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MAAMUU Building for the Future
with Honour to the Past



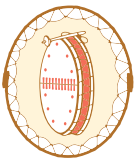
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Message from the GRAND CHIEF/ CHAIRPERSON

Mandy Gull-Masty



WACHIYA EYEOUCH EENOUCHE. THIS ANNUAL REPORT WILL MARK A SIGNIFICANT MILESTONE FOR THE OFFICE OF THE GRAND CHIEF, WHICH IS THE MIDWAY POINT OF THE TERM. THE THEME OF THIS ANNUAL REPORT IS UNIQUE IN A WAY THAT IT WILL FOCUS ON THE ACTIVITIES CARRIED OUT FOR THE YEAR OF 2022-2023, BUT WE ARE ALSO LOOKING FORWARD FOR THE NEXT STEPS WE AS A NATION ARE TAKING INTO THE FUTURE.

This year's activities ranged from opening new doors on issues we faced not only as a nation but also as Indigenous peoples ranging from the historical impact of residential schools, the presentation of a shift in our relationship to the territory and a greater awareness of the needs of our members, and growing our relationships beyond the borders of Eeyou Istchee and connecting with our neighbouring nations.

INTERNAL PLANNING

For the first time, the Office of the Grand Chief and the Deputy Grand Chief worked together to bring strategic plans and financial commitments to the objectives outlined in campaign platforms. The planning process undertaken by our offices and then shared with our administration staff is geared towards creating greater transparency and account-



A scenic view of a forested shoreline at sunset. The sun is low on the horizon, casting a bright, golden glow across the water and the dense evergreen forest. The foreground shows a sandy beach with some driftwood and rocks.

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We are here to provide equal and fair access to all members and this is undertaken by leading in the way of inclusivity.

the first time ever a Cree Nation collaborative approach to the impact on the territory. As this table works to identify a model of operations for the Cree territory, we look forward to see how the Cree Nation will take a sustainable development approach that will have greater benefit for the Cree Nation communities. I would like to extend my thanks to the Cree Chiefs of this table for the trust in the collaboration and the commitment to bringing forward a potential Cree product.

YEAR OF SPECIAL NEEDS

2022-2023 also marked the first ever Cree Nation declaration to support our members with Special Needs and their families. A partnership between the Cree Health Board, the Cree School Board and the Cree Nation Government to undertake a collaborative approach to build a support process across all organizations was carried out with a report on the needs identified throughout Eeyou Istchee and assist in future planning.

The Kate Sharl Foundation Annual Golf Benefit also received a huge amount of support and response by the Cree Nation and raised a historic amount of funding. It was a pleasure to host two special guests and their teams at this benefit – Shiloh Jolly of Nemaska and Dawson Whiskeychan of Waskaganish. The Cree School Board, with support from the Cree Nation Government, also hosted a Special Needs conference for parents and family to end the year-long festivities to gather information and data on how to better support and plan for their needs. This declaration was launched as a mechanism to raise greater awareness at the Cree Nation level that we must support all members of the Cree Nation and create equality and access to rights of each member. It is great to see communities take further steps to support this process by engagement in local Special Needs forums to help build on the required support.

RESIDENTIAL SCHOOLS

The year 2022-2023 was also marked by the presentation by Pope Francis of an apology on behalf of the Catholic Church and was an event that also reopened the dialogue on a very hard subject – the legacy and impact of residential schools.

My participation in the visit to the Vatican as a representative of the province of Quebec within the Assembly of First Nations delegation to advise the Pope on a Papal visit to Canada was not a decision that I took lightly. In an effort to highlight open dialogue and support the students and members impacted by the Catholic Church and the legacy of residential schools, I felt it was important to create the space needed by First Nations to walk a healing path. The experience of a student within these horrific institutions was an individual experience and I felt it was important to try

and ensure we acknowledge those who felt this apology delivery was important for their healing as well as those who felt they did not want to engage. All reactions and responses to this event were appropriate – and I want to acknowledge the impact of these “schools” and create a dialogue for healing and free our youth and children from their legacy.

The Papal visit and the Pope’s apology were events that also triggered a response and reaction from the Canadian government. We have seen many initiatives launched across Canada and in our own Cree territory the hard work of finding out the truths for many students and lives lost has been undertaken. Minister Marc Miller was present to acknowledge the funding for work on ground penetrating radar within the community of Chisasibi. I would like to acknowledge and thank the community for being a driving force in addressing the legacy of the residential schools present in the territory of Eeyou Istchee and helping find the important and necessary answers for those students who have lost their lives.

2SLGBTQIA+

This year also marked the establishment of a new organization for members of the Cree Nation that are 2SLGBTQIA+ driven by Scott Wabano, Geraldine Shecapio and Jo Marie Einish. I also offered my support to the participation of Scott Wabano in the New York Fashion week show and his non gendered clothing brand Wabano X. It was an important and historic moment to see our youth breaking barriers and opening new potential pathways for employment and representing the art and culture of the Cree Nation.

The Office of the Grand Chief is committed to the protection of the rights of the Eeyou – this means that all persons under the Cree Nation regardless of age, gender, sexual orientation. It is an objective of this office to govern in the best interest of all people and provide the space to exercise their rights as members of the Cree Nation. We are here to provide equal and fair access to all members and this is undertaken by leading in the way of inclusivity.

INTER-NATION RELATIONS

The Cree Nation has undertaken a campaign to build relationships beyond the borders of Eeyou Istchee. The Caribou Harvesting Understanding has built an enhanced relationship and engagement with the Innu Nation. A Cree Nation delegation engaged in a Nation to Nation visit in the community of Matimekush-Lac John and Chief Real McKenzie to address the continued implementation of the understanding and other potential areas of collaboration. We also visited with the Naskapi Nation and toured the community. Our partnership



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activités forestières. Une cérémonie de signature a eu lieu pour marquer l'engagement dans le processus d'une table de leadership forestier en vue de définir les objectifs et la collaboration des activités forestières communautaires, ce qui a marqué pour la première fois une approche collaborative de la nation crie à l'impact sur le territoire. Alors que cette table travaille à identifier un modèle de fonctionnement pour le territoire cri, nous attendons avec impatience de voir comment la nation crie adoptera une approche de développement durable qui profitera davantage aux communautés de la nation crie. Je tiens à remercier les chefs cris de cette table pour la confiance dans la collaboration et l'engagement à proposer un produit éventuel cri.

L'ANNÉE DES BESOINS SPÉCIAUX

L'année 2022-2023 a également été marquée par la toute première déclaration de la Nation crie en vue de soutenir nos membres ayant des besoins spéciaux et leurs familles. Un partenariat entre le Conseil cri de la santé, la Commission scolaire crie et le Gouvernement de la Nation crie afin d'entreprendre une approche collaborative pour établir un processus de soutien à travers toutes les organisations a été réalisé avec un rapport sur les besoins identifiés dans tout Eeyou Istchee et pour aider à la planification future.

La tenue du tournoi de golf annuel de la Fondation Kate Sharl a également reçu un soutien et une réponse considérables de la part de la Nation crie, ce qui a permis de recueillir un montant historique de financement. Ce fut un plaisir d'accueillir deux invités spéciaux et leurs équipes à cet événement – Shiloh Jolly de Nemaska et Dawson Whiskeychan de Waskaganish. La Commission scolaire crie, avec le soutien du Gouvernement de la Nation crie, a également organisé une conférence sur les besoins spéciaux pour les

parents et la famille afin de terminer les festivités de l'année en vue de recueillir de l'information et des données sur la façon de mieux soutenir et planifier leurs besoins. Cette déclaration a été lancée comme un mécanisme de sensibilisation accrue au niveau de la Nation crie à l'effet que nous devons soutenir tous les membres de la Nation crie et créer l'égalité et l'accès aux droits de chaque membre. C'est formidable de voir les communautés prendre des mesures supplémentaires pour soutenir ce processus en s'engageant dans des forums locaux sur les besoins spéciaux en vue de contribuer à renforcer le soutien requis.

PENSIONNATS

L'année 2022-2023 a également été marquée par la présentation par le pape François d'excuses au nom de l'Église catholique; l'événement a également permis de rouvrir le dialogue sur un sujet très difficile – l'héritage et l'impact des pensionnats.

Ma participation à la visite au Vatican en tant que représentante de la province de Québec au sein de la délégation de l'Assemblée des Premières Nations afin de conseiller le pape sur une visite papale au Canada n'a pas été une décision que j'ai prise à la légère. Afin de mettre en évidence un dialogue ouvert et de soutenir les élèves et les membres affectés par l'Église catholique et l'héritage des pensionnats, j'ai estimé qu'il était important de créer l'espace dont les Premières Nations avaient besoin pour emprunter un chemin de guérison. L'expérience d'un élève au sein de ces horribles institutions était une expérience individuelle et j'ai estimé qu'il était important d'essayer de veiller à ce que nous reconnaissons ceux qui estimaient que cette présentation d'excuses était importante pour leur guérison ainsi que ceux qui estimaient qu'ils ne voulaient pas s'en-



Moose Management Meeting Ouje-Bougoumou, June 2022



gager. Toutes les réactions et réponses à cet événement étaient appropriées – et je veux reconnaître l'effet de ces « écoles » et créer un dialogue pour la guérison et libérer nos jeunes et nos enfants de leur héritage.

La visite papale et les excuses du pape ont également déclenché une réponse et une réaction de la part du Gouvernement canadien. Nous avons vu de nombreuses initiatives lancées partout au Canada et dans notre propre territoire cri; un travail acharné en vue de découvrir la vérité pour de nombre d'élèves et de vies perdues a été entrepris. Le ministre Marc Miller était présent pour reconnaître le financement des travaux à l'aide du géoradar au sein de la communauté de Chisasibi. Je tiens à reconnaître et à remercier la communauté d'avoir été une force motrice en vue de s'attaquer à l'héritage des pensionnats indiens présents sur le territoire d'Eeyou Istchee et pour avoir aidé à trouver les réponses importantes et nécessaires pour les élèves qui ont perdu leurs vies.

2SLGBTQIA+

Cette année a également été marquée par la mise en place d'un nouvel organisme pour les membres de la Nation crie 2SLGBTQIA+ dirigé par Scott Wabano, Geraldine Shecapio et Jo Marie Einish. J'ai également offert mon soutien à la participation de Scott Wabano au défilé de la Semaine de la mode de New York et de sa marque de vêtements non genrés Wabano X. Ce fut un moment important et historique de voir nos jeunes briser les barrières et ouvrir de nouvelles voies possibles pour l'emploi et représenter l'art et la culture de la Nation crie.

Le Bureau de la Grande Cheffe a pris l'engagement de protéger les droits des Eeyou – cela signifie que toutes les personnes relevant de la Nation crie, quel que soit leur âge, leur sexe ou leur orientation sexuelle. C'est un objectif de ce bureau de gouverner dans le meilleur intérêt de tous et de fournir l'espace pour exercer leurs droits en tant que membres de la Nation crie. Nous sommes ici pour fournir un accès égal et équitable à tous les membres et cela est entrepris en ouvrant la voie de l'inclusivité.

RELATIONS ENTRE LES NATIONS

La Nation crie a entrepris une campagne en vue d'établir des relations au-delà des frontières d'Eeyou Istchee. L'Entente sur la récolte du caribou a permis d'établir une relation et un engagement améliorés avec la Nation innue. Une délégation de la Nation crie a effectué une visite de nation à nation à la communauté de Matimekush-Lac John et au chef Réal McKenzie pour aborder la mise en œuvre continue de l'entente et d'autres domaines potentiels de collaboration. Nous avons également rendu visite à la Nation naskapi et fait une tournée de la communauté. Notre partenariat et notre engagement aux forums permanents avec les Inuits, les Naskapis et les Innus de Pekuakamiulnuatsh sont des engagements de la Nation crie à tisser des liens économiques et culturels basés sur les liens traditionnels autrefois entretenus entre nos nations.

GOVERNANCE ET CONSTITUTION CRIE

En 2022-2023, la Nation crie a amorcé les premières étapes d'un examen de sa gouvernance. Nous avons organisé un atelier sur la gouvernance et accueilli des présentations du signataire de la CBJNQ, Philip Awashish, sur les négociations et l'intention sous-jacente à l'élaboration de cette entente. Nous avons également été les hôtes d'une présentation de la part d'anciens dirigeants, le Dr Matthew Coon Come, le Dr Ted Moses et le Dr Bill Namagoose, qui ont partagé leur point de vue sur le processus décisionnel et l'évolution de la Nation crie. De nombreuses et précieuses leçons et connaissances ont été partagées avec les administrateurs et les membres du Conseil. Nous attendons avec impatience les prochaines étapes de cette importante initiative et nous engageons nos communautés dans des visites communautaires qui examineront notre modèle de gouvernance et l'amélioration de la Constitution crie.

Ces activités sont quelques-uns des faits saillants des activités de mon bureau et nous sommes impatients de partager davantage d'entre elles grâce à une nouvelle plateforme – le lancement d'un site Web pour mon bureau. C'est un honneur de gouverner la Nation crie et il est de mon devoir de soutenir les communautés cries et de collaborer avec elles pour répondre aux besoins de la Nation crie. Je suis reconnaissante d'avoir l'occasion de travailler pour Eenouch/Eeyouch et je prends des mesures pour faire avancer les points pour lesquels les membres cris ont voté. Je vous invite à consulter le bilan à mi-parcours des actions que nous avons entreprises pour les mettre en œuvre. Je tiens à témoigner toute ma reconnaissance et mon appréciation au personnel et aux administrateurs qui font avancer les choses au sein du gouvernement de la Nation crie et pour leur engagement à répondre aux besoins de la Nation crie d'Eeyou Istchee.

Au nom de ma famille et de mon époux, je tiens également à remercier les membres pour le soutien, la sagesse et les conseils qu'ils ont offerts à mon bureau et à ma famille. Nous ne serions pas en mesure d'entreprendre cet important travail et cette contribution à l'avenir d'Eeyou Istchee sans leur précieux soutien.

ᑭᓄᓐ, Miikwehch, Merci,

ᑭᓄᓐ ᑭᓄᓐ-ᑭᓄᓐ, Mandy Gull-Masty
ᑭᓄᓐ ᑭᓄᓐ, Grande Cheffe/Présidente

GRAND CHIEF'S EVENTS 2022-2023

1. Pilgrimage to Rome, *Italy, April 1, 2022*
2. CBC Maamuitau interview regarding Pope pilgrimage, *Montreal, April 3, 2022*
3. Museum of Civilization - Press Event & Screening of Eeyou Istchee: An Invitation to Live the Land, *Quebec City, April 7, 2022*
4. Chisasibi signing CWEIA and Nishiyuu signing ceremonies, *Chisasibi, April 12, 2022*
5. MOU signing (Cree/Inuit/Naskapi), *Gatineau, April 22, 2022*
6. Legislative and Administrative Strategic Planning, *Harrington, Ontario, April 25 to 28, 2022*
7. AFNQL Presentation on Trip to Rome, *Montreal, April 28, 2022*
8. Meeting with Hydro - Strategic Plan meeting with Sophie Brochu, *Montreal, April 29, 2022*
9. Indigenomics Conference, *Vancouver, May 19 and 20, 2022*
10. Maamuu Wiicheutuwin Meeting, *Mashteuiatsh, May 27, 2022*
11. Forestry MOU signing, *Montreal, June 2, 2022*



GRAND CHIEF'S EVENTS 2022-2023



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GRAND CHIEF'S EVENTS 2022-2023

22. Budget 2021 on Infrastructure for Housing- CNG-Canada Press Release, *Chisasibi, July 21, 2022*
23. Quebec City Pope Visit, *Quebec City, July 27 to 29, 2022*
24. Signing of PDA - Wallbridge/Washaw Sibi and Waskaganish, *Gatineau, August 3, 2022*
25. Administrative Strategic Planning Meeting at Camp Louis Jolliet, *Lac Louis Jolliet, 2022-23*
26. 5th Annual Kate Sharl Foundation Golf Benefit, *Gatineau, August 13, 2022*





GRAND CHIEF'S EVENTS 2022-2023

- 32. Climate week, *New York City, September 20 to 23, 2022*
- 33. Philanthropic foundations of Canada, *Montreal, October 3 and 4, 2022*
- 34. Indigenous Leadership: Being an agent of change for your nation, *Val-d'Or, November 15, 2022 (no photo)*
- 35. Meeting with Lac Simon Council, *Val-d'Or, November 17, 2022*
- 36. Cree Lumber Sawmill Inauguration, *Waswanipi, November 24, 2022*
- 37. Special Needs Symposium, *Gatineau, November 29 to December 1, 2022*
- 38. Christmas Staff Dinner, *Gatineau, December 7, 2022*
- 39. COP15-SNAP-Underlying Causes of Biodiversity Loss, *Montreal, December 8 and 13, 2022*
- 40. End Year Comprehensive Review of Cree Negotiations, *Montreal, December 14, 2022 (no photo)*





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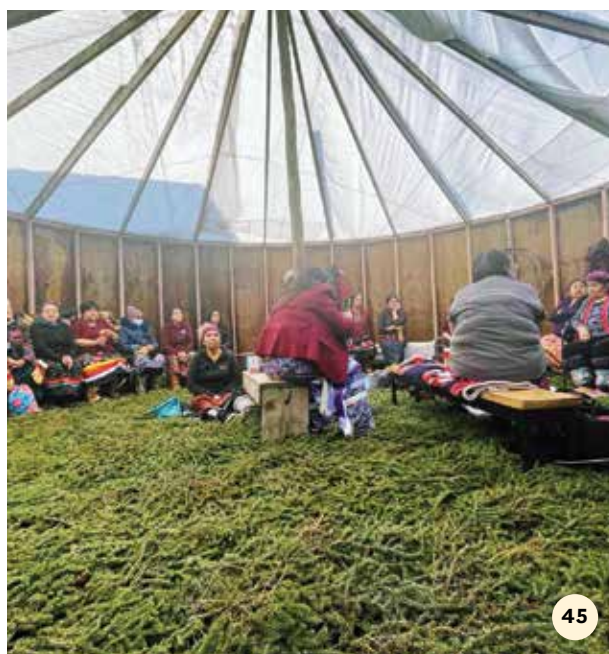
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GRAND CHIEF'S EVENTS 2022-2023



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- A group of four people (three men and one woman) are seated on a stage. The stage is decorated with a large evergreen tree in the foreground and a backdrop featuring a canoe and birds. The man on the far right is wearing a blue jacket and a medal. The woman is seated in the center, and the man next to her is wearing a blue jacket. The man on the far left is wearing a plaid shirt. The stage is decorated with a large evergreen tree in the foreground and a backdrop featuring a canoe and birds. The man on the far right is wearing a blue jacket and a medal. The woman is seated in the center, and the man next to her is wearing a blue jacket. The man on the far left is wearing a plaid shirt.





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A portrait of a man with short dark hair, wearing a traditional yellow fringed jacket with floral embroidery and a large circular medallion necklace. The photo is credited to Jessica Otter.

Photo: Jessica Otter

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

Norman A. Wapachee



IT IS A PLEASURE TO REPORT ON OUR 2022-2023 ACTIVITIES TO THE MEMBERS OF THE CREE NATION OF EYYOU ISTCHEE. THIS PAST YEAR, OUR LEADERSHIP WORKED WITHIN THE SPIRIT OF “MAAMUU: BUILDING FOR THE FUTURE WITH HONOUR TO THE PAST” IN ALL DOMAINS WITHIN THE PROCESS OF DECOLONIZATION AND THE RE-BUILDING OF OUR CREE NATION



A vertical photograph of a snowy winter landscape. The foreground is a vast, flat, snow-covered field. In the middle ground, there is a dense line of evergreen trees heavily laden with snow. The background is a bright, overexposed sky.

to the modern political minds. At a Restorative Justice Gathering in Chisasibi in the late 1990s, I was standing outside with late Elder Robbie Matthews. He described the traditional system of Eeyou governance,

“a long time ago, we didn’t have the Grand Council nor Chief and Councils. Eeyou lived out on the land. Everyone – men, women, elders, and youth – knew their role, each were governed by traditional values, and each contributed towards the well-being of our society”.

His description captured the life of our people before the JBNQA, one of courage, independence, and determination. It is this mindset we must not allow to erode from our contemporary mindset. Our courage to continue our journey towards self-reliance and independence must continue.

OUR CHALLENGES OF TODAY

The JBNQA modernized our world. Our way of thinking has changed. Since 1975, our past leadership worked extensively to protect, promote, and advance Cree rights in all aspects of nation-building. Like the challenges other Indigenous peoples face, our challenges are no different.

One challenge we face today is Quebec’s refusal to fully implement the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP). Premier Legault has refused to recognize the right of self-determination for the Indigenous peoples of Quebec, thinking that we would have veto to stop resource development projects within Eeyou Istchee. Regardless of this obstacle, we must continue to assert and exercise this fundamental right to be able to determine the destiny of our Cree Nation, our ancestral lands, and our communities.

Throughout the past four decades we have certainly felt the impacts of globalization. The world demand for our natural resources – minerals, timber, water, and other valuable resources – has been increasing over the years. We, the traditional inhabitants of our ancestral lands, must continue to live within a diversified economy. However, we must remember that it is our sacred responsibility to protect, preserve, and promote the health of our ancestral lands because it is the foundation of our identity, culture, traditions, customs, and language. We must remember that Eeyou Istchee is still the number one provider of our fundamental needs.

CREE GOVERNANCE AND CONSTITUTION

Since the imposition of colonial laws and prior to the 1975 JBNQA we were governed by the Indian Act; and subsequently, the Cree Naskapi Act – an Act that allowed us to exercise more autonomy over our internal affairs. In the not-so-distant past, our former leaders secured a *Governance Agreement* and a *Cree Constitution* that allows us to assert more governance and autonomy over our internal and external affairs. These legal instruments allow us to continue our journey towards the rebuilding of our Eeyou Eenuu nation. As we increase our law-making powers within Cat I lands, we must assume greater responsibility. We must ensure our core Eeyou/ Eenuu values and principles are incorporated into our

modern system of Cree governance and enshrined within our Cree Constitution. We as a Nation have work to do.

This year, our leadership has commenced basic framework discussions with Chiefs/ Reps on revamping the current system of Cree Governance and Constitution. It is our aim to enhance internal operations within the CNG and enhance its relationships with Cree communities/ entities and bodies. It is our mission to ensure that the process will encourage and promote the spirit of participatory democracy in all spheres of nation-building.

This CNG 2022-’23 Annual General Assembly (AGA) is a prime example. Currently, you are witnessing a change in the format of our AGAs. The CNG AGA format we used for four decades did not allow much time and membership input into the process. This new format will allow greater participation of our communities, entities and organizations in major planning and decision-making in our nation-building process.

Grand Chief Mandy Gull-Masty, and I will begin our community tours. You will hear more about this throughout the year. This will be another historic opportunity for all members in each community to participate in the decolonization/ nation-building process. It will definitely be an opportunity to empower the future of our Cree Nation.

EYYOU MARINE REGION LAND CLAIMS AGREEMENT (EMRLCA)

Shortly after the elections, I was immediately involved in files related to the Eeyou Marine Region Land Claims Agreement (EMRLCA); National Marine Conservation Area (NMCA), activities related to Department of Fisheries and Oceans (DFO), and Canadian Coast Guard (CCG) within the ERM region. Based on the discussions with people involved, it became apparent that there were challenges to breathe life into the EMRLCA. With the support of our Federal-Indigenous Relations Director Mrs. Tina Petawabano, we held strategic planning sessions with various groups involved. The purpose of these sessions was to improve the understanding of the Agreement and establish a better working relationship between the CNG and the EMR boards. It is important for the CNG to be actively involved in addressing issues related to the implementation of the EMRLCA.

It is in the interest of the CNG to pursue additional funding under the next 10-year agreement with Canada and create new positions within the CNG. This would include a CNG-EMR liaison position, and in other areas where needed. It is also our aim to create a special forum for coastal communities to share information and increase better coordination on common issues.

CREE ECONOMY

Alluding to the JBNQA, Paix des Braves, IBAs in the mining industry and MOU in the forestry sector, Grand Chief Mandy Gull-Masty assembled all Cree economic vehicles together. It is our mission to work together in finding ways to identify and increase economic opportunities that will stimulate our Cree economy within our communities as well as in Category II and III lands. Our leadership is in the process of creating

We are also in the early process of fostering economic relations with other Indigenous peoples in Quebec. This past year we have begun creating an environmentally friendly atmosphere between Cree, Innu, Atikamekw, and Algonquins. We came together with a deeper understanding of our common issues, the need to create healthy social and economic relationships with a deep desire to create a brighter future for First Nation communities in Quebec.

This project came out from the office of Grand Chief Mandy Gull-Masty. The motive behind this project derived from public concerns regarding Grande Alliance. In times of uncertainty, the leadership undertook a CBS to better understand global impacts industrialism has had on Eeyou Istchee and the Cree way of life since the JBNQA.

In addition, a small team of Cree facilitators were engaged to carry out community consultations. These consultations involved multiple sessions with various focus groups – youth, elders, hunters/trappers, etc. – in the communities of Waswanipi and Chisasibi. These sessions were intended to obtain reflections directly from the communities/land users on the impacts of industrialism.

Once the CBS project is completed, a condensed report will be prepared for CNG and local leaderships. The tools created throughout the implementation of the CBS will be part of the Cree Nation Research Institute assets for future research. You will hear the second phase of CBS soon.

In August of 2022, I received a directive from the CNG Executive Committee to create a Working Group that would carry out the preliminary work needed to create the CNRI. We hired internal support, set up internal meetings and had preliminary discussions with the CSB and CHBSS. Our team did preliminary research on various models of Indigenous research institutes, governance structures and permitting process. Our team had also prepared questionnaires for internal/ external consultations with various Cree and other Indigenous entities such as CNG Environment Department; Attaniuvik (Nunavik); CSB; CHBSSJB and Aanischaaukamikw. These internal and external consultations will be ongoing this summer.

In the fall, we will hold a regional forum on the creation of the CNRI. Based on the results, it will help us come up with a proposed governance structure. In addition, based on the results of the questionnaires, we will be able to produce a proposed Cree research policy, permitting process and research agreements.

In conclusion, I would like to take this opportunity to thank our Creator for placing our ancestors on the soil of Eeyou Istchee – the birthplace of our identity, culture, and language. I would also like to thank our ancestors, elders, and our past leaders for their remarkable wisdom, knowledge, and guidance in our on-going efforts to decolonize and rebuild our Cree Nation.

Finally, I wish to congratulate Dr. Bill Namagoose for the numerous successful years he has led our CNG directors, managers, employees, and staff. Throughout his leadership, we have attained numerous accomplishments that led us to increase elements of Cree governance. These achievements permit us to build a better future for ALL Eeyouch/ Eenouch of Eeyou Istchee.

Norman A. Wapachee
Deputy Grand Chief



Message du GRAND CHEF ADJOINT/ VICE-PRÉSIDENT

Norman A. Wapachee



C'EST UN PLAISIR QUE DE FAIRE RAPPORT AUX MEMBRES DE LA NATION CRIE D'EYYOU ISTCHEE DE NOS ACTIVITÉS RÉALISÉES EN 2022-2023. AU COURS DE LA DERNIÈRE ANNÉE, NOS DIRIGEANTS ONT TRAVAILLÉ DANS L'ESPRIT DE « MAAMUU : BÂTIR POUR L'AVENIR EN FAISANT HONNEUR AU PASSÉ » DANS TOUS LES ASPECTS DU PROCESSUS DE DÉCOLONISATION ET DE RECONSTRUCTION DE NOTRE NATION CRIE.

Tout au long de l'avancement de nos travaux, nous nous sommes souvent tournés vers le passé pour y trouver l'inspiration afin de renforcer l'unité crie alors que nous poursuivons notre cheminement vers un avenir meilleur et plus brillant. Dans ce processus de décolonisation et d'édification de la Nation, nos dirigeants ont toujours veillé à ce que nos valeurs fondamentales, nos principes et notre vision qui gouvernaient nos ancêtres, nos grands-parents et nos anciens dirigeants soient respectés, conservés et appliqués à toutes les phases afin d'honorer le passé tout en construisant l'avenir de notre Nation crie.

Sous la direction de la Grande Cheffe, madame Mandy Gull-Masty, nos bureaux ont travaillé en étroite collaboration avec nos communautés, nos entités/organismes cris internes et les dirigeants et communautés autochtones externes.

RENFORCER L'UNITÉ ET DÉVELOPPER LES RELATIONS

Au sein du camp cri, nous avons travaillé avec les chefs/représentants cris de la Côte et de l'Intérieur, les présidents de la Commission scolaire crie (CSC), du Conseil cri de la santé et des services sociaux (CCSSS) et d'autres entités/organismes cris dans un large éventail de questions et d'intérêts communs. Il était important que les dirigeants cris poursuivent leur engagement dans une approche intégrée de l'édification de la Nation afin que nous puissions mieux comprendre nos besoins actuels et futurs au sein du Gouvernement de la Nation crie (GNC), de nos communautés et de notre Nation crie dans son ensemble. L'unité crie a toujours été notre force dans l'avancement de nos droits politiques vers l'autonomie gouvernementale et l'autodétermination afin de maintenir notre identité en tant qu'Eeyou/Eenou d'Eeyou Istchee.

À l'extérieur de notre camp cri, nous continuons d'entretenir des relations avec nos frères et sœurs inuits au-delà du 49e parallèle. Nous en sommes également au début du processus d'établissement de relations avec d'autres peuples autochtones qui bordent Eeyou Istchee – les Innus, les Atikamekw et les Algonquins. Pour bâtir ces relations, il

était important que la Grande Cheffe Mandy Gull-Masty participe aux rencontres de l'Assemblée des Premières Nations du Québec et du Labrador (APNQL). La présence des Cries à l'APNQL et à d'autres rassemblements était importante. Notre mission est de veiller à ce que ces relations extérieures soient fondées sur le respect mutuel, le partenariat et la coopération entre les parties afin de résoudre des problèmes communs et de faire progresser les droits collectifs de tous les peuples autochtones du Québec.

En tant que leaders contemporains, notre force unifiée, notre vision et l'esprit d'UNITÉ avec la terre doivent continuer. Nous devons admettre et reconnaître que la vie de nos ancêtres et de nos aînés a été difficile avec de nombreuses épreuves pour assurer la survie de notre Nation crie. Ces épreuves nous ont donné la force et le courage de continuer à aller de l'avant. Nous avons été façonnés par la survivance et la résilience face au colonialisme et à l'industrialisme.

DANS LE PASSÉ

Malgré ces épreuves, nos ancêtres vivaient dans une coexistence pacifique avec TOUTE vie en Eeyou Istchee. Comme nos ancêtres, nos grands-parents entretenaient un lien spirituel profond avec les terres, les eaux, la faune et d'autres ressources. Il était important de maintenir l'équilibre nécessaire pour s'assurer qu'une VIE de réciprocité se poursuive au sein d'Eeyou Istchee. Notre système traditionnel de gouvernance était sophistiqué et complexe pour les esprits politiques modernes. Lors d'un rassemblement sur la Justice réparatrice à Chisasibi à la fin des années 1990, je me tenais dehors avec le regretté aîné Robbie Matthew. Il décrivait alors le système traditionnel de gouvernance Eeyou :

« Il y a longtemps, nous n'avions ni Grand Conseil ni Chef et ni Conseils. Les Eeyou vivaient sur la terre. Tous – hommes, femmes, aînés et jeunes – connaissaient leur rôle, chacun était gouverné par des valeurs traditionnelles et chacun contribuait au bien-être de notre société ».

La CBJNQ a modernisé notre monde. Notre façon de penser a changé. Depuis 1975, nos anciens dirigeants ont beaucoup travaillé pour protéger, promouvoir et faire progresser les droits des Cris dans tous les aspects de l'édification de la Nation. Comme les défis auxquels font face les autres peuples autochtones, nos défis ne sont pas différents.

Au cours des quatre dernières décennies, nous avons certainement ressenti les effets de la mondialisation. La demande mondiale pour nos ressources naturelles – minéraux, bois, eau et autres ressources précieuses – a augmenté au fil des ans. Nous, les habitants traditionnels de nos terres ancestrales, devons continuer à vivre au sein d'une économie diversifiée. Cependant, nous devons nous rappeler qu'il est de notre responsabilité sacrée de protéger, de préserver et de promouvoir la santé de nos terres ancestrales, car c'est le fondement de notre identité, de notre culture, de nos traditions, de nos coutumes et de notre langue. Nous

LA GOUVERNANCE ET LA CONSTITUTION CRIE

Cette année, nos dirigeants ont entamé des discussions de fond avec les chefs/représentants sur la refonte de notre système actuel de gouvernance et la Constitution cri. Notre objectif est d'améliorer les activités intérieures au sein du GNC et d'améliorer ses relations avec les communautés/entités et organismes cris. Notre mission est de veiller à ce que le processus encourage et promeuve l'esprit de démocratie participative dans toutes les sphères de l'édification de la Nation.

La présente assemblée générale annuelle (AGA) 2022-2023 du GNC en est un excellent exemple. Actuellement, vous êtes les témoins d'un changement dans le format de nos AGA. Le format de l'AGA du GNC que nous avons utilisé pendant quatre décennies ne laissait pas beaucoup de temps et de contribution des membres dans le processus. Ce nouveau format permettra une plus grande participation de nos communautés, entités et organismes dans la planifi-





Étude culturelle de base

cation et la prise de décisions majeures dans notre processus de construction de la Nation.

La grande cheffe Mandy Gull-Masty et moi, nous allons commencer nos tournées des communautés. Vous en entendrez parler tout au long de l'année. Ce sera une autre occasion historique pour tous les membres de chaque communauté de participer au processus de décolonisation/d'édification de la Nation. Ce sera assurément une occasion de stimuler l'avenir de notre Nation crie.

ENTENTE SUR LES REVENDICATIONS TERRITORIALES DE LA RÉGION MARINE D'EYYOU (ERTRME)

Peu de temps après les élections, j'ai été immédiatement impliqué dans des dossiers liés à l'Entente sur les revendications territoriales de la région marine d'Eeyou (ERTRME); l'Aire marine nationale de conservation (AMNC), les activités liées au ministère des Pêches et des Océans (MPO) et à la Garde côtière canadienne (GCC) dans la RME. Sur la base des discussions avec les personnes impliquées, il est devenu évident qu'il y avait des défis à relever pour donner vie à l'ERTRME. Avec le soutien de notre directrice des relations fédérales et autochtones, madame Tina Petawabano, nous avons tenu des séances de planification stratégique avec les différents groupes impliqués. Le but de ces séances était d'améliorer la compréhension de l'Entente et d'établir une meilleure relation de travail entre le GNC et les conseils d'administration de la RME. Il est important que GNC participe activement à la résolution des problèmes liés à la mise en œuvre de l'ERTRME.

Il est dans l'intérêt du GNC de rechercher du financement additionnel dans le cadre de la prochaine entente de 10 ans avec le Canada et de créer de nouveaux postes au sein du GNC. Cela comprendrait notamment un poste d'agent

de liaison GNC-RME, ainsi que dans d'autres domaines, si nécessaire. Notre objectif est également de créer un forum spécial pour les communautés côtières afin de partager de l'information et d'améliorer la coordination sur les problèmes communs.

L'ÉCONOMIE CRIE

Faisant allusion à la CBJNQ, à la Paix des Braves, aux Ententes sur les répercussions et les avantages (ERA) dans l'industrie minière et aux protocoles d'entente dans le secteur forestier, la Grande Cheffe Mandy Gull-Masty a réuni tous les véhicules économiques criés. Notre mission est de travailler ensemble pour trouver des moyens d'identifier et d'augmenter les possibilités de développement économique qui stimuleront notre économie crie au sein de nos communautés ainsi que dans les terres de catégories II et III. Notre leadership est en train de créer une politique économique régionale crie qui sera appliquée dans tous les secteurs de développement économique. Cette collaboration facilitera un cheminement économique réaliste pour les entreprises locales criées et la croissance économique au sein d'Eeyou Istchee. Pour nos dirigeants, notre mission est de bâtir une économie circulaire crie saine et durable, une économie qui augmente notre désir et notre confiance de poursuivre notre cheminement vers l'autonomie et l'indépendance.

Nous en sommes également au début d'un processus de promotion des relations économiques avec d'autres peuples autochtones du Québec. Depuis un an, nous avons commencé à créer une atmosphère favorable à l'environnement entre les Cries, les Innus, les Atikamekw et les Algonquins. Nous nous sommes réunis, animés d'une compréhension plus profonde de nos enjeux communs, de la nécessité de

HALF TERM REPORT CARD



1

Increase of 2.4 million dollars in funding for Cree entities – Cree Trappers' Association, Nishiiyuu Council of Elders, Cree Nation Youth Council and Cree Women of Eeyou Istchee Association.



2

Support for creation of Residential School Coordination and commitment of support for implementation of the Truth and Reconciliation's Calls to Action. Creating space to address the healing process for the residential school survivors.

3

Enhanced Cree Language Funding support for Commission – supporting the work of the commission.



4

Forestry Chiefs Leadership table to address the communities impacted by forestry activities.

5

Moose Management Guidelines – based on the input of cultural and traditional practices of the tallymen and land users.



The support and work of creating an enhanced cultural programming and services has been a huge endeavor for the leadership and this commitment is further reflected in the administration's undertaking. Creating a new approach and making change is an important commitment to the members.



6

Purchase of space for new Cree Wachiya store to be launched in Old Port district.

7

Year of Support to Special Needs Members and their families – awareness campaign launched in collaboration with the Cree Health Board and Cree School Board.



8

Expansion of Corporate Services to better serve the Board/Council members and create transparency to external bodies and members.

9

Cree Governance Workshops for Cree Nation Government and Board/Council to review the Cree Nation Government governance and enhance the Cree Constitution.



10

2SLGBTQIA+ awareness by supporting initiatives and public campaign awareness.



HALF TERM REPORT CARD



11

Enhanced Inter-nation relations and connections across Quebec: Working to create relationships with other Indigenous nations for economic opportunity and awareness.



12

Cree – Inuit – Naskapi Permanent Forum Signing.

13

Cree Medal Acts of Service Establishment – recognition of acts of service to the Cree nation



14

MoCreebec Support and MOU signing.

15

Joint Leadership and Directors Planning – working with the administration to enhance the planning and delivery of services from the organization.





16

Cree Cultural Baseline Study Support – gathering information to reflect on the changes in the Cree way of life impacted by development and change in Eeyou Istchee.

17

Moose Management Working Committee – reviewing the impact on Moose in zone 17 and working creating moose management guidelines.

18

Policing Working committee – collaboration on the assessment of policing services and enhanced community working relationship.

19

Election Review By Law Committee – established to review the Cree Nation election by law and structure for elections.

20

Cree Naskapi Governance Review Committee – reviewing the role of the Cree Naskapi Commission, mandate and responsibilities of the act.



Message from the **EXECUTIVE DIRECTOR**

Davey Bobbish



ON THIS, MY FIRST ANNUAL REPORT AS EXECUTIVE DIRECTOR OF THE GRAND COUNCIL OF THE CREES (EYYOU ISTCHEE)/CREE NATION GOVERNMENT, I WISH TO THANK THE CREE LEADERSHIP FOR THE TRUST THEY HAVE PLACED IN ME TO ASSUME THIS KEY POSITION WITHIN THE CREE NATION.

At the outset, I would like to acknowledge the great work of my predecessor Bill Namagoose and his steady hand on the helm of our Cree Nation Government for over three decades. During that time, Bill oversaw a seismic transformation of the Grand Council of the Crees (Eeyou Istchee) and Cree Nation Government to become the great organizations that we have today.

Bill left big shoes to fill. Over the years, he helped chart a new course for the Cree Nation throughout the challenging years following the signing of the *James Bay and Northern Quebec Agreement* (JBNQA), all the way through to the new relationship agreements with Quebec in 2002 and Canada in 2008, and the governance agreements with Quebec in 2012

and Canada in 2017. On his watch, and with the leadership of our Grand Chiefs, the Cree Nation has assumed greater responsibility and autonomy for the governance of our own affairs, including for our community, social and economic development. At the same time, the Cree Nation has strengthened our relations with Quebec and Canada, no mean feat.

The Federal New Relationship Agreement (NRA) of 2008 marked a turning point in Cree-Canada relations. The Federal NRA and the Cree Nation Governance Agreement of 2017 have settled most of the outstanding governance and fiscal issues between the Crees and Canada. The Cree-Canada Standing Liaison Committee established by the Federal NRA



Photo: Katherine Dehm

The Standing Liaison Committee has presented an opportunity to develop and maintain a strong working and administrative relationship between the Executive Director of the Cree Nation Government and a senior federal official at an Assistant Deputy Minister level, as intended under the Federal NRA.

As part of my mandate, I will continue to strengthen the relationship developed over many years between the Executive Director and key federal officials. And this will become increasingly important as we approach the renewal of key agreements in 2026-2028.

Federal NRA and carries out the assumed federal JBNQA responsibilities until the start of these discussions in 2026 will significantly affect the outcome of the renewal of this Agreement in 2028. As such, much work is already being done currently to prepare for these renewal discussions.

Before assuming my present position, I served as Chief, Director General and Treasurer of the Cree Nation of Chisasibi, our largest Cree community and the one most impacted by hydroelectric development. Our community had two residential schools, and like other communities, we have had to deal with the erosion of our language and culture, while trying to balance our traditional way of living with land and resource development.

I can relate to the needs and circumstances of the Cree communities, including the need to protect our Cree rights, defend our interests, revitalize our language and culture and ensure the wellbeing of our members, including our youth and elders.

We are now at an important juncture in our relationship with Canada. Although we have settled most of the outstanding governance and fiscal issues between the Crees and Canada, we are approaching the renewal of key funding agreements, including the Federal NRA, the O&M Agreement, the Capital Grants Agreement, and various federal funding agreements to support the police, Cree human resource development and childcare.

culture and ensure the wellbeing of our members, including our youth and elders. These form part of the priorities of Grand Chief Mandy Gull-Masty, and I will make every effort to support her work in these fields.

I am honoured to serve our Cree Nation. Under our Grand Chief and Cree leadership, I will continue to build on the good work of my predecessor Bill Namagoose, and help prepare our Cree Nation to face an exciting future.

In closing, I wish to thank all the Directors General/ Directors of Operations, Treasurers and other community capital planning personnel for their great collaboration. I would also like to thank the Directors and employees of the Cree Nation Government, as well as our advisors and other professionals, for their great work and continued dedication to our Cree Nation.

ANNUAL REPORT 2022-2023

THE CREE NATION OF WASHAW SIBI



DURING 2022-23, THE CREE NATION GOVERNMENT HAS CONTINUED TO PROVIDE ESSENTIAL CORE FUNDING TO ENABLE THE CREE NATION OF WASHAW SIBI TO UNDERTAKE THE IMPORTANT WORK OF LAYING THE GROUNDWORK FOR THE PLANNING AND CONSTRUCTION OF THE FUTURE WASHAW SIBI VILLAGE.

The focus of the leadership of the Cree Nation of Washaw Sibi has been the securing of a suitable site for constructing the future village. The leadership is determined to move substantially forward during 2023-24 and position Washaw Sibi to undertake critical planning activities leading to the construction phase as soon as possible. An agenda has been developed during the 2022-23 fiscal year which includes presenting to the members a limited number of sites for their consideration at a Special Members Meeting scheduled to take place in June 2023. The objective of this meeting will be to have the members make a final decision on a site.

Although the search for a suitable site for the future Washaw Sibi village has taken place in a very complex political landscape involving the interests and the claims of neighbouring Indigenous communities, as well as other considerations, the leadership believes that among the options to be presented to the members there are those where such potential obstacles are minimal, and which could propel the community to progress toward concrete steps to realize their long-held vision of having their own village where they would not fear the loss of their Cree culture and language.

