

*JBQNA 1975-2010
35 Years of Development*



**GRAND COUNCIL OF THE CREES (EYYOU ISTCHEE)
CREE REGIONAL AUTHORITY**

Annual Report 2010-2011





Grand Council of the Crees (Eeyou Istchee)

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Message from the Deputy Grand Chief/Vice Chairman Ashley Iserhoff

It is my honour to report to the Cree Nation on the events of the past year, a busy and productive one. I must first of all take this opportunity to thank the staff members of the GCC(EI)/CRA. Without their commitment and dedication, much of what we accomplished this past year would not have been possible. It takes many people working together to make things happen.

I have been appointed to represent the Crees on a number of Committees, many of them established under the JBNQA and recent agreements, and I am happy to report on our activities. These Committees are part of the implementation of the agreements and through them, we ensure that we are on the right track and follow-up on the issues raised by the communities.

Cree-Québec Judicial Advisory Committee

In the past year at the Cree-Québec Judicial Advisory Committee, I have had the opportunity to work with the Department of Justice and Correctional Services to help plan for the growth of facilities, personnel and services in the Cree communities. There has been an incredible amount of development in this area, and as we look at the social issues that we are faced with, we hope that our investments in the justice system will inspire many to make positive choices. We need to keep supporting our people through services that will help them make healthier choices, and to be there for them when needed. We have been developing a number of programs to try to help our youth and children at younger ages to develop life skills so that they may lead healthier lives, filled with more opportunities.

Both as a Member of the Committee and in my role as Deputy Grand Chief, it has been my pleasure to focus on programs that will provide better services for the people and communities. These are obligations that started in 1975, but in the last few years we have expanded upon the services greatly.

A highlight of the past year was being a part of the Family Violence Symposium in Chisasibi. The issue of domestic violence is important, and the participants in this event brought a sense of encouragement and hope for the future.

Well-being in our Communities

As some of you may have noticed, I have taken my health very seriously and am making healthier choices when I eat. I also started exercising. These positive changes have led me to have more energy and to feel healthier. After seeing many Crees make physical activity a part of their daily lives, I thought that if they can do it, so can I. It is encouraging to see positive people inspire us to make a change.

Our ancestors were very active physically: it was our way of life, and it was necessary in order to survive. When I think of our many friends who face health challenges today, I hope that active living will help us to bring down the number of illnesses, and perhaps one day make us all healthy.



The Deputy Grand Chief has adopted an active lifestyle, and hopes to inspire others to make healthy choices as well.

In the coming year, with many different collaborators in the Cree Nation, we would like to work towards animating the Cree Nation to become more physically active, to improve our health and overall wellness.

'Intimate relationship with the land' is a dimension that is far from being mythical: it is certainly real, present and essential to the physical, mental and spiritual well-being of an individual and a society as a whole. For thousands of years, the Crees have depended on the land and lived within the natural cycles of life. Understanding and respect of the animal hunted was and is fundamental for survival. As Cree society is evolving, as it must inevitably do so in response to nearly fifty years of industrial development, it is imperative that the Cree Nation continues to embrace these fundamental values and to actively seek to maintain our traditional ways. Our challenge is to determine acceptable levels of change that will not compromise the continuance of Cree traditional ways and the well-being of Cree society, which in turn ultimately depends on the health of the land and wildlife populations.

As development on the territory continues to grow and more pressure is being put on the land and wildlife, it is vital for the health of the Cree Nation to better define our role in wildlife management and conservation. This will become particularly important in the context of the 'Plan Nord' recently announced by Québec's Premier Charest as well as within our work on Cree governance. 'Plan Nord' will need to be carefully monitored in order to ascertain that the Cree way of life is respected and wildlife health is sustained for future generations.

Hunting, Fishing and Trapping Coordinating Committee

The role of the Hunting, Fishing and Trapping Coordinating Committee (HFTCC) and the implementation of JBNQA section 24 will be critical in this process. The challenges and limitations of implementing the regime and ensuring the protection of our wildlife resources are numerous and will need to be addressed. The Coordinating Committee is mainly a recommending body with very limited powers and limited resources. The responsible government essentially can exercise its control at both the committee and the ministerial level, essentially making it difficult for the Native parties to have a significant role in the management and conservation of wildlife.

These limitations have recently been demonstrated when the Ministry essentially ignored the request of Native parties to close the sports hunt on the George River caribou population, and this despite the population's critical level. The Leaf River Herd, a population of importance to the Crees especially for the northern communities, is also facing an important decline. For this population, the HFTCC made its recommendations on restrictive measures to be implemented on the next sports hunt, some of which were ignored by the Minister. Further down towards the southern portion of the territory, the challenge of protecting the woodland caribou (forest-dwelling caribou) population

continues to be a concern for the Crees, as forestry continues to be pursued in its habitat without any conservation measures. Fortunately, the Crees have proposed the creation of a protected area in the Broadback-Lac Evans area, which will play an important role in the conservation of this population. The GCC(EI)/CRA has supported these proposals and is working hard to have them accepted and become a reality.

Another important element that we are addressing is the need for additional wildlife protection officers and ensuring that those in service can work on a full-time basis. The growing activities and accessibility of the territory will require that more investments are made so that enough officers monitor and ensure the protection of the land. Building interest for the Crees in this career path, training them and securing full-time employment will be key elements.

The Crees and the HFTCC will need to play a greater role in the wildlife management regime, and will need to have the necessary means to adequately ensure the implementation of that regime, to respect Cree rights and to ensure the protection and health of wildlife and its habitat.

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 JBNQA. This Committee consists of equal members from the Cree, Federal and Québec Governments. The Cree members are Isaac Voyageur, Norman Wapachee, Chantal Otter Tetreault and myself. This past year, the JBACE has addressed various issues that affect Eeyou Istchee, for example: Plan Nord, woodland caribou in relation to the review of forestry roads, upgrading of section 22 review, public participation procedure, revision of the Canadian Environmental Assessment Act, and the revision of the Québec Mining Act. Here are updates of certain files handled by the JBACE.

Following the announcement of the Plan Nord, the JBACE took the position that such a large plan that will promote numerous industrial developments that would lead to cumulative impacts on the territory should undergo a Strategic Environmental Assessment (SEA). We also think that the Plan Nord should not bypass the existing environment and social procedure under the JBNQA. An SEA is a decision-making tool that integrates plans, policies and programmes. This technique is used globally but is fairly new in Québec. The JBACE diligently promoted the usage of SEA to the Québec Government by illustrating its

efficiency through the production of a scoping document on the transport sector.

Forestry management plans are exempted from environmental and social review under section 22. However, the Ministry of Natural Resources and Wildlife (MNRW) must provide these plans to the JBACE for comment. Also, forestry roads over 25 km in length are not exempted and therefore must submit an impact statement. Currently, there are six forestry roads that are under review. One component requested for the impact study by the Review Committee (known as COMEX) is to locate wildlife affected by the impacts of the proposed forestry roads. As the proponents are forestry companies, such information can only be made available by MNRW. For several months, the JBACE asked that the MNRW provide this important information to COMEX for comparative analysis. We made various attempts at obtaining such data, for instance through the *Act Respecting Access to Documents Held by Public Bodies and the Protection of Personal Information*, to ascertain whether the proposed forestry roads have a negative impact on the woodland caribou. For the time being, the JBACE's position is that a precautionary approach must be taken until the issue is resolved.

Section 22 of the JBNQA recognizes Cree rights when it is time to review projects; this is rare universally, as many laws do not place such emphasis on aboriginal input. This

regime requires that Crees be consulted when a project is undergoing environmental and social review. However, this regime does not specify any standards on how public consultations are to be done, but takes an ad-hoc approach per project. The JBACE undertook the initiative to develop an official consultation procedure that will be applied to any project. The JBACE invited outside expertise to better develop such guidelines. This analysis will come to its conclusion shortly and the JBACE hopes to utilize it once it has been accepted by all parties.

The Plan Nord must respect Cree rights. In a general sense, these include the rights of the Crees under the Constitution, laws and Cree values and customs. More specifically, Cree rights stem from a number of agreements concluded with Québec and Canada, including the JBNQA and the New Relationship Agreements signed with Québec (2002) and Canada (2008).

Cree Nation Governance Working Group

As we continue to work on the Cree Nation Governance Working Group, I learned a great deal in the consultations that took place. The Cree people provided their input and direction on the Governance of Eeyou Istchee. I look forward to the work that will be continued

[... the Plan Nord should not bypass the existing environment and social procedure under the JBNQA.]

in this area, as it is a very important piece of history that all of us will be a part of. I encourage you to participate in these consultations.

Cree Nation Youth Council

When I first started out in leadership, as any young person at that time, I sometimes felt that being in leadership was intimidating. However, being part of the Cree Nation Youth Council (CNYC) brought me to many areas and exposed me to being in leadership. I want to commend the members of the CNYC for their work, and for reaching out

year, I can think of a group of youths from Wemindji who took their education seriously, who were supported and encouraged by family and friends in school, on ice and off-ice, and who went to a provincial tournament: both teams won the provincial championships.

With that example, they reminded and taught me a great deal: when we rally behind our young people, inspire them and encourage them, we see them accomplish great things. Let's continue, become a mentor, volunteer your time for our young people. It will be memories that will inspire you forever.



Participants in the 25th Anniversary CNYC Annual General Assembly, which was held on the Washaw Sibi Traditional Territory in August 2010.

to other First Nations people in Québec and elsewhere – it had been a dream to see our CNYC provide training and development to others.

There are so many young people in the Cree Nation accomplishing great things and I do know that there will be more inspiring stories to come. As I reflect back on this

My parents continue to help me and my siblings and we all know that our accomplishments are also theirs. My brother Matt, who only a few years ago used to sing at our local arena, recently won a National Aboriginal Music Award with his group CerAmony, and more recently a Juno Award also. My brother Shawn obtained his Degree in Business and Science.

I am proud of my little brothers, just as I am proud seeing our young people shine in the Cree Nation. You are our hope and we will be there to continue to help you make your dreams a reality. Keep working hard at school!

It has been a remarkable year both with work and with my family. I would like to thank my family and

friends for their continued support – your love and guidance means a lot.

I look forward to another exciting year. May God continue to bless each and every one of you.



Grand Council of the Crees (Eeyou Istchee)



Message from the Executive Director Bill Namagoose

Another year has passed and we have made progress in a variety of areas. We could have made more progress but the federal politics over the past year have made it difficult to get the focus of government on our issues, as the parliamentarians were thinking about the election.

The Cree Nation is an old and historic nation with very deep roots in Eeyou Istchee, but the challenges we faced over the last 40 years have been very significant, as they have transformed our way of life more quickly and more profoundly than anything in the past.

We have had great challenges from developments that have changed the Cree way of life and continue to do so, but our ancestors knew their way of life on the land even if the land was not always kind to them. They undoubtedly often faced far greater personal challenges just to survive on the land. Some would lead us to believe that life in the past was paradise, but my great-grandmother, who was born in 1888, told me otherwise. Life was hard, sometimes people starved, there was sickness and the traditional medicines did not always sustain life; there were social problems that were often unresolved. This is a lesson that guides me in my life and helps me put many things into perspective.

The Grand Council as an organization will be 40 years old in 2011. It has a good track record in protecting and enhancing Cree rights. The success is apparent on the ground and in the life of our Nation. We have come far from when we were the underdogs and were challenging reckless development that did not respect our people's way of life. We now are trying to find benefit in development and we search for ways to accommodate it, and to make it compatible with our way of life and with the environment.

This past fiscal year, the Cree Nation Government has greatly expanded. With the amalgamation of the Cree Police Force, the CRA now has 348 employees. Many others were retained this past year to perform the many functions necessary to implement the New Relationship Agreements that we have with Canada and Québec, and to build a Cree Government that will



defend and grow our place in Eeyou Istchee. This is a very good sign, as the promise of the Cree Nation taking on a greater role in administering our own affairs is materializing. These jobs to be performed by Cree employees are jobs that would not have been created within the Québec and Federal Governments, had we not negotiated and ratified the new agreements that we have with these two levels of government.

Most importantly, we see the impacts that these agreements have had on community development. We are still catching up but the progress is apparent. The new agreements have created local jobs and given a sense of direction and progress at the local level. However, we still have too many of our people who have not yet found access to jobs or opportunities.

These jobs and opportunities can be realized in part by our participation and inclusion in the development of the territory. We took part in the Plan Nord process as the proposed developments will directly impact our land and people – positively and negatively. We will benefit if we participate and if we have a say in how development is carried out. Boycotting is not an option for our people, as that would give free rein to governments and developers to do as they please.

The CRA planning of local projects and the assistance it provides to the Cree communities need to be expanded and improved. This will be one of our priorities this coming fiscal year.

I am grateful for the support of the community Directors of Operations and Treasurers and for the work that we do together. This partnership is a great forum for the communities to listen and learn from each other and

to give direction to the Cree Nation Government on how to allocate financial resources for community development.

Our participation in the Plan Nord was contingent on changing the governance of the territory from a government of exclusion to a government in which we are equal participants. The negotiations and the subsequent signing of the Framework Agreement with the Government of Québec **prove that we are capable of devising and proposing** solutions to problems of this magnitude. Negotiations are not about taking a complaint to the governments and asking them to solve it. It is about describing the problem and making proposals on how to solve it.

The construction of the Police Headquarters and court houses is a sign of progress as it brings the prosecution of justice home so that our people can see the process of justice in the making. The presence of these facilities is very symbolic. A self-determining Nation needs police and justice services to function properly. Police and justice are two pillars of governance of all Nations. These services will however need to be expanded and improved over time to ensure that they respond to the needs of our communities in ways that express our sense of safety and justice.

I take this opportunity to welcome all of the new employees of the Cree Regional Authority, the interim Cree Nation Government, and to wish that your careers with the Cree Nation are long and rewarding. You are not carrying out a job but performing a service for the people, and you will be justly rewarded. At times the tasks you will encounter will look daunting, but we always seem to manage to resolve complex challenges by being patient and fully assessing and understanding the issues of the day, and then doing what is right. That is the Cree way.

Cree Nation Governance Working Group

We Crees have governed ourselves since before recorded history. In the last 35 years, we have slowly put together governing structures and bodies to make decisions, care for each other, and relate to the outside world.

For many reasons, we now have the opportunity to look at our own governance as a whole and to create what will work for us in the 21st century. The Federal Government supports this initiative, as the mandate for a process on Cree governance comes from Chapter 3 of the New Relationship Agreement.

A “Cree Nation Governance Working Group” (CNGWG) was thus created to look into the matter. After extensive study of the topic of governance, the Group decided that it would hold Cree values, and that it would consult with people in order to identify the values that they want in Cree governance. The Group also set out to collect suggestions that Crees have regarding their government, in order to create the foundations of a governance model that reflects the people’s wisdom.

Timeline of Consultations

In the late winter of 2010, pilot consultations were held in Waswanipi and Whapmagoostui. The process used was refined after these meetings, and tested at the CNGWG meeting in June 2010.



April Pachanos

Mistissini Elders sharing their wisdom at a consultation meeting.

Between August 2010 and February 2011, the traveling consultation team gathered input from elders, youth, men, women, and leaders in ten communities including Washaw-Sibi, five government entities (Youth Council, Cree Women’s Association, Cree School Board, Cree Trappers’ Association and Cree Health Board), and five locations

outside of Eeyou Istchee where Crees live and study (Val d’Or, Ottawa, Montréal, North Bay and Sudbury).

A local representative set up each consultation, so there were local differences, but the same questions were asked to everyone.

The questions were also asked in surveys linked to the CNGWG website (<http://cngwg.ca>) and the Facebook page for the Group (<http://www.facebook.com/CNGWG>).

Process

The intent of the process was to gather ideas from participants to help create models of governance, so that the models could reflect the will of the people.

In each consultation, a slideshow was presented about our history of Cree governance, so that participants understood the topic and the great legacy that this process is building upon. (This slideshow is available on the Facebook site for CNGWG).

Then we asked three main open-ended questions:

1. “What are the Cree core values and guiding principles that we want to see in a governance model for the future?” People wrote their answers on cards that were then clustered on the wall, and then the themes were identified.
2. After a quick video sharing a proposal for Québec that Abel Bosum and his team are working on, we asked, “What suggestions do you have for the negotiating team for the proposal to Québec?”
3. The next question was “What are some specific suggestions you have for the form of government that we are creating for the Cree Nation?” People walked along posters on the wall and wrote their thoughts on sticky notes.

All of the results were documented: the card workshops are each presented in information tables, the suggestions for the Québec proposal are documented by a video camera and notes were typed as people were speaking, and the specific suggestions for the form of government were typed up as well.

Number of Participants

Each community had elders, women, men, youth and secondary students participating, in different groups depending on the community setup and community events. Our youth were highly represented.

- Mistissini: 165 (4 groups)
- Chisasibi: 153 (4 groups)
- Washaw Sibi: 20 (1 group)
- Val d'Or students: 5 (1 group)
- Ottawa students and community: 51 (2 groups)
- Waskaganish: 61 (3 groups)
- Eastmain: 42 (4 groups)
- Waswanipi: 115 (4 groups)
- Oujé-Bougoumou: 41 (4 groups)
- Wemindji: 40 (4 groups)
- Nemaska : 58 (4 groups)
- Whapmagoostui : 65 (5 groups)
- North Bay : 16 (1 group)
- Sudbury: 10 (1 group)

In addition, meetings with four entities involved more than 50 additional people, and the Facebook page and website pages attracted even more participants.

In total, more than 900 participants took part in the community consultations.

Summary of Values and Guiding Principles

In February and March, 2011, the CNGWG summarized the input collected from all participants. Each of the phrases presented below holds many ideas from many people – there were more than 1000 different ideas expressed. A separate document presents all of the elements that make up each of these eleven values.

As a Cree Nation we hold these values and principles in governance:

- TaapwaayaayihTimuwin (Spiritual Beliefs).
- Integrity.
- Building a Strong Foundation.
- Eeyou Kischihuwin.
- Eeyou Miyupimaatsiium, Health and Social Well-being.
- Cree Identity / Being Iiyiyuu.
- Eeyou Uchimaau.
- Eeyou Pimaatsiium.
- Economic Power – Control of Land.
- Respect.
- Youth and Education.



Participants in a CNGWG 'cards workshop'.

Recommendations to Québec Negotiating Team

Across the whole Cree Nation, there was strong support for the Cree proposal to Québec on governance that Abel Bosum's team had presented. No one suggested less than the proposal. Many people wanted to go further, and have full control over category III lands.

Quotes:

- "Today, we are trying to save our lives and our way of life." – Chisasibi Elder
- "The thing I want to recommend, the maps of the territories, specially the lands in the territory, have the actual names that were given by the people that lived in the land." –Chisasibi Woman
- "To me the only place we gave away our own rights are the areas where they build the dams and camps for the workers. I hope Abel will fight for the land to take back what is rightfully ours." – Chisasibi Elder
- "Conscience of the land, land is the base of the negotiations." – Ottawa Student
- "We have the knowledge and we are capable of running our own land." – Waskaganish Elder
- "Ski doo trails on their lands, the Eeyou can't ride on them and yet it's their property." –Waswanipi public
- "I noticed on the highway that there are signs up where we can't camp, hunt and so on." –Chisasibi public
- "We are not allowed to hunt near the hydro camp and the sport hunters are hunting." –Chisasibi Council

- “Why propose a joint venture when we can have it all.” – Waswanipi Youth
- “I will be glad to have our people to have full control of the land, we have our communities, controlling all the categories, that’s what I want to see. This is our land.” –Oujé-Bougoumou public
- “No more strings attached. The non-Cree government always has to find a way to be attached.” – Mistissini Elder
- “Can we ask that the category I and II lands be expanded by community on the basis of today’s population rather than by the population in 1975?” – Nemaska Youth
- “Make sure it’s a nation-to-nation relationship.” – Wemindji public



Gaston Cooper

Main Themes of Specific Structural Suggestions

In February and March, 2011, the CNGWG summarized the specific structural suggestions from the answers that participants gave to the ten (10) questions presented on posters, as well as other insights from the values workshops. There were over 1000 different suggestions from the people that clustered into 15 different themes of “Building Blocks for Cree Governance”.

As the Cree Nation, we suggest the following building blocks for government structure:

- Division of Powers.
- Eeyou Knowledge to Good Governance.
- Maintain Traditional Economy.
- Cree Law over Lands.
- Educate to Empower.
- Economic Self-Reliance.
- Communications.
- Keep Cree Values.
- Ancestral Laws and Values.
- Broad Representation in Decisions.
- “Ministries” of Cree Government.
- Accountable Actions.
- Nationhood.
- Balance of Local and Regional Powers.
- Cree Collective & Cree Individual Rights for Citizenship.

Next Steps

The CNGWG will be using the information collected through the consultations to build models of governance that will work for Cree people. Each of the values and building blocks will be a part of the models. These models will ultimately be taken to the people for consideration.

Conclusion

We thank all in the Cree Nation for their participation. Together, we will build a government that reflects our long history and values in governing ourselves, and builds a strong foundation for our self-governance into the future.

William Mianscum, CNGWG Coordinator

Cree-Canada Relations

This last year we have been busy mainly with the implementation of the *Agreement concerning a New Relationship between the Government of Canada and the Crees of Eeyou Istchee* (Federal NRA), with the approval process of the *Eeyou Marine Region Agreement* (Cree Offshore Agreement) and with the negotiation of an agreement on Cree Nation Governance as called for in the Federal NRA.

1. Implementation of Federal NRA and Governance - Phase 1

Assumption of responsibilities by the CRA

The Federal NRA recognizes that the Cree Regional Authority plays an important role to help meet the current and future needs of the Cree Nation, including through the provision of various programs and services in the Cree communities. This role for the Cree Regional Authority is also recognized in the *Cree/Naskapi (of Québec) Act* which was recently amended to provide the Cree Regional Authority with new by-law making powers on Category IA lands in the fields of public health and safety, essential sanitation services, fire protection, the environment, natural resources and the prevention of pollution.

These amendments came into force in February 2010 and during the past year, the Cree Regional Authority continued to work on the development of a series of by-laws concerning these matters in order to better support the Cree communities in the application and implementation of appropriate and uniform standards.

The Federal NRA contains an undertaking by the Federal Government to review with the Crees the feasibility for the Cree Regional Authority to assume 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 continued this year with a view to assessing the type of responsibilities under these laws that would be transferred to the Cree Regional Authority. These discussions are coordinated with the present efforts to set up the Environment Department of the Cree Regional Authority.

Amendments to the James Bay and Northern Québec Agreement

The Federal NRA also contains an undertaking by the Federal Government to review and address certain outstanding provisions and commitments under the James Bay and Northern Québec Agreement (JBNQA). These include:

- Changes to the JBNQA to modify the general amending mechanism set out in paragraph 2.15 to ensure that in the future, only those parties to the JBNQA whose interests are affected by a proposed amendment will be required to agree to that amendment. The parties will also ratify all past amendments to the JBNQA that may have been made without the consent of all interested parties.
- Changes to the JBNQA to modify the ten-year clause to ensure that beneficiaries who are absent from the territory for extended periods for reason of health, education or employment with a particular Cree Nation entity will continue to exercise their rights and receive benefits under the JBNQA.
- Changes to the JBNQA in order to include the final territorial descriptions of the Cree Category I lands of each Cree community and to take into account, for example, modifications required due to the cancellation of the Nottaway-Broadback-Rupert Hydroelectric Project.

Discussions on the land descriptions continued with Canada, Québec and the Cree communities. Changes to the ten-year clause will require further discussions with both Canada and Québec and all parties to the JBNQA will participate in discussions over changes to the amending formula, once proposals on these changes have been reviewed and approved by the GCC(EI)/CRA.

Amendments to the Criminal Code and the Canada Evidence Act

The GCC(EI) continued to review possible amendments to the *Criminal Code* and the *Canada Evidence Act* to adapt certain provisions to the circumstances, usages, customs and way of life of the Crees as mandated by the JBNQA. A report of these possible amendments was submitted to the Cree-Québec Judicial Advisory Committee and the recommendations of this Committee will lead to another meeting with Canada to discuss any amendments to federal legislation required to resolve certain issues encountered in the administration of justice for the Crees.

2. Canada-Cree Negotiation Process on Governance – Phase 2

The Federal NRA calls for a second phase of Canada-Cree negotiation on regional governance. These negotiations focus on the consolidation of existing regional government structures, particularly the Cree Regional Authority, and they may lead to new powers being exercised by this entity on Category IA lands. Such new powers would be distinct from powers and responsibilities exercised by Cree local governments and other regional entities.

These negotiations are to lead to an agreement-in-principle within three years of the coming into force of

the Federal NRA and to a final agreement within five years. The timeline to conclude an agreement-in-principle was extended by an additional year due to some delays in starting these negotiations. These delays were mainly due to Canada's own internal organization, such as federal elections and the change in federal negotiator, and its insistence that Québec be a full party to these negotiations. Québec wants to be involved but its focus is mainly on the Cree-Québec governance process and the participation of the Crees in the governance of Category II and III lands.

Given the urgency of completing a governance agreement with Québec in order to change the existing James Bay Municipality structure with one that is democratic and respectful of Cree rights, it is difficult to see how Canada's efforts to dogmatically apply its self-government policy to James Bay can do anything but slow down efforts to make progress in the development of the region. The apparent lack of federal political support for the expedient conclusion of negotiations on governance regimes in James Bay Québec may well be the cause of the failing approach used by the Federal Government to date.

Of the matters to be negotiated, there is to be a Cree constitution. The Cree Governance Working Group will provide guidance for the development of this Cree constitution, which will meet Cree and federal expectations. The constitution is a document setting out the way in which Cree leaders are elected and the types of powers accorded to them. It would also set out the structures of Cree government and how funding will be managed. Other issues fundamental to the Cree vision of their government may be included in the constitution. The constitution will provide stability of governance structures while also setting out a process for the Crees to modify these basic structures when required.

Some of the other matters to be negotiated include:

- the relationship between the Cree Nation Government and other governments including Québec and Canada;
- the status, nature and scope of Cree Nation Government powers in respect to the laws of Québec and Canada;
- resolution of disputes between bands;
- requirement for consultations;
- the extent to which the laws and policies of Québec and Canada apply to the Cree Nation Government;
- delegations of powers;
- the courts that would hear different types of legal disputes;
- the rules applying to the creation of new bands;
- the repatriation of Cree artefacts;
- the way in which existing agreements would be implemented by the Cree Nation Government in the future;
- taxation, revenues and reporting to Canada;
- ownership of property;
- modifications required to the laws of Canada;
- the role of the Cree-Naskapi Commission;
- the legal status and rights of non-Crees on Category 1A lands.

In October 2010, the Crees presented a proposal to Canada that would bring about a resolution of the issues concerned in the timeframe that we want. Under this approach, the existing governance structure of the Crees would take on more powers through delegations. All other issues can be dealt with through intensive negotiations of the issues and through consultation with the Cree communities once the proposed final agreement has been set out.

[... the existing governance structure of the Crees would take on more powers through delegations.]

3. Section 22 of the JBNQA and the Canada Environmental Assessment Act

Over many years and until recently, section 22 of the JBNQA was subject to litigation with Canada and as a result, discussions over the application and implementation of federal environmental assessment in the JBNQA Territory was not contemplated in the Federal NRA. This year, the court case known as the "Vanadium Case" was finally decided by the Supreme Court of Canada. The court stated in its decision that the review conducted under the Canadian Environmental Assessment Act (CEAA) "...will be structured to accommodate the special context of a project proposal in the territory covered by the Agreement, including the participation of the Cree."

This comment and other similar references in the decision and the nature of Cree rights in section 22 led to the holding of discussions with the Canadian Environmental Assessment (CEA) Agency on how Cree rights in section 22, including the right to participation in the review processes of projects in the territory, could be accommodated in the CEAA. Because the CEAA is to be reviewed by Parliament in the near future, an interim understanding with the CEA Agency has been developed and implemented even though there is, as of the present, no agreement on this matter. When the CEAA comes for review before the Standing Committee on Sustainable Development and the Environment, the GCC(EI)/CRA will make representations with respect to the accommodations to be made on a more permanent basis and to be contained in an agreement with

Canada. The Cree brief to the Standing Committee will be written this autumn in time for the hearings. The brief will be submitted to the Council/Board before it is completed and submitted.

4. Consolidation of Funding

At the time of the negotiation of the Federal NRA, certain amounts of funding that were essential to the estimation of the overall cost of government over the 20-year term of the agreement were to be rolled into the overall payment from the various programs that had provided this funding in the past. These were: (i) funding for the Operations and Maintenance of the Cree communities, (ii) Capital Grants (A-base) funding for Cree communities, and (iii) funding for the Cree regional associations including the Cree Trappers' Association (CTA), the Cree Outfitting and Tourism Association (COTA) and the Cree Native Arts and Crafts Association (CNACA).

During the negotiations, Canada found that their policies for the provision of such funding did not allow them to sign agreements of more than 5 years' duration. Consequently, upon the signing of the Federal NRA, Canada renewed some of these funding arrangements for five years and some others for one year only.

Subsequently, the Treasury Board policy for the funding of such programs was revised and it now allows for longer term funding arrangements dependent upon various factors including the past duration of funding arrangements, consistency and proven record of the recipient to deliver the programs. On this basis we asked Canada to provide funding for these programs and services for the remaining 16 years of the Federal NRA. This proposal is currently under review by Canada.

In the same vein and based on similar reasons, we asked Canada to extend, for the life of the Federal NRA, the additional funding received from Canada for Human Resource Development Programs. Under the Federal NRA, the Cree Regional Authority assumes for the life of that agreement some of Canada's responsibilities towards the Crees under the JBNQA. This assumption of federal responsibilities for Human Resource Development Programs is conditional on the continuation of Canada's funding through its regular programs. The CRA and Canada are currently pursuing discussions on the modalities of such regular program funding.

5. The Eeyou Marine Area Agreement (Cree Offshore Agreement)

In July 2010, we signed the Cree Offshore Agreement after it was successfully ratified by the Cree Nation. Following extensive community presentations between January and March 2010, the Crees ratified the Cree Offshore Agreement through a Cree Nation-wide referendum between March 15 and 26, 2010, in which 8,433

eligible voters participated. Of those who voted, 95 percent voted in favour of the Cree Offshore Agreement. Among all those who were eligible to vote, more than 70 percent voted in favour of the Agreement.

The main elements of the Cree Offshore Agreement include:

- ownership by the Crees of most of the islands in Eastern James Bay and Southern Hudson Bay from Long Island going South;
- joint ownership by the Crees and Inuit of most of the islands from Long Island North to Umiujaq;
- ownership will include the subsurface mineral rights in the islands owned by the Crees or jointly owned by the Crees and Inuit;
- 5 percent share of all royalty payments made to government flowing from natural resources extracted in the seabed;
- \$50 million in compensation paid over nine (9) years;
- a Cree harvesting regime for the offshore providing that Crees may harvest throughout the area;
- Cree participation in various institutions of public government, including a wildlife board, an impact review board and a land use planning commission;
- detailed provisions concerning Cree participation in development projects through Impacts Benefits Agreements;
- Cree governance rights in the offshore will remain unaffected by the proposed treaty;
- detailed provisions concerning protected areas, land use planning, government employment and contracts, archaeology, ethnographic resources, etc.

Over the summer, we filed the results and the referendum materials in the Archives of Canada. In preparation for the Cree Offshore Agreement to be presented in Parliament, we worked on the briefing material for the members of the Senate and the House of Commons. We also made the preparations to appear before the Standing Committee on Indian and Northern Affairs.

Once a land claim agreement like the Cree Offshore Agreement is ratified through a referendum by an Aboriginal people, the Government of Canada must present the agreement to Parliament and propose the adoption of a special law for the ratification of the agreement by Canada. In order to ratify the Cree Offshore Agreement, the Minister of Indian and Northern Affairs prepared a special bill to be introduced and approved by Parliament after review by special House and Senate committees. The bill to ratify the Cree Offshore Agreement is completed and was reviewed by the GCC(EI) earlier this year. The Minister of Indian and Northern Affairs, John Duncan, assured us that the Cree Offshore Agreement was high on his list of priorities, but due to the federal elections, the introduction of the bill was delayed and will hopefully be introduced when Parliament resumes after the summer.

Cree–Québec Relations

1. Governance in Eeyou Istchee

As reported last year, the GCC(EI)/CRA had raised a formal dispute with Québec under the *Paix des Braves* challenging the Québec *Act to amend the James Bay Region Development Act and other legislative provisions* (Bill 40, 2001), delegating to the non-native mayors of the southern municipalities the control of the Municipalité de Baie-James (MBJ).

On February 25, 2010, the Grand Chief and Premier Charest put in place a special process of high-level discussions between the Crees and Québec, under the Standing Liaison Committee, to resolve the dispute regarding Bill 40, the MBJ and related governance issues.

On April 15, 2010, the Crees submitted to Québec a draft governance proposal for the Territory of Eeyou Istchee. The basic object of the proposal was to ensure full participation by the Crees in the governance and development of Eeyou Istchee.

Negotiations on the Cree proposal began with Québec in September 2010 and continued intensively through the spring of 2011. The Grand Chief reported on the progress of negotiations to the Council/Board at meetings in July, October and December 2010 and in March 2011.

Negotiations on a draft “Framework Agreement on Governance in the Eeyou Istchee Territory” were completed on May 2, 2011. At a special meeting held on May 3, 2011, the Council/Board approved the draft Framework Agreement and authorized the Grand Chief to sign it on behalf of the Grand Council of the Crees (Eeyou Istchee)-Cree Regional Authority.

On May 27, 2011, the Cree Nation signed with Québec the Framework Agreement on Governance in the Eeyou Istchee Territory. The Grand Chief and Premier Charest both called the signature of the Framework Agreement a historic event, since it signals a new era in governance in the Eeyou Istchee James Bay Territory. As Premier Charest stated on May 27, the Framework Agreement marks the “point of no return” for the reform of governance in the Territory.

The Framework Agreement states the clear intention to include the Crees as full partners in the governance of the Territory. It will strengthen Cree autonomy in the economic and political development of Category II lands. It will bring the Crees and Jamésiens to work together for the first time within the same governance structure on Category III lands.

The Framework Agreement marks another important step forward for the Crees regarding our jurisdiction in Eeyou Istchee. It expresses the original intent of the *James*

Bay and Northern Québec Agreement. It builds upon the *Paix des Braves* by strengthening the Nation-to-Nation relationship between the Crees and Québec with respect to governance in Eeyou Istchee.

The Framework Agreement commits the Crees and Québec to negotiate a Final Agreement on Governance in Eeyou Istchee within a period of one year. It defines the key elements to be incorporated into this Final Agreement. These include the following:

- Extension of Cree jurisdiction over Category II lands with respect to (i) municipal matters, (ii) land use planning and zoning and (iii) economic and lands and forestry resources planning and management;
- Creation of a new public regional government on Category III lands with representation from both the Crees and non-Aboriginal 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;
- Abolition of the Municipalité de Baie-James (MBJ) and its replacement by the new regional government on Category III lands;
- Transfer of the assets, rights and powers of the Société de développement de la Baie James (SDBJ) to the Cree government on Category II lands and to the new regional government on Category III lands;
- Settlement of (i) the legal proceedings between the Crees and Québec regarding Section 11B of the *James Bay and Northern Québec Agreement* and (ii) the dispute between the Crees and Québec regarding Bill 40 (2001) and MBJ.

Together with the Plan Nord, the Framework Agreement provides a vision for the future governance and economic development of the territory. Just as the Plan Nord holds the promise of a new era for Cree participation in the economic development of Eeyou Istchee, so the Framework Agreement opens the way to a new era for Cree participation in the governance of Eeyou Istchee.

The Cree negotiation team was led by Abel Bosum and Bill Namagoose under the direction of the Grand Chief and the overall supervision of the Council/Board.



John Farrington

Abel Bosum and Bill Namagoose led the negotiations with the Government of Québec for the Framework Agreement on Governance.

Community consultations will be held to inform the Crees of the contents of the Framework Agreement and its meaning for the Cree First Nations, their members and the territory of Eeyou Istchee.

The Framework Agreement provides for a Final Agreement on Governance to be concluded within one year. It is hoped that this objective can be achieved by the end of 2011.

2. Plan Nord

On May 9, 2011, Premier Charest officially announced the Plan Nord for Québec. It is an ambitious plan that provides for the integrated economic development and environmental protection of the area of Québec north of the 49th parallel over the next 25 years.

The Grand Chief and Deputy Grand Chief attended the announcement ceremony and signed the Partners' Declaration on behalf of the Cree Nation. The Grand Chief stated that he supported, on behalf of the Cree Nation, the Plan Nord. This was made possible by two main factors. The first was the progress made in the negotiations on the Québec Governance Framework Agreement. The second was the commitment in the Partners' Declaration that the Plan Nord must respect the agreements already signed with the First Nations and that its implementation must be sufficiently flexible to adapt to the future direction of the negotiations underway, in particular concerning questions of governance.

The Crees of Eeyou Istchee have been fully involved in the Plan Nord process from its beginning. The Grand Chief and Deputy Grand Chief attended all meetings of the Partners' Table and of the Aboriginal Partners and put forward the Cree position on all issues arising there.

Cree working groups were established and contributed position papers for all of the sectors covered by the Plan Nord:

- (a) Access to Territory/Transport;
- (b) Community Development;
- (c) Health and Housing;
- (d) Education;
- (e) Culture and Identity;
- (f) Wildlife;
- (g) Bio-Food;
- (h) Tourism;
- (i) Energy;
- (j) Mines;
- (k) Forestry.

The efforts of these Cree working groups resulted in the Crees' own Plan Nord, a comprehensive document entitled *Cree Vision of Plan Nord*, available for consultation on the GCC(EI)/CRA website: <http://www.gcc.ca/>. This effort was coordinated by the Crees' Québec negotiator, Abel Bosum.

Throughout the Plan Nord process, the Grand Chief emphasized the link between economic development and governance. He repeatedly asserted that the governance structures in Eeyou Istchee resulting from Bill 40 (2001), that exclude the Crees from participation in the governance of the territory, are unacceptable and must be fixed in order for the Crees to be able to support the Plan Nord.

In addition to governance, the Crees have advanced specific demands with regard to all of the sectors covered by the Plan Nord. Among them are the following subjects, fuller details of which can be found in the *Cree Vision of Plan Nord*:

Housing: The Crees require the support of the Government of Québec to help address the acute needs for social housing in the Cree communities. The total Cree housing requirements for the period 2009-2014 has been determined at about 2,100 units. The regular program funding provided by Canada is wholly inadequate to meet Cree housing requirements. The Crees have therefore sought an undertaking from Québec to work with the Crees to develop a joint Cree Housing Action Plan.

Protected Areas. The Plan Nord calls for the protection from industrial activity of 50 percent of the territory covered. It is essential that Crees be fully involved in the definition of the concepts and principles that will guide the Plan Nord and the definitions of "industrial activity" and "Protected Areas". The Cree must be fully consulted in the preparation of any legislation to give effect to the Plan Nord and the protected areas, before this legislation is tabled. In May 2011, Premier Charest formally announced in Oujé-Bougoumou the creation of the Assinica Park, the first environmental measure under the Plan Nord.



John Farrington

Jean Charest announces the creation of the Assinica Cree Heritage Park in Oujé-Bougoumou, May 2011.

Transportation. The Crees have requested the implementation of the specific transportation projects identified in the *Cree Vision of Plan Nord* within the next ten years. Special emphasis must be placed on (1) the paving of access roads to the Cree communities and of streets and roads within the Cree communities; and (2) the construction or upgrading of air terminals and landing strips for all nine Cree communities.

The Crees broadly support the Plan Nord proposal for the extension of Route 167, and the study for a deep-water port at Whapmagoostui and a road linking it to the south, announced in the Québec Budget of March 2011. These two projects, as well as the proposed land link to Nunavik, would facilitate the development of the mining, energy and tourism potential of the North. The Crees would expect to share in the benefits associated with this development.

Tourism. The Plan Nord refers to the rich tourism potential of the North. It states the objective of making the North a world-class tourism destination. The Crees have been working for many years to develop the tourism potential of Eeyou Istchee, but much remains to be done. In order to develop the full potential of the tourism industry in Eeyou Istchee, the Crees require support and funding from Québec for the planning and implementation of tourism infrastructure (hotels, lodges and the like) in Eeyou Istchee.

Energy. The territory of Eeyou Istchee possesses considerable undeveloped renewable energy potential, primarily wind and hydro-electric. The Crees are open to the development of the renewable energy resources of Eeyou Istchee, subject to certain principles and conditions:

- (a) A plan must be put in place by the Crees and Québec that would permit the Crees to participate as partners in at least 1,000 MW of renewable energy projects in Eeyou Istchee over the next ten years.

- (b) The conclusion of an Impact and Benefit Agreement between the Crees and energy proponents should be made a requirement for undertaking any energy project in Eeyou Istchee.
- (c) Energy development projects must be environmentally and socially acceptable, and subject to the Environmental and Social Protection Regime of Section 22 of the JBNQA.
- (d) The interests of the Cree Nation as a whole, of the various Cree First Nations and of the Cree tallymen and hunters must be protected in the development of the energy resources of Eeyou Istchee.
- (e) The Crees must be full partners in the development of energy projects in Eeyou Istchee.
- (f) A block of renewable energy must be set aside for development by the Crees in Eeyou Istchee. The amount of this Cree block is to be determined in negotiations between the Crees and the Government of Québec.

Implementation. It has been said that the Plan Nord will be a continuing process, not a single list of projects. The implementation of the Plan Nord process will therefore be critical to its success. The Crees have requested that a special Cree-Québec process be established to oversee the implementation of the Plan Nord in Eeyou Istchee and to ensure that it responds adequately to Cree expectations. This process should proceed under the Cree-Québec Standing Liaison Committee created by the *Paix des Braves*.

The GCC(EI)/CRA will pursue its discussions with Québec regarding the implementation of the Plan Nord to ensure that Cree expectations for tangible benefits are met. The Cree Chiefs and Council/Board will be regularly consulted and reports will be submitted to them in this regard.

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. This Agreement created 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").

The parties began negotiating the Agreements in 2002. However, in 2008, the Mistissini issues were severed from

the Oujé-Bougoumou issues in light of major delays related to the settlement of Mistissini's height of land claim.

To ensure that Oujé-Bougoumou would not be penalized by delays in the resolution of Mistissini's height of land claim, a proposed Complementary Agreement No. 22 was initialed on July 14, 2010 and a proposed Final Agreement was initialed 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.

Therefore, after almost nine years of discussions, the Oujé-Bougoumou texts are agreed upon at the level of the negotiators.

