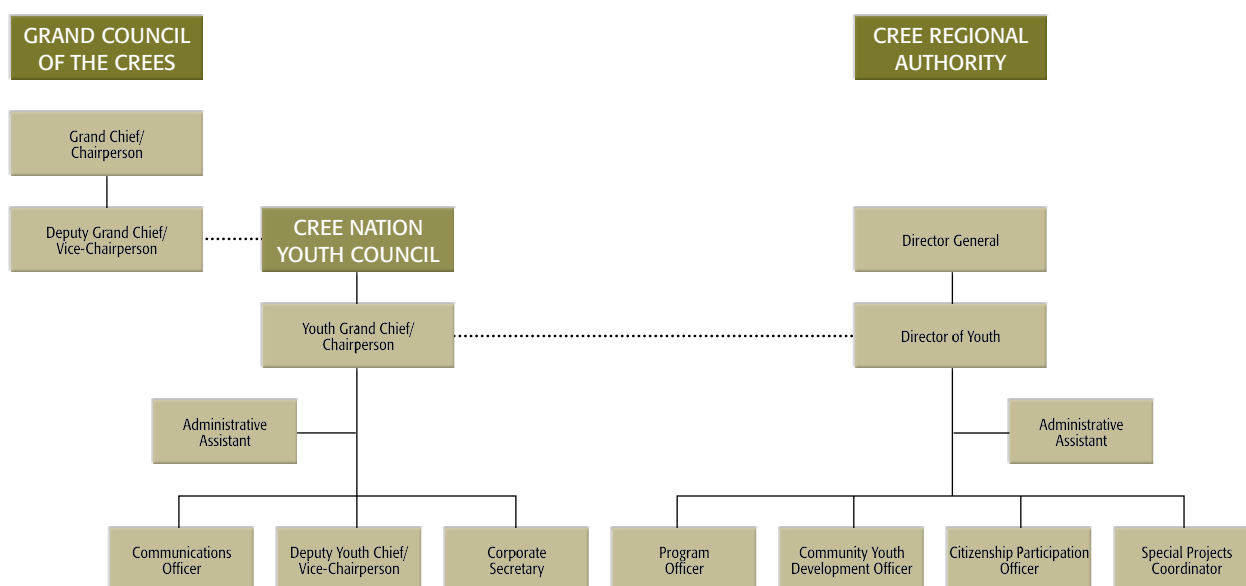
of \$ 50,000 was approved as a BOC contribution to the proposed Cree Youth Business Development Fund.

### Staffing Update

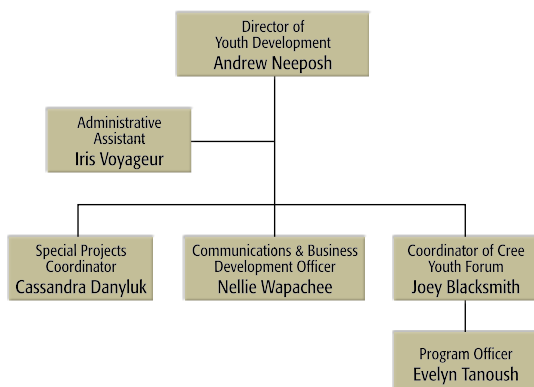
The Youth Department has evolved substantially over the years to what it has become. The Youth Department now has eight (8) full-time permanent employees. Six of these positions are funded through the

GCC(EI)/CRA O & M budget, and two, namely the Program Officer and Coordinator of Cree Youth Forum, are funded through an agreement signed between the Government of Québec and the CRA concerning the Regional Youth Forum. The following organizational chart of the Youth Department was developed based on the direction that has been established through the Council/Board through Resolution 2008-34:

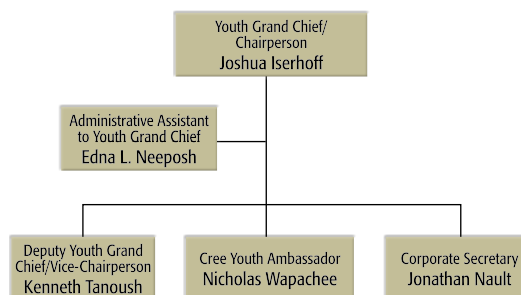
**Youth Department Organizational Chart**