In support of these efforts to make progress on all fronts, the leadership of the Cree Nation of Washaw Sibi has secured commitments from several Cree First Nations to transfer a small portion of their respective Category I Lands to Washaw Sibi which will eventually be applied to the site that will be selected. Several of the Cree First Nations will be presenting the question of a transfer of Category I Lands to its members in their upcoming 2023 Annual General

Assemblies. The availability of Category I Lands for Washaw Sibi represents a significant milestone for the community, and it also reflects the robustness of the Cree Nation's governance system to be able to address the important matters that come before it. This initiative positions Washaw Sibi very well to be able to construct their village in anticipation of their eventual incorporation into the *James Bay and Northern Quebec Agreement*.

The various conditions and milestones that need to be in place for Washaw Sibi to make very substantial progress are aligning well, and we look forward to hearing the report of Washaw Sibi to the Cree Nation Annual General Assembly in the Summer of 2023.

While these important foundational steps are being taken, Washaw Sibi has continued during the 2022-23 fiscal year to take advantage of employment, contracting and financial benefits stemming from the exploration work being carried out by Wallbridge Mining Company at its Fenelon property. In view of various overlap issues associated with the site of these mining activities, Washaw Sibi has worked very closely and collaboratively with the Waskaganish First Nation to ensure that benefits flowing from these mining activities flow equally to both communities. Additionally, both communities, working through their respective development corporations, have continued to work cooperatively with the Abitibiwinni First Nation to ensure that they also benefit from the mining activities at the Fenelon site.

In view of the sale of part of the Wallbridge property to the Archer Mining Company, the two communities have

The Cree Nation Government looks forward to the positive reports on the anticipated, and very substantial, progress that Washaw Sibi will be making in the near future toward the serious planning and construction phase for the future Washaw Sibi village. The Cree Nation Government will continue to support Washaw Sibi in addressing outstanding issues with Canada and Quebec, including the formal recognition and establishment of a new Cree First Nation, land related issues and financial support from these governments.





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Labrador tea

  **29**
EMPLOYEES

structuring the Department, enhancing IT team and end-user training, reinforcing security, developing IT strategy and governance, improving systems integration, and optimizing existing software.

We aspire to continue to grow as a trusted strategic partner to the CNG by adding value, being more proactive and efficient, offering reliable support and services and standardizing all IT-related activities and expertise. As we also strongly believe in building local presence and capacity, we support and seek to engage the IT resources in all Cree communities.

Focusing on People and Capacity Building

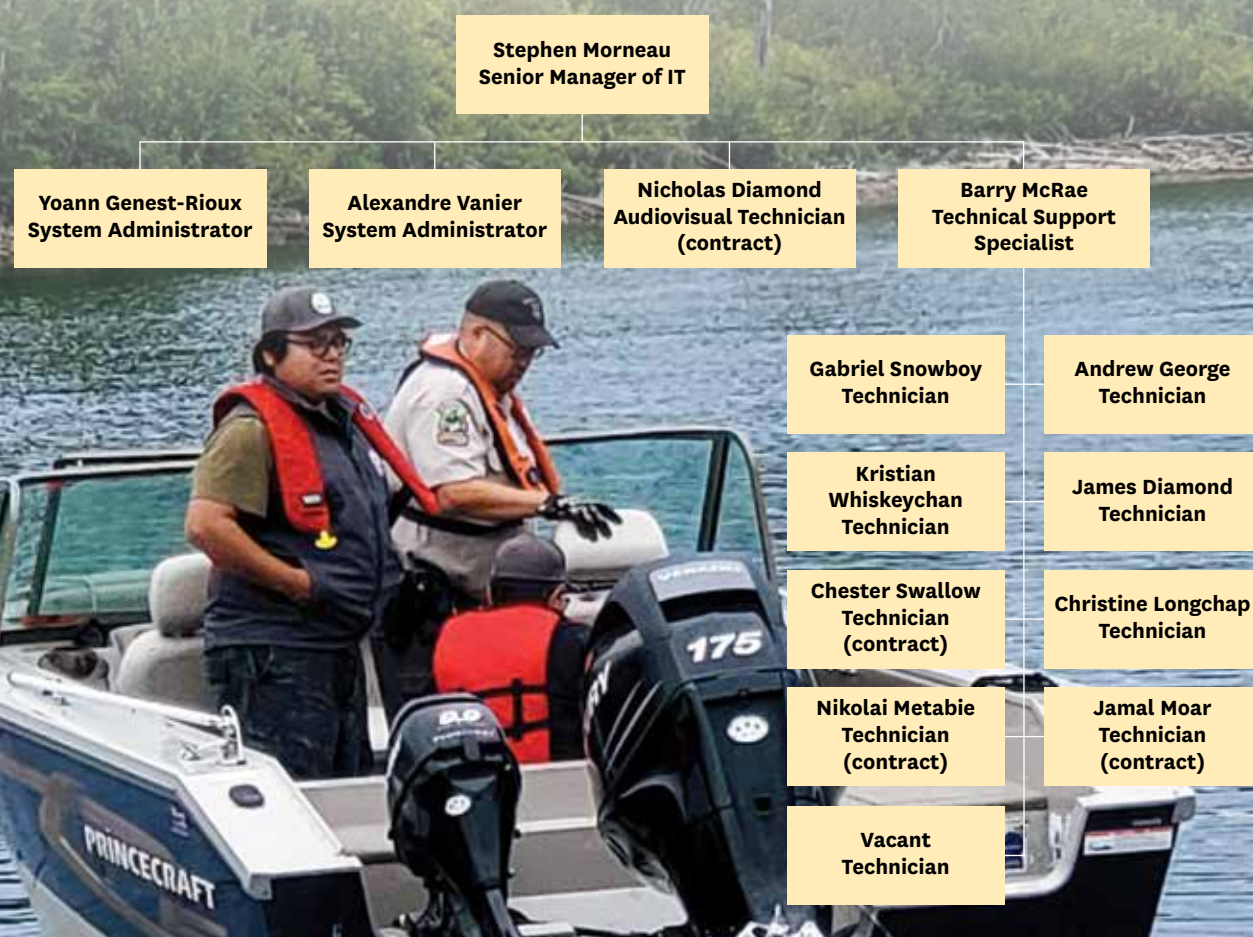
In our efforts to strengthen the Department and enhance our service levels, we welcomed three new full-time employees this year:

We were also able to increase collaboration with Cree Nation Government (CNG) departments, in keeping with our aim to provide all CNG employees with the most effective digital experience possible.

- Nicholas Diamond, Audiovisual Technician (contract), in Val-d'Or
- Yoann Genest-Giroux, System Administrator, in Montreal
- Gabriel Snowboy, Technician, in Chisasibi

In addition, true to our commitment to inspire and motivate Cree Youth, we welcomed Jonathan Mattawashish, Nathan Longchap, Cannon Diamond, Nikolai Metabie and

We received and analyzed the results of the two major assessments we commissioned. Among the key areas of focus are



Stephen Morneau
Senior Manager of IT

Yoann Genest-Rioux
System Administrator

Alexandre Vanier
System Administrator

Nicholas Diamond
Audiovisual Technician
(contract)

Barry McRae
Technical Support
Specialist

Gabriel Snowboy
Technician

Andrew George
Technician

Kristian Whiskeychan
Technician

James Diamond
Technician

Chester Swallow
Technician
(contract)

Christine Longchap
Technician

Nikolai Metabie
Technician
(contract)

Jamal Moar
Technician
(contract)

Vacant
Technician

Jamal Moar providing them with a taste for the labour world, understand the field of Information Systems and Technology, broaden their skills and experience being part of a team.

Although Jonathan Mattawashish, Nathan Longchap and Cannon Diamond are no longer working with us, we wish to acknowledge and thank them for their contribution.

Continuous skills development (both technical and soft skills) remained a priority for IT this year. As such, a first cohort was kicked off in January for a recognized IT technician certification program, for which we invited three technicians from the Mistissini band office and one from the Waswanipi band office. We are anticipating starting a second cohort before the end of the year.

In February, the team gathered in Montreal for an in-person meeting. This was a great opportunity to create awareness for and generate interest towards our Department's vision, to solidify our foundation of knowledge and processes, to strengthen teamwork, and have fun.

Optimizing Security

Cybersecurity awareness among all employees, and rigorous monitoring of all CNG levels of protection continued to be top of mind this year. Among the initiatives worth noting were the deployment of a cybersecurity awareness training for the nine community daycares, and the heightening of our network security through the implementation of a scanning device.

Refining Processes, Tools and Services

We continued to standardize and document processes this year, including training tools and tutorials, to increase efficiency, both for our team and for end users.

In addition, we made considerable efforts to ensure our clients had the right hardware and software. As examples, we initiated the installation of a state-of-the-art video-conferencing system, and upgraded most of the telecommunication system for the Eeyou Eenu Police Force and Department of Justice and Correctional Services.

The much-needed connection of the Whapmagoostui community was also completed this year, making it the last community to join our fiber-optics infrastructure.

Finally, we continued to grow our service catalogue (25-30% increase from last year) and we developed our new IT Onboarding process to be launched in the new year.

RECORDS AND INFORMATION MANAGEMENT (RIM)

The Records and Information Management (RIM) team reports significant advancement for the RIM project over the year. 2022-2023 marked another year of implementation for the RIM Project, where great strides have been made towards optimizing document management practices across the Cree Nation Government.

Antès Business Design Update

Antès is a company that specializes in Business Design, with strong expertise in defining the optimal use and structure of information within an organization. This marks the fourth year of the RIM team working with Antès Business Design on the Records and Information Project at Cree Nation Government.

The past fiscal year has been dedicated to deploying the RIM Project across multiple departments, as well as finalizing some of our early candidates.

Following the 6 steps designed by Antès in conjunction with the RIM team, 5 new departments have joined our initiative over the past year. Departments such as Social and Cultural Development, Commerce and Industry and the Office of Corporate Services have begun working with the RIM team on designing and implementing a new document management process leveraging the SharePoint platform.

As the project continues its deployment, Antès and the RIM team have readdressed some of the specificities surrounding document management for departments that were targeted in previous years. This year the focus was on streamlining and remodeling different processes and information structures to meet the changing needs of our departments. This is done with the aim of ensuring sustainability in the performance of our new data management system.

This year, we plan to create an information architecture for all active departments. There are an additional 4 departments targeted for 2023-24, namely, Environment and Remedial Works, Forestry, Quebec Indigenous Relations and Miyuuhpichinaausuwin Apatisiwin. Furthermore, completion of records and information management policies and procedures is targeted.

Another exciting milestone is forecasted for the coming year as we have begun our examination of a future archiving database for the Cree Nation Government. While SharePoint is a very powerful tool for active data management, an open-source archival database will enable us to apply the classification model and guidelines created to both physical and electronic archival records. This will benefit us in securing, maintaining, and increasing accessibility of archival information for all.

To conclude, this project will have a lasting impact on the Cree Nation Government by improving document management practices across the organization and facilitating sharing, collaboration, and accessibility of information for all. Project deliverables will set the foundation for future archives management by leveraging the SharePoint platform to constitute the basis of organized and compliant documentation. Subsequently, these foundations enable us to create and implement a centralized system that encompasses both active and archival records management, therefore, benefitting the Cree Nation Government as a whole.

EYYOU ISTCHEE LAND KEEPERS PROGRAMS/ WILDLIFE PROTECTION ASSISTANTS (EILK/WPA)

Background of EILK/WPA

In March 2019, the Cree Nation Government signed a two-year funding agreement with Quebec to conduct a pilot project that would initiate a program for the training and hiring of Wildlife Protection Assistants resources in Eeyou Istchee.

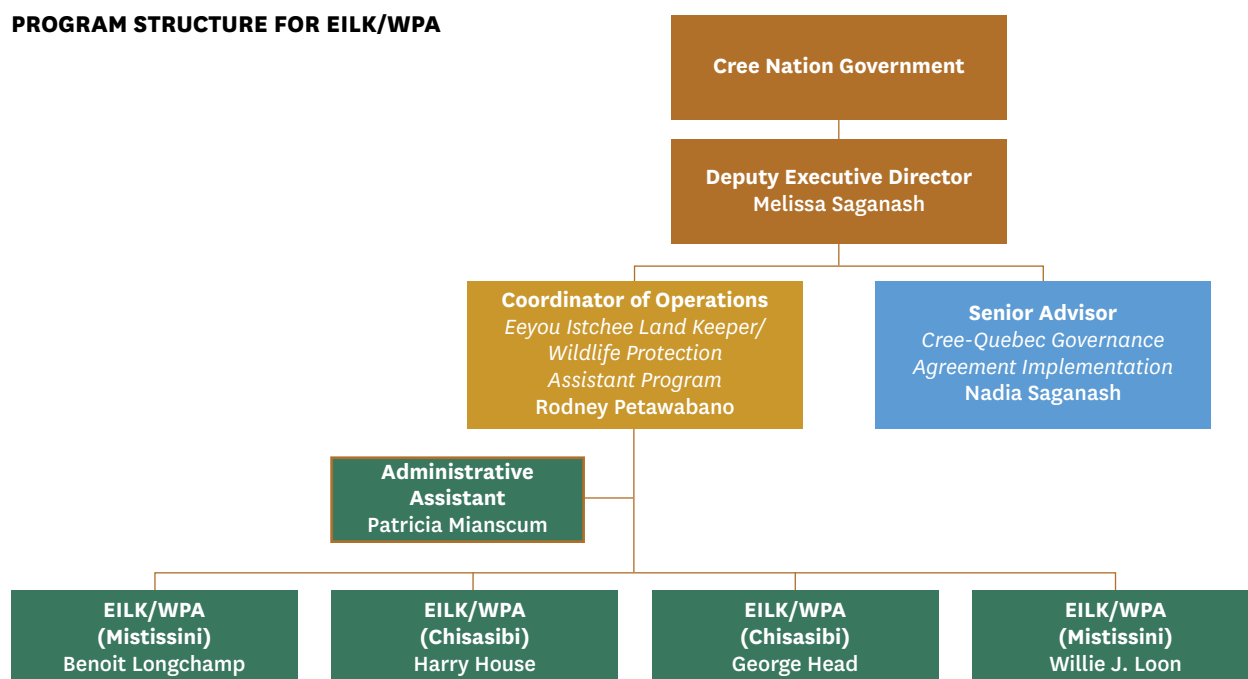
This initiative will help support the implementation of article 178 of the Agreement on the Governance in the Eeyou Istchee James Bay Territory between the Cree of Eeyou Istchee and the Government of Quebec, enabling therefore the Cree Nation Government to train and hire Wildlife Protection



- Patrol, monitor and demonstrate a presence on lands and waters of Eeyou Istchee;
- Support and promote the role of the tallymen and the respect of the traditional management system and practices;
- Assist the Wildlife Protection Officer in their operations and implementation of the Wildlife protection and operational plans while ensuring the integration of concerns of the tallymen and communities;
- Assist in the monitoring and promote compliance for the implementation of Wildlife management plans by local or regional authorities;
- Educate, build awareness and work with the communities and general public to ensure that laws, regulations, guidelines, best practices, policies, protocols and/or traditional practices and values related to lands, water and wildlife are respected;
- Collect data and provide reports on all activities and observations that impact.



PROGRAM STRUCTURE FOR EILK/WPA



Assistants. The pilot project is entitled: The Eeyou Istchee Land Keepers Program.

The Land Keepers program vision is:

“Building capacity and empowering the Cree Nation to improve surveillance, protection, monitoring and management of ancestral lands according to traditional ways & values and building from Cree and western knowledge.”

The Land Keepers will not only have certain responsibilities and enforcement powers under Quebec legislation, but will also integrate cultural responsibilities so as to promote traditional practices and values. Our responsibility will be to provide support to the Wildlife Protection Officers, the tallymen, and communities in the monitoring, management and building awareness to ensure continued respect for the land, animals and traditional values, and practices.

CREE-QUÉBEC GOVERNANCE AND WILDLIFE REGIME

The Cree-Québec Governance

The Role of the Cree Nation Government on Category II lands

The Agreement on Governance in the Eeyou Istchee James Bay Territory, signed in 2012, modernizes governance in the territory, granting autonomy and development powers to the Cree Nation. The agreement includes the exercise of jurisdiction, powers, and functions over Category II lands and shared governance with the Jamesiens over Category III lands.

Under Category II lands, the Cree Nation Government can declare its exercise of jurisdictions, powers, and functions similar to a municipality or Regional County Municipality (RCM), with potential adaptations agreed upon between the Crees and Québec.

In the past year, with the assistance of Espace Stratégies, the Cree Nation Government developed a five-year imple-

mentation action plan. The objectives of the plan include gaining a thorough understanding of the jurisdictions attributed to Regional County Municipalities, identifying gaps between current structures and responsibilities, and developing an action plan for the implementation of prioritized jurisdictions.

Espace Stratégies reviewed provincial laws and identified municipal and RCM jurisdictions, functions, and powers. Through interviews and analysis, five priority projects were selected, addressing land use planning and environmental protection, infrastructure management, and economic development.

The purpose of this exercise is to enable the Executive Committee to identify strategic jurisdictions for exercise under the Cree-Québec Governance Agreement and consider negotiations with the Government of Québec. The draft action plan, including human and financial resources, is currently being finalized.

It is important to note that this exercise will require coordination with the Eeyou Istchee James Bay Regional Government in the future.

Section 85 of the Agreement on Governance in the Eeyou Istchee James Bay territory

The Agreement on Governance in the Eeyou Istchee James Bay Territory, signed in 2012, outlines provisions (section 85) for the reassessment of the Regional Government's council composition and vote distribution every 10 years, taking into consideration democratic principles and demographic realities.

The gap between the populations has continued to grow, and the Cree Nation has initiated discussions with Québec to review the representation and voting rights on the council

The matter has been referred to the Cree-Québec Standing Liaison Committee to develop orientations for the review process.

The Agreement provides the Cree Nation Government with planning responsibilities within Category II lands, current work is being completed for the Public Land Use Plan and the Regional Resources and development plan. The pertinence of the latter is being assessed in order to determine an alternative and more beneficial planning approach such as a "Schema d'Aménagement" which will need to be assessed further by the Advisory Committee recently put in place to guide the process along with discussion or negotiations needed with the Québec Government.

The Hunting, Fishing and Trapping regime provided under chapter 24 of the JBNQA establishes the Hunting, Fishing and Trapping Coordinating Committee (HFTCC) who acts as an advisory body to the Governments and local and regional Native authorities on all hunting, fishing, and trapping matters. It has been given the responsibility to review, manage, and in certain cases, supervise and regulate the regimes. It also participates in the management of wildlife species in the Territory, either mainly as a recommending body, however for certain species such as the Moose, Caribou and Black bear, the HFTCC has the decisional power to set an upper limit of kill and make management decisions. The mandate of the Coordinating committee is described more specifically through section 24.4.27 to 24.4.38 of the JBNQA.

The coordinating committee is composed of representatives from Inuit, Naskapi and Cree territory as well as provincial and federal representatives. Cree members appointed to the committee are Deputy Grand Chief Norman A. Wapachee, Isaac Voyageur and Nadia Saganash. Advisory support is provided by Alan Penn, Emily Sinave, Maya Longpré Croteau and executive members of the Cree Trappers' Association (CTA).



In 2022, the main activities focus on the Moose decline in Zone 17, Migratory Caribou, Wildlife Protection, Woodland Caribou, the Outfitting Regime and the Lake Sturgeon Conservation Agreement.

Moose Decline in Zone 17 and Upper Limit of Kill

In February 2021, the Ministry of Forests, Wildlife and Parks (MFFP), in collaboration with the Cree Nation Government, conducted a moose population survey in zone 17 and the southern portion of zone 22. Results of the aerial survey confirmed the suspected decline and revealed a population level of 1036 moose, representing a 35% reduction since the last 2009 survey. The results also recorded the lowest productivity level of females (30 calves/100 females) and the lowest number of males ever recorded (27 males/100 females) in zone 17.

In response to the decline the Hunting, Fishing and Trapping Coordinating Committee set an Upper Limit of Kill (ULK) of 104 moose for zone 17. Considering the ULK fell below the guaranteed level of harvest for the Cree of 158 moose, the Cree have been given the entire harvest of 104 and the sport harvest has been closed.

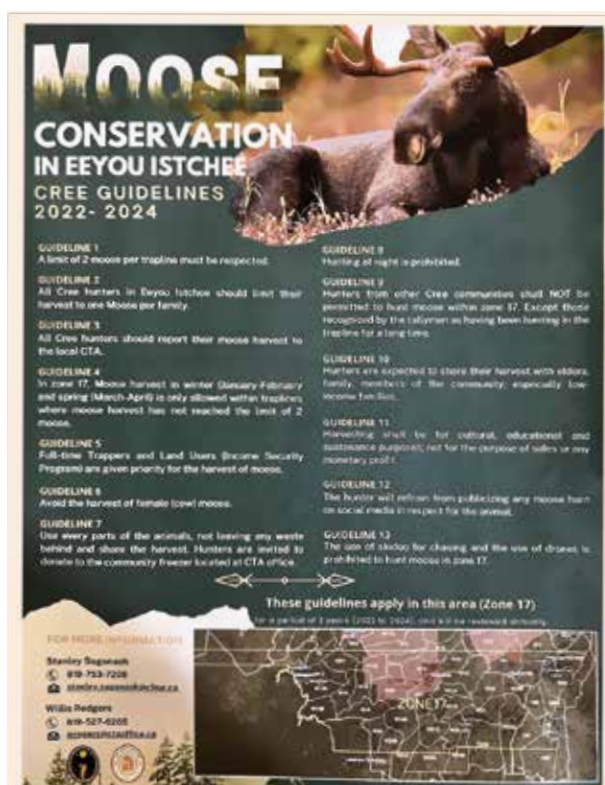
Moose Harvest Guidelines

In response to this decline, the Cree Nation Government has met with the concerned tallymen to develop general guidelines for Eeyou Istchee for zone 17 and zone 22. The objective of the guidelines is to protect our traditional way of life, protect moose habitat and its population, as well as gather knowledge and monitor moose population and harvest activities.

The guidelines received official support at the latest CTA's Annual General Assembly for a period of 2 years. More recently the guidelines in zone 17 have been adapted and supported by members of the community of Waswanipi who have immediately initiated its implementation by building awareness. Guidelines are currently being reviewed by trappers of Ouje-Bougoumou.

For zone 17, several guidelines have been recommended including the following essential ones:

- Cree harvest should be limited to 2 moose per trapline to respect the established ULK of 104 moose.
- All Cree hunters must report their harvest.
- Cree hunters must request the consent of tallymen before hunting moose on a trapline.



For zone 22, it is recommended that Cree communities support and promote the following guidelines:

- A limit of one moose per hunter/family should be respected.
- All hunters must request consent by the tallyman before harvesting moose on any trapline within zone 22.
- All Cree hunters must report their harvest of moose to the Local CTA.

For successful implementation of these guidelines, collaboration from all communities will be essential. It is therefore recommended that all Cree communities initiate review of these guidelines and support its implementation.

It is also worth stressing that throughout our consultations the trappers reiterated their discontent regarding the impacts of forestry activities on moose habitat. The continuous delays on the implementation of Wildlife directives and lack of interim measures to protect 25% wildlife habitat while forestry continues to reduce quality of these important moose habitat is also a major concern brought forth.

Discussion on an Allocation of Moose to Jamesiens

As per the James Bay and Northern Québec Agreement (JBNQA) under sub-paragraph 24.6.3 d), if game populations do not permit levels of harvesting equal to the guaranteed level established pursuant to paragraph 24.6.2, the Native people shall be allocated the entire harvest and may allocate a portion of this kill to non-Natives through recognized outfitting facilities.

The Cree Nation has undertaken to assess the feasibility of providing a moose allocation to the non-Native sport hunt. This is a very sensitive matter as it involves re-allocating wildlife resources from a sustenance harvest to a sport hunt and certain terms and conditions will be required to ensure social acceptability of this action, including addressing outstanding concerns expressed on the moose population in the territory such as increased pressure from development, forestry activities, increased uncontrolled access, lack of monitoring of wildlife population, as well as the lack of surveillance in the territory.

The Cree and the Jamesiens share common interest in the preservation of the moose population and wish to ensure greater collaborative efforts and shared responsibilities to ensure sustainable use of the resources.

Migratory Caribou

The decline of migratory caribou herds has been a concern for the Cree Nation and other nations that rely on them. After pressure from the Cree Nation, the sport hunt was closed in 2018. The Cree Nation fostered relationships with neighbouring nations to create the Ungava Peninsula Caribou Aboriginal Round Table and develop a conservation strategy. The Cree Nation continued discussions with the Innu Nation of Québec to find solutions for the long-term conservation of caribou and address concerns regarding unauthorized hunting.

After discussions, a consensus was reached, and on January 24, 2022, the Cree Nation and Innu Nation signed the Maamuu Nisituhtimuwin, also known as the Traditional Mutual Understanding on the Harvest of Caribou. This understanding establishes agreed-upon terms for Innu communities in Québec to access caribou within the Cree traditional territory of Chisasibi, Eeyou Istchee. The understanding is shaped by the wisdom of elders and focuses on sharing, sustainable harvest, and respect for the animal and the role of tallymen.

Key elements of the Maamuu Nisituhtimuwin include a yearly renewal process, an authorization process for hunting activities, a defined hunting area, a total allowable harvest limit, respect for traditional customs and values, and the reporting of harvesting activities. Following the signing of the agreement, the Innu hunt was organized for the Innu communities, with designated hunters accompanied by Cree tallymen and guided by the terms of the understanding. Eeyou Istchee Land Keepers and Wildlife Protection Officers provided assistance and monitoring to ensure compliance with the agreement.

This past year, the Understanding was renewed for another year with the same terms and conditions. The Innu hunt was organized in collaboration with Chisasibi and the CNG. The hunt took place between mid January to early March, and all Innu hunting groups were led by Cree guides.

Wildlife Protection

The James Bay and Northern Québec Agreement (JBN-QA), the Cree-Québec New Relationship Agreement (CQN-RA), and more recently the Cree-Québec Governance Agreement, establishes specific regimes and obligations distinctly related to wildlife protection resources in Eeyou Istchee.

Since the signing of these agreements, some challenges have delayed the implementation of wildlife protection provisions. In response to this, the Cree Nation Government initiated discussion with Québec to address implementation issues of Wildlife Protection Resources in Eeyou Istchee including:

- Establishment of a wildlife protection office in a Cree community
- Recruitment/training of Cree Wildlife Protection Officers
- Recruitment and Training of Cree Wildlife Protection Assistants
- Adapted training programs for Cree Wildlife Protection Resources
- Ensuring adequate presence on the territory to respond to increasing pressure

In the last year, the Cree Nation participated in the development of the training program for Cree Wildlife Protection Officer. This training program was financed by Environment and Climate Change Canada and developed by Cegep Saint-Felicien, in collaboration with the CTA and the CNG. Next step of the program will be to finalize the delivery of the program and begin the recruitment process for the start of the training program scheduled for September 2024 or January 2025.

Wildlife Protection Assistant/Eeyou Istchee Land Keepers Program

The Eeyou Istchee Land Keeper and Wildlife Protection Assistant Program is a program established by the Cree Nation Government under the Department of Government Services. It is coordinated by Rodney Petawabano, the Coordinator of Operations for the program. The program is rooted in the JBNQA, the Cree-Québec New Relationship Agreement, and the Cree-Québec Governance Agreement, which provide specific provisions and obligations related to wildlife protection resources. The Cree Nation Government has the authority to train and hire 19 Wildlife Protection Assistants.

With funding from the Ministry of Forests, Wildlife, and Parks, the program was initiated to increase surveillance and monitoring on the Eeyou Istchee territory by training and hiring Eeyou Istchee Land Keepers, who also serve as Wildlife Protection Assistants. In 2022, the EILK activities, mainly involved:

- Establishing collaborative networks with other departments and organizations.
- Awareness activities such as the Cree Moose guidelines.
- Field Operations including monitoring the implementation of the Cree-Innu Caribou Harvest understanding.
- Participation in support of various field monitoring projects.



Negotiation on the Outfitting regime in Category III lands have stalled since last fall pending the appointment of a new Québec negotiator.

Lake Sturgeon Conservation Agreement

As a result, the Cree Nation Government and the DFO engaged in discussions to create a negotiation table to develop a collaborative conservation agreement under section 11 of SARA.

The objectives of the negotiation table included drafting a conservation agreement, establishing an operational working group, discussing implementation opportunities, and ensuring alignment with Cree cultural values and conservation principles. Several meetings took place, leading to the conclusion and signing of a collaborative conservation agreement in March 2022.

The Agreement primarily outlines the terms of reference for the development of the Lake Sturgeon management plan, but further discussions will be needed to clarify the Cree Nation Government's role and responsibilities during the plan's implementation phase. Financial arrangements will be addressed through a separate funding agreement, with the DFO proposing that the Cree Nation Government apply for funds under the Canada Nature Fund for Aquatic Species at Risk (CNFASAR).

While the Cree Nation Government agreed to this funding process, they expressed the importance of clarifying the funding process for future agreements, considering the presence of other species at risk in the territory.

The Agreement was officially signed this past year and community engagement for the development of a Lake Sturgeon Management Plan was completed. The next step will be to complete the first draft of the management plan and validate with Cree communities and land users.

Meegwetch
Melissa Saganash
Deputy Executive Director

COMMUNICATIONS



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Labrador tea

The Communications team carries out day-to-day activities related to the coordination and distribution of information on news, issues and activities of the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government to people across Eeyou Istchee and the general public. The team falls under the supervision of the Deputy Executive Director, Melissa Saganash, and is led by our interim Manager of Communications, Joanne Ottereyes, our Web Communications Specialist, Brendan Forward and our Multimedia Communications Specialist, Jamie Pashagumskum.

Our team is also responsible for maintaining and updating the Cree Nation Government's website and social media accounts and ensuring that information is made available on all platforms. We also manage the distribution of press releases, the coordination of the annual reports and assist in the organization of press conferences and events such as the Annual General Assembly and Livestream broadcasts. This past year, in relation to the Annual General Assembly and the Board/Council meetings, a document with the highlights of each session was created to inform the public of the main topics of discussion and resolutions adopted at the meetings. The team also offers support and services to departments in their communications and promotional needs.

Over the past year, some of our projects with the departments have included providing assistance with the renaming of the Child and Family Services department to Miyuuhipichinaasuwin Apatisiwin by preparing documentation and distributing the official announcement on social media. We also assisted the Environment and Remedial Works Department (ERWD) with the promotion of the Tallyman Appreciation Campaign and continued to assist the Protected Areas team with their Communications Plan. Additionally, for ERWD, our team attended meetings of the Cree Marine Research Needs Working Group to follow up with the communications and promotion of the results of the James Bay Expedition of 2021-22.

We were also approached by the Human Resources department to assist in the promotion of the new Dayforce job postings platform. We conducted a Cree Language Needs Survey within the staff of the Cree Nation Government in order to assess the Cree Language translation needs of the departments and the data collected was shared with the Office of the Commissioner of Cree Language. We also assisted the Eeyou Istchee Land Keeper/Wildlife Protection Assistant program with their promotional needs as demand for their participation in various conferences and meetings has been on the rise.

We also collaborated with the Grand Chief's Office in organizing numerous events such as the special event to announce the 2022-2023 funding agreements for the Cree Women of Eeyou Istchee Association and Nishiiyuu Council of Elders which took place on April 12, 2022; the signing of the Memorandum of Understanding – establishing the Cree, Inuit and Naskapi Permanent Forum on April 22, 2022 and assisted with the promotion of the Cree, Innu and Naskapi Meeting in January 2023 which took place in Matimekush-Lac John. We are also providing assistance with the Cree TV project, a collaboration between the James Bay Cree Communications Society, Beesum Communications and the Cree Nation Government to bring Cree video content platform to the communities.

The Communications Team was also part of the Cree Nation's COVID-19 Response Team which was put in place to produce and distribute updates and public bulletins concerning the pandemic. Since the pandemic began in March 2020, nearly 160 Cree Nation COVID-19 Briefing Public Bulletins have been published on our website and social media. The last COVID-19 Briefing Public Bulletin was published on April 22, 2022.

As the previous year, special promotional campaigns were organized on social media to promote Cree history, culture and language: In June 2022 we celebrated National Indigenous History Month with profiles of notable Cree leaders such



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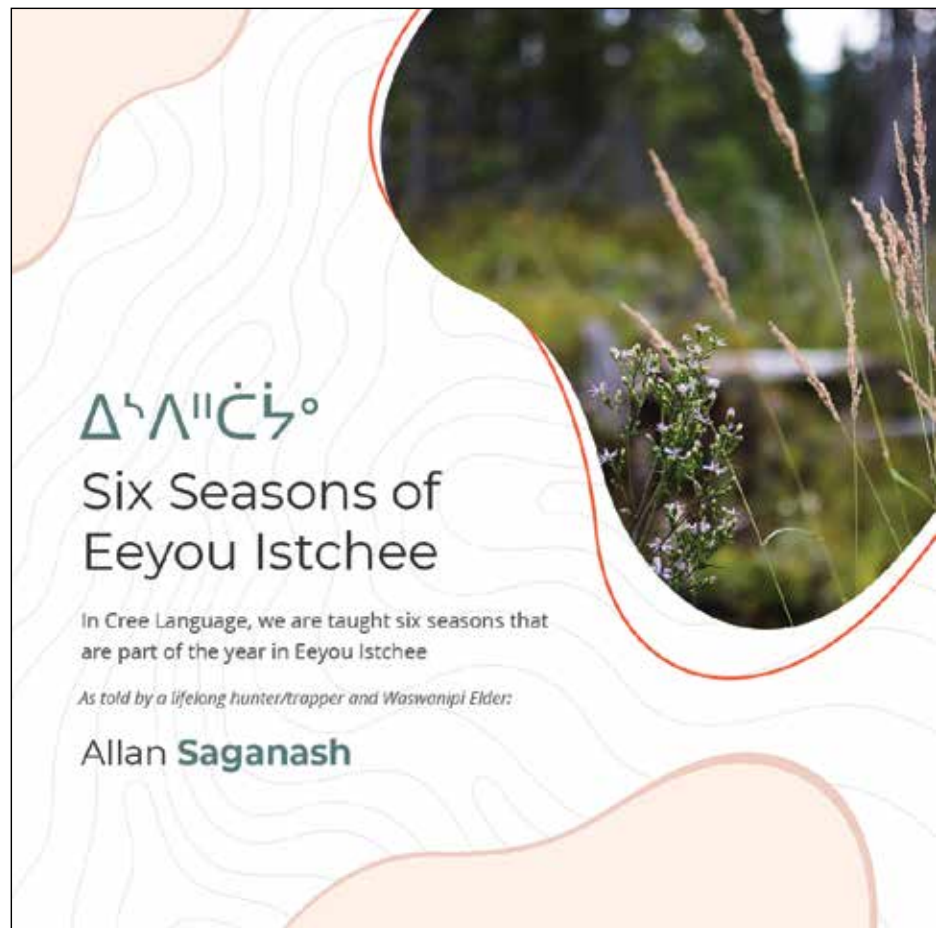
@gccra



gccng

es that were shared on social media. Throughout the year, a special social media campaign was organized and featured a description by Allan Saganash, a Cree hunter/trapper from Waswanipi, of the six seasons of Eeyou Istchee.

As part of our internal projects, we conducted a Cree Language Needs Survey within the staff of the Cree Nation Government in order to assess the Cree Language translation needs of the departments and the data collected was shared with the Office of the Commissioner of Cree Language. Lastly, we are also working on a media monitoring project that will provide a press review of topics that are being discussed related to the Cree Nation, providing data intelligence and understanding the media landscape. Once a trial run of the press review named “The Lookout” is assessed and approved by our team, it will be shared with all staff.



The Grand Council of the Crees



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

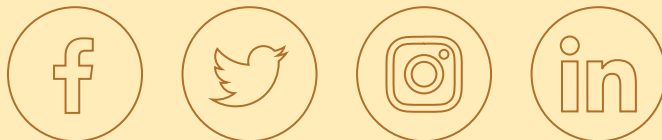
THE YEAR IN NUMBERS

April 1, 2022 – March 31, 2023

SOCIAL MEDIA



1437
new fans and followers



15K
fans and followers



912
posts



783K
users
The number of people who have
seen any content from or about
your Pages or accounts



530
new fans



65
new followers



1.2M

impressions

The number of times any content from or about your Pages or accounts was displayed on a person's screen



1359
post likes



846K
users who saw posts



Followers

Country	Followers
Canada	1 K
United States	20
United Kingdom	8
France	3
Nigeria	3

THE YEAR IN NUMBERS

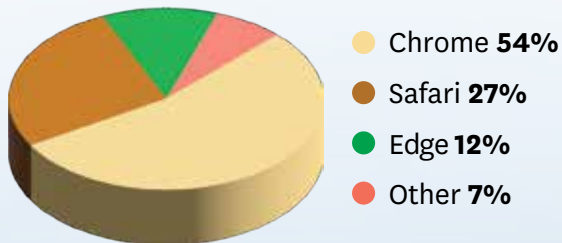
April 1, 2022 – March 31, 2023

WEBSITE

58,000
users

56,270 new users
86,000 sessions
75% Canadian users
11% American users

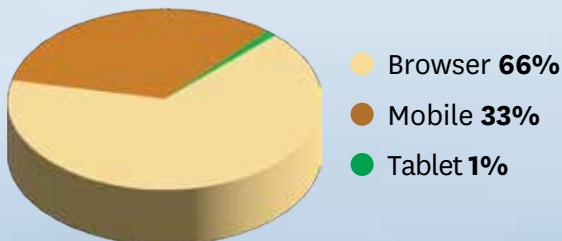
Browser of Choice



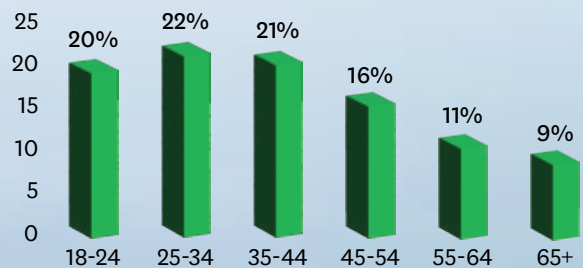
Gender Composition



Technology Preferences



Age Distribution



Page Rankings

Rank	Page Title
1	Home
2	Careers
3	Cree Communities
4	Timeline
5	Grand Chief – Chairperson

Rank	Page Title
6	COVID-19
7	FR – Communities
8	Governance Structures – Legislation
9	Private Housing Program
10	Event Calendar

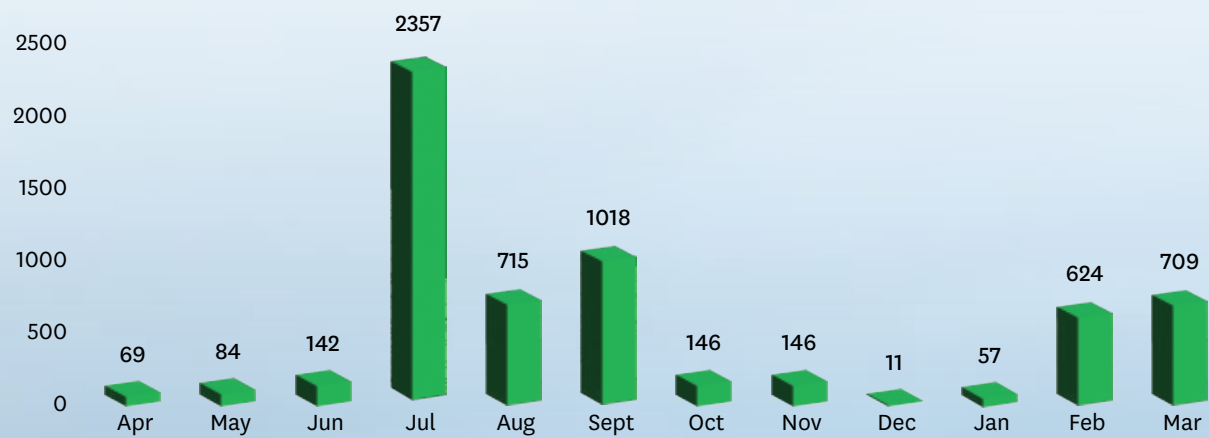
LIVESTREAM

6,859
viewers this year

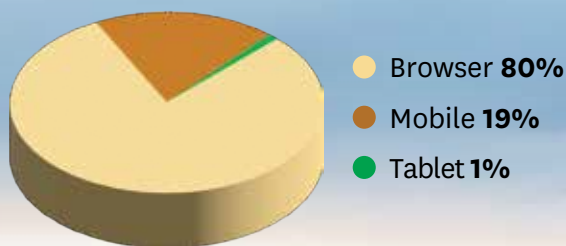
162,253 minutes watched
35:14 average time
94% Canadian audience
75% from Quebec

MOST POPULAR BROADCAST
ANNUAL GENERAL ASSEMBLY

Viewer Trends



Viewing Mode



Broadcast Rankings

Rank	Page Title	Views
1	Annual General Assembly	1622
2	Board Council August 3-4	1452
3	Board Council October 26-27	982
4	Board Council June 1-2	821
5	3 rd Regional General Assembly on Education	627

nous Relations, Marc Miller, officially announced this federal investment of \$200 million in the presence of Grand Chief Mandy Gull-Masty during his visit to Chisasibi in July 2022.

This new funding will be used to support the construction of at least 750 new social housing units in the Cree communities for low-income Cree individuals and families. The Cree communities are required to build these social housing units in accordance with the Community Social Housing Program, which the Cree Nation Government developed in collaboration with the Cree communities and approved in March 2022.

During the past year, the Cree Nation Government has continued to explore different options to secure additional funding for housing, including for the remaining balance required to build, operate and maintain these new social housing units and to support other elements of the comprehensive Cree housing proposal previously submitted to Canada.

In July 2022, the Cree Nation Government submitted an application to Canada for complementary funding for the remaining balance required to build and maintain the new 750 social housing units and to support other elements of the Cree Nation Housing Strategy.

By December 2022, the Cree Nation Government had successfully negotiated an additional \$228 million in funding from Canada to further support the social housing component of the Cree Nation Housing Strategy.

The Cree Nation Government was required to submit to Canada an Action Plan on the use of the initial amount of \$200 million and a Revised Action Plan on the use of the subsequent amount of \$228 million. The Action Plan and Revised Action Plan take into account the proposals and information previously provided to Canada, as well as discussions and presentations to the Cree communities.

Consistent with the Revised Action Plan, the Cree Nation Government set aside a portion of the additional \$228 million in funding to increase subsidies under the Special Community Social Housing Program to enable the Cree communities to continue the construction of their share of the new 750 units without having to incur new debt. In March 2023, the Cree Nation Government approved a multiyear plan to support the operation and maintenance and capacity needs for the new 750 social housing units to be built over the next five years. It also approved a multi-year housing renovation plan to support the renovation of existing social housing units in the Cree communities.

These allocations of federal funding of \$200 million and \$228 million represent a very significant federal investment in the Cree Nation Housing Strategy. Combined with other sources of funding and efforts, this investment offers the potential to address the current needs for social housing in the Cree communities.

These significant allocations of funding reflect years of Cree efforts and discussions with federal officials, including through a special Cree-Canada Housing Table, established under the Cree-Canada Standing Liaison Committee, to secure Canada's support for the Cree Nation Housing Strategy.

During the past year, the Cree Nation Government has successfully secured additional funding from Canada to support various components of the overall Cree Nation Housing Strategy. These include new funding allocations under the

Reaching Home Program to renovate existing social housing units. They also include various contributions and non-repayable loans under the Canada Mortgage and Housing Corporation (CMHC)'s National Housing Co-Investment Fund to further support the construction of new social housing units and the renovation of existing social housing units in the Cree communities.

Certain of these new funding allocations is described in more detail in other parts of this Report.

ADDITIONAL FUNDING

Additional Capital Funding

During the past year, the Cree Nation Government has successfully secured new funding allocations from Canada to support certain types of community infrastructure. The new amounts of funding are comprised of a standing allocation initially provided under Canada's Gathering Strengths Program and of a special funding allocation to support "Other Community Infrastructure". Canada is providing these new funding allocations as grants through various amendments of the *Agreement regarding Annual Capital Grants to the Quebec Cree Communities for Fiscal Years 2018-2019 to 2027-2028* (Capital Grants Agreement with Canada). The Cree Nation Government is expected to report on these new funding allocations as part of its annual report to Canada pursuant to section 4.13 of the Federal NRA.