In the initialed Agreement, the GCC(EI) ensures that Mistissini's position and claim are not jeopardized. By the same token, the Québec negotiators agree to increase the total land area contemplated by Section 5 of the JBNQA until the Mistissini issues are resolved. As such, the lands area for Oujé-Bougoumou is added to the land area for the other eight Cree bands, but on a temporary basis.

Once executed and in force, this Complementary Agreement will legally secure Oujé-Bougoumou as a Cree band under the JBNQA and related legislation, with the same powers, rights and responsibilities as the other Cree bands, subject to a transitional period necessary to allow for the transfer of lands.

Bill C-28, entitled *An Act to amend the Cree-Naskapi (of Québec) Act* was given royal assent on June 11, 2009 (now Chapter 12 of the Statutes of Canada 2009). It amends the *Cree Naskapi (of Québec) Act* ("CNQA"). Some of the 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 the land is set forth in the initialed 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 million 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) is thus providing support to Mistissini in this context.

The GCC(EI) will continue its efforts in 2011-2012 to ensure that:

- The Complementary and Final Agreements related to the incorporation of Oujé-Bougoumou in the JBNQA are approved by Québec and Canada, executed and entered into force;
- The related surveying work continues in order to trigger the coming into force of the amendments to the CNQA incorporating Oujé-Bougoumou as a Band under federal legislation;
- Québec takes the required steps to incorporate Oujé-Bougoumou into provincial legislation;
- The issue of the transfer of Mistissini Category I and II lands and the corresponding capital transfer of \$20 million proceed diligently; and
- Cree rights and interests are protected in the context of Mistissini's initiative with respect to the height of land claim.

4. Health Funding Negotiations

Pursuant to the provisions of the *Paix des Braves*, a table was set up to resolve the long outstanding funding shortfalls for the Cree Health Board. This resulted in an agreement signed in 2005 between Québec, the GCC(EI)/CRA and the Cree Health Board providing for very substantial funding increases for Cree health and social services in order to implement an ambitious development plan. Consequently a five-year operations funding package was agreed to until March 31, 2009 and a seven-year capital plan was to be funded until March 31, 2011.

An agreement was signed with Québec in Chisasibi on February 3, 2010 extending the term of the Health Agreement until March 31, 2011. Discussions are to begin shortly with Québec regarding the renewal of the Health Agreement and related Funding Framework.



Willie Matches Memorial Miiyuupimatisiun Centre, which opened its doors in 2010 in Wemindji.

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 initiated discussions in order to renew the Cree education funding envelope for another five-year period.

A formal table was set up at which Bill Namagoose and Reggie Neeposh act as co-spokespersons for the GCC(EI)/CRA and the Cree School Board respectively. Negotiations were completed and a new funding arrangement secured.

The negotiations have resulted in a 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.

6. Justice

Within the terms of the *New Relationship Agreement* with Québec (QCNRA), a commitment had been made to resolve, between the Cree Nation and Québec, the implementation of Section 18 of the JBNQA concerning Justice.

On May 30, 2007, a formal agreement was signed with the Government of Québec under which the CRA is provided an annual amount of \$13 million for the 2007-2008 financial year, and for each subsequent financial year for a duration of 20 years, in order to implement Section 18 of the JBNQA. This amount is scheduled to be indexed as of the 2008-2009 financial year and subsequent years following the increases in the consumer price index for Québec and the increase in the Cree population residing in the territory contemplated by the JBNQA.

The funding under this agreement is to be allocated by the CRA following recommendations of the Cree Québec Judicial Advisory Committee established pursuant to paragraph 18.0.37 of the JBNQA.

During the year 2010-2011, certain problems were encountered with respect to the delivery of justice in Eeyou Istchee. These problems were stemming from new requirements by the Court personnel for additional security. Cree-Québec negotiations led in 2010-2011 to a verbal agreement to the effect that Québec would financially support the provision of Court security by the Crees. This agreement was implemented for some time, but Québec unilaterally decided in 2011 that non-Crees would be delivering these services. This is being contested by the GCC(EI)/CRA and discussions are being pursued with Québec to attempt to resolve the matter.

7. Eeyou Eenou Police Force

The new Eeyou-Eenou Police Force (EEPF) was established by the Cree Regional Authority on April 1, 2011, as the result of many years of preparations and negotiation. This is an important and concrete example of

Cree governance. The GCC(EI)/CRA considers this a very significant accomplishment in demonstrating the Cree capacity for governance.

The following provides useful background information to better appreciate the context in which the new EEPF was established.

Québec, Canada and the GCC(EI)/CRA agreed in 2008-2009 to amend Section 19 of the JBNQA in order to replace the concepts of the “Cree Units of the Sûreté du Québec” and the local community police forces by a new Cree regional police force, the EEPF.

A Complementary Agreement to the JBNQA was negotiated and signed for these purposes. It came into force on December 15, 2009. At the same time, a five-year funding agreement for the EEPF was also entered into by GCC(EI)/CRA, Canada and Québec. Another Agreement (the Modalities Agreement) between the CRA and Québec deals with the jurisdiction of the EEPF, the nature of the police services to be provided and the hiring requirements for the EEPF members.

The *Police Act* was also amended to provide a legislative framework for the establishment and operations of the EEPF. At the time of such amendments, the MJB made strong public statements opposing this legislation and any role for the Cree police outside of Category I lands. Despite this resistance, these amendments came into force on April 1, 2009.

Both Section 19 of the JBNQA and the *Police Act* provide that the CRA has the authority to establish the EEPF. After certain delays, the CRA felt that everything was in place for the new EEPF to be established on April 1, 2011 and took the decision to proceed accordingly.

In order to organize and put in place the new EEPF, several By-Laws and Resolutions were passed at the GCC(EI)/CRA Council/Board, such as:

- (a) a resolution approving the establishment of the new EEPF as of April 1, 2011;
- (b) resolutions dealing with the approval of a completely revised CRA Policing By-Law, governing multiple aspects of the EEPF and related matters; the appointment of the CRA Police Commissioners; the appointment of the EEPF Police Director; a disciplinary process; the assumption by the Force, the CRA Council and the CRA Police Commission of delegated powers and roles and the repeal of other provisions of existing CRA By-Laws;
- (c) resolutions dealing with the transfer of assets and the land rights in relation to the EEPF; and
- (d) resolutions dealing with new Working Conditions By-Laws for both Officers and Senior Officers of the EEPF, which had previously been reviewed and recommended by the CRA Police Commission.



Brian Hawkins

Grand Chief Matthew Coon Come participates in the raising of the EEPF flag, surrounded by Senior Officers of the new Police Force.

In addition to these preparations, other work and negotiations were carried out with Québec to ensure a smooth transition and the effective implementation of the EEPF. In parallel, discussions are ongoing on the issue of Court security in Eeyou Istchee.

It should be noted that extensive work was carried out in order to adequately structure the EEPF and to ensure that both the EEPF and the CRA have the necessary legal powers to deliver professional policing services in the Cree communities. In 2011-2012, the GCC(EI) will be vigilant in order to ensure the protection of Cree rights and interests in this context.

The transition offers challenges with respect to, among other things, human resources and Cree-Québec relations. The GCC(EI)/CRA is carrying out the required work to address these issues.

8. 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 a vehicle for the participation of the Crees in regional development. Upon the establishment of the CDC, the James Bay Native Development Corporation ("SODAB") is to be dissolved and its assets transferred to the CDC.

Legislation has been adopted by the Québec National Assembly to establish the CDC. This legislation is not yet in force, pending identification of Cree and Québec directors. The GCC(EI)/CRA has given directives to activate the CDC, and work is progressing on developing a business plan with a view to making the CDC operational as soon as possible.

Over the past year, the Grand Chief has led an initiative to establish the CDC and to develop a business plan for the CDC and the rationalization of the Cree economic entities in a phased manner. The objective is to enable the CDC to fulfill 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.

In February 2011, Council/Board adopted a resolution approving the rapid establishment of the CDC through a long-term capitalization plan which shall involve a number of Cree entities. The plan also includes the rationalization of the resources targeting economic development of the Cree Nation and the integration of various Cree economic entities. The resolution also directs the Grand Chief to proceed with the orderly streamlining of certain Cree economic entities and the allocation of financial resources to the CDC for specific investments. This work will continue and is scheduled to accelerate over the months to come.

9. Cree Communications – Optical Fibre

Over the past year, an agreement for the sale of fibre optic strands was approved by the Québec Cabinet and signed with Hydro-Québec. A definitive agreement regarding the deployment and operation of the Eeyou Communications Network is being finalized for signature, and the network is expected to become operational towards mid-2011. The commencement of operations of the Eeyou Communications Network will greatly facilitate communications throughout Eeyou Istchee, for the benefit of the Crees, their economic and social development as well as educational and health services.

10. The Cree-Québec Adapted Forestry Regime

Québec introduced new forestry legislation to the National Assembly in June 2009. The purpose of Bill 57 is to reform the forestry regime as of 2013. Québec felt it was necessary to plan this reform ahead of time in order for the changes to be reflected in the planning currently ongoing for the next cycle of forestry plans which starts in 2013.

The Bill has been problematic for the GCC(EI) since its introduction in the National Assembly. Amongst 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 Baie James Conferences of Elected Officers (CRÉ-BJ) and entities under its authority with no or little Cree involvement. The Bill provides that the entities under CRÉ-BJ's authority would have an important role in forestry planning. These CRÉ-BJ controlled entities include the James Bay Regional Land and Natural Resources Commissions, and the Local Integrated Land and Resource Management Panels, which have basically no or little Cree representation.

Bill 57 foresees the role of the Crees as being limited to providing opinions through consultations, and through minority representation on the Commissions and Panels.

This devolution was strongly objected to by the GCC(EI). Although the GCC(EI) pointed out that the Cree were not necessarily or entirely opposed to decentralization and the devolution of powers to the regions, the entities through which Québec intended to decentralize were unacceptable as being contrary to basic principles of democracy as well as to the Aboriginal and Treaty Rights of the Cree.

This is also related to the MBJ dispute referred to above.

Also, in contrast to the approach agreed upon by the Crees and Québec, Bill 57 did not outline a specific process by which the *Paix des Braves* adapted forestry regime would be integrated into the legislation, therefore making it binding on forestry companies and other third parties. An unlimited discretion was given to the Government to enact “adjustment measures” to ensure its application (rather than its implementation) in an imprecise manner. This was objected to strongly by the GCC(EI).

Bill 57 also introduces new concepts of cutting and other new rules such as zoning areas for intensive forestry. The GCC(EI) immediately saw that the application of such concepts in Eeyou Istchee would run contrary to the Cree-Québec adapted forestry regime.

Nonetheless, Bill 57 also contains positive provisions, in particular regarding economic development from which the GCC(EI) feels the Crees should benefit.

Further to the introduction of the Bill in the National Assembly, the GCC(EI) provided its comments in writing to Québec, both at the level of the Cree-Québec direct negotiations and through the submission of a brief to the National Assembly. Other entities such as the James Bay Advisory Committee on the Environment tabled briefs which reiterated some of the GCC(EI)/CRA’s concerns. The situation was also discussed at the level of the Cree-Québec Forestry Board.

An attempt was later made by the GCC(EI) to ensure that Québec would integrate a clause into Bill 57 to the effect that the Bill did not apply to Eeyou Istchee pending the completion of the required Cree-Québec negotiations. Instead, Québec decided to include a clause in Bill 57 regarding the harmonization of the general regime and the Cree-Québec adapted forestry regime and to commit to negotiate with the Crees on forestry governance-related issues, as well as various technical forestry issues.

Bill 57 was then reviewed by the National Assembly. It was reprinted in November 2009 further to amendments thereto and, after the first and second readings in 2009, was assented to on April 1st, 2010.

During this time, the Bill was renamed *Sustainable Forest Development Act*. Numerous other amendments were made. The clause dealing with the Cree-Québec adapted forestry regime was amended to provide that: (a) the Crees and Québec would attempt to arrive at a mutually acceptable solution; and (b) if this cannot be achieved, a

regulation would be drafted by Québec and submitted to the Crees, and possibly adopted post-January 2013. The purpose of this regulation would be to “ensure the application” of the Cree-Québec adapted forestry regime.

In parallel, Grand Chief Dr. Matthew Coon Come held discussions with the Minister of Natural Resources and Wildlife, Madame Nathalie Normandeau. This resulted in an exchange of letters in the summer and fall of 2009 by which Québec committed to the setting-up of two high-level forestry negotiating tables. The first Cree-Québec Forestry Table will deal with forest governance with the objective of harmonizing the regional structures. The other table would address the development of the Cree-Québec adapted forestry regime and other related forestry issues. Minister Normandeau confirmed in writing that the representatives to these tables would be mandated to discuss, prior to 2013, amendments to either the *Paix des Braves* or the legislation, as the case may be.

The GCC(EI) was informed in early 2011 that several initiatives had been started by CRÉ-BJ with respect to the planning of the development of natural resources in the territory (including forestry) through the James Bay Regional Land and Natural Resources Commissions. This was linked to the proposed planning process under the new *Sustainable Forest Development Act*. Further to discussions held at the Cree-Québec governance table, Québec suspended this planning process pending the ongoing governance discussions.

In addition, the GCC(EI) and Québec have recently agreed through the May 27, 2011 Governance Agreement (see section 1. above “Governance in Eeyou Istchee”) that the governance aspects of the Cree-Québec Forestry regime would be dealt with at a sub-table of the main table. As for the table dealing with the development of the Cree-Québec adapted forestry regime and other related forestry issues, it was decided to first set up a working committee in order to clarify the differences between current *Paix des Braves* harvesting modalities and the contemplated ecosystem-based management by conducting three pilot projects. In March 2011, Québec committed in writing to carry out this exercise independent of the forest planning process currently underway until 2013, with no formal engagement of the Cree. The correspondence further states 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 GCC(EI) will continue the discussions with Québec during fiscal year 2011-2012.

11. Forestry Programs

An important effort has been undertaken by the GCC(EI)/CRA to ensure that it meets the reporting requirements of the various forestry programs managed by it.

4. Maintenance Services of Northern Roads: Through the Steering Committee, Cree members are able to monitor the annual budgets set aside for road improvements in Eeyou Istchee. One of the objectives is to transfer the classification of the access roads to the Cree communities so that they fall under the responsibility of MTQ, similar to all roads connecting municipalities in the province of Québec. The change in classification will result in improved services and an increase in maintenance budgets for these roads.

Members from all the Cree communities on a “working committee” continue to provide an advisory role in matters related to their respective communities.

14. Reconfiguration and Final Land Descriptions for Cree Communities

Both the *Paix des Braves* and the *Federal New Relationship Agreement* (FNRA) include provisions to provide for the reconfiguration and the final land descriptions for Cree Communities. The *Paix des Braves* provides for the reconfiguration of lands further to the abandonment of the proposed Nottaway-Broadback-Rupert (NBR) hydro-electric project. The FNRA provides for the incorporation of final land descriptions for the Cree communities in the JBNQA.

The background to the *Paix des Braves* provisions is related to the fact that, at the time of the negotiation of the JBNQA in 1975, there was a strong possibility that Hydro-Québec would go ahead with the NBR hydro-electric project. When lands were selected for Waskaganish, Waswanipi and Nemaska, the reservoirs and powerhouses of the project were taken into account, with important practical consequences. The agreement reached in 2002 – the QCNRA known as the *Paix des Braves* – included the construction of the Eastmain 1-A and La Sarcelle powerhouses, and the diversion of the Rupert River, which made it possible to cancel the NBR project as it was defined in the JBNQA.

This decision by Hydro-Québec resulted in an agreement with the Government of Québec to review and modify the boundaries of Category I and II lands for these three communities. Negotiations on these boundary changes proceeded in 2008, and the parties are making solid progress. The terms of this agreement are described in section 4.18 of the QCNRA and in Complementary Agreement no.13.

In the cases of Waskaganish and Waswanipi, the changes mainly involve extending the boundaries of Category IA and IB lands, down to the river bank in those areas where the boundaries were originally shaped by reservoirs. In this process, an effort is also being made to cancel the corridors of Category II lands which originally separated all major bodies of water from Category I lands. Eventually, the Grand Council seeks to eliminate these two hundred foot corridors from all Category IA and IB lands, and the Québec representatives have shown willingness to explore with us this objective. In the case of Waswanipi, it is intended that the island on which the Old Post was located will become Category IA lands.

In the case of Nemaska, the objective is to create a block of Category II land, triangular in shape and located south of the highway to Matagami so that it encloses and includes Lake Némiscau. An additional objective is to create a block of Category IB lands at the site of the Old Post – the former Némiscau trading station.

Consultations have taken place with the affected communities in 2009-2010, and Québec has undertaken consultations with the other interested parties who signed the JBNQA, including Hydro-Québec, during 2010-2011. A portion of Waswanipi land was also secured during 2010-2011 through a nominal sale agreement.

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.

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 most Category I lands and to proceed to the integration of final land

descriptions in the JBNQA.

Therefore, the GCC(EI) starts the year 2011-2012 with the positive perspective that both Québec and Canada are ready to tackle this and that negotiators are appointed. We are optimistic that this work can be brought to a successful conclusion in the 2011 operating year.

15. Access to Regular Programs

Discussions have been carried out with the *Secrétariat aux Affaires Autochtones* (SAA) to ensure Cree access to regular programs and pursuant to these discussions, Cree access to most regular Québec programs has been facilitated. However, for reasons which are difficult to understand, the Québec Government has indicated that

[...The GCC(EI), the CRA, Québec and Canada seem to have a common intention to make adjustments to most Category I lands...]

it has excluded the Crees from access to the Aboriginal Initiatives Fund established at the time of the First Nations Socioeconomic Forum held in October 2006.

In essence, Québec argues that sufficient socio-economic funding is being provided to the Cree under the *Paix des Braves*, and that the funding under the Aboriginal Initiatives Fund should consequently be reserved for other aboriginal groups. This approach by Québec may be contrary to both the terms of the JBNQA and the *Paix des Braves* which specifically guarantee Cree access to all regular programs. Additionally, SAA is slow in ensuring that regular economic programs available for forestry-related activities are available for Cree projects.

16. Supreme Court of Canada Decisions regarding the JBNQA

Two decisions of the Supreme Court of Canada involving the GCC(EI)/CRA (*Moses and Beckman or Little Salmon*) were issued in 2010 and are being implemented. For the first time, the Supreme Court of Canada has analyzed modern treaties, including the JBNQA. It has set certain rules with respect to the interpretation of modern treaties and has also clarified that the provinces have certain constitutional obligations towards the Treaty signatories, even when a situation is outside of the scope of the Treaty. The GCC(EI)/CRA is carefully monitoring how the province is implementing these two decisions.

17. Territorial Overlap Discussions

Atikamekw of Opitciwan

In February 2004, the Opitciwan, Wemotaci and Manawan Bands, 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 notably asking the Court 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 will expire in May 2012.

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 workplan 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 workplan for 2011-2012 was developed and approved by the parties in view of completing the exploratory discussions.

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, most notably around the Caniapiscou reservoir and northward up to Kuujjuaq. 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 claimed 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 be 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.

During 2010, the Uashat Innu announced that they were concentrating on negotiations with Hydro-Québec with respect to the La Romaine Project. Therefore, neither the “Pinette” nor the “La Romaine” proceedings were active, although all three matters are being managed together by the Court.

In January 2011, it appeared that the Uashat Innu/La Romaine proceedings, which principally relate to legal challenges against Canada, Québec and Hydro-Québec in relation to the proposed La Romaine hydro-electric and transmission projects, might be resolved further to a proposed settlement between the Uashat Innu and Hydro-Québec. At that time, the GCC(EI) advised the Court that it had a possible interest in these proceedings though this would be irrelevant if the matter were settled, as appeared likely at that time. The GCC(EI) also advised the Court that in the event these proceedings are not settled out of Court, it may seek to intervene therein.

The La Romaine proceedings were suspended until May 15, 2011 by order of the Court of January 31, 2011 in view of the official announcement of an Agreement between the Uashat Innu and Hydro-Québec. However, the Agreement was rejected by the Uashat Innu further to a referendum held on April 15, 2011.

On May 30, 2011, certain of the proceedings were suspended and the Innu attorneys undertook not to pursue other parts thereof until September 1, 2011, during which time an attempt will be made to reconsider the rejection of the Uashat Innu/Hydro-Québec Agreement.

In terms of out-of-court discussion, in October 2010 a meeting was held between the Cree negotiator for Québec matters, Abel Bosum, and the representatives of Innu Takuaikan 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 Matthew Coon Come invited Chief Georges-Ernest Grégoire and the Conseil Takuaikan 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 two meetings were held at the end of March and beginning of April 2011. The Cree Nation of Mistissini was invited to participate to the extent that it is affected by these 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.

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 recently 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.

18. Cree Customary Adoption

The Crees have been drawn into legal proceedings regarding the legal effects of Cree customary adoption and the jurisdiction of the Cree Health Board. Québec has taken restrictive positions in Court which are being fought by the GCC(EI). In August 2009, the Court of Appeal granted the interventions of the GCC(EI)/CRA and the Cree Health Board with respect, more specifically, to the question of Cree customary adoption as a treaty right under the JBNQA and the jurisdiction of the Cree Health Board regarding adoption in relation to Cree beneficiaries.

The trial ended in May 2011. The judge took the case under advisement and a decision is expected in the coming months. She mentioned to the parties that the case was very complex and important in light of the various constitutional and other public law issues raised.

In parallel, a Working Group on Aboriginal Customary Adoption has been actively reviewing various options in order to facilitate the recognition of the legal effects of customary adoption in Québec legislation and regulations. This Working Group includes 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, 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.

[...a decision (on Cree Customary Adoption) is expected in the coming months.]

It is anticipated that this Working Group will be completing its final report over the summer and that it will be submitted to the Minister of Justice in the fall of 2011, for consideration in drafting a bill proposing amendments to the Québec adoption regime.

Other political pressure has been applied and will continue to be applied in 2011-2012 in order to clarify Québec's adoption regime.

19. Negotiations with Mining Companies

Goldcorp/Les Mines Opinaca – the Éléonore Project

In November 2005, Goldcorp Inc. acquired Virginia Mines Inc., which was conducting mining exploration of a gold deposit located on Category III lands next to the Cree community of Wemindji. In May 2006, Goldcorp created Les Mines Opinaca Ltée (Opinaca) to take over the management of the exploration program, now referred to as the Éléonore Project.

Since that time and until February 21, 2011, Opinaca and Goldcorp had been negotiating with Wemindji and, since early 2008, with the GCC(EI)/CRA for the purposes of signing a Collaboration Agreement (also known as an Impact Benefit Agreement [IBA]). To further the advancement of the exploration program of the company and to ensure a proper assessment of the project (including its support infrastructure such as the permanent road, the airstrip and powerline) through section 22 of the JBNQA, the parties signed in the summer of 2008 an Advanced Exploration Program Agreement. On February 21, 2011, the Parties signed the Collaboration Agreement and the parties are now preparing for its implementation.

The purpose of the Collaboration Agreement is to establish measures for the future operation of the project, to protect Cree traditional activities and to ensure that Crees benefit from various employment, business and training programs. It also ensures that the project will proceed in a sustainable and environmentally respectful manner, and will respect 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 300-600 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.

Stornoway Diamond Corporation – the Renard Project

The Renard diamond mine project, located within the Foxtrot Property, was originally a 50:50 joint venture between Stornoway Diamond Corporation and Diaquem Inc., a wholly-owned subsidiary of Soquem Inc. (or Société d'exploration minière du Québec), dedicated to diamond exploration in the province of Québec. Soquem is a wholly-owned subsidiary of the Société générale de financement

(SGF). On April 1, 2011, Stornoway acquired Soquem's interests in the project and is now its sole owner. The site is located approximately 290 km north of the Cree community of Mistissini, within the community's traditional lands. The joint venture currently holds approximately 200,000 hectares of mineral permits in the Otish Mountains region.

In order for the mine to operate, a road will have to be constructed and a power supply confirmed. In regards to the road, Stornoway is involved in a Provincial, Federal, community and industry partnership designed to facilitate a permanent access from the South: the *Route Multiservices des Monts Otish*. In the meantime, Stornoway is awaiting the outcome of the proposed extension of Route 167 by the Québec Ministry of Transport (MTQ), which has tabled its Notice of Intent with the Evaluation Committee known as the COMEV.

The COMEV has issued the directives for the drafting of the Environmental and Social Impact Assessment, which was filed with the Review Committee (COMEX) by the MTQ in December 2010. An Environmental and Social Impact Assessment was also filed at the same time with the Canadian Environmental Assessment Agency, since the extension of Route 167 is treated as a major infrastructure development for the purposes of the application of the *Canadian Environmental Assessment Act*.

While Mistissini and Stornoway originally began negotiating a memorandum of understanding, the discussions have since late 2009 involved the GCC(EI)/CRA and evolved into the negotiations and signature of a Pre-Development and Advanced Exploration Agreement in July 2010 (similar to the Advanced Exploration Agreement signed with Les Mines Opinaca regarding the Éléonore Project).

Since July 2010, the Cree Nation of Mistissini, the GCC(EI)/CRA and Stornoway have been negotiating an Impacts and Benefits Agreement.

Nemaska Exploration Inc – the Whabouchi Project (formerly Golden Goose)

In 2008, Golden Goose Resources was in the advanced exploration phase of an underground nickel mine project at Lac Levac in Nemaska traditional territory, located approximately 4 km north of Hydro-Québec's Albel substation. Golden Goose, Nemaska and the GCC(EI)/CRA were negotiating a memorandum of understanding (MOU) and were planning to negotiate an IBA for the project.

However, in August 2009, Golden Goose Resources signed an option agreement with Nemaska Exploration Inc., whereby the latter could acquire the Lac Levac Project, upon the fulfilment of certain conditions. This transaction was completed in late 2009. It should be noted that while the original intent of Golden Goose was to operate a nickel mine, Nemaska Exploration Inc. intends to focus on the exploration and possible commercial production

of a lithium ore body recently discovered on the site (the “Whabouchi Project”), instead of solely relying on the nickel ore body previously explored by Golden Goose.

At the same time, Nemaska Exploration Inc. approached the Cree community of Nemaska to develop a MOU (similar to the MOU which had been negotiated with Golden Goose Resources). Discussions in late 2009 focused on the purchase of shares of Nemaska Exploration Inc. by the Nemaska Development Corporation, which ultimately resulted in Nemaska Development Corporation investing \$600,000 in Nemaska Exploration Inc.

In May 2010, negotiations on a MOU resumed between Nemaska and Nemaska Exploration Inc., with the involvement of the GCC(EI)/CRA, based on the draft MOU which had been previously negotiated by Nemaska, the GCC(EI)/CRA and Golden Goose Resources. The Parties signed the MOU on August 11, 2010.

Since August 2010, the Cree Nation of Nemaska, the GCC(EI)/CRA and Nemaska Exploration Inc. have been negotiating an IBA.

Victory Nickel Inc. – the Lac Rocher Project

Victory Nickel Inc. is in the advanced exploration stage (referred to as “Phase I”) of their nickel mine located at Lac Rocher, within Waswanipi’s Category II lands. In late 2008, Victory Nickel obtained a Certificate of Exemption for Lac Rocher from Québec. This exempts Victory Nickel from an Environmental and Social Impact Assessment under the JBNQA prior to beginning the Phase I underground exploration and bulk sampling program.

It was originally expected that the commercial operations would begin in 2009. However, due to the severe economic conditions in 2008 and 2009 and the decrease in the price of nickel, the project was suspended. Negotiations have resumed in early 2009.

It is expected that the mine will be underground and will have an expected life of 2 to 3 years including development. The required workforce will most likely reach approximately 80 people during the commercial exploitation phase of the mine.

Given the small size and short life of the mine, Victory Nickel intends to operate the mine exclusively through contractors. There will be no permanent installations and all extracted material will be shipped offsite for processing, first by truck to Chibougamau and then by train to Ontario for smelting.

Victory Nickel has entered into a MOU with Waswanipi and an IBA is presently being negotiated between Waswanipi, Victory Nickel and the GCC(EI)/CRA.

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.

Since March 2011, the Oujé-Bougoumou Eenuch Association, the GCC(EI)/CRA and BlackRock have been negotiating a Pre-Development Agreement, similar to the Advanced Exploration Agreement signed with Les Mines Opinaca regarding the Éléonore Project and the Pre-Development Agreement signed with Stornoway.

GeoMega Resources – the Montviel Project

In April 2011, Geomega Resources, an exploration company, contacted the Cree community of Waswanipi to begin discussions on the Montviel project. The company is carrying on exploration and pre-development activities to mine rare-earth bearing carbonatites located approximately 30 km west of the community of Waswanipi.

Since May 2011, the Cree Nation of Waswanipi, the GCC(EI)/CRA and Geomega Resources have been negotiating a Pre-Development Agreement, similar to the Advanced Exploration Agreement signed with Les Mines Opinaca regarding the Éléonore Project and the Pre-Development Agreement signed with Stornoway.

Negotiations with Balmoral Resources and Washaw Sibi on the Fenelon Project

In August 2005, Bill Namagoose, Executive Director for the GCC(EI)/CRA wrote to the President of American Bonanza Gold for discussions to be held on the execution of an agreement with the Crees regarding the Fenelon Project. However, these discussions never materialized. The Fenelon Project is a gold ore body located about 75 km west of Matagami and 150 km north of Amos. The property includes a total of 510 mining claims and one mining lease, which together cover an area of approximately 8,557 hectares.

On May 6, 2011, Abel Bosum, Negotiator for the GCC(EI)/CRA wrote to the President of Balmoral Resources to start discussions on a pre-development agreement.

20. 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 and their range in order to 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 challenges in fulfilling its mandate in light of difficulty in securing relevant information from Québec.

21. 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 25th, 2011.

However, the HFTCC was informed by the Minister on March 17, 2011 that the hunting period announced on February 25, 2011 would be opened two weeks earlier than agreed upon by the HFTCC and would extend from November 15, 2011 until January 15, 2012. The shortening of the sports hunt by this two-week period is essential to the protection of the Leaf River herd. Moreover, the March 17 decision represents an important breach of the JBNQA. Therefore, the Crees, the Inuit, the Naskapi and the HFTCC all contested this decision. Nevertheless, the Minister refused to respect his original decision.

In light of this refusal, 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 is an impleaded party in these proceedings.

In the coming months, the GCC(EI)/CRA expects to complete the dispute resolution process. If necessary, it will consider proceeding with the legal action. The GCC(EI)/CRA will also continue its work to explore and advance



any and all other measures necessary to protect the migratory caribou.

22. MBJ Legal Proceedings

MBJ has instituted various legal proceedings against the Crees. Among these proceedings are: 1- a request for access to the 1 percent and 25 percent forestry maps; 2- various charges against Chisasibi hunters with respect to the application of a general by-law regarding, amongst other things, firearm safety.

The GCC(EI) is contesting these proceedings and Notices of Constitutional Questions have been filed. However, the GCC(EI) is attempting to resolve the issue out of court with both the MBJ and Québec. This should hopefully be settled in 2011.

Other initiatives by MBJ with respect to the taxation of Cree entities for commercial activities on Category III lands, or with respect to other types of taxation, are also being monitored with the objective of reaching settlements.

23. Conclusion

The Cree-Québec relationship has ensured significant benefits for the Cree Nation since the conclusion of the *Paix des Braves*. The yearly payment of the \$70 million, the important funding agreed to for Police and Justice, the large funding increases for Cree health and social services as well as the new Forestry regime are all testaments to an important and fruitful relationship.

The challenge for 2011-2012 will be to ensure that the governance, forestry, mining and wildlife negotiations, together with the Plan Nord process, continue on the same path. It will be particularly important to ensure tangible benefits for the Crees of Eeyou Istchee and concrete sustainable development for Eeyou Istchee. The GCC(EI)/CRA will continue to protect Cree rights and advance towards more self-governance and socio-economic development for its people.

Natural Resources

In reviewing the work of the past year, an overwhelming theme rises to the surface—endangered woodland or forest-dwelling caribou.

Woodland caribou have been listed as a “threatened” species under Canada’s *Species at Risk Act* and a “vulnerable” species under Québec’s *Act respecting threatened or vulnerable species of Québec*. Under these Acts, both governments are obligated to take action to ensure that these species are protected from further risk. This obligation is why the caribou issue was implicated on files ranging from wildlife management and protection, forestry policy, the establishment of Cree protected areas, Plan Nord work, and the implementation of the environmental assessment regime under section 22 of the *JBNQA*. Woodland caribou has even affected work related to mining with the proposal to build Highway 167 north of Lake Mistassini.

Forestry Road Assessments

Last year it was reported that the GCC(EI) had successfully negotiated an out-of-court settlement on the requirement to apply the environmental assessment regime to forestry roads in the territory. This settlement provided for the review of nine (9) proposed roads. Over the past year, these roads have been under the scrutiny of the Environmental and Social Evaluation Committee known as COMEX and the federal panel under the *Canadian Environmental Assessment Act (CEAA)*. Under usual circumstances, the review of these roads would have been a straightforward process; however, with the majority of these roads encroaching on critical habitat of endangered woodland caribou, COMEX suspended its advice to the Minister for approving these roads until its members are convinced that a plan is in place to ensure that the species will not suffer further injury. Progress on the reviews has been further delayed by the Ministry of Natural Resources and Wildlife (MNRW) refusal to publicly release vital information on woodland caribou location, habitat condition and overall population estimates.

In response to this situation, the James Bay Advisory Committee on the Environment (JBACE) advised (June 2010) that in the absence of suitable information pertaining to the woodland caribou, the Deputy Minister of Sustainable Development, Environment and Parks should exercise the precautionary principle within the *JBNQA*

and suspend the proposed road projects. The MNRW responded to the JBACE’s advice by indicating that it had all the necessary “scientific data” to ensure that the environmental assessments could be completed. However, when the JBACE petitioned the MNRW for this data, their request was denied. The JBACE now has taken the matter to Québec’s Commission on Access to Information.

Global Forest Watch Canada – Woodland Caribou Research Project

With the MNRW refusing to publicly release woodland caribou-related information, the GCC(EI)/CRA initiated its own study with Global Forest Watch Canada in the fall of 2010 to perform a satellite analysis of the cumulative disturbance on woodland caribou ranges in Eeyou Istchee. The draft results of this study can be found at

http://www.globalforestwatch.ca/YOTF/01QB_Caribou/QB_Caribou_GFWC_draft.pdf. The results of this work indicate that as of 2010, the cumulative loss of woodland caribou habitat amounts to 28%. This is expected to rise to 32% by 2013 and then increase dramatically in the coming years as the companies seek out remaining stands of timber in the territory.

Cree-MNRW Woodland Caribou Recovery Taskforce

While this study was underway, the Minister of Natural Resources and Wildlife and the Grand Chief (working from a 2009 Council/Board resolution which called for a moratorium on logging in caribou habitat) authorized



the establishment of a Cree-MNRW woodland caribou recovery taskforce in late December 2010, to try and find a technical solution to the issue. Since then, this taskforce has met twice and the MNRW has provided a limited amount of information on the Caribou on an “exclusive” basis. The information includes the telemetric collar data set of the location of the woodland caribou, the condition of forestry within the woodland caribou herd ranges and the estimated

remaining pockets of suitable habitat or intact core forest stands. With this data, the parties jointly observed that for much of Eeyou Istchee, most of the woodland caribou's habitat ranges have been lost to forestry activities or recent forest fires. This situation is more acute south of the Northern Commercial Forest Limit as the few remnant pockets of habitat coincide with the last remaining large stands of harvestable forest and are proposed locations of the forestry roads under environmental assessment.

Based on this information, it was clear to the Cree representatives of the taskforce that for much of Eeyou Istchee, it will be impossible to protect and promote the recovery of the species as required under provincial and federal law if the current forest management plans are realized. The caribou and the logging companies are simply competing for the same forest. Under these terms, the MNRW representatives at the taskforce indicated no changes could be made to the forest management plans due to the economic impact on the regional forest industry. As a result it appears as if the MNRW has decided to set aside legal obligations to protect the caribou in favour of its current contractual obligations in providing timber to the forestry companies.

Obviously a choice between forestry jobs and protecting the endangered caribou is not an easy one to make. Decisions of this nature require broad input from all stakeholders and not just those within the MNRW. This is why the GCC(EI)/CRA has been working through the various territorial administrative panels – the JBACE, COMEX, the Hunting Fishing Trapping Coordinating Committee and the Cree Québec Forestry Board – to obtain all the necessary information on the species to allow for a well-informed discussion to take place.

Cree Protected Areas

The question of how to move forward on the woodland caribou file may have been answered by Nemaska and Waswanipi. In the past year Nemaska filed a proposal with the Ministry of Sustainable Development, Environment and Parks calling for the creation of the Chisesaakahiikan protected area, and Waswanipi followed with a proposal for the Mishigamish protected area. If accepted, these two projects would protect an area around Lake Evans and the Broadback River valley. Together with Oujé-Bougoumou's Assinica Cree Heritage Park, these proposals could provide over 10,000 km² of future protection for the woodland caribou.

In the past year much attention has been given to Québec's Plan Nord project. In response to this the Cree leadership advised the GCC(EI)/CRA to prepare a policy statement on the "Cree Vision" for the Plan Nord. This policy included a call for the development of a Cree strategy on protected areas according to the vision of each local Cree community. The GCC(EI)/CRA has been actively promoting the development of this strategy through the support

of the local communities in articulating their vision on protected areas. This support extended to the promotion of existing proposals such as the Chisesaakahiikan and Mishigamish proposals. Appropriately, the GCC(EI)/CRA began linking these protected area proposals to all of the related work on the woodland caribou issue, the proposed forestry roads and future protection targets under Québec's Plan Nord.

Forest Act/Paix des Braves Harmonization Discussions

Finally, as reported last year, the GCC(EI) and the MNRW continued negotiations on harmonizing proposed changes to the *Paix des Braves* forestry regime with Québec's amended *Forest Act*. These negotiations have been difficult because the amendment calls for the introduction of a new and as yet untried approach known as "eco-systemic forest management". This concept is so new that the MNRW has had problems explaining to the GCC(EI)/CRA negotiators how it would function in Eeyou Istchee and in the context of the *Paix des Braves* Regime. After several months of waiting for an explanation, the MNRW negotiators confessed that they could not develop this approach without the help of the GCC(EI)/CRA. The Cree negotiators indicated that they were not comfortable with assisting in the development of a new regime when the Cree trappers seem satisfied with the current approach already in place. With this in mind, the Cree negotiators agreed to assist the MNRW in the development of this new approach to forestry on the condition that the Cree party would maintain the option of determining whether it replaces the existing *Paix des Braves* regime. This decision will be based on whether or not the new approach adds value to the basic principles that the Crees obtained with the *Paix des Braves Agreement*.

Once again, one of these principles relates to the protection of the wildlife resources in the territory, including the endangered caribou. In a sense, the caribou have become a benchmark for how the Government of Québec will manage future development in the territory. Is Eeyou Istchee large enough to support unabated forestry and woodland caribou? Is there room for a Cree vision of development with lands set aside for protection which are in tune with Cree values? With the coming Plan Nord and associated pressure on wildlife resources, difficult choices will have to be made. These decisions must be supported through open and transparent discussions among the Crees and their governmental partners. For its part, the GCC(EI) will continue to ensure that when these choices are made, every committee involved in the JBNQA/*Paix des Braves Agreement* land and environment regime will continue to have the opportunity to contribute to the dialogue in accordance with their mandates.

Operations & Maintenance and Capital Grants

The funding related to the Operations and Maintenance (O & M) as well as Capital Grants was originally negotiated in conjunction with the *Cree-Naskapi (of Québec) Act*, which was passed into law by Canada in 1984. This was the realization of Chapter 9 of the James Bay and Northern Québec Agreement (JBNQA), which called for the creation of local governments to replace the *Indian Act*. Now, twenty-seven years later, the Crees remain a small exclusive minority freed from the Indian Act. The Agreement has also provided the stepping stone to achieving a functioning Cree Nation Government.

Both the Operations and Maintenance Funding Transfer Payment Agreement, as it is officially called, and the Agreement regarding Annual Capital Grants were renewed three years ago for a five-year period covering fiscal years 2008-2009 to 2012-2013. This was done to better coincide with the twenty year Cree/Canada New Relationship Agreement (NRA) signed on February 21, 2008.

The O & M funding totalled \$75,018,162 for 2010-2011. This is considerably higher than the initial 1984 level of approximately \$11 million and is a reflection of the substantial growth in population and facilities in the Cree communities. Prior to 1984, the Cree Bands received less than \$2 million in total from the Indian Affairs programs. This funding, combined with locally-generated user fees and other local revenues, is the principal source of funding for local government operations and services as well as regional support.

The Capital funding totalled \$16,835,110. It is meant to reflect the fair share of normal housing and infrastructure programs. Funding from the New Relationship Agreement and *Paix des Braves* for the assumed obligation for essential sanitation services is applied in addition to this amount. This is a classic example of how the JBNQA is to operate as a “Programs plus” deal.

The capital funding is adjusted for price each year. The O & M funding is also adjusted for price, and is further adjusted by the growth in the “in-territory” Cree Beneficiary population. It is extremely important to keep these records up to date, as this has a significant impact on the funding increases. Parents are encouraged to register their new-born children promptly with their local membership clerk, as children are often not registered until they are enrolled in school. This results in a loss of vital funding for the local governments.

Taxation

Bastien Estate v. Canada; Dubé v. Canada (S.C.C. Files Nos. 33196 and 33194)

As reported last year, these cases concern the application of the tax exemption of section 87 of the *Indian Act* to interest income earned by an Indian on a deposit with a financial institution situated on reserve. In both cases, the financial institution was a *caisse populaire*, and the Indian resided on reserve. Revenue Canada assessed the Indian recipients of the interest for income tax. It argued that, based on the earlier *Recalma* decision of the Federal Court of Appeal, the decisive factor was the location of the economic activities and investments of the financial institution that served to pay the interest to the Indian depositor. Since these activities took place, in whole or in part, off reserve, Revenue Canada argued that the interest income was not located on reserve pursuant to the Williams connecting factors test, and so was not exempt from income tax.

The GCC(EI)/CRA intervened in the appeals of these cases to the Supreme Court of Canada. A number of other Aboriginal parties also intervened, including the Assembly of First Nations, the Assembly of Manitoba Chiefs, the Chiefs of Ontario, the Huron-Wendat Nation and the Union of Nova Scotia Indians.

The cases were heard together on May 20, 2010. The appellants Bastien and Dubé put forward a number of arguments, based largely on the applicable connecting factors. The GCC(EI)/CRA focused on two arguments. First, since the bank deposit is a loan *transaction*, the location of this transaction on reserve is very important. Second, since the income tax is imposed on the *receipt* of the interest, the receipt on reserve of the interest by the Indian is very important. Under the circumstances, the GCC(EI)/CRA argued, the location of the bank’s own economic activities or investments is irrelevant to the location of the Indian’s interest income on reserve. The tax exemption should therefore apply to the interest.