**Youth Development Department Organizational Chart**



**Cree Nation Youth Council Organizational Chart**



### 5-Year Financial Assistance Agreement

Through our financial assistance agreement (2009-2014), the Government of Québec has set the objective to increase the involvement of young people in their communities and in that sense, Regional Youth Forums are considered as key. The Government granted financial assistance to CRA in order to allow the Youth Forum to execute mandates entrusted to it by the Minister of Youth. The amounts granted for the five years of the agreement are:

YEAR	OPERATING FUNDS	FRIJ/YRIF	TOTAL
2009-2010	\$166,383.00	\$250,571.00	\$416,954.00
2010-2011	\$169,710.00	\$250,570.00	\$420,280.00
2011-2012	\$173,104.00	\$250,570.00	\$423,674.00
2012-2013	\$176,566.00	\$250,570.00	\$427,136.00
2013-2014	\$180,098.00	\$250,570.00	\$430,668.00
<b>TOTAL</b>	<b>\$865,861.00</b>	<b>\$1,252,851.00</b>	<b>\$2,118,712.00</b>

As a result of the multi-year agreement, two full-time positions have been created: a Program Officer, and a Coordinator of Cree Youth Forums.

The Program Officer is responsible to administer and manage the Regional Youth Investment Fund (RYIF). This program is dedicated to funding projects that meet local and regional priorities and objectives. The Officer must ensure that projects are well-structured actions that reap long-term benefits. The Officer also is responsible for promoting the RYIF, for screening and recommending projects, and for assisting project sponsors in accessing funding.

The following is a list of approved projects for fiscal year 2012-2013:

FRIJ-0144	Master Entrepreneur Training	CRA-Economic Development	\$ 20,000.00
FRIJ-0145	Youth Winter Journey of Wellness	Waswanipi	\$ 10,000.00
FRIJ-0146	Cree Science Comic	Mistissini	\$ 15,000.00
FRIJ-0147	Music Video "The Last Great Men"	Montreal	\$ 15,000.00
FRIJ-0148	Canoe Brigade & Training	Eastmain	\$ 10,000.00
FRIJ-0149	Youth Camp Program	Waswanipi	\$ 13,000.00
FRIJ-0150	Youth Canoe Brigade	Mistissini	\$ 7,800.00
FRIJ-0151	Youth Week	Waswanipi	\$ 7,000.00
FRIJ-0152	Dancefit455	Whapmagoostui	\$ 10,000.00

FRIJ-0153	First Job-Youth Employment Program	Mistissini	\$ 15,000.00
FRIJ-0154	Young Entrepreneurs Symposium 2012	CNYC	\$ 22,000.00
FRIJ-0155	Turtle Concepts	Mistissini	\$ 10,000.00
FRIJ-0156	Community Landscape and Motivational Pictures	Waswanipi	\$ 5,000.00
FRIJ-0157	Waswanipi Youth Accomplishments	Waswanipi	\$ 6,000.00
FRIJ-0158	Festival of the Cree Arts-CNACA	Oujé-Bougoumou	\$ 20,000.00
FRIJ-0159	Cree Regional Youth Video and Film Collective Conference	Wemindji	\$ 20,000.00
FRIJ-0160	Youth Leadership and Development	Waswanipi	\$ 15,500.00
FRIJ-0162	Keeping Our Traditions Alive	Eastmain	\$ 16,333.00
FRIJ-0163	Beaver Trapping Methods	Chisasibi	\$ 11,468.00
FRIJ-0164	Oujé-Bougoumou Youth Traditional Project	Oujé-Bougoumou	\$ 11,468.00
			<b>\$ 260,569.00</b>



The second position created through the five-year agreement is that of the Coordinator of the Cree Youth Forum. Responsibilities include:

- Oversee the administration and management of the financial assistance agreement in order to ensure that it is carried out in accordance to its intended purposes;
- Act as liaison for the Cree Nation in its dealings and relations with the Government of Québec, departments and other Regional Youth Forums;
- Encourage young people to participate more actively as citizens by getting involved in decision-making groups;

- Make organizations involved in the participation of young people aware of the decision-making bodies;
- Ensure Cree participation in the Voters-in-Training project & Youth Involvement Contest to recognize young people;
- Strengthen the relation between young Francophones in Québec and elsewhere in Canada, and in the Americas;
- Make youth aware of the different global realities and encourage them to get involved internationally.