Certain of these new funding allocations is described in more detail in other parts of this Report.

Additional O&M Funding

During the past year, the Cree Nation Government has successfully secured from Canada additional funding to support the operation and maintenance of certain types of community infrastructure, particularly water and wastewater systems. Canada is providing this additional O&M funding as a grant through various amendments of the *Operations and Maintenance Funding Transfer Payment Agreement* (O&M Agreement with Canada). The Cree Nation Government is expected to report on this additional O&M funding as part of its annual report to Canada pursuant to section 4.13 of the Federal NRA.

In March 2023, the Cree Nation Government approved a multi-year plan for the use of this additional O&M funding, which was developed in collaboration with the Cree communities. The multi-year plan will provide additional support for water and wastewater operations, a key priority for this funding identified by Canada. The plan will dedicate a significant amount of resources to modernize the communities' asset management systems, something that has become necessary to ensure the sound management of the growing communities and their assets, and that will be key for preparations of funding renewal in the near future. Finally, the plan will provide for assistance to Whapmagoostui to address their special storage and logistical challenges, and will provide funding for eco-centres and sewer projects, as well as additional support for roads and walkways.

Certain of these new funding allocations is described in more detail in other parts of this Report.

Human Resource Development

During the past year, the Cree Nation Government has successfully secured new funding allocations from Canada to support the development of Cree human resources, through Apatisiwin Skills Development. Canada is providing this new funding as a grant through an amendment of the *Funding Transfer Payment Agreement regarding Sections 4.11 and 4.12 of the New Relationship Agreement*. These new funding allocations are described in more detail in other parts of this Report.

Childcare Funding

During the past year, the Cree Nation Government has successfully secured new funding allocations from Canada to support early learning and childcare in the Cree communities. Canada is providing this new funding through a standing contribution agreement between the Cree Nation Government and Employment and Social Development Canada (ESDC) for the period 2019-2029. Certain of these new funding allocations is described in more detail in other parts of this Report.

Moreover, the Cree Nation Government has successfully secured the transfer of federal childcare funding to the Cree Nation Government through a grant funding agreement with CIRNAC. Previously, the Department of Employment and Social Development Canada (ESDC) administered this federal funding for childcare, and transferred this funding to the Cree Nation Government through a contribution agreement with a high level of reporting and administrative requirements. For many years, the Cree Nation Government had requested that such funding be transferred instead through an existing grant funding agreement with the CIRNAC in order to streamline funding, reporting and other administrative requirements.

COVID-19

During the past year, the Cree Nation Government has successfully secured additional funding allocations from Canada under the Indigenous Community Support Fund to support community costs relating to the Covid-19 pandemic for 2022-2023. These new funds are intended to be allocated on a needs basis, and must be used solely for activities related to the Covid-19 pandemic.

IMPLEMENTATION OF FEDERAL NRA

Assumption of Federal Responsibilities

The Cree Nation Government is continuing to implement the key elements of the Federal NRA, in particular, the assumption of certain federal JBNQA responsibilities. Over the 20-year term of the Federal NRA until 2028, the Cree Nation Government assumes, with funding provided by Canada,

certain responsibilities of Canada under various provisions of the JBNQA. These “Assumed Federal JBNQA Responsibilities” include certain aspects of Cree community and economic development, the administration of justice and the development of Cree human resources.

Formal discussions to renew the Federal NRA will start in 2026. The manner in which the Cree Nation implements the Federal NRA and carries out the assumed federal JBNQA responsibilities until the start of these discussions in 2026 will significantly affect the renewal of this Agreement in 2028.

Amendment of Section 3 JBNQA – Eligibility

Federal officials have confirmed that the Minister of Crown-Indigenous Relations has signed, on behalf of Canada, Complementary Agreement No. 29. The Order in Council approving the Complementary Agreement must be laid before Parliament for thirty (30) sitting days to bring the Order and the Complementary Agreement into force.

Complementary Agreement No. 29 will amend Section 3 of the JBNQA to clarify that the “Ten-Year Clause” does not apply to Crees who left the Territory for reasons of education, health or work on behalf of an organization whose mandate is to promote the welfare of the Crees.

This Complementary Agreement implements a commitment between the Crees and Canada under the Federal NRA.

Quebec was invited to join the discussions over the proposed changes to the ten-year clause, given its responsibilities for administering the Registry of Cree beneficiaries. The Cree leadership approved Complementary Agreement No. 29 in November 2018. Quebec has already approved and signed the Complementary Agreement, and is now in the process of adopting the legislation required to give effect to the changes set out in the Complementary Agreement. Once the legislation is in place, Quebec will need to adopt a decree to bring into force the new legislative provisions.



IMPLEMENTATION OF CREE NATION GOVERNANCE AGREEMENT

Land Registry System

The Land Registry System for Category IA lands was first created in 1984 under the *Cree-Naskapi (of Quebec) Act*, as a carryover from the *Indian Act*. In 2017, the provisions of the *Cree-Naskapi (of Quebec) Act* related to the Land Registry System were incorporated into the Cree Nation Governance Agreement without any substantive change. At the time, Canada and the Crees committed to examine ways of improving the System, including possibly through a greater assumption of responsibilities by the Cree Nation Government for its administration and operation.

Last year, the Cree Nation Government formed a Technical Working Group to review the Land Registry System for Category IA lands and to examine short-term and longer-term measures and possible changes to improve its administration and operation. The Technical Working Group has continued to engage with the Cree communities and stakeholders with a view to formulating recommendations for the Cree leadership.

CANADA'S MODERN TREATY IMPLEMENTATION POLICY

During the past year, Canada developed a new Modern Treaty Implementation Policy. In general, the new Policy appears to be a positive initiative. It is intended to guide Canada's approach to implementing modern treaties, and to provide additional direction in this regard to federal departments and agencies.

In particular, the new Policy highlights the need for a "whole-of-government" and nation-to-nation approach, and for a broad and generous interpretation and implementation of modern treaties. It is intended to advance a systemic shift in the federal public service's institutional culture, and to support the full, effective, and timely implementation of all modern treaties.

The Policy recognizes that the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP) is an authoritative interpretive source for Canadian law and informs the implementation of modern treaties. It also recognizes that rights and principles affirmed in the Declaration constitute minimum standards.

The Policy is meant to strengthen, and not to replace or modify existing treaties and arrangements. It is intended to have precedence over other federal policies. As such, the new Policy recognizes, at least implicitly, that "Treaty

trumps Policy". Canada can change its policies, but it cannot change our JBNQA Treaty without our consent.

FEDERAL LEGISLATION

Bill C-92

On February 10, 2022, the Québec Court of Appeal released an opinion upholding the constitutionality of Bill C92, the federal *Act respecting First Nations, Inuit and Métis children, youth and families*, after being referred the question by the Government of Quebec.

Bill C-92 came into force on January 1, 2020. Among other things, it recognizes Indigenous jurisdiction and law-making power over "child and family services" (in Quebec, youth protection services) as part of an inherent Aboriginal right to self-government under section 35 of the *Constitution Act, 1982*. Bill C92 also establishes national standards applicable to child and family services for Indigenous children across Canada, including in the province of Quebec.

Quebec argued before the Court of Appeal that Bill C-92 was unconstitutional because: (i) child and family services is a matter of exclusive provincial jurisdiction; and (ii) the federal government cannot through legislation (i.e. Bill C-92) unilaterally recognize Indigenous law-making power in this area without first obtaining the consent of the Province.

In fact, Quebec argued before the Court of Appeal that Indigenous law-making power could only be delegated by the federal and provincial governments, who hold between them all the legislative powers.

In a unanimous opinion, the Court of Appeal disagreed with Quebec, and concluded instead that the central part of Bill C-92 is constitutional, and that all Indigenous groups have an inherent right to self-government over child and family services, recognized and confirmed under section 35 of the *Constitution Act, 1982*. This inherent and "generic" right flows from the original sovereignty and historic self-government of Indigenous peoples and the importance of children and families to Indigenous survival and identity, not from a delegation of power by the federal or provincial government.

On March 14, 2022, the Government of Quebec appealed the Court of Appeal's decision to the Supreme Court of Canada. On the same day, the Government of Canada filed its own appeal of the decision on a narrower point regarding the mechanisms used in Bill C-92 to give relevant Indigenous laws precedence over provincial laws in certain cases of conflict or inconsistency. Among other things, the Court of Appeal found that these mechanisms were not valid or needed, given that Indigenous laws would enjoy a certain precedence in any case by virtue of section 35 of the *Constitution Act, 1982*.

AMENDMENT OF SECTION 22 JBNQA – ENVIRONMENT

On February 22, 2022, the Cree Nation Government concluded with Canada a Memorandum of Understanding (MOU) regarding a process to amend Section 22 of the JBNQA, as a way of securing Cree participation in “external” federal assessments of projects in the JBNQA territory. Cree and federal representatives are continuing discussions in this regard.

Prior to the MOU, in June 2019, the Cree Nation Government, the federal Minister of Environment and Climate Change and the Impact Assessment Agency of Canada had already concluded the *Agreement under the Canadian Environmental Assessment Act, 2012 Concerning the Environmental Assessments of the Rose-Lithium – Tantalum and James Bay Lithium Mine Projects* (Rose-Lithium Agreement). This Agreement established a framework for the parties to collaborate in completing the federal impact assessment processes applicable to the Rose Lithium – Tantalum mine project and the James Bay Lithium mine project.

In May 2022, the same parties concluded the *Agreement concerning the Troilus External Federal Assessment Process under the James Bay and Northern Quebec Agreement and the Impact Assessment Act* (Troilus Agreement). This Agreement established another framework, this time for the parties to collaborate on the federal impact assessment process applicable to the Troilus gold mine project.

Each of these agreements specified, among other things, that the parties would form a joint committee with equal membership from the Cree Nation Government and the Impact Assessment Agency of Canada, and that this committee would carry out the activities required to complete the assessment process.

The terms of a similar agreement have been negotiated regarding the Mont Sorcier Mine Project proposed by Voyager Metals Inc., and this agreement has yet to be signed by the parties.

During the past year, the parties have discussed the proposed amendment to Section 22 of the JBNQA, as well as the accompanying legal instruments and how to operationalize them. Through an exchange of letters of December 2022 and January 2023, the parties have agreed that:

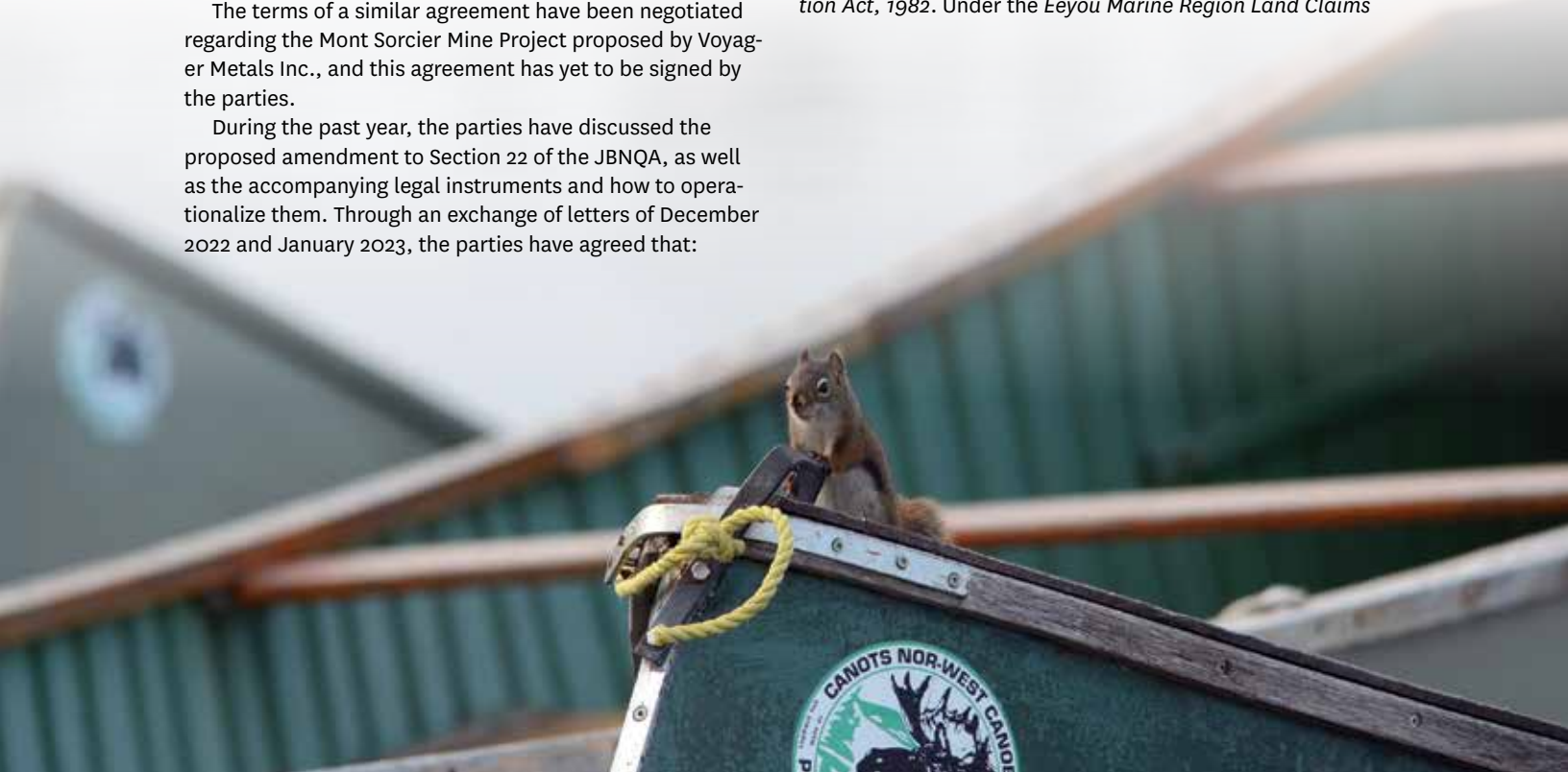
- a) the discussions on the co-development of the amendment options should be guided by the special relationship between the Crees and Canada, the spirit and terms of the JBNQA Treaty and the precedents already negotiated;
- b) in these discussions, the representatives of the parties at the table have expressed support for an external assessment process (i.e. non-JBNQA process) that is flexible and responsive and that best meets the interests of the parties and reflects the special status and involvement of the Crees in external federal impact assessment processes; and the parties have discussed several options in this regard;
- c) the respective teams have agreed to continue to concentrate their efforts on the development of wording for proposed amendments between December 2022 and June 1, 2023, for approval by the parties as soon as possible thereafter and at the latest during the fall of 2023;
- d) the timeline contemplated in the MOU is extended to December 1, 2023.

It is therefore expected that this file will be moving forward during the next year.

EEYOU MARINE REGION LAND CLAIMS AGREEMENT (CREE OFFSHORE TREATY)

Ten-Year Review of Offshore Treaty Implementation

During the past year, Cree and federal representatives have collaborated on the preparation of Canada’s report on the review of the first ten years of implementation of the Cree-Canada *Eeyou Marine Region Land Claims Agreement*, which is a “treaty” protected by section 35 of the *Constitution Act, 1982*. Under the *Eeyou Marine Region Land Claims*



This joint report provided an opportunity for the parties to consider the renewal of certain sections of the EMR Implementation Plan and to determine the funding required to support the EMR Wildlife Board, Planning Commission and Impact Review Board during the next ten-year implementation period (2023-2033).

During the past year, the Government of Canada carried out further consultations with the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government on a proposed Final Nunavut Devolution Agreement. This Agreement contemplates the eventual devolution or transfer to the Government of Nunavut of the administration and control of “public lands” and related water rights in Nunavut.

In short, the final Nunavut Devolution Agreement and related agreements should have no material impact on Cree treaty rights in the EMR. In any case, the EMR Agreement is a constitutionally protected treaty, which will have precedence over the Nunavut Devolution Agreement and related agreements and legislation to the extent of any inconsistency or conflict between them.

Canada has now shared with the GCC(EI)/Cree Nation Government a final draft of the Nunavut Devolution Agreement, which the parties are prepared to recommend to their principals. Changes from previous drafts concern primarily administrative matters between the Governments of Canada and Nunavut and various technical and editing matters.

MOCREEBEC AND WASHAW SIBI

parties. The Memorandum of Understanding between the Cree Nation and Canada in respect of discussions regarding MoCreebec Eeyoud was signed on August 29, 2022.

Cree, federal and Quebec representatives have established two tables to address land descriptions and land reconfiguration issues:

- The intention is for final territorial descriptions of the Cree Category I lands to be given effect through changes to Section 4 of the JBNQA and related legislation. The parties' recent focus has been on the land reconfiguration of Waswanipi and Waskaganish and, to some extent, Nemaska pursuant to section 4.18 of the *Paix des Braves*. The parties expect to finalize these land reconfigurations as a first step in order to include them in the final territorial descriptions of Section 4 of the JBNQA. The experience of the Ouje-Bougoumou/Mistissini land transfer can provide a model to achieve these land reconfigurations and final descriptions.

Cree, federal and Quebec representatives have exchanged proposals of a reconfiguration agreement for Waswanipi.

A transitional agreement was signed in 2022 in order to secure the upcoming opening of a new waste management site, as well as the infrastructure located in front of the community of Waswanipi, which would eventually be located in Category IA lands, once the reconfiguration is completed.

In addition, the Cree party has requested that priority be given to the reconfiguration of a small block of lands located in front of the community, identified as Block A12.

The plan of agreement for the Waswanipi Reconfiguration has been approved by the Waswanipi Cree First Nation, the Waswanipi Landholding Corporation and the Cree Nation Government and the execution thereof is pending the approval of Québec and Canada.

Discussions over the land reconfiguration of Waskaganish have provided an opportunity to address issues related to the so-called “Roman Catholic Mission Lands”. During this year, the Cree party has held discussions regarding these issues with federal and Quebec representatives, as well as the Amos Diocese.

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between Waskaganish and the Amos Diocese in the month of June 2023. This will be followed by an Agreement between Cree Entities who occupy the land, and by discussions with Québec and Canada in order to secure an agreement to the effect that the lands will become Category IA lands.

The Waskaganish reconfiguration also provides the opportunity to address the issue of the so-called “Hudson’s Bay Lands”, now partially occupied by the North West Company and its Northern Store. Discussions have begun with a view of regularizing the situation for the lands to become Category IA lands.

Eastmain

Eastmain also has to deal with so-called “Roman Catholic Mission Lands” and so-called “Hudson’s Bay Lands”. It is hoped that the Waskaganish experience will pave the way for a process to achieve land reconfigurations in their respect.

Ouje-Bougoumou Recognition and Mistissini Lands

Complementary Agreement No. 22 of the JBNQA and the Final Agreement related to the recognition of Ouje-Bougoumou came into force during the 2012-2013 financial year. These agreements formally established Ouje-Bougoumou as a Cree First Nation, subject to a transitional period required for the transfer of lands and the coming into force of an amendment of the then *Cree-Naskapi (of Québec) Act*. This amendment came into force in May 2014, when land was formally set aside by the Governor in Council as Category IA land for the exclusive use and benefit of Ouje-Bougoumou. Like the other Cree First Nations, Ouje-Bougoumou was formally constituted as a corporation under the then *Cree-Naskapi (of Québec) Act*, and continued as a Cree First Nation and as the same legal entity under the *Cree Nation Governance Agreement* of 2017.

In 2013, the GCC(EI), the Cree Nation of Mistissini and Québec signed a *Final Settlement Agreement related to the Transfer of certain Lands from Mistissini to Québec*. This Agreement provided for a specific process and schedule, which would result in the adjustment by Mistissini of certain Category I and II lands in consideration of the allocation by Québec of an equivalent area of lands to Ouje-Bougoumou through Complementary Agreement No. 22 and in consideration of financial provisions. The said Agreement does not contemplate or affect in any way the claim in respect of the Mistissini hunting territories lying to the east of the Height of Land.

Cree, federal and Québec representatives are now pursuing regular discussions in order to conclude the land transactions required to finalize these land transfers. Certain delays occurred in the adoption by Québec of the required Orders-in-Council, and the adoption by Canada of the reciprocal Order-in-Council, which are required to give effect to these land transfers.

The situation has considerably evolved during fiscal year 2021-2022 in view of the adoption of various decrees and orders-in-council by Québec and Canada, as well as the adoption of the Bill 16 – *An Act to amend various legislative provisions to implement Complementary Agreements No. 22 and No. 27 to the James Bay and Northern Québec Agreement*.

By virtue of the decrees adopted by Québec during fiscal year 2021-2022, the new Ouje-Bougoumou and Mistissini Category II lands have been definitively described, Québec has approved the transfer by letters patent of the new Mistissini Category IB lands to the Mistissini Landholding Corporation and Québec has transferred the new Mistissini Category IA lands to Canada.

By virtue of an order-in-council adopted by Canada during fiscal year 2021-2022, Canada has accepted the transfer of the new Mistissini Category IA lands. Canada still has to formally set aside the new Mistissini Category IA lands for the exclusive use and benefit of Mistissini, which should be forthcoming.

On April 26, 2023, Québec adopted the decree authorizing the issuance of the letters patent to the new Ouje-Bougoumou landholding corporation and the transfer of the Ouje-Bougoumou Category IB lands to the Ouje-Bougoumou Landholding Corporation.

CREE LAND AND HARVESTING RIGHTS IN ONTARIO

The traditional territory of the Cree Nation of Eeyou Istchee – the lands that we and our ancestors have used and occupied since time immemorial – extends across the many watersheds that flow into eastern and southern James Bay. More than a century ago, however, the imposition of the Québec-Ontario boundary divided the watershed of the Harricana River, arbitrarily severing one portion of Eeyou Istchee from the rest of our territory.

Canada and Ontario have relied upon this artificial colonial line to deny and interfere with the exercise of Cree rights in what is now Ontario. Our members have continued to use and occupy these lands in Ontario, but have faced many challenges in securing recognition of their rights and interests in these lands. Colonial laws and enforcement activities have negatively affected the Cree communities of Washaw Sibi, Waskaganish and MoCreebec Eeyoud, and these impacts continue to this day.

This is why the Cree Nation is working to obtain proper recognition of Cree land and harvesting rights in the portion of Eeyou Istchee located in Ontario.

In 2016, we filed an action in the Ontario Superior Court of Justice to obtain recognition of the Cree Nation’s Aboriginal title and Aboriginal rights over lands in northeastern Ontario. The Cree Nation’s action in Ontario acknowledges that other Indigenous peoples have used and occupied these lands along with the Cree Nation of Eeyou Istchee, both historically and today. Although we are committed to not affecting the rights that other Indigenous peoples have in these lands, some First Nations in that territory have joined the litigation.

On May 29, 2023, Moose Cree First Nation delivered a statement of defence and counterclaim in relation to the Cree Nation’s Ontario claim. In its defence, Moose Cree First Nation has adopted an uncompromising position in opposition to the Cree Nation. Moose Cree First Nation’s defence rejects the Cree Nation’s position that the lands subject to the claim have been and are used on a shared basis. Moose Cree First Nation instead asserts that the lands of the Moose Cree Homeland are and always have been separate

•ΔΓΓΑ^{III}
Labrador tea



INTRODUCTION

On October 3, 2022, the Coalition Avenir Québec (CAQ) under Premier François Legault was returned to power in a landslide election victory. The CAQ won 90 of 125 seats in the National Assembly, the largest majority in decades. Denis Lamothe was re-elected as the CAQ deputy for Ungava, including Eeyou Istchee.

The following weeks saw both stability and change in ministries of key importance for the Cree Nation. Premier Legault confirmed Christian Dubé as Minister of Health and Social Services and Ian Lafrenière as Minister responsible for Indigenous Affairs. Newly-elected MNA Bernard Drainville was appointed as Minister of Education, and his predecessor, Jean-François Roberge, was appointed as Minister responsible for the French Language.

The Cree Nation continues to develop its relationship with the Government of Québec in a wide range of sectors. This relationship is based on the Nation-to-Nation collaboration and partnership established by our treaty, the *James Bay and Northern Québec Agreement* (JBNQA), and strengthened by subsequent agreements, including the *Paix des Braves* (2002), the *CreeQuébec Governance Agreement* (2012) and *La Grande Alliance* (2020). The Cree-Québec relationship is of critical importance for the Cree Nation, and has proved to be positive, resilient and beneficial for both parties.

Grand Chief Mandy Gull-Masty and Deputy Grand Chief Norman Wapachee, together with the Board/Council of the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government, are responsible for providing political direction for relations between the Cree Nation and Québec. They are supported by Davey Bobbish, Executive Director, Melissa Saganash, Deputy Executive Director, Richard Shecapio, Cree-Québec Negotiator, and Nadia Saganash, Director of Cree-Québec Relations.

CREE-QUÉBEC STANDING LIAISON COMMITTEE

The Cree-Québec Standing Liaison Committee established by the *Paix des Braves* continues to serve as the clearing house for relations between the Cree and Québec. It provides a forum to resolve potential difficulties as they arise, and helps to strengthen relations between the Cree and Québec. The Cree representatives are Davey Bobbish, Paul John Murdoch, Melissa Saganash, Richard Shecapio and Nadia Saganash.

Patrick Lahaie serves as Associate Secretary General of the Indigenous Affairs Secretariat (SAA). Me Marie-José Thomas, State Administrator, has a long and successful track record in Cree-Québec relations. She is responsible for Strategic Projects and reports directly to the Secretary General of the Council of Ministers. Dominique Savoie, formerly Deputy Minister of Health and Social Services, was recently

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appointed as Secretary General, the first woman to occupy this position.

The Standing Liaison Committee met five times in 2022-2023. It focussed on certain priority issues, including the following, some of which are discussed in greater detail below:

- (a) *La Grande Alliance* between the Cree Nation of Eeyou Istchee and Québec regarding infrastructure development, environmental conservation and protected areas in Eeyou Istchee, discussed above;
- (b) Inter-ministerial coordination with various Québec Government Departments, including the Secretariat for Indigenous Affairs, Treasury Board, Health and Social Services, Education, Justice, Public Security, Municipal Affairs, Energy and Natural Resources, Forests, Wildlife and Parks, Transport, and others;
- (c) Section 28 JBNQA issues, including contracting and tendering procedures, Cree priority in contracting, definition of “Cree enterprise”;
- (d) *Cree-Québec Governance Agreement*
 - i. Review of Governance Agreement;
 - ii. Representation on Eeyou Istchee James Bay Regional Government;
 - iii. Renewal of funding arrangements for Cree Nation Government;
- (e) Legislative review:
 - i. Cree Board of Health and Social Services of James Bay;
 - ii. Cree School Board;
- (f) Sector tables:
 - i. Cree Trappers Income Security Board;
 - ii. Protected areas;
 - iii. Land reconfiguration (Chisasibi and Waswanipi);
 - iv. Caribou – Modernization of Section 24 JBNQA;
 - v. Cree Nation Housing Strategy;
 - vi. Customary adoption;
 - vii. Childcare;
 - viii. Youth Protection;
 - ix. Forestry.

CREE – QUÉBEC GOVERNANCE AGREEMENT

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

Cree Nation Government

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

The Land Use Planning Unit of the Cree Nation Government Department of Environment and Remedial Works is

advancing the work of the Eeyou Planning Commission. The Commission is responsible to prepare, in consultation with the Cree First Nations and other stakeholders, a regional land and resource use plan for Category II lands. The Commission is working, in consultation with the Cree communities, on draft policies, principles and objectives to guide the development of the regional land and resource use plan for Category II lands. These draft policies, principles and objectives will be submitted to the Cree Nation Government for approval and then to the Government of Québec for its concurrence.

Eeyou Istchee James Bay Regional Government

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

On January 1, 2022, Madame Manon Cyr, Mayor of Chibougamau, commenced a two-year term as Chair of the Regional Government. Grand Chief Mandy Gull-Masty now serves as Vice-Chair.

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

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

Each year, the Regional Government must adopt a budget that is consistent with the provisions of the Governance Agreement, and taking into account funding allocations provided by Québec.

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

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

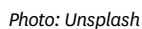
March 27, 2020, the second for financial years 2020-2021 and 2021-2022, concluded on March 30, 2021, and the third for financial year 2022-2023, concluded on March 30, 2022.

Funding

Review

The Cree Nation Government and Québec had intended to enter into a five-year funding agreement, for the period from April 1, 2019 to March 31, 2024, but were unable to do so within the time limits provided. They therefore decided, on an exceptional basis, to enter into three Funding Agreements, the first for financial year 2019-2020, concluded on

- (a) Representation and the distribution of votes on the Eeyou Istchee James Bay Regional Government in accordance with section 85 of the Governance Agreement and section 37 of the Act establishing the Eeyou Istchee James Bay Regional Government (chapter G-1.04);
- (b) Sections 44 and 45 relating to energy on Category II lands;



- (c) Planning processes on Category II and III lands, taking into account the evolution of programs and the current context and other related questions;
- (d) Other implementation issues.

As noted above, this review is pending in view of certain preparatory orientation work to be carried out with Cree and Jamésien representatives.

LA GRANDE ALLIANCE

On February 17, 2020, Grand Chief Dr. Abel Bosum and Premier François Legault opened a new chapter in Cree-Québec relations by signing a Memorandum of Understanding creating “*La Grande Alliance*”.

La Grande Alliance envisages a transformative 30-year, \$4.7 billion infrastructure program in Eeyou Istchee. The program’s three phases propose to extend the transportation network (rail, road, port and airport), improve the standard of living (housing, electricity and internet) and guarantee the long-term protection of the territory (protected areas). In the spirit of the *Paix des Braves*, the objective of *La Grande Alliance* is to create the conditions required for the strategic, predictable and sustainable development of Eeyou Istchee. This program will shape and secure the future of Eeyou Istchee for generations to come.

La Grande Alliance is an initiative of the Cree Nation itself. It represents the Cree vision of infrastructure development and sustainable economic development in Eeyou Istchee. It was the Cree Nation that proposed this vision to the Government of Québec, not something imposed on the Cree from outside. This initiative flows from a choice freely made by the Cree Nation itself to implement its own vision of how development should proceed in Eeyou Istchee in a way that respects Cree values and the environment. Thus, the very critical first steps are a feasibility and pre-feasibility study of the proposed phases to ensure community engagement and direction.

La Grande Alliance embodies the original vision of the *James Bay and Northern Québec Agreement* of a partnership between the Cree and Québec for the governance and development of Eeyou Istchee. It builds on the partnership in development of the *Paix des Braves* of 2002 and the partnership in governance of the *Cree-Québec Governance Agreement* of 2015.

The infrastructure program aims to facilitate the transportation of people and goods in Eeyou Istchee, and to increase the value of natural resources by lowering their transportation costs. *La Grande Alliance* will act as a hub in organizing and overseeing the development of infrastructure, in the common interest of the Cree and Jamésien com-



Over its 30-year span, *La Grande Alliance* will oversee or coordinate:

- Strengthening local capacity for the management of these protected areas and wildlife, helping to ensure social acceptability for infrastructure and resource development plans.

As the Memorandum of Understanding of February 17, 2020 had an initial term of twelve months, the Crees and Québec agreed to extend its term for an additional twelve months and may seek to prolong this term if deemed necessary.

On January 27, 2021, a Request for Proposals (RFP) was issued for the *La Grande Alliance* Phase I Feasibility Study, including the following elements:

- Trans-shipment areas along the Billy-Diamond Highway and the Grevet-Chapais railway corridors, specifically one located at KM 257.

- A new railway corridor following, as much as possible, the alignment of the Billy-Diamond Highway between km 257 (Rupert River bridge) to km 544 (Junction of Billy-Diamond Highway and Trans-Taïga road);
- A new road corridor connecting Radisson and Whapmagostui, over an approximate distance of 175 km;
- Extension of Route 167 to the north to connect with the Trans-Taïga road, over an approximate distance of 125 km.

- A new railway corridor following, as much as possible, the alignment of the road corridor connecting Radisson and Whampagoostui (Phase II), over an approximate distance of 225 km;
- A harbour at Whampagoostui / Kuujjuarapik;

On April 15, 2021, the result of the Phase I Feasibility Study RFP was announced, with the award of the mandate to the “Vision Eeyou Istchee” Consortium. The consortium, comprising Stantec, Systra and Desfor, with assistance from KPMG. On June 11, 2021, the result was announced of the RFP for *La Grande Alliance* Phases II and III Pre-Feasibility Study. The mandate was awarded to WSP Canada Inc., which has worked on numerous mandates over the years in Eeyou Istchee, related to transportation infrastructure and other projects. For the study, WSP partnered with Maamuu Consulting, a Cree-owned business specializing in community engagement, to undertake the liaison work with the communities within the study.

Over the course of 2023, results from the studies will be shared with participating communities, land users and rights holders to gather feedback and to further refine results. This will culminate in the production of an accompanying report, which shall be submitted to the Cree Nation

Government as per the Cree Development Corporation's mandated obligations.

Federal Participation

In October 2019, Grand Chief Dr. Abel Bosum and Minister Jonatan Julien (Québec Energy and Natural Resources) met with Michael Sabia, Chairman of the board of directors of the Federal Infrastructure Bank. The Bank indicated interest in pursuing discussions since *La Grande Alliance* touches upon many of the priorities of the Bank.

La Grande Alliance initiative also matches the stated objective of the Indigenous Sector of the Federal Infrastructure Bank, which is to fund infrastructure projects capable of generating revenue that will ensure a greater role for First Nations in natural resource development. To date, there have been positive indications from the Federal Infrastructure Bank as to the possibility of a significant financial participation.

CHARTER OF THE FRENCH LANGUAGE (BILL 96)

In May 2021, the Government of Québec tabled in the National Assembly Bill 96, *An Act respecting French, the official and common language of Québec*. The stated purpose of the Bill was to affirm that the only official language of Québec is French. It also affirms that French is the common language of the Québec nation. To that end, the Bill makes several amendments to the *Charter of the French language*.

In May 2022, Grand Chief Mandy Gull-Masty, after consulting the Chairs of the Cree School Board and the Cree Board of Health and Social Services, wrote to Simon Jolin-Barrette, Minister of Justice and Minister responsible for the French Language, to share certain serious concerns of the Cree Nation of Eeyou Istchee related to Bill 96.

The Grand Chief first noted that the Cree Nation understands the concerns of the Government of Québec for the protection of the French language because the Cree share many of the same concerns for our own Cree language, *iyyiyuu ayimuun*. Further, the Cree Nation supports the objective of Bill 96 to protect the French language insofar as it does not

- (a) erode the rights of the Cree Nation, including our treaty rights under the JBNQA and related agreements, our Aboriginal rights, and our rights under the laws of Québec and Canada and international agreements; or
- (b) compromise the social, cultural, economic and political development of the Cree Nation.

However, as drafted, Bill 96 would erode the rights of the Crees of Eeyou Istchee, including, in particular, in respect of education:

- (a) the new requirement for English-language colleges to give priority admission to students declared eligible to receive instruction in English would restrict the access of Cree students to these colleges in Québec, as they do not generally possess a declaration of eligibility, given their statutory right under the Charter to receive instruction in English;
- (b) the new requirement that the grant of a Diploma of College Studies be conditional on passing an examination

to evaluate the student's knowledge of French does not apply to students who have received college instruction in English and have been declared eligible to receive instruction in English. As drafted, this requirement would penalize Cree students as they do not possess the declaration of eligibility, for the reason mentioned above;

- (c) the new requirement that all students at English-language colleges pass a minimum of three courses in French, or three French courses in addition to the current two courses, in order to receive a Diploma of College Studies would impose a disproportionately heavy burden on Cree students, for whom French is usually their third language. It would also prolong the length of their college studies and, most importantly, compromise their academic performance;
- (d) taken together, these restrictions would hamper the access of Cree students to English-language colleges in Québec. They would also hinder the ability of Cree students to complete their program of colleges studies with success, and hence to access the university programs, and the careers, of their choice;
- (e) these restrictions would in effect induce Cree students to pursue higher studies outside Québec, a significant loss both for the Cree Nation and for Québec;
- (f) these restrictions would compromise the efforts of the Cree Nation over many years to build the capacity of Cree youth to assume progressively more complex and responsible technical and professional positions in the service of the Cree Nation;
- (g) these restrictions therefore pose a real threat to the social, cultural, economic and political development of the Cree Nation.

The Grand Chief also noted certain concerns of the Cree Nation regarding the administration of justice. Section 18 JBNQA enshrines the treaty right of the Crees to the administration of justice adapted to their culture, language and way of life. The Crees therefore expect that the provisions of Bill 96 relating to the administration of justice will be implemented in compliance with the letter and spirit of the JBNQA. This will necessarily entail the appointment of judges to the Itinerant Court serving the Cree communities who are able to speak English.

In her letter, the Grand Chief proposed certain measures to address these concerns, including certain technical amendments to Bill 96.

On 24 May 2022, the National Assembly adopted Bill 96 (now Law 14). On 3 June 2022, Minister Jolin-Barrette responded to the Grand Chief's letter, assuring that eligible Cree students would enjoy priority access to English-language Cegeps and would be exempt from the French proficiency exam as a condition of graduation.

For Cree students, however, the problem remained precisely the requirement to secure the certificate of eligibility to gain access to English-language Cegeps. Subsequent discussions with the Ministère de l'Éducation (MEQ) sought to address this difficulty through various administrative measures. While MEQ officials have cooperated in this effort, the obstacle posed by the terms of the *Charter of the French*

niors' centres, respite resources for the elderly, and mental health resources in the Cree communities. It also provides funding for information technology assets.

This Agreement and Funding Framework provide the CBHSSJB with the tools to implement the priorities identified in consultations with the Cree communities and clients and set out in the Strategic Regional Plan. Among other things, this Plan emphasizes the development of Cree culturally safe spaces and practices as well as partnerships with the Cree First Nations for long-term care and transition services, mental health and birthing homes.

The CBHSSJB is continuing work on the new Strategic Regional Plan for 2023-2029. It will identify key strategic orientations and objectives to guide the CBHSSJB in the coming years, and it will also serve as the basis of discussions with the Government of Québec for the next Health Agreement and Funding Framework for the period 2024-2029.

Non-Insured Health Benefits

The CBHSSJB continued exchanges with MSSS in 2022-2023 on an administrative framework for the Cree Non-Insured Health Benefits (NIHB) Program, including reporting and accountability for expenses relating to the delivery of NIHB services.

In October 2022, the CBHSSJB and the MSSS successfully finalized an amended version of the Cree NIHB Program Management Framework, proposed by the CBHSSJB. This Program Framework includes management and control mechanisms, as well as related CBHSSJB policies and procedures. This formal approval of the Program Framework marks an important milestone in the collaboration of the CBHSSJB and the MSSS on the Cree NIHB Program.

Awash-USchiniichisuu Shikascheimuun Task Force and Commissioners

In 2021, the CBHSSJB Board of Directors established the *Awash-USchiniichisuu Shikascheimuun* (AUS) Task Force composed of CBHSSJB personnel and mandated to collaborate with the Cree Nation Government, the Cree School Board and other Cree entities.

With the assistance of AUS Commissioners Bella M. Petawabano and Lorraine Spencer, this Task Force has the mandate to identify significant concerns in Eeyou Istchee regarding youth protection and youth criminal justice matters under the authority of the CBHSSJB. The purpose of this work is to propose ways to better adapt youth protection and these youth criminal justice services to Cree culture, values, needs and realities.

In April 2023, these Commissioners launched internal consultations among CBHSSJB employees on these matters. This process is expected to be followed by similar consultations with other Cree entities and with interested Cree members of the public who wish to participate. The results of this work are intended to better adapt these CBHSSJB services to Eeyou Istchee, and to inform the development of the special Cree youth protection program mentioned in the section 1.6.1 above.

EDUCATION

Legislative Review

The Cree School Board has undertaken a review of its governing legislation, the *Education Act for Cree, Inuit and Naskapi Native Persons* insofar as this Act applies to the Cree and the Cree School Board. This Act has remained essentially unchanged in regard to the Cree since 1978, and a modernization of its provisions in regard to the Cree and the Cree School Board is overdue. An important objective is to ensure that the Board's governing legislation better reflects the Cree School Board as a specifically Cree institution of self-governance in education, makes more room for Cree language instruction and better reflects Cree culture and way of life.

In November 2021, the Grand Chief and the Chairperson of the Cree School Board agreed with Québec to establish a Special Joint Table to review the modernization of the Cree School Board's governing legislation. Québec's representatives are led by Mme Marie-José Thomas, who reports directly to the Secretary General of the Government, and by Mme Marie-Josée Blais, Assistant Deputy Minister at the Ministry of Education of Québec (MEQ). The Cree team is led by Abel Bosum as chief negotiator of the Cree School Board, Caroline Mark, Director General of the Cree School Board, and Stella Masty, Cree Negotiator reporting to the office of the Grand Chief.

The Special Joint Table met several times last year, and all meetings were positive. In December, Québec representatives reported that the Québec Cabinet would most likely require that all legislative amendments to the Board's governing legislation be made at once, as opposed to proceeding in two separate phases, as originally contemplated.

Québec representatives also stated that the level of autonomy of the Cree School Board to determine matters like the "basic school regulations" and education programs for Cree students is an important issue for Québec, given the need for all students to acquire the basic skills and qualifications to pursue higher or technical education outside the Board's education framework, if they wish to do so.

The Cree School Board has developed and tabled with Québec a proposed Agreement on a new Education Act for the Crees. The Agreement is intended to be signed by Québec, and the Crees as represented by the Cree Nation Government and the Cree School Board. The Agreement would commit Québec to table in the National Assembly a new Education Act for the Crees, substantially in the form appended to the Agreement, in order to replace the existing legislative framework of the Cree School Board. The Agreement would also commit the Crees and Québec to negotiate a complementary agreement to amend Section 16 of the JBNQA to ensure its consistency with the new Education Act for the Crees.

The New Education Act for the Crees would essentially build on existing structures, processes, guarantees and relations with Québec and Canada as currently set out in Section 16 JBNQA. The new Act would better reflect the Board's Cree identity, treaty status and special circumstances. It would recognize greater responsibility and flexibility for the

Board in managing its own internal affairs. Among other things, the new Act would bring together changes already agreed to with Québec or already presented to Québec officials in the past.

Budgetary Rules

The Cree School Board successfully concluded negotiations with the Governments of Québec and Canada on the *Budgetary Rules of the Cree School Board for School Years 2019-2020 to 2023-2024*. These negotiations were conducted under paragraphs 16.O.22 and 16.O.23 of the *James Bay and Northern Québec Agreement*, which state that the funding to be provided to the Cree School Board shall be in accordance with a formula to be determined by Québec, Canada and the Crees.

Since the negotiations on the Budgetary Rules of the Cree School Board concerned the treaty rights of the entire Cree Nation under the JBNQA, they were conducted jointly by the Cree School Board and the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government.

These Budgetary Rules represent a major achievement for the Cree in that, not only was the base funding of the School Board protected, certain elements were improved or increased. Significant new or enhanced funding was secured for Adult Education (including a new in-community student assistance program), Information Technologies, Students with Special Needs and the Cree Teacher Training Program.

The Cree School Board is now preparing for the renewal of the Budgetary Rules for school years 2024-2025 to 2028-2029.

INCOME SECURITY PROGRAM FOR CREE HUNTERS AND TRAPPERS

It has been agreed with Québec to establish a negotiating table with representatives of the Ministry of Labour, which is responsible for the administration of the Income Security Program for Cree Hunters and Trappers. The negotiations would address two potential questions. The first relates to raising the cap on the total number of remunerated person-days, and hence the maximum amount payable, under the Income Security Program under the JBNQA.

The second important objective would be to examine the possibility entrusting the administration of the Income Security Program to the Cree Nation Government. While the program is efficiently administered, an issue exists in that participants are penalized through “clawbacks” of amounts received from programs to compensate them for damage done to their traplines. Cree administration of the program could be explored as a way to better honour the pursuit of the traditional way of life as a critical element in protecting and maintaining Cree culture, rather than treating it as an alternative welfare program.