The Supreme Court has not yet rendered its decision in these cases.

GCC(EI)/CRA Group Insurance

The GCC(EI)/CRA, together with a number of Cree entities, provides their employees with group insurance coverage. The insurer advised the GCC(EI)/CRA that Revenu Québec has assessed sales tax on the group insurance premiums. Revenu Québec evidently bases this assessment on an earlier technical interpretation holding that if the risks covered by the insurance may occur off reserve, the premiums are subject to sales tax.

The GCC(EI)/CRA has instructed legal counsel to review this matter and to make a recommendation as to the position to be taken. Legal counsel has submitted representations to Revenu Québec to argue that the group insurance premiums must be recognized as tax exempt.

Québec Health Care 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 care contribution. The Act requires every individual over 18 years of age residing in Québec at the end of the year to pay for that year a health care contribution of \$25 for 2010, \$100 for 2011 and \$200 for 2012 and subsequent years.

The GCC(EI)/CRA has instructed legal counsel to review this matter and to make recommendations. Legal counsel has 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 care 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 have been advised of this matter. It is suggested that any notices of assessment issued by Revenu Québec to affected Cree individuals for the health care contribution be collected and submitted to the GCC(EI)/CRA or its legal counsel for filing of notices of objection.

Québec Fuel Tax Exemption

The 2011-2012 Québec budget announced a new mechanism for managing the exemption from fuel tax for Indians, band councils, tribal councils and band-empowered entities purchasing fuel on Indian reserves. The new rules apply as of **July 1, 2011**.

In principle, the previous system required that the fuel tax be paid at the time of purchase and that a reimbursement be subsequently claimed from Revenu Québec. In practice, however, it appears that many Indians could claim the exemption at the point of sale by presenting their "Indian Status Card".

Under the new system, exempt persons will be able to purchase fuel from fuel retailers on reserve without paying tax. However, Revenu Québec is now requiring that exempt persons obtain a new "Registration Card" from Revenu Québec and present it, together with the Indian Status Card, when purchasing fuel on reserve in order to claim the exemption at the point of sale.

Retail dealers of fuel on reserve are also required to file with Revenu Québec an "Election of a Designated Supplier form" in order to designate a supplier of fuel and purchase fuel from that supplier on a tax-free basis.

Only a short time remains until July 1, when the new fuel tax exemption measures are to take effect. Given the lack of publicity regarding these measures, the difficulty of complying with them and the hardship that they will impose on individuals and dealers alike, the GCC(EI)/CRA is looking into the possibility of having these measures set aside or obtaining a delay in their application.



International Affairs

During the past year, a primary focus at the international level continued to be the implementation of the *UN Declaration on the Rights of Indigenous Peoples*. In addition, the Grand Council of the Crees (Eeyou Istchee) participated in the international negotiations relating to the *Convention on Biological Diversity* that led to the adoption of a new treaty – the *Nagoya Protocol* – that relates to Indigenous peoples’ genetic resources and traditional knowledge.

The GCC(EI) is actively following the bodies and mechanisms that are advancing Indigenous peoples’ human rights. These include: the UN Human Rights Council; Permanent Forum on Indigenous Issues; Special Rapporteur on the rights of indigenous peoples; Expert Mechanism on the Rights of Indigenous Peoples; and Organization of American States.

UN treaty monitoring bodies are progressively using the *UN Declaration* to interpret Indigenous rights and related State obligations in international human rights treaties. Such bodies include: Committee on the Elimination of Racial Discrimination; Committee on the Rights of the Child; and Committee on Economic, Social and Cultural Rights.

UN Declaration on the Rights of Indigenous Peoples

On November 12, 2010, the Canadian Government issued a Statement of Support endorsing the *Declaration*. Indigenous peoples urged the Government to support this universal human rights instrument without qualifications. In announcing its limited support, the Government did not consult Indigenous peoples or accommodate their concerns.

Canada’s endorsement has not led to significant change in the Government’s strategies to devalue the *Declaration*. It continues to seek ways to weaken the *Declaration* in various international forums. It refuses to recognize that the *Declaration* is an international human rights instrument. It describes the *Declaration* as an “aspirational” document that “does not change Canadian laws”. Yet governments, courts and other domestic and international institutions increasingly rely on the *Declaration* to interpret Indigenous peoples’ human rights and related state obligations.

In December 2010, the United States reversed its position and endorsed the *Declaration*. The Office of the UN High Commissioner for Human Rights has highlighted the far-reaching significance of the *Declaration* which now has achieved global consensus:

The Declaration is now among the most widely accepted UN human rights instruments. It is the most comprehensive statement addressing the human rights of indigenous peoples to date, establishing collective rights and minimum standards on survival, dignity, and wellbeing to a greater extent than any other international text.

Nagoya Protocol and Indigenous peoples’ rights

The *Nagoya Protocol* on access and benefit-sharing from the use of genetic resources was adopted on October 29, 2010, in Nagoya, Japan. The new *Protocol* implements a central objective of the 1992 *Convention on Biological Diversity*, which requires that such benefit-sharing be “fair and equitable ... taking into account all rights”. States are required to exploit their own genetic resources “in accordance with the Charter of the United Nations and the principles of international law”. This would necessarily include respecting the *UN Declaration*.

These essential obligations were not respected or fulfilled in the *Protocol*, when addressing the rights of Indigenous peoples and local communities. In regard to genetic resources, only “established” rights appear to receive some protection but not other rights based on customary use. Such kinds of distinctions have been held to be discriminatory by the Committee on the Elimination of Racial Discrimination. The Canadian Government tried a similar approach of only respecting “established” rights. However, the Supreme Court of Canada ruled that such an approach was “not honourable”.

In Nagoya, Canada was the only country in the world to object and insist that there be no reference whatsoever to the *UN Declaration* in the preamble. After widespread international criticism by Indigenous and civil society organizations, Canada accepted to include in the preamble: “Noting the United Nations Declaration on the Rights of Indigenous Peoples”. This minimal reference was discussed and agreed to in a meeting that expressly excluded representatives of Indigenous organizations in Nagoya.

UN Permanent Forum on Indigenous Peoples

In May 2010, the Grand Council of the Crees and other Indigenous and human rights organizations outlined their concerns relating to the negotiations of the *Nagoya Protocol*. As a result, the Permanent Forum reiterated to the Parties to the *Convention on Biological Diversity* the importance of respecting and protecting Indigenous peoples’

rights consistent with the *UN Declaration on the Rights of Indigenous Peoples*:

... consistent with international human rights law, States have an obligation to recognize and protect the rights of indigenous peoples to control access to the genetic resources that originate in their lands and waters and any associated indigenous traditional knowledge. Such recognition must be a key element of the proposed international regime on access and benefit-sharing, consistent with the *United Nations Declaration on the Rights of Indigenous Peoples*.

Yet in the *Nagoya Protocol*, Canada and other States did not respect Indigenous peoples' rights to genetic resources consistent with the *UN Declaration*.

UN Expert Mechanism on the Rights of Indigenous Peoples

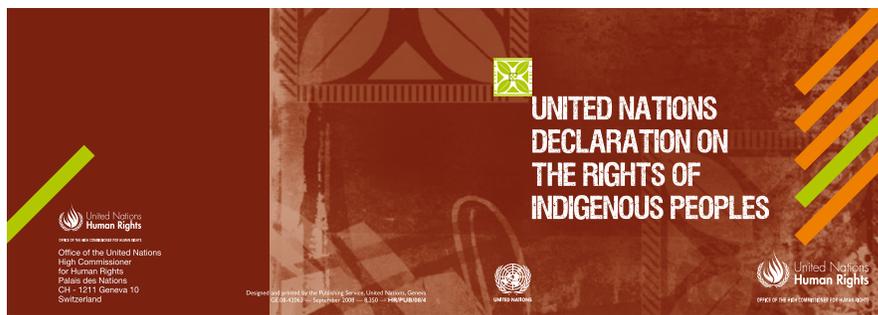
In July 2010, the Grand Council of the Crees prepared a Joint Statement entitled "Indigenous Peoples' Right to Participate in Decision-Making: International and Regional

analyzing draft provisions. This continues to be a very positive sign, which serves to reinforce the *Declaration* as a minimum international human rights standard.

A number of provisions were approved by participating States and Indigenous representatives. These provisions relate to: rights of association, assembly, freedom of speech and thought; just, equitable and effective mechanisms and procedures for prompt resolution of conflicts and disputes; health; right to cultural identity and integrity; Indigenous law and jurisdiction; treaties, agreements and other constructive arrangements; participation of Indigenous peoples and contributions of Indigenous legal and organizational systems; and labour rights.

On January 20, 2011, Canada tabled a statement to the Working Group, giving the following reason for its refusal to participate in the negotiations on a draft American Declaration: "Regrettably, the negotiations of this Working Group continue to move in a direction that Canada cannot support." This is exactly the same reason that Canada gave, prior to its endorsement of the *Declaration*, when the

Government ceased participating in April 2008.



Human Rights Education

One of the most successful initiatives has been the production and distribution of almost 100,000 copies of pocket-sized booklets on the *UN Declaration*. A new

printing of these booklets is being prepared. The information to be included will focus on implementation of the *Declaration*, rather than on its adoption. In addition, a poster version of the *Declaration* has been produced and is available upon request.

Processes". The Statement contributed to the Expert Mechanism's "Study on indigenous peoples and the right to participate in decision-making".

The Joint Statement focuses on Indigenous peoples' right to participate in international and regional processes. In this context, there are a number of processes that may significantly affect the rights and interests of Indigenous peoples. These include processes relating to the *Convention on Biological Diversity* and the *Nagoya Protocol*; climate change; and intellectual property within the World Intellectual Property Organization.

The Expert Mechanism's study on the right to participate in decision-making will be issued at its fourth session in July 2011.

Draft American Declaration on the Rights of Indigenous Peoples

The 13th session of negotiations at the Organization of American States took place in Washington, D.C. on January 18-20, 2011.

Numerous references were made to the *UN Declaration* by both States and Indigenous peoples when

In May 2010, a book was published entitled *Realizing the UN Declaration on the Rights of Indigenous Peoples: Triumph, Hope, and Action*. The co-editors are Jackie Hartley, Paul Joffe and Jennifer Preston. One of the chapters in the book is written by Romeo Saganash and Paul Joffe: "The Significance of the UN Declaration to a Treaty Nation: A James Bay Cree Perspective".

An essential aspect of human rights education is elaborating on the meaning and contents of the *Declaration* to human rights commissions and other organizations. The Grand Council of the Crees continues to make such presentations, in collaboration with representatives of the Assembly of First Nations and Canadian Friends Service Committee (Quakers).

Tribute to Grand Chief Dr. Billy Diamond

Excerpts from a feature written by Roy MacGregor

It's not every day that a man lying in a box gets a standing ovation. But then, it's not every day that a country loses one of its greatest leaders – even if that country couldn't even pause long enough to note his passing. They did here, however, on a windy Wednesday with a fine chop coming in off James Bay and up the mouth of the Rupert River. [...]

A great voice was silenced this past week when Billy Diamond, former grand chief of the James Bay Crees, was felled by a heart attack at the age of 61. He went so quickly he hadn't even slouched in his chair or closed his eyes, his passing announced by an unnatural quiet.

His father, Malcolm, had been known as “the Shouting Chief.” The son rarely shouted, but when he spoke, [...] people listened.

His message of personal responsibility and economic empowerment was, in its time, revolutionary - and it brought his people Canada's first comprehensive land-claims settlement, transforming [Cree] society forever. [...]

When the young Billy Diamond was seven years of age, the Shouting Chief – who spoke only Cree – put him on a floatplane bound for the residential school at Moose Factory, Ontario. He was terrified when they picked him up in a truck, a vehicle he had never seen. He staged his first political protest that night in a midnight showdown with the sisters over the vegetables he refused to eat.

A half-century later, there are paved streets in the town they used to call Rupert's House. There are trucks, mostly new, everywhere. Instead of floatplanes, the Waskaganish airport is busy with flights of Air Creebec. But not everything changes: to the end, Billy Diamond refused to eat his vegetables.

They filed past by the hundreds: elders in wheelchairs weeping openly, young mothers holding babies up, teenagers in rap T-shirts trying to fight the sting in their eyes.

If Bob Stanfield can go down as “The Best Prime Minister We Never Had,” then Billy Diamond is “The Greatest National Chief Canada Never Had.” His passion and his life was the Cree Nation, largely created by him. He did not seek the national stage; he refused all offers to stand for office; he turned down the Senate.

They remembered him for this, and for his outrageous humour, at times offering up some of their own.

“Even when we were hunting,” said his nephew, John Paul Murdoch, “it was almost as if the geese would line up to be shot, so they wouldn't be yelled at.”

And they remembered his battles. At 21, Mr. Diamond was the youngest chief in the country - forced by his father to take on the task despite his own wishes to attend law school - and by 23 he was grand chief of all the James Bay Crees.

When Mr. Diamond heard - on a small transistor radio he had smuggled into the family goose-hunting blind - that the province of Québec was planning to turn the rivers of Northern Québec into the world's largest hydroelectric system, he decided to fight the “Project of the Century.” No one had bothered to ask the 7,500 natives who had lived along these rivers for 10,000 years, much of whose land would be flooded.

He called the first Cree meeting ever, showing everyone maps detailing the family traplines and graves that would be lost. [...] The fight against the hydro project in the courts of the 1970s



is the stuff of Canadian history: Cree trappers and Inuit hunters travelling to Montréal to testify, caribou and seal meat hanging from their hotel windows. They won an injunction, lost in the Supreme Court, but then successfully negotiated the James Bay and Northern Québec Agreement, which set a precedent for all major Canadian land settlements to come.

Mr. Diamond dramatically changed the plans for the massive damming of the rivers, but he was proudest of an income-security plan that he called “the only per diem for trappers in the entire world.”

[His father, Malcolm, had been known as “the Shouting Chief.” The son rarely shouted, but when he spoke, [...] people listened.]

At the service, Montréal lawyer James O’Reilly spoke passionately about those years, reminding people what Mr. Diamond had accomplished beyond the James Bay agreement. He brought them self-government. He built their own airline (the “Iacocca of the North,” Peter C. Newman once called him). And he was the key strategist - dealing with the likes of Pierre Trudeau, Jean Chrétien, René Lévesque - behind the 1983 amendment that enshrined aboriginal rights in the Canadian Constitution. [...]

Mr. Diamond leaves behind a huge extended family and a vast expanse of friends. [...] But he also leaves a legacy that remains an inspiration to young native leaders across the country who believe in the same things he fought for: rights, dignity, responsibility, economic sustainability.

“My Indian friends from India had Mahatma Gandhi,” Matthew Coon Come, the current grand chief, told the gathering. “My American friends had JFK. My Afro-American friends had Martin Luther King. My South African friends had Nelson Mandela. My Cree Nation had Chief Billy Diamond.”

They listed 89 pallbearers on the service pamphlet. If it takes an entire village to raise a child, then it seemed only right that it took this entire village to bury its chief. It had rained heavily during the service, but when they opened the doors, they found a rainbow had spread over the town. Taking turns, they carried his coffin through the streets, past the modern homes, the little shopping centre, the school that he built to ensure that no one would ever again be flown away to a place where far, far worse could happen than a standoff over vegetables.

They placed him in a fresh grave with a simple wooden cross and took turns filling in the earth.

While the simplicity seemed in keeping, so too would be the inscription he once told his son Ian he wanted for his tombstone: “Gone to a meeting - will return.”

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Tribute to Chief Smally Petawabano

Excerpts from a tribute presented by Henry Mianscum

October 4, 2010 will be remembered as an important date for Mistissini, especially as we honour and recognize a great man who is responsible for beginning the history of our community, here in its present location.

Mr. Smally Petawabano was the son of Mr. Jean-Baptiste and Mary Petawabano. He was the older of Petawabano siblings. In the early 1960's, the Petawabano family arrived in Mistissini after years of working in the forestry industry near Clova, Québec. No one knew at the time that a man of history had arrived to the shores of Mistissini.

Smally was one of the first residential school survivors, having studied in Chapleau, Ontario. This is where he learnt of a different culture, language and identity.

Because of his education in the residential school system, Smally was hired by the Hudson's Bay Company when it built its trading post in Mistissini. He gained valuable work skills, communication skills and people skills. This experience helped him in later years.

First Band Manager of Mistissini

The Department of Indian and Northern Affairs was predominant in local band administration and management – the Department controlled everything and ruled the community. To administer and manage the community, Smally was hired by the Department of Indian and Northern Affairs as the first Band manager for Mistissini, and again, this was possible because of his education.

We can say that this was something that the Department would have to deal with in later years.

With a budget of less than \$100,000, Smally managed the community – a significant difference with today's budget of more than \$20 million.



First Indian Act Chief of Cree Nation of Mistissini

Mr. Smaily Petawabano was the first chief of Mistissini elected under the provisions of the *Indian Act* and the first to enact the provision of this act in the community.

The adoption of resolutions and the recording of Council meetings was a new way of managing the affairs of the community. Smaily had to learn this with his fellow Council members.

In the early years, Smaily did not receive pay for being Chief because the Government of Canada did not recognize the position of Chief as a position with pay. This was the case of his first several terms as Chief of Mistissini, but he continued because of his commitment to help the community and its people.

He was the first Chief to 'literally' throw out the Department of Indian and Northern Affairs from Mistissini and believed in his people to manage and administer the affairs of the community. This is his legacy today.

Achievements as Band Manager and Chief of Mistissini

- Managed the first Band Administration affairs for Mistissini
- Managed the first Band Welfare Program for Mistissini
- Managed the first Community Housing Program
- Managed the first Community Infrastructure Program
- Managed the first Community Operations and Maintenance Program
- Negotiated and managed the first 'modern' Band Administration building for Mistissini
- Negotiated the first 'modern' School for Mistissini
- Negotiated the first 'modern' Health Clinic for Mistissini
- Negotiated the first 'modern' communication system for Mistissini
- Negotiated and managed the first local Police service
- Was on negotiations teams with the late Dr. Billy Diamond:
 - To obtain the first modern water and sewage system for Mistissini
 - To bring the first hydro-electric system for Mistissini
 - To bring the first housing and infrastructure Agreement with Canada for the Cree Nation of Eeyou Istchee
- Was the host of the first Gathering of the Cree Nations of Eeyou Istchee, to agree to form the Grand Council of the Crees
- Was a founding member of the Grand Council of the Crees
- Signed the James Bay and Northern Québec Agreement on behalf of Mistissini

- Participated in the negotiation of the *Cree-Naskapi (of Québec) Act*
- Was the first Director of Operations for Mistissini under the *Cree-Naskapi (of Québec) Act*.

Retirement

Smaily retired from public service in the late 1980's without pension or benefits from his tenure as Band Manager, Director of Operations and Chief. He received a one-time gift from Mistissini for his years of service. This was menial to what he gave the community and people of Mistissini.

Smaily's attachment to the land was a strong value that guided him throughout his life and career as a public servant, so it was natural to go back to the land to pursue the traditional way of life in his retirement. He shared this 'new' career with his wife Laurie, who was there for her husband and continued to be until the end of his life. Laurie is the symbol of a true companion and friend in good times as well as in the dark moments. We share this tribute with her.

Significance of tribute

We ask you to share this tribute to a great man of integrity and dignity, for we owe him deep gratitude for what he has done for our community and people.

To those of the young generation, learn about this man and appreciate him as the true builder of our community and the trailblazer for the life that we know today.

On behalf of all people of Mistissini, we thank you Mr. Petawabano, from the bottom of our hearts, for what you have done for our community and what you have done for the people of Mistissini, in public and in private, during your years as Band Manager, Director of Operations and Chief.

The Good Lord definitely led you into our lives and continues to be with you today. God bless you and your family.

October 4, 2010



[He was the first Chief to 'literally' throw out the Department of Indian and Northern Affairs from Mistissini and believed in his people to manage and administer the affairs of the community.]

WHAPMAGOOSTUI

Louise George

Awash Estchees Childcare Centre

The Awash Estchees Childcare Centre is a non-profit corporation which started as a tiny centre with five employees, back in 1996. But as children grow, so does their Childcare Centre.

Profile:

- Started in 1996, with 5 employees
- Currently 14 permanent staff members
- Service: Childcare services
- Customer base: Children and families of Whapmagoostui

Challenges: I have only been the Director of the Centre since August 2010, but I have already learned and grown a lot in this position. We have 80 children registered to receive childcare services each day, so we have many challenges: making sure that children receive quality educational services, ensuring that employees report for work, keeping an eye on our \$ 1.4 million budget, looking after the facilities... There is never a dull moment!

What I find the most difficult though is having to deal with problems that are not part of our regular operations. I am thinking of things like vandalism and break-ins during the evenings and week-ends, or children playing in the playground outside of operating hours without supervision – these are issues that all childcare centres encounter, but we cannot be here 24 hours a day, 7 days a week. So the solution is to keep working on teaching children to respect others, and the property of others.

Working with a Board: Our corporation is managed by a Board of Directors, and our current President is Rebecca Kawapit. The Board members make all of the strategic decisions for the Childcare Centre, and they are really supportive of our staff. As they are parents using the services, we see them on a regular basis and it feels good to hear them say nice things about how our Centre is going. Right now, they are suggesting that some changes be made in terms of the layout of playrooms, and they are looking at the management of human resources: their suggestions are always welcome!



Traffic jam in the sandbox.

Getting support: Like most managers of small businesses, I do have challenges. We all wish there was more time for everything, and we wish that we were better organized. But I know where to turn for help, and people at the Child and Family Services Department are really supportive: when we get a visit from our Regional Ped. Counsellor, or from the Admin and Management Staff, we get a lot done and we feel the positive impact for a long time.

Make my day: The thing that keeps me here, and I think it is the same for all of our staff, is that we're here for the children. The younger ones cannot speak for themselves, and we're there for them to get the best care that they can get – that is what they deserve.

I also like to see Educators getting 'into' their work and enjoying it. When I visit playrooms and see Educators playing with children, singing songs, or displaying kids' artworks on the walls, I know that the children are being stimulated, and that's a good feeling.

But the best thing of all is when a child comes in and wants to give me a hug – that is the thing that really makes me happy. I really love to see them do it to their educators as well: it shows how special a relationship they have.



Creative children are happy children!

CHISASIBI

Sarah Moar

Pash Moar Pizza

Sarah Moar and her husband Christopher Pash have a saying on their wall: Don't give up; it all starts with an idea, but the real work starts when you actually have to focus on the action. Here is what they have achieved with their focus on action.

- Started in 2005, with 4 employees
- Currently 13 full-time staff members
- Service: Restaurant and take-out food
- Customer base: Chisasibi families with a craving for good pizza



www.abentre.ca

Pash Moar Pizza owners Christopher Pash and Sarah Moar, proudly displaying a slice of their good food.

Coaching: Starting this business was my husband's idea – there wasn't a pizza stand in town, and we chose to open one, under the coaching of consultant Rolf Wilhelm Kungl. We received small business management training, which was funded through CHRD, and that really helped us to stay focused on our goals. There was so much that we needed to learn, and it took us close to two years to go through the development process for our business. When we finally opened our doors, we were ready and eager to get going.

Challenges: Our biggest challenge is finding good, reliable employees, who are willing to be there so that we can be open 7 days/week. It is demanding work, so we have a high turnover rate, but it's rewarding at the same time because we manage to keep the business running in spite of the challenges!

Make my day: What makes my day is the fact that we are our own bosses; I get up in the morning and I go to work on my own – that is a very good feeling, and I wish that more people felt that way.

Entrepreneurship: I would really like to see more businesses in Chisasibi, as I find that we could have many more. We need businesses that would contribute to our economic development. I would be willing to help someone start their own company, and my first piece of advice would be: be ready to work really hard.

It would be really useful to have a Cree-based service that would help us start businesses – people who know entrepreneurship, and who know the communities and our realities.

Next Generation: I am thrilled to see our 10-year old daughter Leila already showing interest in the business. She helps out in any way she can, cleaning up, preparing boxes, filling up the pop cooler. It's very nice to see her take this work seriously, and I can tell that she is learning responsibilities really fast.

First day: On the very first day that we opened our doors, we were starting to provide a delivery service for pizza. For some reason, we forgot one order, and it was only prepared and delivered the next day – the customer took it anyway, and was happy with the order. We were sorry to have missed it, but the fact that it was accepted anyway was a good sign.

At the time, we had ordered stock for a full week but we ran out in 3 days – it was a little bit scary, but very encouraging as well!

WEMINDJI

George Natawapineskum Eeyou GD Lumberjack

George Natawapineskum started his forestry business in 1997, and is proud to have been able to provide employment for people in his community since then.

Profile:

- Started in 1997, with 2 full-time and 10 seasonal employees
- Currently 3 full-time and 40 seasonal employees
- Service: Forestry
- Customer base: Various corporations in forestry, energy, mining and construction industries

Starting a business: In the mid-1990's, our economic leaders were saying that there were going to be opportunities to become self-employed. I decided that I wanted to start a business, as I knew that work was coming. My main motivation was to provide employment for the community.

Over the years, I have developed a strong customer base, with the Cree Nation of Wemindji, Tawich Construction, Opinaca Mines, Société d'énergie de la Baie-James, Hydro-Québec, Eenatuk Forestry Corporation and Waska Resources. I would like to say thank you to all of these clients - without them, we wouldn't exist.

Words of wisdom: The best lesson that I have learned in running a business is to never quit, and to keep going ahead. As a matter of fact, that would be my advice for someone looking to start a business: work hard, never give up, and it will pay off in the long run.

Make my day: Providing jobs for my community is really what makes me happiest – that, and finishing contracts on time.

Challenge: One of the big challenges that we face is the lack of funding from banks. Being part of a First Nation makes it more difficult to access funds. So if we were to receive support services from our Cree leaders, I would say that funding support would be at the top of the list. I also think that receiving management support services would be helpful for a lot of new companies.

Future: I would like to keep expanding the business. One of my current goals is to try to get a contract at La Romaine, so that we can provide going-out experience for our employees.

Smile: We have lots of stories of funny things that happened over the years, but the one that stands out for us is one that happened on our first contract ever. The people who hired us gave us 14 weeks' worth of food for the contract, but we finished all of the work in 3 weeks. We got stuck with lots of food, and one person even ended up with 6 turkeys!



Barry Minquaken

George Natawapineskum taking employees to a worksite.



Barry Minquaken

Heavy equipment used in the Rupert River Diversion project.

EASTMAIN

Lindy Spencer and Shelley Gilpin Spencer

Lindy's Catering

Lindy Spencer and his wife Shelley found out that as entrepreneurs, you don't get things on a silver platter – you have to work hard, but if you never give up, you will be proud of what you accomplish.

- Started in 2007
- Currently 4 full-time staff members
- Service: Catering
- Customer base: Construction companies and special events

Born entrepreneur: I'm 33 now, and I've been in business for the past 10 or 12 years – I always had something in mind that I wanted to do, and I went for it. In our first year of operation as a catering service, we won the Youth Business of the year award. Right now, in addition to our catering business, I do various projects such as transport and other contracts: I'm the kind of person who sees opportunities everywhere.

For example, the previous operator of the arena's kitchen closed down, and the kitchen was empty for more than a year. I found out that construction crews were coming in for the next three years, and thought that they would need to be fed. So my wife and I talked about starting the kitchen again, and she accepted to be the main kitchen person while I would look after administration and contracts. I approached the Band, saying that we wanted to rent the place for a while, and they agreed.

Hard work: I get up at 5 AM; I get out of the house and often only come home at 9 PM at night. My kids understand why I work so hard. We teach them responsibility – nothing is given to them. I wanted to do things for myself, and I want to teach the kids to be the same way.

Words of wisdom: When I started my first business, I didn't know quite what I was getting myself into, so the end result wasn't great. I learned lessons the hard way, and it took a

while to get the people in Eastmain and the Band to trust me again. But with hard work, and the support of family and our community's Economic Development Officer, who has really been there for me, I have kept going and am now really happy with the success that we have.

I have also learned that you have to watch your spending, and only buy things that you really need and can already afford. And you have to give very good service – nowadays, service is the key, in business.

People think that being in business is about making money, but it's not: it's about working hard. Running a business is like having three full-time jobs. And you have to keep going when times are tough. There are blocks sometimes that you have to go over, but don't stop when that happens – don't give up.

Family Affair: We have four persons working right now, and the team includes my wife's mother and sister. Without my wife and other members of the family, there would be no business. And with our 8th child being born this summer, we will keep it a family affair. The children are getting involved in the business already, and our 18 year old son

Darwin is working with us – he already knows what to do, and one day, he will be my right hand man.

Customer satisfaction: For each contract that we do, I do a survey to find out what people thought. I learn a lot from customers' feedback, and I see how to adjust our service to keep them happy and coming back. Our number one rule is to serve good food, and to serve it on time. The first contract we ever had was with the CRA, and they told me that it was the first time that they finished meetings on time because the food was on time – right there, I found out what matters to customers.

Future: For the moment, we are very busy feeding construction crews, and we know that we will be busy with this clientele for the three next years as well. But there are new opportunities coming: we want to do catering for the mines. One mine will be located in the Eastmain territory, and when the project starts in two years, we will be ready for it.

Make my day: I am really proud to provide for my family, and to see our children happy. Times were sometimes tough when I was a kid, and I really wanted to give my children a good start in life.



Shelley Gilpin and Lindy Spencer, a successful husband and wife team of entrepreneurs.

WASKAGANISH

James Blackned Blackned Construction

Blackned Construction is one of our pioneer Cree businesses: it celebrated its 35th anniversary in 2010. Keys to its success include hard work, commitment and determination.

Profile:

- Started in 1975, with 15 employees
- Currently 40 employees, 38 of which are Cree
- Service: Building of roads, drainage, gravel haul
- Customer base: Various corporations and entities including Band, Hydro-Québec, SEBJ and CCDC.

Starting a business: While I was working for two construction companies, Kiewitt Construction and BOT Construction during the construction of the James Bay highway, I realized that there were no Crees operating heavy equipment. That is when I decided to go for a heavy equipment course in Rouyn-Noranda. I saw opportunities at the time: there was an 18 km road to be built in our community, gravel to be hauled, and a new housing program had just started, so I decided to make a move, and never regretted it.

Right from the start, my goal was to hire all Cree employees – and I have done well in that regard.

Achievements: My proudest achievement would be when we completed the first airstrip in our community, back in 1980 – it felt good to have completed such an ambitious project. Another major success was obtaining a license under the Régie du Batiment du Québec in 2002: it is a complex process, but quite an achievement to have done it.

Challenge: The biggest hurdle that I have to face is having to return equipment that is already paid for in half, because there is not enough work to keep making payments.

Future: My plan for the future is to keep this company running, and to transfer it to my children and to their children, which is partly done already.

Managing an Aboriginal Business: There are not many differences between managing a business in a community or outside – all of the services and products are the same. The only exception is

financing, which is more difficult because of the *Indian Act*: the banks don't always accept to finance our purchases of non-moveable or moveable property. That is why I believe that a new financial Cree entity should be established, one division solely for Cree businesses.



James Blackned and his wife Kathleen cut the anniversary cake at a celebration to mark the 35th anniversary of the creation of Blackned Construction.

Words of wisdom: First of all, education is the most important thing in business; you have to have that basic knowledge. Also, make sure that you like the business that you plan to start, because you will be spending a lot of time working on it. Remember that there are road blocks along the way, but you have to know that there is always a way to go around them. Lastly, I have learned that there is nothing that's being done that cannot be re-done. But the biggest lesson of all, if you want success in this business, is to always finish contracts on time.



Most of the Operators and Drivers who worked for Blackned Construction when the company was first created in 1975 were on hand to celebrate in 2010.

NEMASKA

Jeremy Diamond JD Productions

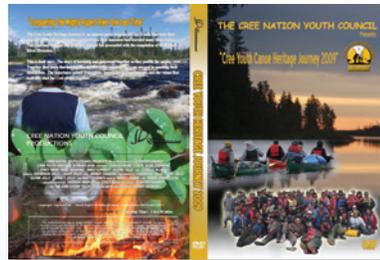
What started as a home-based business is rapidly growing into a recognized multimedia company, in the creative hands of Jeremy Diamond, Gary Jolly and their team.

Profile:

- Started officially in 2010, after 6 years of operation on a contract basis
- Service: Graphic design, video film production, music production, audio recordings
- Currently 3 staff members
- Customer base: Cree organizations – Bands, CRA, local schools

Passion: Because I love what I do, I get up at 4 or 5 AM, I start working right away, then I go to my regular job and I come back for some more work in the evening. Or rather, I should say that it's not work – I'm on the computer, doing design, and I'm having fun!

Starting small: I learned that you have to start off small. When we were younger, we started our first company, and had big plans and ideas, but we didn't take incremental steps to establish ourselves



DVD cover for a recent JD Productions project.

as entrepreneurs: we were jumping ahead too fast. So we didn't succeed. This time, I didn't jump to big projects right away – my first contract was small, and slowly, gradually, I have taken on bigger projects. At one point, because of the volume of work and need for different abilities, I found a partner, Gary Jolly, who does camera work, editing, some design and music production. Now, we make sure that we stay afloat with the income, and don't buy major items until we know that we can afford them.

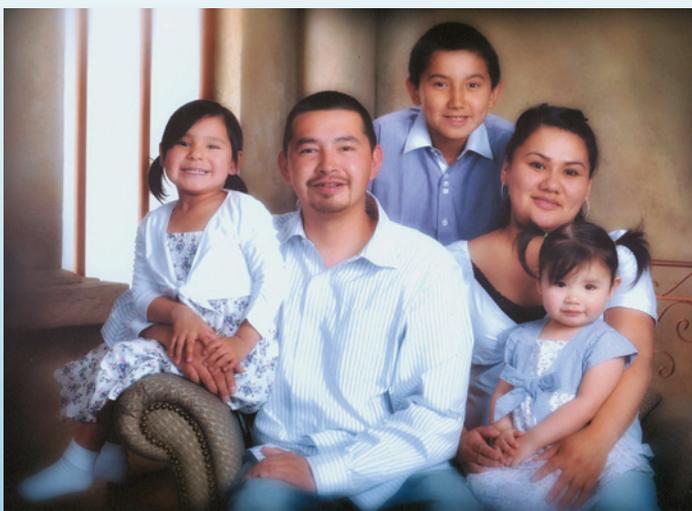
Legacy: We are working on a series of videos which revolve around Cree issues and interests, for example Gatherings, the Cree Summer Games, local Youth Council cultural projects – paddle making, snowshoe making, sewing program. We are documenting the Youth Council's projects so that they can have something that is going to last, and that will give information to future generations – these are 'how to' step-by-step videos. For example, you can watch the fishing video and learn how to put a net under the ice.

Future: We are not only developing contracts for customers, but we are working on our own independent projects as well. For example, I am making a 22-minute video which can be used in 30-minute TV broadcast schedules. We are trying to take the company to next level, where we are more independent and film what we are interested in. We are moving the company forward for the TV market and the European market - we want to seize the opportunity to show our work in Germany, as Germans are fascinated with First Nations. We also dream of having our own studio – and different branches, one in Ottawa, and perhaps another one in Toronto.

Balance: I am really proud that I learned to balance my family time with my work time – there have been times when I work every day, all day, 14-hour days, but I have learned that if you keep going this way, your body drains from energy. So I try not to do this too often.

Words of wisdom: If you are thinking of starting your own business, my advice would be to work hard and to do what you love. In my case, I know that I need to be working hard to succeed as an entrepreneur.

Make my day: What I like best about being an entrepreneur is knowing that through the business, we are giving work to three staff members who are supporting their families – we take this really seriously. If I couldn't make payroll one week, that would truly affect them, so we ensure that all goes smoothly, and that makes me happy. That's why I am eager to get up at 4 in the morning.



Paul Brindamour

Jeremy Diamond knows that in order to succeed and be happy, you have to balance family with business.

WASWANUPI

Julie Ann Cooper Cooper Transport

Profile:

- Started officially in 1998
- Service: Transport
- Currently 1 staff member, in addition to owners
- Customer base: Cree School Board and local groups

Julie Ann Cooper is a busy woman, between her family, her company, her full-time job and her political involvement in the community. The two secrets to her success are hard work and sound time management.

Starting small: I co-own the business with my Mom Catherine, but it's my Dad Allan John who started it back in 1998. We used to transport logs and lumber as well as sawdust for the sawmill, but because of the economy, we let go of the lumber transportation. When we set up this company, we were looking for something small-scale that would be simple to operate, and that would expand slowly. We saw an opportunity to make a submission for Cree School Board tenders, and we got the contract: that got us started.

Making time: Time management is really important. We have an office at home, and I am often working in the evenings and on Saturdays. I need to make the time for the business, and I realize how easy it is to get caught up in other things. But in order to succeed, I have to make the business a priority.

Education: I graduated from High School, and went on to take various programs in College that gave me the background that I need. I encourage kids to finish school, and I am really happy when I see youths graduate. I can say that I reap the benefits of my diploma and college, so if I can contribute to motivate kids to finish school, I am really happy.

Challenges: My biggest challenge has been figuring out what is in my fathers' brains: he is teaching me how to bid for contracts, and I am now in a position to do it on my own, but it took a lot of learning.

The other challenge that we face, like in all businesses, is dealing with some employee situations. We never like to take disciplinary action, but some situations call for this, so we don't always have a choice. All in all though, we have been lucky and we keep employees for as long as they can stay, and we show our appreciation by providing benefits, bonuses and extra time off.

Future: We want to keep upgrading our equipment, which is important if you want to provide good service. We bought a new bus this year, and we are getting another one. We are also looking at opportunities for new contracts – we are good at jumping on opportunities that come around.

Words of wisdom: I would say that two things are important, if you want success in your business. The first one is that you need to make time for your company – unless you are willing to make a commitment, you won't succeed. You also need to develop a good working relationship with your employees. We have developed an incentives program to let them know you that we appreciate them, and that helps us a great deal.

Support for entrepreneurs: I think that we should have a business centre where new entrepreneurs would come to use computers, printers and other equipment free of charge. Young entrepreneurs don't necessarily have these at home, so it would be nice for them to have access to services like that when they start off, and to have a place where they can concentrate on their project and meet other people developing ideas for businesses.

Smile: One time, we rented the bus to take youths to Mistissini for a big meeting. I was on that bus myself, coordinating the group, and so was my son. We gathered



The Mother and Daughter team of Catherine and Julie Ann Cooper take a moment to smile for the camera.

at the school to come home again, and it was pretty hectic – so many kids wanted my attention. Of course, there was a specific time to leave, so at one point everyone got on the bus to come home, and when we started moving, the kids realized that I forgotten my own son. I can't tell you how much the kids teased me about that. We quickly turned around to get him, and that day, my son became famous.

OUJÉ-BOUGOUMOU

Naomi Bosum

NBN Photography

Naomi Bosum, who still is in her 20's, has a passion for photography, which she has turned into a small business. Here is how.

Profile:

- Started in 2008
- Service: Photography
- Specialty: Baby, maternity, VIP and family portraits
- Customer base: Families in Oujé-Bougoumou; clientele is gradually expanding to other communities



Inspiration: My Dad, David Bosum, always took photos of our family in the wilderness, and he loves landscape photography. My brother was the first official photographer in Oujé-Bougoumou, and when I had my children, I used to take a lot of pictures of them. One thing led to another, and I started taking pictures for family and friends, who told me that I should do it as a business, so I did.

After I decided to start, I worked on a business plan in 2007, and submitted it to the Chief and Council for their support; they adopted a Band resolution, and I received a loan from the Oujé-Bougoumou Eenu Company, so that I could purchase professional equipment. Within my first year of starting the business, I had made some revenues and paid the loan back.

Training: I am mostly self-taught, but I followed a course through the Stratford Career Institute. I am planning to go back to school at Algonquin College: this would be a great opportunity to improve my knowledge of photography, as well as to further develop my business background.

Make my day: The best part of my business is seeing the expression on the face of someone whose portrait I have done: when I see how happy he or she is, I know that I have reached my goal.

Smile: Once I was taking a photo of a month-old child who was sleeping. I told the Mom to curl him up, and as she moved him, he pooped on my background. After a bit of cleaning up, the pictures turned out really well!

Receiving support: I think that it would be a good idea to provide training in accounting for young entrepreneurs around the Cree Nation. Also, mentoring for entrepreneurs would be useful. I have had some people ask me how to start a business, and I tell them how I did. I am already acting as a mentor for some, but I believe that there is a need for more structured mentoring in the communities.

Balance: I don't find it too difficult to juggle my family, work, and being an entrepreneur: I am active and I have a lot of energy, and somehow, everything eventually gets done.

Advice for aspiring entrepreneurs: Start now! If you want to do something, do it, go and get it and stop at nothing, because you can do anything that you set your mind to if you just believe in yourself. Find out what you are passionate about and then give life to it. Passion breeds success. My best wishes!



Naomi Bosum

Creative children's portraits are one of Naomi Bosum's trademarks.

MISTISSINI

Laurie Chakapash ADELS Restaurant

Laurie and her sisters Annie, Denise, Elizabeth and Sharon have been running ADELS restaurant in Mistissini as a family business since 2006. In a family business, cooperation is the key to success.

Profile:

- Started in 2006
- Currently up to 22 employees, depending on the season
- Service: Restaurant
- Customer base: Hungry people from Mistissini

Starting a business: My Dad Charlie Brien and my Mom Janie had run a restaurant in Mistissini since 1972 – the Coffee Shop, the Beaver Restaurant and then Denise’s Restaurant. Before he died in 2002, my Dad told us that we, his daughters, should run a restaurant together, with the comforting words: “It should go well”. So we took his advice and started a restaurant together.

Family affair: Sometimes, we find it hard being business partners and sisters, but we find that when we keep talking, things work out. When we started, we were all learning so much. We also have to make sure to all work equally hard, because otherwise, it is not fair for the other ones. When we are faced with a problem, we have talks to the five of us, and we usually end up saying: “If we do it together, it will go well” – and it does!

We have different responsibilities – for example, I work in the office, I keep things rolling at the bank, I pay bills and employees. My sisters mostly work in the kitchen, but sometimes one helps with making schedules and balancing waitresses’ papers.

Benefits: We love being our own bosses, and deciding what we want to do together. Also, we are happy to be doing business in Mistissini: when we go to Chibougamau, we find that their restaurants are not as busy as ours. But we have learned that it’s not funny running a business – it’s hard work.

Challenges: One of the big challenges that we faced was going through almost a year of construction work, from Goose Break in 2005 to March of 2006. Our second biggest challenge is making sure that all of our employees keep to their schedules – especially young ones. We are lucky to have good workers with us.