### Mandates Entrusted to the Cree Youth Forum

- **Voters-in-Training:** This project was introduced by the Government of Québec in order for youth to learn about the democratic voting process, and in turn, to increase the youth voter turnout in the provincial and federal elections;
- **Youth Involvement Contest:** This project aims at recognizing the active volunteerism in local and regional development, and to select one youth to participate in a visit to the National Assembly and in a trip abroad.



a more centralized network for organizations to cooperate, and more importantly, that Cree youth will be able to use resources more effectively.

Once established, the CJE will create approximately nine to twelve positions, full-time and part-time, in all the Cree Communities. We are optimistic that we will get a favourable response from the Government of Québec with the help of the MNAs, who both promised to push for the Cree Nation application.

- **Canada World Youth – Cree Nation Youth Council:**

Since 2010, the CNYC has worked in partnership with Canada World Youth (CWY) to customize the program to engage young Crees and Indigenous Peruvians in a humanitarian cultural exchange and community development project. The program allowed a team of young Crees to travel to Peru and to participate in an indigenous Peruvian community environmental volunteer program. The program was funded by Québec sans frontières, an initiative of Québec's Ministère des relations internationales, as well as through other sources including the Cree Nation. The project was carried out by CWY, the CNYC and a Peruvian partner organization, *Brigada de voluntarios bolivarianos del Peru (BVBP)*.

### Other initiatives

Since the Coordinator of the Cree Youth Forum was hired, he has also been delegated other assignments, including:

- **Carrefour Jeunesse-Emploi:** The Youth Department has submitted the official Cree Nation proposal for the creation of the Carrefour Jeunesse-Emploi (CJE) in the Cree Territory. The Cree Nation proposal was developed with the advice and support of Luc Ferland, MNA for Ungava, who will present our proposal to the National Assembly with the help of Léo Bureau-Blouin, MNA for Laval-des-Rapides and Parliamentary Assistant to the Premier (Youth files). The CJE will serve to find ways to enhance the living conditions of the Cree Nation Youth through training and support in finding promising jobs in our own communities as well as outside. It is our hope that the CJE will create

In preparation for the trip, participants selected were provided with 60 hours of training to help them prepare for their experience. On June 15, 2012, five young



The five participants in the Peruvian Cultural Exchange project: Joy Kitchen (Waswanipi), Alexandre Blacksmith (Waswanipi), Carol-Ann Mapachee (Mistissini), Desiree Petawabano (Mistissini) and Russel Diamond (Waskaganish).



Crees left Canada for Peru to spend over two months living with Indigenous Peruvian families. The participants returned to Canada on August 22, 2012.

Through the Peruvian host community and the partner organization, BVBP, our Canada World Youth participants were involved in environmental-themed projects, including:

- Working with Peruvian youths to develop awareness materials for school-aged children (posters, murals, etc.);
- Building environmentally friendly stoves that require less fuel and reduce the incidence of ailments due to smoke inhalation, burns and consumption of toxins;
- Building electricity-free 'refrigerators' – communal storerooms that rely on locally appropriate and environmentally-friendly technology for refrigeration;
- Planting trees to curb erosion in deforested areas;
- Organizing language classes (Cree and Quechua, the most commonly spoken indigenous language in Peru);
- Participating in host families' daily work (farm labour or family businesses);
- Participating in community activities (celebrations, communal labour projects);
- Participating in cultural and educational outings, with a focus on Indigenous Peruvian culture such as traditional medicinal ceremonies, historical site visits that favour an exchange between the two cultures.

Since their return, the participants have taken part in the Regional Career Fair in Waswanipi to share their experience and are currently planning to organize public outreach activities with other youths and members of their communities.