Childcare Services

A multi-year *Child Services Agreement* was signed by the Cree and Québec in 2014, providing a greater governance role for the Cree Nation Government, more delegation of powers from the Ministry of Families and increased, stable



funding to account for the Cree context. The increased funding helped to implement northern allowances to attract and retain qualified and competent childcare personnel in Eeyou Istchee.

A new 7-year Cree-Québec Childcare Agreement was signed in 2022 for the period of 2019-2026, with a projected value of almost \$140 million. This Agreement continues to build on the previous one, including a further delegation of powers from the Ministry of Families, more regional support for Cree childcare centres and enhanced funding mechanisms for salary increases of Cree childcare personnel.

This new Agreement also addresses retroactive salary increases that were an outstanding issue for the previous period, and represented an important question of fairness for the Cree Nation Government. The funding mechanisms in the new Agreement will help to attract and retain qualified and competent childcare personnel for Cree childcare centres in the years to come.

CREE NATION HOUSING STRATEGY

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

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

CONTRACTING AND TENDERING

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

The Cree Nation Government and the Government of Québec have established a special Working Group of Cree representatives and procurement officials of the Québec Treasury Board to address this matter under the Cree-Québec Standing Liaison Committee. Its mandate is to develop a proposal to adapt public contracting rules to the realities and needs of the Cree communities, the CBHSSJB and the Cree School Board, taking into account the Cree priority provisions of Section 28 of the JBNQA.

This Working Group has discussed possible means to implement Section 28 of the JBNQA especially by means of a special contracting regime, with special reference to priority for Cree enterprises and workers in procurement for entities such as the Cree School Board and the Cree Board of Health and Social Services.

Discussions with Treasury Board have been positive; it appears open to Cree prioritization under the draft Cree Nation Economic Prioritization Agreement (previously known as the Cree Free Trade Agreement) for companies that invest in a Cree community, local human resources and have a real connection to the communities of Eeyou Istchee, regardless of their legal status or structure: corporation, joint venture, partnership and so on.

ENERGY

The Cree Nation Government is following closely the orientations of the Government of Québec and Hydro-Québec regarding energy development in Northern Québec, including the effects of proposed energy exports to New England and New York. Grand Chief Mandy Gull-Masty met with the previous CEO of Hydro-Québec, Madame Sophie Brochu, and they had a positive exchange. It is expected that the Grand Chief will meet with the newly appointed CEO, Michael Sabia.

EYYOU COMMUNICATIONS NETWORK

Eeyou Communications Network (“ECN”) is a not-for-profit telecommunications corporation that provides broadband carrier services for the Cree communities of Eeyou Istchee and municipalities of the James Bay region. ECN delivers advanced, reliable and cost-effective network access for the benefit of communities, populations, businesses, organizations and governments.

As of June 1st, 2023, ECN has 26 employees, including five Crees, located throughout Eeyou Istchee (Waskaganish, Wemindji, and Ouje-Bougoumou), James Bay (Chibougamau and Chapais), Val-d’Or and Montréal. Two additional non-Cree employees will be joining our team throughout the month of June.

Fiber-to-the-Home Project (“FTTH”)

In 2022, ECN continued to develop its FTTH network in new neighborhoods throughout the region, including Mistissini, Waswanipi, Nemaska and Eastmain, as well as three expansion projects in Waskaganish. Multiple interventions have also been completed in Waskaganish and Wemindji to relocate existing fiber optic network sections. ECN has also connected the Lac Madelaine and Lac France areas. Finally, ECN is in the final phases of implementing the required infrastructure to support multiple vendors of its FTTH service, which will provide more choices to the region’s Internet subscribers in the near future through an “open-access” network.

Open Access Model

To continue its mission of supporting the autonomy as well as the social and economic development of Eeyou Istchee, ECN is updating its business model by opening the residential service resale market to multiple providers. The adoption of the Open Access resale model will benefit residents of the region by providing a diversification of service offerings and competitive prices for residential services including internet, telephone, and television.



Planning is well underway and preliminary site surveys have been completed for the construction of 46 cellular sites along the highways and community access roads to Chisasibi, Wemindji, Eastmain and Waskaganish. ECN plans to cover the Billy Diamond highway, the Route du Nord from Billy Diamond highway to Nemaska, Road 109 from Matagami to 49th parallel, Road 113 from Lebel-sur-Quévillon to Chibougamau and Road 167 from Chibougamau to Mistissini. This project is to be completed by the first quarter of 2025 and will improve the safety of the population traveling the roads in Eeyou Istchee.

Société de télécommunications Atikamekw-Crie

ECN has entered into a limited partnership with the Atikamekw communities of Opitciwan, Wemotaci and Manawan in deploying and operating a fiber optic network between the Hydro-Québec power stations of Chamouchouane close to Lac St-Jean, and Judith-Jasmin in Terrebonne and onwards to a datacenter in the Montreal metropolitan area. Most of the fibers used are fibers purchased from Hydro-Québec on their optical ground wire (“OPGW”) over the new Chamouchouane-Bout-de-L’Île high voltage power line, although there are also 40 kilometers of new fiber cable being built between Terrebonne and Anjou. Construction has advanced significantly throughout 2022. At this time, only 1 km of fiber remains to be built on the island of Montreal, for which the work is currently scheduled for execution by the end of June 2023.

This project increases ECN’s autonomy by operating its own fiber optic network all the way to Montreal, without needing to depend on third-party suppliers in Abitibi or Lac St-Jean to get transport to Montreal, although ECN will maintain its third-party connectivity from Amos to Montreal for robustness purposes.

FORESTRY

Forestry Harmonization Agreement

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

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

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

Québec and the Crees have agreed to:

- (a) an Agreement amending the *Paix des Braves* in order to replace the existing Cree Adapted Forestry Regime by a new one;

Photo: Unsplash

- (b) cooperation and coordination with respect to negotiations with the Government of Québec regarding the issues contemplated by the MOU;
- (c) cooperation and coordination with respect to the work of the Cree Québec Forestry Economic Council;
- (d) cooperation and coordination with respect to negotiations with non-Cree forestry companies.

Amendment No. 6 also deals with the preparation of Wildlife Habitat Directives guiding the forest development planning process in order to foster the protection and development of wildlife habitats. This issue has been a challenge for the Parties since the execution of the *Paix des Braves*.

Collaborative Forestry Management Regime

The *Cree-Québec Governance Agreement* provides for the establishment of a collaborative management regime for the forestry resources on the Category II lands situated in the territory contemplated by Chapter 3 of the *Paix des Braves*. This collaborative management regime will consist of collaboration between Québec and the Cree Nation Government in order to develop the integrated forestry management plans concerned.

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

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

The *Baril–Moses Resolution Agreement* provides for funding by Québec for the implementation of the Collaborative Forestry Management Regime set out in the Governance Agreement over the five years 2016-2017 to 2020-2021. The Agreement also provides for the negotiation of successor agreements regarding funding for implementation of the Collaborative Forestry Management Regime for the five-year period 2021-2026 and then the ten-year period 2026-2036. Negotiations have not yet been completed and thus, as of March 31, 2023, the successor agreement had not yet been completed.

During fiscal year 2022-2023, the Cree party raised this issue at the level of the Cree-Québec Standing Liaison Committee and has exchanged documentation with Québec with a view of resolving the issue as soon as possible.

The Cree Nation Government has established a Forestry Department which will, among other things, carry out the forestry planning and management work.

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Cree Traditional Activities Enhancement

The *Baril-Moses Resolution Agreement* provides that Québec and the Cree Nation Government shall each make annual contributions under the *Agreement regarding Cree Traditional Activities Enhancement* concluded on July 11, 2013 for the five-year period 2016-2017 to 2020-2021. They are to work together to develop guidelines concerning eligible uses and activity reports in respect of the funding provided for under the Enhancement Agreement.

The *Baril-Moses Resolution Agreement* provides that the parties are also to negotiate by April 1, 2020 a successor agreement to the Enhancement Agreement, taking into account the average funding level provided for in previous years.

The Cree Nation Government and the Government of Québec renewed in 2022 the *Agreement Regarding Cree Traditional Activities Enhancement* for the 2021-2026 period.

In order to implement the Enhancement Agreement, the Cree Nation Government adopted the *Forestry Cree Traditional Activities Enhancement Program Law* at its March 2023 meeting (“Law”). In accordance with the Enhancement Agreement, Québec was consulted on the text of the Law before its approval and was satisfied with it.

Among other things, this Law establishes the Cree Forestry Traditional Activities Enhancement Committee, on which the Cree Nation Government has designated the Executive Director, the Deputy Executive Director and the Treasurer as its representatives.

The CNG Department of Forestry has also developed a proposed Policy to implement the Enhancement Program. As required under the Enhancement Agreement, Québec was consulted and confirmed that it is satisfied with the Policy.

In conformity with the Law, the Policy was recommended for approval by the Cree Forestry Traditional Activities Enhancement Committee and approved by the Executive Committee on May 18, 2023.

PADF Agreement

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

The purpose of the 2015-2018 PADF Agreement was to delegate to the Cree Nation Government the management of the PADF program, and to provide it with related funding. The Cree Nation Government has concluded with Québec similar agreements for the periods 2018-2021 and 2021-2024.

MODERNIZATION OF SECTION 24 JBNQA

Serious concerns have arisen concerning over-harvesting of migratory caribou in the JBNQA Territory by certain members of the Innu Nation. Former Grand Chief Abel Bosum wrote to, and met with, former Minister Dufour (MFFP) and Minister Lafrenière (SAA) in February 2021 on this matter. He proposed the establishment of a special table to negotiate a modern Implementation Plan of Section 24 of the JBNQA.

These discussions would include possible adaptations to the existing legislative framework to provide greater respon-

sibility for the Indigenous parties and collaboration between the Government of Québec and the Cree Nation Government for the purpose of ensuring effective wildlife management, in particular and in priority, the migratory caribou of the JBNQA Territory.

Both Ministers responded and named representatives to the negotiating table. The long-term solution would likely be the delegation of greater responsibility for wildlife protection to the Cree Nation. This is consistent with the broad trend since the signature of the JBNQA and the *Paix des Braves*.

It is anticipated that other files of concern with the MFFP may be addressed at this table such as Right of First Refusal (RFR) for outfitting, which has now been extended to November 2024.

EYOU EENOU POLICE FORCE

Funding

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

However, the parties required more time to finalize discussions on various financial matters, including funding for major capital and the transport of accused persons. At the time, it was agreed that the parties would pursue negotiations on these matters with the objective of reaching an agreement by March 31, 2019, but no agreement was reached by then.

However, the Parties did reach an agreement during fiscal year 2020-2021 by which the tripartite agreement was amended to add distinct funding, apart from operations funding, for certain major capital infrastructure projects for the EEPF, to be undertaken between April 1, 2020 and March 31, 2025. The Parties however agreed that the tripartite agreement was concluded without prejudice to their respective positions with respect to funding for the transportation of accused persons.

The Parties also reached additional amending agreements during fiscal years 2020-2021 and 2021-2022, to add nonrecurring exceptional funding for such fiscal years in light of the specific situation resulting from the COVID-19 pandemic response.

Modalities Agreement, Court Security, Education and Special Constables

Cree-Québec discussions took place regarding:

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

In the meantime, and further to a joint Cree-Québec effort, various special constables have been appointed in view of certain retention and recruitment issues. These special constables are in addition to the members of the EEPF who are full-fledged police officers.

It is hoped that the Waskaganish experience will pave the way for a process to achieve land reconfigurations in their respect. With respect to Chisasibi, discussions are taking place on the need to reconfigure Category I lands in relation to the transportation corridor that transects the community.

The Government has been informed that a land reconfiguration issue may also arise for the community of Washaw Sibi in the near future, subject to the development plans of the community.

OUGE-BOUGOUMOU RECOGNITION AND MISTISSINI LANDS

Complementary Agreement No. 22 and the Final Agreement were signed in Ouje-Bougoumou on November 7, 2011. Complementary Agreement No. 22 received its final signature on February 3, 2012 and came into force during the year 2012-2013. These agreements have the effect of legally securing the status of Ouje-Bougoumou as a Cree First Nation under the JBNQA and related legislation, with the same powers, rights and responsibilities as other Cree First Nations, subject to a transitional period necessary to allow for the transfer of lands and the coming into force of amendments to the *Cree-Naskapi (of Québec) Act*.

The *Act to amend the Cree-Naskapi (of Québec) Act*, adopted in 2009, amended the *Cree-Naskapi (of Québec) Act* in order, among other things, to recognize Ouje-Bougoumou as a Cree Band. These amendments came into force on May 15, 2014, the date on which land was formally set aside by the Governor in Council as Category IA land for the exclusive use and benefit of Ouje-Bougoumou pursuant to the Complementary Agreement. Ouje-Bougoumou, like other Cree bands, constituted as corporations under the *Cree-Naskapi (of Québec) Act*, was continued as a Cree First Nation and as the same legal entity under the *Cree-Canada Governance Agreement* of 2017.

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

The Cree Nation Government, Québec and Canada are in regular communications in order to conclude the land transactions needed to finalize the land transfers. The situation has considerably evolved during fiscal year 2021-2022 in view of the adoption of various decrees and orders-in-council by Québec and Canada, as well as the adoption of the Bill 16 – *An Act to amend various legislative provisions to implement Complementary Agreements No. 22 and No. 27 to the James Bay and Northern Québec Agreement*.

By virtue of the decrees adopted by Québec during fiscal year 2021-2022, the new Ouje-Bougoumou and Mistissini Category II lands have been described, Québec has approved the transfer by letters patent of the new Mistissini Category IB lands to the Mistissini Landholding Corporation and Québec has transferred the new Mistissini Category IA lands to Canada.

By virtue of an order-in-council adopted by Canada during fiscal year 2021-2022, Canada has accepted the transfer of the new Mistissini Category IA lands. Canada still has to formally set aside the new Mistissini Category IA lands for the exclusive use and benefit of Mistissini, which should be forthcoming.

Bill 16, now chapter 1 of the 2002 Québec laws, notably creates the Ouje-Bougoumou Landholding Corporation, which acts as a trigger to finalize the land transfer with respect to Ouje-Bougoumou Category IB lands. On April 26, 2023, Québec adopted the decree authorizing the issuance of letters patent to the Ouje-Bougoumou Landholding Corporation and the transfer of the Ouje-Bougoumou Category IB lands to the Ouje-Bougoumou Landholding Corporation.

NEGOTIATIONS WITH MINING COMPANIES

Newmont/Goldcorp – Éléonore Project

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

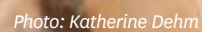
The purpose of the Opinagow Collaboration Agreement is to establish measures for the future operation of the project, which protects Cree traditional activities, and to ensure Cree benefit from various employment, business and training programs. It also ensures that the project will proceed in a sustainable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

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

On April 18, 2019, Goldcorp merged with Newmont Mining Corp., creating Newmont Goldcorp Corp., the world's largest gold-mining company. In early January 2020, as part of a branding exercise, the company simply changed its name to Newmont Corp.

On March 13, 2020, Newmont was forced to shutdown its activities at the Éléonore Mine in light of the Orders in Council and Ministerial Orders issued by the government of Québec to face the COVID-19 pandemic. In mid-April 2020, Newmont resumed its operations at the Éléonore Mine, after consultation and collaboration with the Cree Nation Government on a COVID-19 management plan.

In May 2023, Newmont announced that it would buy back Australian gold miner Newcrest Mining Ltd., making Newmont



the largest U.S. gold and copper producer by market capitalisation. The transaction remains subject to approval from shareholders of both companies and other regulatory approvals.

Stornoway Diamond Corporation – Renard Project

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

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

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

In April 2014, Stornoway announced a \$944M financing package to fund the construction of the Renard Project, which began in June 2014.

In September 2019, Stornoway sought before the Superior Court of Québec protection under the *Companies’ Creditors Arrangement Act* (“CCAA”) in order to restructure its business and financial affairs, in light of financial difficulties.

In October 2019, the Québec Superior Court approved a transaction by which Diaquem Inc., Osisko Gold Royalties Ltd., CDPQ Ressources Inc. and 10782343 Canada Ltd., the secured creditors of Stornoway and of certain of its affiliated entities, would acquire by way of a share purchase agreement all of the assets and properties of Stornoway and certain of its affiliated entities, other than excluded assets expressly identified and designated as such in the share purchase agreement.

On November 1, 2019, Deloitte Restructuring Inc. in its capacity as monitor to Stornoway under the CCAA proceedings, issued a certificate confirming that all of the conditions of the share purchase agreement had been satisfied and the closing of the transaction had occurred.

On March 13, 2020, Stornoway was forced to shut down its activities at the Renard Mine in light of the Orders in Council and Ministerial Orders issued by the government of Québec to face the COVID-19 pandemic. While the Government of Québec allowed mining companies to resume their operations in mid-April 2020, Stornoway had decided not to immediately resume its operations at the Renard Mine, given the difficult conditions of the diamond market (caused in part by the inability to travel which prevents buyers from traveling to



Photo: Katherine Dehm

Agreement. On June 20, 2013, the parties signed the Dabob-Husky Agreement. Since the execution of this Agreement, the parties have appointed their respective representatives to the Implementation Committee, which has met on numerous occasions. The Ouje-Bougoumou Cree Nation and BlackRock have engaged in negotiations on the terms of various contracts which could be awarded to Ouje-Bougoumou during the construction phase of the BlackRock project.

On April 11, 2013, following consultation with the Canadian 22 Review Committee (COMEX), the Deputy Minister of the Environment of Québec delivered to BlackRock Metals Inc. its amended certificate of authorization for the operation of the iron ore mine, which notably authorized an extension of the duration of the operation of the mine from 13 years to 42.5 years and authorized, for a maximum of five years, the transportation of iron ore by truck on existing forestry



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

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

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

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

roads between the mine site and the existing railroad linking Chibougamau Chapais to Lac Saint Jean.

In late 2018, BlackRock Metals Inc., the Ouje-Bougoumou Cree Nation and the GCC(EI)/Cree Nation Government were engaged in discussions with regard to the implementation of the provisions of the BallyHusky Agreement pertaining to the preferential awarding of sole source contracts to Cree enterprises and Ouje-Bougoumou Cree enterprises. In June 2019, these discussions resulted in the adoption of a Charter of the Implementation Committee which notably provides for the unbundling of contracts so as to ensure that contract opportunities are accessible or available to Cree Enterprises and Ouje-Bougoumou Cree Enterprises.

In late December 2021, BlackRock Metals Inc. filed court proceedings for protection under the Companies' Creditors Arrangement Act (CCAA) in order to restructure its business and financial affairs, in light of financial difficulties. These proceedings entailed a Sale or Investor Solicitation Process (SISP) to seek buyers or investors for BlackRock Metals Inc. The restructuring realized by BlackRock involved the acquisition of all of BlackRock's issued and outstanding shares by Investissement Québec ("IQ"), Québec's economic development agency, and by OMF Fund II H Ltd. ("Orion"), a New York private equity firm. Both Orion and IQ recognize the importance of the Crees for the BlackRock project to proceed. In fact, the agreement proposed by IQ/Orion provides for the assumption of the BallyHusky Agreement, in compliance with its terms and conditions regarding change of control.

On May 31, 2022, the Québec Superior Court approved the proposed restructuring with IQ and Orion, which transaction closed on June 2, 2022. As a result of the transaction approved by the Court, the Cree Nation Government, the SDBJ and the ARBJ lost the value of their equity investment effected in 2016.

In December 2022, Strategic Resources Inc. announced the acquisition of BlackRock, which acquisition was closed on March 31, 2022, through a reverse takeover. Prior to the acquisition, BlackRock has issued common shares to the Cree Nation Government, in consideration of its guidance and mentorship with respect to social acceptability issues and environmental stewardship as well as for its extensive continuing support of the company's development of important related infrastructure initiatives.

The value of the shares issued to the Cree Nation Government approximated the original combined aggregate value of the equity interest of the Cree Nation Government, the SDBJ and the ARBJ in BlackRock prior to the CCAA proceedings. In the course of the acquisition of BlackRock by Strategic Resources Inc., the Cree Nation Government then exchanged the BlackRock shares for shares of Strategic Resources Inc. and subsequently proceeded to transfer, as a gesture of good faith and partnership, one third of the shares received to each of the SDBJ and the ARBJ in appreciation of the parties' financing association that existed prior to the restructuring of the company.

Nemaska Lithium Inc. – Whabouchi Project

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

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

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

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

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

On May 30, 2018, Nemaska Lithium announced the completion of its \$1.1B project financing, through notably a \$280M public offering of common shares, an \$80M private placement of stock with the Québec government and a US\$350M bond sale. While this financing was to allow for the construction of the Whabouchi Mine in Nemaska and the lithium hydroxide and carbonate production facility in Shawinigan, Nemaska Lithium announced in February 2019 that another \$375M was needed to enable the company to complete construction of the Whabouchi Mine and the production facility.

In late December 2019, Nemaska Lithium filed court proceedings for protection under the *Companies' Creditors Arrangement Act* (CCAA) in order to restructure its business and financial affairs, in light of financial difficulties. After a Sale or Investor Solicitation Process (SISP) to seek buyers or investors for Nemaska Lithium, a transaction was approved by the Court.

As a result of the restructuring, the "new" Nemaska Lithium is now equally owned by Investissement Québec and Québec Lithium Partners ("QLP"). In turn, QLP is equally owned by Livent, a lithium technology company with a portfolio of products for electric vehicles, other energy storage applications and lithium alloys, and by a wholly-owned subsidiary of Pallinghurst Investment Fund, a leading investor in the metals and natural resources sector with a key focus on battery materials.

On May 6, 2022, Livent announced that it would acquire the interest of the subsidiary of Pallinghurst Investment Fund and, therefore, QLP would now be a wholly-owned subsidiary of Livent. As a result, Livent would then have a 50% ownership of Nemaska Lithium, the other 50% shareholder being Investissement Québec. This transaction was completed on June 6, 2022.

INDIGENOUS RELATIONS



The Cree Nation Government continues to engage directly with Indigenous groups across the country to share its experiences and the history of the Cree Nation of Eeyou Istchee. We do this out of a sense of responsibility, and to assist other Indigenous groups in securing recognition of their rights. More specifically, we see the importance and benefits for all involved in maintaining and strengthening our relations with our Indigenous neighbours and with whom there are a wide range of issues of common concern. Our approach in this initiative is to strengthen and to build new relationships based on our shared Indigenous histories and values, and to conclude arrangements that are in keeping with our cultures and traditional ways of relating to one another.

CREE-NASKAPI-INUIT RELATIONS

As signatories to the James Bay and Northern Quebec Agreement (JBNQA) of 1975 and the Northeastern Quebec Agreement (NEQA) of 1978, the Cree, Inuit and the Naskapi's

- Implementation of inquiry report recommendations
- UNDRIP and self-governance
- Regional Economic Development
- Land Use Planning
- Language and Culture
- Territorial Overlaps

The signing ceremony of the Cree Inuit Naskapi MOU creating a Permanent Forum took place on April 22, 2022.

CREE-INNU OF PEKUAKAMIULNUATSH NATION RELATIONS

Our joint efforts to implement the Maammu Wiicheutuwin Agreement, which was signed in 2018 between the Pekuakamiulnuatsh Nation and the Cree Nation of Eeyou Istchee, continues to identify potential solutions to addressing issues of mutual concern, including land title, forestry management, economic development, wildlife management, protection of the environment and the promotion

"A renewed declaration of collaboration and cooperation, expressed in unity, vision, capacity and creativity, by the Cree, Inuit and Naskapi Nations, the Northern Quebec's natural caretakers and treaty partners, grounded on their forefathers/mothers' sacrifices, yet on which rests the hopes and aspirations of their respective future generations."

STATEMENT BY THE PARTIES AT THE SIGNING CEREMONY OF THE CREE INUIT NASKAPI MOU CREATING A PERMANENT FORUM ON APRIL 22, 2022

past and current leaders have held several discussions and exchanges to address common issues and to identify ways to resolve them. As a result, a proposed memorandum of understanding for the creation of a Cree, Inuit and Naskapi Forum was developed. The Permanent Forum will promote cooperation and coordination between the parties and establish and advance nation-to-nation collaboration. The parties have agreed to review a number of priority topics for further discussion which include, but are not limited to, the following:

- JBNQA and NEQA modernization
- Wildlife Management
- Protected Areas
- Housing

of our respective languages and cultures. The committees established to address wildlife management, economic development, and forestry have continued their dialogues and exchanges throughout the year. Their efforts to complete their respective mandates are ongoing, including work on an agreement on traditional and wildlife activities, work on an agreement on a new forestry regime with the provincial government in the Peschitaskau common area and work to develop a memorandum of understanding on economic development.

On May 27, 2022, a meeting of the parties was held and hosted by Chief Gilbert Dominique of Mashteuiatsh. Those present were Grand Chief Mandy Gull-Masty, Chief Thomas Neeposh, Chief Curtis Bosum and Mashteuiatsh

representatives. The purpose of this meeting was to reinforce the importance of our agreement and to reaffirm our commitments to continue to implement it. This treaty promotes positive inter-Indigenous relations, and at the same time, serves as a model for future discussions with other Indigenous groups.

CREE-INNU NATION RELATIONS

The decline of the migratory caribou herd populations continues to be a challenge throughout the territory. Over the past several years the Cree Nation Government, the Cree Nation of Chisasibi and the Cree Trappers' Association have held discussions with the Innu Nation in Quebec, concerning their request to access caribou. Our joint efforts to find an acceptable solution to enable access to caribou while ensuring that any actions ensure and prioritize the health of the herds and the respect of Cree rights and interests resulted in the renewal of the 2nd Maamuu Nisituhtimuwini-Traditional Mutual Understanding on the Harvest of Caribou in Cree Traditional Territory of Chisasibi, Eeyou Istchee between the Cree Nation of Eeyou Istchee and the Innu Nation in Quebec January 10, 2023. The caribou harvest for the Winter 2023 was another success, thanks to the Cree Nation of Chisasibi, the concerned tallymen and other representatives involved in the successful implementation of our agreement based on our mutual traditional understanding.

Grand Chief Mandy Gull-Masty also confirmed a commitment to having discussions on other common issues with the Innu Nation of Quebec. The first Cree-Innu Leadership

meeting was held in Matimekush-Lac John on January 25th, 2023 and the following key messages were shared:

1. The caribou unites us, and we share the responsibility for its survival.
2. We need to move away from the colonial way of doing things and revive our traditional ways and values.
3. Our approach must be guided by who we are as peoples, by our elders, and ensure that our youth continue to have the strength to protect our relationship with the land, based on our traditional values and methods.
4. We must stand together to defend our rights and protect the territory and its resources.
5. We need to strengthen our collaboration by exchanging and sharing our knowledge between our nations.

The leaders agreed on the creation of a working committee to develop a draft Memorandum of Understanding (MOU) promoting an open dialogue between the Cree and Innu Nation of Quebec. The next meeting will be held in Eeyou Istchee.

RELATIONS WITH OTHER INDIGENOUS GROUPS

The Cree Nation Government is committed to developing positive and mutually beneficial relations with other Indigenous groups with whom we have begun exchanges in recent years. These include the Algonquin Anishinabeg Nation Tribal Council, and the Atikamekw. We look forward to ongoing discussions leading to the development of further positive Indigenous-to-Indigenous relations.



THE PAPAL APOLOGY

The Assembly of First Nations Delegation to the Vatican and the Visit of Pope Francis to Canada

As part of the Assembly of First Nations (AFN) delegation visit to the Vatican City from March 28 to April 1st, 2022, Grand Chief Mandy Gull-Masty met with Pope Francis in a private audience of 13 delegates to speak on the issue of residential schools and to share their vision and expectations for his upcoming visit to Canada.

During the visit to Vatican City, Grand Chief Gull-Masty was accompanied by the Youth Grand Chief Adrian Gunner and provided, with the delegation, a national perspective on the legacy of residential schools and its efforts to support the healing of the impacts of the residential school system on survivors and the intergenerational trauma it has caused to family and community members from coast to coast to coast.

Later that year, Pope Francis made a visit to Canada from July 24 to 29, 2022 under the theme “Walking Together” and made a stop in Québec. He met with delegations of Indigenous representatives and apologized for the participation of the Catholic Church in the residential schools in Canada making a commitment to take steps on the journey towards healing and reconciliation with Indigenous Peoples. Clara Napash and Allison Macleod, a Youth delegate from Mississini, were guests of the Grand Chief during the Papal visit in Québec City.

If you feel the need to talk about the residential school experience or would like some support, the Cree Health Board's WIICHIHIWAAUWIM toll-free support line is available 24/7 with Cree speakers and Elders available upon request: 1-833-632-4357.





TALLYMAN APPRECIATION WEEK

Honouring traditional systems, knowledge, and skills of tallymen and land users



It is important for our youth to learn about the traditional hunting grounds, so they can pass on knowledge to their children and grandchildren in the future just as we are today.

*Tallyman Charlie Pepabano,
Chisasibi*

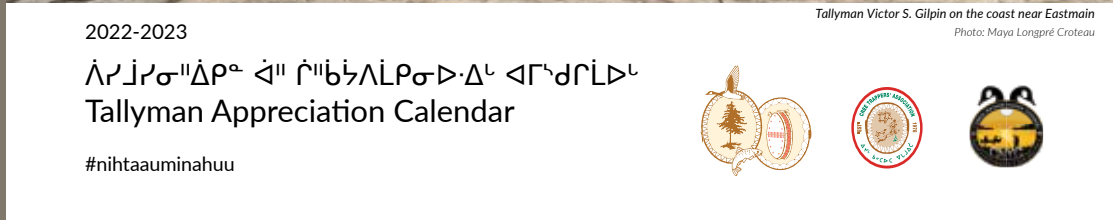
November 21 – 25, 2022 was the launch of Tallyman appreciation week. The week was held in partnership with the Environment and Remedial Works Department, the Cree Trappers' Association, and the Cree Nation Youth Council. The campaign's goal was to promote traditional land use and land care systems by sharing photos, messages and videos from tallymen across Eeyou Istchee.

During the week, messages from tallymen were shared, and the last day of the week featured a video project sharing knowledge and perspectives of tallymen from each Cree community. You can watch The Role of the Tallymen video here:

www.youtube.com/watch?v=nHRv8czM4KY

In addition to a week of social media posts, a calendar was created and shared throughout Eeyou Istchee. We want to thank all the tallymen, families and communities that helped make this campaign possible.





1. Daniel Moses
2. Charlie Pepabano
3. Simon Etapp
4. John Pachano
5. Bill Blackned
6. Henry Erless and Daisy Erless
7. James Gunner
8. Charlie Bosum
9. Robert Kitchen
10. Leonard Asquabaneskum
11. Lindy Georgekish with sons Andy and Deveren
12. David Icebound
13. Alvin Cheezo
14. Elijah Sheshamush
15. Victor S Gilpin

2022 YEAR OF SPECIAL NEEDS IN EEYOU ISTCHEE

In a concerted effort to address the issue and ease the burden upon families with children with special needs, a Special Needs Awareness Campaign was launched by the Cree Nation Government during the 2022 Annual General Assembly in Waskaganish. Working together with the Miyuuhpichinaausuwin Apatisiwin (formerly known as Child and Family Services Department), the Cree School Board, the Cree Health Board and the Cultural and Social Development Department, a number of events and activities were organized during the year to provide families with tools and resources to assist special needs children and to receive feedback from families for an assessment of the situation concerning special needs in Eeyou Istchee.

The exceptional year culminated in a Special Needs Symposium for parents and caregivers under the theme "Stronger Together" which took place from November 29 to December 1st, 2022 in Gatineau, QC.





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SIGNING CEREMONY OF MOU ESTABLISHING A PERMANENT FORUM BETWEEN THE CREE NATION, MAKIVVIK AND NASKAPI NATION

Gatineau, Quebec, April 22, 2022



In an on-going effort to continue in the path of our past leaders in building and maintaining relationships with one another, the Crees of Eeyou Istchee, the Inuit of Nunavik, and the Naskapis of Nuchimiyuschiy signed a Memorandum of Understanding (MOU) Establishing a Cree, Inuit and Naskapi Forum of Northern Québec.



A renewed declaration of collaboration and cooperation, expressed in unity, vision, capacity and creativity by the Cree, Inuit and Naskapi Nations, the Northern Quebec's natural caretakers and treaties' partners, grounded on their forefathers/ mothers' sacrifices, yet on which rests the hopes and aspirations of their respective future generations. Discussions of the forum were guided by priorities that are deemed significant by each nation and relevant for the well-being of their communities and people and for the sustainability of their traditional territories.



In the spirit of recognizing and supporting the importance of our activities in Eeyou Istchee and Nitassinan, common issues and priorities were determined by our Elders, land users and tallymen, community members and carried by our leadership during this historic summit.



RENEWAL OF THE TRADITIONAL MUTUAL UNDERSTANDING ON THE HARVEST OF CARIBOU

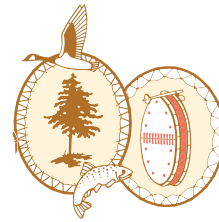


A group of four people are riding snowmobiles across a vast, flat, snow-covered landscape, likely a frozen lake or field. They are viewed from behind, moving away from the camera. The person on the far left is wearing a dark jacket and a high-visibility yellow vest, carrying a long pole. The second person is wearing a dark jacket and a red hat. The third person is wearing a dark jacket and a high-visibility yellow vest. The person on the far right is wearing a red jacket. The background shows a dense line of evergreen trees under a pale sky.

A photograph showing four individuals riding snowmobiles across a vast, flat, snow-covered landscape, likely a frozen lake or tundra. The riders are seen from behind, moving away from the camera. The person on the far left wears a dark jacket and a high-visibility yellow vest. The second person from the left wears a dark jacket and a red hat. The third person wears a dark jacket and a high-visibility yellow vest. The person on the far right wears a red jacket. The snowmobiles are equipped with various gear, including storage boxes and skis. In the background, a dense line of evergreen trees marks the horizon under a pale, overcast sky.

A photograph showing four individuals riding snowmobiles across a vast, flat, snow-covered landscape, likely a frozen lake or tundra. The riders are seen from behind, moving away from the camera. The person on the far left wears a dark jacket and a high-visibility yellow vest. The second person from the left wears a dark jacket and a red hat. The third person wears a dark jacket and a high-visibility yellow vest. The person on the far right wears a red jacket. The snowmobiles are equipped with various gear, including storage boxes and skis. In the background, a dense line of evergreen trees marks the horizon under a pale, overcast sky.

BILL NAMAGOOSE RETIREMENT



In 2022-2023, Bill Namagoose, Executive Director of Cree Nation Government announced his retirement as of December 2022. Bill began working with the Cree Regional Authority in 1988 and his influence on how the Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government has evolved over the last 34 years cannot be understated.

Bill's career has been one in service of the Cree Nation, serving his community of Waskaganish for a decade both as Band Manager, and as Chief of Waskaganish. He served as the first Chief under the Cree Naskapi Act, and has been both part of and guided the implementation of numerous agreements that have shaped Eeyou Istchee over the last 40 years.

On August 31, in his home community of Waskaganish, an honorary feast was held for Bill recognizing his contribution to the Cree Nation and to his community of Waskaganish. The banquet shared speeches from leadership, as well as providing Bill with the first Cree Nation Acts of Service Award for his contribution to the Cree Nation.

ON BEHALF OF
THE CREE NATION
GOVERNMENT, WE
WOULD LIKE TO THANK
YOU ONCE AGAIN FOR
YOUR DEDICATION TO
THE CREE NATION AND
YOUR COMMITMENT TO
ADVANCING THE RIGHTS
OF ALL EEYOUCH. WE
WISH YOU A HAPPY
AND WELL-DESERVED
RETIREMENT.

RESIDENTIAL SCHOOL

At age seven, Bill attended residential school in Moose Factory for one year between 1964-1965.

BAND MANAGER OF WASKAGANISH

Bill Namagoose returned to his home community, and was hired as the Band Manager of the administration.

EXECUTIVE DIRECTOR OF THE CRA

Bill Namagoose moves to Val-d'Or where he begins his role of Executive Director of the Cree Regional Authority (now the Cree Nation Government).

| 1964 | ————— | 1977 | ————— | 1978 | ————— | 1983 | ————— | 1988 | ————— | 2022 |

GRADUATED WITH GAS IN BUSINESS

Bill Namagoose receives a General Arts and Science Degree in Business from Heritage College.

ELECTED AS CHIEF OF WASKAGANISH

At 26 years of age Bill Namagoose was elected as Chief of Waskaganish. He would be the first chief of Waskaganish under the *Cree Naskapi Act*.

HONOURARY DOCTORATE

Bill Namagoose receives an honorary doctorate of law from Carleton University recognizing over 40 years of service to Cree and Indigenous rights.

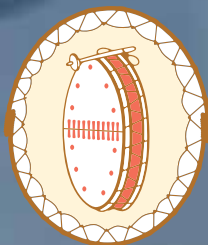


Photo: Katherine Dehm



FINANCE AND TREASURY

Message from the Treasurer
Matthew Swallow



THIS PAST YEAR SAW SEVERAL IMPORTANT DEVELOPMENTS IN CREE NATION FINANCES AND NEW CHALLENGES BECAUSE OF THE ECONOMIC IMPACTS RELATED TO THE PANDEMIC WHICH WE SEE IMPACTING NOT ONLY THE DAILY LIVES OF OUR MEMBERSHIP, BUT HOW WE NEED TO RESPOND AS THE CREE NATION GOVERNMENT.



One of the key impacts being felt globally is inflation and the related impacts on the job market and economic livelihoods of individuals. The Cree Nation Government has struggled with these challenges as well having to identify and address compensation issues to ensure that we can attract and retain current and new qualified individuals to work with our growing governmental organizations.

The impact of increased construction costs has seriously affected our ability to undertake several important capital projects in our communities as the costs have far exceeded inflation and the demand for contractors across the province has never been greater as a result of the pent-up demand relating to the pandemic. This has impacted many of our new initiatives relating to housing and infrastructure development as the costs and financing now require far greater resources relative to our original estimates.

The economic impacts on Capital markets have also had important ramifications on the resources being provided and available for the future from various Cree Capital funding vehicles so while costs have risen, the resources available to meet many of the costs have been challenged as well.

Last year, the Cree Nation secured funding in the amount of \$200M to support the social housing requirements of the Cree Nation Housing Strategy. This year, the Cree Nation Government has successfully secured from Canada an additional funding of \$228M to further support the Cree

Nation Housing Strategy and to support additional capital requirements and funding for certain long-term operation and maintenance and renovation costs. Furthermore, we have negotiated additional funding of \$75M from CMHC to support the capital costs of some 750 social housing units being built as part of the Housing Strategy. The Cree Nation Government was also successful in securing funding from other government initiatives such as the Reaching Home Program and the National Co-investment Fund.

The Cree Nation Housing Strategy addresses certain of the needs for social and private housing. The cost of the plan exceeds \$1.3B and requires the support of many partners and the prioritization of all local communities and individuals who will either participate as private individuals building and financing their own homes or, will be required to pay an economic rent to ensure the viability of social or government sponsored projects.

I am also pleased to report that the Cree Nation Government successfully secured new funding allocations from Canada to support certain operation and maintenance funding needs. This funding is intended to be provided for the balance of the current period of the O&M Agreement to March 31, 2028, and will help ensure that communities can address various needs particularly related to water and waste water systems.

The 2022-2023 fiscal year also marked a year of continuing evolution in our governance regime with Canada and Quebec. The Cree Nation Government continued our efforts with the Government of Canada to streamline funding arrangements to respect the Cree Canada Governance Agreement and financial reporting mechanisms inherent with the Cree Constitution.

We have come a long way in having Canada and Quebec recognize our rights of self-government and how we must manage our affairs consistent with those rights and responsibilities. These efforts are becoming ever more important as we move towards the last phase of the implementation of the Cree Canada New Relationship Agreement and the start of renewal discussions which will commence in 2026.

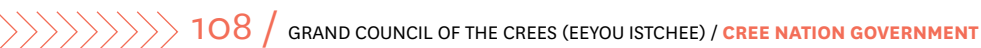
er. Dr. Bill Namagoose was the key supporting person to me and to the Office of the Treasurer throughout these many years and in fact decades and Bill will be sorely missed by myself and our entire finance team.

Mr. Davey Bobbish is taking over from Bill, and we know Davey from his many years of involvement in Cree Nation Governance. We look forward to supporting Davey and to relying on his mutual support to pursue the objectives established by the Cree Nation leadership.

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

Sincerely,

Matthew Swallow
Treasurer



AN OVERVIEW OF CERTAIN OF THE FUNDING FLOWING THROUGH THE CREE NATION GOVERNMENT INCLUDING FUNDS ALLOCATED BY THE CREE NATION TRUST AND EENOU-EEYOU LIMITED PARTNERSHIP

The Cree Nation Government and the Eenou-Eeyou Limited Partnership act as Recipients of Funding pursuant to many agreements with Canada and Quebec. Pursuant to the New Relationship Agreement with Canada all payments, to the exclusion of the Community Specific Agreements, are made to the Cree Nation Trust which provides annual disbursements to the Cree Nation Government which is entrusted with the implementation of the Assumed Obligations and Responsibilities. The Cree Nation Government has also negotiated many funding

agreements for the Cree Nation where the funding flows to the Cree Nation Government, which then reallocates the funds in favor of the local communities and/or in conformity with Agreement guidelines.

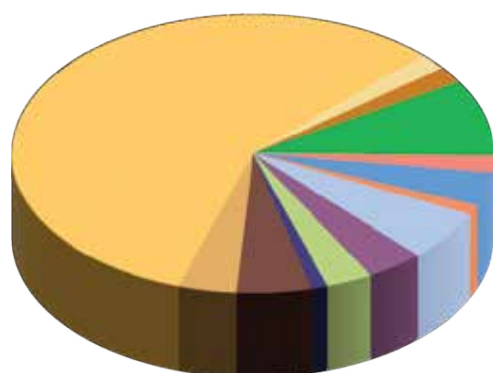
Table 1 summarizes certain of these arrangements for 2022-2023.