Future: We’ve already stepped into the future, with our computer system that prepares all of our reports – this was a dream of my Dad’s. We’ve also been talking about transforming the restaurant into a cafeteria. This would probably speed up the service for customers, and it might also save on personnel costs. There could be another restaurant in the works too, but it’s too soon to talk about this.

Words of wisdom: Our Dad told us: “You girls should work hard for your business, put time on it – more than your employees”. So we have learned to work as much as we can. My advice for other entrepreneurs would be to manage your business yourself – don’t leave it up to other people.



Sisters Annie, Denise, Elizabeth, Laurie and Sharon proudly standing in front of their restaurant.

Steve Forward

MISTISSINI – SEASONAL OPERATION

Elijah Awashish Osprey Excursions

Elijah Awashish and his two partners, Isaac Iserhoff and Stanley Mianscum, run Osprey Excursions as a seasonal operation from June to September.

Profile:

- Started in 1997, with 2 partners and 2 employees
- Currently 3 partners and 15 seasonal employees
- Service: Fishing vacations on Mistassini Lake
- Customer base: Corporate clientele from Québec

Passion: This business is rooted in my passion for fishing and being on the lake. When I was a kid, I spent summers on the lake with my grandparents, and that played a big

role in my love of nature. I did it into my early adult years, and at one point, when we noticed that visitors who came to Mistissini were asking people to take them out on the lake, we thought we would go into business and do it – that’s how the idea came about.

We started mainly as a guiding service from the village, and it progressed into an outfitting camp that offers lodging capacity. Our lodge can accommodate up to 20 guests at a time: not a very large operation, but a very labour intensive one. Within our niche market,

we have to ensure to provide high quality service. We also operate a second base camp, which belongs to the Cree Nation of Mistissini, and we migrate with the fish, so we go there with up to 30 clients for the second half of the season.

Cree identity: Clients expect to be in the boat with a Cree person, who has an intimate knowledge of the area, who can share stories on the different sites on the lake – that’s what we do. We truly depend on our employees, who are mostly the same from year to year. We try to integrate a few

new ones each summer to renew our pool and pass down knowledge of the area – it takes time to train a new guide so that he can be ready to give good service. Our best staff members are people who spend a lot of time in the bush and have a natural connection with nature.

Make my day: The most gratifying part of my work is when customers are completely overwhelmed with their stay and thank me for an experience of a lifetime. When I get this kind of positive feedback, it makes all the time and effort worthwhile.

Proudest achievement: Osprey won a tourism prize in the outfitting category for the James Bay region – the first time we ever won anything. Being recognized by the region and our peers in the tourism industry was a very rewarding experience.

Future: The formula that we have is where we wanted to take it. We reached our point of maturity in terms of bookings and clients, and we would like to operate that way for the next couple of years.

Words of wisdom: Be prepared to invest lots of time and effort – even more than you think is possible. Also, expect to come across setbacks – the road is not always easy, but if you learn from your mistakes, you will eventually guide yourself to the right solutions. Don’t be afraid to make mistakes: this fear sometimes crippled me – I was afraid to make changes, but experience has taught me to take calculated risks, and it pays off. Finally, don’t be afraid to ask for help. I have different people who helped me make business decisions – mentors, friends, people close to me. Sometimes, I find I’m so involved in something that I fail to see simple things, and it takes somebody from the outside to point something out to me.

Balance: My wife looks after our other business quite a bit, and with our four children, we find that we have little time for anything else. Our older kids are starting to work with us when the school calendar permits. It gives them a better appreciation of where Dad is when he is away.

Smile: Several years back, we had a group of doctors who were celebrating the start of their vacation on their first night, as is the custom. One of the gentlemen fell and broke his collarbone. By the time we got there, he had all of his colleagues around him: he couldn’t ask for better medical services. However, the doctors knew that their patient couldn’t board a boat to go fishing with his broken bone, but they were not willing to let this ruin their vacation, so they actually ‘grounded’ him like a little boy for the rest of their stay – that was funny to see.



Elijah Awashish poses with Alain Tremblay, a friend and business associate.

MISTISSINI – SOCIAL ENTREPRENEURSHIP

Aasuumiih Second-Hand Store

The Aasuumiih Second-Hand Store was started in 2010 by a core group of volunteers including Annie Mark, Linda Gray and the current president of the Board, Suzy Jean. These ladies have a long-term vision for the families in their community.

Profile:

- Started in 2010, and is run by volunteers
- Service: Second-hand store
- Customer base: All families of Mistissini, who come to donate and to purchase clothes and household items

Getting started: As part of a process that was facilitated through the Emiskupimatisiat Peyakutenuu Working Group (made up of representatives of different community organizations and services interested in the well-being of children and families), we went through a process of identifying the needs of families in Mistissini, and looking at the services that are currently being offered.

Our group started working together in June of 2009, and we soon realized that there was one need in Mistissini: some families were struggling with poverty issues, while our local dump was filled with items that were thrown away because people didn't have anywhere to 'recycle' them. So we put two and two together, and saw that there was an opportunity for action. We decided to start a second-hand store in November 2010, where people who have good-quality items can bring them so that they can be used by other families. Our motto is "Helping hands for strong families and a healthy community".

We received a one-time initial grant from the Cree Health Board's Community Initiatives Program to set up our store, which we have managed to keep going even though the funds have run dry. We are looking for new funding sources, and in the meantime, we are relying on our fabulous volunteers to keep the store open.

We have a good variety of items for sale at extremely low prices – clothing and home items, some brand new and some almost new. As part of our mandate, we also see the need to donate some items, for example for children who come to foster families without the necessary clothes. Being generous makes us feel good!

Lessons learned: As soon as we opened our doors, we realized how necessary our service was in the community – people are really happy that we are there, doing what we do. However, since our prices are so low, and that's how they should be, we are not yet able to cover the basic costs such as rent, so we are going to require some more funding to make our venture into this social business a success.

Make my day: We love seeing that people who donate items are as happy as people who buy them later on, and seeing that things that used to go to waste in the dump are now getting a second life. We also love serving our community, and helping needy families.

Future: Our plan for the future is to keep operating Aasuumiih, but we would like to incorporate other elements that would make it a true Family Centre: things like a collective kitchen where parents could come and prepare meals together, a place where workshops could be held on issues like parenting skills, a cozy room where parents could trade stories and support one another... there are many needs to be filled, and we are looking forward to helping our community even more.

Words of wisdom: In a project such as ours, the issue of funding is the key to success. We have been really creative so far, but we are going to have to involve the major stakeholders in the community if we want our project to keep serving local families.

Interview conducted with Isabelle Barbeau, who acts as a spokesperson for the project, in her role as the Community Organizer for the Cree Health Board in Mistissini.



Lucie Bergeron

SPECIAL EVENTS

OPENING OF CREE EMBASSY in Québec City, December 3, 2010



John Farrington

Premier Jean Charest and Grand Chief Matthew Coon Come officially cut the ribbon to inaugurate the new Québec City Embassy.



John Farrington

Deputy Chief of Chisasibi Daisy House shows Minister Corbeil her home community.



John Farrington

Matthew Coon Come receives a present from Innu leaders attending the official opening.

DINNER TO HONOUR SMALLY PETAWABANO AND BUCKLEY PETAWABANO Mistissini, October 4, 2010



Harriet Petawabano Trapper

The late Smally Petawabano addresses the crowd, supported by his wife Laurie.



Harriet Petawabano Trapper

Buckley and Bella Petawabano are honoured to be at the centre of the celebrations.

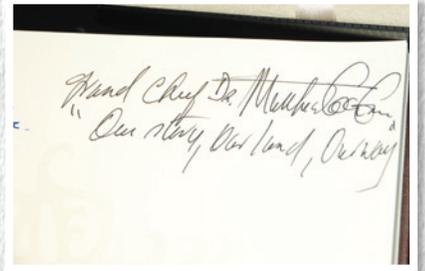
**Launching of the first documentary on the Eeyouch of Eeyou Istchee
"TOGETHER WE STAND FIRM", by the Gordon Group
Montréal Museum of Fine Arts, February 3, 2011.**

A large audience is on hand for the first showing of the *Together We Stand Firm* video.



John Farrington

Grand Chief Coon Come signed the guestbook with these words: "Our Story, Our Land, Our Way".



No matter how important the event, you can always reach Deputy Grand Chief Iserhoff on the phone.



Elizabeth Diamond and the Grand Chief launch the Special Edition of Destinations featuring Grand Chief Billy Diamond.



John Farrington

Deputy Grand Chief Iserhoff, Mary Anne Coon Come, Grand Chief Coon Come, Premier Charest and Minister Geoffrey Kelley are on hand for the launch of the video.





Cree Regional Authority

Message from the Director General Eddie Diamond

2010-2011 was a very challenging and also a very rewarding year for our organization. It was challenging in terms of the volume of work that was undertaken as a result of implementing the New Relationship Agreement with the Federal Government, and also vitally important and challenging in terms of implementing the *Paix des Braves* Agreement with the Québec Government.

The Directors of the Cree Regional Authority are in place now and have undertaken new responsibilities and goals on behalf of the Cree Nation. We are proud to present our reports in the next pages. These serve to highlight the on-going work, projects and programs of the Cree Regional Authority.

The statements that you will read in this Annual Report illustrate the changes and new responsibilities which we have taken on, as we progress toward self-sufficiency and self-government. Our organization, its department Directors and capable Staff will be challenged further to fulfill the administrative responsibilities ahead. I know that we can count on all team members to renew their efforts to accomplish the work required.

As employees, we are very honoured to serve our People, to be of assistance and to provide all of the necessary support services which, in summary, are presented in this report. Although time and space does not allow us to describe every activity that was carried out in the past fiscal year, we do manage to highlight our main accomplishments.

These are indeed exciting times and there is yet so much to be done. We have a Nation on the threshold of greatness, but we all must remember that nationhood is achieved one step at a time. I have confidence that the Cree Regional Authority is equipped to carry out its mandate, with the support of all of our Directors and Staff Members who keep working diligently. We are collectively honoured to be part of this historic challenge, and we will require that many new employees join our workforce. With renewed vigor and confidence, we will work together to assist in building a strong and vibrant Nation. In order to do this, we must strengthen our occupation of Eeyou Istchee and empower our young Cree Nation as we move forward.

While we look confidently to the future, we must always remember those who have passed on and cherish their memory, knowing that they had fortitude and wisdom as they provided us with a vision and determination to pursue our dreams for the future.

I take this opportunity to express my appreciation to all those who have committed themselves to work toward our goals, and to thank the members of the Council/Board and our leaders, Grand Chief/Chairman Dr. Matthew Coon Come and Deputy Grand Chief/Vice Chairman Ashley Iserhoff, for their leadership and dedication. I also wish to thank our Senior Management, Directors and our Support Staff for their hard work and dedication.

We thank you for entrusting us with our mission and we look forward to working with all of you in the year to come.

In Friendship and Peace. Meegwetch!



Finance and Treasury Message from the Treasurer Matthew Swallow

Cree Governance is an evolving and incremental process where greater autonomy and responsibility continues to be assumed by the Cree Nation. The role of the Cree Government relative to both the Federal and Provincial Governments has changed significantly since the signing of the Cree Canada New Relationship Agreement and the *Paix des Braves*.

The Cree Government has now assumed many of the responsibilities of Canada and Québec for the duration of the agreements signed. This places enormous responsibility on our leaders and all administrators to ensure that we exercise these responsibilities diligently and in accordance with the mandates entrusted to us all.

Since the signing of the Cree Québec New Relationship Agreement in 2002 and for the period ending in 2010-2011, Québec has transferred \$577,258,345 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 \$250,000,000 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 additional funding in the amount of \$827,258,345, 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 2010-2011 fiscal year, the Council/Board allocated in excess of \$270,000,000 for various programs, services and responsibilities either under its administration or under the administration of other entities established pursuant to the JBNQA and related entities. 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 vast majority of all resources flowing through the CRA are allocated to the local communities pursuant to the various programs that we have established to transfer funding and responsibilities to the numerous stakeholders involved in the execution of the assumed obligations.

The responsibilities of all local and regional administrations have never been greater. The significant funding levels presently administered require appropriate accountability, transparency and controls to ensure that the funds are being maximized and the obligations are performed by all respective entities.

The CRA itself has established new procedures, programs and systems of accountability to meet these evolving responsibilities. We have established comprehensive funding agreements between the CRA and all recipients of funding. These agreements clearly identify the purposes of all funding, eligible uses of funding and the specific reporting obligations of all recipients.

I am pleased to report that all local Directors of Operations and Band Treasurers have worked with us and will continue to work with us on the administrative requirements to ensure that Cree standards of accountability are recognized and supported by all members of the Cree Nation and are a model for First Nations across Canada.

The Department of Finance and Treasury will continue to work with all recipients of funding to rationalize our program structure and to improve our systems of accountability. We will also keep improving our reporting mechanisms aimed at all members of the Cree Nation and at the local and regional levels.

As Treasurer, I want to express my appreciation for the hard work and dedication of all our staff who keep things going throughout the year. This past year, we saw some big changes with the evolving implementation of the Justice Agreement and the required preparations for the amalgamation of the local police forces into the regional Eeyou Eenuu Police Force, which required the active engagement of all finance staff from our payables clerks to our payroll and all accounting staff. We must recognize the everyday efforts of all members of our finance team that get the job done for the benefit of the Cree Nation.

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

The GCC(EI)/CRA and the Eenuu-Eeyou Limited Partnership act as Recipients of Funding pursuant to many agreements. Pursuant to the New Relationship Agreement with Canada, all payments are made to the Cree Nation Trust which 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

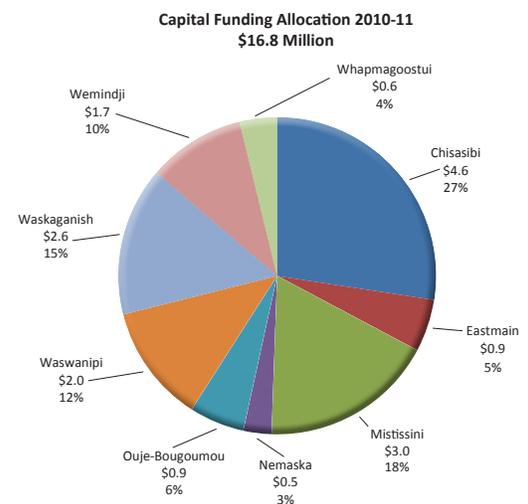
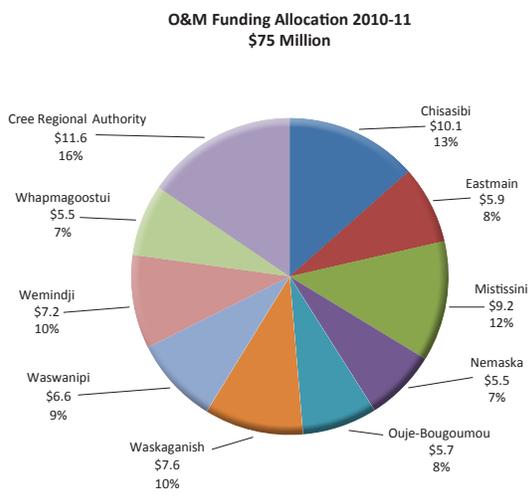
Nation where the funding flows to the GCC(EI)/CRA, which then reallocates the funds in favour of the local communities and/or in conformity with agreement guidelines.

The following summarizes certain of these arrangements for 2010-2011:

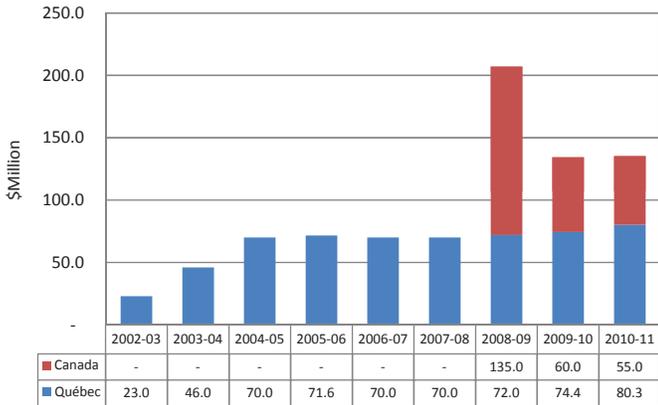
Government of Canada	
Cree Act Operation and Maintenance Funding	\$ 75,018,162
Federal Capital A Base Funding	\$ 16,835,110
Agreement Respecting Cree Human Resources Development	\$ 7,308,000
Canada / Québec Joint Funding	
Policing Services Agreement	\$ 14,112,837
Government of Québec	
Agreement Concerning a New Relationship – Annual Payment	\$ 82,056,592
Agreement Concerning the Administration of Justice	\$ 14,724,950
Cree Nation Trust	
Implementation of Assumed Obligations and Responsibilities	\$55,000,000

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 agreements exist between Canada, Québec and the Crees to implement other special and regular program funding arrangements.

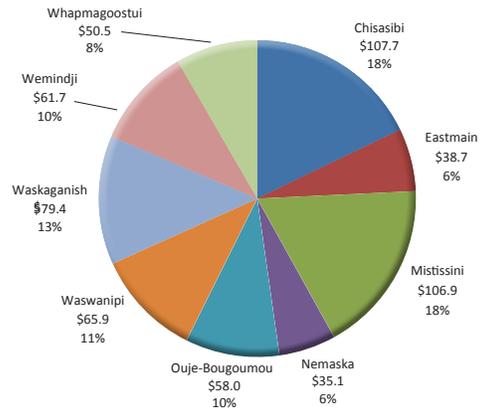
The following series of graphs provides a general overview of the allocation of certain funding arrangements and provides information as to the distribution of funds amongst the various communities and other Cree Entities:



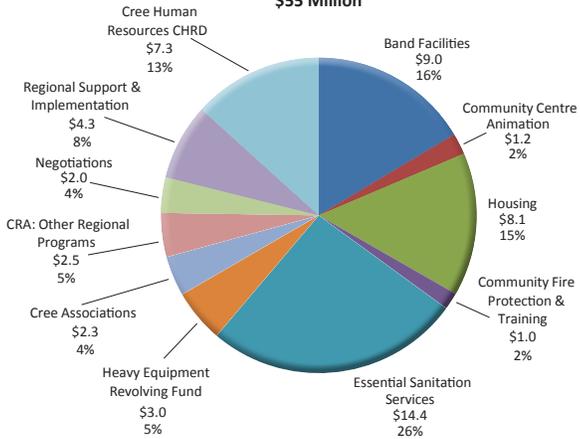
**Canada and Québec New Relationship Agreements
Summary of Funds Allocated**



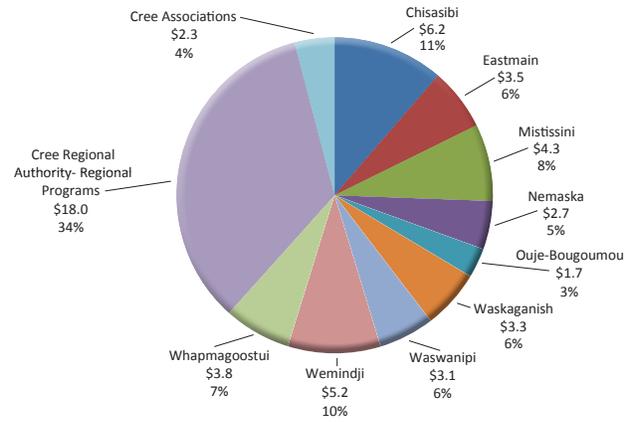
**Canada and Québec New Relationship Agreements
Summary of Funds Allocated to Community (in \$Million)**



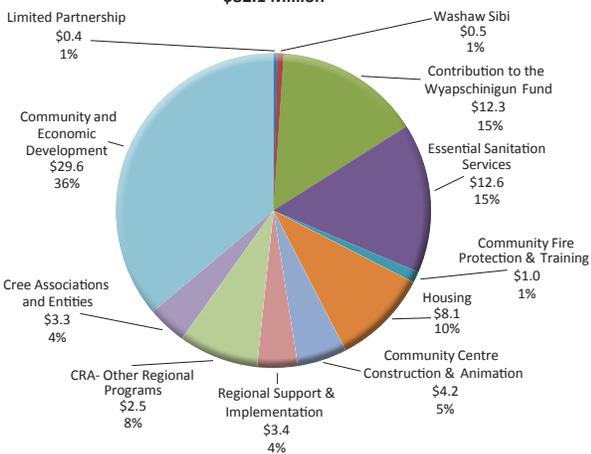
**New Relationship Agreement CANADA
Funding Allocation 2010-2011 by Program
\$55 Million**



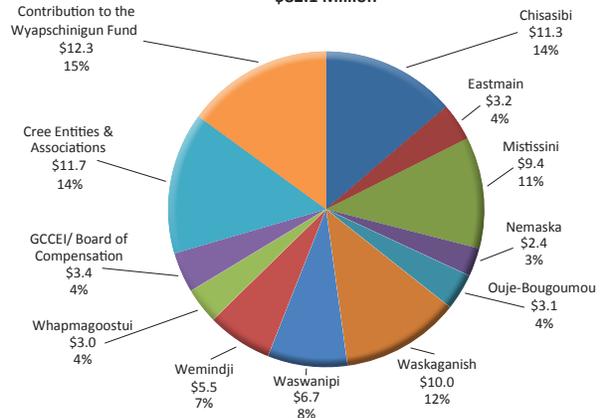
**New Relationship Agreement CANADA
Funding Allocation 2010-11 by Recipient
\$55 Million**



**New Relationship Agreement QUÉBEC
Funding Allocation 2010-11 by Program
\$82.1 Million**



**New Relationship Agreement QUÉBEC
Funding Allocation 2010-11 by Recipient
\$82.1 Million**





Human Resources Message from the Director Johnny Trapper

It is a pleasure for the newly created Human Resources (HR) Department to submit our activity report for the 2010-2011 fiscal year.

Although the Department was only officially created by the Grand Council of the Crees/Cree Regional Authority (GCC(EI)/CRA) in October 2010, it always operated as the organization's personnel administration under the auspices of the Director General's Office. Since the signing of both the Cree-Canada and Cree-Québec New Relationship Agreements, we have witnessed major growth within the organization.

This rapid growth prompted the GCC(EI)/CRA to review and establish a separate, distinct and independent department to administer the ever-evolving human resource needs within the organization. Upon the Department's creation, our goal was to set up a fully functional HR Department, which meets and surpasses the needs of the GCC(EI)/CRA as it keeps going forward. We have the capability to make the difficult decisions ahead, such as strategically planning the HR needs of the organization. We worked both independently of, and in collaboration with, senior management on many projects. Also we act as an advisor to all decision-makers with respect to the need for new positions and the potential need to abolish positions that have become redundant.

As the fiscal year comes to an end, we have seen the number of employees of the organization double, and a good deal of effort was concentrated in recruiting for many new positions. In 2011-2012, we will fill all remaining vacant positions. Our organization is growing at a phenomenal rate and we anticipate that the HR Department will continue to support this growth in the coming year.

Recruitment

The HR Department, along with the respective CRA Departments and the GCC(EI), has recruited a total of 40 employees in the past year. The majority of these employees retain regular full-time status after successful completion of their probationary periods. To date, the organization has a total of 248 employees, which includes the amalgamated police officers.

Recruitment of the entire Eeyou Eenu Police Force (EPPF) consists of 77 officers. The workload of the HR Department increased dramatically and will continue to increase while attending to the ongoing needs of the newly formed Police Force.

We also have many recruitment projects such as the Intern program and the GCC(EI)/CRA visibility program.

Compensation Policy

The compensation policy continues to be managed by the HR Department with the collaboration of the Treasurer's office. This year there were some changes noted in the policy to reflect the responsibilities entrusted to the Management Committee.

Office Policies and Guidelines (Employee Working Conditions)

There is continued work being performed in updating and revising the Office Policies and Guidelines Manual. The project is in its final stages and is slated to be completed in 2011. The HR Department expresses its appreciation to the CRA Vice-Chair for his continued assistance to complete this project.

Management Committee

The HR Department is a member of the Management Committee (MC). Seventy to eighty percent of the issues addressed by the MC derive from HR-related matters. All GCC(EI)/CRA departments submit issues, questions and topics for decision and direction.

Eeyou-Eenu Police Force

Our year was kept very busy with the implementation of the new Eeyou Eenu Police Force. The project dominated the HR Department's resources, as the Department played an important role in ensuring that the April 1st deadline was met, and that the new Police Force was up and running on time.

At the start of the year, the EPPF Director Reggie Bobbish established a task force to complete the ground work leading up to the implementation of the new Police Force. The HR Department was part of the task force, which assumed the responsibility of addressing any issue related to human resources administration or management.

On the recruitment front, we recruited a total of 77 officers, either hired on April 1st, or placed on a list known as "The Bank". It must be noted, however, that a small minority of officers did not wish to join the new EPPF. More recruitment will continue beyond April 1, 2011 and to date, the Material Resources personnel have been recruited.

In December 2010, the Council/Board approved the EPPF Working Conditions Policy Manual for regular and senior officers. The HR Department was instrumental in the process, with various people attending numerous meetings. In the end, through hard work and collaboration, we were able to produce results.

Prior to April 1st, the HR Department accompanied the EPPF Director to the respective communities to report to the Officers and the Chief/Council Administrators. The majority of communities welcomed the new Police Force. However, concerns were expressed and questions raised as to why some officers were not amalgamated into the new service.

New Employees 2010-2011			
Tommy Grant	Monday, April 26, 2010	Dorothy Nicholls	Thursday, January 06, 2011
Vanessa Grant	Monday, April 26, 2010	Rene Coon Come	Monday, January 24, 2011
Charlie Louttit	Monday, May 17, 2010	Sarah Ottereyes	Monday, January 24, 2011
Ann Marie Matoush	Monday, May 17, 2010	Lynda Bosum	Monday, January 31, 2011
Larry Shecapio	Monday, May 17, 2010	Lyle Cox	Monday, January 31, 2011
Johnny Wapachee	Monday, May 24, 2010	Sherman Masty	Monday, January 31, 2011
Brendan Forward	Tuesday, June 01, 2010	Joe Saganash	Monday, January 31, 2011
Flora Wiestche	Monday, June 07, 2010	Karl Simard	Monday, January 31, 2011
Randy Bosum	Monday, June 14, 2010	Tiffany Cananasso Kistabish	Monday, February 07, 2011
Inimiki Polson	Wednesday, July 14, 2010	Pauline Etapp	Monday, February 21, 2011
Stephan Ouellet	Monday, August 16, 2010	Abiola Boldon	Tuesday, March 01, 2011
Harriet Cooper Brien	Monday, September 13, 2010	Jordan Bear	Monday, March 07, 2011
Patrice Beaumelle	Monday, October 25, 2010	Anthony Icebound Lord	Monday, March 07, 2011
Alvin Cash	Tuesday, October 26, 2010	Celina Jimikin	Monday, March 07, 2011



Cree Human Resources Development Message from the Director Henry Mianscum

On behalf of the Cree Human Resources Development (CHRD) Department, I am pleased to provide this report on the many activities that our Department undertook or initiated in the 2010-2011 fiscal year throughout Eeyou Istchee.

CHRD's mandate includes the creation and delivery of a wide range of community, industrial sectors and territorial-based programs to encourage learning, skills development and the employability of clients. The Department also manages federally funded programs in partnership with Human Resources and Skills Development Canada (HRSDC) and Indian and Northern Affairs Canada (INAC).

Since its inception in 2002, CHRD has learned a great deal about its clients, its operating environment and the individual, community and collective needs of the people of Eeyou Istchee. It has mastered the issues of self-management while making an important contribution to the well-being of all communities and of thousands of clients.

While much has already changed in the Department's brief history, recent developments such as the announcement of the Plan Nord, the completion of the high speed Eeyou Communications Network and the signature of a framework agreement between Québec and the Cree Nation to create a regional Cree-James Bay government will accelerate changes in labour market demand in Eeyou Istchee in the coming years.

During 2010, CHRD completed a process of strategic planning that included rigorous self-examination of a wide range of internal and external factors that relate to employment, training and development, capacity building, sustainability, developments in governance, community and other stakeholder needs, employee perceptions, economic development and labour market indicators.

This planning exercise made it clear that CHRD must make a dramatic leap forward in both range and depth of its programs if it is to make a strategic contribution toward sustainable nation-building in Eeyou Istchee in the coming years.

There are emerging opportunities for job creation in a variety of sectors in Eeyou Istchee, including mining, health and social services, telecommunications, tourism, small business and public administration. With a large and growing workforce, Cree communities and workers can and will make a significant contribution to the development of these sectors. We at CHRD look forward to working with employers, entrepreneurs and our many partners to create programs and initiatives that will ensure the integration and advancement of Crees in the growing economy of Eeyou Istchee / James Bay, and help to enable many new entrepreneurial, social and community initiatives.

INTRODUCTION

CHRD manages the responsibility of providing training and support to the labour market of Eeyou Istchee. Under the auspices of the Cree Regional Authority, the CHRD coordination office in Mistissini supervises the work of nine local CHRD offices and personnel in Cree communities. Through close communication with community bands, local businesses and various administrations, CHRD works toward providing the Cree people with a growing range of opportunities.

Our Mission is “*To equip and empower individuals with the skills and knowledge to achieve meaningful and sustainable employment.*”

Our Vision is “*To contribute to building a qualified and professional workforce that can fill any employment need in Eeyou Istchee.*”



Local Cree Employment Officer Johnny Wapachee assisting a client with program information at the local career fair.

SERVICE DELIVERY INITIATIVE

Overview

Personnel Plan

There are 29 employees in the Department, and its operation is managed by the Director, two Program Coordinators and the Finance Coordinator.

Programs

CHRD’s *Territorial Programs Initiative* normally applies to projects outside ‘Category I’ lands or to projects within these lands, providing that they are regional in nature and serve the whole Cree territory.

CHRD also administers and manages the *Community-based Human Resource Development Program Initiative*, which is designed to develop and support the productive use of the local labour market, including the *Youth Initiatives Program* and the *Special Program for Persons with Disabilities*. The *Community-based Employment Insurance Programs Initiative* services the labour market within the James Bay Region. In addition, the Department manages INAC’s *Youth Employment Strategy*. This program operates separately from the *Youth Initiative Program Agreement*, while respecting the *Aboriginal Human Resource Development Program* and its related services. It is from here that the Department derives its mandate for the delivery of programs and services for the Cree and all other community residential populations.

Federal Relations

In 2010-2011, the CHRD delivered its programs and services under a new extension of the *Agreement Respecting Aboriginal Human Resources Development Program and Related Services (AHRDS)*. CHRD continues to negotiate with the Federal Government towards a new Federal Strategy and these discussions will proceed into the new fiscal year.

Strategic Planning

In this rapidly changing environment, CHRD must address many challenges and emerging issues if it is to fulfil its vision.

In the past year, the Department undertook a strategic planning initiative, with the assistance of Performance Management Consultants of Ottawa, to map out a course for the next five years.

This planning exercise made it clear that CHRD must make a strategic shift from a narrow focus on program delivery to a broader focus that is more responsive to community and client needs. It must initiate and develop creative responses to a wider range of partnership opportunities. It must become more of a results focused organization emphasizing demand based programs that

offer the greatest potential for successful and sustainable outcomes for Cree workers.

CHRD's Strategic Plan articulates a mission and vision for the Department, and identifies six strategic directions:

1. Enhance service to communities and organizations
2. Support demand-based capacity building
3. Build partnerships
4. Evaluate programs to improve effectiveness
5. Integrate and align operations with programs
6. Improve performance management



Since 2005, the Oujé-Bougoumou Eenu Companeé receives CHRD support to create full-time temporary positions (24 weeks) in the blueberry farming sector.

Following the completion of this departmental “road-map”, some priority initiatives are already being planned, while further resources will be required to implement others over the next five years.

CHRD Information System

The CHRD Information System includes several databases containing information 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.

The 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 of the CHRD employees work on the database every day. The CHRD Information System generates all the required financial reports such as the quarterly and yearly financial reports for HRSDC. Our system also creates the Referral forms and pay lists for the training allowances process.

CHRD developed its database in order to be able to extract different program and client statistics from its own system. All the program tables and graphs in this Annual Report are drawn from our Contract and Participant databases. We also use our Participant database to collect data

linked with the HRSDC client accountability process and we export and upload pertinent data through the HRSDC Gateway site. During the fiscal year 2010-2011, CHRD sent a total of 918 client program intervention records to HRSDC through the Gateway website.

Our system also provides numerous statistics and reports upon request. In 2010-2011, we used our database to get statistics for various CHRD presentations at committees, meetings and events such as ASDAC, Council Board, presentation to sponsors and community members, etc.

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:

- a) ASDAC: for projects of \$25,000 and over
- b) Technical Group: for projects under \$25,000



M. Bolduc

Current members of ASDAC are Louisa Saganash, Kimberly S. Loon, Michael Petawabano, Michelle Lapalme, Naomi Awashish (chair), Christopher Napash, Evelyn Tanoush, Lorna Moses and John Mamianscum. Missing are Teddy Wapachee, Christina Biron, Pierre Desjardins and Henry Mianscum.

ASDAC

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 the recommendation of training/employment projects submitted to the respective programs under the CRA – CHRD.

Throughout the fiscal year, the Committee met on five occasions and reviewed 91 projects that were presented by each respective officer and/or program coordinator, or by representatives of entities throughout the Cree Nation and the surrounding territory. The committee reviewed and recommended to approve 79 projects, and reviewed and recommended to reject 12 projects under the various programs of the CRA – CHRD.



María Kawapit

Just like all of our employees, María Kawapit has many talents. In addition to being an outstanding Cree Employment Officer in Whapmagoostui, she is a creative photographer of Northern Lights.

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 2010-2011, the TG met in April, June, October and December 2010, and January and March 2011. Fifty projects proposed by various individuals and groups were reviewed by the TG during the fiscal year.

Partnerships

CHRD works with many partners such as Cree communities, the Cree School Board, post-secondary institutions, associations and sector councils, other levels



George Gunner

This photo was taken by George Gunner during the 2011 Drilling and Blasting project, outside of Mistissini.

of government and companies in various sectors such as mining, construction, telecommunications, tourism and forestry. Activities on two key partnerships are reported here.

Cree Jobs Partnership

In 2010-2011, CHRD continued to work as a partner with the Cree Jobs Partnership (CJP) Project. CHRD worked closely with the other Cree partners in CJP, including Creco (and its subsidiaries Cree Construction and Development Co., Gestion ADC, and Air Creebec) and the Cree School Board.

The overall objectives of the CJP are to create 301 long-term sustainable jobs for Cree and Aboriginal persons. During this year, the CJP was able to accomplish the following:

- Agreements were signed with the federal Aboriginal Skills and Employment Partnership Program and with Emploi-Québec;
- A program and administrative team was put in place to manage the CJP;
- 23 new training projects were approved, including 12 on-the-job training projects and 11 institutional training projects. These 23 training projects that began in 2010-2011 had a total of 219 participants, 62 of whom completed their training in 2011-2012;
- The essential skill levels for over 70 trainees were assessed, as a first step in delivering essential skill training to many trainees in 2011-2012.

CHRD Sabtuan Working Group

CHRD works in close cooperation with Sabtuan Continuing Education as part of the Sabtuan Working Group. 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). However, there is currently only one Vocational Training Centre in Eeyou Istchee. It is located in Waswanipi and managed by the Cree School Board.

During the past year the working group completed a feasibility study and business case for the creation of training centres in all other Cree communities and other locations as required, based on a review of forecasted human resources development needs for key sectors and occupations. The business case includes a capital development plan for construction of the required centres. A concurrent review of best practices in vocational and institutional education across Canada was also conducted.

The business case will be presented to Council/Board for direction in July 2011. Community consultations will take place after this.



Cooks demonstrating cooking skills and allowing students to participate in making a meal, at the Mississauga Career Fair.

Programs

The CHRDR derives its program structure from the *Agreement Respecting Aboriginal Human Resource Development Programs and Related Services (AHRDS)*. This was the fourth consecutive year the agreement was extended for one year. This provides, in part, the foundations from which the CHRDR provides the programs and services below:

Community-Based Programs and Services

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. Ninety-two (92) projects were implemented in 2010-2011 with 1595 participants. The participants' outcome in the Community-Based Programs are: 5 percent at school, 40 percent continuing the same program, 35 percent employed, 1 percent employed seasonal, 3 percent in another program and 16 percent unemployed. Here are a few of the projects implemented:

- CHRDR's walk-in-client file secures training allowances for individuals who took part in vocational and institutional training courses, mostly with Sabtuwan Regional Vocational Training Centre, with the hope that this leads to some form of accreditation. Numerous participants benefited from this program in various areas of training including: Accounting, Assistance to Patients in Health, Nursing and Computer Support. The courses were offered at the Cree School Board's

Sabtuwan Regional Vocational Training Center in Waswanipi, and at other locations as well.

- CHRDR partnered with Cree Board of Health and Social Services of James Bay (CBHSSJB) in Chisasibi, and the Cegep de l'Abitibi-Temiscamingue in Val d'Or to implement a "Community Health Education" program for participants from the nine Cree communities. The CBHSSJB felt the need to train and certify their Community Health Representatives in order to pursue their roles in education, prevention and promotion for the population of James Bay. Upon completion of the program, successful participants will obtain their certification and be employed full time with the Cree Health Board.

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 CHRDR Department's Cree Employment Officers (CEOs) assist clients in their respective communities with Employment Insurance (EI) Services. Their main responsibility is to assist clients by providing the information regarding EI-related services, but in reality more than just assistance is required. Due to lack of computer and literacy skills among many of their clients, Officers are required to actually help clients complete their EI applications. There are ongoing discussions with Service Canada to provide additional resources to help manage the Employment Insurance application process.

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.

CHRD always promotes employment opportunities for persons with disabilities and encourages employers and sponsors to hire disabled persons. Even though there is a specific budget (\$59,338) and a specific program (Special Program for Persons with Disabilities), we do find participants with disabilities in several other CHRD programs every year. In 2010-2011, CHRD spent in fact nearly \$200,000 in program funds for participants identified as persons with disabilities. They were in different projects involving on-the-job training and work experience in fields related to secretarial and office clerk positions, administration, northern building maintenance, etc.

Youth Initiatives Program

Each community has designed a program to employ the youth for the summer in their community. Eight communities participated in the Summer Student Employment programs that ended in September. Local participation from various employers was high and students were enthusiastic in finding work for the summer months. Seven communities participated in the work experience program. 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 (DIAND)

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 CHRD.

There are two programs operating under the YES umbrella: the Summer Work Experience and Skills Link programs. 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:

- CHRD and Niskamoon partnered in planning and implementing a Summer Camp for all youth throughout the Cree Nation. This camp lasted one week and focused on introducing youth to the opportunities open to them in engineering, technology and trades in the electric industry.
- The Cree Nation Youth Council implemented a Cree Youth Symposium in Val-d'Or. The purpose of this symposium was to encourage and inspire youth to study and work hard to achieve their goals. Numerous guest speakers talked to the youth during the three-day symposium. The second day of the event focused on the job market and entrepreneurship.
- Youth Fusions is a non-profit organization that establishes partnerships between high schools and universities, in an effort to counter the high school dropout rates by creating and implementing projects that motivate the youth. This year Youth Fusion will continue to work with two schools – Willie J. Happyjack Memorial School in Waswanipi and Winibekuu School in Waskaganish – to implement extra-curricular activities for high school students. Youth Fusion will also start a 17-week pilot project in Oujé-Bougoumou.



Enthusiastic participants in the Youth Fusion Project.



Territorial Programs

In 2007, pursuant to Chapter 4 of the Federal New Relationship Agreement, the Cree Regional Authority assumed the responsibility of Canada to the Cree Nation under the following provisions of the JBNQA: Section 28, paragraphs 28.9.1 and 28.9.2 regarding training courses, job recruitment and placement related to Territorial Programs.



Participants from Eastmain and Wemindji attend a welding training program offered at km 381 of the James Bay Highway. The course was 980 hours of training and graduated 7 certified welders.

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

These Territorial Programs are designed to provide Cree individuals or groups with a 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 Eeyou Istchee. The Territorial Programs are also designed to assist Crees in obtaining the specific qualifications for existing and eventual job opportunities in Cree communities, in the territory and elsewhere.

CHRD has a mandate to deliver five programs that address training and employment within the Cree communities and the James Bay territory. In 2010-2011, 79 projects were implemented involving 840 Cree participants. This is an increase of 266 Cree participants from the previous year.

CHRD Territorial Programs have been able to make an important contribution to equip community members by providing funding and support for training, apprenticeships and employment opportunities. The following initial successes over this past year will continue to be ones on which CHRD will build:

- Nursing program: 17 students completed their third year training;

- Apprenticeships program in regulated industries: 35 individuals accumulated hours to eventually obtain their journeyman status for lifelong careers;
- Vocational training program in welding: 7 graduates, 2 of which obtained the highest recognition from the Canadian Welding Bureau which permits them to work anywhere in Canada. All individuals will be employed at the Opinica Mine site;
- New jobs: 21 unemployed individuals successfully participated in created new enterprises.

A key part of the success achieved in these projects resulted from the partnerships with other educational institutions, employers, communities, and a great deal of individual commitment. The training or employment measures were immediate and opportunities for employment were present. 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 a lifelong career.

Celebrating Success

CHRD is proud to find examples of excellence both within and outside its administration. This year, we would like to acknowledge three staff members who have displayed outstanding performance in several areas: Alice Nuktie, the Coastal Program Officer, for teamwork; Christina Gilpin, the Career Counselor in Wemindji, for innovation; and Maria Kawapit, the Cree Employment Officer for Whapmagoostui, for community involvement.

Outside of the administration, the CHRD proudly commends all people involved in numerous projects that happened throughout the year. Over 70 percent of participants were either employed or continuing training due to the efforts of countless individuals.

Challenges

Youth Employment

CHRD continues to face the challenge of ensuring that our youth gain the optimal foundations for secure employment. According to the 2008 CHRD Labour Market and Socio-Economic Profile Study, the Cree labour market has a 22 percent unemployment rate. The highest unemployment rate is for youth aged 15-24 at 42 percent. Further, 68 percent of the workforce is between 15-44 years of age, and the Cree demographics show that the youth sector (15-24) will continue to grow quickly in the future. As a result, CHRD will need to target this age group and find innovative ways to provide the necessary training required. More than ever, CHRD is pursuing close communication with



organizations, communities and academic institutions to find timely, appropriate, and effective solutions to this issue.

Careers for Crees

There are and will be many job opportunities in the Cree territory in a number of sectors including construction, transportation, mining, retail sales, tourism, telecommunication, and policing. Mining in particular

will be a booming industry over the coming years. At present, our Cree labour force in many cases does not have the required skills or certification required to fill these current and future jobs.