### Special Projects and Youth Initiatives

In April of each year, the Youth Department along with CNYC meet in order to develop annual work plans and prioritize the year's short-term and long-term projects by allocating the funds received from various sources.

### CNYC Elections 2012

In November 2011, the CNYC Board of Directors called the CNYC General Elections 2012 to be held on May 31, 2012 for the offices of Youth Grand Chief/Chairperson and of Deputy Youth Grand Chief/Vice-Chairperson. The CNYC Elections are open to Cree Beneficiaries from the ages of 13 to 35. There were five young promising candidates running head-to-head for the office of Youth

Grand Chief/Chairperson. The results of the CNYC elections are as follows:

Samantha Awashish	Mistissini	242
Jeremy Diamond	Nemaska	435
Kevin House	Chisasibi	73
Joshua Iserhoff	Nemaska	672
Shadrock Trapper	Chisasibi	270
	Spoiled Ballots	27
	<b>Total voter turnout</b>	<b>1719</b>

In accordance with the election results, Mr. Joshua Iserhoff was declared the newly elected Youth Grand Chief/Chairperson of the Cree Nation Youth Council for a term of four years. Mr. Kenneth Tanoush won by acclamation for the office of Deputy Youth Grand Chief/Vice-Chairperson.

The purpose of the CNYC Elections is to introduce the democratic process of elections and to launch a campaign in an effort to get young people to start voting at a young age. This year's election-day turnout was higher by 668 voters from the 2008 elections. We expect to improve this participation rate further in future elections by working with the schools and by giving students ample time to vote.

### CNYC Annual General Assembly 2012

The 23<sup>rd</sup> CNYC Annual General Assembly (AGA) was held on Fort George Island from August 14 to 16, 2012. The Assembly was attended by 6 youths per community, including a delegation from Washaw Sibi. The first day of the Assembly was devoted to addressing corporate matters, reporting to members and seeking general direction from Cree youth for the Cree Youth Leadership.

The CNYC AGA is held each year to provide an open forum for youth to voice and address their concerns as well as to provide a general direction to the youth leaders. Today's young Crees live in a very different world, and they are faced with many challenges, some of which have similarities with those of our ancestors. These challenges have opened the door to many social issues such as substance abuse, dysfunctional families, violence and suicide. The event is a great opportunity for the youth to voice concerns and address matters related to the challenges they face each day.

This year, the CNYC extended an invitation to GCC(EI)/CRA Department Directors to attend, so that they would provide a brief update on their respective mandates and discuss how their work could benefit the youth. Each Director was given 20 minutes to do a PowerPoint presentation, followed by a question and answer period. The presentations and information from



Participants in the 23<sup>rd</sup> CNYC Annual Youth Assembly share a laugh.

Directors were very well received and appreciated by the delegates. And of course, Alfred stole the show and took most of the afternoon.

### **CNYC Mag 4 U**

The CNYC Mag 4 U is a Youth publication that chronicles both regional and local youth projects and events. It focuses on youth-related issues such as education, social issues and the environment. The magazine will be issued four times a year and will publish articles by young freelance journalists from every community.

The CNYC Mag 4 U was created in order to improve the communications and networking with all stakeholders, and as a media for CNYC to be more transparent and visible to the Cree youth and general public. This publication is a great media for entities and businesses, local and regional, to advertise their products and services, at a reasonable cost, to the Cree Nation and especially to youth.

### **Youth Entrepreneurs Symposium 2012**

The CNYC partnered with New Relationship Trust of British Columbia to organize a Young Entrepreneurs Symposium in Ottawa on November 20 to 22, 2012. This three-day national event brought together over 150 young people from across Canada.

The purpose of the Symposium was to promote youth involvement in economic development. First Nations communities have the capacity and resources to contribute to the economic prosperity of Canada, and events such as the Symposium can bring youth to the forefront of Canadian economic development. As communities cannot operate on government funding alone, the private sector must play a key role in creating employment through economic development. In Canada, the private sector is the driving force that propels the Canadian economy. First Nations youth must be involved in the prosperity of Canada by learning the ropes of economic development.