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

Government of Canada	
Cree Act Operation and Maintenance Funding	\$114,894,430
Federal Capital A Base Funding	\$21,261,703
Agreement respecting the Aboriginal Human Resources Development Program and Related Services	\$7,703,227
Indigenous Skills and Employment Training Program Funding Agreement	\$1,600,770
Canada / Quebec Joint Funding	
Policing Services Agreement	\$30,209,479
Government Of Quebec	
Agreement Concerning a New Relationship - Annual Payment	\$104,581,702
Agreement Concerning the Administration of Justice	\$22,602,038
Agreement on Governance in the Eeyou Istchee Territory	\$5,000,000
Cree Nation Trust	
Implementation of Assumed Obligations and Responsibilities	\$102,823,560

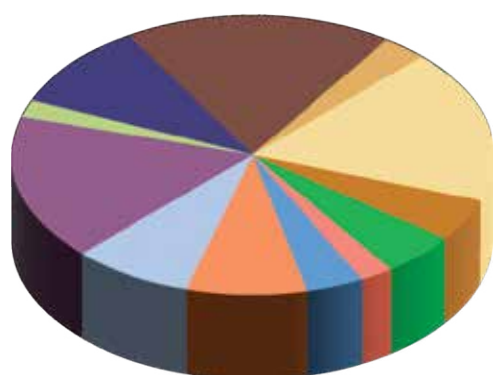
The following series of graphs provides a general overview of the allocation of certain funding arrangements and provides information as to the distribution amongst the various communities and other Cree Entities:

**Figure 1. New Relationship Agreement CANADA
Funding Allocation 2022-23 by Program
\$102.8 Million**



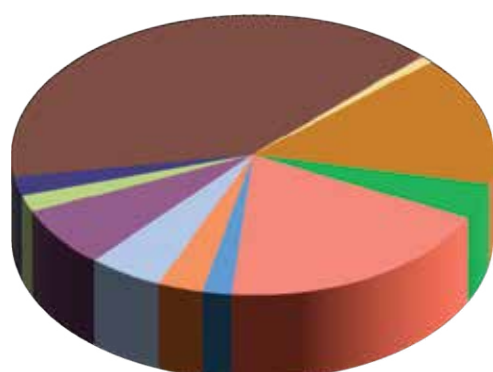
- Band Facilities and Local Operations and Facilities Maintenance
\$2.7M / 2%
- Community Centre Animation
\$2.1M / 2%
- Apatisiwin Skills Development ASD
\$9.3M / 9%
- Municipal Grant for Regional Facilities and Services
\$1.6M / 2%
- Community Fire Protection and Training
\$3.8M / 4%
- Training Facilities and Manpower Offices
\$0.8M / 1%
- Housing
\$6.4M / 6%
- Heavy Equipment Revolving Fund
\$3.9M / 4%
- Cree Nation Government: Other Regional Programs
\$3.2M / 3%
- EEPF (Operations)
\$0.7M / 1%
- Cree Associations
\$4.9M / 5%
- Regional Support and Implementation
\$4.0M / 4%
- Essential Sanitation and Other Related Infrastructure
\$59.4M / 58%

**Figure 2. New Relationship Agreement CANADA
Funding Allocation 2022-23
\$102.8 Million**



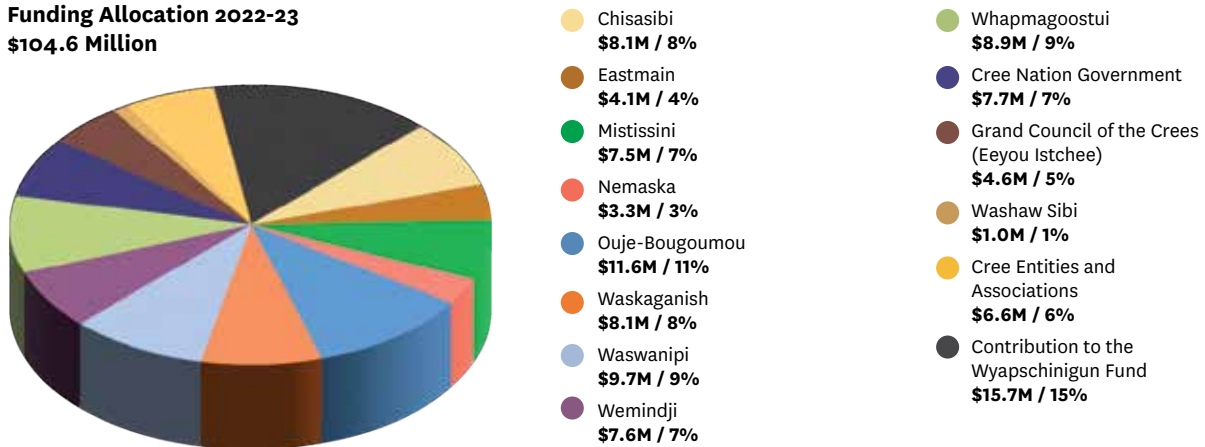
- Chisasibi
\$18.4M / 18%
- Eastmain
\$5.5M / 5%
- Mistissini
\$4.6M / 5%
- Nemaska
\$2.2M / 2%
- Ouje-Bougoumou
\$4.0M / 4%
- Waskaganish
\$8.0M / 8%
- Waswanipi
\$7.8M / 8%
- Wemindji
\$17.8M / 17%
- Whapmagoostui
\$2.3M / 2%
- Cree Associations
\$3.9M / 10%
- Cree Nation Government
\$18.9M / 18%
- Grand Council of the Crees (Eeyou Istchee)
\$3.0M / 3%

**Figure 3. New Relationship Agreement QUEBEC
Funding Allocation 2022-23 by Program
\$104.6 Million**

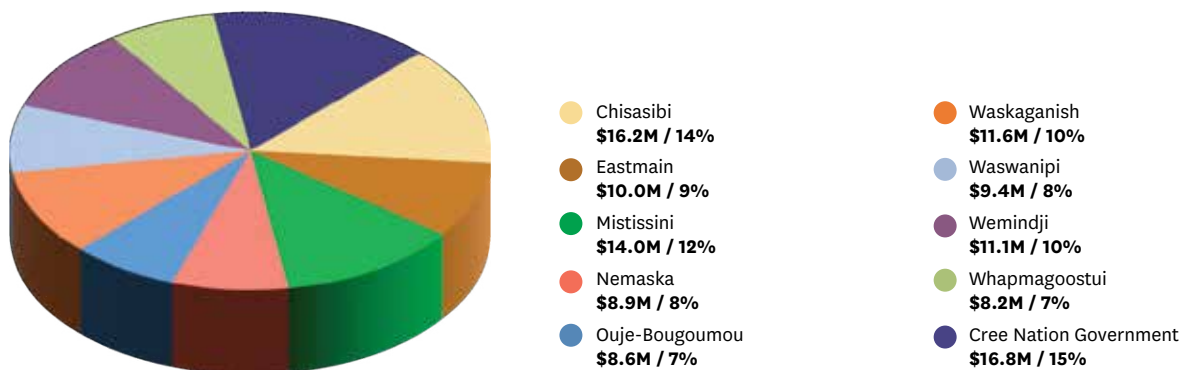


- Washaw Sibi
\$1.0M / 1%
- Contribution to the Wyapschinigun Fund
\$15.7M / 15%
- Community Fire Protection and Training
\$3.8M / 4%
- Community Centre Construction
\$20.1M / 19%
- Community Centre Animation
\$2.2M / 2%
- Essential Sanitation and Other Related Infrastructure
\$3.1M / 3%
- Cree Nation Government: Other Regional Programs
\$5.5M / 5%
- Cree Associations and Entities
\$7.3M / 7%
- Training Facilities and Manpower offices
\$1.5M / 2%
- Regional Support and Implementation
\$2.2M / 2%
- Community and Economic Development
\$41.7M / 40%

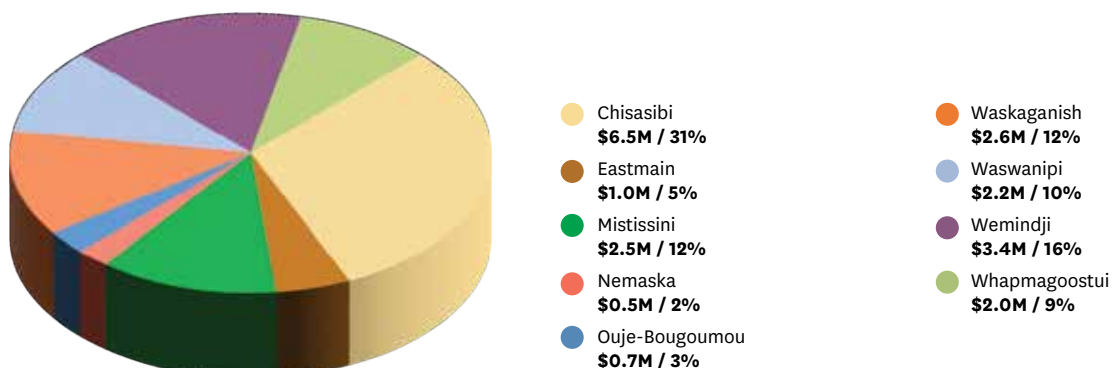
**Figure 4. New Relationship Agreement QUEBEC
Funding Allocation 2022-23
\$104.6 Million**



**Figure 5. O&M Funding Allocation 2022-23
\$114.9 Million**



**Figure 6. Capital Funding Allocation 2022-23
\$21.3 Million**





HUMAN RESOURCES

Message from the Director
Nancy Bobbish



WE ARE PLEASED TO SHARE THE 2022-2023 ANNUAL REPORT FOR THE HUMAN RESOURCES DEPARTMENT.



HR exists so that people, teams, and our government can do their best work every day. Human resources professionals play a vital role in helping cultivate and shape workplaces to adapt to today's changing landscape. Our team continues to seize opportunities to pave the path forward for our workforce by intentionally exploring novel ways of working and delivering services.

As the Cree Nation Government continues to grow, finding and retaining employees remains a key priority. A task that is incredibly rewarding. Which is why we continue our journey towards customer centricity, simplification, and effectiveness. This fiscal year, we hired 118 employees for both

permanent and contractual positions. We also supported the hiring of our new Executive Director, Deputy Executive Director, and Police Director. We look forward to seeing where our new leaders take us. Lastly, we also introduced various initiatives specifically for the recruitment and retention of our non-civilian employees (Officers).

A major focus has been human resources data literacy and analytics capabilities. The continuous improvement of our Dayforce system is a great example. While improving our internal processes and ensuring proper management of our human capital management system, we are also empowering staff and building a centralized data culture.

I couldn't be more appreciative of our HR team who've worked so hard to discover innovative and strategic ways to define the future workplace for our employees and partners. Together, we move forward.

Kindest regards,

Nancy Bobbish
Director of Human Resources



The Human Resources department is a strategic partner that provides support to our government, its managers, and employees by ensuring they have the proper tools and information to effectively deliver a wide range of programs and services to our communities.

A diagram illustrating the functions of the Human Resources Department. On the left, a large orange circle contains the text "Human Resources Department" in white. To the right of this circle, a vertical list of eight functions is shown, each connected to the circle by a thin orange line. The functions are: Recruitment and Selection, Labour and Employee Relations, Compensation and Benefits, Leaves Management, Training and Development, Collective Bargaining, Health and Safety, and Organizational Design.

- Recruitment and Selection
- Labour and Employee Relations
- Compensation and Benefits
- Leaves Management
- Training and Development
- Collective Bargaining
- Health and Safety
- Organizational Design

```

graph TD
    A["Director of Human Resources  
Nancy Bobbish"] --> B["Assistant Director of Human Resources  
Cynthia Vezina"]
    A --> C["Human Resources Officer  
Maya Riel-Lachapelle"]
    A --> D["Manager of Human Capital Management  
Andra Dumitrescu"]
    A --> E["Manager of Workforce Planning and Recruitment  
Kathleen Smith"]
    A --> F["Manager of Training and Development  
Vacant"]
    A --> G["Manager of Human Resources (EEPF)  
Vacant"]
    A --> H["Manager of Employee Relations  
Vacant"]
    D --> I["Human Resources Generalist  
Debralee Wesley"]
    E --> J["Recruitment Specialist  
Valerie K. Mianscum"]
    E --> K["Human Resources Specialist  
Alex Boudrias"]
    G --> L["Human Resources Officer (EEPF)  
Vacant"]
    G --> M["Human Resources Specialist (EEPF)  
Tiffany Boudrias"]
    G --> N["Recruitment Specialist (EEPF)  
Nancy Napash"]
    G --> O["Outreach and Capacity Development Specialist (EEPF)  
Vacant"]
    H --> P["Employee Attendance and Benefits Administrator  
Marlena Otter"]
  
```

Meet our team:

- Director of Human Resources**
Nancy Bobbish
 - Assistant Director of Human Resources**
Cynthia Vezina
 - Manager of Human Capital Management**
Andra Dumitrescu
 - Human Resources Generalist**
Debralee Wesley
 - Manager of Workforce Planning and Recruitment**
Kathleen Smith
 - Recruitment Specialist**
Valerie K. Mianscum
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 - Manager of Training and Development**
Vacant
 - Manager of Human Resources (EEPF)**
Vacant
 - Human Resources Officer (EEPF)**
Vacant
 - Human Resources Specialist (EEPF)**
Tiffany Boudrias
 - Recruitment Specialist (EEPF)**
Nancy Napash
 - Outreach and Capacity Development Specialist (EEPF)**
Vacant
 - Manager of Employee Relations**
Vacant
 - Employee Attendance and Benefits Administrator**
Marlena Otter

NUMBER OF ACTIVE EMPLOYEES PER DEPARTMENT

30



APATISIIWIN SKILLS DEVELOPMENT

2



EXECUTIVE OFFICE

13



MIYUUHPICHINAAUSUWIN
APATISIIWIN

29



GOVERNMENT SUPPORT
SERVICES

4



GRAND COUNCIL

12



HUMAN RESOURCES

55



CAPITAL WORKS AND SERVICES

2



CORPORATE SERVICES

25



ENVIRONMENT AND
REMEDIAL WORKS

73



JUSTICE AND
CORRECTIONAL SERVICES

14



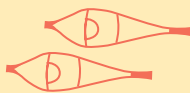
FINANCE AND TREASURY

12



FORESTRY

13



SOCIAL AND CULTURAL
DEVELOPMENT

9



COMMERCE AND
INDUSTRY

77

non-civilians

EEYOU EENOU POLICE FORCE

30

civilians



400

TOTAL EMPLOYEES

MANPOWER AND RECRUITMENT

Throughout the 2022-2023 reference year, the Cree Nation Government maintained a workforce consisting of 400 permanent employees distributed across multiple departments. To access detailed specifics on the average count of active employees throughout the reference year, refer to Figure 1.

The department has conducted a series of interviews; we successfully appointed 9 contractual officers to join the EEPF team. Furthermore, we have also enlisted the policing services of 9 Special Constables to further strengthen our workforce. Moreover, we have hired 47 civilian employees across the Cree Nation Government to contribute to various roles. This includes filling 41 vacant permanent positions and 6 contractual positions lasting six months or more. As illustrated in Figure 2.

Furthermore, the team efficiently handled 78 casual contracts and 17 short-term replacement contracts.

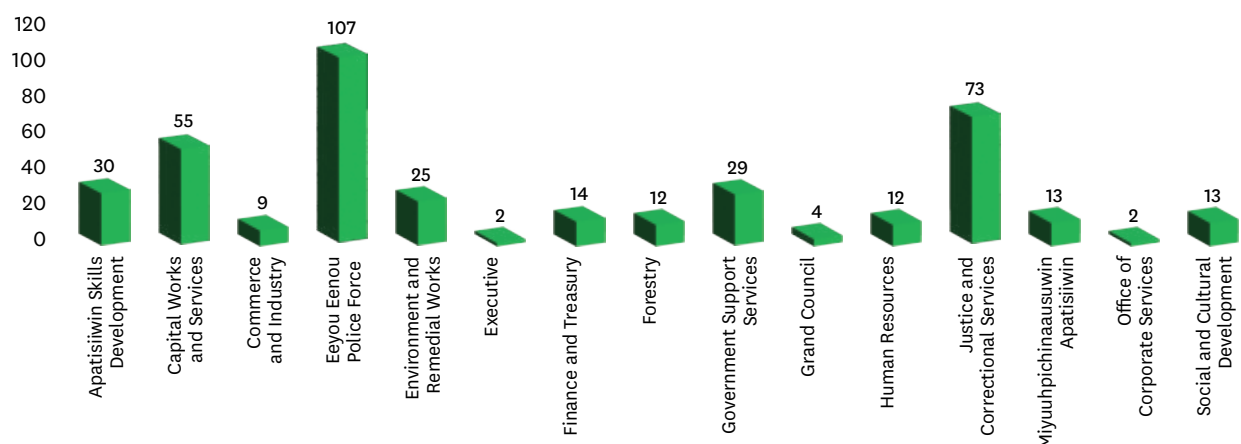
Civilian Employees are distributed as follows: Amos (2), Chisasibi (52), Eastmain (11), Mistissini (65), Montreal (50), Nemaska (33), Ottawa (7), Ouje-Bougoumou (12), Quebec (1), Val d'Or (22), Waskaganish (21), Waswanipi (24), Wemindji (14) and Whapmagoostui (9) as illustrated in Figure 3.

EEPF had 106 approved positions which are distributed between the nine communities, our Officers are primarily based in Chisasibi (27), Mistissini (18), Waskaganish (17), and in Eastmain (6), Nemaska (6), Ouje-Bougoumou (6), Waswanipi (10), Wemindji (7), Whapmagoostui (7) and Amos (2) as illustrated in Figure 4.

Table 1. Number of active employees per department

Department	Number of Employees
Apatisiwin Skills Development	30
Capital Works and Services	55
Commerce and Industry	9
Eeyou Eenou Police Force	Non-Civilian: 77 and Civilian: 30
Environment and Remedial Works	25
Executive	2
Finance and Treasury	14
Forestry	12
Government Support Services	29
Office of the Grand Council	4
Human Resources	12
Justice and Correctional Services	73
Miyuuhpichinaausuwin Apatisiwin	13
Office of Corporate Services	2
Social and Cultural Development	13

Figure. 1 Number of employees per department



Department	Permanent	Long Term Contracts
Apatisiwin Skills Development	5	0
Capital Works and Services	6	0
Commerce and Industry	3	1
Eeyou Eenou Police Force	6	10
Environment and Remedial Works	4	1
Executive	0	0
Finance and Treasury	2	0
Forestry	3	0
Government Support Services	3	0
Grand Council	0	0
Human Resources	1	0
Justice and Correctional Services	7	2
Miyuuhpichinaasuwin Apatisiwin	0	0
Office of Corporate Services	0	0
Social and Cultural Development	1	1

Region	Number of Cases
Amos	2
Chisasibi	52
Eastmain	11
Mistissini	65
Montreal	50
Nemaska	33
Ottawa	7
Ouje-Bougoumou	12
Quebec City	1
Val-d'Or	22
Waskaganish	21
Waswanipi	24
Wemindji	14
Whapmagoostui	9

Band	Number of People
Amos	2
Chisasibi	27
Eastmain	6
Mistissini	18
Nemaska	6
Ouje-Bougoumou	6
Waskeganish	17
Whapmagoostui	7
Waswanipi	10
Wemindji	7

Figure 5. Gender Distribution Civilian Employees

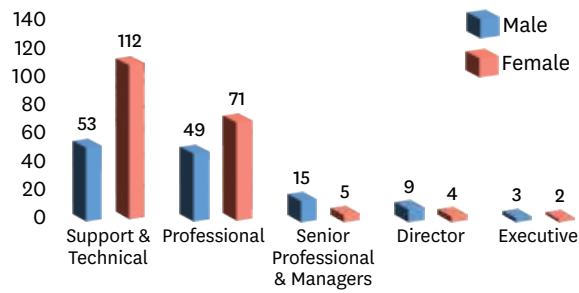


Figure 6. EEPF – Gender Distribution Non-Civilian Employees

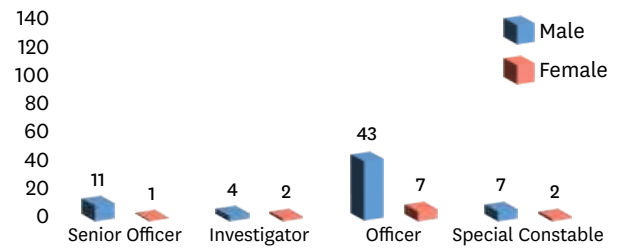


Figure 7. Ethnic Demographic (Civilian Employees)

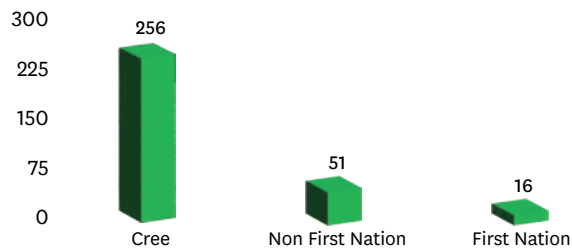


Figure 8. Ethnic Demographic (Non-Civilian Permanent Contractual Officers)

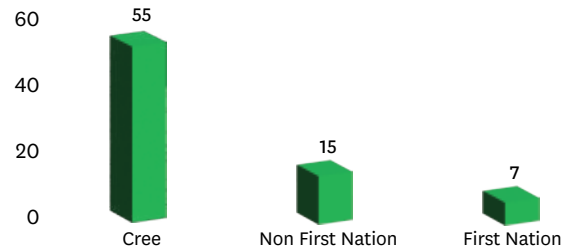
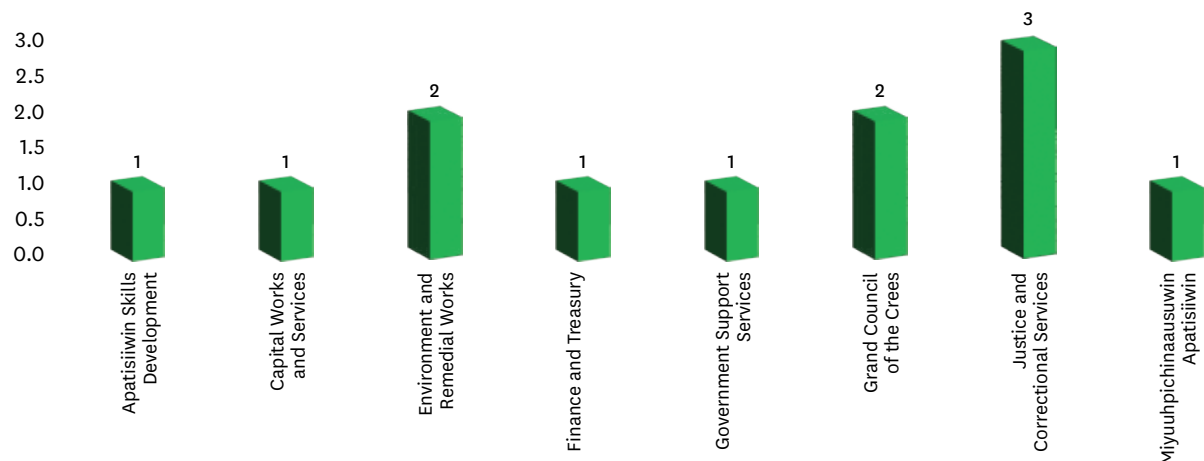


Figure 9. Summer Students





APATISIIWIN SKILLS DEVELOPMENT

Message from the Director
Abel J. Trapper



IT IS WITH GREAT PLEASURE WE PRESENT THE APATISIIWIN SKILLS DEVELOPMENT DEPARTMENT'S ANNUAL REPORT FOR THE FISCAL YEAR OF 2022/2023.

 **36**
EMPLOYEES

I want to express my gratitude to my team for their dedicated efforts in delivering programs and services on employment and training. Without them, we would not be able to achieve excellent results in fulfilling our mandate.

It was quite an exciting time for ASD to reestablish its connection with crucial stakeholders/partners on employment and training. We were back in action, funding most of the essential community programs like the Summer Employment and Youth Work Experience Programs for every community. The investments made in these projects have helped the youth get back into the labor market, reconnecting with the community after all the lockdowns we all endured due to the pandemic. Our local frontline offices were able to receive clients by serving them face-to-face and being visible again as service providers. We noticed with our engagements with the communities and employer partners that we need to work on our visibility as an organization and ensure that our clients will understand the programs and services we offer.

Throughout the year, we have been working on a new bursary program to support vocational and post-secondary students. Prior to the end of the fiscal year, we conducted a trial run to ensure that payment processing was efficient. As we advance, this program will connect students with employers during their summer breaks and after graduation, providing valuable opportunities for both parties.

The ASD management team was busy recruiting new recruits for their teams. The program division had to hire two new program development officers and place them in Chisasibi's coastal community. More program development officers in the coastal communities will help the team better

serve its clients. The services division team had to hire four employment counselors for Mistissini, Nemaska, and Chisasibi communities. Finally, the finance and administration team had to recruit two staff members of their team: 1 financial technician and one administrative agent, to complete their needs to help fulfill an efficient team.

Although we experienced some turnover, I am enthusiastic about progressing with our team. I am confident that our committed team will effectively coach and integrate the new recruits.

Thank you.

Abel J. Trapper
Director of Apatisiwin Skills Development

OUR MISSION

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

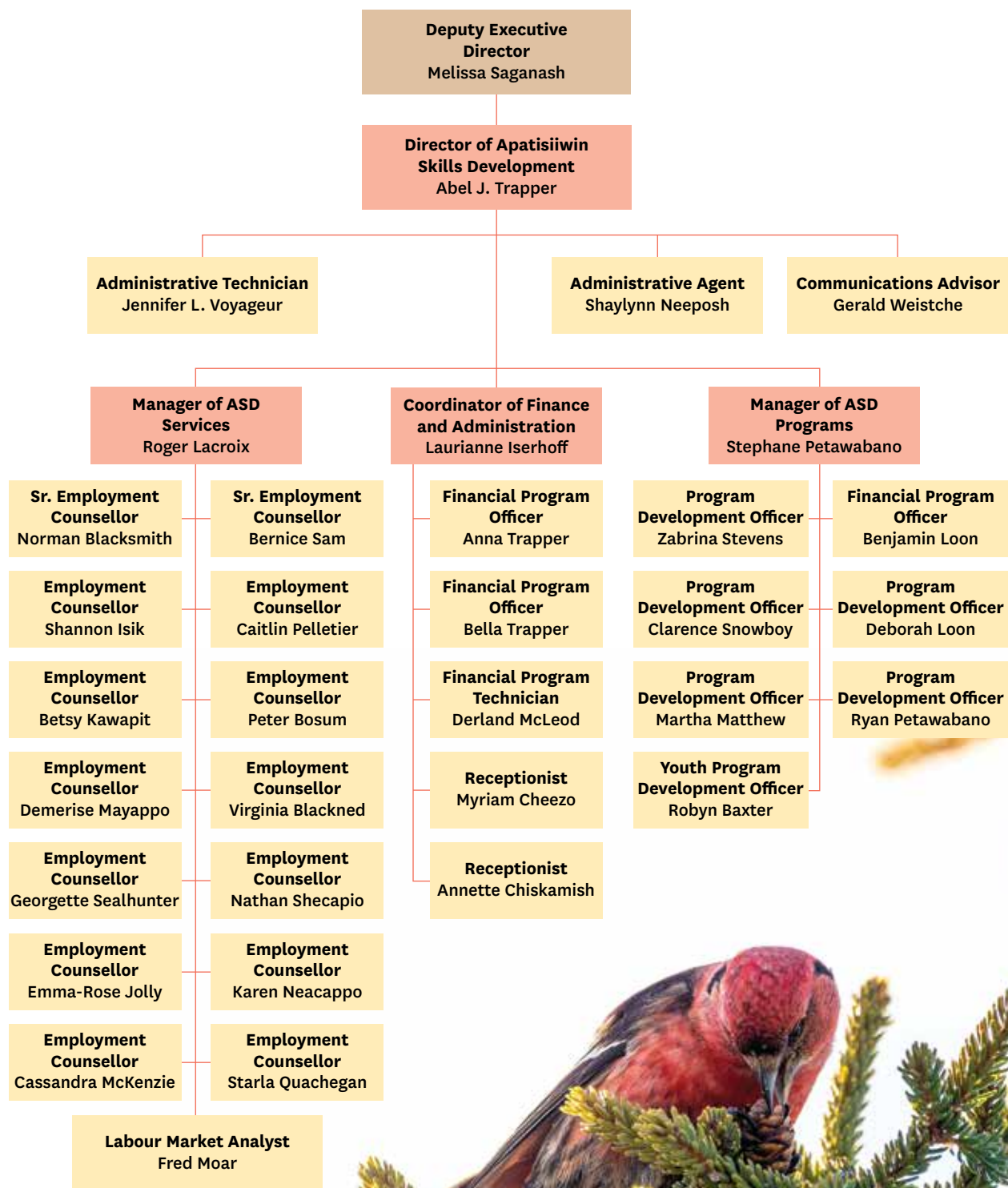
OUR VISION

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

OUR VALUES

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

ORGANIZATIONAL STRUCTURE



ORGANIZATIONAL OVERVIEW

Our communities are our greatest asset.

Apatisiwin Skills Development exists to help and support the people of Eeyou Ischee; to aid individuals in their search for sustainable employment and career development. We prepare them through skills development, job readiness programs, training, and special projects that increase our people's employability. Our communities and the people that live within Eeyou Ischee are our greatest assets. Their success is also our success as a department.

ASD's mandate is:

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

ASD TEAM

Apatisiwin Skills Development has a dedicated staff of 36 individuals who oversee and implement local and regional programs and services to clients, including job seekers and potential employers throughout Eeyou Ischee.

ASD has an office in each of the 10 Cree communities, with two other offices outside of the region, one in Ottawa and one in Gatineau, which help provide training and employment programs and services.

PLANNING SESSIONS

ASD held two planning sessions this past year. These meetings are held bi-annually to ensure that the team can meet to synergize and ensure all staff is aware of updates and any new initiatives discussed or implemented. It is integral to connecting with our team and establishing a shared direction as a department.

Summer Planning Session

Our Summer Planning Session was held on July 19 – 21, 2022, in Saint-Sauveur, Quebec. ASD Director (Abel J. Trapper) made his opening remarks that began the Summer Planning Session—the first day consisted of updates for all departments within ASD, Programs, Services, and Finance, with an essential review of our program policies and our new program for the Cree Bursary, which began this fiscal year—the second day consisted of training for the Database, Cyber Security, and Outlook, along with a presentation for Hydro-Québec. The team also visited a local employment center for the youth in Saint-Sauveur called Carrefour jeunesse-emploi des Pays-d'en-Haut. To finish off the second day held a dinner to recognize the retirees of ASD; we recognized former directors Louisa Saganash and Thomas Blackned for their years of service with ASD. On the third day, we had presentations from the Human Resources

Department of CNG and Service Canada. Finally, we finished the Summer Planning Session with prayer and closing remarks.

Winter Planning Session

The Winter Planning Session was held on December 7th and 8th in Gatineau, Quebec, at Hilton Lac-Leamy. On the first day, the Director welcomed everyone and gave his opening remarks. Then, the manager updates, the Manager of Finance and Administration, the Manager of Programs, and the Manager of Services all gave us updates on what they are currently working on and developing to help ASD better. We invited the Human Resources Department of the CNG to provide employees with a presentation about any updates to the Dayforce system. In the afternoon of the first day, the Manager of Programs gave a presentation on the program policy development updates as we were updating our programs and policies. On the second and last day of the winter planning session, we mainly focused on the new ASD Strategic Plan, as the current one ended this year, 2023. The Director gave his closing remarks and adjourned the planning session.

These planning sessions play an essential role in the department's synergy with the staff, seeing we are not able to meet in person for the past year.

CONFERENCES

CANNEXUS

Canada's Career Development Conference (CANNEXUS) is an annual event designed to promote the exchange of information and explore innovative approaches in the areas of career counselling and workforce development. This year January 23-25 was held both in-person and virtually.

2022 Business Exchange

The Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance hosts an annual Business Exchange Conference. Their mission is to promote sustainable relations and socio-economic alliances between the Cree Nation (Eeyou Istchee), Jamésie, Abitibi-Témiscamingue, and Nunavik regions in order to foster their harmonious development. Several staff members attended the conference each year.

2022 Annual Conference: Looking Ahead Together

The Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance are pleased to host Looking Ahead Together, a two-day event to be held at the Complex Neoskweskau, Mistissini, on June 8-9, 2022. The event will bring community leaders and local entrepreneurs together with regional economic entities, business leaders, and elected municipal and regional officials to understand our respective activities in the region, explore possibilities for strengthening relationships, deepen awareness of economic development opportunities, and chart a path forward to take full advantage of available opportunities at both the local and regional levels in a way that respects Cree rights and interests.



Congratulations on your Retirement

Alice Napash-Nuktie, Programs Development Officer

Alice Napash-Nuktie, Program Development Officer, started working for ASD before it was called Apatisiwin Skills Development. Alice began her employment in 1997, working with the Cree Nation Government.

For many years, she has been a crucial employee for the Apatisiwin Skill Development department. She played a vital role in starting various projects assigned to her, and we are grateful for her dedication to serving Eeyou Ischee.

"It has been an honour to work with you. You were an inspiration to our CHRD/ASD team. Congratulations on your retirement and wishing you the best of luck!"

- Martha Matthew, Chisasibi Programs Development Officer

"Happy retirement to you, Alice! I wish you all the best! I miss working with you. You were a great asset to ASD."

- Zabrina Stevens, Waskaganish Program Development Officer

"Happy retirement Alice! The five years I had with you as a colleague has been a pleasure and I am glad that I got to work with you. Your expertise and joyful demeanor is surely missed within our department and I wish you all the best."

- Stephane Petawabano, Manager of Programs

"I would like to wish you Happy retirement. It was nice to work with you, and by chance, it made us colleagues, but the fun and laughter we shared made us friends again. Happy retirement! Enjoy your time with your family & friends. Let's stay connected as friends. Take care! Alice, with love and prayers."

- Virginia Diamond-Blackned, Waskaganish Employment Counsellor

"Congratulations of your retirement! Enjoy every minute of it! You deserve it!"

- Laurianne Iserhoff, Manager of Finance and Administration

"It was a pleasure to have worked with you, Happy Retirement."

- Bernice Sam, Chisasibi Employment Counsellor



Quebec Mines + Energy

Québec Mines + Énergie is an event of synergy and exchange of scientific knowledge in the mining and energy sectors.

Its high-calibre program includes training, conferences, and networking opportunities to enrich your knowledge. The pooling of different expertise multiplies the possibilities for the benefit of new avenues.

The aim of the Québec Mines + Énergie congress is to promote and develop Québec's rich mining and energy potential from a sustainable development perspective. Gathering professionals from all sectors for 43 years, Québec Mines + Énergie is a space for synergy and exchanges, while putting geoscience knowledge and innovation at the forefront.

TEAM PROFESSIONAL DEVELOPMENT

UQAT Certificate in Employability and Career Development in Indigenous Context

The objective of this program is to fully equip the Employment Counsellors serving Eeyou-Istchee communities, so they can support their clients using a professional and holistic approach rooted in the Cree culture and its values.

Fall Semester 2022

Career Development Theories in Aboriginal Context – SOA1201E the objective of this course is to understand how human development models relate to career development models. Describe the main models for career development theories and employment counseling. Describe the main components of career development. Link these models and theories to aboriginal perspectives in human development, counseling as well as career development.

Winter Semester 2023

Job Search Strategies in Aboriginal Context – SOA1202E Guide clients in identifying their own skills, strengths, personality traits, values, and interests. Learn how to support clients for resumes, prepare for an interview, and use effective job search techniques. Use and apply the information related to the labor market with the client. Clarify the client's job-related needs. Identify and test standard and non-standard assessment tools. Select and use the appropriate assessment tools according to the client's needs.

Business Analysis Essentials

An upcoming program that will be available to ASD's Program Development Officers in collaboration with the Department of Commerce and Industry is the Business Analysis Essentials. The cohort will have a hands-on training program that delivers the core knowledge and skills required to succeed in the field of business analysis today. This cohort will begin in the next coming fiscal year.

COMMUNICATIONS UPDATE

We continue to focus on getting our information online. We achieve this through our social media accounts. We are on Facebook, Instagram, Twitter, YouTube, and LinkedIn, with once-a-week social media posts of potential employment opportunities within Eeyou Istchee and other events and

opportunities for future growth. This year, we have shifted our focus to a more digital presence in all our external communications, digital surveys, digital PDF forms, and social media posts.

We have further developed our brochures for the programs and services we offer here at ASD, and they will be finished and distributed to each of our officers within the Eeyou Istchee within the next fiscal year. Other future projects currently in the planning stages are radio ads that will be broadcasted to the Eeyou Istchee in the next fiscal year.

PARTNERSHIPS

Cree School Board SAES

Sabtuan Adult Education Services (SAES) and the Post-Secondary Student Services have agreed to establish a sustainable partnership that will enhance collaboration at all levels better to meet the needs of the students and clients. To offer an aligned approach to external stakeholders (students/clients, bands, employers) to provide simple, effective, and consistent processes and services for the students and clients by avoiding duplications/contradictions, particularly for data and information requests.

In the same spirit, an official partnership agreement with the Cree School Board's Sabtuan Adult Education Services was signed last December to strengthen collaboration between the two organizations and provide the best possible support to the students in accessing employment opportunities. This ASD/SAES Agreement sets out, in particular, processes and standards for information sharing, confidentiality, consultation, and community relations.

Cree School Board PSSS

Another partnership agreement with the Post-Secondary Student Services (PSSS) of the Cree School Board is also being developed in the same spirit to maximize the resources and assistance offered to PSSS students in their transition to the Eeyou Istchee labour market.

Choosing a hands-on approach, ASD experimented in the field by reaching out to employers to discuss their workforce needs and by contacting post-secondary students to gather information on their field of studies and their interest in pursuing internship opportunities with employers.

ASD prioritizes creating partnerships with other entities, communities, and educational institutions.

Cree Nation Government Departments Collaboration

Apatisiwin Skills Development (ASD) made considerable progress in advancing the Capacity Building Framework for Eeyou Istchee.

Early in 2021, under the direction of the office of the Deputy Executive Director, four departments of the Cree Nation Government formed a working group on Capacity Building.

The departments of Commerce and Industry, Justice and Correctional Services, Social and Cultural Development and Apatisiwin Skills Development joined forces to reflect on Capacity Building collectively and coordinate their efforts, within their respective mandates, to work on a Capacity Building model for the future.

The ASDAC has the following mandate:

- A) ensure that the proposals promote employment for Cree beneficiaries and other residents, where applicable, including training for the purpose of enhancing development of work skills necessary to support employability of the client;
- B) ensure that proposals promote, as much as possible, full-time employment as criteria priority;
- C) ensure that the increasing of the employment rate of the Cree population be monitored and promoted through all projects supported;
- D) respect the monitor process and implementation of the ASD training plan when recommending projects;
- E) monitoring of annual programs initiative targets and target results such as eligible clientele, eligible enterprises, job integration, and meeting of program objectives and funding components when recommendations are determined;
- F) support in addressing and promotion of issues to be addressed to Canada for support of client analysis and skills development in regard to all programs managed by ASD.

Other committees that ASD staff have contributed to with in the past fiscal year are the Mining and Training Development with organizations like Stornoway, Newmont Eleonore, and Wallbridge to help better understand and train their employees that would work in the mining industry.

Local Employment Committees staff members work with local communities that focus on local training and employment opportunities for community members currently seeking training or employment within Eeyou Itschee.

PROGRAMS & SERVICES

Based on accurate labour market research, ASD provides programs in three essential categories.

Youth Program

Create summer employment opportunities to gain valuable work experience for secondary and post-secondary students and allow students to gain experience through part-time jobs when studying. Develop life skills and provide work experience to better shape their future.

Example of projects:

- Youth Initiative
- Summer Work Experience
- Science and Technology
- Career Promotion and Awareness
- Co-Operative Education Placement
- Mentored Work Placement

Capacity Building Programs

These programs are intended to strengthen the Eeyou Itschee workforce by facilitating career upgrading programs and assisting graduates during their studies and when they seek to integrate into the job market. In addition, capacity building programs aim to fill skilled positions and provide broader opportunities for those starting their professional careers.

Example of projects:

- Cree Bursary
- Cree Graduate
- Career Advancement

Workforce Strategy Programs

To encourage employers to hire and train new personnel in a specific job position. To provide productive employment for unemployed persons by creating jobs that would not otherwise exist and offering them the opportunity to maintain or increase their skills. To assist individuals seeking to secure self-employment through implementing a business by providing them with financial assistance support throughout their entrepreneurial process.

Example of projects:

- Competencies and Skills
- Job Creation
- Persons with Disabilities
- Self-Employment
- Research and Development

SERVICES

ASD Employment Counsellors provide services to clients throughout the territory, with five inland offices and five offices along the coast. The clients are assisted along their path to employment with needs assessments, skills development support, and job preparation.

Senior Counsellors Norman Blacksmith and Bernice Sam continued to guide the inland and coastal offices, helping their colleagues develop client action plans, assisting in resume building and job applications, and providing Employment Insurance support for communities without a Service Canada branch.

Our Employment Counsellors continue to prepare clients for the employment opportunities waiting for them in Eeyou Itschee.

SUCCESS STORIES

Job Creation Program

EENOU RENO

In March 2022, John Iserhoff - President and Owner - created Eenou Reno to address a shortage of companies providing residential renovations to the Mistissini Eenouch. At first, John and his Project Manager were able to handle the jobs themselves, but they quickly developed a reputation for their quality work, and their workload grew.

"All of a sudden, we couldn't keep up with all the jobs, and we knew we needed to hire some extra help," said Nicolas Green, Project Manager.

This is the most critical time for a construction start-up, as customer payments can be delayed, materials and tools need to be purchased, and cash flow is very tight.

"We knew there were skilled workers in Mistissini looking for a job, but we weren't sure if we could



make it work. Then we heard about the Job Creation program from ASD and decided to apply."

Eenou Reno went from two employees to nine at the peak of the construction season. Through the ASD program, they have been able to provide jobs and training to many aspiring carpenters, painters, and plasterers in the Cree Nation.

"Now, we have a skilled crew that delivers quality service to our community. The support from ASD made all the difference for us."

Self-Employment Program

CVLTVRE BEAD



CVLTVRE BEAD is an e-commerce store providing crafting materials, goods, and resources to both local and worldwide consumers.

My name is Catherine Orr. I am a mother; spouse, and I am from Nemaska. I am very passionate about offering high-quality products to our crafters. ASD assisted me with wage subsidy for Cvltrve Bead, which immensely helped us grow as a business.

The biggest challenge I faced is being organized with our papers, as I have ADHD. Due to this challenge, I realized I needed external help. We currently have someone doing our bookkeeping. My spouse was my biggest supporter. My family also helps me; without them, I wouldn't be able to offer some of the natural products we have online.

Many people have helped me along the way. Without these people, I wouldn't be where I am today. Having a good support system is the biggest factor in my success. My drive is also another factor, as I have goals and dreams for Cvltrve Bead.

It's going to be challenging in the beginning. You might feel like giving up, and you might feel alone a lot, but this is normal. Envision your goals for your business and keep working towards them. Hire a bookkeeper right away if you prefer to avoid paperwork, trust me.

ASD ANNUAL REPORT STATISTICS FISCAL YEAR 2022-2023

Projects and Participant Training Interventions / All ASD Programs

Apatisiiwin Skills Development (ASD) in collaboration with Cree Nation authorities, institutions and employers continues promoting partnerships creating employment opportunities throughout Eeyou Istchee. The department maintains its focus on helping individuals prepare for, find and keep employment through its programs delivered throughout the territory.

ASD received several projects submissions in 2022-2023. A total of 363 projects receiving support from ASD carried out training activities throughout the communities and territory during the fiscal year.