Our future planning will consider these factors. We need to ensure that our programs are designed to prepare individuals to have careers, to provide them with the opportunity to obtain the necessary skills and to encourage workers to obtain equivalent standards in every industry. This vision is one that CHRD will actively work towards, and CHRD will also endeavour to have it shared by Cree leaders, employers, institutions and individuals.

EI Program Resources

The employment insurance program remains a difficult aspect of the CEO's daily work that needs resolution. With this in mind, the CHRD continues to discuss better options with Service Canada while managing the demands of this public program.

Project Statistics 2010-2011

CHRD received many project submissions in 2010-2011. A total of 170 projects receiving support from CHRD carried out activities throughout the communities and territory during the fiscal year. There were more than 2500 participants in these projects.

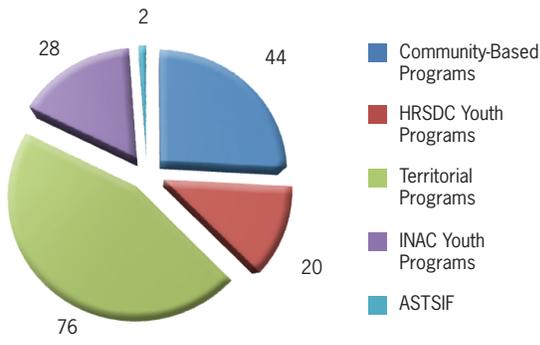
EMPLOYMENT AND TRAINING PROGRAMS PROJECTS AND PARTICIPANTS BY TRAINING LOCATION IN 2010-2011

Location	Territorial		Community-based		HRSDC Youth		INAC Youth		ASTSIF		All Programs	
	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	2	18	6	52	2	10	3	136			13	216
Eastmain	1	1	1	15	2	5	3	9			7	30
Mistissini	6	62	6	38	6	27	7	96	1	11	26	234
Nemaska	1	1	3	19	1	2	1	5			6	27
Oujé-Bougoumou	5	23	4	29	2	6	2	8			13	66
Waskaganish	3	6	1	6	2	7	2	19			8	38
Waswanipi	6	19	6	58	2	8	3	33			17	118
Wemindji	9	19	2	29	0	0	1	100			12	148
Whapmagoostui	1	10	5	26	2	3	2	8			10	47
Abitibi Region	7	30									7	30
Regional			6	394	1	2	4	441	1	60	12	897
Territorial	33	646									33	646
Out of Province	2	5	4	4							6	9
Total	76	840	44	670	20	70	28	855	2	71	170	2506

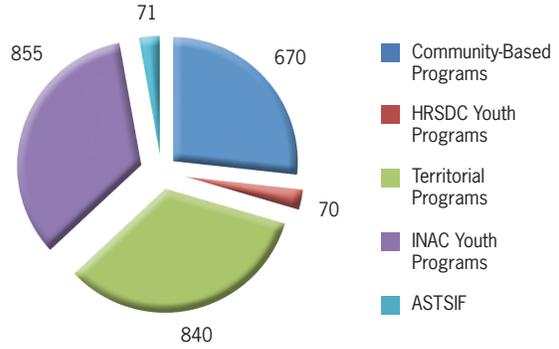
CHRD PROJECTS AND PARTICIPANTS BY PROGRAM

	Projects	Participants
Territorial Programs		
Delivery Assistance	1	22
Employment Training	14	268
In-house Pre-placement	31	439
Employment Integration	18	83
New Enterprises;	9	21
Youth Territorial	3	7
Total for Territorial Programs	76	840
Community-based Programs		
Institutional Training	11	372
On-the-job Training	15	151
Labour Market Integration	0	0
Targeted Wage Subsidies	13	79
Self-employment Assistance	4	18
Delivery Assistance	0	0
Employment Assistance Serv.	1	50
Special Programs / Disability	0	0
Total for Community-based	44	670
HRSDC Youth Programs		
Community Services	2	4
Summer Student Program	10	49
Work Experience	8	17
Total for HRSDC Youth Programs	20	70
INAC Youth Programs		
Summer Student Program	9	105
Cooperative Education	7	553
Science and Technology	4	157
Work Experience	8	40
Total for INAC Youth Programs	28	855
ASTSIF Programs		
Internship Program	1	11
Employment Integration	1	60
Total for ASTSIF	2	71
All Programs	170	2506

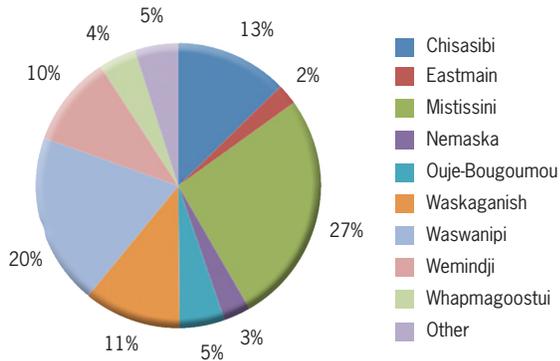
Projects by Program Type, 2010-2011



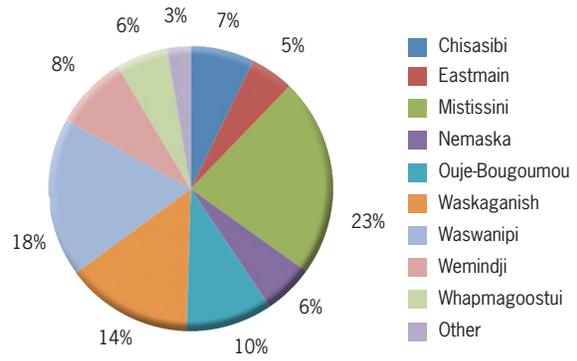
Participants by Program Type, 2010-2011



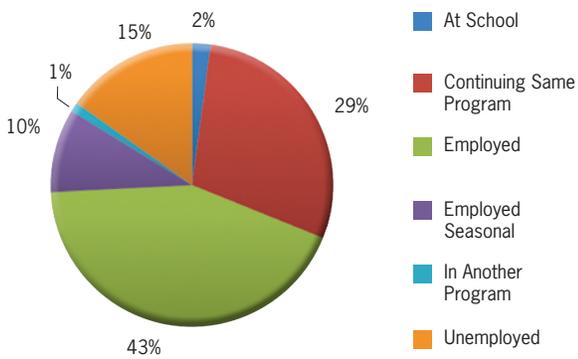
TPI Participants by Community, 2010-2011



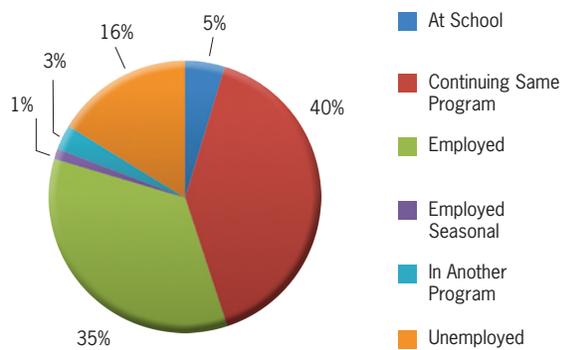
CBP Participants by Community, 2010-2011



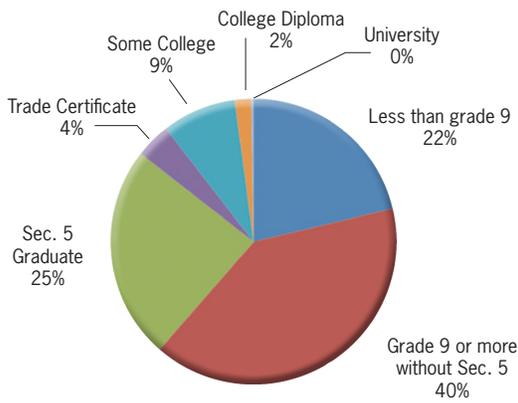
Participant Outcome in TPI Programs, 2010-2011



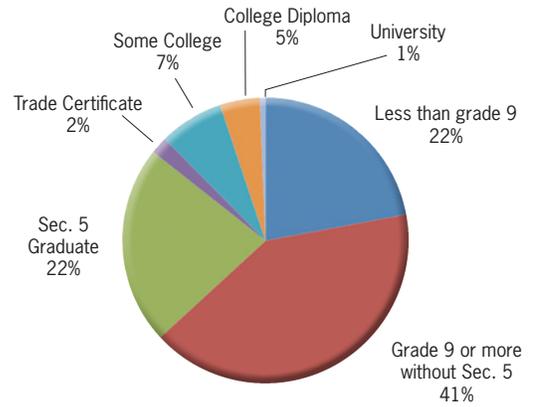
Participant Outcome in CBP Programs, 2010-2011



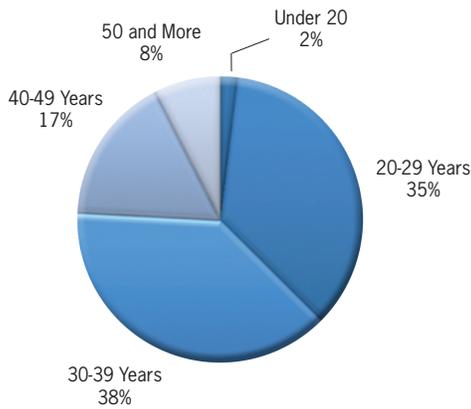
TPI Participants by Level of Education, 2010-2011



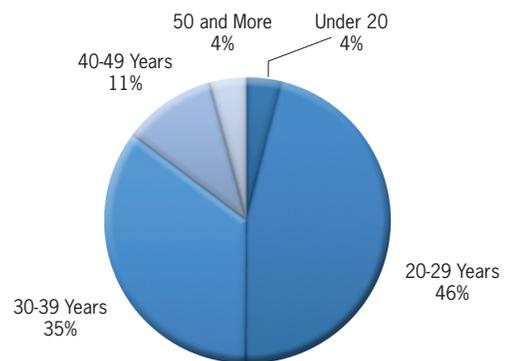
CBP Participants by Level of Education, 2010-2011



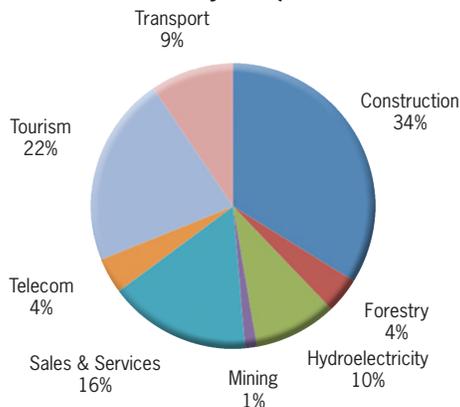
TPI Participants by Age, 2010-2011



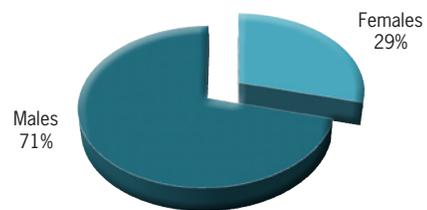
CBP Participants by Age, 2010-2011



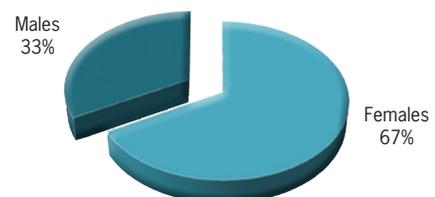
**Territorial Programs, 2010-2011
Distribution of Projects by Industrial Sector**



**Distribution by Gender of TPI Participants
with Training Activities in 2010-2011**



**Distribution by Gender of CBP Participants
with Training Activities in 2010-2011**





Environment and Remedial Works Message from the Director Isaac Voyageur

This is my first year as a Department Director, and the first year we've had a Department of the Environment and Remedial Works. For the past thirty years, our mandate was carried out under the Traditional Pursuits Department. That Department closed in 2010, in response to the changing roles and responsibilities of the Cree Regional Authority, and the Department of the Environment and Remedial Works and the Department of Culture and Language, directed by Willie Iserhoff, were formed.

The move into a full Department for the Environment and Remedial Works reflects the expansion and complication of the work that we do to ensure a healthy environment for our people. Our first year has been busy with wildlife issues, environmental assessments, forestry, mining, and community environmental issues. Pressing concerns in 2010-2011 included our work on the ground – protecting woodland caribou, ensuring mining clean-ups, developing protected areas – and our policy work – evaluating amendments to the *Forest Act*, working on changes to the *Canadian Environmental Assessment Act*, and ensuring that Québec's Plan Nord accords with the Cree Vision.

Yet the fundamental goals of the former Traditional Pursuits Department remain at the heart of our work: we are working to ensure that the environment in Eeyou Istchee is healthy and strong so that we can maintain our traditional ways of life.

The Department has been very busy this past year in addressing a multitude of issues. Amongst them was the need to elaborate a strategic plan for the years to come; this plan is now in progress. The Department also experienced an important staff turnover when long-term staff members Ginette Lajoie, Environment Coordinator, and Edith Martin, Environment Secretary, have left the Department for their retirement. We thank them dearly for their work and contribution. In addition, we would like to thank René Dion, Wildlife Biologist, who has dedicated his work in the implementation of the Hunting, Fishing and Trapping Regime. We wish him well in his future work at Hydro-Québec.

At the same time, we've expanded our staff with several new positions: Aurora Hernandez, Mining Engineer; Kelly LeBlanc, Environmental Analyst; Stephan Ouellet, Forestry Engineer; Christine Longchap, Environment Receptionist/Computer Technician, and Christopher Beck, Forestry and Mining Coordinator.

Together we are working harder than ever to protect the environment in the territory.

Meegwetch.

INTRODUCTION

The Department of the Environment and Remedial Works 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, hydro-electric development, environmental policy and impact assessment, and wildlife management.

The Department participates in various committees established by the JBNQA such as the James Bay Advisory Committee on the Environment (JBACE), the Hunting, Fishing and Trapping Coordinating Committee and the Cree-Québec Forestry Board. We work on a range of files to ensure that laws and policies – from Plan Nord to individual forest management proposals – are in keeping with the JBNQA and the needs of the Cree people.

Here are some of the most pressing issues that we worked on in 2010-2011.

ENVIRONMENTAL MANAGEMENT AND ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENTS (ESIAs)

Section 22 of the JBNQA established an environmental evaluation and review process that is applied to development projects affecting Eeyou Istchee before they are authorised to proceed. Following the *Moses Vanadium* decision at the Supreme Court, the Department has been negotiating changes to the Canadian Environmental Assessment Act (CEAA) regarding how it can be applied in a manner consistent with Section 22. At the same time, the CRA appoints members to the environmental review panels operating under Section 22 for federal jurisdiction (COFEX-south), provincial jurisdiction (COMEX), or local jurisdiction. These members review projects and elaborate recommendations. In 2010-2011, we've done critical work on mining and road construction project reviews, and in adapting the EIA public participation process to suit the Cree culture.

Another change to the administration of Section 22 this year saw the creation of a new Regional Environment Administrator (REA). The REA is now the responsible administrator for the process on Category I lands. The Local Environment Administrators (LEAs) will continue to be an integral part of the process, providing environmental expertise to the communities and the CRA. Isaac Voyageur was appointed as the new REA when he became the Director of the Environment and Remedial Works Department.

MATTOUSH URANIUM PROJECT

The Matoush Uranium Advanced Mining Exploration project proposes to drill an exploration ramp 300 metres deep in the Otish Mountains about 210 km from Mistissini, at the limit of two traplines (M17-C and M-24A) on Category III land. The excavation will produce about 130,000m³ of waste rock, to be stockpiled on the surface, and approximately 750 tons of ore, to be stored underground for future processing. Potentially contaminated water will be directed to holding ponds and later to a water treatment plant. The project is expected to cost \$60 million and take 2 years. The proponent, Strateco, plans to hire 15 percent of Crees (about 27 Crees).

Strateco submitted its Environmental Impact Statement (EIS) in November 2009, after which the Department conducted a conformity analysis. Public information sessions were held in Mistissini and Chibougamou in May 2010. In August 2010, Strateco supplied information to answer 200 questions from COFEX and COMEX. Public hearings were then held in Mistissini and Chibougamou in November 2010, with about 300 people attending.

The community of Mistissini spoke out against this project. Issues of deepest concern include the potential contamination of the Otish mountain watershed and Cree traplines, negative effects on tourism in the Albnel-Témiscamie-Otish Park, a lack of community involvement in the project and the EIS process, and the need for more study to accurately measure and predict contaminants in the watercourse and environment.

OTHER MINING PROJECTS UNDER REVIEW:

The Eleonore Project is a 1500-metre deep gold mine under the Opinaca reservoir, 190 km from Wemindji. In January 2011, the proponent submitted modifications that would more than double the extraction rate (up to 7000 tons/day) and increase the mine's duration (to 22 years) and production (to 14 million ounces of gold). Public consultations are yet to be held. The GCC(EI)/CRA, Wemindji, and Goldcorp Inc. have entered into the Opinagow Collaboration Agreement regarding the development and operation of this mine.

The Renard Project is a proposed diamond mine in the Otish mineral sector. The proponent submitted preliminary information in March 2010 and complementary information in February 2011, and is currently working on its Impact Study. Negotiations are under way with Mistissini and the GCC(EI)/CRA.

Black Rock is a proposed iron-vanadium-titanium mine east of Lake Chibougamou on Oujé-Bougoumou and Mistissini traplines. The project was presented in July 2010 and discussions are taking place with the interested communities and the GCC(EI)/CRA.

Lake Detour is a gold mine in Ontario with outflow into creeks that drain into Québec. The Department and Waskaganish are exploring potential impacts of the mine's reopening.

Bachelor Mine uses the Lac Bachelor treatment plant south of Waswanipi to process ore from the Bachelor and Barry mining sites. Modifications proposed in February 2011 are under review.

Other Environmental and Social Impact Assessment Highlights from 2010-2011:

Forestry Roads: The Department participates in an ad-hoc committee on federal EIAs of forestry roads, reviewing nine projects identified in the 2008-2012 General Forest Management Plans (GFMPs) triggered under CEAA. The most pressing of these are proposed roads that overlap the range of woodland caribou, including EACOM's Roads H and J, Barrette Chapais's Roads E and F, and one Matériaux Blanchette Road.

Road 167 North: This is an extension of Road 167 in the direction of the Otish Mountains, approximately 250 km northeast of Albnel Lake up to the Renard mine. The Department received the impact study in December 2010, and sent questions to the proponent in the spring of 2011. Consultations with Mistissini and Chibougamau are taking place. Like the forestry roads listed above, this project is complicated by the presence of woodland caribou in the proposed project area.

Community Projects: Directives have been issued for the Chisasibi Boat Landing and the Mistissini Bridge and Gravel Project, both of which fall under review by COMEX and CEAA. Impact statements are expected soon.

The JBACE Sub-Committee on Public Participation: We're working to modernize the public participation processes under Section 22 and adapt EIA processes to the Cree cultural context.

MINING

As well as the environmental review of proposed mining projects listed above, the Department undertakes remediation and restoration work at closed or abandoned mines, and works on issues of mining policy.

Opemiska Spill: In June 2008, the south dam of the former Opemiska Mine tailings pond failed, and a mixture of tailings and water ran down Slam Creek into the Obatogamau River. The two-year monitoring sampling campaign conducted by the Ministry of Natural Resources and Wildlife (MNRW) showed traces of tailings up to 180 km downstream. Environment Canada requested a detailed study analyzing the impacts on fish and fish habitat. Monitoring has been extended for a third year to verify the effectiveness of MNRW restoration works.

Uranium Monitoring Study: Prompted by concerns over uranium exploration and its effects on surface and ground water, the community of Mistissini has initiated steps to collect baseline data before mining projects begin.

Principale Mine Restoration: The CRA and Oujé-Bougoumou participate on the Steering Committee overseeing studies on legacy mines on Lac Doré and Chibougamau Lake. Initial results by Golder Inc. indicate the presence of acid mine drainage from the tailings, the impacts of which must be assessed before clean-up projects are commissioned.

Legacy Mine Clean-up: The CRA tabled a proposal to prioritize abandoned legacy mining exploration sites for clean-up.



WILDLIFE

Chapter 24 of the JBNQA addresses wildlife issues and establishes the Hunting, Fishing and Trapping Regime for the territory covered by the Agreements (JBNQA and NEQA). The Hunting, Fishing and Trapping Coordinating Committee (HFTCC) is recognized as “the preferential and exclusive forum for Native people and governments jointly to formulate regulations and supervise the administration and management of the Hunting, Fishing and Trapping Regime”. The Coordinating Committee is composed of representatives from Inuit, Naskapi and Cree territories as well as provincial and federal representatives. Cree members appointed to the Committee are Ashley Iserhoff, Isaac Voyageur and Willie Iserhoff.

The Department provides important support for the implementation of the regime through its participation in the HFTCC and its sub-committees. There were a number of pressing issues in 2010-2011, with woodland caribou and barren-ground caribou standing out in urgency.

The Endangered Woodland Caribou

Conflict in the Broadback Assinica Area: In the forested area of the James Bay territory, the conservation of the endangered woodland (forest-dwelling) caribou (resident population occupying the boreal forest) is at a critical juncture, as forestry activities continue without an appropriate conservation plan. In addition, current forestry management plans include several key roads that threaten this endangered species’ last remaining habitat in the Broadback Assinica zone. Forestry activities have disturbed an important portion of its habitat in the territory resulting in very few large and undisturbed forested areas much needed for the proper conservation of this population.

The only effective conservation option in the territory is to designate permanent protection which the Department is working to establish via the Lake Evans/Broadback Protected Area Proposal. In essence this will have important economical implications on the forestry industries in the region and will need to have important collaborative efforts from stakeholders involved. The conservation of the forest-dwelling caribou in the region will also require the collaboration and efforts of the hunters in order to reduce the harvest on the populations; this objective will be pursued by the Department by building awareness in the communities in the year to come.

Woodland Caribou Recovery Strategies (federal and provincial): Amongst our continued efforts to address the conservation of the woodland caribou, the Department team has participated in several activities within the framework of both the provincial and federal strategies for the recovery of the species. This includes our participation in the Québec Woodland Caribou Recovery Plan, including workgroups on Anthropogenic Disturbances, Forest

Management Strategy, and Protected Areas. Within the federal strategy, the Department has contributed to the elaboration of the recovery plan by gathering traditional and local knowledge on the species from 35 Cree hunters and elders.

The Decline of the Barren-Ground Caribou

There are two major migratory (barren-ground caribou) herds in Northern Québec that migrate from the Ungava peninsula to the inlands of Northern Québec and Labrador. They are called the Leaf River Herd (LRH) and the George River Herd (GRH). Currently the indicators show that the population of both herds is declining at a drastic rate.

In November 2010, the representatives of the HFTCC started discussions on measures to address declines of the herds. There were strong disagreements with Québec on the level of restrictions that should be imposed on the sport hunters, which dominate the harvest of this species. In February 2011, and after consulting the community of Chisasibi, the HFTCC submitted its recommendations for new measures on the sports hunt which will include a reduction of permits available for the sports hunters and a reduction of the hunt seasonal period. The latter is however still in discussion as the Québec Minister responsible went back on a decision without proper consultation of the HFTCC and changed the recommendation of the HFTCC (Dec. 01-Jan.15) to a longer sports hunt period (Nov.15-Jan 15). The Minister has denied our request to discontinue these measures; consequently the Crees have triggered the conflict resolution process which could eventually lead to a legal action against this violation of our treaty rights.

In an attempt to improve the monitoring of these herds, the Native representatives of the HFTCC addressed the importance of integrating the knowledge of the Native hunters on the health of the population and improving the monitoring of the subsistence harvest. With this objective, the Department will work in collaboration with the communities, the Cree Trappers’ Association (CTA) and hunters to build awareness on the status of the population and to improve the CTA harvest monitoring system.

Plan Nord and Wildlife

Healthy wildlife populations are vital to the survival of Cree culture and to the well-being of Cree society. Increasing development and accessibility in the territory will have further impacts on land and the health of wildlife. There are growing concerns for the preservation of Cree culture and continuance of the Cree way of life which ultimately depend on land. Further development and use of natural resources as expected with Plan Nord must be assessed in a way that determines acceptable levels of changes on the land, which will ensure the health of the land and wildlife population for generations to come. The

[Healthy wildlife populations are vital to the survival of Cree culture and to the well-being of Cree society...]

Department and the HFTCC have expressed their concerns on the impacts of such a Plan on wildlife health and will need to play a leading role in ensuring the preservation of healthy wildlife populations. In order to ensure this, the Department and the HFTCC will need to be provided with adequate means.

The HFTCC Ongoing Work Groups

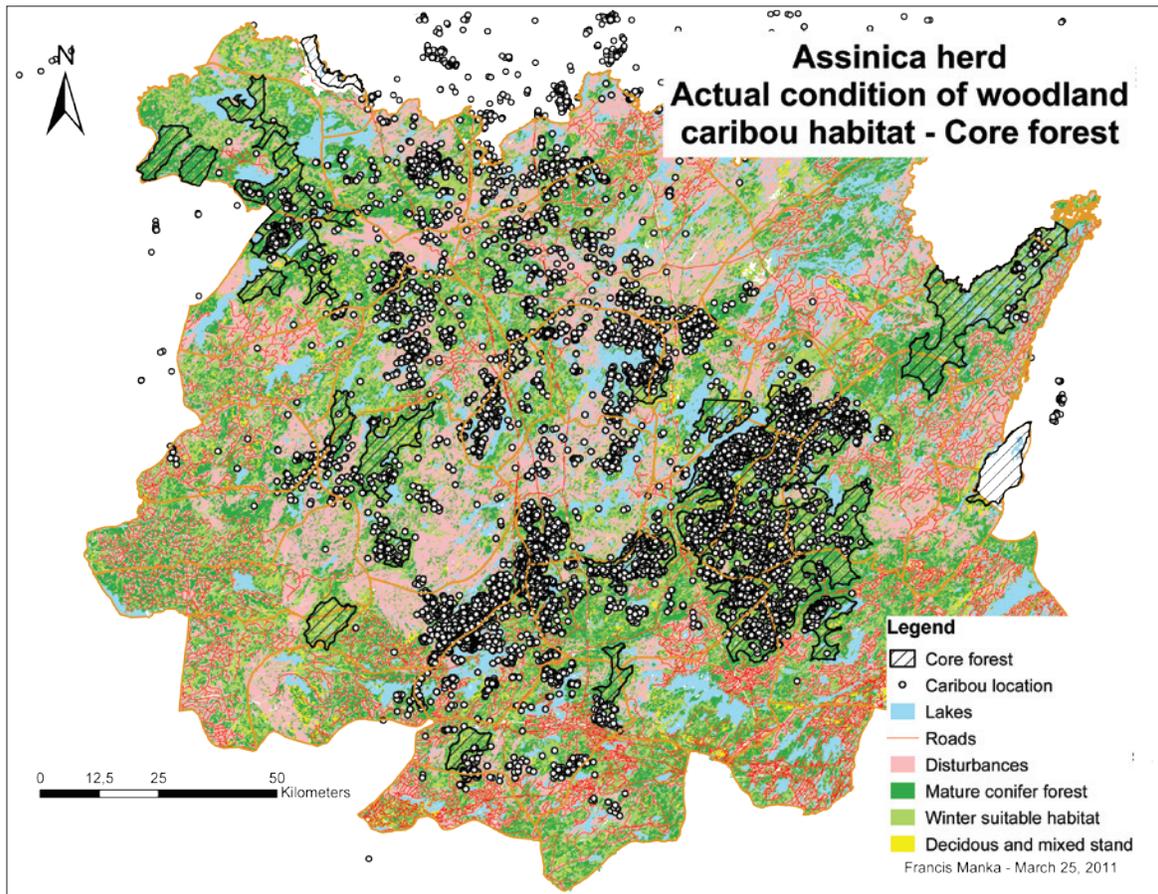
The Department provides continued support to various HFTCC work groups in addressing wildlife issues and the implementation of section 24 of the JBNQA. Some of the work group activities are as follows:

- The Gift, Sales, Exchange and Transportation Working Group tabled an administrative agreement to clarify interpretation of the JBNQA regarding the products of harvesting.

- The Outfitting Regime Working Group was re-activated to start discussions on the moratorium for outfitting development.
- A work group was established to identify potential action and recommendations in areas where development projects may cause an increase of workers and consequently add additional pressure on wildlife.

Special project

The CRA was pleased to have had the opportunity to participate and provide support in the Climate Change Project, a joint initiative led by the CTA in collaboration with the Cree Regional Authority and the James Bay Advisory Committee on the Environment. The project aims at identifying impacts and adaptation measures for the hunters, trappers and communities of Eeyou Istchee. The Waskaganish, Mistissini and Wapmagoostui communities were visited in 2009 and various exchanges took place in the form of workshops and interviews involving community members, elders, hunters and trappers. The final report was completed this past year and funding is now being sought to continue the work. The next phase will pursue the objective of improving ice monitoring in the territory.



Forestry

The Department works on forestry issues ranging from policy development through remedial project monitoring. We respond to Plan Nord and the proposed *Forestry Act* amendments. We analyse General Forest Management Plans (GFMP), Annual Forest Management Plans, and Special management plans (Fire) to ensure that the rules of Chapter 3 are applied in Eeyou-Istchee. We provide support for the Cree-Québec Forestry Board, the Joint Working Group, the Cree Research and Development Institute, and to the communities on issues relating to forestry.

Forest Act Amendments

Amendments to Québec's *Forest Act* were passed into law in March 2010. We are in negotiations to harmonize the law with the existing regime in the territory. We are evaluating the *Act's* Ecosystem Forest Management approach against the current approach to forestry under the *Paix des Braves*, to determine which is best for the Crees. We are also exploring how the forestry consultation regime might change as the MNRW prepares forest management plans.

Remedial Programs

Trappers and communities impacted by forestry activities apply for funding through the Cree Trappers Enhancement (CTE) Program, which funds remedial measures at the level of individual hunting territories, and the Volet II Program, which funds community-level measures. In 2010-2011, CTE projects for cabin construction, tent frames, hunting routes, and snowmobile trail development were funded, as were Volet II projects for snow removal, elder wood cutting, gathering place upgrades, and the expansion of a parking lot. The CRA monitors these remedial projects to ensure that funding is used in the manner for which it was approved.

Other 2010-2011 Forestry Highlights:

- We analyzed overlap between the Cree sites of special interest (1 percent) and the biological refuges created as part of the GFMP process.
- We reviewed the management plan for Traplines M-30 and M-31 to conserve woodland caribou habitat.
- We conducted field monitoring site visits to ensure that forestry operations accord with the *Paix des Braves* and community expectations.
- Our Geographical Information Systems (GIS) Unit mapped, digitized and analyzed data crucial to decision-making on a wide range of issues involving protected areas, Land Regime decisions, wildlife, mining and forestry.

Land Regime Issues

The CRA is responsible for implementing the land regime provisions in Section 5 of the JBNQA, as well as matters arising from Section 4, which deals with boundary definitions for Category I and II lands. Following are highlights of our work in 2010-2011.

Final Land Descriptions: Environmental Site Assessments are required in key areas like Waswanipi Old Post, the Catholic mission site in Waskaganish, and Chisasibi Block D lands before designation issues can be finalized. (Contaminated land is non-transferrable under the *Cree Naskapi Act*.) The settlement of the complex land and contaminant issues at Block D has proved particularly difficult to resolve.

Land surveys: There are a number of unresolved land survey issues including the adjustment of boundaries due to the cancellation of the NBR project, the review of the boundaries of Category II lands and their confirmation with an appropriate legal instrument, the recognition and setting aside of lands for Oujé-Bougoumou and the corresponding transfer of lands from Mistissini.

Offshore Islands: The Eeyou Marine Regime Land Claims Agreement (EMRLCA) was ratified by Cree votes in 2010. With few exceptions, the islands will be held in full ownership, including sub-surface title, by a Cree entity. Implementation of the EMRLCA will begin in 2011-2012, provided that the federal enabling legislation is adopted.

Bear Island: In 2010, a Cree consortium conducted the clean-up of this former radar station in James Bay, midway between Ontario and Québec. The Department tracked the work, preparing for a possible claim of the Island by the Cree, as there are records of Chisasibi residents visiting this remote location.

Access Issues: The MNRW continues to assign new cabin leases in areas that the Crees contest due to the density of existing cabins. Despite repeated urging, the MNRW does not seem willing to address this issue until a decision is made with respect to the future governance provisions in the territory and the pending adoption of MBJ's land use plan for the territory.

Protected Areas

The Committee on the Regional Protected Areas Strategy works with the communities to develop and support their protected areas and to deal with overarching protected area issues affecting the entire territory, working in parallel to the Cree vision for Plan Nord. In 2010-2011, we prepared an overview of protected areas in Eeyou Istchee, assisted Nemaska, Waswanipi, Eastmain and Whapmagoostui on developing protected area proposals, worked with Chisasibi on existing protected areas, particularly the grievance over the Burton Lake proposal on Category II lands, and collaborated with Oujé-Bougoumou,

Nemaska and Waswanipi on the Assinica Cree Heritage Park. Other highlights from 2010-2011 include:

- Work with the communities to develop a regional protected areas strategy.
- Completion of the Lake Evans/Broadback Valley proposals.
- Collaboration with coastal communities to address issues of the EMRCLA and the creation of a National Marine Conservation Area in James Bay.
- Work with Nature Canada, Nature Québec, and the communities to identify Important Bird Areas (IBAs) in the territory.
- Review of EIAs for proposed protected areas including Albanel-Témiscamie-Otish Park, Taibi Lake and Wetetnagami Lake Biodiversity Reserves in Waswanipi territory, and Dana Lake and Tourbières Boisées du Chiwakamu Biodiversity Reserves in Nemaska territory.

In addition, it should be noted that Kativik Regional Government and the Cree Regional Authority will be collaborating in the implementation of the Tursujuq National Park, which extends from Richmond Gulf inland to the traditional territories of the Whapmagoostui people.

Community Environmental Services

Each of the 9 Cree Communities has a Local Environmental Administrator (LEA) responsible for ensuring the protection of the environment in Category I lands. The Regional Environmental Administrator, Isaac Voyageur, Director of the Environment and Remedial Works Department, provides guidance and support for LEAs in Phase 1 Environmental Site Assessments, remedial works, and certain aspects of public infrastructure, including drinking water and waste management.

- We provided technical assistance to the communities on the clean-up of contaminated sites, such as Charlie's Gas Bar in Mistissini, the former Hydro-Québec/Société d'énergie de la Baie James sites, and Block D in Chisasibi.
- We coordinate the collection of community water samples for chemical and biological analysis, and we're working on a regional drinking water by-law to help communities ensure that standards are met, training is accessed, and reporting continues.
- We reviewed proposed changes to Québec's *Environmental Quality Act* regulations and continued work on management site audits and report cards to ensure that best environmental practices are being met across the territory.

Through this collaboration with the communities, we are developing regionally consistent approaches to dealing with local environmental issues.

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 JBNQA 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 changes, the daily allowance was increased and a new allowance was provided for days spent by beneficiaries in far harvesting regions.

Paragraph 30.10.1 of section 30 (Income Security Program for Cree Hunters and Trappers) provides for a periodic review of the operation, procedures and benefits of the Program by Québec and the Cree Regional Authority. Therefore, the Cree Hunters and Trappers Income Security Board has, for program year 2009-2010, continued to review, analyze and reflect on changes to the Program in order to improve it. The Board hopes to prepare and submit a report on its recommendations to Québec and the Cree Regional Authority in the coming year.



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.

The Board has twenty (20) employees, including full-time and part-time staff, thirteen (13) of which are stationed in the various Cree communities and seven (7) work at the head office in Québec City.

During the program year 2009-2010, 1,216 beneficiary units composed of 1,733 adults and 690 children were enrolled in the Program. The greatest number of beneficiary units come from Chisasibi (465 units), followed by Waswanipi (163 units) and Mistissini (143 units). The smallest number of beneficiary units come from Nemaska (26 units) and Eastmain (42 units). The three communities with the greatest number of beneficiary units, Chisasibi, Mistissini and Waswanipi, make up 63 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 2009-2010 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 group (20 percent), followed by the 17-26 years of age class (18 percent) and the 57-66 years of age category (17 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 the number of beneficiary units, program year 2009-2010 saw a slight increase with 1,216 beneficiary units compared to 1,203 in 2008-2009. The number of days paid under the Program reached 293,306 in 2009-2010 compared to 287,871 days in 2008-2009.

For the program year 2009-2010, the average amount paid per beneficiary unit under the Program for all the Cree communities was \$16,234. This average amount is slightly higher than the average amount of \$15,916 paid to beneficiaries of the Program in 2008-2009.

For the said program year, the benefits paid to the Cree hunters and trappers who are beneficiaries of the Program totaled an amount of \$19,741,091. The Program benefits represented 70 percent of the total income of the beneficiaries enrolled in the Program.

Since its inception in 1976 up to and including the program year 2009-2010, the Program has paid out a total of \$443,873,813 of benefits to Cree beneficiaries enrolled.

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 a beneficial factor for the continuance of the Cree traditional way of life.





Culture and Language Message from the Director Willie Iserhoff

Kwey! Wachiya!

I am pleased to present this report which covers the first full year of activities of the renamed Culture and Language Department. Our mandate and responsibility is to promote and enhance Cree culture, Cree language and Cree traditional activities, which also include archaeology and cultural heritage. Coordination and supervision of the Income Security Program, the Hunting, Fishing and Trapping Regime and the development and supervision of the Aanischaaukamikw Cree Cultural Institute is also under the wing of our Department. As you will see, it has been a year full of activities and milestones for Cree culture.

Some of the key highlights of last year's activities include the substantial completion of the Aanischaaukamikw building in Oujé-Bougoumou. The Aanischaaukamikw staff and tenants will move into the offices in the spring of 2011, and in the fall, Aanischaaukamikw will open its doors for all to visit. Other highlights include the important archeological digs that were undertaken in Charles Fort, Chisasibi, Chisasayinnwaam, Lake Mistassini, Lake Mesgouez, Smokey Hill, Waskaganish and Waswanipi. Also, a first traveling exhibition has been created in Eeyou Istchee – the exhibition on digs at the Eastmain River, which traveled to Nemaska, Eastmain, Mistissini and Waskaganish.

I would like to thank all of the employees in the Culture and Language Department for their dedication, commitment and hard work.

Meegwetch!

The general objective of the Culture and Language Department is to work closely with other regional organizations and the nine Cree First Nations councils to help preserve, promote and develop Iiyuu/Linuu culture and language.

Funding Agreement with MCCCCFQ

2010-2011 was the final year in the three-year agreement with the *Ministère de la Culture, des Communications et de la Condition féminine du Québec* (MCCCCFQ) in support of the CRA's cultural programs. The agreement provides \$172,000 per year for cultural development. Under this agreement, the principal mandates of the CRA are stated as follows:

1. *Offer expertise and advice concerning culture to Cree entities and citizens.* The CRA will help to provide training for cultural workers, technical support for community heritage projects and financial support through the CRA Board of Compensation's Community Cultural Grants Program. The CRA will also initiate long-term projects for the archiving of sound and video tapes and the reproduction of items of Cree material culture for educational and display purposes.
2. *Promote cooperation and collaboration relating to cultural development at the local and regional levels, within the Cree territories.* The CRA will develop Aanischaaukamikw Cultural Institute, collaborate closely with the communities through the Cree Cultural Coordinators' Working Group, and improve communication and collaboration with the Cree School Board with respect to Cree culture.
3. *Protect, develop and promote specific elements of Cree culture.* The CRA will continue its work on cultural protection in the context of hydro-electric development and will further develop projects aimed at protecting and promoting Cree cultural heritage within new conservation parks in Eeyou Istchee. The CRA will carry out activities to present the results of heritage research projects for educational purposes. Finally, it will use MCCCCFQ funding to promote artistic development in Eeyou Istchee.
4. *Develop and make available knowledge related to the cultural development of the Crees of Northern Québec.* The CRA will, upon request, provide information or recommendations relating to culture and cultural development issues to Provincial Government officials.

Community Cultural Grants Program

Funding from the Community Cultural Grants Program was unavailable for 2010-2011 because of a

general freeze on disbursements by the CRA – Board of Compensation.

Community Development Initiatives

The CRA works closely with the Cree Cultural Coordinators' Working Group, whose purpose is "to promote cooperation between communities in order to better share ideas, information and resources; to better provide access to ongoing training and professional development for the cultural coordinators and to organize and promote regional projects that will help to preserve and promote Cree culture..."

This body is at the core of Aanischaaukamikw Cree Cultural Institute's "community network." The cultural coordinators are also members of Aanischaaukamikw's Board of Directors. Because of the challenge of getting Aanischaaukamikw built and operating, meetings of cultural coordinators in 2010-2011 were held in the context of the Board of Directors meetings and focused exclusively on Aanischaaukamikw development issues.

Activities carried out with MCCCCFQ funding

Community Archaeology

1. Chisasibi Archaeological Project

Archaeological work was carried out near Chisasibi as part of a long-term, collaborative project with the Cree Nation of Chisasibi (CNC) focused on trading posts on the north side of the river and at Fort George. In 2010-2011 the objective was to salvage archaeological features near the eroding riverbank in the Hudson's Bay Company (HBC) precinct and to understand the architectural remains associated with the second postmaster's house built in 1870. The work took place in August, 2010 and was carried out by archaeologist Christian Roy and coordinated locally by Margaret Fireman and Jennifer Napash of the CNC's Cultural Department. Seven local people worked as technicians.

The project resulted in new information related to the second postmaster's house and other unsuspected features – perhaps the dairy or the mens' house – and the salvage of many artefacts, including glass beads, clay tobacco pipes and metal hardware. 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 a portion of the CNC's funding provided by Hydro-Québec.

2. Waswanipi Old Post

Following a request from the Cultural Department of the Cree First Nation of Waswanipi (CFNW), an archaeological project was organized for the Waswanipi Old Post. The Old Post has been a trading centre for Crees from 1799 until the mid-1960s. The objective was to find

archaeological remains relating to the North West Company and the HBC trading posts and to evaluate their archaeological potential. The work took place in September 2010 and was coordinated by CFNW Cultural Coordinator, Diane Cooper. Field Coordinator Albert Ottereyes, together with four local technicians, worked under the direction of Archaeologist Christian Roy. The project was jointly funded by the CRA and the CFNW.

The work revealed the presence of 19th and 20th century architectural remains and artefacts near the small hill at the south end of the clearing at the Old Post site. Further investigations here would contribute to local history and provide material for educational projects.

3. Analysis of artefacts from Charles Fort, Waskaganish

Further to a request from the Waskaganish Cultural Institute, a project was initiated to analyze archaeological materials from Charles Fort (1668-1685), the first HBC trading post. Over the years, several phases of salvage excavation have taken place under the leadership of James Chism and the Waskaganish Cultural Institute – some of this work funded by the CRA.