The Symposium formulated a business-type contest where participants were grouped into teams to employ several business strategies for different challenges. This was done to inspire our young people to take action and control of their lives, so that they may build a brighter future for their people. The Symposium challenged each and every youth participant to his or her limit. Young entrepreneurs were responsible for the planning, strategizing and implementing of each given task. The Symposium also featured numerous guest speakers who had specific messages –some were of a business nature while others were inspirational stories of talented people who have



overcome impossible obstacles to succeed in realizing their dreams.

### Youth Business Development Fund

The Business Fund was initiated by CNYC to support Cree Youth involvement in the economic development of the Cree Nation. The CNYC recognizes that the economic self-sufficiency of the Cree Nation depends on our Cree entrepreneurs who develop and sustain the economic prosperity of the Crees. The private sector in Canada, and in particular small and medium-sized businesses, employ 80 percent of Canada's workers, while in the Cree Nation, the figure is reversed, with only 20 percent of the population working in private enterprise.

The Fund is a new funding program geared toward assisting young entrepreneurs in their business endeavors. The fund mainly aims youth business start-ups. In order to further the economic development needs of the Crees, the CNYC wishes to take the lead in supporting Cree youth entrepreneurs. By creating this Fund, we will be directly involved in building businesses with youth. Our goals are:

- To promote youth business start-up;
- To provide cash equity for further funding sources;
- To encourage Cree youth to enter the business world;

- To improve the employment conditions of Cree Youth;
- To improve to socioeconomic conditions of the Cree Nation;
- To educate youth in business;
- To provide support, financial assistance, advice, mentoring and shadowing.

The Fund is a collective effort from several funding agencies that have committed financial resources for youth business start-up and development. The CNYC has committed an amount of \$50,000 to the Business Fund for 2012-2013. With this initial contribution, the CNYC is directly investing in youth entrepreneurs. The Board of Compensation has also invested an additional \$50,000 in 2012-2013.

### Strategic Planning

The CRA Youth Department and the CNYC have grown rapidly in recent years as a result of the GCC(EI)/CRA restructuring process, and there is a need to enhance the Department's effectiveness in the operations and special events programming. Following this growth, the Department is interested in several projects that will improve its ability to operate effectively and plan for the future.

The Department plans to retain the services of Performance Management to conduct the 5-Year Strategic Planning Process. This process will involve different stakeholders working with and for youth, including all staff under the Youth Department and CNYC office. The aim of the process is to provide training, coaching and consulting to build capacity, address certain organizational issues, improve the efficiency and effectiveness of the Department and ultimately, create a 5-year strategic plan. The process can be summarized as follows:

- Assess the current operating environment and implement steps (training, coaching and consulting) to improve communications and strengthen the accountability of staff.
- Define operating expectations for staff; standardize and improve reporting and performance management.
- Create a concise plan that summarizes departmental goals, key projects or programs and expected outcomes, staff roles and accountabilities, and operational workflow.

The 5-Year Strategic Plan will serve as a roadmap to determine the Department's most important priorities, and will guide our activities in the coming years.



### CNYC Training Camp

The Youth Department and the CNYC have re-visited the 'CNYC Training Camp' concept and have initiated discussions with the Cree leadership to develop a 'mentoring/succession' plan. This initiative, which represents a training and development opportunity for youth, will allow young Crees to tap into the wealth of knowledge from current leaders who were involved in negotiations leading to the JBNQA and subsequent agreements. Our plans include the development and design of a comprehensive leadership training that could include:

- JBNQA and supplementary agreements;
- GCC(EI)/CRA/CSB/CBHSSJB and other regional corporate structures and mandates;
- Leadership training/corporate secretary training/conducting effective meetings;
- Setting up youth organizations/youth councils.

Today, many Crees go down South to attend training seminars or workshops and spend thousands of dollars to get certificates. The concept behind this project is to develop the CNYC into a Youth Leadership Camp or Training Institute by designing train-the-trainer type leadership and training programs, run for and by youth themselves. The idea here is to design and customize these programs so that our people will be trained to deliver them to our people, and eventually to other Nations who would come to our territory to take part in training sessions.