OVERALL DISBURSEMENT OF PROJECT FUNDS

PROGRAMS	1 Youth Initiative	2 Summer Work Experience	3 Science and Technology	4 Career Promotion and Awareness	5 Co- operative Education Placements	6 Mentored Work Placements	7 Cree Bursary	Sub-Total (1 to 7)
	\$ 17,289	\$ 918,325	\$ 147,948	\$ 3,536	\$ 106,581	\$ 1,686,884	\$ 58,500	\$ 2,939,063
Chisasibi		118,670	35,507			638,361	11,000	803,538
Eastmain		109,956				306,969	3,500	420,425
Mistissini		70,637				147,131	16,000	233,768
Nemaska		6,568					3,000	9,568
Ouje-Bougoumou		25,556					500	26,056
Washaw Sibi	17,289							17,289
Waskaganish		174,994				177,176	4,500	356,670
Waswanipi		64,146				176,418	7,500	248,064
Wemindji		116,731				165,690	6,000	288,421
Whapmagoostui		42,231				63,066	6,000	111,297
Regional		188,836	112,441		106,581	12,073		419,931
Territorial				3,536			500	4,036
Montreal Region								-
Abitibi Region								-
Quebec Region								-
Out of Province								-

	8	9	10	11	12	13	14	
PROGRAMS	Cree Graduate	Career Advance-ment	Compe-ncies and Skills	Job Creation	Persons with Disabilities	Self Employ-ment	Research and Develop-ment	Sub-Total (8 to 14)
	\$ 19,018	\$ 261,238	\$ 1,248,083	\$ 3,928,300	\$ 42,213	\$ 770,902	\$ 141,266	\$ 6,411,020
Chisasibi			124,107	619,873		181,975		1,729,493
Eastmain				355,644				776,069
Mistissini			109,480	429,892	19,690	300,077		1,092,907
Nemaska						6,520		16,088
Ouje-Bougoumou	12,231		2,802	108,518		28,107		177,714
Washaw Sibi				46,921				64,210
Waskaganish			213,238	96,207		169,010		835,125
Waswanipi	6,787		1,203	479,382	22,523			757,959
Wemindji			27,672	93,185				409,278
Whapmagoostui			183,650	78,329				373,276
Regional				183,288				603,219
Territorial			413,148	1,383,949		69,884	136,266	2,007,283
Montreal Region		8,608	10,209	21,244				40,061
Abitibi Region		179,000	45,932	14,603			5,000	244,535
Quebec Region			26,250	17,265				43,515
Out of Province		73,630	90,392			15,329		179,351
							Grand Total	\$ 9,350,083

Photo: Katherine Dehm

ANNUAL REPORT 2022-2023 / 129

DISBURSEMENT OF PROJECT FUNDS

CHISASIBI

Applicant/Recipient	Project Title	Program	Amount
1 Auberge Maanitaaukimikw	Assistant General Manager 2nd Year	11	3,920
2 Auberge Maanitaaukimikw	Assistant General Manager 3rd year	11	16,708
3 BakeCree Inc	Start up Business & Employment (8) 1st Year	13	97,077
4 BakeCree Inc	Employment Wage Subidy 2nd Year	11	111,244
5 Chisasibi Auto Repairs Services	New Employment 4 positions - Garage 3rd Year	11	24,467
6 Chisasibi Business & Development Group Inc	Delivery Dirvers & Cashiers 3rd year	11	2,052
7 Chisasibi Business Service Center Inc	Corporate Training-Managing Successful Programs	11	3,345
8 Chisasibi Telecommunication Association	Project Management, Accounting & Financial Management	10	7,250
9 Chisasibi Telecommunication Association	Bookkeeper & Training 1st Year	11	15,788
10 Chistapitin S.E.N.C.	Business Start-up & Employment 2nd Year	13	54,111
11 Chistapitin S.E.N.C.	Business Start-up & Employment 3rd Year	13	30,787
12 Cree Nation Government/ASD	Cree Bursary Chisasibi	7	11,000
13 Cree Nation Government/MAD	Educators in Childcare Services - Chisasibi	10	4,129
14 Cree Nation of Chisasibi	Science and Technology	3	35,507
15 Cree Nation of Chisasibi	New Employment - Executive Assistant 1st Year	11	26,879
16 Cree Nation of Chisasibi	Community Employment Skills Partnership 2021	11	31,374
17 Cree Nation of Chisasibi	Summer Student Employment	2	118,670
18 Cree Nation of Chisasibi	Legislative Admin. Assistant 1st Year	11	9,475
19 Cree Nation of Chisasibi	Youth Work Experience	6	638,361
20 Cree Nation of Chisasibi	Community Employment Skills Partnership 2022	11	125,685
21 Cree School Board - Sabtuan Education	ASP Health & Safety Course	10	6,481
22 Kinwapt Cable Inc	On-site Technical Training	11	8,510
23 Miichiwaap Restaurant Inc	Administrative Assistant	11	16,862
24 Niigaan	Apprenticeship - Construction Trades	11	135,433
25 Retro Daze Café	Salary subsidy 3rd Year	11	21,313
26 Sabtuan Adult Education	Trucking - Class 3	10	98,297
27 Saskounan	Administrative/Bookkeeper & Janitor	11	2,500
28 Saskounan	Administrative & Bookkeeper Training	11	16,848
29 Taauchiwaatin Driving School	Driver Monitor Training	10	7,950
30 Thunder Trucking	Construction Truck Drivers	11	47,470
49 projects in total	19 recipients to submit project claims	Total	\$ 1,729,493



DISBURSEMENT OF PROJECT FUNDS

EASTMAIN

Applicant/Recipient	Project Title	Program	Amount
1 Cree Nation Government/ASD	Cree Bursary Eastmain	7	3,500
2 Cree Nation of Eastmain	Community Employment Skills Partnership 2021	11	173,760
3 Cree Nation of Eastmain	Youth Work Experience Program	6	97,767
4 Cree Nation of Eastmain	Summer Work Experience Program	2	109,956
5 Cree Nation of Eastmain	Community Employment Skills Partnership 2022	11	51,188
6 Cree Nation of Eastmain	2 Sports Development Instructor New employment	11	18,906
7 Cree Nation of Eastmain	Sports Concentration Instructors	6	74,017
8 Cree Nation of Eastmain	Hydrogeology 2 positions 3rd Year	11	15,100
9 Cree Nation of Eastmain	Youth Work Experience 2022-2023	6	124,699
10 Cree Nation of Eastmain	Rental Housing Skills Development	6	10,486
11 Eeyou Istchee Sports & Recreation Association	Creation of 3 positions - full time employment 1st Year	11	22,684
12 Stajune Construction	Heavy Machinery Mechanic Training	11	38,483
13 Stajune Construction	2 permanent positions 3rd Year	11	16,162
14 Wabannutao Eeyou Development Corporation	New job position - Accounts Manager	11	9,505
15 Wabannutao Eeyou Development Corporation	New job position - Accounts Manager 2nd Year	11	9,856
23 projects in total	8 recipients to submit project claims	Total	\$ 776,069

MISTISSINI

Applicant/Recipient	Project Title	Program	Amount
1 Addy's Corner Store	Business Start up & Employment	13	57,392
2 Addy's Corner Store	Business Start up & Employment	13	51,978
3 Addy's Corner Store	Creation of 3 New Positions	11	10,104
4 Awessha Store	Business Start up & Employment 3rd Year	13	33,398
5 Awessha Store	Business Start up & New Employment 3rd Year	11	8,157
6 Cree Nation Government/ASD	Cree Bursary Mistissini	7	16,000
7 Cree Nation Government/ASD	BSP Security Officer Training	10	12,905
8 Cree Nation of Mistissini	Summer Youth Work Program 2022	2	50,452
9 Cree Nation of Mistissini	Disabilities Program 2021-2022	12	19,690
10 Cree Nation of Mistissini	Adult Summer Student Employment Program 2022	11	79,236
11 Cree Nation of Mistissini	Community Employment Skills Partnership 2022	11	182,408
12 Cree Nation of Mistissini	Youth Work Experience Program 2022-2023	6	147,131
13 CreeActive Flair Salon	Business Start up & Employment 1st Year	13	13,963
14 Eenatuk Forestry Corporation	Forestry Coordinator	11	21,982
15 Eenou Reno	Business Start up & Employment	13	68,818
16 Eenou Reno	Business Start up & Employment	13	17,909
17 JWG Transport	Business Start up & Employment 1st Year	13	25,326
18 Lakeview Restaurant	Business Venture - Restaurant 3rd Year	13	31,293
19 Living Water Assembly	Training for Pastoral Team & Church Leaders	10	16,242
20 Mats Electric Inc.	Apprenticeship - Electrical Trades	11	43,223
21 Meechum Reg'd/Chiiwetin	Summer Student Work Experience 2022	2	20,185
22 Mistay Enterprises Inc.	Mistay Job Creation - 4 new jobs 1st Year	11	24,351
23 Mistay Enterprises Inc.	Mistay Job Creation - 9 new jobs 2nd Year	11	60,431
24 Sabtuan Adult Education Services	Trucking - Class 3	10	80,333
42 projects in total	18 recipients to submit project claims	Total	\$ 1,092,907

DISBURSEMENT OF PROJECT FUNDS

NEMASKA

Applicant/Recipient	Project Title	Program	Amount
1 Cree Nation of Government/ASD	Cree Bursary Nemaska	7	3,000
2 Cree Nation of Nemaska	Summer Work Experience Program 2022	2	6,568
3 JR'S Garage	Business Start up & Employment	13	6,520
9 projects in total	6 recipients to submit project claims	Total	\$ 16,088

OUJE-BOUGOUMOU

Applicant/Recipient	Project Title	Program	Amount
1 Aanischaaukamikw Cree Cultural Institute	Cree Internship - Collection Officer	7	12,231
2 Cree Nation Government/ASD	Cree Bursary Ouje Bougoumou	7	500
3 Construction Transport GH & Sons Inc	Forestry Road Construction	11	31,200
4 Cree Native Arts and Crafts Association	Summer Student Employment Program 2022	11	8,258
5 Cree Native Arts and Crafts Association	Administrative Assistant	11	4,933
6 Cree Outfitting and Tourism	Digital Animator Coaching 3rd Year	10	2,802
7 Eenou EP Plumbing	Accounting Clerk & Plumber Apprentice	11	7,716
8 Mianscum Solidarity Coop	Creation of 2 New Positions	11	9,492
9 Mushk	Business Start up & Employment	13	28,107
10 Ouje-Bougoumou Cree Nation	Summer Student Employment Program 2022	2	25,556
11 Ouje-Bougoumou Cree Nation	Community Employment Skills Partnership	11	46,919
25 projects in total	14 recipients to submit project claims	Total	\$ 177,714

WASHAW SIBI

Applicant/Recipient	Project Title	Program	Amount
1 Cree Nation of Washaw Sibi	Employment Subsidy - Community Events & Cultural Coordinator	11	8,874
2 Cree Nation of Washaw Sibi	Employment Subsidy - Camp Affairs Assistant	11	6,479
3 Cree Nation of Washaw Sibi	Summer Student Employment 2022	1	17,289
4 Washaw Sibi Development	On-Site Supervisor and Administrative Assistant	13	31,568
5 projects in total	1 recipient to submit project claims	Total	\$ 64,210

DISBURSEMENT OF PROJECT FUNDS				
WASKAGANISH				
Applicant/Recipient	Project Title	Program	Amount	
1 Blackned Construction 2015 Inc	Employment Subsidy for 4 Positions	11	12,752	
2 Blackned Construction 2015 Inc	Employment Subsidy for 5 Full Time Positions	11	20,297	
3 Blackned Excavation	Business start up 2nd Year & additional Driver 1st Year	13	21,327	
4 Blackned Trucking	Employment subsidy for Truck Drivers	11	15,979	
5 Cree Nation Government/Child & Family Services	ENCS Training in Waskaganish	10	187,068	
6 Cree Nation Government/ASD	Cree Bursary Waskaganish	7	4,500	
7 Cree Automotive Repair Shop	Business Start Up & Employment 1st Year	13	44,770	
8 Cree Automotive Repair Shop	Business Start Up & Employment 2nd Year	13	14,755	
9 Cree Nation of Waskaganish	Summer Youth Work Program 2022	2	174,994	
10 Cree Nation of Waskaganish	Youth Work Experience 2022-2023	6	177,176	
11 Cree Nation of Waskaganish	Certificate in Administration Program Training	10	9,222	
12 Cree Nation of Waskaganish	MAPAQ Food Safety Training	10	120	
13 Cree Nation of Waskaganish	Pool Maintenance Worker 1st Year	11	8,880	
14 Cree Nation of Waskaganish	New Employment Animal Control Officer	11	2,776	
15 CSB Waskaganish Sabtuan Learning Centre	ASP Health and Safety Course	10	4,386	
16 Eeyou Adventures	Start up Business & Employment (5) 1st Year	13	19,132	
17 Eeyou Adventures	Business Start-up & Employment 2nd Year	13	25,766	
18 Eeyou SP Mechanics Services	Position of Executive Assistant 1st Year	11	24,000	
19 Hester Transport	Business Start-up & Employment 1st Year	13	15,260	
20 Moose Excavation	Business Start-up & Employment 1st Year	13	28,000	
21 Nanaakatheth Corporation	Director General	11	6,731	
22 Sibi Ayimuweyabi CJRH	Radio Station Employees Training	10	12,442	
23 Wiinipaakw Tours Solidarity Cooperative	Employment Subsidy Director of WTSC 3rd Year	11	4,792	
34 projects in total	11 recipients to submit project claims	Total	\$ 835,125	

DISBURSEMENT OF PROJECT FUNDS				
WASKAGANISH				
Applicant/Recipient	Project Title	Program	Amount	
1 Blackned Construction 2015 Inc	Employment Subsidy for 4 Positions	11	12,752	
2 Blackned Construction 2015 Inc	Employment Subsidy for 5 Full Time Positions	11	20,297	
3 Blackned Excavation	Business start up 2nd Year & additional Driver 1st Year	13	21,327	
4 Blackned Trucking	Employment subsidy for Truck Drivers	11	15,979	
5 Cree Nation Government/Child & Family Services	ENCS Training in Waskaganish	10	187,068	
6 Cree Nation Government/ASD	Cree Bursary Waskaganish	7	4,500	
7 Cree Automotive Repair Shop	Business Start Up & Employment 1st Year	13	44,770	
8 Cree Automotive Repair Shop	Business Start Up & Employment 2nd Year	13	14,755	
9 Cree Nation of Waskaganish	Summer Youth Work Program 2022	2	174,994	
10 Cree Nation of Waskaganish	Youth Work Experience 2022-2023	6	177,176	
11 Cree Nation of Waskaganish	Certificate in Administration Program Training	10	9,222	
12 Cree Nation of Waskaganish	MAPAQ Food Safety Training	10	120	
13 Cree Nation of Waskaganish	Pool Maintenance Worker 1st Year	11	8,880	
14 Cree Nation of Waskaganish	New Employment Animal Control Officer	11	2,776	
15 CSB Waskaganish Sabtuan Learning Centre	ASP Health and Safety Course	10	4,386	
16 Eeyou Adventures	Start up Business & Employment (5) 1st Year	13	19,132	
17 Eeyou Adventures	Business Start-up & Employment 2nd Year	13	25,766	
18 Eeyou SP Mechanics Services	Position of Executive Assistant 1st Year	11	24,000	
19 Hester Transport	Business Start-up & Employment 1st Year	13	15,260	
20 Moose Excavation	Business Start-up & Employment 1st Year	13	28,000	
21 Nanaakatheth Corporation	Director General	11	6,731	
22 Sibi Ayimuweyabi CJRH	Radio Station Employees Training	10	12,442	
23 Wiinipaakw Tours Solidarity Cooperative	Employment Subsidy Director of WTSC 3rd Year	11	4,792	
34 projects in total	11 recipients to submit project claims	Total	\$ 835,125	

DISBURSEMENT OF PROJECT FUNDS				
WASKAGANISH				
Applicant/Recipient	Project Title	Program	Amount	
1 Blackned Construction 2015 Inc	Employment Subsidy for 4 Positions	11	12,752	
2 Blackned Construction 2015 Inc	Employment Subsidy for 5 Full Time Positions	11	20,297	
3 Blackned Excavation	Business start up 2nd Year & additional Driver 1st Year	13	21,327	
4 Blackned Trucking	Employment subsidy for Truck Drivers	11	15,979	
5 Cree Nation Government/Child & Family Services	ENCS Training in Waskaganish	10	187,068	
6 Cree Nation Government/ASD	Cree Bursary Waskaganish	7	4,500	
7 Cree Automotive Repair Shop	Business Start Up & Employment 1st Year	13	44,770	
8 Cree Automotive Repair Shop	Business Start Up & Employment 2nd Year	13	14,755	
9 Cree Nation of Waskaganish	Summer Youth Work Program 2022	2	174,994	
10 Cree Nation of Waskaganish	Youth Work Experience 2022-2023	6	177,176	
11 Cree Nation of Waskaganish	Certificate in Administration Program Training	10	9,222	
12 Cree Nation of Waskaganish	MAPAQ Food Safety Training	10	120	
13 Cree Nation of Waskaganish	Pool Maintenance Worker 1st Year	11	8,880	
14 Cree Nation of Waskaganish	New Employment Animal Control Officer	11	2,776	
15 CSB Waskaganish Sabtuan Learning Centre	ASP Health and Safety Course	10	4,386	
16 Eeyou Adventures	Start up Business & Employment (5) 1st Year	13	19,132	
17 Eeyou Adventures	Business Start-up & Employment 2nd Year	13	25,766	
18 Eeyou SP Mechanics Services	Position of Executive Assistant 1st Year	11	24,000	
19 Hester Transport	Business Start-up & Employment 1st Year	13	15,260	
20 Moose Excavation	Business Start-up & Employment 1st Year	13	28,000	
21 Nanaakatheth Corporation	Director General	11	6,731	
22 Sibi Ayimuweyabi CJRH	Radio Station Employees Training	10	12,442	
23 Wiinipaakw Tours Solidarity Cooperative	Employment Subsidy Director of WTSC 3rd Year	11	4,792	
34 projects in total	11 recipients to submit project claims	Total	\$ 835,125	

DISBURSEMENT OF PROJECT FUNDS

WASWANAPI

Applicant/Recipient	Project Title	Program	Amount
1 Amiisk Excavation Inc	Excavation and Road Maintenance	11	18,276
2 Cree Nation Government/ASD	Cree Bursary Waswanipi	7	7,500
3 Cree Nation Government/ASD	Northern Heavy Equipment Operator	10	1,203
4 Cree First Nation of Waswanipi	Youth Work Experience Program 2022-2023	6	176,418
5 Cree First Nation of Waswanipi	Summer Work Experience Program 2022	2	64,146
6 Cree First Nation of Waswanipi	Record Keeping Project (Rental Housing Dept.)	8	6,787
7 Cree First Nation of Waswanipi	Creation of Registrar Technician Position	11	1,743
8 Cree First Nation of Waswanipi	Creation of 6 New Positions 2nd Year	11	99,140
9 Cree First Nation of Waswanipi	Community Employment Skills Partnership 2021	11	49,564
10 Cree First Nation of Waswanipi	Purchasing Assistant Clerk 3rd Year	11	6,951
11 Cree First Nation of Waswanipi	Project Technician Position 3rd Year	11	19,580
12 Cree First Nation of Waswanipi	Creation of New Employment - 5 Positions	11	61,150
13 Cree First Nation of Waswanipi	Creation of Registrar Technician Position	11	8,008
14 Cree First Nation of Waswanipi	Community Employment Skills Partnership 2022-2023	11	100,000
15 Cree First Nation of Waswanipi	Creation of 6 New Positions	11	45,196
16 Cree First Nation of Waswanipi	Limited Ability Work Experience Program 2022-2023	12	22,523
17 Eenou Eeyou Construction	Assistant Project Manager	11	10,906
18 Eenou Eeyou Construction	EEC Employment	11	36,711
19 Eenou Eeyou Construction	Project Manager and Administrator	11	16,157
20 Howard Blacksmith	Heavy Equipment Operator	11	6,000
31 projects in total	11 recipients to submit project claims	Total	\$ 757,959

WEMINDJI

Applicant/Recipient	Project Title	Program	Amount
1 Cree Nation Government/ASD	Cree Bursary Wemindji	7	6,000
2 Cree Nation of Wemindji	Summer Student Employment 2022	2	116,731
3 Cree Nation of Wemindji	Youth Work Experience Program 2022-2023	6	165,690
4 Cree Nation of Wemindji	CNW Energy Maintenance Line Work Training	11	31,341
5 Cree Nation of Wemindji	Certificate in Accounting Program	11	20,451
6 Cree Nation of Wemindji	Adult Summer Student Employment Program 2022	11	2,503
7 Patrick Masty	Master of Public Safety - 2nd Year online course	10	7,088
8 Tawich Business Development Corporation	Maintenance Worker 1st Year	11	13,509
9 Tawich Construction Inc	ASP Health and Safety Course	10	7,018
10 Tawich Development Corporation	Delivering a Quality Client Experience & Teambuilding Workshop	11	9,980
11 Waptum - Community Development Consulting	Community Engagement Liaison - New Position	11	15,401
12 Wiinipaakw Tours Solidarity Cooperative	Wiinipaakw Mechanical Workshop	10	13,566
24 projects in total	12 recipients to submit project claims	Total	\$ 409,278

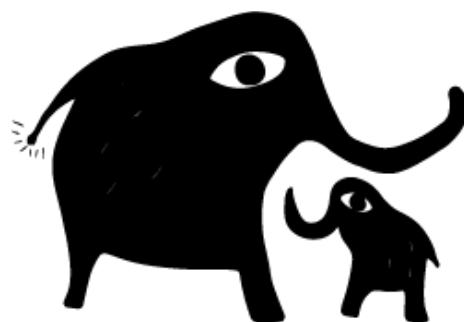
DISBURSEMENT OF PROJECT FUNDS

WHAPMAGOOSTUI

Applicant/Recipient	Project Title	Program	Amount
1 Child and Family Services	ENCS Training in Whapmagoostui	10	158,881
2 Cree Nation Government/ASD	Cree Bursary Whapmagoostui	7	6,000
3 Cree Nation of Whapmagoostui	Youth Work Experience Program 2021	6	63,066
4 Cree Nation of Whapmagoostui	Truck Driving - Class 3	10	24,769
5 Cree Nation of Whapmagoostui	Community Employment Skills Partnership 2021	11	21,276
6 Cree Nation of Whapmagoostui	Community Employment Skills Partnership 2022	11	57,053
7 Whapmagoostui First Nation Corporation	Summer Student Program 2022	2	42,231
14 projects in total	7 recipients to submit project claims	Total	\$ 373,276

REGIONAL

Applicant/Recipient	Project Title	Program	Amount
1 Cree Board of Health and Social Services of James Bay	CBHSSJB Summer Student Program	11	76,362
2 Cree Board of Health and Social Services of James Bay	CBHSSJB Summer Student Program	11	112,474
3 Cree Nation of Mistissini	Public Administration and Governance Training	11	112,159
4 Cree Women of Eeyou Istchee Association	Creation of Three New Positions	11	25,456
5 Cree Women of Eeyou Istchee Association	Communications & Event Coordinator	11	10,007
6 Cree Women of Eeyou Istchee Association	Youth Work Experience Program 2022	6	12,073
7 Eeyou Istchee Sports & Recreation Association	Recreation Training for all Nine Communities	11	19,230
8 Elephant Thoughts	ASD Elementary Science Tour	3	20,777
9 Elephant Thoughts	Elementary Science Tour	3	91,664
10 Sky Development Services	Creation of Employment - Manager 1st Year	11	16,436
11 Youth Fusion	Youth Fusion Programming 2022-2023	5	106,581
16 projects in total	5 recipients to submit project claims	Total	\$ 603,219



DISBURSEMENT OF PROJECT FUNDS

TERRITORIAL

Applicant/Recipient	Project Title	Program	Amount
1 Air Tunilik	Advanced Bush Pilot Training	3	17,447
2 Andy Chakapash	Truck Driving - Class 1	10	5,368
3 Cree Nation Government/ASD	Socioeconomic Data Analysis in Eeyou Istchee	14	4,000
4 Brian Moore	New Business - Restaurant Service 1st Year	13	56,937
5 Cegep de Saint-Felicien/CECC	CSA Mineral Resources Geology	10	8,250
6 Centre de formation professionnelle Lac-Abitibi	FMTM Mining Modules Courses	10	21,982
7 Cree Nation Government/ASD	Regional Career Fair 2022	4	3,536
8 Cree Nation Government/ASD	Bursary Program Territorial	7	500
9 Construction Econord Inc	Mine Principale - Site Minier Abandonne	11	64,969
10 Cree Board of Health and Social Services of James Bay	Dental Assistant Training	11	14,850
11 Cree Board of Health and Social Services of James Bay	Dental Assistant Training	11	15,130
12 Cree Nation Government	5 Positions - Wage subsidy 1st Year	11	118,207
13 Cree Nation Government/ASD	ASDAC Meetings for 2022/2023	14	132,266
14 Cree Outfitting and Tourism Association	On-water and first aid training	10	35,102
15 Cree School Board	Administrative Support Staff - phase 2	11	41,865
16 Cree Trappers' Association	Eeyou Itun	10	287,428
17 Cree Trappers' Association	Cree land stewardship (Eeyou Itun) Collegial	10	18,851
18 CREECO Inc	Summer Student Work Experience 2022	11	39,515
19 Dawn Ottereyes Lacasse	Land Based Instructional Support Services	11	11,050
20 Eeyou Istchee Baie-James Travel Agency Inc	Specialized Tourism & Travel Training	11	31,441
21 Gestion ADC Inc	Camp services 2nd Year - Hydro Camp	11	31,468
22 Gestion ADC Inc	Liaison Agent 1st Year	11	21,434
23 Gestion ADC/Miyuu Kaa/Bonterra	Camp Services - Job Creation 2nd Year	11	33,388
24 Gestion ADC/Nannakaatech Corporation	Camp Services: Wallbridge & Fenelon Project 1st Year	11	92,795
25 Gestion ADC/Nannakaatech Corporation	Camp Services: Wallbridge & Fenelon Project 2nd Year	11	180,088
26 KESI Construction 9210-5170 Quebec Inc	Apprenticeship - Construction Trades	11	66,343
27 Miyuukaa Corp	Surface Works	11	13,843
28 Miyuukaa Corp	Surface and Underground Drilling	11	41,135
29 Miyuukaa Corp	Underground Mining Development	11	137,580
30 MoCreebec Eeyoud	Client Interventions for MoCreebec 2nd Year	11	7,598
31 Nanaakatheth Corporation	Water Plant Operators	11	4,758
32 Nanaakatheth Corporation	Core and Geological Technicians	11	31,810
33 Nanaakatheth Corporation	Heavy Equipment Operators	11	4,643
34 Neeposh Entreprises Reg'd	Forestry Road Construction and Wood Harvesting	11	30,622
35 Plomberie E.P.	Plumber/Ventilation Technician	11	11,150
36 Service aux Entreprises et aux Collective Cegep de Saint-Felicien	Management of Hotel and Restaurant 1st Year	10	18,720
37 Stornoway Diamond (Canada) Inc	Hiring of Cree Workers	11	97,035
38 Stornoway Diamonds (Canada) Inc	Integration of Cree Employees	11	241,232
39 Wabun Taxi	New Business - Wabun Taxi Service 1st Year	13	12,947
68 projects in total	29 recipients to submit project claims	Total	\$ 2,007,283

DISBURSEMENT OF PROJECT FUNDS

MONTREAL REGION

Applicant/Recipient	Project Title	Program	Amount
1 Gary Clive Hester	RBQ Training	10	6,192
2 McGill School of Continuing Studies	Certificate in Indigenous Business Management	9	8,608
3 Sagacia Consulting	Cree Employment - Junior Consultant 1st Year	11	21,244
4 Trista Echum	Human Resources Management	10	4,017
5 projects in total	1 recipient to submit project claims	Total	\$ 40,061

ABITIBI REGION

Applicant/Recipient	Project Title	Program	Amount
1 Cree Nation Government/ASD	Employability and Career Development in Aboriginal 2nd Year	9	54,040
2 Blais Industries Inc	Apprenticeship - Electrical Trades	11	1,477
3 Centre de formation professionnelle Lac-Abitibi	Heavy-Duty Road Vehicle Mechanics	10	40,676
4 Quality Inn & Suites Val-d'Or	Cree Employment 1st Year	11	13,126
5 Cree Nation Government/ASD	Employability and Career Development in Indigenous	9	124,960
6 Jamie Shecapio	CCQ Examination	10	1,671
7 Roy Snowboy	CCQ Examination	10	1,910
8 Frederick Chiskamish	CCQ Examination	10	1,675
9 Cree Nation Government/ASD	Sponsorship - Interregional Economic / Business Exchange Day	14	5,000
9 projects in total	0 recipient to submit project claims	Total	\$ 244,535

QUEBEC REGION

Applicant/Recipient	Project Title	Program	Amount
1 Cree Women of Eeyou Istchee Association	Business Development Coordinator 2nd Year	11	17,265
2 Michael Petawabano	Commerical Helicopter Pilot	10	26,250
4 projects in total	2 recipients to submit project claims	Total	\$ 43,515

OUT OF PROVINCE

Applicant/Recipient	Project Title	Program	Amount
1 Cree Nation of Mistissini	Office Administration Certificate Program	9	73,630
2 Cree Nation of Washaw Sibi	Project Management Training	10	21,819
3 Cvltvre Bead	Business Start-up & Employment	13	15,329
4 International Indigenous Entrepreneur	Empower, Motivate, Build with After Care Program	10	68,573
5 projects in total	1 recipient to submit project claims	Total	\$ 179,351

363 projects in total
145 recipients to submit project claims
Grand Total \$ 9,350,083



COMMERCE AND INDUSTRY

Message from the Director
Anthony MacLeod



THIS PAST YEAR SAW THE RETURN TO REGULAR OPERATIONS. HOWEVER, IN MANY WAYS, THERE IS A NEW NORMAL POST-PANDEMIC. THERE ARE NEW ECONOMIC CHALLENGES AHEAD OF US. DESPITE OUR NEW REALITY, THE COMMERCE AND INDUSTRY DEPARTMENT HAD A POSITIVE YEAR WITH NEW ENERGY AND ENTHUSIASM.



11
EMPLOYEES

As the Director of our department, I am proud to share with you my appreciation for the hard work being done every day by the DCI team. I am thrilled to lead a group of energetic professionals committed to engaging with the people of Eeyou Istchee and working hard to stimulate economic growth and diversification in the region. I want to express my gratitude to our team for their hard work, dedication to our mission, and welcoming the new employees into our department.

Anthony MacLeod
Director, Department of Commerce and Industry

In 2022-23, our department continued its effort to grow its services in the Cree Nation. With a new consumer protection service, we will continue to grow our service delivery capacity by adding to our existing financial assistance service. At the Department of Commerce and Industry (DCI), we provide critical regional support in sectoral development, from mining and forestry to energy and other sectoral logistics. Our sectoral team continues to play a vital role in the support of communities and regional entities.

In programming, we continued to build on past successes with the Cree Social Economy Regional Table program. Since bringing the program back to Eeyou Istchee, we have had back-to-back years of success. In fact, I am incredibly excited to see all our programming results, from a strong year in business start-up programming to increased allocations from the Regional & Rural Fund. This year was a very successful year for DCI programming. This is significant, as it shows our growing economic presence and renewed confidence post-pandemic.

We are also entering a time of significant change in Eeyou Istchee. With the approval of the Cree Nation Economic Prioritization Agreement in December 2022 by Board/Council, the leadership is taking a critical step in implementing Section 28 of the JBNQA. This will prioritize community-based businesses in the territory. As a result, our Cree Nation Business Registry is expected to be operational by the fall of 2023. This platform will allow registered community-based businesses to connect with opportunities and grow.

OUR MANDATE

To diversify and stimulate economic growth in Eeyou Istchee.

OUR MISSION AND VISION

To take on a strategic role in the development and implementation of economic initiatives throughout Eeyou Istchee. To support the economic growth and well-being of Eeyou Istchee so all Eeyouch and Eeenouch may benefit from this prosperity without compromising our culture and values.

OUR PILLARS

The DCI is driven by 3 economic pillars:

1. Local Enterprises
2. Natural Resource Development
3. Cooperative and Sustainable Economies



New Employees

The DCI team has grown this past year by adding two new positions. The Consumer Protection Officer position was designed to create consumer awareness within Eeyou Istchee. Mélissa Ratté joined the team in October 2022, and her office is in Val-d'Or. The Analyst is responsible for ensuring that programs, funds and projects, data management, program information and community statistics are appropriately implemented, maintained and accessible. Casey MacLeod has been the Analyst since February 2023.

Gilles Matoush stepped into his new role as the Business Services Officer to assist entrepreneurs in all aspects of business development, including planning, research and coaching for business development projects. Lacey Biedermann replaced Gilles as the Benefits and Financial Program Officer. She provides financial counselling and budgeting for private home ownership.

Pierre Pelletier, Manager of Strategic Development Initiatives, left the Cree Nation Government to pursue a new career with Stornoway Diamonds. The position was filled by Sheena Costain, who joined the DCI team under the new role, Manager of Program Development in June of 2022.

We want to thank Pierre for his service, congratulate Gilles on his new role and welcome Melissa, Lacey, Casey and Sheena to the DCI team.

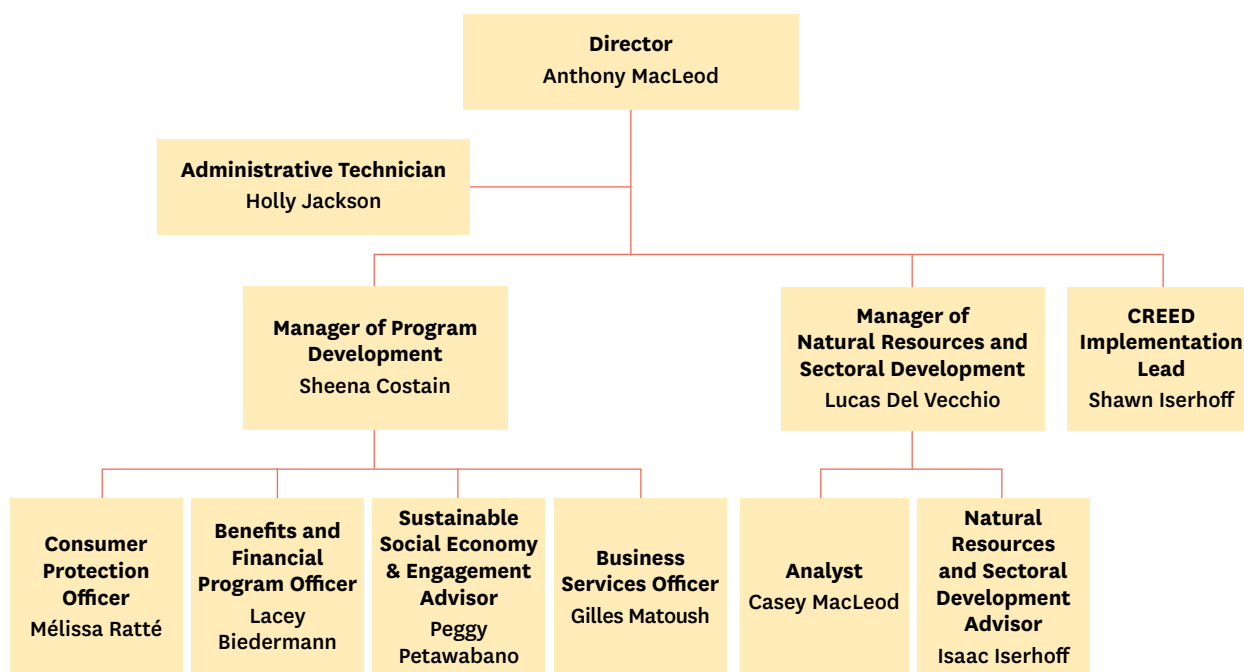
NATURAL RESOURCES AND SECTORAL OVERVIEW

Mining

During the last fiscal year, the team continued to meet regularly with mining companies and the Cree First Nations affected by mining. We continued to assist in overseeing the implementation of several Impact and Benefit Agreements as representatives on the Implementation Committees. We also continued to support local economic development by helping communities on Business Opportunity/Economic Development committees related to mining projects.

Over the last year, we began coordinating an internal working group that assembled the representatives of DCI, Apatisiwin Skills Development and the Department of Environment and Remedial Works. The three departments are all involved in the same mining projects, and there was a need for increased coordination internally. We are looking forward to continuing this initiative and continuing the inter-departmental collaboration so that we can better serve the Cree First Nations.

DEPARTMENT OF COMMERCE AND INDUSTRY STRUCTURE





Québec Mines Group

From left to right: Zabrina Stevens (ASD), Benjamin Loon (ASD), Grand Chief Mandy Gull-Masty, Minister of Employment Kateri Champagne Jourdain, Lucas Del Vecchio (DCI), Isaac Voyageur (ERWD), Isaac Iserhoff (DCI)

Québec Mines

DCI attended the Québec Mines Conference in November 2022. The department organized the Cree Nation Government booth at the conference, which was shared with Apatisiwin Skills Development and the Department of Environment and Remedial Works.

Anthony MacLeod participated in a panel discussion on “Rethinking the potential of manpower in First Nations and Inuit Communities”. His fellow panellist was from

Hydro-Québec, and the discussion was centered around “Strengthening collaboration and learning: Promoting inclusion through long-term partnership”.

Forestry

The Director of Commerce and Industry is a member of the Cree-Québec Forestry Economic Council (CQFEC). The CQFEC is composed of equal members appointed by Québec and the Cree Nation Government with the mandate to promote the development of economic and business opportunities for the Crees in forest development activities.

Signing of the Aah Nuutahtikwaaniwich Nisituhtimuwin Memorandum of Understanding (MOU)

The MOU covers a wide variety of forestry-related issues. Following the signing of the MOU in the summer of 2022, an “Operational Table” regrouping representatives of the five communities affected by Forestry was started in the fall of 2022. The purpose of the Operational Table was to focus mainly on economic opportunities in the Forestry sector. DCI has been an active player in supporting the collaboration between the five communities and reporting the activities of the Operational Table to the Leadership Table established under the MOU.

CQFEC Visit Waswanipi Sawmill

From left to right: Marco Trudel, Anthony MacLeod, Simon St-Georges, Nicolas-Pascal Coté, Gillman Ottereyes, Abel Trapper, David Maltais (sawmill supervisor)



PROGRAMS

Cree Entrepreneurship Assistance Fund (CEAF)

The Cree Entrepreneurship Assistance Fund (CEAF) provides grants for new Cree Business start-ups, as well as funds for existing Cree businesses to expand, modernize and upgrade their equipment and operations. The purpose of the investments is to support one of the key economic pillars for Eeyou Istchee, Cree-owned local enterprises. The program also provides investment in developing businesses to allow for Cree entrepreneurs to gain experience and realize new services for the communities and the region. The circulation of funds and its trickle-down effect on small businesses is important for Eeyou Istchee's economy. Transport, retail, and construction-type businesses are among the highest requests for funding through the CEAF (see table 1).

CEAF HIGHLIGHTS

For the fiscal year 2022-2023, twenty-six applications (26) were submitted to the CEAF. Of those twenty-six applications, twelve projects were approved for \$694,637. The other projects are still under review.



North Auto Garage - Chisasibi



Cree Source for Sports - Mistissini

Table 1a. Projects Approved under CEAF

Project	Community	Sector
BakeCree	Chisasibi	Retail & Resto
KLB Resources	Mistissini	Retail & Resto
JWG Transport	Mistissini	Construction
CvltvreBead	Nemaska	Retail & Resto
H&V Taawaakimikw	Wemindji	Retail & Resto
Wiimin Transport	Wemindji	Transport
North Auto Garage	Chisasibi	Services
SM's Tire Services	Waswanipi	Services
Eeyou MM Services	Waskaganish	Services
Cree Source for Sports	Mistissini	Retail & Resto
G Moar Transport	Waskaganish	Construction
Bosum Storage	Ouje-Bougoumou	Services
Grand Total: \$694,637		

Table 1b. Amounts Approved per Sector under CEAF

Sector	Amount
Construction	\$152,408
Retail & Resto	\$289,479
Services	\$182,500
Transport	\$70,250
Grand Total: \$694,637	

Eeyou Economic Response Plan (EERP)

The Eeyou Economic Response Plan was created during the COVID-19 pandemic to assist entrepreneurs with operational costs. All payments have been disbursed, and we are in the final stages of developing the report, which will be sent to the provincial and federal governments.

Regional Development Fund (RDF)

The objective of the Regional Development Fund (RDF) is to finance economic diversification projects and regional development projects that benefit the territory of Eeyou Istchee. The RDF was created to support the expansion of Cree economies within Eeyou Istchee. Generally, these funds are implicated in large-scale projects.

A portion of the funds from RDF were used to contribute to the other funding programs that are available at the Department of Commerce and Industry. Programs such as the Cree Social Economy Regional Table Fund and the Regions and Rurality Fund receive small contributions from the Regional Development Fund. Eeyou Communications Network also receives funding from the Regional Development Fund for business support costs.

Mishtuk Corporation is a development corporation under the Cree First Nation of Waswanipi. They were granted \$1,000,000 under the RDF fund for recommissioning the Nabakatuk Sawmill.

Table 2. Regional Development Fund (RDF)

Project	Location	Amount
Business Registry (Phase 3)	Regional	\$ 51,539
Mishtuk Corporation – Cree Lumber Sawmill	Waswanipi	\$ 1,000,000

Regions and Rurality Fund (RRF)

The Commerce and Industry Department oversees the Regions and Rurality Fund. This fund has replaced the FARR program since April 2021. The RRF program accepts applications for projects throughout Eeyou Istchee. Any project with regional outreach that will impact more than one Cree community and contribute to achieving Eeyou Istchee's regional priorities is eligible for this program.

The Eeyou Istchee regional priorities are:

1. Development and implementation of a strategic housing plan to provide tangible solutions addressing the critical housing shortage.
2. Raising economic and employment activity through the private sector.
3. Supporting Cree-Owned businesses.
4. Developing the workforce.
5. Fostering connections and partnerships within Eeyou Istchee.
6. Tying economic development with nation-building.

Funding for the RRF is allocated to Eeyou Istchee through the Quebec Ministry of Municipal Affairs and Housing (MAMH). Applications are reviewed by the Cree Nation

Government's RRF Review Committee and recommended to MAMH. The MAMH makes final approval for programs for all applications from Eeyou Istchee.

For the 2022-2023 year, three projects were approved for a total of \$2,191,411.

The RRF Evaluating Committee is composed of 3 representatives, Anthony MacLeod (Director, DCI), Nadia Saganash (Director of Quebec and Indigenous Relations) and Melissa Saganash (Deputy Executive Director).

Table 3. Regions and Rurality Fund (RRF)

Projects Approved	Amount Approved
Winiipakw Tours Solidarity Cooperative	\$ 1,500,000
Strengthening the EISRA	\$ 485,255
DCI Business Registry	\$ 206,156
Total	\$ 2,191,411.00

Cree Social Economy Regional Table (CSERT)

The Department of Commerce and Industry oversees the Social Economy funding agreement between the Cree Nation Government and the Government of Quebec. The funding is intended to support economic activity with social aims carried out in the framework of enterprises whose activities comprise the sale or exchange of goods or services, and which are operated according to the following principles:

- The goal of the enterprise is to satisfy the needs of its members or the community.
- The enterprise is not controlled by the decisions of one or public entities.
- The rules applicable to the enterprise provide for democratic governance by its members.
- The enterprise aspires to economic viability.
- The rules applicable to the legal person operating the enterprise provide that, in the case of dissolution, the remainder of its property must be allocated to another legal person having similar goals.

One of our primary goals is to create jobs while promoting and upholding traditional Cree activities and Cree culture to ensure that it continues into the future.

The Chantier de l'économie sociale (Chantier) is the provincial resource hub for social economy. The Chantier helps to inform the 22 regional organizations, known as Poles, about social economy resources and provincial-wide activities. Eeyou Istchee is represented by the "Cree Pole". Provincial entities that fund social economy enterprises, such as RISQ (Réseau d'investissement sociale du Québec) or CSO/ESAC (Comité Sectoriel de main-d'œuvre) that provide training, are working with the Cree Pole to identify opportunities for socially engaged projects. The Cree Pole is being represented at various conferences and meetings such as First Nations Quebec and Labrador Economic Development Commission (FNQLEDC), First Nations/Inuit Pole, Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance, Greater Economic Circle of Indigenous Peoples and Quebec and Mistissini Youth Empowerment conference.

A Cree Native Arts & Crafts Association (CNACA) project was approved for the startup costs of the online Wachiya store. The project started in March 2022 and was completed in March 2023. The store aims to establish CNACA as a leader in Social Economy by curating apparel, accessories and crafts produced by its members. The store aims to increase its revenues in the long term through e-commerce. This online-only store offers the global audience traditional Cree arts and crafts and Indigenous multimedia products. The online store launched March 31, 2023. Congratulations to CNACA!

The Chisasibi Telecommunications Association project was approved for purchasing equipment to modernize their old recording to a new system. It is essential to transfer and preserve the old recordings of our Elders' knowledge.

Mississini CINI-FM submitted a project at the end of the fiscal year. They wanted to purchase new equipment to perform live streaming within their community. The project also trained the staff in all aspects of livestream broadcasting, including the behavioural and technical aspects.

The Sustainable Social Economy and Engagement Advisor participated in planning a First Nations Social Economy conference in Montreal. Under CSERT, four delegates from a non-profit organization within Eeyou Istchee participated in the conference. The delegates were two youth, one from both the Cree Women of Eeyou Istchee Association and Cree Men of Eeyou Istchee Association.