Some clay pipes found within the Charles Fort archeological site, summer of 2010.

The objective of the work carried out in 2010-2011 was to analyze the 17th century artefacts, mainly from two principal areas: Charles Fort I (1668-ca. 1681) located in the area of Kanio Kashee Lodge and Charles Fort II (1681-1686) located under and near the Anglican Church. While the artefact collection is dominated by clay pipes, bricks and roof tiles, ceramic vessels, glass bottles, glass beads, gunflints and metal implements are also described. Apart from artefacts of English origin, French, German and Flemish (or Dutch) products were identified.

The analysis of this material is the starting point for an eventual publication related to this important heritage site – the first trading post established by the HBC in North America.

Stories from the Elders of Whapmagoostui

I will tell a story about an orphan from long ago. One time, as was the case sometimes, the Iiyiyiu were hungry because no game had been killed. The Iiyiyiu bedded down for the night. Earlier that day the men had gone caribou hunting but hadn't seen any tracks. It was later discovered the Iiyiyiu had missed the caribou even though they had gone looking for them. The caribou had come by later on when the Iiyiyiu had gone another way. It was during the coldest part of the winter. The moon was full that night. After the Iiyiyiu had gone to sleep for the night, the orphan kept sticking his head out of his bed-covers and looking towards the entrance way as if listening for something. He said to his grandfather, "Grandfather, where is the dance being held? There is a dance happening right now." Taking notice of what the orphan had said, the grandfather replied, "Listen very carefully, grandson. Is it really a dance you hear?" The orphan got up to listen more carefully. He said, "Yes, that's what I hear. There is a dance going on. The dancing comes from the west. There's great joy in the dancing." His grandfather said to him, "Stick your head outside to make sure." He stuck his head outside and reported, "I'm certain it's a dance. I distinctly hear a rattle."

So begins a story told by the late Matthew George, from Whapagoostui. The full story is part of the new book that will soon be jointly published by the CRA and Aanischaaukamikw Cree Cultural Institute. The remarkable stories in this book were collected in the 1980s by Emily Masty and then lovingly translated by Emily into English. Compiled and edited by Susan Marshall, the book brings together the stories with historical commentary. The final stages of correction of the text and preparation of the manuscript were carried out in 2010-2011. The printing and book launch will take place in 2011-2012.

Support for Cree Artists and Performing Arts

Several years ago, with MCCCCFQ funding, the CRA established the Mimahtaawaayihitaa and Performing Arts Grant Programs for the promotion of Cree arts. In 2010-2011, funds were awarded to Cree artists or organizations for the following projects:

Name	Project	Grant
Jim Hester (Waskaganish)	Production of CD	\$3,000.00
Gordon Iserhoff (Mistissini)	Production of CD	\$5,000.00

One performing arts event was supported in 2010-2011: the Eeyou Istchee Achievement Awards and Concert 2011, which took place in Nemaska at the end of March. A total of \$50,000 was provided for this event which was organized and carried out by the Cree Native Arts and Crafts Association (CNACA). The event was planned to coincide with the arrival of walkers taking part in the *Journey Through*

the Heart of Eeyou Istchee. The concert brought together talent from Nemaska—Evelyn Tanoush, Ronnie Neeposh, Nicholas Wapachee and Philip Tent—with regional and special guest artists Melisa Pash, Kenny Mianscum, Darryl S. Hester, CerAmony, and the Fort George Rockers. The event received very positive remarks from the spectators and special guests.

Study on Cree “State of the Arts”

The Cree “arts scene” has evolved considerably in the last decade. Some artists are flourishing and are receiving recognition far beyond Eeyou Istchee. Other talented people have left the arts behind in favour of more stable employment. There are many creative persons at various stages of development – from the youngest students to mature artists – whose production could benefit from different types of support and encouragement. Some arts (music and recording) are dynamic in terms of numbers of Cree involved and level of production. For others (theatre, writing), almost everything remains to be done.

Funded through the three-year agreement with MCCCCFQ, the CRA initiated a study on the state of arts and creative work in the Cree territories. The objective is to provide a portrait of arts programs and the practice of the arts and literature in Eeyou Istchee, and to identify issues affecting artistic production. The study is being carried out by Susan Marshall. The first phase was carried out in 2010-2011. In the next fiscal year, the second phase of the study will be carried out in collaboration with CNACA and will focus on the collection of more quantitative data concerning Cree artists.

The results of this study will assist CRA and CNACA to determine the nature of future programs to support artists and arts organizations. It will also prepare the groundwork for new support for Cree artists from the *Conseil des arts et des lettres du Québec*.

Activities carried out with Niskamoon Funding

The Nadoshtin and Boumhounan agreements provide for the carrying out of an Archaeology and Cultural Heritage Program (ACHP) concerning the areas affected by the Eastmain-1 and the EM-1A – Rupert Diversion hydro-electric projects. The ACHP is implemented by the Cree Regional Authority with funding from Niskamoon Corporation. Funding from the MCCCCFQ grant has been applied to certain activities.

The major objective of the ACHP is to allow Crees to explore their heritage associated with the lands and waters affected by the Eastmain-1 and Eastmain-1A-Rupert-Sarcelles hydro-electric projects, to commemorate this heritage and to transmit it to future generations. The Cultural Heritage Advisory Committee (Advisory Committee) plays a major role in determining the general values and orientation of the program, especially the

emphasis on land-based activities and a “living heritage” approach, the crucial role of elders and tallymen, and the involvement of youth, through training and the transmission of knowledge and skills. 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 ACHP is coordinated by Jamie Stevens, who returned from maternity leave in September 2010. Thomas Jolly acted as interim coordinator during the summer of 2010. CRA archaeologist David Denton and contract archaeologists Dario Izaguirre and Francis Marcoux play important roles in the implementation of the Program.

Archaeology and traditional knowledge

While in previous years the ACHP has focused on soon-to-be-flooded areas, work has also taken place in the reduced-flow sections of the Rupert River, and in unaffected areas above the diversion. In 2009, the Rupert River Legacy Canoe Trip resulted in the collection of traditional knowledge and archaeological materials from the entire course of the river, and provided a memorable learning experience for a group of young Crees. Also in 2009, archaeological evaluations were carried out at two traditional fishing sites in the reduced-flow zone. In the summer of 2010, the ACHP sought to build on this work, focusing on four zones that might eventually be used in educational programs or tourism by the three communities concerned. The selection was confirmed by the presence of local land-users and elders keen to tell their story and to assist in finding and explaining sites. It was hoped that this work would help to develop a historical portrait of the river as a whole.

Work carried out in each zone is described briefly, below. Johnny Neeposh played an important role in the realization of the work, and numerous local people participated as archaeological technicians. Victoria Wapachee and Shannon Trapper worked in the laboratory in Val-d’Or.

1. Outlet of Lake Mistassini

The ACHP conducted a survey in the part of Mistassini Lake near the outlet called Mistisiniuukamikw. This area surrounds the famous “big rock” that is the origin of the name of the lake. Elder Matthew Shecapio, who participated in archaeological surveys here in the mid-1990s, showed us many new sites that he had identified, and was recorded on video telling the story of these and other historical places in this area. The surveys resulted in the recording of many other new archaeological sites.

2. Lake Mesgouez

The survey in this area was hampered because of the low water levels in 2009. Nevertheless, a number of new sites were



The 'Big Rock' that gave Lake Mistassini its name.

discovered, including one producing an artefact suggesting occupation as long as 4000 years ago.

3. *Chisayiinwaamii and Miichiskushiishikamikw*

Excavations were carried out at Chenwaamii – a well-known sturgeon fishing site located at the bottom of the first rapids above Lake Nemiscau. Video interviews were carried out with Luke Tent at a number of locations further up river, including at Miichiskushiishikamikw, an important gathering site.

4. *Nuutameshaanan–Smokey Hill*

Excavations were carried out at Nuutameshaanan–Smokey Hill cisco fishery near Waskaganish, in the late summer/early fall. This large site has many areas of occupation. The 2010 excavations focused on an area which, in 2009, produced a type of distinctive pottery. More samples were recovered and more complete archaeological information obtained. Radiocarbon dates of carbonized material from pottery sherds indicate occupation here at least 1400 years ago. Much more recent artefacts dating to the fur trade era were also recovered. Video interviews with local elders

from the Cowboy and Weistche families provided a Cree perspective on this important site. Educational activities were carried out with several class groups from the local school in Waskaganish.

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. From the outset, the intention was to create an exhibition based on these materials. Funding was obtained from the Museum Assistance Program (Department of Canadian Heritage) and Niskamoon Corporation, and several years of work went into the production. The result is the travelling exhibition entitled "Remember This... and You Will Live a Good Life". The title comes from the advice given to elder Harry Moses by his father, and reflects the great joy people derived from living off the land. Through images, text, artefacts and video, the exhibition tells the story of the flooded lands from the perspective of the elders, and presents the results of the research on history and archaeology. It is the very first such exhibition to appear in the Cree communities.

In 2009-2010, the exhibition texts and images were finalized, the translations completed, the design finalized and the exhibition built. Additional funds were confirmed by other partners – MCCCCFQ, the Cree School Board (CSB) and Aanischaaukamikw Cree Cultural Institute – to complete the production, to publish a catalogue and to tour the exhibition in the communities. With production finished in 2010-2011, the exhibition will visit all of the Cree communities in 2011-2012, beginning with Eastmain, Nemaska, Mistissini and Waskaganish. Thanks to the collaboration of the CSB, the exhibition will be hosted in the schools, and animation will be provided by ACHP coordinator Jamie Stevens, to ensure that the messages of the exhibition reach as many students as possible.

Memorial

Planning continued in the development of a memorial relating to the Rupert River and the lands and burial sites affected by the diversion. A site was selected by the Advisory Committee based on a recommendation by local trappers. The site is a hill near the Rupert Dam which overlooks the reservoir in one direction and the reduced-flow portion of the river in the other. As expressed by tallyman and Advisory Committee member Walter Jolly, "from here you see the whole story." A design concept was developed for the memorial by Jimmy Tim Whiskeychan, in consultation with the Advisory Committee. It is hoped that the memorial will be constructed in 2011-2012.



Some of the interpretation panels on exhibit within the 'Remember This' travelling exhibition.

Aanischaukamikw Cree Cultural Institute Dedication to Sally and Robbie Matthew

On August 25, 2010, Grandmother Sally Matthew passed away and those of us who had the grand privilege of spending time with her in her gentle, quiet and loving embrace received much from her silent teachings. Robbie and Sally have so generously provided direction and shared the traditional teachings to all wherever they were called. We recall their honourable presence for the ground-breaking ceremony for the construction of Aanischaukamikw. It is with great pride that we witnessed them together carrying the teachings and being such an example of what is a sacred union of a man and woman. To Robbie and the family, thank you for sharing her with us. Our memories are filled with the journeys we have taken with her, and those will never be taken away, but will always be in our hearts.



Robbie Matthew and his late wife Sally inspired the crowd with their words of wisdom at the groundbreaking ceremony for Aanischaukamikw, November 2009.

President's Message

The principal focus for 2010-2011 has been the construction of Aanischaukamikw. Despite the delays of completing it by January 2011, we moved along with the various aspects of the capital components of construction and a new completion date of June 2011. I cannot deny the personal feelings that I hold within my heart with the honour and trust that the Elders and the leadership of the Cree Nation bestowed upon me to oversee the construction of Aanischaukamikw. I know of its real importance for the future. It is a place to store, research and keep alive our history, cultural and language heritage, artefacts and objects, arts and crafts. They portray and show the grand talent of artistry so intricately tied with our identity as a people and as a Nation. Artefacts and objects long held by

private collectors, anthropologists and public institutions are coming home. Aanischaukamikw represents the beacon of light and hope of a living culture to be demonstrated by our many artists and artisans.

I cannot forget the commitment that I witnessed from the leadership of the Cree Nation, namely Grand Chief Dr. Matthew Coon Come, Cree negotiator and the President of the Aanischaukamikw Foundation, Abel Bosum, and posthumously, Dr. Billy Diamond and Albert Diamond. They worked tirelessly to promote this project and to ensure capital funding, as well as funding for the development phase and operations. This has facilitated the work of the staff to focus on the actual planning work and its implementation of operations, staff recruitment, permanent exhibit development, documentation and resource centre, archaeology and curatorship, and most importantly, programming, organization and policy development.

More than ever, our greatest challenge remains securing long-term operational funding. We acknowledge the CRA, Eeyou Eenou Fund and Niskamoon Corporation for the funding that they have provided as well as their commitment to realize the importance of this project. More work needs to be done to secure long-term funding from various levels of government, as well as private donors through the fundraising campaign. Whatever will be on the table for Culture and Identity through the initiatives of the Plan Nord will determine also the success of securing long-term funding. Specific projects and regular program funding agreements with potential three-year agreements will ensure another portion of required funds.

Again, I would like to thank the Board of Directors, the Executive, the Executive Director Stephen Inglis, the Support Staff, the Technical and Design Team, and the various committees that have worked hard with tight schedules to accomplish their mandates. Without them, the demands of achieving and maintaining the day-to-day activities could not have been realized. To the Elders who encouraged me not to give up and focus on the development of Aanischaukamikw and not let anything else distract me, your words of wisdom and encouragement have given me the strength to move forward and realize this collective dream. Mistameegwetch!

Dianne Reid
President/CEO

Administration & Staffing

The staff technical team is composed of Dianne Reid, CEO; Willie Iserhoff, CRA Director, Culture and Language; Stephen Inglis, Executive Director; David Denton, Archaeologist, CRA Traditional Pursuits; Ross Clark, Campaign Director; Nancy Hushion, Museologist; Bernard Benoit, Project Manager; Nora Otter Tétreault, Administrative Assistant; Annie Bosum, Archival Librarian; Melanie Reid, Administrative Assistant; Louise Neeposh, AHIP coordinator; and Carl Chaboyer, Facility Manager. Dianne Reid as President also remained with the part-time responsibility as CEO during this busy year of construction and operational development. The recruitment process for the positions of Director of Finance and Administration and of Assistant Executive Director were completed by the end of March 2011, and the chosen candidates will begin

Board of Directors of Aanischaaukamikw	
Dianne Reid	President/CEO
Willie Iserhoff	Treasurer
Janie Pachano	Secretary
Diane Cooper	Waswanipi
Daniel Bosum	Oujé-Bougoumou
Mary Voyageur	Mistissini
Deborah Wapachee	Nemaska
Jimmy (Tim) Whiskeychan	Waskaganish
Jamie Moses	Eastmain
Beverly Mayappo	Wemindji to March 2011
Jessie Bearskin House	Chisasibi to March 2011
Robbie Kawapit	Whapmagoostui
Edith Sam	Elder
Florrie Mark Stewart	Elder

Executive Committee	
Dianne Reid	President
Janie Pachano	Secretary
Willie Iserhoff	Treasurer

work in June 2011. Other staffing actions are in development for program and support staff positions.

Building Aanischaaukamikw

From the ground-breaking ceremony on November 5, 2009, Aanischaaukamikw with its staff have paddled their canoes through rapid running water to keep up with the demands of a construction project and a parallel process of organizational development. So if anyone is looking for a partner for the next canoe brigade, we are available!

The project's Design Group composed of Architects Douglas Cardinal/Rubin Rotman, Groupe Aecon, and Aanischaaukamikw staff, Consultants and Project Manager Bernard Benoit, assisted by Marie-Andrée Roy, worked diligently to ensure that the project could indeed be built with a scheduled final completion of construction of June 2011 and on budget (\$15.7 million). A number of refinements were made to the design to ensure that the facility meets international museum standards in addition to becoming, over time, a home for many of the memories and artefacts of the Eeyou Eenu.

Grand Chief Matthew Coon Come, recognizing the important role of Aanischaaukamikw in preserving and developing Cree culture throughout the entire region, has tirelessly promoted the project with government officials and the Cree leadership through the year.

Aanischaaukamikw is an over 30,000 square foot facility, including 3,000 sq.ft of exhibition space, a 2,000 square foot Gathering Space and performance area, a Documentation and Resource Centre, and a state-of-the-art collections storage area for the artefacts and archaeological objects dating back several centuries. We acknowledge and thank the efforts of all members of the Design Team and Aanischaaukamikw's construction partners: SNC Lavalin, Dessau, Groupe Aecon and Cree Construction.

Construction progress

As the building was under construction, people were amazed with the wood structure that simulated the frame of a canoe and the rib cages of animals. These wood beams were fabricated with black spruce at the Nordic wood factory in the region. The mechanical hook-ups and the cabling system are quite extensive to operate such a specialized facility.

The facility will be ready for moving in staff and tenants in mid June 2011. A transition office will be maintained in Montréal to March 31, 2012, as many activities of implementation require to be finalized by management and support staff.

Development of Aanischaaukamikw Policies/By-laws

Museum and personnel policies are in effect as of November 2010. The founders of Aanischaaukamikw were appointed by the CRA as the original Executive of the Board of Directors of Aanischaaukamikw at its incorporation in 1998. Currently Dianne Reid, Willie Iserhoff and Janie Pachano have been the long-standing Executive members. Mary Voyageur is the interim member appointed by the Board of Directors.

The Museum Policies for Acquisitions, Collections, Conservation & Collections Management, Community & Family Objects, and Glossary for Museum Policies were approved by the Board of Directors in November 2010,



The impressive new home of the Aanischaaukamikw Cultural Institute is nearing completion in the winter of 2011.

along with the Terms of Reference of the Acquisitions Committee whose members will be appointed in the new fiscal year. These policies were essential to allow funding to flow for specific projects of exhibit development and web-site interactive system with a content management system.

The bylaw with its election and membership procedures will be reviewed in 2011-2012. As well, intellectual property rights and protection of traditional knowledge will be a key issue with a process to be determined with partners.

Programming

The new cultural centre has been specifically designed to meet the needs of the programming planned for its various spaces. Through the planning process this year, the team has ensured that the exhibition area will be flexible enough to display both long-term exhibitions and temporary touring shows of historical and contemporary material. Two other areas are essential as support and generators of programming: the Gathering Space where story-tellers, musicians and film will complement the exhibitions, and the Documentation and Resource Centre, open to all to investigate the archival documentation and photographs, video and audio tapes of elders, and family histories.

The Exhibit Advisory Group is under the chairmanship of Dianne Reid, with members Jamie Moses (Eastmain), Diane Cooper (Waswanipi), and Elders Florrie Mark Stewart (Eastmain) and Edith Sam (Chisasibi), with the Curatorial Advisor Sandra Weizman recruited in early April 2010. A series of visits to the communities were

organized during the summer months to consult with elders and to finalize the plans for the Opening Exhibition.

Exhibition

By the end of March 2011, the latest in exhibit planning resulted in the exhibition concept, interpretive plan and preliminary design; loan request letters have gone out and are under negotiation; videotaping of elders and specialists in the communities are underway.

Work began on the planning of the exhibition in April 2010. In May 2010, preliminary visits were made to look at James Bay Cree material culture, potential artefacts for loan, and to meet with curatorial staff responsible for these collections in various Canadian museums. Museums visited include the McCord Museum in Montréal, the Glenbow Museum in Calgary, and the Canadian Museum of Civilization (CMC) in Gatineau, Québec. At the McCord, we met with the Curator of Material Culture, Ghislaine Lemay and the Director of Research, Nicole Vallières. At Glenbow, we met with Dr. Gerald Conaty, Director of Aboriginal Studies, and at the CMC, we met with Moira McCaffrey, Director-General of Research and Collections, Nathalie Guenette, Collections Manager, and two Ethnology curators, Judy Hall and Judy Thompson.

In June 2010, an Exhibition Approach Paper was submitted to the Exhibit Advisory Group and Board of Aanischaaukamikw. A visit to the Musée de la civilisation (MCQ) and the Archaeology Lab of the Québec Government – both in Québec City – with David Denton renewed our collaboration with the specialists there.

We visited the First Nations exhibition at MCQ, toured the James Bay Cree material culture, and met with the Curator of Ethnology, Marie-Paule Robitaille. We also met with Claudine Giroux, Director of the Archaeology Program of the Québec Government. In Montréal, we met with Jim Chism, an archaeologist who has worked in Waskaganish for many years, and is currently involved in a Cree genealogical and place names project. We also met with Dr. Toby Morantz, a retired professor of Anthropology at McGill University, who has done extensive research and publications on the James Bay Cree. We visited the Hudson's Bay Company collections that are housed at the Manitoba Museum in Winnipeg, and met with the Curator, Dr. Katherine Pettipas. Some time was also spent at the Hudson's Bay Company Archives, which are housed within the Manitoba Archives.

In July and August 2010, Stephen Inglis, Executive Director with the curator Sandra Weizman participated in an Exhibit Advisory Group meeting in Waskaganish

[... The exhibition fabrication will [...] be completed by November 2011.]

with Dianne Reid, Tim Whiskeychan, Jamie Moses, Elizabeth Patterson, and Florrie Mark Stewart, to discuss the exhibition. We also had the privilege of attending a traditional feast and an Elder Gathering, where we had the opportunity to discuss the exhibition with Gertie Diamond, Sinclair Diamond, John Murdoch, Clarence Cowboy, Edna Jonah, Stacey More, Roderick Jonah, Charlie Diamond, and others. We attended the Elder Gathering at Old Nemaska where

Dianne Reid conducted several interviews with elders there (Sarah Wapachee, Yvonne Neeposh, Suzanne Beeswabana Wapachee, and the Baptist Minister Larry Linton) to assist with the exhibition planning. We were also able to observe various traditional pursuits being passed down to the younger generation. Later in July, we attended the Regional Council of Elder Gathering in Chisasibi, where one entire day was spent discussing the museum and the inaugural exhibition.

We visited the Royal Ontario Museum to see the collections there and to meet with Ethnology Curators Ken Lister and Dr. Trudy Nicks. Further research and reading was conducted in August.

In mid-September, a Research Assistant was hired for the exhibition, Maude Desjardins-Cr peau. Maude is a recent graduate of the Master of Museum Studies Program at the Universit  de Montr al and UQAM. We met with Toby Morantz to look at the various files and field notes in her home, in order to make copies of the relevant material for Aanischaaukamikw. We also traveled to Hamilton to meet with anthropologist Dr. Richard Preston, who has offered to donate his artefacts and some archival material

to Aanischaaukamikw. We visited the Bata Shoe Museum in Toronto and saw their collection of James Bay Cree moccasins and met with their Curator, Elizabeth Semmelhack. At the end of September, we met with David Denton and Susan Marshall to discuss the exhibition, and to see the archaeological specimens in the GCA Archaeology Lab. The ongoing research included creating databases of existing films, TV programs, documentaries, news items, radio and other audio recordings pertaining to the Eeyou people.

The Exhibition Storyline was completed and submitted on October 17. Time was spent at Laval University Archives in Qu bec City, going through the collections of Jacques Rousseau, a botanist and geographer who did fieldwork in Mistissini in the 1940s, and also the papers and images collected by Louis-Edmond Hamelin, another geographer who had worked in Mistissini.

The Curator Sandra Weizman spent time in Edmonton at the University of Alberta Archives, going through the personal papers, field notes and photos of Ed Rogers, who had been Head of Ethnology at the Royal Ontario Museum and had conducted extensive fieldwork in Mistissini in the 1950s.

The last week of October, the Curator interviewed exhibit design firms with the Executive Director and the CEO, and the firm Lupien + Matteau was selected. They are a Montr al-based exhibition design company that specializes in transverse design, which is the creation of exhibitions that complement the architecture where they are housed.

The Researcher has done research at Hydro-Qu bec Archives, and has contacted Gerome Rousseau, Jacques Rousseau's son, for additional information on his father's work.

We met with anthropologist Cath Oberholtzer to learn more about historic Cree costumes, embroidery techniques and styles. We also met with Virginia Barter in Toronto, a descendant of Reverend Walton, who had been an Anglican missionary in Cree country at the end of the 19th century and early 20th century. Ms. Barter has an extensive archival photo collection.

During the month of November 2010, various museums were contacted to borrow artefacts from them and to notify them that a formal request will be forthcoming by the end of January. A comprehensive review was made of the several hundred artefacts in the CMC collection, as well as their audio and archival collections. On November 22, meetings were held in Hamilton with anthropologists Richard Preston and Harvey Feit to coordinate the donation and transfer of materials they have to Aanischaaukamikw.

Towards the end of November, meetings began in Montr al with Lupien + Matteau to begin planning the design concept for the exhibition. Work also began on the interpretive plan with the curator meeting with some of the Interpretation Staff at the CMC to discuss some of the interpretive strategies and interactives for the exhibition.

The interpretive plan for the exhibition was prepared by the third week of January and a design concept by the end of January. A final artefact list was completed by the end of January as well. A final image list was available by mid-February. Work began on planning the audio-visual components of the exhibition early in the new year as well. Preliminary design of the exhibition was completed by the end of February. Graphic design concepts were completed by the end of March. We expect the final design to be done by May 12, 2011 and construction drawings to be completed by June 23, 2011. The exhibition fabrication will commence September 22, 2011 and installation by October 13, 2011 in order to be completed by November 2011.

The acquisition plan has now been drafted in line with policies to be approved by the Board of Directors of Aanischaaukamikw in 2011. Donations and loans are now being received and registered at the Montréal Office.

Archives and library

Priorities are being drawn up, donations and purchases have begun, and discussions with CRA on overall Cree archival consolidation are in process.

The timeline for the grand opening set for November 2011 is fast approaching. Other options are being explored to hold the openings in phases with a political official opening in November 2011 and the grand opening with full community participation is envisioned for June 2012. Following Cree tradition, a grand feast will be held to inaugurate Aanischaaukamikw.

Vancouver visit

As part of the preparation for the on-line services of Aanischaaukamikw, Tim Whiskychan, Cultural Co-ordinator from Waskaganish, Annie Bosum, Archival Technician from Oujé-Bougoumou and Stephen Inglis, Executive Director, visited the UBC Museum of Anthropology (MOA) for two days in September, 2010. They were given a full briefing on the Reciprocal Research Network, run by the MOA and four First Nations, and went through the first steps of becoming members. They also reviewed the language and oral history lab, the visible storage and the museum's exhibitions. They also paid a visit to the UBC Centre for First Nations and the Musqueam Reserve and Band Office.

Housing/Tenants

Final negotiations of lease agreements with tenants (COTA, CNACA) are now in process with July 1st as the date of commencement of leases.

The Housing lease agreements (the sixplex unit has 1 one-bedroom and 5 two-bedroom units) between Aanischaaukamikw and Oujé-Bougoumou Eenouch Association were signed as of March 29, 2011. We may need several family units and one duplex unit type of housing for

2011-2012. Discussions are ongoing on finding solutions to housing needs for future employees of Aanischaaukamikw.

Funding Applications for Projects

Funding applications to MCCCCFQ to support the exhibition development resulted in a confirmation of \$25,000 for 2010-2011. MCCCCFQ further confirmed a \$250,000 grant towards the permanent exhibition, resulting in a total of \$275,000, the full amount we requested.

MCCCCFQ, the CRA and Aanischaaukamikw are working on a joint submission for ongoing funding for the next three years. The three-year agreement between CRA and MCCCCFQ expired as of March 31, 2011. The internal discussions will determine how the resources of another three-year agreement will be shared between CRA and Aanischaaukamikw. This is for regular program funding. The discussions with what is on the table for the Plan Nord may have an impact on how we conclude a three-year agreement between the MCCCCFQ, CRA and Aanischaaukamikw.

CRA, Aanischaaukamikw and CNACA held preliminary discussions with MCCCCFQ and the *Conseil des arts et des lettres du Québec*. Discussions will continue in the next fiscal year.

We received a grant approval from the Canada Interactive Fund, Department of Canadian Heritage, in the amount of \$286,600. From April 2011 to January 2012, this interactive project will allow us to develop innovative and interactive web content and a content management system with the wealth of Cree knowledge of material and immaterial culture, through a network system linking the nine communities, Aanischaaukamikw and the rest of the world.

Plan Nord

Aanischaaukamikw, CRA and CNACA were represented at the Culture and Identity Table during the Plan Nord discussions throughout the year. We look forward to confirming long-term funding for operations and projects under this process. Time will tell how this will unfold with concrete results.

Consultative Assembly with the First Nations of Québec

Aanischaaukamikw is also represented on the Consultative Assembly with the First Nations of Québec, for the renewal of the First Nations of Québec Permanent Exhibition at the Museum of Civilization in Québec City.

Agenda 21

The MCCCCF is in the midst of holding regional consultations throughout Québec for a new government policy on culture and communications. We hope to participate with other First Nations in the ongoing dialogue towards a renewed policy into the 21st century.

Aboriginal Heritage Training Program

Aanischaukamikw thanks Niskamoon Corporation, the Cree Human Resources Department and the Cree School Board for their essential support of this program to ensure that there are trained cultural workers in communities throughout the territory.

Language and Cultural Skills courses marks for Cree courses were delivered to date. Mary Jane Petawabano delivered the Cree Language I & II courses during the summer of 2010. The Cultural Skills course had been completed in Chisasibi in February 2010. Martha Bearskin and Elsie Duff, Cree Language Instructors, taught both Cree Language and Cultural Skills courses.

Courses left for the Cree side

- Legend, Oral Histories, Ancient Times
- Visual & Performing Arts

Fleming College courses left

- Intro to Archival Management
- Internship & Career Preparation
- Interpreting Community Heritage II: Program Design & Delivery
- Site Operations & Marketing for Heritage Centres
- Internship

Besides completing the remainder of the courses, funding for the internship of students and for their graduation will have to be secured.

Aanischaukamikw Foundation

The Aanischaukamikw Foundation is a separate non-profit organization with charitable status granted by the Canada Revenue Agency. The Foundation is responsible for conducting the *Sharing the Ways* fundraising campaign for Aanischaukamikw and for managing the funds collected



We are grateful for the support that we receive from Abel Bosum, President of the Foundation's Board of Directors, and Matthew Coon Come, Honorary Chair of our *Sharing the Ways* Fundraising Campaign.

in the Campaign. The Foundation is governed by a Board of Directors comprised of Cree and non-native business leaders. The current members of the Board are Abel Bosum, President; Willie Iserhoff, Vice President; Dr. Ted Moses and Yves Poirier. All of the Board members also serve as active volunteers in the Campaign.

The Foundation Board and staff deeply regret the loss of Albert Diamond and Dr. Billy Diamond. They were both founding Board members of the Foundation and dedicated champions of Aanischaukamikw.

The *Sharing the Ways* fundraising campaign has seen great success to date. Phase I of the campaign is wrapping up, having raised more than \$25 million from a wide variety of contributors including the Québec and Federal Governments, the GCC(EI)/CRA and other Cree entities, and Hydro-Québec and other private sector donors. This phase was focused on raising the funds required for the Aanischaukamikw construction project and for Aanischaukamikw's early planning and development initiatives.

The Foundation is now planning Phase II of the Campaign. This phase will be focused on establishing an Acquisition and Endowment Fund to help Aanischaukamikw acquire important examples of Cree material culture and to contribute to its annual operating costs. Grand Chief Matthew Coon Come has agreed to serve as Honorary Chair of the Campaign. The Foundation is working to recruit more Board members and Campaign volunteers to help promote Aanischaukamikw. We expect to formally launch Phase II of the campaign later this year.

Aanischaukamikw recognizes the generosity of its supporters with a donor wall to be erected in the building and in a virtual donor wall to be established in the Cree Culture News website: www.creeculturenews.ca

Next steps include the collection of outstanding pledge payments for the Construction and Design/Start-up Funds and targeted fundraising activities to support Aanischaukamikw's acquisition and endowment requirements.

This report describes the progress toward the completion of the construction of the building for Aanischaukamikw and the first phases of the preparations for staffing, programmes, exhibitions and collections. The task for the coming year is to move from the construction phase into operating as an institution. This will involve a progressively larger group of Cree who are dedicated to history, language and culture, and to sharing this legacy with each other, with Canadians and with people around the world.



Capital Works and Services Message from the Interim Director Henry Mianscum

I am pleased to inform you regarding the activities of the Department of Capital Works and Services for the past year. This information certainly reflects the hard work and professionalism of the people involved in our Department.

The Department of Capital Works and Services has undertaken and completed numerous tasks this year but work remains to be done. As you may be aware, the Department has responsibility for the construction, management and maintenance of all CRA and Grand Council buildings and residences, including those in the local communities. We are also involved in the signing of lease agreements with each community for buildings and residences.

Over the past year, the Department has focused on the construction of many buildings in the communities. We undertook the construction of the Justice facilities for Mistissini, Waswanipi, Wemindji and Whapmagoostui as well as the construction of the Regional Police Headquarters in Chisasibi. During this time we have finalized the design and construction drawings of the Justice buildings for Waskagnish, Chisasibi and Oujé-Bougoumou, so that they may be ready for the tendering process in the spring of 2011.

Capital Works and Services is also in the process of recruiting some professionals for the technical work that must be carried out in the communities such as architecture, engineering and construction.

As the Staff Members of Capital Works and Services continue to adjust to their new and challenging mandates, work continues to be carried out through the outstanding efforts, hard work and professionalism of all concerned. They are to be commended.

PUBLIC WORKS AND SERVICES

This year has been a very busy and interesting time for the Public Works and Services Division.

During the past year, the Department focused on the construction of many buildings in the communities of Eeyou Istchee. We undertook the construction of Justice facilities for Mistissini, Waswanipi, Wemindji and Whapmagoostui and the construction of the Regional Police Headquarters in Chisasibi.

Inspection Services of the Eeyou Michuwaap

A core function of our Inspection Services is to provide administrative and technical support to the Eeyou Michuwaap. Through this regional committee composed of local Housing Administrators, CMHC representatives, Inspectors and others involved in the housing field, various programs allocated by CMHC are presented and discussed.

During this fiscal year, the Inspection Services Division provided technical assistance and training in the delivery of the Canada Economic Action Plan (CEAP), which consisted in the renovation of 252 housing units throughout the Cree communities.

We also participated in the delivery of 35 housing units under the Article 95 Program, as well as 10 Residential Rehabilitation Assistance Program (RRAP) renovations and rehabilitation files for persons living with disabilities. We have also done cyclical inspection of 108 units throughout the communities.

As of this year we are implementing a Preventive Maintenance Renovation Plan, a Work Order System and the development of a tenant profile.



Regional Police Headquarters in Chisasibi.

We have also finalized the design and construction drawings of the Justice buildings for Waskaganish, Chisasibi and Oujé-Bougoumou in order to be ready for the tendering process early this spring.

We prepared the design and construction drawings for the CRA staff housing in Nemaska and the Police Headquarters housing which were built and completed in early 2011. We also completed the construction of the CHRD facilities in Chisasibi and we are now in the process of tenders to construct police housing in eight (8) communities that will be also completed by the end of this year. There are two more Justice facilities to be built in the next year in Eastmain and in Nemaska. As well, we have purchased police vehicles for all 9 communities (20 Chevrolet Tahoes).



A new fleet of vehicles was purchased for the new Eeyou Eenuu Police Force.



CRA Housing Units in Nemaska.

CAPITAL PLANNING AND SERVICES

A major function of the Department of Capital Works and Services is to ensure that in communities, developments are in accordance with both federal and provincial regulations and guidelines in the areas of civil and structure construction projects. We also have to make sure that each community capital project meets the obligations outlined in the New Relationship Agreement with Canada and the Standards for Essential Sanitation Projects developed by the CRA. Throughout fiscal year 2010-2011, the Department needed to develop more tools to assess the current local situation in the areas of civil works and to develop standard procedures with each community and the CRA. The following list provides an outline of the studies that the Capital Works and Services either conducted or coordinated:

Five-Year Capital Plans – The process of developing these five-year capital plans has been ongoing for the past few years and has evolved into an annual process, since communities' requirements change and emergency situations occur. Each community develops and manages its respective plan, but the Department must review and analyze each project to ensure that it is in accordance with the New Relationship Agreement.

Cree Nation Inventory of Assets and Infrastructure – We worked on the procedure for the recording of capital projects in the Cree communities under the New Relationship Agreement. We currently are in the data collection process.

Indian and Northern Affairs Canada (INAC) Initiatives – The Gathering Strength and the First Nations

Water Strategy are the two programs sponsored by INAC Initiatives that are coordinated by our Department. These programs are designed to enhance community development and to improve drinking water or solve wastewater problems. Funds from the programs are provided directly to communities that meet the INAC criteria.

The majority of these projects or initiatives are planned through standard planning procedures within each community's capital and technical plans. This process assists the CRA's Technical Committee in its decision-making so that it may make final recommendations

to Council/Board. The Technical Committee's main role is to develop and design guidelines to establish minimum regional standards that meet or exceed applicable federal and provincial standards with regard to essential sanitation services and housing. The Committee also works on guidelines to regulate buildings for the protection of public



Justice Facilities in Mistissini.

health and safety, including the construction, maintenance, repair and demolition of buildings, but only with respect to housing and buildings that are used for regional governance.

Program Structures

The implementation of the many Program Structures within the New Relationship Agreement with Canada, which included essential sanitation, Band facilities, housing, equipment revolving fund and community centre templates, has been a challenge for the CRA and local management teams. However, with the understanding of



Police Housing units in Chisasibi.

the objectives, most of the capital projects were delivered. The purpose of these programs is to support the future growth of the Cree Nation.

Certified Water Operator Training

The Department has been coordinating the certified training of Water Operators throughout the Cree Nation. The training process includes theory classes in the management of water operations and technical courses in water treatment. This training program varied depending on the type of water system present in each community so the classes were either 90 hours of theory and an evaluation by a certified journeyman recognized under Emploi-Québec, or 126 hours of theory followed by a provincial exam. The difference is that the 90-hour course is for ground water (water source: well) whereas the 126-hour course is for surface water (water source: river).

The training sessions that have been carried out in each community have successfully produced many certified water operators. This year we developed a new training program for future water operators as the current training program was designed for individuals who already worked in this area. This new training program will allow each individual to obtain a College Studies Attestation as a water and wastewater technician.

Capital Works and Services also provided assistance and administrative support to the Water Operators Commission that consists of members from each community and CRA representatives. Through this Commission, the communities receive information regarding ongoing projects, discussions on federal and provincial regulations as well as updates on training programs. It is also a useful means for communities to provide feedback on the quality of our services.

HOUSING

One of our important responsibilities is to provide administrative and technical support to the Eeyou Michuwaap. As explained above, our Regional Committee is composed of local housing administrators, CMHC representatives and other persons who are involved in the housing field. The allocation of CMHC funding programs such as Article 95 social housing and RRAP are presented and discussed within this Committee. The following is a list of the services provided:

- Administrative and technical support to regional quarterly meetings of Eeyou Michuwaap;
- Coordination and performance of CMHC inspection services in the Cree communities;
- Circuit Rider Training (CRT) for housing maintenance;
- Circuit Rider Training (CRT) for the computerized maintenance management system (CMMS) for housing maintenance;
- Implementation of the Eeyou Miichuwaap Housing Database System;
- Implementation of the Housing Tenant Profile Database System;
- Involvement in the First Nations National Buildings Officers' Association;
- Inspection of fire damaged housing units for the self-insured program with the Board of Compensation.

Other responsibilities

When the regional and local sectors of administration request our services on specific issues, we provide technical support and information from our databases upon approval of projects by the CRA or Communities' authorities. Our involvement includes:

- Members of the CRA/INAC Technical Committee;
- Conducting of inspections of public buildings;
- Technical assistance to local administrations on various files;
- Estimation of capital projects for negotiation purposes and planning;
- Technical support to GCC(EI)/CRA negotiation team on various files;
- Development of Regional Capital Assets Database – Preliminary Stages.

In conclusion, the Department of Capital Works and Services wishes to take this opportunity to thank all of the Community authorities for their collaboration and support.



Economic and Sustainable Development Message from the Director Alfred Loon

ECONOMIC DEVELOPMENT

For over thirty years, the Cree Nation has been on a path toward economic development in Eeyou Istchee. And in that time, the words “economic development” have taken on very different meanings as the Cree Nation has grown and expanded. For most people in the early years, economic development meant employment on various job sites and energy projects. As Cree workers made their contributions to various work sites, gained valuable experience and helped to build these projects, the return of employment income made a difference in the lives of their families and communities. For many, this change from traditional lifestyle activities was called economic development.

Later, as other provisions were needed, Cree workers brought goods and services to companies supporting expansion of major energy projects and other commercial activity in Eeyou Istchee. Small businesses began to emerge and eventually grew into much larger organizations and corporations. Built structures, residential housing, transportation, construction, tourism and artistry formed the basis of many new commercial ventures, and also brought many more citizens of Eeyou Istchee into an economic cycle of employment income and consumer spending. As more homes were built and families grew, Cree consumers needed household goods and appliances, furniture and of course, the never-ending clothing and personal supplies for babies, children and families. For many, this expansion of consumer spending was called economic development.

Today, Cree corporations, entities and small businesses form the backbone of economic activity, while other new companies in Eeyou Istchee are creating wealth and offering more and more services within the territory. Research, development and exploration within the natural resource sector offer great potential to expand opportunity in the forestry, mining and energy domains. This transformation to a strong economic base through long-term investment will bring a new era, and an even expanded meaning of the term “economic development”.

In this first year of operations for the Department of Economic and Sustainable Development (DESD), a number of programs and activities have been implemented that have been outlined in the CRA's Strategic Framework for Economic Development in Eeyou Istchee. These economic activities are based on the six pillars or principles that form the foundation of future growth that will be generated by all Cree communities. Whether local or regional, all business and economic development ventures within Eeyou Istchee will:

- Enhance quality of life of Crees
- Protect environmental assets
- Honour Cree culture and identity
- Empower youth as future leaders
- Promote education and training
- Ensure sustainability of ventures

Over the 2010-2011 year, DESD has worked to put into place the organizational and personnel needs of the Department, while maintaining communication and consultation with local Economic Development Officers (EDOs), who are the crucial frontline workers in economic development efforts. To support local community economic development, the Department welcomes Randy Bosum, Regional Economic Development Officer, Jordan Bear, Business Services Officer and Larry Shecapio, who is responsible for the Specific Agreement for the Elderly. Randy, Jordan and Larry join Jenny Saganash, Administrative Assistant, and Alfred Loon, Director, to complete the DESD team.

DESD is pleased to report this year that a number of specific agreements, programmes and business development opportunities are underway following consultation with all communities. As the planning process continues, other new programs, services, events and activities are taking shape for the years to come. Some highlights of these initiatives include the following.

DESD thanks everyone who has contributed sections to this Annual Report, including Ms. Holly Danyluk of the Cree Women of Eeyou Ischtee Association.

Eeyou Communications Network (ECN)

Eeyou Communications Network has built a bridge across the “digital divide” by completing phase 1, a major section of its advanced telecommunications network, in June 2011. Today, over 1,500 km of fibre optic cables link Cree communities and the northern municipalities in the James Bay region of Québec, within a \$28.8 million fibre-optic infrastructure project.