Participants in the training session for the Nishiiyuu Life Skills Program.

### Nishiiyuu Life Skills Train the Trainer Program

The Youth Department has been working with the Department of Nishiiyuu Miyupimaatisiun of the CBHSSJB for the development and delivery of the Nishiiyuu Life Skills Train the Trainer Program. The Nishiiyuu Life Skills Program, the Nishiiyuu Way, is designed to develop Trainers and Trainees to deliver the Nishiiyuu Way personal development program to their own people.

The trainees were taught about the Nishiiyuu program and its purpose. They also got acquainted with the know-how of the Nishiiyuu life skills, and the methods used in delivering the program. They were trained to be effective speakers and trainers who can deliver services to youth and to everyone in Eeyou Istchee. These new resources will be in the communities to counsel and provide immediate help to any youth that requires assistance. The team will be contracted to deliver and

spread the Nishiiyuu culture to the youth, and to provide support services in the communities.

The Nishiiyuu training program is an evolving and growing body of information and wisdom. It is not static; it is dynamic, and in constant evolution. This body of wisdom will become part of the being of each trainer. Trainers will also play an active role, along with Elders, to continue to develop the program after the initial training. These trainers will be transmitting their newly acquired wisdom through the use of current training methods and technology.

The program will allow us to build a team of trainers who will help face the social problems that are predominant in our communities. Participants were trained to handle the adversities that have been the cause of much

of the social issues from the Nishiiyuu perspective. This Team will receive coaching and training on a continuous basis so that it may combat the social problems and health issues that affect the communities.

### Land-Based Traditional and Healing Programs

The CRA Youth Department is working in partnership with Cree organizations and individuals to set up a series of planning meetings in order to design land-based cultural and healing programs as well as a model for a healing/training centre. The CBHSSJB intends to use these programs and the training centre model as a tool for negotiations with governments, with a view to accessing funds for their development and implementation.

The process will involve different stakeholders who are involved in similar programming; they will present and share their respective program experiences, and will explore how traditional activities can be used for



healing and educational purposes. Through the process, traditional healing methods will be identified, based on culturally-appropriate methodologies. Based on findings, the group will develop culturally-relevant healing programs, with the help of elders' teachings, as they relate to the land and surrounding environments.

This process and work will foster a close working partnership between various stakeholders; it will also tie in with the Cree Wilderness Training Centre initiative. Through it, we will develop healing programs based on our cultural roots and teachings of our elders. Once land-based programs are identified and developed, the Cree Health Board will be in a position to negotiate funding for the delivery of traditional cultural programs as a service to the people.

### CNYC support to Journey of Nishiyuu 2013

In January 2013, 6 courageous young Crees and their guide left their community of Whapmagoostui, on a 1600 km trek to Parliament Hill in Ottawa, as a way to show support for the "Idle No More" Movement.

In early 2013, the CNYC mandated the Special Projects Coordinator to find ways to support the Journey of Nishiyuu. The CNYC agreed to organize the Arrival Banquet, a traditional Cree feast prepared for participants at the end of their journey. The CNYC's contribution was designed to reveal our support and pride in the youth, and to show the world that Crees are still very much pursuing their traditional way of life.

A traditional camp was set up to showcase our Cree tradition of hospitality, and a traditionally cooked meal was served to walkers and visitors. When the Journey of Nishiyuu reached Victoria Island on March 25th, 2013, walkers were greeted with open arms by their youth organization.

### Nishiyuu Youth Forum

On March 26 and 27, the Nishiyuu Youth Forum was organized and hosted by the Ottawa Aboriginal Youth Group, who welcomed the walkers by dedicating the Forum to the Journey of Nishiyuu. This was the second part of the contribution that CNYC made for the Journey. The two-day Nishiyuu Youth Forum was held at the Sala San Marco venue, and on March 27, a traditional feast was organized to celebrate the Journey of Nishiyuu. James Bay Eeyou Corporation funded the entire cost of venue and meals for the Youth Forum – an incredibly generous donation on their part.