Name of Enterprises	Completed in 2022-2023	Approved in 2022-2023
Cree Outfitting & Tourism	\$ 13,879.00	
Dabwetamun Academy	\$ 6,250.00	
Mianscum Solidarity Coop	\$ 6,125.00	
Whapmagoostui First Nation	\$ 10,900.00	
Cree Native Arts & Crafts Association	\$ 11,491.00	
Chisasibi Telecommunications	\$ 12,237.00	
Mistissini CINI-FM		\$ 40,000.00
First Nation Social Economy Conference (4 candidates)		\$ 2,316.62
Total Committed 2022-2023	\$ 103,198.62	

Note: Travel, rent, office supplies, and professional fees are not included



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Cree Real Estate Entrepreneurship Development Program (CREED)

Since the soft launch of the Cree Real Estate Entrepreneurship Development (CREED) Program in March of 2022, it has garnered much attraction amongst current and future entrepreneurs in Eeyou Istchee. The program's primary goal is to provide start-up grants and capacity-building opportunities for Cree entrepreneurship in renovations, construction of private homes, and commercial real estate projects.

The department has continued its capacity-building efforts to better support entrepreneurs by engaging with Apatisiwin Skills Development and the Cree School Board Sabtuan Adult Education Services. Although there have been delays in this process, we hope to re-engage sessions with these entities in 2023-2024. Another organization that we have initiated discussions with is Futurpreneur. They support Indigenous entrepreneurs across Canada in various areas with financing, mentoring, tools to start and run your business, and networking. We are excited to begin this dialogue with Futurpreneur and what this will mean for Cree entrepreneurs in the future.

We are pleased to report that a multi-million dollar CREED Federal Government proposal has been developed in collaboration with Apatisiwin Skills Development and the Cree School Board and is being reviewed by the Executive Director of the Cree Nation Government. Following this, it will be formally submitted to the Federal Government.

From an administrative standpoint, the CREED Implementation Lead developed a CREED Administrator's Guide and Evaluation Grid that the department is currently reviewing. This Guide will serve to support the onboarding experience of new employees that will oversee the CREED program. The Evaluation Grid will standardize the review process of applications. In 2023-2024, the department hopes to have permanent coordinator and program assistant positions in place to implement the program.

Communications

As part of the soft launch campaign for CREED, department staff continued promoting the program into 2022-

2023. An online Information Session for future and current entrepreneurs was held in May 2022, with close to (20) participants. The presentation consisted of the underlying goals of the program, business opportunities the program can fund, eligibility requirements, and the application process. Further, participants had the chance to ask questions during the Q & A period.

CREED was also part of the presentations included in the Community Tour during the summer and fall. DCI also was asked to present CREED at the Waskaganish Local Business Conference in November. We always appreciate the opportunity to meet with community members.

DCI will continue its efforts to promote the program in 2023-2024. We are excited to be extended an invitation to the Cree School Board Post-Secondary Student Conference early in the next fiscal year. Our staff will be able to meet and engage with business students from around the Cree Nation and present the current programs and services.

CREED Projects

For 2022-2023, the Department of Commerce and Industry received four (4) applications. The total project cost is \$221,250, with \$175,000 being approved for Développement Benac S.E.N.C. and Mehekin Construction. J. Masty Maintenance & Repair and DK Renovations are currently in the review process.

During the Community Tour and throughout 2022-2023, many entrepreneurs expressed their desire to target residential real estate. However, at this time, CREED cannot support entrepreneurs who want to construct homes and rent them out to community members. Local communities need to adopt laws and policies that seek to protect landlords and tenants like the Administrative Housing Tribunal found at the provincial level. This has been a major roadblock for entrepreneurs. We understand that a few communities are developing their laws and policies, and we hope they are adopted soon.

The Department of Commerce and Industry wants to acknowledge and thank the communities for their warm hospitality and generosity during the Community Tour. For our entrepreneurs, we hope you take advantage of the CREED Program and continue to contribute.

BUILD our Future.
Envision, develop, innovate.

Table 5. Funding under the CREED Program

	Community	Project	Project Cost	Status	Sector
1	Mistissini	Développement Benac S.E.N.C.	\$ 100,000	Approved	Real Estate
2	Chisasibi	Mehekin Construction	\$ 75,000	Conditionally approved	Construction
3	Whapmagoostui	J. Masty Maintenance & Repair	\$ 21,250	Under review	Services
4	Chisasibi	DK Renovations	\$ 25,000	Under review	Construction
Total			\$ 221,250		

JBNQA Beneficiary List

Over the last three years, the amount of JBNQA members has risen for every community.

Community	Year 2023	Year 2022	Year 2021
Chisasibi	5,134	5,045	4,949
Eastmain	941	925	913
Mistissini	4,334	4,244	4,161
Nemaska	947	946	924
Ouje-Bougoumou	1,019	1,006	986
Waskaganish	3,212	3,172	3,130
Waswanipi	2,619	2,586	2,552
Wemindji	1,661	1,630	1,608
Whapmagoostui	1,103	1,078	1,064
TOTAL	20,970	20,632	20,287
% Change from previous year	1.64%	1.70%	1.15%
% Change over 5 years	6.22%		

The new Benefits and Financial Program Officer, Lacey Biedermann, began her position on October 31, 2022. Since starting, she has travelled to present workshops to several organizations that include:

- Membership Clerks – Online Workshops (November 30, 2022)
- Cree First Nation of Waswanipi – Online Workshops (January 23-25, 2023)
- Department of Justice and Correctional Services – Mistissini (March 6, 2023)

Consumer Protection

Table 7. Distribution of the active JBNQA beneficiaries by group of age and sex on March 31, 2023.

Group of age	Male	Female	Total
0 - 4	790	747	1,537
5 - 9	928	959	1,887
10 - 14	1,047	997	2,044
15 - 19	1,117	991	2,108
20 - 24	936	859	1,795
25 - 29	894	819	1,713
30 - 34	761	785	1,546
35 - 39	635	649	1,284
40 - 44	601	627	1,228
45 - 49	659	635	1,294
50 - 54	597	590	1,187
55 - 59	484	506	990
60 - 64	345	358	703
65 - 69	261	289	550
70 - 74	180	214	394
75 et +	302	408	710
TOTAL	10,537	10,433	20,970



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Consommateurs to help create this new position. Her future project will be to create workshops on different topics, such as leasing, contracts, and fraud. She will also develop some content to publish on social media to raise awareness across all Cree Communities.

Business Registry

We are finalizing the second development phase for the Cree Business Registry and Opportunities web application. This platform will contain a comprehensive list of all businesses operating in the Eeyou Istchee territory. It will allow businesses, regional entities, and individuals doing business in Eeyou Istchee to post opportunities.

Throughout the year, we focused on developing the opportunities section of the website, on building communication tools, and enabling businesses to self-manage their registry entries and post-related opportunities. As part of this process, we have finalized 150 business entries and collected information on over 250 others. To complete our registry, we will meet with local businesses and community Economic Development Officers to collect additional information, particularly relating to connecting factors, which will certify businesses as having a substantial relationship to the territory and prioritize them for procurement within the area.

We aim to begin providing access to the platform to selected businesses and entities in the first quarter of the next fiscal year, allowing them to test the site and provide feedback. This will help us incorporate improvements for the future site and familiarize key stakeholders with how to use the platform. Additionally, we plan to ensure that opportunities within organizations like the Cree Health Board, Cree School Board, and Cree Nation Government are posted.

Cree Nation Economic Prioritization Agreement

Progress with the business registry represents a substantial advancement in implementing the Cree Nation Economic Prioritization Agreement (CNEPA). The CNEPA was adopted by Board/Council Resolution in December 2022 and will subsequently require adoption by each Cree First Nation. This framework sets out the criteria needed to be considered a community-based enterprise. The framework also prioritizes community-based enterprises for contracts and procurement opportunities in Eeyou Istchee in accordance with Section 28 of the James Bay and Northern Quebec Agreement (JBNQA). The CNEPA aims to increase the economic self-sufficiency of the Cree Nation, promote local job creation and investment, and apply to all procurement processes conducted by the Cree Nation Government, regional entities, and registered businesses in Eeyou Istchee.

SAENCAT Conference: Looking Ahead Together

Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance (SAENCAT) held an economic conference in Mistissini on June 8- 9, 2022. The conference brought together entrepreneurs, enterprises, public and private sector stakeholders from industries across the region. The objectives were to:

- Build connections.
- Promote cultural awareness.

- Look ahead together to facilitate, motivate, and inspire new business and trade in Eeyou Istchee and Abitibi-Témiscamingue.

Collaborative Economic Regional Roundtable

The Grand Chief called a dialogue meeting on June 28, 2022, in Ouje-Bougoumou to discuss the economic spheres in Eeyou Istchee and the Cree Nation Government.

In attendance were the Grand Chief Mandy Gull-Masty; Deputy Grand Chief Norman A. Wapachee; Negotiator for Grand Council of the Crees, Stella Masty Bearskin; President of James Bay Eeyou Cooperation, Henry Gull; CREECO President, Derick Neeposh; CREECO Business Development Liaison, Robert Auclair; Economic Development Officer (Whapmagoostui), Sidney Orr; Director of Commerce and Industry, Anthony MacLeod; Sustainable Social Economy and Engagement Advisor (DCI), Peggy Petawabano; Manager of Program Development (DCI), Sheena Costain.

The key representatives invited to the meeting were asked to present the economic agendas of their departments and encouraged to share their insights on developing and supporting a vibrant Cree economy that serves the needs of our people. The goal of the dialogue was to begin discussing how we are to build our Cree economy and what that will look like, creating opportunities for every entrepreneur in the Cree Nation and acknowledging and managing their barriers and obstacles.

The discussion was fruitful and valuable, a significant first step towards pushing the economic envelope to its full potential.

DCI Programs Community Tour 2022

The Department initiated the idea to pursue a community tour of all nine Cree communities in the summer and fall of 2022. The intention behind the tour was to gather insight and feedback from current and future business owners, as well as the general public, on the business needs in their pertinent region. The presentations informed participants of the Department's mission and commitment to business & Cree economy under the mandate of CNG, as well as specifically touching on the funding grants available for business start-ups and expansions.

Table 8. Community Tours in 2022

Community	Visit Date
Ouje-Bougoumou	August 3
Mistissini	August 11 (AGA)
Whapmagoostui	August 16 (AGA)
Waswanipi	August 23
Waskaganish	August 30 – September 1 (CNG AGA)
Chisasibi	September 15
Wemindji	September 28
Eastmain	September 29
Nemaska	October 5

During the community tour, participants who attended the presentations were invited to complete the Business Needs Survey for a chance to win a prize (gifts purchased from local businesses). Once the tour was complete, the survey was exported to the public online via the Survey Monkey platform. The results are shown on the following pages.



Left photo: Gilles Matoush, Sheena Costain and Peggy Petawabano in Whapmagoostui during the DCI Community Tour

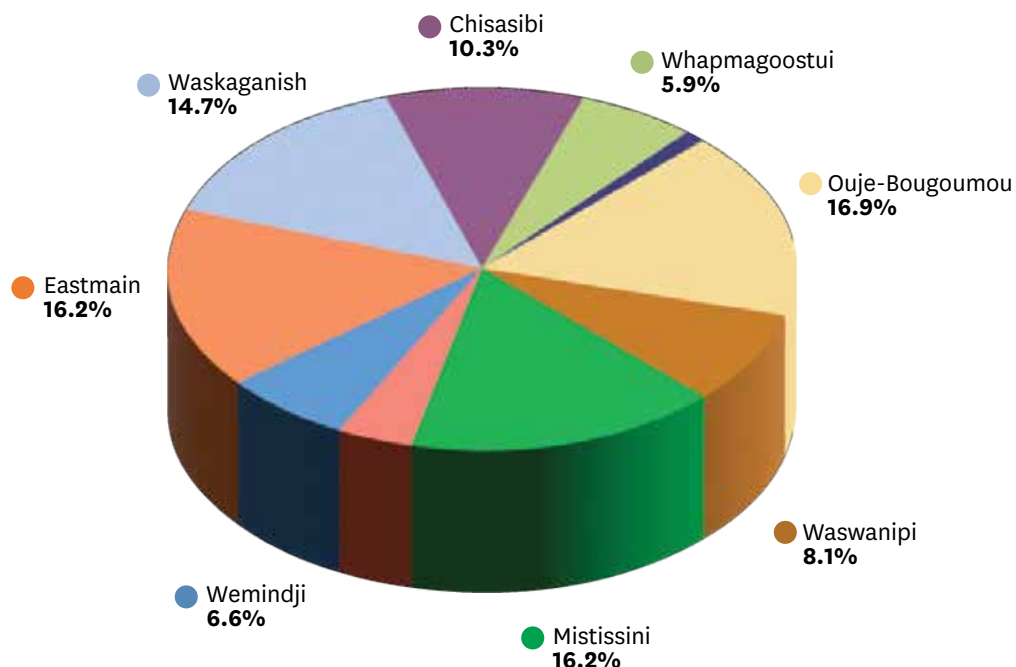
Bottom photo: Gilles Matoush, Peggy Petawabano, Sheena Costain and Anthony MacLeod at the 2022 AGA in Waskaganish



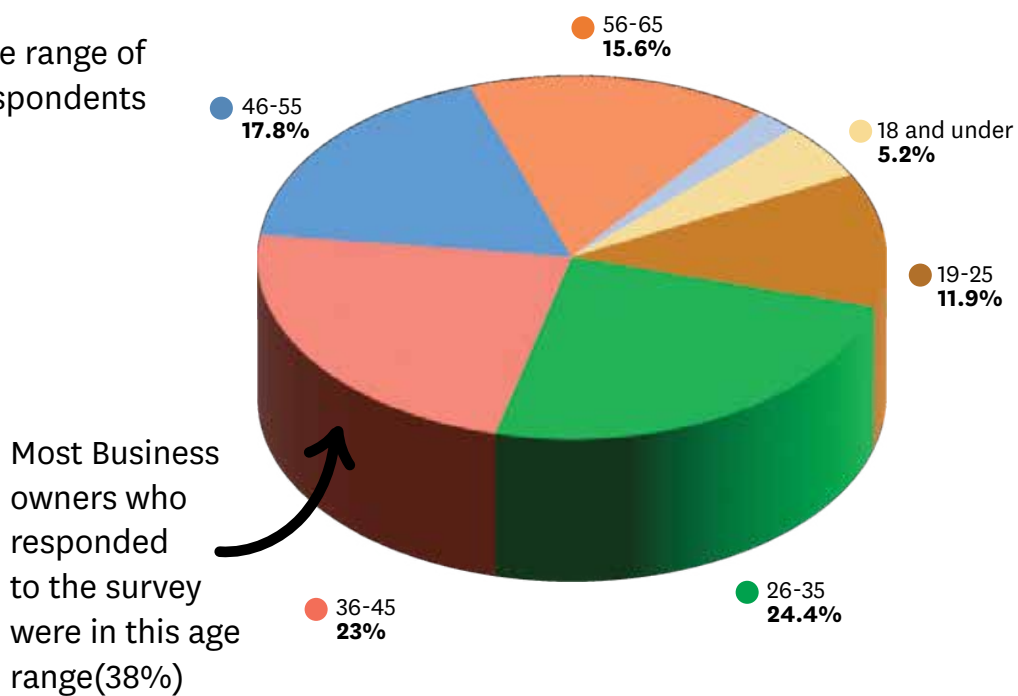
BUSINESS NEEDS SURVEY

Demographics

Total respondents: 138



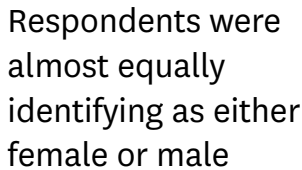
Age range of respondents



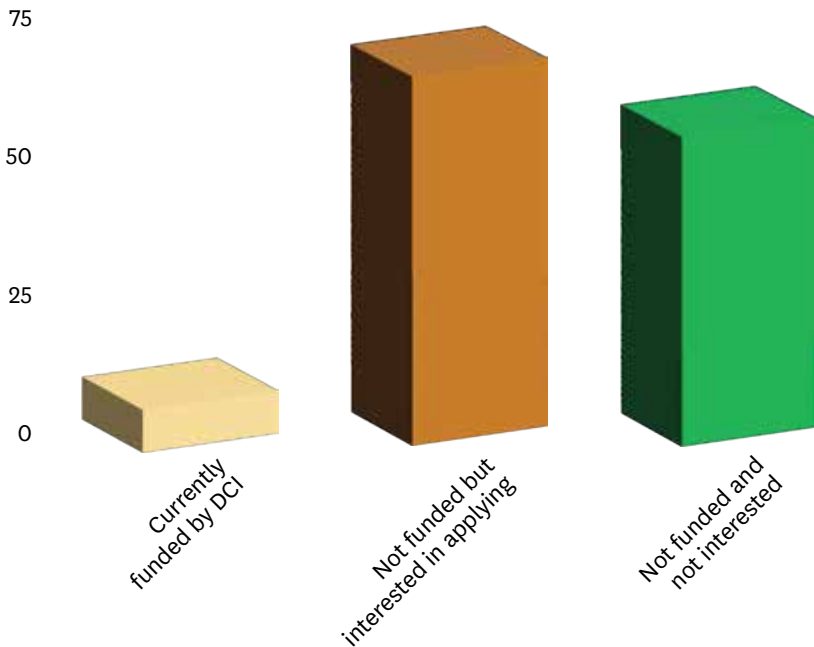
BUSINESS NEEDS SURVEY

Demographics

Total respondents: 138



However, the majority of Business owners were male (81%)



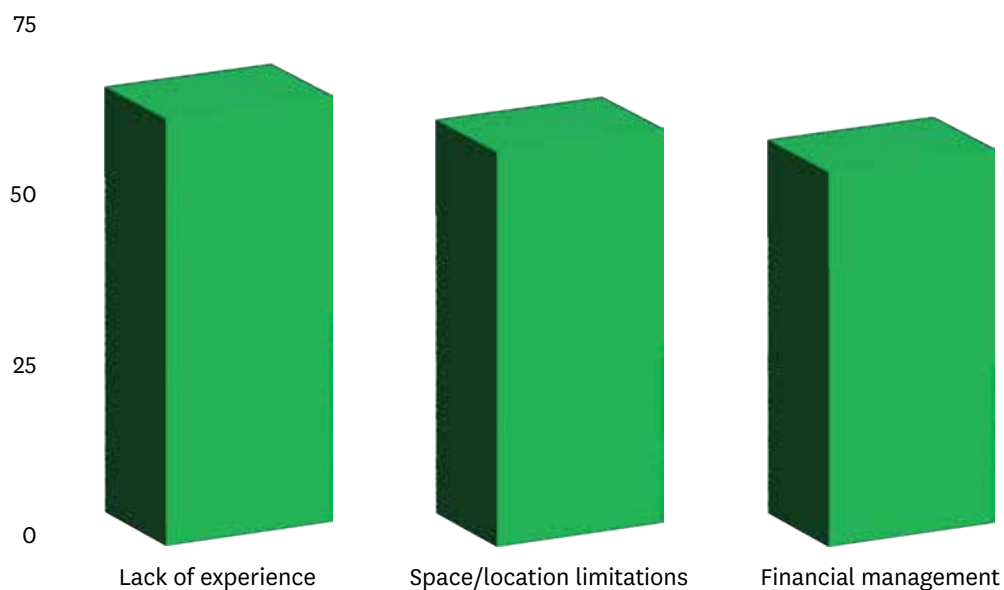
Majority of respondents
stated they were
interested in applying
for funding grants

Business Needs

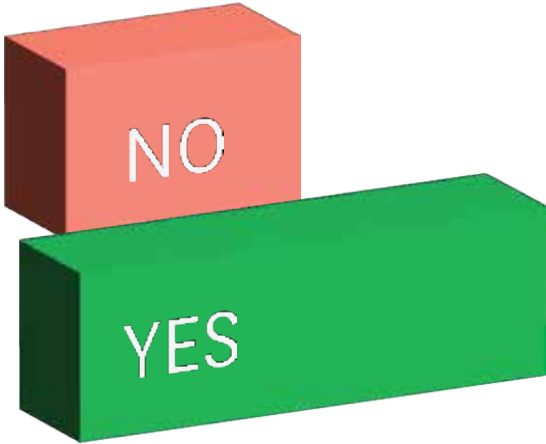
“ACCESS TO SUPPLIERS IS LIMITED. GOVERNMENT REGULATIONS MAKE IT DIFFICULT ESPECIALLY WITH OUR OWN GOVERNMENT... UNSURE OF WHICH RULES TO FOLLOW.”

THE 3 BIGGEST OBSTACLES

Community members face when wanting to start a new business in Eeyou Istchee



Business Needs



The majority of Business owners felt that they need coaching, training or professional support for their business

“WE NEED TO ENSURE WE PRICE OUR SERVICES CORRECTLY AND HAVE A SUPPLIER THAT [PROVIDES] QUALITY ITEMS WITH A GOOD PRICE. ACCOUNTING SERVICES ARE DESPERATELY NEEDED”



BUSINESS NEEDS SURVEY

Business Needs

WHAT BUSINESSES DO YOU FEEL ARE
MISSING IN YOUR COMMUNITY?



TOP ANSWERS BY COMMUNITY

Ouje-Bougoumou	training services
Waswanipi	training services
Mistissini	legal services, maintenance & repair, media & entertainment
Nemaska	training services , data & research services
Wemindji	consulting services, financial services
Eastmain	training services
Waskaganish	training services
Chisasibi	training services
Whapmagoostui	communication & marketing

“NOT-FOR-PROFIT SUCH AS FOOD DONATIONS AND THRIFTING
(VERY AFFORDABLE USED CLOTHES THAT ARE DONATED).”



ENVIRONMENT AND REMEDIAL WORKS

Message from the Director
Isaac Voyageur



AS DIRECTOR OF THE DEPARTMENT OF THE ENVIRONMENT AND REMEDIAL WORKS, I AM PLEASED TO OFFER THIS REPORT ON OUR ACCOMPLISHMENTS IN 2022-2023.

 **29**
EMPLOYEES

This year saw the concrete realization of plans that have been years in the making. In fall 2022, our Mining Unit began implementing the Clean-Up Strategy for Abandoned Mining Exploration Sites by cleaning a cluster of 8 sites in Mistissini as a pilot project. In 2023, a pilot project was launched to clean up seven Mid Canada Line sites, thanks to our Community Environmental Services Unit. The Cree Nation Government *Geospatial Strategy* was finalized this year, thanks to our GIS Unit. And a consensus was reached on a Plan of Agreement for Waswanipi boundary reconfigurations, thanks to our Land Regime Unit.

The work of this Department is always achieved in collaboration with other departments, Cree entities and Cree communities. Our Wildlife Unit toured the communities this year to engage with tallymen and land users on the ground-breaking Cree-led *Lake Sturgeon Management Plan*. Our Protected Areas (PA) Unit provided Challenge Fund support to a range of community projects and collaborated in efforts to expand the PA network across Eeyou Istchee. Two new staff positions were added to the PA Unit this year to better protect our lands and seas.

Much of this Department's work remains ongoing. Our Environment and Social Impact Assessment Unit works tirelessly to review, assess and monitor development projects proposed and underway in the territory. Our Land Use Planning Unit is developing a Cree Regional Master Plan approach to land use planning across Eeyou Istchee. And our Climate Change Unit has nearly completed the Eeyou Istchee Climate Monitoring Needs Index that will guide future efforts to build our climate change resilience.

It's fitting to end this Message with talk of climate change. Quebec is on fire as I write this in June 2023, and there is little doubt that the future will pose unprecedented challenges. I am proud of the many ways this Department is working to increase our capacity to safeguard Cree lands and waters for generations to come. We will adapt to the future together, working in collaboration, using our vast range of skills, and carrying the knowledge of all the challenges we have already overcome to get here.

Meegwetch.

Isaac Voyageur
Director of Environment and Remedial Works

Projects under Section 22 ESIA Review in 2022-2023

We assessed 15 projects in the first stages of the ESIA Procedure (Preliminary Information & Directives) for COMEV this year. Eight projects were exempted from ESIA's; 5 remain under analysis; one was given an updated directive to proceed with an ESIA; and one was given a directive to begin the ESIA study. (Detailed information is available on the COMEV website: <http://comev.ca/en/>.) Projects varied in nature, but once again this year, mining, borrow pits and rehabilitation projects were the most numerous. See table 1.

We assessed a further 14 projects requiring work at the second stages of the ESIA Procedure (Statement Review & Follow-up) for COMEX this year. Two projects were authorized; 4 requests for modification were approved; 4 projects were assessed and monitored for follow-up; and 4 project and modification requests remain under review. (Detailed information is available on the COMEX website: <http://comexqc.ca/en/>.) See table 2.

ESIA Project Highlights

Rose Lithium-Tantalum Mine

In September 2022, the proposed mine east of Eastmain received provincial authorization, and in January 2023, authorization was also granted to relocate a 315 kV power-line section. Federal authorization was received in 2021, so construction may begin. The proponent must comply with 221 legally binding conditions throughout the life of the project to protect wildlife, habitat and Cree use of lands and resources.

James Bay Lithium Mine

We were busy this year collaborating with the federal government on the joint assessment of this proposed mine on Eastmain territory. Public hearings for the federal assessment took place in fall 2022, and the project received federal authorization in January 2023. Public consultations for COMEX took place in February 2023, but all analyses were halted, as the proponent had not received provincial approval for the location of all four of its waste rock piles.

Troilus Gold Mine

In May 2022, a Cree-Canada agreement was signed to form another JAC to jointly assess the Troilus Mining Project west of Lake Mistissini. Federal consultations were held in spring 2022 for the initial project description and in February 2023 for the tailored guidelines. COMEV issued a directive to the proponent in August 2022.

Wind Energy Project

Kuujuaapik Whapmagoostui Renewable Energy Corporation will develop the first hybrid power plant in Eeyou Istchee, with an installed capacity of 3.0 MW of wind power (two turbines) that will supplement the current power supply (diesel plant). The project received authorization in June 2022.

Other ESIA Unit Work in 2022-2023

- We represent the Cree Nation Government on the Environmental Follow-Up Committees created under Impact and Benefits Agreements signed between mining companies, the Cree Nation Government and the Cree communities. (See "Mining" section.)

Table 1. Select Projects (10 of 15) assessed by the ESIA Unit before COMEV in 2022-2023

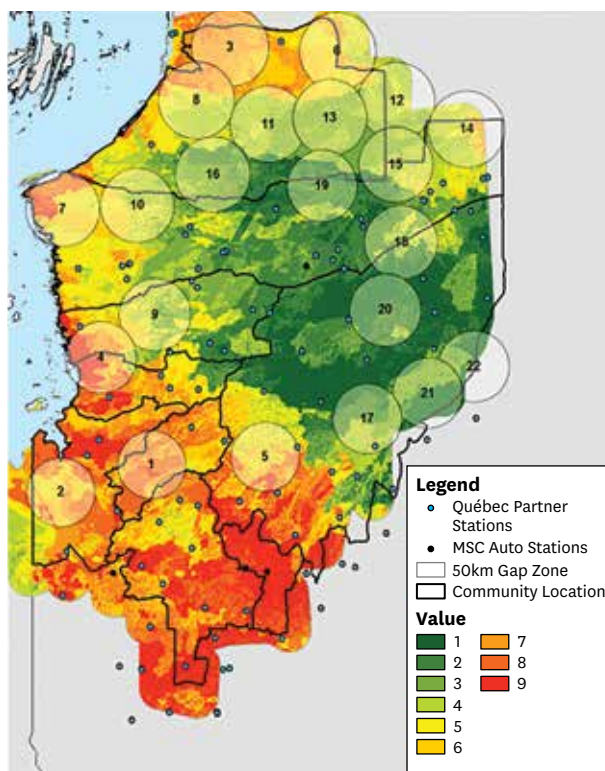
Project	Proponent	Status	Cree Territories
Sandpit Lac Lardet	JVC	Questions sent to proponent	Mistissini and Ouje-Bougoumou
Mid Canada Line rehabilitation	MERN	Exemption of sites 406A and 403A	Chisasibi and Whapmagoostui
Assinica Parc	MELCC	Updated directive sent	
Mirabelli rehabilitation at km324 of Billy Diamond Hwy	Hydro-Québec	Exempted	Waskaganish
Copper-gold mining	Troilus Gold Inc.	Directive sent	Mistissini
Nadoshtin residence construction	Société Corporation Résidence Nadoshtin	Questions sent	Eastmain
Sirmac Project - Bulk sampling of 50,000 tons	Vision Lithium	Questions sent	Mistissini
Quarry expansion & sand pit reopening at km58 of R-19900	Ministère des Transports du Québec	Questions sent	Waswanipi
GD-17 Borrow pit expansion	Cree Nation of Nemaska	Exempted	Nemaska
Quarry opening for Coniagas tailings pond rehabilitation	Allkem (previously Galaxy Lithium)	Exempted	Eastmain

- **Creation of a Database and Networking Platform for Climate Change Information in Eeyou Istchee:** Consultants will be hired to help determine the best technical options.

Our Climate Change Coordinator, Pernilla Talec, manages the Eeyou Istchee Climate Monitoring Project for a Resilient Future and assists the Cree Nation Government, the Cree communities and Cree entities in reviewing climate change sections of various policies and projects, with the goal of enhancing climate change resilience across Eeyou Istchee.

This was the second year of this 3-year project, which is led by an Advisory Committee comprised of representatives from the Cree communities, Cree departments and Cree entities. The following projects are underway.

- **Data Gap Analysis and Determination of Priorities for Collaborative Climate Monitoring:** The Advisory Committee ranked priorities, and a Needs Index Model and Gap Analysis is nearly complete.
- **Meteorological Station Pilot Project:** We will determine the location for pilot meteorological stations in 2023; installation will begin in 2023-2024.



The Climate Monitoring Needs Index Map

Project	Proponent	Status	Cree Territories
Whapmagoostui-Kuujuaraapik Hybrid Power Plant	Kuujuaraapik Whapmagoostui	Authorized	Whapmagoostui
Rose Lithium-Tantalum mine	Critical Elements Corporation	Authorized	Eastmain
Dewatering of pits J4 & 87 at former Troilus site	Troilus	Request for modification authorized	Mistissini
Relocation of 315 kV line at Rose mine	Hydro-Québec	Request for modification authorized	Eastmain
C-O2 quarry expansion, Éléonore mine	Les Mines Opinaca Ltée (Newmont)	Request for modification authorized	Wemindji
Whabouchi Project temp camp extension	Nemaska Lithium	Request for modification authorized	Nemaska
Construction of forest access roads H-W & I	EACOM Timber Corporation	Modification request under review	Waswanipi
Proposed quarry near La Grande-3	Hydro-Québec	Waiting for revised ESIA	Wemindji and Chisasibi
James Bay Lithium mine	Allkem (previously Galaxy Lithium)	Analyses paused	Eastmain and Waskaganish
Barry & Moroy gold ore processing at Bachelor mine site	Bonterra Resources	Questions sent	Waswanipi

Green Economy Plan: Delegation of Funding

Quebec presented its 2030 *Plan for a Green Economy* in 2021, and approximately \$2.5 million was announced for the Cree Nation Government to develop a program supporting community-based projects for climate change adaptation. This year, we began drafting the Cree-Quebec agreement that will guide this effort.

Collaborative Monitoring Initiative

Environment and Climate Change Canada established the Collaborative Monitoring Initiative to strengthen national capacity to monitor climate through increased collaboration among governments, academia, indigenous organizations and the private sector. A Memorandum of Understanding (MOU) to guide our participation in this collaboration was signed in 2023.

Hydrometric Stations

Hydro-Québec (HQ), Niskamoon, l'Université du Québec à Montréal and the Cree Nation Government signed a 5-year (2023-2027) agreement to jointly maintain hydrometric stations installed in major rivers along the Eastern James Bay. These stations will help us monitor ecosystem health and quantify climate changes at the regional and continental scales.

Conferences

In December 2022, we attended the UN Biodiversity Conference (COP15) in Montreal, where Grand Chief Mandy Gull-Masty made a presentation on *Governance and Conservation in Eeyou Istchee*. We also attended the 2022 Hudson Bay Summit, which brought together Inuit and Cree community members, regional organizations and all levels of government from around Hudson Bay and James Bay to discuss environmental stewardship of the region.

COMMUNITY ENVIRONMENTAL SERVICES

The Department Director, Isaac Voyageur, is the Regional Environmental Administrator for Category I lands, assisted by our Manager of Environment, Cameron McLean, our Environmental Advisor, Kristy Franks, and our Senior Science Advisor, Alan Penn. We provide guidance, coordination, training and technical support to the Local Environmental Administrators (LEAs) in nine Cree communities. We assist in remediation efforts, coordinate Phase I Environmental Site Assessments, build community environmental capacity and support waste management initiatives in collaboration with the Capital Works and Services Department.

Mid Canada Line Remediation

All 42 of the former military sites have been characterized and await cleanup. Quebec is directing this project, working to transfer management to the Cree, Inuit and Naskapi parties. Planning was quiet through 2022 due to pandemic delays and a Quebec engineers' strike; however, it picked up in 2023 when a pilot project was launched to clean up seven sites, including four under Cree responsibility. Teams from Whapmagoostui, Chisasibi, and the Cree Nation Government will conduct the cleanups in collaboration with chiefs, LEAs, tallymen, and the CTA.

Hydro-Québec/SEBJ-James Bay Region Site Clean-Up

Following three years of soil characterization and water sampling, nine former HQ sites were cleaned up in Eeyou Istchee in 2021. In June 2022, representatives from nine traplines, the Cree Nation Government, HQ, SNC-Lavalin (contracted by HQ), and EEM (a third-party verifier) visited the sites to characterize their status. Cleanup work will continue throughout 2023, to be monitored by Cree representatives and a third-party verifier in 2024.



Kristy Franks helps assess the HQ cleanup, June 2022

With funding from Indigenous Services Canada (ISC), we began work with the BEAHR Program to offer training to LEAs and community representatives in *Core Environmental Skills* and *Waste Management Coordination*. We also began inter-community knowledge-sharing: in September 2022, for example, representatives from Waswanipi and Ouje-Bougoumou visited Mistissini to learn how their Eco-Centre

functions for composting, recycling and hazardous waste management. In October 2022, we organized a three-day training session on dealing with contaminated sites, spills and environmental health. Partners included the First Nations of Quebec and Labrador Sustainable Development Institute, the Mohawk Council of Kahnawà:ke, ISC, and the Cree Board of Health and Social Services of James Bay.



Bottom photo: Representatives from Mistissini, Waswanipi and Ouje-Bougoumou at the Mistissini Eco-Centre, September 2022





Top photos: Removal of OPG buoys from Boatswain Bay, Winter 2023
Photo on the right: The Tallyman Appreciation Calendar 2023

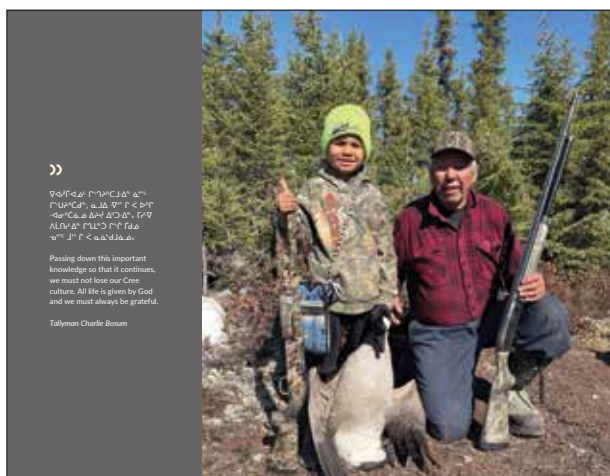
Removing old buoys from Boatswain Bay

Hunters and representatives of the Eeyou Marine Region reported seeing a mass of bright yellow buoys washed up on the shore of Boatswain Bay north of Waskaganish. The buoys caused geese to alter their migration routes, which interfered with hunting. The buoys were labeled *Property of: Ontario Power Generation (OPG)*, so the Cree Nation Government contacted OPG, which eventually agreed to cover the costs of removal. In total, 42 buoys were removed from the bay—just in time for Goose Break 2023.

Tallyman Appreciation Campaign

As part of a larger effort to sustain healthy moose populations, we ran a campaign to promote traditional management systems and highlight the role of Tallymen. In collaboration with the Cree Nation Youth Council, the CTA and the department's Wildlife Unit, we ran a social media campaign with the hashtag #nihtaauminahuu (if you don't know what it means, ask an Elder!), created a 2023 Tallyman Appreciation Calendar and made a YouTube video, "Then and Now: The Role of the Cree Tallymen"

(<https://www.youtube.com/watch?v=nHRv8czM4KY>).



22

Passing down this important knowledge so that it continues we must not lose our Cree culture. All life is given by God and we must always be grateful.

Tollyman Charlie Bosum

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Shirley L. Carson, Coeditor

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Tellyman Charlie Bousin, from Ojibé Boigoumoun, passing on Cree traditions to Nipikoomun.

Photo: Larne Casper

05

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MAY

2023

SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5 ○	6
7	8	9	10	11	12	13
14 Mother's Day	15	16	17	18	19 ●	20
21 Victoria Day	22	23	24	25	26	27
28	29	30	31			

MOONS

● New Moon ○ Full Moon





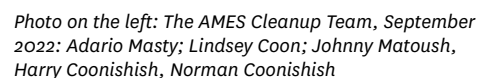
The Department's Mining Unit includes our Manager of Environment, Cameron McLean, our Mining Engineer, Aurora Hernandez, and our Abandoned Mining Exploration Sites (AMES) Project Coordinator, Adario Mast. The Department supports Cree communities impacted by mining activities by monitoring projects under ESIA processes and participating in the Environment Committees derived from Impact Benefits Agreements. Our Mining Engineer and our ESIA team serve on the Committees, which meet every few months and visit sites as needed.

The Department is responsible for implementing the 11-year *Agreement for the clean-up of abandoned mining exploration sites* (AMES). Our Manager of Environment sits on the *Agreement's* Steering Committee, our Mining team participate in all meetings and internal planning, and our AMES Project Coordinator leads the cleanup on the ground.

10 sites characterized in 2022. Characterization is required to determine site contents, locate cleanup areas and estimate the cleanup budget. A list of sites for characterization in 2023 was sent to Quebec for confirmation of status.

Material removed from the cluster of sites included 10 full 45-gallon fuel drums; 67 empty 45-gallon drums; 17 empty 10-gallon drums; and 1500 pounds of metal and garbage. These materials were transported to a treatment center in Chibougamau for disposal.

This pilot project provided valuable information relating to the logistics of site cleanup, particularly in areas without road access. The clustering approach proved beneficial, as it significantly reduced transportation and disposal costs per site. Hiring tallymen to assist with the process also proved advantageous, as their participation ensures their consent to the cleanup.



Bottom photo on the right: Johnny Matoush and Lindsey Coon secure net for helicopter cleanup, Lake Indicator area, September 2022



LAND REGIME

The Department is responsible for land regime issues that arise while implementing the JBNQA. This work is led by our Senior Science Advisor, Alan Penn, our Manager of Environment, Cameron McLean, and our Environmental Advisor, Kristy Franks, in collaboration with the Cree First Nations and the federal and provincial governments, with Gowlings as our legal advisor.

Boundary Adjustments

The boundaries of the land categories referred to in the JBNQA were defined provisionally by Quebec in 1975. Subsequent agreements with Quebec and Canada (2002, 2008) allow that the original boundaries may require adjustments, which must be both legally validated and identifiable on the ground. The Department participates in the process of boundary review and adjustment. We are working with Quebec to essentially rewrite Section 4 of the JBNQA (territorial descriptions). It may also be possible to correct some provisions in Section 5 (the land regime) which no longer correspond to reality in the Cree territory.

The NBR Complex

The Nottaway-Broadback-Rupert (NBR) Hydroelectric Complex was defined in some detail in the JBNQA but was eventually suspended in favour of the Rupert River/Eastmain-1/1-A Complex. This decision required amendment of the JBNQA to enable the northward diversion of the Rupert River, and this is one of the issues addressed in the 2002 *Paix des Braves Agreement*. Article 4.18 of that Agreement opened up a process for review of Category I boundaries for the communities affected by the proposed NBR Complex at the time the JBNQA was drafted. Thus far, this work has emphasized the Waswanipi boundary reconfiguration. In 2022-2023, a consensus was reached on a new Plan of Agreement. Once the Plan is approved, Environmental Site Assessments will be conducted for approximately 30 parcels of land that require boundary surveys. Discussions are underway for similar boundary reconfigurations in Waskaganish. As well, work continues to resolve outstanding survey issues at Chisasibi and Nemaska.

Enclaves in Category IA Lands

The Roman Catholic Church agreed to sell to Waskaganish approximately 18 hectares of land that it was granted in 1948 for mission purposes. These lands occupy a central position in the community and have long been seen as an impediment to local development. The lands will be transferred to Quebec and then to Canada for eventual reclassification as Category IA lands. A similar process is required to transfer ownership and responsibility for a block of lands in Eastmain, also held by the Roman Catholic Church.

Northern Stores holds lands by letters patent in Waskaganish, Eastmain and Whapmagoostui. In early 2023, the first steps were taken to open talks with Northern Stores about the eventual return of at least part of these lands to Quebec for transfer to Canada and classification as Category IA lands.

GEOGRAPHIC INFORMATION SYSTEMS (GIS) SERVICES

The Department's GIS Unit supports all our files and assists other departments, Cree entities and Cree communities with mapping and GIS data management needs. The GIS Unit includes our GIS Coordinator, Jonathan Elkhoury, our GIS Analyst, Maxine Mark-Stewart, and our GIS Technician, Maverick Loon-Swallow.

The Geospatial Strategy

Our GIS Unit is part of the GIS Working Group tasked with developing a Geospatial Strategy to improve the overall GIS capabilities of the Cree Nation Government. Having finalized last year's work assessing our current GIS status and capabilities, in 2022-2023 we were able to develop a vision for the desired future state of GIS in the Cree Nation Government. We created a 3-year roadmap that identifies 13 key strategic initiatives to improve our GIS capabilities, and we developed a cost estimate to help support the implementation of these initiatives. The final Geospatial Strategy was presented to the departments and to the Management Committee in September 2022. A budget was approved to begin implementation in 2023. A poster-sized summary was created to inform stakeholders about the Strategy.

GIS Product Licensing and Training

The Cree Nation Government has renewed its Small Government Enterprise Agreement (SG-EA) with Esri Canada until 2026. Staff from the Cree Nation Government and the Cree First Nations can obtain licenses for Esri products—ArcGIS Desktop (ArcMap), ArcGIS Pro, ArcGIS Enterprise and ArcGIS Online—at no extra cost. The GIS Unit is responsible for managing these licenses and providing technical support and training for product use.

Mapping and Analytics

Every year, the GIS Unit conducts a range of mapping and analytics to support the files of this Department, other departments and Cree entities, and the Cree communities. In 2022-2023, we assisted the Protected Areas (PA) Unit and the Cree communities working on the *Cree Regional Conservation Strategy*. We digitized information collected on paper maps during community consultations, and we are now working to standardize all the information into a single database. An online Story Map was created to inform the communities about the process of PA planning, and we are now updating the Story Map to keep it current and complete.

We continue to support the Wildlife Unit by mapping Traditional Ecological Knowledge of Lake Sturgeon habitat. This year, we finalized the digitizing of information gathered on paper maps during engagements with land users in the communities. This information will be critical to the development of the Lake Sturgeon Management Plan.

Web-GIS and App Development

The GIS Unit maintains, updates and provides training on ArcGIS Online, a user-friendly, cloud-based GIS tool used to view, create, analyze and share geographic information

Geospatial Strategy on a page

Vision

Cree Nation Government will have a dedicated GIS program that ensures geospatial resources are provided to support decision-making for the Cree Nation based on Cree data and insight that advances nation-building efforts consistent with Cree knowledge.