Supported by the Cree Regional Authority, Cree School Board as well as the Federal and Provincial Governments, ECN forged a partnership with neighbouring municipalities and schools to create the first Canadian



Alfred Loon, Grand Chief Matthew Coon Come, Deputy Grand Chief Ashley Iserhoff and Buckley Petawabano, a pioneer of Cree communications, at the launching of the Eeyou Communications Network.

network that operates independently of any telephone company. Funding for the construction was tri-partite, with \$9.6 million contributions from local and regional governments and agencies, including both the Québec and Canada Governments. This network serves an area with 30,000 people in all of the James Bay Cree communities. Some 800 km of fibre optic lines are within the Hydro-Québec power-line structures and over 300 km are buried. As a short-term measure, Waskaganish, Eastmain and Whapmagoostui are linked to the network by high-capacity microwave circuits, but will be fibred in the next phases.

The project deployed multiple technical and construction crews over the past 18 months throughout Eeyou Istchee and nearby cities. Under a turnkey contract with Alcatel-Lucent, the leading North American telecommunications firm, ECN now employs the most up-to-date technology, used by all major national and international carriers. Deploying the network in the region presented major engineering and business challenges. ECN developed innovative approaches to find unique solutions and will create high-skilled technical jobs in the region.

ECN will deliver broadband and high-capacity IP services for a range of new community innovations. The concrete benefits of broadband connectivity will be to provide health, education and governance services to communities, easier access to information as well as modern services to better meet the needs of the communities:

- Health and medical professionals can examine patients and consult with other physicians using technologies that combine video, voice and data;
- Specialist teachers can hold online courses currently not available in the North;
- Communities and councils can hold meetings – even 2-way public assemblies;
- People will be able to communicate between themselves more efficiently and to access information for a wider variety of purposes; and
- Communities can provide a wider range of local services.

Broadband technology will also bring new economic opportunities for remote communities, video applications for businesses and E-commerce for artisans, skilled tradesmen and craftspeople.

Eeyou Communications Network is a broadband network that serves the entire region. It is a public facility open and accessible to all. It reaches beyond community boundaries. It is a network connecting networks.

The project is a result of the initiative of the Cree communities and individuals who merged their efforts to form a state-of-the-art carrier grade telecommunications network. Startup funding was provided by the Cree Regional Authority to conduct feasibility and engineering studies, environmental evaluation as well as business and technical assessment of the proposed network.

First services are targeted for early fall 2011 and full deployment of services will be staged over the winter months.

Regional Development Fund Agreement

For the fiscal year 2010-2011, only three new projects were authorized by the Cree Regional Authority under the Regional Development Fund (RDF): Nabakatuk Wood Products, Inter-Band Games and the Waskaganish Telecom Tower.

Nabakatuk Wood Products received a contribution from RDF in the amount of \$750,000. The mill has been re-opened after the operations ceased back in 1996 and entered into a business arrangement with another mill from the Lac St-Jean area – Les Industries Piekouagame Inc. Les Industries Piekouagame will be responsible for managing the mill as well as for the marketing and sales of the wood products. Also, Piekouagame has experience in international markets which will be useful as our products are to be sold in the Middle East. The re-opening of the mill created more than fifteen jobs in the forestry sector.

As for the Inter-Band Games, the Cree Nation of Mistissini hosted the 2010 First Nations Inter-Band Games from July 4 to 11, 2010. The objectives of the Native Inter-Band Games are to encourage the participation of Aboriginal youth in recreational activities, promote

education, increase the awareness of the issues that face Aboriginal youth today, create a positive environment and image, and develop friendships and healthy relationships with other First Nations communities in Québec. The CRA made a financial contribution towards the Games in the amount of \$55,000.

The Waskaganish Telecommunications Tower project received an approval under the RDF for an amount of \$395,000. The new telecommunications tower will have a capability to support multiple wireless networks between Waskaganish, the James Bay highway and the coastal region with radiophones, two-way radiophones, paging, alternate cellular, FM broadcast, broadband wireless access and point-to-point microwave. The present telecommunications tower, which is only 66 metres tall, is in a state of serious disrepair and requires replacement as recommended by two outside independent firms who examined it.

During the year of 2010-2011, Québec advised the regions, including the Cree region, that they are cutting some \$25 million from the Regional Development Fund 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 Regional Council was in surplus since funds had not been disbursed as a result of the dispute. The CRA is vigorously disputing this unjustified and inequitable cut in funding.

The Regional Development Fund was established as part of Québec's plan to devolve services and programs to the various regions in Québec. **This was easily accomplished** in most regions save and except for Region 10 which implicated three distinct groups: the Crees, the Inuit and the Jamesians.

For the purposes of the administration of the program, the CRA was recognized as a Regional Council (CRE) and the CRA was mandated pursuant to the *Act respecting the Ministère des Affaires municipales, des Régions et de l'Occupation du Territoire (MAMROT)* to act for its communities. Pursuant to the Agreement entered into with Québec for the RDF, Québec recognized the CRA as the primary stakeholder in terms of regional development for the Cree communities (restricted to Category I lands) for the purposes of evaluating local and regional planning and development bodies funded in whole, or in part, by the Government of Québec, requiring the CRA to promote concerted action among partners in the region.

The application of the program to the region and the Crees in particular needed to be adapted to the circumstances. The CRA did not agree that its sole mandate was to promote and fund projects restricted to Category I lands. All Cree development plans had always been based upon a regional or territorial perspective for all of Eeyou Istchee. In addition, these agreements conflicted in many

instances with the relative responsibilities of various Cree entities pursuant to the JBNQA.

A Five-year Plan

DESD published and distributed a document outlining the CRA's five-year plan for economic development in Eeyou Istchee as part of a Regional Development Fund requirement. Entitled *For the Good of the People*, the plan presents an overview of activities and programs to ensure the continued expansion of economic activity at all levels within the Cree Nation. Since the land is crucial to all Cree communities and Cree citizens, sustainable development principles are central. Each Cree community will guide the growth of economic development with the efforts of local EDOs, local leadership and the support of the DESD. At first, Québec did not accept the document as part of the Five-Year Development Plan but it later relented and accepted the plan at the beginning of 2011.

Community Tour

A community tour was undertaken by the Regional Economic Development Officer as a means of identifying the economic and business development plans, projects and programs of each of the Cree communities. This allowed the Regional EDO to introduce himself and build a rapport with local EDOs so that other necessary policies, guidelines or procedures can be identified for follow-up by the DESD. In direct conversations at the community level, the regional EDO gathered information and provided key findings. These findings include:

- The Grand Council of the Crees/ Cree Regional Authority must set the direction for economic and sustainable development;
- The DESD's mandate to deliver programs and services needs to be discussed further with the EDOs;
- The EDOs expressed concern over the lack of local investment in business start-ups and/or expansion projects, as well as in community economic development infrastructure projects;
- The DESD should continue to explore new ways to secure funding.

Specific Agreement on Social Economy

As a follow-up to the Québec Government Action Plan for Collective Entrepreneurship, the MAMROT and the CRA will implement the proposed Specific Agreement on Social Economy. The goals and objectives of the government action plan for collective entrepreneurship are:

- To maximize the impact of this sector of economic activity that includes cooperatives and non-profit organizations (NPOs);
- 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.

The MAMROT would contribute \$50,000 per year for the next 5 years, for a total of \$250,000. The CRA's contribution to this agreement would come from the Regional Development Fund to match the commitment from MAMROT.

Presentations were made to the Cree Outfitting & Tourism Association (COTA), the Cree Trappers Association (CTA), the Cree Native Arts & Crafts Association (CNACA) and the Cree Women of Eeyou Istchee Association (CWEIA).

Young Entrepreneurs Symposium

The DESD took advantage of an important initiative designed to encourage and support the development of young entrepreneurs within the Cree Nation of Eeyou Istchee. The overall objective was to work toward the integration of our youth into Cree Nation economic development at all levels and to empower our youth as our future leaders.

In response to the notice of the Young Entrepreneurs Symposium 2010 (YES), Cree youth from each community were selected to attend the Symposium, which was held in Vancouver, British Columbia from November 22 to 25, 2010. YES brought together more than 100 delegates between the ages of 19 and 30 from across Canada who participated in three days of presentations and challenges.

The three-day event was challenge-based with the first place team winning a \$5,000 cash prize. Delegate teams participated in a series of exciting competitions designed to help them build skills and gain valuable business knowledge. In addition, delegates had the opportunity to network with Aboriginal, non-Aboriginal and international business leaders and role models in a setting that provided a mix of mentoring, networking, competition and fun. Following their participation in the YES, DESD will work with the Cree Nation Youth Council (CNYC) to organize a similar event as YES within Eeyou Istchee.

Specific Agreement on Elders

A "Specific Agreement on Adapting Regional Services and Infrastructures in Order to Improve Living Conditions of Seniors in the Cree/Nord-du-Québec region

[The overall objective was [...] to empower our youth as our future leaders.]

2008-2013” was concluded between the CRA and the Québec Government in 2008.

The implementation of this Agreement is based on the creation of a specific fund by the parties as well as on the pooling of other resources in a spirit of respect for the measures, programs and management standards applicable to the CRA and the Québec Government. The Agreement provides financial aid for eligible organizations wishing to develop and set up activities, projects, infrastructures and innovative services related to the general objectives of the Agreement.

One of the first major steps taken was a meeting held between the Ministère de la Famille et des Aînés (MFA), the MAMROT and the CRA to introduce the Specific Agreement on Elders, which led to the creation of an action plan for fiscal year 2010-2011. The action plan’s first phase was to introduce the agreement to the communities and members of each community, and to identify needs and services for each community. Community consultations were done to meet with elders and people who work with them; community visits were first held in the inland communities, followed by coastal communities.

The foremost needs identified include:

- A camp (cabin) easily accessible by road, close to the community;
- Transporting services;
- Wood-cutting services;
- Building ramps for houses and public buildings;
- Action against the abuse of elders through a public awareness campaign.

Another step taken was to meet with Cree organizations such as the Cree Health Board, the Regional Elders’ Council and local Cree Trappers’ Associations. These organizations were contacted based on the services that they might have for elders in the communities. A meeting with the Regional Elders’ Council was held to discuss how they would be involved with the Specific Agreement on Elders. The Cree Trappers’ Association is mainly involved at a local level and works with trappers who are mostly elders.

A set of criteria and guidelines were developed to describe the objectives of the Specific Agreement on Elders, in order to provide promoters with a meaningful document for the application process. A funding agreement was also drafted for the protection of the CRA and other parties involved.

Since the criteria, guidelines and funding agreement are now in place, we will proceed to publicize the availability of funding for projects in the Cree Nation within the new fiscal year 2011-2012.

We look forward to working with Cree entities and organizations in Eeyou/Eenou Istchee.

Cree Women of Eeyou Istchee Association (CWEIA)

Holly Danyluk, Regional Coordinator of the CWEIA, provides the following overview of activities of the CWEIA for the 2010-2011 fiscal year.

We are pleased to submit the annual report of the Cree Women of Eeyou Istchee Association (CWEIA). This year has been quite busy and rewarding for our very young organization. We have grown and developed throughout the past year where we’ve become involved in many issues that affect women and children on a daily basis. We know that our work will never be done; it is a constant revolving door. This year has been a time where we began to understand that perseverance is the key to succeeding at our goals and aspirations. We have a long road ahead but we know that we will never give up on the work in order to make our Nation a place where Cree women can contribute at all levels on a community and regional scale.

Cree Nation Youth Council (CNYC) Symposium

The CNYC delivered a symposium to the Youth in June 2010, and the CWEIA was approached to conduct workshops on various subjects. The workshops we delivered at this symposium included:

- a presentation to provide information on a Violence Prevention Toolkit for Youth, facilitated in collaboration with the Québec Native Women’s Association;
- a workshop conducted by Charlotte Ottereyes who provided information on the FILACTION Program under the Québec Government, which provides funding for women and youth who would like to start businesses within their communities;
- A workshop on midwifery in the North, led by an Inuit midwife from Northern Québec who spoke on her experiences. This woman was trained locally as a youth and is now a certified midwife in her community;
- Our most significant workshop was facilitated in collaboration with the Cree Trapper’s Association. This traditional workshop brought together our Elder Advisors as well as Mr. Thomas Jolly, who discussed the role of the male and female. This included sharing of experiences by representatives of the Elders’ Regional Council as well as the CWEIA Elder Advisors.

CWEIA Fitness and Wellness Program-FWP (August 2010-Current)

As an organization that hasn’t been around for long, we knew that we had to initiate at least one project for the entire Nation this year that would have a huge impact. We identified a certified fitness instructor, Ms Theresa

Ducharme, a former employee of the Native Women's Association of Canada (NWAC). An idea sprung from the fact that as a Nation dealing with high obesity and diabetes rates, we needed to take action. A proposal was written to create a regional program to fight these devastating life altering diseases. Funding was provided by the Cree Health Board as well as Health Canada and some local Brighter Futures programs to support the FWP program. We are currently in the last leg of the project, where we travelled to each community to train trainers on Resist-A-Ball exercises. So far, a few women have been seeing results since we started the program. However, since there is still more work to be done, we are developing phase two to our CWEIA-FWP project.

CWEIA 3rd Annual AGM and 1st Annual Gala and Awards Reception (September, 2010)

Our CWEIA 3rd AGM and Gala Reception was held in Val-d'Or, at the Forestel Hotel on September 18 and 19, 2010. We expected a total of 60 delegates from Whapmagoostui, Chisasibi, Wemindji, Eastmain, Waskaganish, Nemaska, Wasasibi, Senneterre, Waswanipi, Oujé-Bougoumou, Mistissini and Chibougamou. Our local elected Women's Boards were not all able to send their entire Boards to the meeting, which include a President, Vice-President, Secretary/Treasurer, Youth and Elder Representatives. However, there was a lot of interest from women who work for the local Band Councils as well as other entities within the communities or region, as a total of approximately 100 women registered for our AGM as delegates and observers.

As for the Gala and Awards Reception, more than 150 women and men attended the evening. This event consisted of speakers, performances as well as an awards reception that recognized Cree women in eight categories: women in education, women in politics, women in business and entrepreneurship, women in public service, women in health and fitness, women in arts and culture, and two awards recognized an elder and a youth who contributed to the development of their respective communities.

CWEIA Regional Family Violence Symposium (November 2010)

A Regional Family Violence Symposium was organized in collaboration with the Cree Regional Authority Deputy Grand Chief's office as well as the CRA's Justice and Correctional Services Department in Chisasibi on November 16 to 18, 2010. This symposium was the first of its kind in the history of our Nation. The theme of the symposium was "Safe Homes, Strong Communities". This symposium would not have been the success that it was without the support from the Cree Nation of Chisasibi and funding from Justice Canada.

The symposium brought in speakers and presenters from all across Canada and the United States, a mixture of aboriginal and non aboriginal experts in their fields. The various subjects covered in this symposium included: programs in other parts of Canada that have been successful in fighting Family Violence such as the Ontario Native Friendship Centres's program addressing abuse against women in Ontario communities, the Sisters in Spirit Program that was initiated at NWAC as well as the Youth Violence Prevention Tool Kit. Other well-noted speakers included Ellen Gabriel, former President of the Québec Native Women Association, Dr. Jane Dickson-Gilmore of Carleton University, Dennis Windego of Thunder Bay, Dr Eduardo Duran of the United States, and Brenda Combs, Chair of the National Aboriginal Circle Against Family Violence.

Having the Regional Elders' Council involved in this Symposium was of great importance: their guidance and words at the end of the Symposium brought out a time of sharing and breaking the silence. Their stories have not been heard on a regional scale before. This is just the beginning of a process of speaking out about our hardships concerning violence in today's society and also what happened to our ancestors in the past. They opened the door to healing our Nation.

Thank you for all the support we received in the past year from everyone; you all know who you are. Your support is imperative to our work.

Planning Ahead

As operations of the Department of Economic and Sustainable Development continue to evolve, a number of events and programs are in the planning stages for the coming year and beyond. The DESD team is moving forward on several recommendations that were put forward during community consultations, regional conferences, and from local community EDOs. We look forward to providing services to all communities in Eeyou Istchee that will create a strong economic outlook for the Cree Nation. With these plans for more small and medium business expansion and the growth of major regional projects, the term "economic development" now takes on a broader, extended meaning for the Cree Nation. With steady growth, a commitment from all local stakeholders, and the strategic framework to build for the future, a truly sustainable Cree Economy will emerge to support future generations.



Child and Family Services Message from the Director Kelly Pepabano

It is with great honour that I present you the 2010-2011 annual report on the activities and achievements of the Child and Family Services Department of the Cree Regional Authority. Our team is composed of the following:

- Kelly Pepabano, Director
- Ann Marie Matoush, Administrative Assistant to Director
- Angel Nakogee, Child & Family Services Coordinator
- Shirley Diamond, Child & Family Services Officer
- Judy Nakogee, Regional Special Needs Advisor
- Wabigwan Polson, Regional Pedagogical Counsellor
- Pamela Norquay, Finance Officer
- Harriet Cooper, Junior Accounting Clerk

First and foremost, I wish to acknowledge Ms. Angel Nakogee and Ms. Tina Petawabano who both provided support in overseeing the Child & Family Services Department over much of the year while keeping their own positions, which made for an interesting and challenging year for both. I also wish to acknowledge and thank our Cree leaders for their continued support in the work that we do to support Cree children and families throughout Eeyou Istchee.

On behalf of our team, I am proud to report that our Cree childcare centres offer more services than most other centres across the country, be they Aboriginal or non-native. We offer integrated services that include the following programs: Childcare, Head Start, First Nations/Inuit Childcare Initiative, School Age and Special Needs programs.

This year, we devoted a great deal of energy towards the negotiations that are on-going with the Québec Ministry responsible for Families and Elders, to improve the working conditions of all childcare workers. Although efforts have not yet led to a successful resolution, we are confident that with the support of our Cree leaders, we will be able to provide all workers with not only a stimulating work environment, but also a package of benefits that will make working in the childcare sector a rewarding profession.

Finally, I share with you our mission statement, which continued to guide our work throughout the year:

Our Mission

We are the team that provides support to childcare centres in Eeyou Istchee, that listens, guides and communicates, so that children and families may get quality services that respect our Cree values, culture and language.

We support all Staff and Board Members of centres so that they can do the best possible work. We make funding flow, and we ensure that it is used well. We network within our sector and with other organizations, to make sure that children's needs are met. "We're there for them!"



The ever-playful Child and Family Services Team.

IMPLEMENTATION OF THE ACTION PLAN FOR 2010-2011

For fiscal year 2010-2011, the activities of the Child and Family Services Department have included the following:

Implementation of Programs and Agreements

The 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 renewed on a temporary basis for 2010-2011, 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, 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 *School-Age Program* is funded through the Québec Ministry of Education/Cree School Board. This program enables childcare centres in most communities to provide School-Age programs for children from kindergarten to grades 3 or 4, in close cooperation with local schools. The children enrolled in the programs participate in daily activities that focus both on recreation and on-site support for homework during lunch, after school as well as during pedagogical days. This program will progressively be transferred back to the Cree School Board starting in 2011-2012.
- The *Maternal and Child Health Program* and the *Aboriginal Health Transition Fund* are both funded by Health Canada. Through these two programs, we created a 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 many services that would not be available otherwise. In coordinating federal, provincial, regional and local funding programs, we can improve the overall quality of our services without creating any duplication or overlapping.

Support to Childcare Centres in the nine Cree communities

- We provided support to the nine existing local Child and Family Service 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, Head Start and School-Age programs, including 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 also worked on maintenance services for our 16 childcare facilities, and facilitated major renovations to the childcare facility in Eastmain.

Accessibility and Affordability of Child and Family Services

- At the end of fiscal year 2010-2011, 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.

- More than 200 children attended the School-Age program, also through the \$7.00/day program offered in the communities in 2010-2011.

Training of Childcare, Head Start and School-Age workers

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.

CEGEP Educators in Native Childcare Services

In 2010-2011, three communities completed their certification with the CEGEP de St-Félicien’s *Educators in Native Childcare Services* training program. Graduation ceremonies were held in the communities of Whapmagoostui with 7 graduates, Mistissini with 19 graduates and Wemindji with 14 graduates.

This training program is still much in demand throughout Eeyou Istchee, as local needs for trained Educators in the communities are high. With this in mind, new ENCS programs got under way in Eastmain and Nemaska during the year, and are due for completion in early 2012. Each childcare centre is required to meet the provincial Act and Regulations ratios, which stipulate that



Lucie Bergeron

Childcare facilities have beautiful outdoor play areas for children to enjoy.



Suzie Ratté

Graduates of the college-level Special Needs Educators' Program, Waswanipi, November 2010.

two out of three Educators working in childcare centres need to be trained. In addition, numerous graduates from this program find jobs in the Cree School and Health systems.

CEGEP Special Needs Education - Aboriginal and Inuit Children

The Special Needs Education program was provided in 2010 in Waswanipi, and eight (8) graduates successfully completed their courses of study. This program enables graduates to foster the overall development of children who have special needs by applying activities related to the children's intervention plans, and by conducting regular assessments to chart children's progress.

A big thank you goes to the CHRD and the CEGEP de St-Félicien, who are very generous in supporting the delivery of these important programs in Eeyou Istchee. We also wish to congratulate all graduates who, thanks to their hard work and commitment to the well-being and education of young children, have earned their diplomas. Finally, our thanks go to the CEGEP instructors, who make an important contribution by inspiring not only their students, but all childcare workers in becoming true professionals.

Directors of Cree Child and Family Services Centres

Directors and Coordinators of childcare centres/Head Start programs participated in three one-week training workshops throughout the year, to increase their abilities and skills in their very challenging workload. Workshops included leadership, communication, problem-solving, managing human resources as well as managing finances.

Financial Administration and Bookkeeping

Our regional Finance Officer and a regional Financial Advisor travelled throughout Eeyou Istchee to provide

on-site training and support to staff responsible for the financial administration of each childcare centre. They also support the centres in preparing annual budgets and in getting ready for their year-end audits.

Cooks' Training

Thanks to the Cree Board of Health, a regional nutritionist now provides on-site training programs to the cooks working in the childcare centres. This nutritionist travels to the communities to review menus, to teach cooking techniques as well as to provide guidance on nutrition and hygiene.

Educational Program

Our Regional Pedagogical Counsellor provided ongoing training and facilitated workshops for all Educators on the educational program which is implemented in all playrooms. She also organized a one-week training session with the local childcare centres' Pedagogical Counsellors and Facility Coordinators. With her contagious enthusiasm, she travelled to all of the communities to help Educators enhance their skills and update their materials, in order to foster the overall development of all children within our centres.

Special Needs Program

Our Regional Special Needs Advisor also made regular visits to the childcare centres and supported the Special Needs Educators who work with children who have special needs. Our team also participates in the Regional Special Needs Committee, along with representatives from both the Cree Health Board and the Cree School Board.

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 co-ordinated three meetings of the Cree Child and Family Services Centres Association composed of the nine childcare centre Directors.
- We acted as liaison with other communities and organisations on childcare matters and issues, and ensured concerted and informed actions.
- We developed linkages and 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 all Cree children, including children living with special needs.

Child and Family Services Personnel

- Our Department is based in Mistissini, with four full-time employees working out of our main office. One more employee is based in Chisasibi, one works out of Waskaganish and a final staff member works within the Finance Division in Nemaska. We can also count on the support of a team of professionals who coach our team in the areas of management and finance.
- The personnel of the Department continue to ensure that childcare services are being provided by Cree personnel in the Cree language, and that the childcare centres and Head Start programs reflect the communities' cultural values, beliefs and traditions. Their 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 2010-2011, nearly 450 Cree persons were working in the child and family services sector in the nine communities, most of them in permanent full- and part-time positions. Half of the persons working as Educators now hold College-level diplomas. One of biggest challenges that we face 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, Head Start and School-Age 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

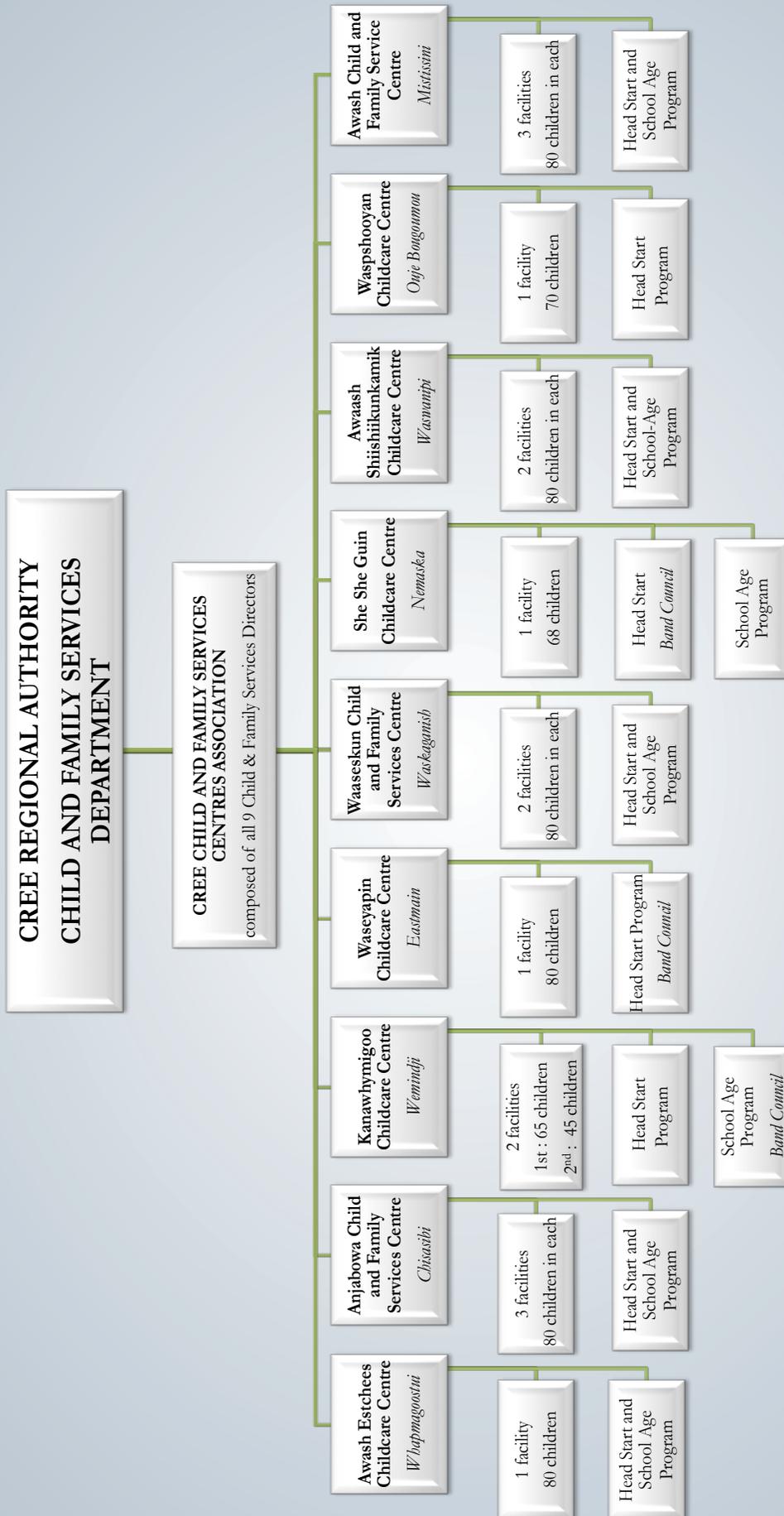
or Secretary-Bookkeepers. Each centre employs a number of Educators (including Special Needs Educators, Home Visit Educators and School-Age program Educators). All centres also have Cooks and Janitors on their regular staff. Finally, some centres have Pedagogical Counsellors as well as Coordinators for their Head Start and School-Age programs.

Economic Impact of Child and Family Services

With its 450 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 \$15 million. These funds have been put to good use within the operation of our services, renovations projects and training programs.

Our challenges for 2011-2012

1. Negotiate our third Agreement with the Province of Québec to transfer funding programs and some powers from the Ministry responsible for Families and Elders (licensing and monitoring) to the Cree Regional Authority for the Cree communities. 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 support to all local child and family service centres in all of their operations, as well as in the maintenance of their facilities.
3. Provide more support to the Head Start and School-Age programs in all communities, and take steps toward the transfer of the School-Age program to the Cree School Board.
4. 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 request these.
5. Continue to support child and family service centres that are now unionized.
6. 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.





Justice and Correctional Services Message from the Director Donald Nicholls

On behalf of the Department of Justice and Correctional Services of the Cree Regional Authority, I am pleased to submit this report of activities that the Department has undertaken or completed in the past twelve months.

Since our formal inception in November 2008, we have worked diligently to build the foundation of an integrated justice system. Section 18 of the JBNQA deals with the administration of justice for the Crees and embodies fundamental principles according to which Cree people must be actively involved in the administration of justice, and Aboriginal values must be reconciled with federal and provincial justice model and laws. This agreement created the foundation for a unique Cree-Québec judicial system which takes elements from both the Cree and the Québec systems and traditions, and does so in a way that respects and recognizes Cree circumstances, usages, customs and ways of life.

This year was again a formative year, one in which we furthered our many agendas in parallel with improving services for the people. We believe that our progress has been remarkable for such a young Department, and we thank Cree leadership, our government partners, other Cree entities and Departments, and of course the Cree people of Eeyou Istchee, who have joined us in the journey of building an equitable, responsive and culturally attuned justice system. This report highlights some of our achievements of the past year, and presents our continued priorities going forward to achieve our vision of bringing Cree justice to life.

Justice Facilities

The Justice Agreement provided funds that enabled the construction of justice facilities and was designated by our leadership and the Cree-Québec Judicial Advisory Committee as an early developmental priority for the Department. Of course, these facilities are an essential component of effective service delivery, and provide the space and technical resources needed to host justice employees, itinerant court sessions, special programs, arbitrations, community justice committee meetings, mediations and family conferences. Facilities also enable us to accept video witness testimony and to implement other important initiatives related to justice.

Preliminary designs and plans were made in consultation with engineers and architects from both the Québec Ministries of Justice and Public Security, to ensure that the buildings met with the best possible design considerations and building standards, at the same time meeting current and future space needs. On January 31, 2011, we were proud to officially open and inaugurate our first facility in Mistissini and shared this with an array of dignitaries and justice leaders including Grand Chief Matthew Coon Come, Deputy Chief Ashley Iserhoff, Mistissini Chief Richard Shecapio, Québec Minister for Native Affairs Pierre Corbeil, Chief Justice of the Superior Court of Québec the Honourable François Rolland, Chief Justice Elizabeth Corte of the Court of Québec, Madam Justice Johanne Mainville and others.

The Waswanipi justice facility is scheduled to officially be opened on June 10, 2011, which will be followed by the opening of the Wemindji, Chisasibi, Oujé-Bougoumou and Waskaganish facilities in the fall. In 2012, Whapmagoostui, Eastmain and Nemaska will come on stream to complete our roster of justice facilities, which will be linked by a

secure Cree justice fibre-optic based computer network to ensure fast and reliable services. Of note, the centres will feature state-of-the-art video conferencing facilities that will create a “virtual bridge” to other justice facilities throughout the Province of Québec. For example, the video conferencing infrastructure will allow both Itinerant Court personnel and our staff to connect with other courts, justice and corrections offices throughout the system for meetings, bail hearings, young offender’s cases and witness testimonies from other locations. In the future, when the new detention facility is built in Amos in 2013, community members will be able to visit remotely with family members in the detention system, another example of the way in which we will breathe life into Cree justice.



First Day of Court in New Cree Justice Facilities, Mistissini, November 10, 2011. First Row: François Gunner, Demerise Coon-Come, Me Genevieve Boutet, Me Clara Egarvari, Judge Jean-Pierre Gervais, Me Catherine Gagnon, Diane Trudel, Second Row: Me Guy Prudhomme, Me Francois Doyon, and Me Claude Beaudet.

Justice System Developments

Our Department, in collaboration with Cree Nation leadership and members of the Cree Québec Judicial Advisory Committee, were active last year in representing the needs and interests of the Cree people in respect to the fundamental system changes necessary to achieve our vision.

The Québec Court is the Itinerant Court that currently visits our communities to hear criminal cases, young offenders matters and by-law infractions. Recently in a meeting with the Chief Justice of the Québec Courts, Madam Elizabeth Corte, she stated her support for our Community Justice Committees and her hope that in the future these will be a vital resource linked to her courts and judges. We have advocated the position that Community Justice Committees must be empowered to create and present community impact statements as part of the court process, which will allow communities to have input on sentencing and other matters including alternative ways in which cases can be resolved. This concept, once achieved, would represent a concrete way in which each community



Grand Chief Dr. Matthew Coon Come prepares to cut the ribbon for the Mistissini Justice Facility with Québec Minister for Native Affairs Pierre Corbeil, Mistissini Chief Richard Shecapio and Deputy Grand Chief Ashley Iserhoff.

has a voice in the administration of justice within its own territory.

The Department has also met with the Chief Justice for the Superior Court of Québec, Mr. François Rolland. This court oversees some criminal cases, including jury trials, and family and civil law cases. Since we now have seen the realization of modern justice facilities, we have requested that the Superior Court sit in the Cree communities in the future. The Chief Justice is preparing Orders in Council to instruct on Superior Court sittings on criminal matters as the justice facilities become ready in each community. We have asked that the sittings include family matters so Cree members can do a number of custody, probate or other family law within their communities. The Grand Chief has also sent out a letter to the Chief Justice of the Superior Court of Québec to give the Superior Court a timetable of readiness of our community facilities so that we can coordinate their support, and to reiterate that family and civil matters be a part of future services.

In addition to these activities and developments, we are in discussions with the Ministry of Justice on Cree Justices of the Peace and Cree judges. The JBNQA contained provisions for Cree Justices of the Peace. However, in 2004, the Québec Government passed a law removing Justices of the Peace that had been appointed previously and instituted stricter requirements. We are working towards a time when we can have Cree judiciary working within our new facilities, and improving on the accessibility and responsiveness of the judicial system as a whole. The realization of Cree members participating in this aspect of the justice system would be another important step forward for the Cree Nation.

At the federal level, the Department of Justice and Correctional Services has also looked at a number of proposed amendments to the Criminal Code of Canada and other legislation which we believe will further enhance our system of justice for the benefit of the Cree people. In the past year, the federal government has proposed sweeping changes to the pardon system which would potentially limit the number of people who could obtain a pardon. For former offenders who have paid their debt to society and have demonstrated good behaviour, a judicial pardon is essential to obtain good employment, travel freely and make the most of the wonderful opportunities that exist in the Cree Nation and beyond. These proposed amendments, if enacted, would likely disproportionately affect Aboriginal peoples in Canada, and therefore we worked with the Grand Chief to respond to these planned changes.

Service Delivery Capacity

The human resources framework for the CRA Department of Justice and Correctional Services contains provisions for both regional and community-based staff, the latter of which are part of an essential strategy to

ensure that justice services and solutions meet the needs of individual Cree communities, within the context of a well-coordinated and resourced justice vision.

Presently, the majority of these staff members are Community Justice Officers (CJOs) and Community Reintegration Officers (CROs). CJOs support communities in their justice processes such as Community Justice Committees, plan and implement crime prevention and awareness programs, support the Itinerant Court program and generally seek to mobilize community stakeholders to participate in the justice process. CROs, in contrast, work with the corrections system on issues of reintegration, rehabilitation and service coordination for Cree people returning to their communities from custody. Last year, we continued to build the Department through the addition of new CJO and CRO staff in addition to another CAVAC (victims services) officer, and provided them with a range of training programs to ensure their productivity and raise their capacity in areas such as crime prevention, non-violent crisis intervention, restorative justice practices, family group conferencing and more, so as to better serve the needs of our people.

With respect to the position of CRO in particular, we are in discussions with the Québec Public Security Ministry to have CROs work more closely with probation officers to provide more accessible and ready service delivery, and to better link clients with other programs and services locally.

Our community-based staff members play a key role in supporting the operation of local justice committees. In the past year, CJOs and CROs were able to coordinate justice committee training and refreshers within the communities. We signed a new agreement to provide more training for justice committees locally throughout the next year with the Governments of Canada and Québec, and the CRA provides each community with funds to help support costs associated with their operations. Last year we saw some significant achievements at the local justice committee level which confirm and demonstrate the value of these structures. Staff and justice committee members have worked collaboratively to provide sentencing circles, community information sessions and culture walks/culture camps, which have featured the participation of community members, Elders, youth at-risk and former offenders, united in accessing the healing power of our land. For all those people who contributed to these efforts, we wish to express our sincere appreciation for helping bring community-based Cree justice to life.

Community-Based Programs

It is clear, however, that establishing a strong foundation for our justice system depends not only on infrastructure and staff, but also on programs that enhance the quality of service we provide to the people. Last year, we continued to make good progress in expanding, developing



Participants in the SNAP National Symposium, Winnipeg, 2011.



and implementing programs designed to prevent crime and assist Cree people in transitioning successfully from custody back into Cree society.

Last year, with \$1.35 million in funding from the Government of Canada's National Crime Prevention Centre and with the support of the Cree School Board, we officially launched the internationally acclaimed and proven effective Stop Now and Plan (SNAP) program. This program is being implemented in Mistissini and Waswanipi through to 2013, as we were able to obtain licenses and funding to support a pilot project to determine its delivery and effectiveness in non-urban environments. The SNAP program is designed to help at-risk boys and girls aged 6 to 11 years improve their decision-making skills and ability to deal constructively with conflict and behavioural traits. Under the Cree SNAP program, there are seven new staff members in our Department who accept referrals from community partners, meet with families and ensure that children and parents get help and support in areas of life skills and paths to success needed. This pilot program will be rigorously evaluated on its effectiveness so that we can determine whether the program should be expanded to all of our communities, but we are confident that it will demonstrate that intervening early in the lives of children will open new opportunities in their lives, and help reduce crime and victimization in our Nation.

In addition, we recently completed our pilot Cree Reintegration, Education and Employment Program (C.R.E.E. Program), also known as *Jobs Not Jails*, an initiative funded for 18 months by Service Canada. The program was created to assist with providing transition services to Cree people who are returning to the community from a custody setting, such as the Amos Detention Centre. Through program staff, a specialized registered psychologist as well as our network of Community Reintegration Officers, we have met with many clients to understand their situation and the factors that have contributed to their criminal behaviour, then build a case plan to help them

get the support that they need to lead productive, healthier lives and break the cycle of incarceration that has affected so many people.



The interest in the program was substantial, with over 180 people ranging in age from 19 to 54 registering for the program. This demonstrates clearly to our Department that these clientele want to redeem themselves and be integrated into Cree society. What's more, we believe that the program has stimulated much greater awareness of the needs and circumstances of former offenders, including their desire to re-connect with their culture and the healing powers of the land. Indeed, several Department staff members have taken the learnings from this program and are now investigating new programs that focus on cultural reclamation and traditional Cree life lessons. In addition, plans are also under way to investigate the feasibility of establishing a new service business which will employ and mentor former offenders and provide high quality services – such as slashing, general handyman repairs, snow removal, etc. – in the communities.

The vision of this program is to work together to help heal and support the talents of all people of Eeyou Istchee, including those who have formerly broken the law. To leverage this pilot investment, we have applied to Service Canada for a three-year, \$1.5 million grant to expand the program, inclusive of providing wage subsidies to employers who are partners in rehabilitation, as well as retaining a full-time psychologist to provide on-going counselling to clients.

Last year, the Department began work on the issue of family violence, one that has been identified in our Nation in the 1990s as requiring attention and resources. We were happy to partner with the Cree Women of Eeyou Istchee Association and were successful in obtaining special event funding from the Department of Justice Canada for the 2010 Eeyou Istchee Family Violence Symposium, held from November 16 to 18 in Chisasibi.



There were several objectives associated with the event, which brought together over 120 delegates and speakers from Eeyou Istchee and beyond. We were successful in achieving our key objectives, including raising awareness of the family violence issue, identifying the needs of communities and stakeholders in respect to responding to family violence, and stimulating new partnerships to address this important issue. Expert speakers and counsellors were on hand to meet delegates and discuss solutions, including Denis Windego, Eduardo Duran, Ellen Gabriel and others, and we were fortunate to have many beloved Elders on hand to share their wisdom and inspire us to heal the wounds caused by family violence. Special thanks to Doris Bobbish and her team at the CWEIA for their support and efforts in ensuring a successful event. Presently, we are attempting to leverage this event by securing additional monies from Justice Canada to tour the communities and craft an integrated action plan



Hundreds of youth on hand at the 2010 J.A.I.B. Inter-Band Games in Mistissini.

Supporting these events – in addition to the upcoming Cree Nation Games in collaboration with the Department of Leisure, Sports and Recreation – serves several purposes, including raising the Department's profile, showing our visible commitment to encouraging healthy lifestyles and choices, and demonstrating our absolute commitment to partnerships and social justice principles of solidarity, equity, and access. We have also continued to support a partnership on youth mentoring within some of our programs and with community partners, and plan to launch an awareness campaign with industries in the region directed at youth on healthy choices related to future employment and careers.



Participants in the Family Violence Symposium held in Chisasibi, November 2010.

for change. More information about the event can be found at www.fvsymposium.ca.

The Department views "justice" in the broader sense, beyond just that of criminal justice. Social justice reflects the notion of creating a society that is based on the principles of equality and solidarity, one that values human rights and recognizes the dignity of every human being. As we build programs, services and capacity in the area of criminal justice, so too do we attempt to support the work of other Cree entities and Departments that are focused on the improvement of Cree society. For example, the Department was an active supporter of the successful J.A.I.B. Inter-Band Games in July 2010, which brought together hundreds of First Nations youth together in Mistissini to compete in organized games and enjoy the fellowship of other youth.

Looking Forward

The year that lies ahead offers many compelling opportunities in the domain of justice. Facilities will be completed and will provide the resources needed to expand an array of programs and services that focus on crime prevention, intervention and diversion. Existing community, entity and department partnerships will be strengthened and new ones forged to maximize our investments of human and financial capital. Concerted advocacy efforts will continue to ensure that other governments make good on the collective and individual rights that we have been bestowed and which are our right. Justice staff will be mentored and trained so that they can achieve their fullest potential in a way that delivers superlative justice services to all. Community-based justice structures will be supported and encouraged and the people consulted to ensure their voices are heard. And the CRA Department of Justice and Correctional Services will work tirelessly on your behalf to contribute to the building of a safe and harmonious Nation that honours and respects all peoples.