### Cree Wilderness Training Centre

The *Centre d'études collégiales à Chibougamau* completed the opportunity analysis to set up a "Cree Wilderness Training Centre" (CWTC), and suggests it has a "true potential that will play a key role in the development of the Cree tourism industry". Not only will the Centre provide recognized qualifications to Cree trainees, thus helping them to find jobs, but it will also play the role of catalyst between the various actors linked to tourism. The CWTC will focus on eco-tourism and cultural services training and employment for youth and tallymen, as well as on services for personal growth and social development for young Crees. In addition, the Centre will incorporate accredited and certified programs to combine traditional and conventional learning, based on concrete experiences, using Eeyou Istchee as its classroom.

To move the vision forward, the CNYC, through the Youth Department, is in the process of planning a 'best practices' visit to existing outdoor and wilderness camps and centres. This step will enable us to redesign the Cree Wilderness Training Centre project, with a view to making it more cost-effective. The Canadian Eco-Tourism Services firm will be hired to plan and organize the visit, and to prepare a report on it. Planned visits include:



Jonathan Saganash

Toward the end of their journey, the Nishiyuu walkers received a warm welcome in Chelsea, on the day before their arrival in Ottawa.



Jonathan Saganash

The Cree welcoming team is getting ready to greet the Nishiyuu walkers in Chelsea.

#### *In Alberta*

- Ghost River Rediscovery Society: They offer outdoor and cultural education programs based on Aboriginal traditions and values. They run quality programs that promote rediscovery of tradition and the development of healthy, sustainable lifestyles among children and youth;

#### *In British Columbia*

- Punky Lake Wilderness Camp: The camp's mandate is to provide programming in Aboriginal justice and social services to youth, family and community, in the area of Tsilhqot'in. The society does this through a variety of services including community programs and camp programs aimed both at crime prevention (diversion and alternative measures) and healthy development of youth and families. The Camp emphasizes traditional cultural values, healing and support.
- Outward Bound: The wilderness is Outward Bound Canada's classroom. The lakes, rivers, forests, mountains and ocean provide the challenges, including leadership skills or learning to work effectively as a member of a team. Some of these challenges are physical, like paddling kayaks

into the rolling waters, climbing a rugged peak, leading a sled dog or portaging a canoe.

#### *In Yellowknife*

- Dechinta (TBC) – Dechinta is a northern-led initiative delivering land-based, University of Alberta credited educational experiences led by northern leaders, experts, elders and professors, who engage northern and southern youth in a transformative curriculum based on the cutting-edge needs of Canada's North.

The Department will continue to seek partners and funding from all available sources including the Governments of Canada, Québec and Cree partners in the project. Once the model and parameters have been set by that GCC(EI)/CRA Council/Board regarding implementation of charter 4 (Assumption of Certain Federal JBNQA Responsibilities subsection 4.3 f, paragraph 28.9.1 regarding training facilities and manpower offices), we will make presentations to request the official support of the GCC(EI)/CRA Council/Board and to explore funding possibilities from the New Relationship Agreements.

## Future Projects

**McGill University Micro-MBA Program:** The CNYC, through the Youth Department, is in the process of organizing a Micro-MBA Program to be offered to Youth Councils and Youth Departments with McGill University. McGill offers a world-class and innovative six-day program with two 3-day modules. This learning experience will provide participants with fresh thinking, business acumen and skills to add value throughout the organization. It is an opportunity for people working with and for youth to upgrade their knowledge of late-breaking practices found in MBA programs, including a selection of topics such as:

- Leadership/teamwork;
- Fundamentals of finance;
- Project management;
- Negotiations basics;
- Managing productivity and priorities.

**Leadership and Resiliency Program:** The CNYC is in the process of accessing a three-year \$ 1.5 million funding program through the National Crime Prevention Centre. The Leadership and Resiliency Program (LRP) is a school- and community-based program for 14 to 19 year old students that enhances youths' internal strengths and resiliency, while preventing involvement in substance use and violence. Based on a clinical prevention strategy designed to identify and enhance internal strengths and support the building of positive attitudes, the LRP has three core components: resiliency groups, community/ service learning and alternative/adventure activities.