Eeyou Eenu Police Force Message from the Director Reggie Bobbish

On behalf of the Eeyou Eenu Police Force (EEPF) which has been officially implemented as an integral department of the Cree Regional Authority as of April 1, 2011, I am pleased to present our annual report on activities that occurred during the course of the fiscal year of 2010-2011.

In January of 2010, I was selected to become the first Police Director of the Eeyou Eenu Police Force. The main objective of my mandate was to plan and prepare for the implementation of the new Cree Regional Police Force that was to be implemented on April 1, 2011.

I am proud and honoured to share with you what our organization, in collaboration with the Grand Council of the Crees in Eeyou Istchee and the Cree Regional Authority, has accomplished over the last year in terms of regionalizing our policing services in Eeyou Istchee.

It is with great honour and pleasure that I do say that I am PROUD TO SERVE our People with our fellow members of the Eeyou Eenu Police Force.



The new EEPF flag is now proudly displayed along with the Québec and Canada flags, in front of the EEPF Headquarters

The regionalization of our policing services in Eeyou Istchee required persistent contribution, hard dedication and full collaboration of many key players from different fields of expertise to ensure that the implementation of the Eeyou Eenu Police Force would be done as efficiently as possible with respect to previous political engagements and legal agreements.

Over an extended period of time, our Leadership from the Grand Council of the Crees, the Heads of the Cree Regional Authority Departments and the many professional collaborators have invested tremendous amounts of energy and effort in putting together the base of an organizational structure that will not only improve policing services, but will mark a historic event in Eeyou Istchee.

On the 20th day of October 2010, the GCC(EI)/CRA Council/Board proposed and approved a resolution adopting the dispositions found within the *CRA Policing By-Law*. This *CRA Policing By-Law* has been revised and reviewed thoroughly over a certain number of years and it is now a document that provides specific guidelines, procedures and principles to be abided by and respected by those appointed to govern the Eeyou Eenu Police Force.

Principally, the *CRA Policing By-Law* clearly describes the role and responsibilities of those who are directly involved in the administration and management of the policing services in Eeyou Istchee. The Eeyou Eenu Police Force is governed mainly by three bodies including the Cree Regional Authority, the CRA Police Commission and the EEPF Senior Management. In order to provide and ensure high quality police services in Eeyou Istchee, all exercise their respective roles with a spirit of mutual understanding, respect and collaboration with the Police Director who assumes the direction and command of the Eeyou Eenu Police Force.

In addition, the *CRA Policing By-Law* sets an intricate disciplinary process in order to enforce the Code of Conduct listed therein. Needless to say, *the CRA Policing By-Law* has therefore become the cornerstone of this whole endeavour and a milestone for the governance of our own Cree Regional Police Force in Eeyou Istchee.

On the 16th day of December 2010, the GCC(EI)/CRA Council/Board approved a resolution adopting another major and important document that consumed much of our time and efforts prior to the official implementation of the Eeyou Eenu Police Force, the *Working Conditions By-Law for Officers and Senior Officers*.

For the first time in Cree history, we now can compare our working conditions to other large police organizations at the national level for both salary and fringe benefits. In just a matter of a couple of years, we have managed to offer working conditions and benefits reflecting ninety-five percent (95%) of what the Sûreté du Québec has been advocating for nearly 40 years. In addition, the *Working Conditions By-Laws for Officers and for Senior Officers* were

culturally adapted to enable our fellow officers to maintain the Cree way of life by allowing a certain number of days off for cultural leave.

These three documents alone – *CRA Policing By-Law*, *Working Conditions By-Law for Officers*, and *Working Conditions By-Law for Senior Officers* – represent thousands of hours of intense hard work contributed by numerous collaborators who have dedicated their time, their efforts, and for some, their personal lives restlessly over a span of several years to ensure the success of the implementation of the Eeyou Eenu Police Force. With these documents in place, we have proceeded to the hiring for the top-ranking positions of our organizational structure, the Senior Officers: Captains and Lieutenants of the Eeyou Eenu Police Force.

The Senior Officers are responsible for the proper management of the Eeyou Eenu Police Force in an organizational structure that is designed to ensure cohesion within the line of command. In order to effectively manage our resources and operations, the central command is based at the newly erected Regional Police Headquarters located in Chisasibi. The jurisdiction of the Eeyou Eenu Police Force has been divided in three Districts.

Mr. Lyle Cox has been appointed as Captain of the Inland District responsible to oversee the management of operations for the Detachments of Mistissini, Oujé-Bougoumou and Waswanipi for which, respectively, the Lieutenants are Senior Officer Tammy Coon, Senior Officer Thomas Bosum and Senior Officer Harry Sharl.

Mr. Joe Saganash has been appointed as Captain of the Southern District responsible to oversee the management of operations for the Detachments of Waskaganish, Nemaska and Eastmain for which, respectively, the Lieutenants are Senior Officer Randy Kitchen, Senior Officer Shaun Coonishish and Senior Officer Jim Hester.

Mr. Karl Simard has been appointed as Captain of the Northern District responsible to oversee the management of operations for the Detachments of Wemindji, Chisasibi and Whapmagoostui for which, respectively, the Lieutenants are Senior Officer Calvin Hester, Senior Officer Samuel House and Senior Officer Steven Boudrias (Interim).

Within the organizational structure of the Eeyou Eenu Police Force, the Lieutenants act as managers of

[... These are the men and women who are putting their lives at risk on a daily basis to ensure that the members of our communities in Eeyou Istchee feel safe and secure...]

operations for their respective Detachments at the local level. They are the most important players and valuable assets within our team as they represent the frontline of our organization along with the Officers under their command. These are the men and women who are putting their lives at risk on a daily basis to ensure that the members of our communities in Eeyou Istchee feel safe and secure. To this fact, some will naturally argue that our Local Detachments are not doing enough to maintain public safety and security; however, it is important that our People understand that prior to the implementation of the Eeyou Eenu Police Force, the Local Police Forces counted over one hundred police officers and far too many auxiliaries. By definition, an auxiliary is a civilian volunteer, without any recognized policing qualifications or certifications, who is appointed to assist a Police Force and granted limited authority to enforce municipal by-laws as per the *Police Act*.

As per the tripartite Funding Agreement between the Federal Government, the Provincial Government and the Cree Government, the Eeyou Eenu Police Force is now entitled to hire seventy-two (72) regular officers. In addition, the Cree Regional Authority compensates for ten (10) additional officers, totalling eighty-two (82) officers to be affected throughout the Detachments in Eeyou Istchee in accordance with the density of the population.

Laying-off and cutting-back on officers in Eeyou Istchee was not an easy task to perform; the rationale behind our selection required much reflection as many individuals and families would see their lives changed. However, our rationale was carried out diligently with serious thought and with consideration for what is in the best interest for our People in Eeyou Istchee. Our strategic selection of officers was guided by the principle of securing and protecting job opportunities for future generations of young Crees looking to pursue a career in policing and be Proud to Serve with Eeyou Eenu Police Force.

Upon the implementation of the Eeyou Eenu Police Force on April 1, 2011, our main objective was to provide material resources to our Detachments that would have a visual impact in our communities; therefore, the Cree Regional Authority purchased a brand new fleet of twenty police trucks that were distributed to all nine communities. These vehicles have been chosen for their performance capabilities and are quite compatible with our roads and weather conditions in Eeyou Istchee.

Recently, we have also received our duty uniforms and dressed all of our officers that are currently out in the field. These uniforms have been customized to properly fit the exact body measurements of each and every officer. Gathering measurements for eighty-two (82) officers has proven to be more difficult than it appeared to be. The fabric used to produce the Eeyou Eenu Police Force uniforms is of the highest quality that ensures the total comfort and manoeuvrability of our officers in the field.

All in all, in terms of providing material resources, the Eeyou Eenu Police Force has established high-quality standards for the provision of equipment that is used on a daily basis by our officers to perform their operations; it is primarily important that our officers obtain equipment that they can rely on.

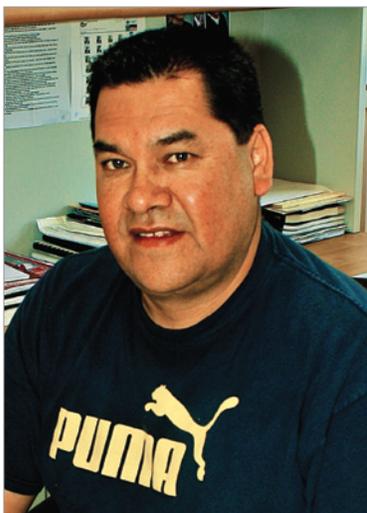
As for housing units for the Eeyou Eenu Police Force, the Cree Regional Authority has completed the construction of one (1) housing unit; the construction of a fourplex unit is on the verge of being finalized. These units will be strictly allocated and reserved for the occupancy of the members of the Eeyou Eenu Police Force. In addition, eight (8) more housing units are forecasted to be constructed in the remaining communities; similarly, these units will be dedicated to the officers that have been transferred temporarily or relocated permanently in another community.

Conclusion

In the end, taking over nine local police forces and creating the Eeyou Eenu Police Force was truly an arduous challenge. During the course of the implementation process, we have been faced with obstacles and roadblocks; however, we were – and still are – determined to diplomatically resolve all internal and external issues raised by concerned stakeholders. In all honesty, we do not expect our tasks to be any lighter in 2011 as there is yet much work to be accomplished before achieving stability within our organization. But we can assure you that we will achieve stability and succeed in providing the quality policing services our People deserve in Eeyou Istchee.

Our vision for the future of the Eeyou Eenu Police Force is to orient our efforts towards implementing a community-based policing approach by becoming more socially involved and active within our Cree communities. Community-based policing is an approach that will change the way our officers perform their duties in the field. Community-based policing consists of applying strategic tactics to prevent crime rather than responding to it. Community-based policing will require a collective partnership between our People and our Peace Officers to actively encourage social wellness in Eeyou Istchee.

Last but certainly not least, we would like you to acknowledge that the regionalization of the policing services in Eeyou Istchee is definitely a major milestone accomplishment for our Cree Nation. The creation of the Eeyou Eenu Police Force results from a vision of the past; today, that vision has become a reality after many talks over and around the negotiation table. Over the years, Grand Council of the Crees leaders have fought to see their People take charge of their own destiny in Eeyou Istchee, to become self-sufficient.



Leisure, Sports and Recreation Message from the Director John Henry Wapachee

I am pleased to present the annual report of the Leisure, Sports and Recreation Department for the year 2010-2011. This year has been relatively challenging for the Department due to a shortage of staff and the departure of Ms. Vanessa Grant who assumed the responsibility of Administrative Assistant for the Department. As a Director, I would like to express my sincere gratitude and regards to Ms. Grant who has chosen to pursue other opportunities more geared to her interests, training and work experience.

During this fiscal year, although the Department was involved in certain successful events and activities, some of our plans could not be fulfilled, one of which is to fully carry out the Department's personnel plan, more specifically the recruitment of staff as a result of budgetary considerations and limited office space.

Although the Department has put together a strategic action plan to fulfill its principal responsibilities, it would have needed additional staff members to take on the varied tasks related to the action plan and departmental responsibilities. To compensate for the shortage of workers, the Department has been creative in developing working partnership arrangements with Cree entities and certain Departments within the Cree Regional Authority, to ensure that some important initiatives are carried out pursuant to the strategic action plan.

As is the case for other Departments, we have faced the challenge of securing funding from different sources for additional projects that were not funded within the fiscal year.

The continued support received from the Human Resources Department and other Departments within the Cree Regional Authority has been instrumental in carrying out our assigned responsibilities and departmental mandate. In this context, one must realize that the Cree Nation Government is still expanding to ensure that all staffing requirements are in place to formally implement the programs and services that are assigned to individual Departments. This is not an easy task. With that in mind, I wish to acknowledge the Human Resources Department for their tireless efforts in ensuring that all Departments are fully operational, based on each Department's personnel plan.

This year has seen substantial progress in collaborating with local Recreation Directors on different initiatives, to develop renewed strategic actions toward designing and delivering sustainable programming at the regional and local levels.

We have also achieved a number of our objectives, and we are working on some projects, the details of which can be found in the following pages.

Mandate of the Department

- Design and develop the animation of program and projects for the Cree Community Centres;
- Review recommendation related to the implementation of subsection 28.14 of the JBNQA concerning Friendship Centres;
- Design, develop and coordinate regional amateur sports programs for the Crees;
- Seek funding from governments and other sources for amateur sports programs addressed to the Crees;
- Encourage the participation of Crees in international, national, provincial and regional amateur sports competitions and events;
- Promote the physical fitness of the Crees.

Eeyou Istchee Sports and Recreation Association

The Eeyou Istchee Sports and Recreation Association was created and registered under the governing legislation of the *Canada Corporations Act – Part II* on January 23, 2001. Although no activities were held since June 2001, the corporation name of Eeyou Istchee Sports and Recreation Association has been maintained in active status by the Department, which continued to file annual reports with authorities and to pay fees. The present membership consists of the following Board of Directors:

Gloria Jolly – President
Raymond Shanoush – Vice-President
John Henry Wapachee – Cree Regional Authority
Robert Kawapit – Whapmagoostui
Roy Neacappo – Chisasibi
Stanley Shash – Wemindji
Charles J. Hester – Waskaganish
Clarence Jolly – Nemaska
John Gosset – Mistissini
Derek Metabie – Ouje-Bougoumou
Billy Katapatuk Jr – Washaw Sibi

As for the future of the membership, seats on the Board of Directors will be available to other Cree entities and/or organizations such as the Cree School Board, Cree Health Board and Cree Nation Youth Council. Aside from rebuilding the Association's mission and objectives as well as reviewing the existing General By-Laws, work has been carried out to develop a framework by aligning the Association's goals and objectives with the following mandates of the Department:

- Help to design, develop and coordinate regional amateur sports programs for Crees and;
- Help to design and develop the animation of programs and projects for the Cree community centres.

Goals and Objectives of the Association:

- To develop a standard program template to maximize the use of facilities and financial resources toward sustainable programming;
- To transfer the Cree elite programs to the Association, designating it as the franchise holder of the sports development programs for the Crees;
- To set renewed program objectives in sports and recreation at the local level;
- To establish a membership-based sports organization for the Crees for the delivery of programs in the communities.

The whole intent of reviving the Association is to have a legal umbrella composed of Cree communities and entities related to existing elite sports systems, and to incorporate other existing initiatives carried out at the regional level by the local Recreation Directors' Committee.

Cree Nation Wellness Symposium

Due to high levels of diabetes and obesity in Eeyou Istchee, the Crees will need to set goals in enhancing existing programs and developing renewed initiatives at the grassroots level to help improve the wellness of the Cree people.

The purpose of the Symposium is to obtain direction from the Cree Nation toward setting goals and action plans in order to promote physical fitness in the Cree communities.

Goals and Objectives of the Symposium:

- To set renewed strategic direction in promoting physical fitness in the Cree Nation;
- To design and develop sustainable programming in physical fitness through leisure, sports, recreation as well as Cree culture;
- To design and promote programs related to healthy living and healthy lifestyles;



A large crowd gathers to watch the medal awarding ceremony during the Summer Games.

- To create working partnerships related to the programs on health and well-being of the Crees;
- To set goals in order to seek funding from governments and other sources for leisure, sports and recreation programs addressed to the Crees;
- To help enhance and develop sports and recreation programs in Eeyou Istchee;
- To help assess and identify the required personnel in each Cree community;
- To help create a sport system for the Crees;
- To develop standardized sustainable programming for fitness, health and wellness.

Future Steps

The idea behind the Symposium is to create a coalition team in order to ensure follow-up, implementation and monitoring of strategic plans or goals generated through the Symposium. Furthermore, the Symposium will provide an opportunity to identify the financial requirements associated with the initiatives developed by Cree Nation participants, and to start seeking such funding.

Elite Athlete Support System

When we see children and youth perform in sports or education, it is easy to recognize that each of them can demonstrate or display talent and skill in any sport discipline.

One must not forget that these children or youths have challenges and struggles in life that sometimes prevent them from excelling or advancing to a higher level. These challenges vary from social issues in relationships or personal issues, cultural changes, education or even drugs and alcohol.

Many of the elite athletes, particularly the youth, struggle with these issues, which have an effect on their performance while taking part in sports programs at the local level, regional tournaments and elite programs in the South.

Plans are in the process to set goals to help our young elite athletes to better succeed at a higher level, and to provide them with a support system. To do this, establishing working partnerships through the Eeyou Istchee Sports and Recreation Association with the Cree Communities, Cree Health Board, Cree School Board and Sports Québec will be pivotal.

Critical Assumptions

However, as we work in supporting our Cree youth toward success, we need to consider that Crees also want to see more Cree youths succeed in education as leaders of tomorrow. Therefore, the following will need to be emphasized as we take steps to renew strategies to help our Cree youth:

Waswanipi Athletes make a grand entrance at the Inter-Band Games in Mistissini.



- More Cree elite athletes will require the essential programs that will help them to advance to higher levels in sports;
- The Crees will invest efforts in order to advance in sports programs that will contribute toward the development of athletes and of a better coaching development system;
- The Crees want to initiate holistic approaches to develop a regional amateur sport system while developing its athletes;
- The Crees recognize the need to develop an athletic development program in order to create opportunities for the younger athletes through education and sports, and to integrate program initiatives into the mainstream regional amateur sport system;
- Many First Nations communities including the Cree Nation want to prevent racism and promote gender equity and cultural values within the mainstream sport systems;
- The CRA regional recreation office will help to design, develop and coordinate regional amateur sports programs for the Crees.

Goals

To develop an elite athlete support system for the advancement of Cree elite athletes with an emphasis on the athletes' education, development and discipline, while supporting the culture and social changes of the athlete;

To promote Cree role models in sports and education.

Cree Nation Summer Games

The Summer Games held in Waskaganish were successful: eight (8) Cree communities were represented by their athletes in the event. Due to an incident in the community of Chisasibi, the Summer Games Organizing Committee learned from former Chief Roderick Pachano that his community regretted not being able to participate.

Goals and Objectives

- To encourage the participation of Crees in international, national, provincial and regional amateur sports competitions and events as a way to promote the physical fitness and community wellness of the Crees as well as Cree Culture;
- To revive the spirit of unity through an activity that promotes Cree culture and values;
- To promote more diversity of sports and recreation activities in the communities.

The next edition of the Summer Games will take place in the community of Mistissini in August 2011. Some of the steps taken in order to develop and carry out an improved action plan include:

- Assess the Summer Games 2010 in order to improve methods and operations for the next Games;
- Develop a proposal for the financial requirements;
- Finalize plans with the working group at the local level to determine the hosting of summer games.

MELS Annual Funding Contribution

In 2001, the Ministère de l'Éducation, du Loisir et du Sport (MELS) created Regional Sports and Leisure Units (RSLU) to provide annual funding contributions to organizations involved in regional sports and leisure activities. In the Nord du Québec region, three organizations representing the Crees, Inuit and Jamesian populations each receive an annual contribution of \$120,000, for a total regional amount of \$360,000, which has remained the same since 2001.

The Cree Regional Authority, through the Department of Leisure, Sports and Recreation, has planned and organized meetings with partners of the Nord du Québec region, namely the Kativik Regional Government's Recreation Department and the *Commission loisir et sport de la Baie-James*.

The purpose of the meetings is to create a dialogue between the partners in order to assess the current status of the annual contribution from MELS, as well as to review projects and programs funded under this funding. As a result, the three organizations have agreed to work together to develop a consolidated action plan based on their current operating requirements, respecting population statistics and overall territory areas.

This action plan covers several aspects with respect to the three parties, and includes:

- Developing an understanding between the three cultures;
- Establishing a solid foundation between our communities that would allow us to work together;
- Ensuring that proper and improved funding is secured in order to provide the programs, services and opportunities for our people, including children and youth, as part of promoting working partnerships between the three parties.

Progress Report

- The consolidated action plan has been prepared and presented to the Sports and Leisure Secretariate of the MELS;
- We will need political influence from all three parties in order to carry out objectives in the file.

Since the creation of the RSLU, organizations in our region have always considered MELS allocations as "ad hoc" funding which did not allow them to develop and to meet annual operating and financial requirements.



Youth Development Message from the Director Andrew Neeposh

It is a pleasure to once again submit the Youth Department report for fiscal year 2010-2011. This year's Annual Report will provide a general overview on the Youth Department's actions and special events, and it will highlight future projects.

On behalf of our youth, I would like to acknowledge 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 especially like to thank the GCC(EI)/CRA Leadership for their continued support on all youth issues.

I trust that this report will shed some light on the Youth Department and the CNYC's operations, achievements and future goals.

Thank you! Meequetch! God Bless You.

Bird's eye view of the CNYC Symposium participants.



Youth Administration Funding

The 2010-2011 Youth Administration operating budget funded by the GCC(EI)/CRA through the Cree Act - Operations and Maintenance Funding Agreement supports the operating budget costs of the salaries and benefits for the six full-time permanent positions under the Youth Department. In addition, the funding supports general operating costs such as travel, and includes the CNYC Board of Directors' and its Executive Committee budgets.

Special Projects Funding

During 2010-2011, the CNYC through the Youth Department received funding from two main sources to support its special projects and youth related initiatives, namely the New Relationship Agreement and the Government of Québec.

New Relationship Agreement – 'Paix des Braves'

At their March meeting, the GCC(EI)/CRA Council/ Board approved an allocation from the New Relationship Agreement in the amount of \$150,000 to support the initiatives of the Youth Department and the CNYC. In addition, an allocation of \$50,000 was approved for the Elders/Youth Joint Coordination Fund to support joint Elders/Youth projects.

Personnel

The Youth Department and the CNYC have evolved substantially over the years to what they have become. In all, the Youth Department has a total of 8 full-time positions, 5 of which under the Youth Department and 3 under the office of CNYC Youth Grand Chief/Chairperson.

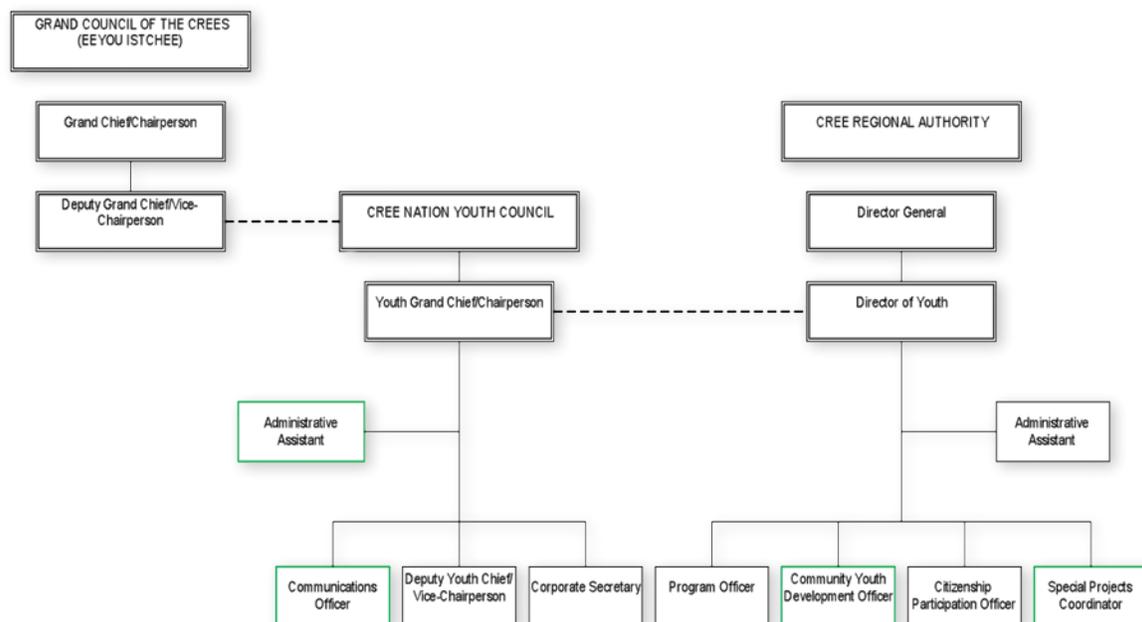
5-Year Financial Assistance Agreement

The Government of Québec has established as one of its objectives to increase the involvement of young people in their communities and in that sense, regional youth forums are considered as key partners. The Government granted financial assistance to the CRA in order to allow the Youth Forum to execute mandates entrusted to it by the Minister of Youth. In March 2009, Québec renewed the financial assistance agreement for 5 more years (2009 to 2014). The following presents annual allocations included in the agreement.

YEAR	OPERATING FUNDS	YRIF	TOTAL
2009-2010	\$166,383	\$250,571	\$416,954
2010-2011	\$169,710	\$250,570	\$420,280
2011-2012	\$173,104	\$250,570	\$423,674
2012-2013	\$176,566	\$250,570	\$427,136
2013-2014	\$180,098	\$250,570	\$430,668
TOTAL	\$865,861	\$1,252,851	\$2,118,712

As a result of the Government of Québec's support to the Regional Youth Forum, two (2) full-time positions have been created under the Youth Department:

- 1. Program Officer:** This person is responsible for managing the day-to-day operations of the Youth Regional Investment Fund (YRIF). The officer promotes the Fund and assists promoters in accessing funding. She screens, recommends projects and manages the YRIF program,



which is dedicated to funding local and regional projects that meet priorities and objectives. The general guidelines of YRIF relate to funding Mobilizing Youth Initiatives and long-term local and regional projects. The new orientations must ensure that projects are well-structured actions reaping long-term benefits.

2. Coordinator of Cree Youth Forums: This person encourages young people to participate more actively as citizens, and to get involved in organizations and local and regional groups. The Coordinator raises awareness of organizations involved in the participation of young people as to the role of decision-making bodies, and ensures Cree participation in the Voters-in-Training project and the Youth Involvement Contest, aimed at recognizing young people. The Coordinator also works to strengthen relations between Crees and young francophones in Québec as well as youth from Canada and the Americas. Finally, the Coordinator's role includes making youths aware of the different global realities and encouraging them to get involved at the international level.

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 increase the voter turnout of youth in the provincial and federal elections. The program provides materials about the election process in order to create mock elections.

Youth Involvement Contest: This project aims at recognizing 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.

Canada World Youth: CWY is a world leader in developing international educational programs for young people and is dedicated to enriching the lives of young people who have a desire to travel abroad and to become informed and active global citizens.

Other Initiatives

In our efforts to serve as key partners in the Government of Québec's development of regions plan, we have established many contacts and we are in the process of accessing two Government of Québec programs to support and benefit the local youth:

Carrefour Jeunesse-Emploi: The main mandate of this program is to assist young adults (16 to 35) in their efforts at social and economic insertion, while guiding them as they seek employment, return to studies or start a business.

Maison des Jeunes: This program is available in southern towns to support the hiring of full-time animators within Youth Centres. We are attempting to secure funding through this program for the Cree communities and their Youth Centres, so that additional staff may be hired and programming of activities may be enhanced.

Special Projects and Youth Initiatives

In April of each year, the Youth Department and the CNYC meet in order to develop annual work plans and prioritize the year's short-term and long-term projects, by allocating funds received from various sources.

Inspire Hope Campaign: The purpose of this Campaign was to inspire hope amongst our Cree Nation, and to bring the whole Cree Nation together – families, friends, co-workers, elders, youth, children and leaders – to daily inspire hope through actions, words and good deeds.

Cree Youth Symposium 2010: The Symposium was held in June 2010 in Val d'Or. It brought together a number of resources working with/for young people, to conduct workshops and presentations. The symposium included an Awards Gala night, a Regional Public Speaking Contest and the "Year of the Youth" Declaration.

CNYC Annual General Assembly (AGA) 2010: The 21st Annual Youth Assembly was held on the Washaw Sibi Traditional Territory in August 2010. 2010 marked the 25th Anniversary of the CNYC. The AGA provided an open forum to voice and address concerns as well as to provide general direction to the Youth Leadership.

Public Debate Training: The Public Debate training was a 3-day workshop held in September 2010. The purpose of the session was to empower youth through public debating skills, and was aimed at taking a proactive and preventive approach to developing communication skills, in order to better address and resolve difficult social issues.

Corporate Secretary Training: The Corporate Secretary Training entailed two 10-day workshop sessions at Algonquin College. The purpose of the training was to enhance leadership skills, because education and knowledge are keys to success. Participants learned how to facilitate meetings; critical writing skills; time management and Microsoft Outlook 2007; critical conversations and Microsoft Word 2007.

Vancouver 2010 Winter Olympics: The CNYC coordinated a trip for a group of 13 young Crees who were part of the Cree delegation that attended the 2010 Winter Olympics in Vancouver. The purpose of the Olympics trip was to promote youth involvement at Cree Day and to broaden the youths' horizons, as well as to make Cree youth aware of the different global realities and encourage them to get involved at the international level.

Youth and Elders' Awareness Trip: The CNYC organized a trip for a group of Youths and Elders to visit the Algonquin communities of Lac Simon, Kitchisakik and Rapid Lake. The purpose of the trip was to take participants to other First Nations where they could witness the state of community life in other communities. Two weeks prior to the trip, the local Youth Councils ran food and clothing drives in their respective communities and delivered the goods to the Algonquin communities.



Participants in the Journey Through the Heart of Eeyou Istchee 2011 rejoice, after another exhilarating day in the bush.

Journey through the Heart of Eeyou Istchee 2011:

On February 12, 2011, the Journey 2011 departed from Chisasibi along the coastal communities to Waskganish, and from there visited the inland communities for a final arrival in Nemaska on March 31, 2011. The purpose of the Journey was to address the issue of ‘cancer’ and to work towards proactive measures in dealing with cancer awareness.

Youth and Elders’ Gathering 2011: The Youth and Elders’ Gathering took place in Nemaska on March 29 to 31, 2011, and saw the arrival of the Journey 2011 on March 31, 2011. The purpose of the Gathering was to provide an open forum for Youths and Elders to discuss recommendations to preserve and foster Cree culture and the Cree way of life, in order to ensure its survival for future generations. The Gathering showcased demonstrations of practical teachings, including moose hide preparation, the setting-up of fish netting in winter, carving and sewing, cooking and a whole lot more!

Cree Wilderness Training Centre: In June 2005, the Centre d’études collégiales à Chibougamau completed a study aimed at setting up a “Cree Wilderness Training Centre” (CWTC) and suggested that such a centre would have “true potential” to play a key role in the development of the Cree tourism industry. Not only would the Centre provide recognized qualification to Cree trainees, thus helping them to find jobs, but it would also play a role as catalyst between the various stakeholders. The Centre’s focus would

be on training and employment in eco-tourism and cultural services for youth and tallymen, as well as services for personal growth and social development of Cree Youth. In addition, the Centre would incorporate accredited and certified programs to combine traditional and conventional educational learning, using Eeyou Istchee as its classroom.

CWTC Next Steps: In moving the vision forward, we hired the Canadian Ecotourism Services (CES), which has a proven record of ability. In January 2009, CES submitted an implementation and business plan for the Wilderness Training Centre. We continued to seek funding from all available sources including the Governments of Canada, Québec and Cree partners in the project, and maintained communications on the implementation of paragraph 28.9.1 of the Federal JBNQA regarding training facilities and manpower offices. Once the model and parameters for the Centre are set by the GCC(EI)/CRA Council/Board, we will finalize the CWTC Operational Plan. Thereafter, we will make presentations at future Council/Board meetings to request their official support and to explore funding possibilities from the New Relationship Agreements.

Newsletter: The Y-Files: The Y-File Magazine is a Youth publication that chronicles both regional and local youth projects. It focuses on youth-related issues such as education, social issues and the environment. The magazine is issued four times a year and features young freelance journalists from the communities.

25th Anniversary project “Memoire – Leaders in the Making”: Many consider the 1985 Cree Youth Conference the birthplace of the CNYC and to mark this milestone, the CNYC has initiated a project entitled “CNYC Memoire – Leaders in the Making”. The Memoire will chronicle the events leading to the establishment of the CNYC and will highlight the milestones based on stories from past members and youth who have moved on to accept more challenging leadership capacities with the Cree Nation, the Provincial or Federal Governments.

Youth Role Model Calendar: The Role Model Calendar promotes Cree role models by highlighting their achievements and excellence in education, sports, culture and other areas. The calendar will feature a role model every month and will include a bio with a brief overview of their accomplishments and success stories.

CNYC Website: The CNYC website was developed using a program called Joombla 1.0. This program enables easy access for updating and maintenance. The CNYC Website was re-designed and programmed to be more interactive and youthful. The site will eventually be linked to the GCC(EI)/CRA website.

Cree Nation Summer Games 2010: The Communications Officer was assigned to assist the Department of Leisure, Sports and Recreation in their communication needs to promote the Cree Nation Summer Games 2010. He helped to develop and design the poster and website for the Games.

Future Projects

Historical Routes Project: The Niskamoon Corporation has approved a project to map out traditional routes for future use. This year we will hire tallymen and young people to map out and clear old portage trails on the Nottaway River from Waswanipi to Waskaganish.

Youth Business Symposium: The purpose of the Symposium is to promote and support Youth involvement in the economic development needs and objectives of the Cree Nation. The Symposium is designed as a business contest where all participants will be grouped into teams to design and employ several business strategies to formulate a business model.

22nd Annual Youth General Assembly 2011: The 22nd Annual Youth Assembly will be held at Old Nemaska in August 2011 to provide an open forum for Cree Youth to voice and address concerns as well as to provide a general direction to the Cree Leadership.

Elders/Youth Gathering 2012: The Elders/Youth Gathering will take place in the winter of 2012, at a date to be determined.

CNYC Training Camp: The Youth Department will re-visit the ‘CNYC Training Camp’ concept in order to improve it, and will initiate discussions with the Cree leadership to develop a mentoring/succession plan, with a focus

on training and developing youth. This will allow current leaders and leaders who were involved in the negotiations leading to the JBNQA and subsequent agreements to share their knowledge and wisdom. Our aim is to develop and design a comprehensive leadership training program that could include:

- JBNQA and supplementary agreements;
- GCC(EI)/CRA/CSB/CBHSSJB and other regional corporate structures and mandates;
- Corporate Secretary Training
- Conducting Effective Meetings
- Setting up Youth Organizations/Youth Councils.



Journey participants have now completed their trek, and have every reason to celebrate their achievement.

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. The current CNYC representatives are:

Working Group on Eeyou Governance: Stacy Bear, CNYC Chairperson

Apiitswiin and Skills Development Advisory Group: Evelyn Tanoush, Program Officer

AFNQL - Youth Council: Randy Bosum, CNYC Representative; Jeremy Diamond, Communications Officer

Table de Concertation des Forums Jeunesse Régionaux du Québec: Charly Washipabano, CPO; Joey Blacksmith, CNYC Representative

James Bay Cree Communications Society: Jeremy Diamond, Communications Officer

Cree Social Wellness Policy: Cassandra Danyluk, Wemindji; Jamie Moses, Eastmain



Cree Nation Youth Council

EXECUTIVE COMMITTEE

Stacy Bear	Youth Grand Chief
Joey Blacksmith	Deputy Youth Grand Chief
Shadrock Trapper	Youth Chief of Chisasibi
Simeon Wapachee	Youth Development Coordinator of Nemaska
Cassandra Danyluk	Youth Development Coordinator of Wemindji

CREE NATION YOUTH CHIEFS

Shadrock Trapper
Cree Nation of Chisasibi
Chisasibi, Québec
J0M 1E0
Tel: 819-855-2211
Fax: 819-855-2277
shadrocktrapper@hotmail.com

Samson Wischee
Waskaganish First Nation
Waskaganish, Québec
J0M 1R0
Tel: 819-895-2882
Fax: 819-895-2888
samsonwischee@hotmail.com

Kerriane Tomatuk
Cree Nation of Eastmain
Eastmain, Québec
J0M 1W0
Tel: 819-977-0282
Fax: 819-977-0342
kct_10@hotmail.com

Freddy Dixon
The Cree First Nation of Waswanipi
Waswanipi, Québec
J0Y 3C0
Tel: 819-753-2890, Ext. 222
Fax: 819-753-2727
freddiedixon11@hotmail.com

Caitlyn Pelletier
Cree Nation of Mistissini
Isaac Shecapio (Sr.)Administrative
Building
Mistissini, Québec
G0W 1C0
Tel: 418-923-2274
Fax: 418-923-2279
youth.chief@mistissini.ca

Farrah Wylde
Washaw Sibi Eeyou Association
4, 10^e Avenue East
Amos, Québec
J9T 1H7
Tel: 819-732-9409
Fax: 819-732-9635
dld_angel060304@hotmail.com

Norman Wapachee
Nemaska First Nation
Nemaska, Québec
J0Y 3B0
Tel: 819-673-2512
Fax: 819-673-2542
nii_namron@hotmail.com

Jeremiah Mistacheesick
Cree Nation of Wemindji
Wemindji, Québec
J0M 1L0
Tel: 819-978-0360
Fax: 819-978-0228
jmistacheesick@hotmail.com

Brenda St-Pierre
Oujé-Bougoumou First Nation
Oujé-Bougoumou, Québec
G0W 3C0
Tel: 418-745-3366
Fax: 418-745-3354
b.st.pierre@hotmail.com

Donny Dick
Whapmagoostui First Nation
Whapmagoostui, Québec
J0M 1G0
Tel: 819-929-3643
Fax: 819-929-3309
mini_mvpm@hotmail.com

CREE NATION YOUTH DEVELOPMENT COORDINATORS

Rhonda Spencer
Cree Nation of Chisasibi
Chisasibi, Québec
J0M 1E0
Tel: 819-855-2878, Ext. 310
Fax: 819-855-2875
rhondas9@hotmail.com

Cheryl Weistche
Waskaganish First Nation
Waskaganish, Québec
J0M 1R0
Tel: 819-895-8650
Fax: 819-895-8901
cweistche@hotmail.com

Vacant
Cree Nation of Eastmain
Eastmain, Québec
J0M 1W0
Tel: 819-977-2010
Fax: 819-977-0281

Angus Kitchen
The Cree First Nation of Waswanipi
Waswanipi, Québec
J0Y 3C0
Tel: 819-753-2890, Ext. 224
Fax: 819-753-2727
anguskitchen@hotmail.com

Samantha Awashish
Cree Nation of Mistissini
Isaac Shecapio (Sr.)Administrative
Building
Mistissini, Québec
G0W 1C0
Tel: 418-923-2274
Fax: 418-923-2279
youth.development@mistissini.ca

Billy Katapatuk Jr.
Washaw Sibi Eeyou Association
4, 10^e Avenue East
Amos, Québec
J9T 1H7
Tel: 819-732-9409
Fax: 819-732-9635
bkatapatuk@washawsibiieeyou.ca

Simeon Wapachee
Nemaska First Nation
Nemaska, Québec
J0Y 3B0
Tel: 819-673-2512
Fax: 819-673-2542
simeonw@nemaska.ca

Cassandra Danyluk
Cree Nation of Wemindji
Wemindji, Québec
J0M 1L0
Tel: 819-978-3949
Fax: 819-978-0258
cass_danyluk@hotmail.com

Harry Bosum
Oujé-Bougoumou First Nation
Oujé-Bougoumou, Québec
G0W 3C0
Tel: 418-745-3366
Fax: 418-745-3354
harry.bosum@ouje.ca

Tommy Salt
Whapmagoostui First Nation
Whapmagoostui, Québec
J0M 1G0
Tel: 819-929-3643/3174
Fax: 819-929-3309
tommysalt_7@hotmail.com

Vacant
Centre d'amitié Autochtone de Senneterre
Senneterre, Québec
J0Y 2M0
Tel: 819-737-2324
Fax: 819-737-8311

GCC(EI)/CRA Cree First Nation Chiefs



Chief Abraham Rupert
Cree Nation of Chisasibi
P.O. Box 150, Chisasibi, QC
J0M 1E0
Tel: (819) 855-2878
Fax: (819) 855-2875



Chief Billy Katapatuk
Cree Nation of Washaw Sibi
4, 10th Avenue East, Amos, QC
J9T 1H7
Tel: (819) 732-9409
Fax: (819) 732-9635



Chief Edward Gilpin
Cree Nation of Eastmain
P.O. Box 90, Eastmain, QC
J0M 1W0
Tel: (819) 977-0211
Fax: (819) 977-0281



Chief C. Steve Diamond
Crees Nation of Waskaganish
PO Box 60, Waskaganish, QC
J0M 1R0
Tel: (819) 895-8650
Fax: (819) 895-8901



Chief Richard Shecapio
Cree Nation of Mistissini
187 Main Street, Mistissini, QC
G0W 1C0
Tel: (418) 923-3461
Fax: (418) 923-3115



Chief Paul Gull
Cree Nation of Waswanipi
Diom Blacksmith Building, PO Box 80
Waswanipi, QC
J0Y 3C0
Tel: (819) 753-2587
Fax: (819) 753-2555



Chief Matthew Wapachee
Cree Nation of Nemaska
1 Lakeshore Road, PO Box 120
Nemaska, QC
J0Y 3B0
Tel: (819) 673-2512
Fax: (819) 673-2542



Chief Rodney Mark
Cree Nation of Wemindji
16 Beaver Road, Box 60
Wemindji, QC
J0M 1L0
Tel: (819) 978-0264
Fax: (819) 978-0258



Chief Louise Wapachee
Cree Nation of Oujé-Bougoumou
207 Opemiska Meskino, Suite 217
Oujé-Bougoumou, QC
G0W 3C0
Tel: (418) 745-3911
Fax: (418) 745-3426



Chief Stanley George
Whapmagoostui First Nation
P.O. Box 390, Whapmagoostui, Qc
J0M 1G0
Tel: (819) 929-3384
Fax: (819) 929-3203

GCC(EI)/CRA

COUNCIL/BOARD COMMITTEE	NAME
1	Dr. Matthew Coon ComeGrand Chief/Chairman
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		Editor/Coordinator:	Tina Petawabano
		Editor:	Marc Bolduc
		Translation:	Mary Jane Petawabano
		Graphic Design:	Etsetera Design

Cree Nation Office	Montreal Office	Embassy of the Cree Nation – Ottawa	Embassy of the Cree Nation – Québec
2 Lakeshore Road Nemaska, QC J0Y 3B0 Tel: 819-673-2600 Fax: 819-673-2606 E-mail: cree@cra.qc.ca www.gcc.ca	277 Duke Street, Suite 100 Montreal, QC H3C 2M2 Tel: 514-861-5837 Fax: 514-861-0760 E-mail: cra@gcc.ca www.gcc.ca	81 Metcalfe Street, Suite 900 Ottawa, ON K1P 6K7 Tel: 613-761-1655 Fax: 613-761-1388 E-mail: cree@gcc.ca www.gcc.ca	200 Grande Allée Est, Québec, QC G1R 2H9 Tel: 418-691-1111 Fax: 418-523-8478 E-mail: cree.embassy@gcc.ca www.gcc.ca