The LRP has several objectives, including:

- To increase participants' perceptions of competence and self-worth;
- To improve participant identification with positive roles;
- To reduce disciplinary actions in school;
- To improve participants' communication and refusal skills;
- To increase knowledge of and encourage negative attitudes toward substance abuse and violence; and
- To increase community involvement in promoting the healthy development of youth and the valuing of adolescents.

The LRP is primarily designed for youth of both genders aged 14 to 19. The program has been found to be effective with participants of diverse cultural and ethnic backgrounds. While there are no specific interventions for parents, communication occurs on an ongoing basis

between staff and parents. Parents are also encouraged to become involved in the alternative activities.

**Traditional Camp Development Project:** The Cree Nation Youth Council is in the process of securing funding for a training project named "Training and Employment for Traditional Camp Development". Stella's Wilderness and Cultural Camp (SWCC) is identified as a 'Satellite Camp' under the Cree Wilderness Training Centre (CWTC), and an operational plan was already accepted by Tallyman Abel Jolly and the CNYC. The project will enable the start of the construction of SWCC which, once established, will offer and deliver a variety of land-based training, cultural and experiential learning programs for youth – complementing the objectives of CWTC. The SWCC will work in partnership with different entities to design, customize and deliver these programs through its facilities and/or other venues.

This Traditional Camp development project is scheduled to begin in the summer of 2013 and will train and employ up to 20 youth and elders.

**Journey through the Heart of Eeyou Istchee:** The CNYC, in partnership with the CBHSSJB, is planning to conduct a Regional Winter Journey in the winter of 2014. We are currently in discussions with two groups to partner in a joint project: the Inuit to organize a winter expedition from Kuujuaq to one of the Cree communities, and the Naskapi, for an expedition from Schefferville to a Cree community.

## Meetings and Gatherings

The members of the CNYC Board of Directors have a further mandate to appoint CNYC representatives to various working groups, task forces, boards and committees. Current representatives are:

Working Group on Eeyou Governance	Joshua Iserhoff, Youth Grand Chief
Apatissiiwin and Skill Development Advisory Group	Nellie Wapachee, Program Officer
AFNQL - Youth Council	Joey Blacksmith, Coordinator of Youth Forum Jeremy Diamond, Communications Officer
James Bay Cree Communications Society	Simeon Wapachee, Member
CRA Environment – Protected Areas Committee	Simeon Wapachee, Member
Cree Social Wellness Policy	Cassandra Danyluk, Wemindji Jamie Moses, Eastmain
Cree Social Wellness Policy – Expert Panel	Brenda St. Pierre, Youth Chief – Oujé-Bougoumou



# Cree Nation Youth Council

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- 1973 — Judge Malouf grants injunction ordering stoppage of work on the James Bay Hydroelectric Project
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- 1974 — Cree Chiefs establish the Grand Council of the Crees
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- 1975 — The James Bay and Northern Québec Agreement is signed
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- 1978 — The Cree Regional Authority is established
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- 1984 — *The Cree-Naskapi (of Québec) Act* comes into force
- 
- 1994 — Québec suspends GWR Hydroelectric Project
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- 1995 — The Québec-Cree Memorandum of Understanding is signed
- 
- 2002 — Québec and the Grand Council sign the Agreement Concerning a New Relationship Between le Gouvernement du Québec and the Crees of Québec – *Paix des Braves*
- 
- 2004 — The Agreement Concerning a New Relationship between Hydro-Québec/SEBJ and the Crees of Eeyou Istchee is signed
- 
- 30th Anniversary of the GCC(EI)
- 
- 2008 — Canada and the Grand Council sign the New Relationship Agreement February 21, 2008
- 
- 2010 — Agreement between the Crees of Eeyou Istchee and Her Majesty the Queen in Right of Canada concerning the Eeyou Marine Region July 7, 2010
- 
- 2011 — Québec and the Grand Council sign the Framework Agreement on Governance
- 
- 2013 — Adoption by the Government of Québec of the *Act Establishing the Eeyou Istchee James Bay Regional Government*