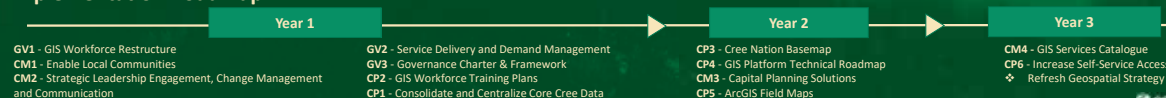
Mission

- Share GIS knowledge and expertise to increase and improve data-driven decision making, Geospatial literacy, awareness, best practices, and day-to-day GIS capabilities across the Cree Nation.
- Integrate data from multiple sources and systems into one centralized, authoritative and accessible platform.
- Provide the Cree Nation with GIS tools and technology that harmonize modern approaches to fulfilling administration responsibilities with Cree traditional ways.
- Ensure GIS data structures, workflows and methods are rigorous and accurate and incorporate and reflect Cree culture and language.
- Develop GIS capabilities together with all stakeholders in Eeyou Istchee, purposefully and in stages based on shared beliefs and common interests.
- Gather, maintain and disseminate geospatial data in line with CNG responsibilities and mandates.
- Develop a secure GIS environment that enables preservation of Cree knowledge and supports responsible, transparent sharing and collaboration with First Nations governments and communities in Eeyou Istchee.

Growth Strategies

Business Applications	Data	Technology Infrastructure	Governance	Service Delivery	Workforce	Culture
• Develop a Regional Interactive Online Cree Nation Basemap (CP3) • Deploy ArcGIS Field Maps (CP5) • Capital Planning & Collaboration Solutions (CM3)	• Inventory, Catalogue, Validate and Authenticate Core Data (CP1) • Create a Central Repository of Essential CNG Mapping Data (CP1) • Data Governance (CP1, GV3, CP4)	• Establish Platform Technical Governance (CP4) • Develop Distributed Collaboration Between ArcGIS Online and ArcGIS Enterprise (CP4, CP1)	• Develop and Implement a GIS Governance Framework (GV3)	• Increase Departmental Coordination (GV3, CM3, CM4, GV2) • Create a GIS Services Catalogue (CM4) • Increase Self-Service Solutions (CP6) • Implement a Demand Management System (GV2) • Enable Local Communities (CM1)	• GIS Workforce Restructure (GV1) • GIS Workforce Training Plans (CP2)	• Increase Organizational Awareness and GIS Literacy (CM2, CP2, GV1) • Strategic and Enhanced Leadership Engagement (CM2)

Implementation Roadmap



The Geospatial Strategy Summary

across the Cree Nation Government and with the Cree communities and Cree entities. We also develop new web-based solutions for a range of Department files. In 2022-2023, working with the AMES Project Coordinator, we developed three new GIS tools: 1) a web map for data validation on the location of sites with imagery; 2) a Survey123 form that allows more detailed onsite characterization; and 3) a dashboard that tracks cleanup progress for each site. Automatic reports for each site visited during the characterization phase can now be generated.

LAND USE PLANNING

The Department's Land Use Planning (LUP) Unit provides technical and strategic support to the Cree Nation Government and to the Eeyou Planning Commission (EPC) in developing land use planning tools that respond to the goals of the Crees. We act as Secretariat and staff support for the EPC, and we facilitate the collaborations required to advance Cree interests in the implementation of land use planning processes across Eeyou Istchee. The LUP Unit is composed of Jessica Labrecque, who replaced Christopher Beck as our Manager of Land Use Planning in December 2022, Sarah-Anne Brochu-Hébert, our Land Use Planner, currently on maternity leave, Merlin Whiskeychan, our Land Use Planning Officer, and Drew Hannen, our Land Use GIS Analyst. In 2022-2023, we worked on several large ongoing projects.

Supporting the Eeyou Planning Commission

The Cree Regional Land Use Master Plan

We commissioned a study, completed in Summer 2022, analyzing the planning tools and powers available to the Cree Nation Government under the Cree-Quebec Governance Agreement for Category II lands and comparing those to EPC goals. We then developed a Cree Regional Master

Guiding Principles

Balanced | Accountable | Trusted | Collaborative | Integrated

Themes & Goals

- Governance**
 - Establish a workforce model to better support the holistic needs of CNG and stakeholders
 - Establish a service delivery model to better support the holistic needs of CNG and stakeholders
 - Develop GIS program governance including processes, standards and decision-making structures
 - Define data ownership and ongoing maintenance roles, responsibilities and accountability
- Capacity**
 - Inventory and consolidate core spatial data and improve accessibility for all
 - Enhance self-service capabilities and access to maps, visualizations, apps and dashboards
 - Develop a strategy for ongoing use and support of our GIS platform and infrastructure
 - Establish ongoing change management and GIS training support to minimize capacity gaps
- Communication**
 - Promote geospatial literacy, raising the level of awareness and education
 - Establish a multi-faceted and strategic outreach and communication program
 - Engage and foster collaboration with internal and external stakeholders
 - Raise the profile of GIS throughout the organization through strategic leadership engagement

Plan approach to land use planning, which we presented to the EPC at an August 2022 workshop. A second workshop was held in November, building on feedback provided by the Cree communities during EPC consultations of 2017, to identify the main goals and issues that could be addressed through the Master Plan approach.

Eeyou Marine Region Planning Commission (EMRPC) Collaboration

In February 2023, the EPC Chair and Secretariat met with the Chair and Interim Director of the EMRPC to discuss the respective roles of the two Commissions and the potential for coordination on community-level engagement in land use planning efforts. Staff of both Commissions have an ongoing collaboration to ensure that land use planning across Eeyou Istchee is harmonized and responds to the needs and objectives of all Cree governments.

EPC feast in Eastmain, November 2022





EPC meeting in Gatineau, April 2022

Supporting the Cree Nation Government

Kativik Master Plan and Bylaw

The LUP Unit sits on the Aboriginal Advisory Committee for the review and development of the Kativik Master Plan and Bylaw, which apply north of the 55th parallel, affecting most of Whapmagoostui's and some of Chisasibi's territory. Throughout 2022-2023, we provided technical support and analysis to the Executive Director in communications with the Kativik Regional Government concerning Cree participation in the development of the Bylaw.

Eeyou Istchee/James Bay and Kativik Public Land Use Plan

We worked with legal counsel this year to review key components of this file, in anticipation of Quebec submitting its completed Public Land Use Plan for Eeyou Istchee/James Bay and Kativik to the Cree Nation Government in 2023.

EMR Entry and Access Permitting

The LUP Unit administers the Cree Nation Government Entry and Access Permitting Process for proponents wanting to work on the offshore islands in the Eeyou Marine Region. (This process does not apply to Cree traditional activities, but to research projects, development projects, etc.) Proponents submit project proposals to the EMR Planning Commission and, as needed, the EMR Impact Review Board; once projects have passed those screening processes, proponents can request a permit from the Cree Nation Government to access the offshore islands. This permitting process gives Cree governments the opportunity to address the impacts of access and to ensure the input of impacted Cree communities.

PROTECTED AREAS AND CONSERVATION INITIATIVES

The Department's Protected Areas (PA) Unit is made up of Chantal Otter Tetreault, our Protected Areas Manager; Lindsay Notzl, our Challenge Fund Administrator (until November 2022); Robin Campbell, our Conservation Program Officer; John Shecapio, our Environmental Program Officer; Sarah Biron, our Financial Program Officer; Allen Matoush, our newly hired Cultural Conservation Officer; and Christopher Beck, our new Coordinator of Marine Conservation. The team works with the Cree communities, Cree entities, federal and provincial governments, and other partners to develop and implement protected areas and other conservation initiatives in the territory.

New Protected Areas

TRPPAs

We are working with Quebec to ensure the granting of permanent, legal status to the 23 new Territories Reserved for the Purposes of a Protected Area (TRPPAs) in Eeyou Istchee. Conservation Plans must be drafted for the TRPPAs, as well as for certain older proposed Biodiversity Reserves for which plans were never drafted. This year, it was decided that a single Conservation Plan be developed for the entire network, with a goal for completion by 2025. We contracted a consulting anthropologist, Catherine Lussier, to help ensure that the Plan reflects Cree values and knowledge equally alongside Western scientific knowledge. A collaborative Cree-Quebec information tour will be conducted in the Cree communities in Summer 2023 to provide updates on the PA network and the ESIA processes to come.

Aboriginal-Led PAs

Quebec's newly amended Natural Conservation Heritage Act saw the creation of 3 new PA mechanisms: Protected Areas with Sustainable Use; Northern Conservation Areas; and Aboriginal-Led Protected Areas. As a first step in defining the parameters of the Aboriginal-Led PA designation, Quebec asked the First Nations of Quebec and Labrador Sustainable Development Institute to host workshops to collect recommendations from Indigenous organizations, including the Cree Nation Government.

National Marine Conservation Area (NMCA)

In December 2022, we finalised a Contribution Agreement to support the Cree Nation Government's role in the feasibility study to establish a NMCA in the Eeyou Marine Region. In January 2023, Christopher Beck was hired as the Department's Coordinator of Marine Conservation; he will collaborate with the Parks Canada Project Manager on the feasibility study, the first step of which is consultation with the coastal communities.

New PA Targets

At the UN Biodiversity Conference (COP15) in December 2022, Quebec announced its intention to increase the provincial PA network to 30% of its landmass by 2030. We continue to advocate that this target be achieved within Eeyou Istchee as well.



NWQM Workshop: George Ottereyes, CFNW; Kenneth Tanoush, LEA-CNN; Keegan Smith, Water First; and Clifford Jolly



Eliane Grant, Nakonee Neeposh, Titus Icebound, and Ian Saganash conduct Wapistan Monitoring in Waswanipi with Challenge Fund support



PA Booth at Nishiyuu gathering, Summer 2022

PA Communications Strategy

The PA Unit strives to inform the Cree people and leadership about the PA network. In Summer 2022, we hosted information booths at the AGAs of most Cree communities and several Cree entities. We are working with Indigenous Geographic on a social media strategy and new platform content. A radio show is under discussion and a photo-bank is in development.

WILDLIFE

The Department's Wildlife Management and Conservation Unit ensures the implementation of the Hunting, Fishing and Trapping Regime established under Section 24 of the JBNQA, Part III of the EMR Land Claims Agreement and other agreement provisions as they relate to the management and conservation of wildlife in Eeyou Istchee. Our Wildlife Unit is led by our Manager of Environment, Cameron McLean, and includes our Wildlife Administrator, Emily Sinave, our Wildlife Biologist, Maya Longpré-Croteau, our Wildlife Technician, Jane Voyageur, and our Intern, Clément Varoqui. We support other departments, Cree communities and Cree entities working to conserve healthy wildlife resources and to safeguard Cree rights and interests.

Hunting, Fishing and Trapping Coordinating Committee (HFTCC)

The Wildlife Unit supports and advises the Cree members of the HFTCC, an advisory body that reviews, manages and regulates the Hunting, Fishing and Trapping regime provided under Chapter 24 of the JBNQA. The HFTCC is comprised of representatives from the Cree, Inuit and Naskapi nations and the provincial and federal governments. Cree members include our Director of Environment, Isaac Voyageur, Nadia Saganash, Director of Cree-Quebec and Indigenous Relations, and Norman A. Wapachee, the Deputy Grand Chief. Important files addressed this year include the Outfitting Regime, the federal Fish and Fish Habitat Program, Migratory Caribou management (Leaf River and George River Herds), Woodland Caribou monitoring (Boreal population), and Moose monitoring and conservation in Zones 17 and 22.

Lake Sturgeon Management Plan

The Southern Hudson Bay-James Bay population of Lake Sturgeon has been listed in the federal *Species at Risk Act* as a "Species of Special Concern." As this species is reserved for exclusive use by the Crees in Eeyou Istchee, we are collaborating with Fisheries and Oceans Canada on the development of a Cree-led Management Plan. The *Agreement for the Conservation of the Lake Sturgeon, Southern Hudson Bay-James Bay populations*, made in April 2022, is an important milestone in Cree-Canada collaboration on wildlife conservation and is the first agreement of its kind in Quebec. In 2022-2023, the Wildlife Unit toured the 9 Cree communities that are home to Lake Sturgeon, engaging with tallymen and land users to hear their concerns and discuss potential stewardship opportunities. Additionally this year, we began engaging new groups on this issue, including the Anishinaabe communities of Abitibiwinini and Lac-Simon.



Eeyou Coastal Habitat Comprehensive Research Program

In 2016, the Cree Nation Government, Niskamoon Corporation and Hydro-Québec agreed to launch an independent research project on the effects of environmental changes in coastal marine ecosystems and their impact on Cree hunting activities. For five years, research studies were undertaken on coastal oceanography, rivers inputs, eelgrass beds, waterfowl and Cree coastal land use activities. The public can now access the research highlights, preliminary results, an interactive map and Cree testimonials on the program website (www.eeyoucoastalhabitat.ca). This phase of the project ended with a Coastal Habitat Research Symposium in September 2022.

Moose Management

In partnership with Quebec, the Cree Nation Government undertook a Moose survey this winter in the southern part of Zone 22. Between January 23 and February 17, 2023, over 55,000 km² was surveyed, mostly in Waskaganish, Eastmain and Nemaska territories. The survey required 20 field participants to fly approximately 25,000 km of survey lines. The analysis and results of the survey will help guide Moose management decisions for the territory. A previous survey conducted in 2021 confirmed a significant Moose population decline in the southern part of Eeyou Istchee. Since then, several actions were taken to conserve Moose in Zone 17, including closure of the sport hunt.

Moose Habitat Quality Index

McGill University, the Cree Nation Government, the Cree Trappers' Association, the communities of Waswanipi, Ouje-Bougoumou, Mistissini, Nemaska and Waskaganish, and Quebec are collaborating on a project to evaluate Moose habitat quality within the Adapted Forestry Regime territory. Location data from Moose collars deployed in traplines affected by forestry is being analyzed in conjunction with Cree traditional knowledge of Moose and Moose habitat. A complex web of forces has contributed to the decline in Moose populations, from modern hunting practices to forestry, mining, hydro, changing weather patterns, increased predation and increased access for hunters. This project will be completed in 2023.



Woodland Caribou Habitat

This was a key file for the Wildlife Unit in 2022-2023 and will continue to be so in the coming years. In summer 2022, Quebec published the report of its Independent Commission on Woodland and Mountain Caribou. The document proposes several conservation measures including remote herd monitoring, predator control and the dismantling of certain forest roads. However, it does not adequately address the main cause of Woodland Caribou population decline, that is, the destruction of the mature forest habitat required by the species. In response, federal Environment Minister Steven Guilbeault announced that he would consider implementing a protection order for Boreal Caribou in Quebec under the federal *Species at Risk Act*. Quebec has since announced that it will publish its Strategy on Boreal Caribou in June 2023. The Cree Nation Government has been in discussions with both federal and provincial authorities on these two fronts throughout the year. Our Wildlife Unit commissioned professor Martin-Hugues St-Laurent to conduct a study of 4 of the 5 Woodland Caribou herds found in Eeyou Istchee (Nottaway, Assinica, Temiscamie and Caniapiscau). We also hired an intern to identify best practices to dismantle forest roads to restore Woodland Caribou habitat.



ARU deployed in Mistissini, May 2022

John Shecapio and Rodney Petawabano
install an ARU in Mistissini, May 2022



In May 2022, as part of a Canadian Wildlife Service study of boreal birds, we partnered with the Department's PA Unit and the Eeyou Istchee Land Keepers to deploy 10 ARUs north of Mistassini Lake to monitor bird populations.

In summer 2022, we conducted bird surveys along the coast of James Bay, in partnership with the PA Unit, the Eeyou Marine Region Wildlife Board and Nature Canada. The Wildlife Unit participated for two weeks along the north coast of Eastmain, helping to identify areas of important bird biodiversity.



Maya Longpré-Croteau at the coastal bird survey north of Eastmain, Summer 2022





CAPITAL WORKS AND SERVICES

Message from the Director
John Longchap



I HAVE ENJOYED MY EMPLOYMENT SINCE I JOINED THE CREE NATION GOVERNMENT. I HAVE A REMARKABLE TEAM THAT I CAN COUNT ON TO ACCOMPLISH THE RESPONSIBILITIES WE ARE CHARGED WITH. THIS IS COMPLEMENTED BY THE ONGOING SUPPORT OF MY SUPERVISOR AND THE LEADERS OF THE CREE NATION.



This year, I am extremely proud of the Cree Nation Government negotiating team in securing the funding necessary to support the New Social Housing Program for the communities. The funds will support the construction, renovations, operation, and maintenance of the New Social Housing program. Capital Works and Services also succeeded to obtain additional funds to renovate existing units in the nation!

The achievements in housing help to reduce the housing gap identified in the Cree Nation Housing Strategy of 2018. We still have some ways to go to bridge the housing needs of the nation. And no achievements are possible without the collaboration we graciously receive from the communities.

The post-Covid price hikes are still challenging and have led us to request more funds from the Cree Nation Government treasury, as well as forced the cancellation of some projects. The high construction prices have not encouraged our members to access the Community Private Housing Initiative Program. However, we have recently approved some applications to the program. It is likely that construction prices will not come down significantly as we go forward.

In other services, such as Fire Prevention and Water Quality Monitoring, we continually provide support and training programs to the communities. An interesting aspect of the water management services is the continuous sampling of discharge effluent recently implemented in collaboration with CBHSSJB. These samples were initially done to monitor COVID-19 outbreak, but could now identify other substances used in the communities and lead to targeted Public Health Prevention campaign. The same goes for pro-

viding maintenance services to all the Cree Nation Government Departments for their buildings and assets. And our procurement department helps all departments with their purchasing, office leases, and tender calls. Our procurement department is also very busy planning the relocation of our Montreal office to the new ODEA building.

As I reflect on this year's theme: Maamuu: "Building for the Future with Honor to the Past," I am reminded of a comment following the agreement for the New Social Housing Program by our consultant Dave Heritage who said, "I'm sure that the late Grand Chief Dr. Billy Diamond is smiling from above. He worked so hard to try and get more housing for the people." It is fitting to honor him as one of our leaders of the past whose tireless efforts were to provide a better future for our nation.

Finally, I wish to acknowledge our former Executive Director, Bill Namagoose, for his many years of contribution to the building of the Cree Nation and extend a warm welcome to our new Executive Director, Davey Bobbish.

John Longchap
Director of Capital Works and Services

OUR MISSION

Ensuring that the Eeyou/Eenou local and regional governments' infrastructure and related services enhance people's quality of life

The organizational structure of the department personnel reflects the two main divisions of the department:

- The department has been divided between two offices for efficiency purposes with partial decentralization to Val-d'Or as shown in figures 1 and 2, "Organizational Diagram: Approved Personnel Structure for 2022-2023", on the following pages.

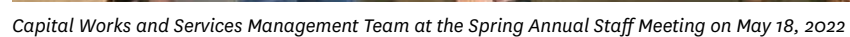
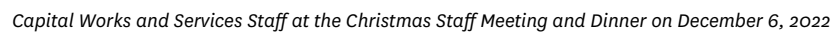
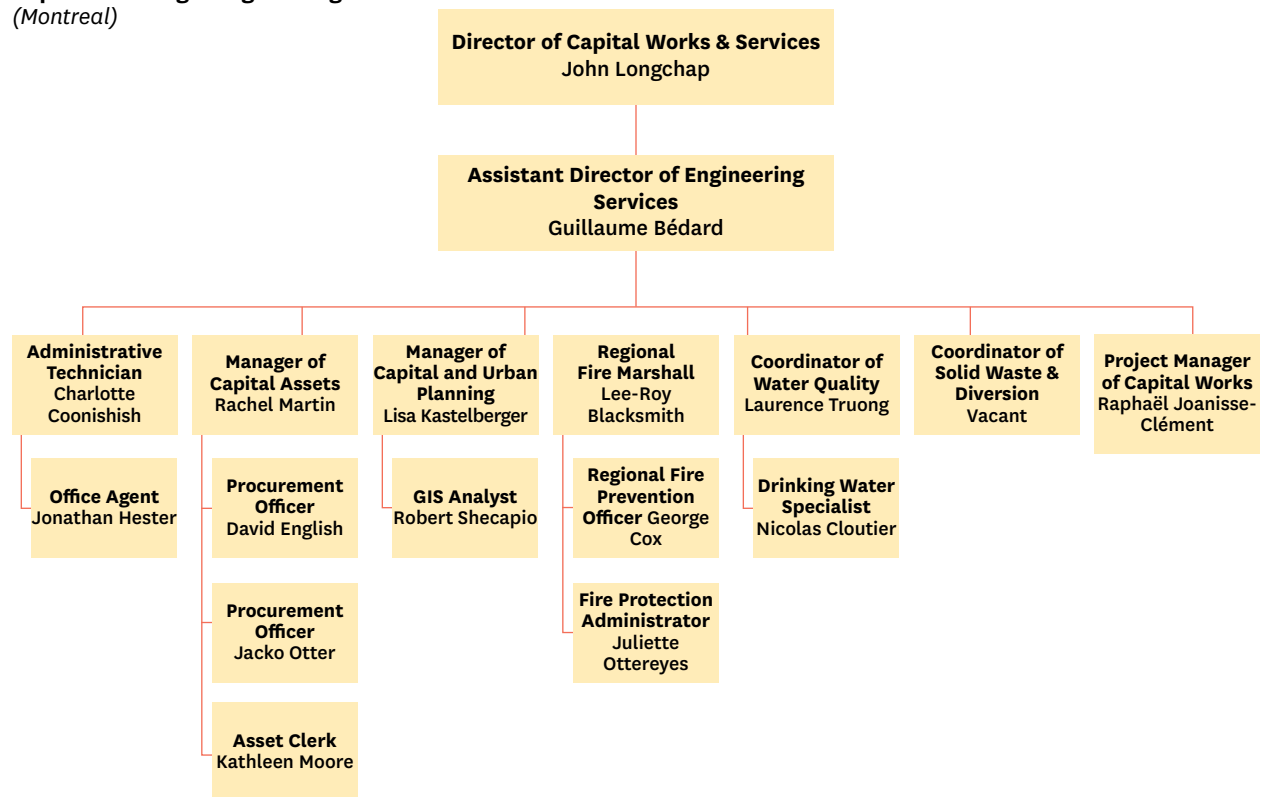


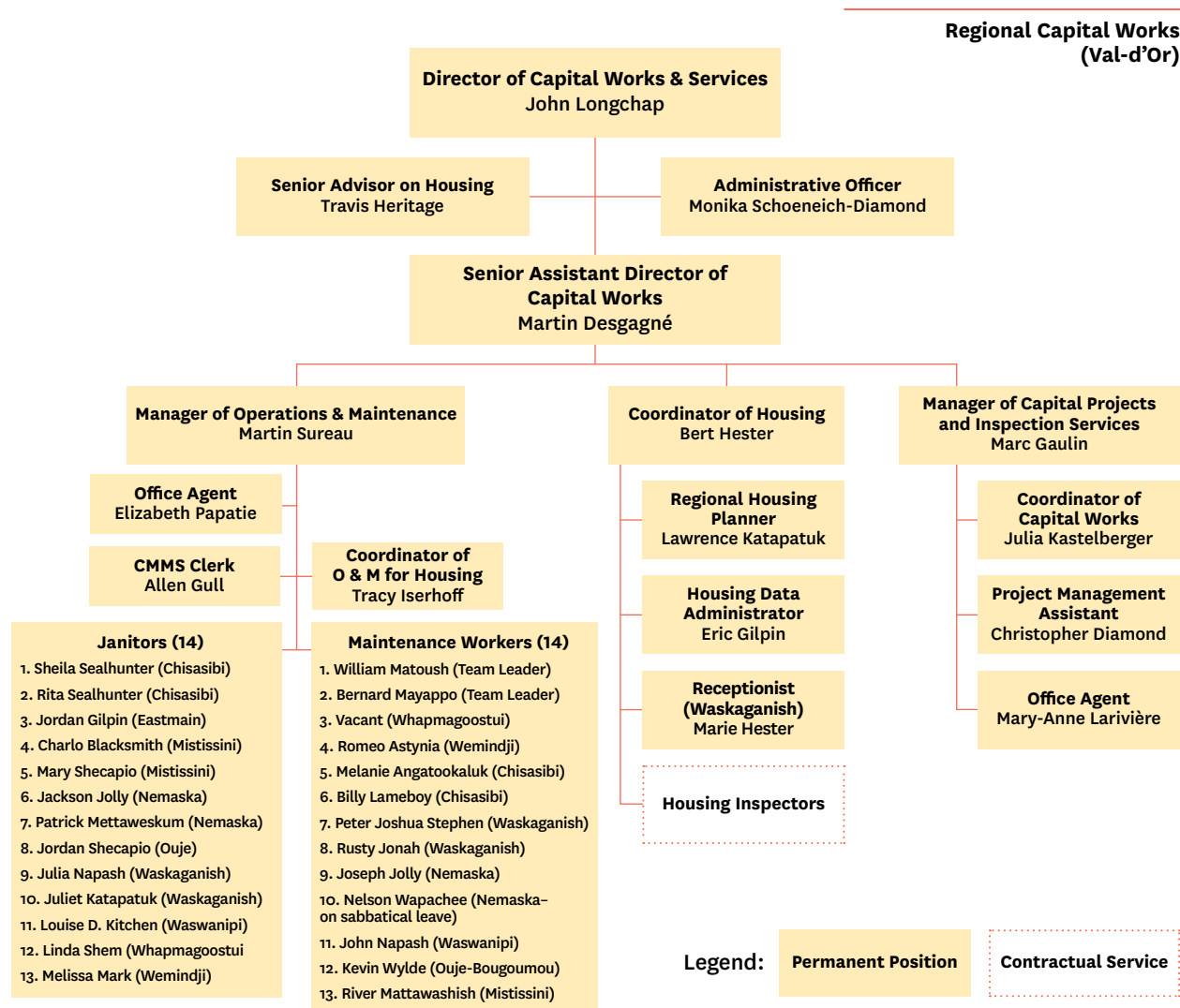
Figure 1. Organizational Diagram: Approved Personnel Structure for 2022-2023 (Montreal Office)

Capital Planning & Engineering Team
(Montreal)



Engineering Services Team at the Christmas Staff Meeting and Dinner on December 6, 2022

Figure 2. Organizational Diagram: Approved Personnel Structure for 2022-2023 (Val-d'Or Office)



Capital Works Team at the Christmas Staff Meeting and Dinner on December 6, 2022

CAPITAL PLANNING AND ENGINEERING SERVICES

Capital Planning Activities

CWS has been actively planning and monitoring the capital projects carried out at the local administration level through funding provided by the Canada-Cree New Relationship Agreement (NRA).

CWS manages the administration and annual update of the NRA Five-Year Capital Plan, incorporating local government projects from all nine communities. The department ensures that various technical standards are respected per project, prior to the recommendation of projects for funding. The final budget is approved by the Council of the Cree Nation Government Board in December of each year for the upcoming fiscal year's projects. A total of \$118,573,870 worth of projects for all nine communities was approved for 2022-2023, as shown in table 1 and figure 3.

Project Reporting and Monitoring

CWS is responsible for maintaining an ongoing record of all capital projects realized with NRA funding. This entails keeping an inventory of supporting documentation for all projects funded through the NRA, including copies of contracts, proposals, cost estimates, tender and as-built plans and specifications, final completion certificates, etc. The information collected will support the renewal negotiations

with an accurate and detailed account of how the NRA funds were used. The collection of reporting documents is an ongoing task for CWS.

In addition to collecting reporting documents, CWS conducts a Community Tour of all NRA-funded facilities each year. The following page is a sample of pictures from the Fall 2022 Community Tour.

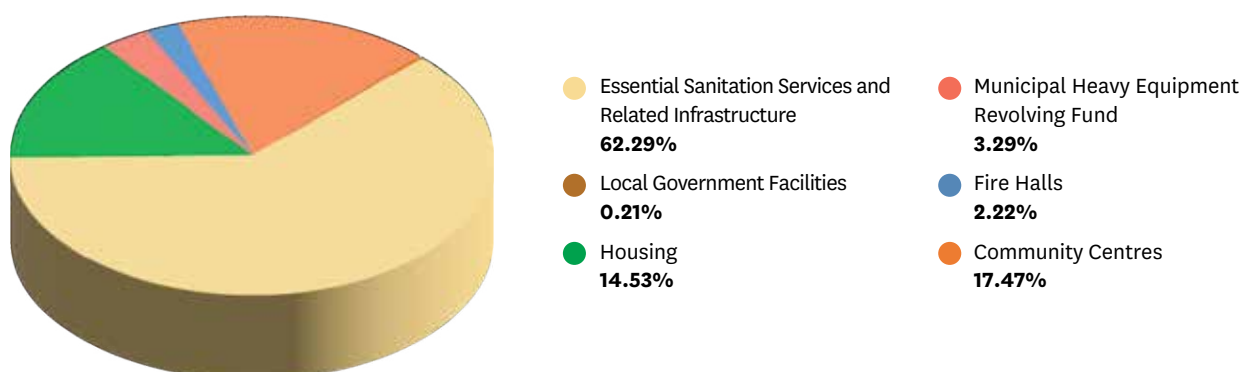
Geographic Information System (GIS)

In order to provide useful mapping information about the existing nine Cree communities, GIS technologies were a practical solution in the development and delivery of spatial data, maps and information products concerning essential sanitation services and related infrastructure data. In 2022-2023, the community maps were updated using the latest digital mapping data (see link provided below). Furthermore, the community maps will be maintained whenever new data is available to reflect changes happening at the local level. The goal of these efforts is to create a digital platform which integrates spatial data from a range of public and private sources. Subsequently, the spatial data and maps will be useful to build local knowledge about community growth and development. In addition, this process will provide a framework in the ongoing efforts associated with acquisition, analysis, management, and display of geographic information at the departmental level.

Table 1. Approved 2022-2023 NRA Local Projects, per Program

Program	2022-2023
Local Government Facilities	\$250,000
Essential Sanitation Services and Related Infrastructures	\$73,857,964
Community Centres	\$20,712,956
Fire Halls	\$2,629,725
Municipal Heavy Equipment Revolving Fund	\$3,898,856
Housing	\$17,224,369
Total	\$118,573,870

Figure 3. Approved 2022-2023 NRA Local Projects, per program



A group of four people, three men and one woman, are standing on a dirt construction site. They are all wearing hard hats and safety vests. The man on the far left is wearing a black jacket and a white hard hat. The woman next to him is wearing an orange safety vest and a white hard hat. The man in the center is wearing a black t-shirt and sunglasses. The man on the far right is wearing an orange safety vest and a white hard hat. In the background, there is a yellow excavator and a line of trees under a cloudy sky.

2022-08-22 Nemaska Residential Lot construction

A group of four people, three men and one woman, are standing in a row outdoors in front of a large, light-colored industrial building. They are all wearing white hard hats and high-visibility safety vests. The woman on the far left is wearing an orange vest over a black jacket. The man next to her is wearing an orange vest over a red jacket. The man next to him is wearing a yellow vest over a brown jacket. The man on the far right is wearing a yellow vest over a black jacket. They are all smiling at the camera. In the background, there is a large building with many windows, a white pickup truck parked on the left, and a grey pickup truck parked on the right. The ground is paved.



2022-09-27 Whapmagoostui Storm Drainage Project

2022-08-24 Waskaganish Forcemain Project

A group of eight construction workers, four men and four women, are standing in a line in front of a large, modern building. They are all wearing hard hats and high-visibility safety vests. The building has a distinctive facade with horizontal stripes in shades of grey and white. The workers are dressed in various work clothes, including jackets, pants, and boots. The background shows a clear sky and some distant trees.

Other major accomplishments this last fiscal year included working in collaboration with the Cree Nation Government GIS Working Group. In the past few years, the role of GIS services has been in high demand, which has created collective challenges to the organization at large. Therefore, the GIS Working Group was formed, and it acts as an advisory group to Cree Nation Government upper management concerning technical issues in relation to GIS services. The group consists of internal GIS staff currently employed by the Cree Nation Government. Subsequently, the GIS Working Group worked with several stakeholders (which was facilitated by an external organization) to develop a collaborative strategy of GIS services at the organizational level.



USEFUL LINK TO THE CREE
COMMUNITY MAPS

www.cngov.ca/cree-community-maps

WATER SUPPORT SERVICES

Regional sampling program and Local Water Testing

This year again, The Water Support Services (WSS) of The Cree Nation Government have promoted the regional sampling program and the local water testing. We supplied a specialized laboratory analysis services and all the water-testing kits for onsite testing. The purpose of those activities is to allow the communities to track the water quality, promote safe drinking water and protect the environment.

Dashboard

A dashboard has been developed and introduced to the community public works service to help them manage water-related priorities. It was also presented during the spring DG/DO treasurer meeting. This tool will be updated twice a year to monitor water services progress and activities.



Top left: Waskaganish – New filter installation

Top right: Wemindji – Community Tour

Bottom: Water Operator Convention

Table 2. Water Support Services Assistance

Community	Description
Nemaska	Leak detection of the drinking water network with Innovlogic
Oujé-Bougoumou	Leak detection of the drinking water network with Innovlogic
Mistissini	Leak detection of the drinking water network with Innovlogic
Wemindji	Leak detection of the drinking water network with Innovlogic – Community Tour
Chisasibi	Leak detection of the drinking water network with Innovlogic – New Water Treatment Plant Construction Support
Waswanipi	Covid-19 wastewater monitoring – Installation and training and Leak detection and flowmeter validation
Whapmagoostui	Leak detection and flowmeter validation – Community Tour
Waskaganish	Covid-19 wastewater monitoring – Installation and training and Leak detection and flowmeter validation – New filter installation
Eastmain	Clogged wells sampling and instrumentation installation - Leak detection and flowmeter validation
Waskaganish	COVID-19 wastewater monitoring – Installation and training
Eastmain	Clogged wells sampling and instrumentation installation

CAPITAL ASSETS AND PROCUREMENT

45

TENDERS POSTED

\$69.6M

TOTAL PURCHASES MADE

10

LEASES APPROVED

Figure 4. Division of Purchases

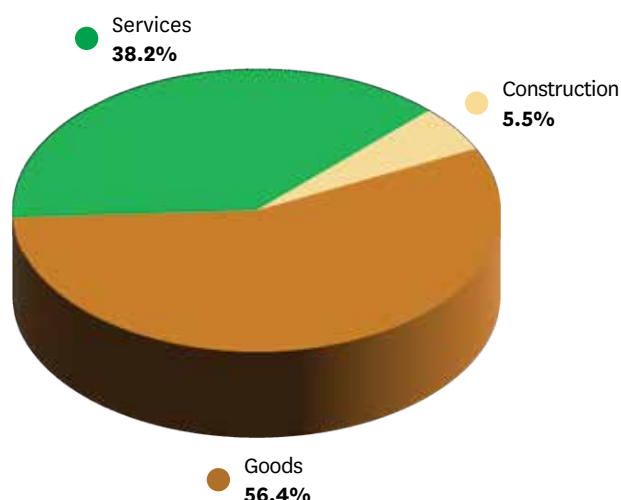
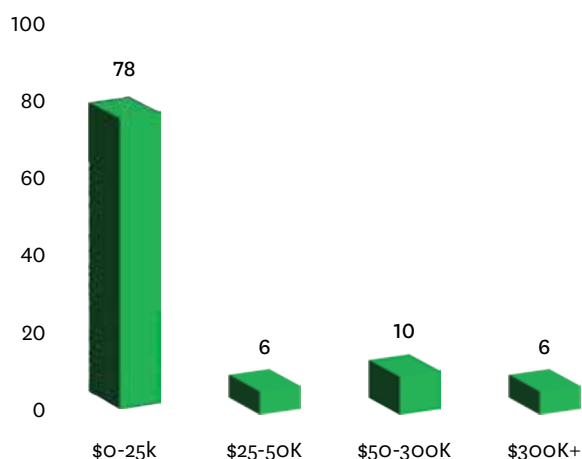


Figure 5. Percentage of Purchases Made per Cost Bracket



Tenders Posted 2022-2023

The Cree Nation Government public tenders are posted on the Cree Nation Government's (CNG) website and/or the Système Électronique d'Appel d'Offres (SEAO), a procurement website for provincial and local governments in Québec.

Table 3. List of Call for Tenders in 2022-2023

Department and Project	Value of Winning Bid
Eeyou Eenu Police Force (EPPF)	
EPPF Radiocommunications tower in Chisasibi	Cancelled
Renovation of EPPF detachment in Eastmain	\$669,400.00
EPPF vehicles 2023	Cancelled
Ouje EPPF Police station	\$10,176,700.00
Duplex triplex EPPF Chisasibi 203, 205 Salt Street	Cancelled
EPPF Duplex Nemaska	Cancelled
Fire Protection Services	
Pumper Truck Mistissini	\$1,292,950.00
Aerial ladder Whapmagoostui	\$1,548,112.48
Extrication tools	\$147,638.92
SCBA Ouje equipment	\$60,768.00
Aerial ladder Mistissini	\$1,986,926.46
Pumper truck Chisasibi	Not Yet Awarded

Department and Project	Value of Winning Bid
Department of Justice and Correctional Services	
Architectural services - Halfway House in Val-d'Or	\$149,150.00
Community Wellness Housing Phase 3 Waskaganish	Cancelled
Community Wellness Housing Phase 2 Mistissini	\$4,665,462.00
Community Wellness Housing Phase 3 Waswanipi	\$2,649,800.00
Community Wellness Housing Phase 2 Chisasibi	Cancelled
Justice equipment	Cancelled
Cultural building, Eastmain	Cancelled
Halfway house Val-d'Or	\$149,890.00
Community Wellness Housing Phase 4 Waskaganish	Cancelled
Community Wellness Housing Phase 3 and 4 Chisasibi	Not Yet Awarded
Apatisiwin Skills Development	
Ouje-Bougoumou Training Center	\$17,082,270.52
Department of Environment	
Audit of organizational GHG emissions and development of an action plan	\$23,250.00
Cree Nation Government	
CNG Forestry Waswanipi	Cancelled
CNG Justice triplex Mistissini	Cancelled
CNG Justice Triplex Waskaganish	Cancelled
Paving and landscaping Nemaska	\$1,412,000.00
EEPF Triplex & duplex in Chisasibi and 2021-09 - Justice Triplex in Chisasibi	Cancelled
EEPF Triplex in Wemindji	Cancelled
Renovation of head office in Nemaska	\$1,696,900.00
Triplex Justice, Environment Wildlife Chisasibi 170, 172, 171, 173 Salt street	Cancelled
Triplex Forestry Waswanipi Beesum Meskinu and 7 Chief way street	\$3,265,570.90
Triplex Justice Waswanipi Chief way street, 8 Beesum Meskino	Cancelled
Triplex Justice Loon street	Not Yet Awarded
EEPF Triplex Wemindji	Not Yet Awarded
EEPF Duplex Nemaska	Not Yet Awarded
Whapmagoostui First Nation	
WFN arena renovations	\$1,507,976.94
Construction of 16 housing units in Whapmagoostui First Nation and the option of constructing one duplex	Cancelled
Construction of a solid waste site and access road in Whapmagoostui	\$6,340,885.50
On site installation & finishing for triplexes (2) in Whapmagoostui	\$2,321,900.00
Whapmagoostui - Drilling for Water Wells	\$3,154,424.00
Whapmagoostui - Decommissioning of old water related infrastructure	\$554,200.00

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FIRE PROTECTION ACTIVITIES

For the 2022-2023 fiscal year, the CWS Fire Protection Team was responsible for administering the firefighters' training, supporting operations of the local fire departments, as well as fire prevention and emergency preparedness of the nine Cree communities. The Capital Works and Services and the Fire Protection Team supported the construction of a Fire Hall in each community, developing a dashboard, proceed with equipment purchases, training, and fire prevention activities.

Dashboard

A dashboard has been developed and introduced to assist the local Fire Departments with compiling documents for Administrative and Operational objectives, Emergency Management, Fire Prevention and Bee-On objectives. It also assists with tracking and centralizing documents.

Equipment Purchases

All Fire Department equipment must follow a public tendering process through the CWS procurement division. The Regional Fire Marshall reviews all documents and specification alongside local Fire Department personnel and procurement consultant prior to recommending purchases.

Fire Apparatus

For the 2022-2023 fiscal year, the purchase of fire trucks was approved for two (2) communities. An aerial ladder was purchased for the Whapmagoostui Fire Department and a pumper truck was purchased for the Mistissini Fire Department. Fire Marshal and Procurement team work in close collaboration to produce plans and specifications of the fire apparatus purchases.

Local Fire Department Equipment

For the fiscal year 2022-2023, the Regional Fire Marshall procured and delivered SCBA's with Cylinders, Hydraulic Rescue Tools, new hoses and nozzles, gas detectors for various local Fire Departments. The Waswanipi Fire Department received a new Fire Extinguisher refill station and SCBA refill machine. The procurement of fire protection equipment for the local fire departments is ongoing to maintain well-equipped local fire protection services for the communities.

Local Fire Department Personnel Training

The CWS Department Fire Protection team will continue to invest in local fire protection capacity by offering NFPA 1001 training through training providers like Justice Institute of British Columbia (JIBC) and the École nationale des pompiers du Québec (ENPQ). There are two training cohorts, one inland and one coastal. The aim is to maintain a minimum level of fifteen (15) trained and certified Fire Department personnel in each Local Fire Department. Trainings had recommenced in the fall of 2022 after Covid had halted in-person training sessions.

Fire Prevention Activities

All the training that has been provided by CWS for fire prevention is outlined within the Regional Fire Protection

By-Law as it relates to the duties and responsibilities of the local Fire Prevention Officers.

During the 2022-2023 fiscal year, the CWS Department provided fire prevention mentoring and guidance for the local Fire Departments in performing fire inspections for buildings, writing reports, and working with the National Fire Code of Canada. CWS also provides educational tools that the local fire prevention officers use for teaching fire prevention, such as an Inflatable Fire House, Fire Extinguisher simulators, and Hazard House. In fact, CreeCO, which administers the umbrella Insurance Program, stated that fires remain the highest dollar losses for the Cree Nation Communities and therefore, the fire prevention team is working diligently on trying to reduce the frequency of fire losses by developing and implementing the Cree Nation Fire Prevention Program. The CWS Department supports the local band administration by providing yearly funding to hire a local Fire Prevention Officers to work closely with the Regional Fire Prevention Officer to coordinate the prevention activities across all nine Cree communities.

Emergency Preparedness and Planning-Covid

Since the 2021-2022 fiscal year, CWS continues to collaborate with various stakeholders in the development of emergency preparedness and response plans on behalf of the nine Cree communities based on local risk assessments. Ice Monitor training was also offered to communities in collaboration with Environment and Remedial Works, the Fire Protection team, and Mistissini Public Safety.

The Dashboard implementation centralizes the Emergency Preparedness and Planning documents.

REGIONAL CAPITAL WORKS

The Capital Works Division of CWS oversees the Operations and Maintenance (O&M) and the construction of the facilities and housing required by the various departments of the Cree Nation Government. The division also has a support team for the housing file in the Cree communities.

Operations and Maintenance

As of March 31, 2023, CWS had to oversee the operations and the maintenance (O&M) of 22 public buildings (approx. 240,000 square feet), 1 warehouse, and 121 housing units (approx. 187,000 square feet) located in the Cree communities as per table 7. We passed on the full management of the two ASD Training Centers to the Cree School Board. In order to carry out the O&M works, there is a team of 13 janitors, 13 maintenance workers (two acting as team leaders), 1 heating, ventilation and air conditioning (HVAC) worker (vacant position all year due to Covid), 1 Computerized Maintenance Management System (CMMS) Technician 1 Coordinator of Operations and Maintenance to oversee the CNG Housing units and 1 manager for Operations and Maintenance.

The types of operations and maintenance activities that are carried out by the Maintenance Workers can be classified in three major maintenance categories: preventive, corrective & predictive.

Since April 2016, the O&M team has been using a CMMS and has over 1100 of preventive maintenance templates for the buildings' equipment. Over the length of this fiscal year

Table 4. Assets under the responsibility of CWS for Operations and Maintenance (O&M)

	Quantity of Facilities
Regional Buildings	
Apatisiwin Skills Development (ASD) Office	1
Cree Nation Government Head Office in Waskaganish	1
Cree Nation Government Office Head Office Nemaska	1
EEPF Detachments	9
EEPF Headquarter located in Chisasibi	1
Justice Facilities	9
Warehouse	1
Sub-Total	23
Housing Units	
Cree Nation Government Housing Units	55
EEPF Housing Units	66
Sub-Total	121
Total	167

over 834 work orders have been produced in all categories combined. CWS' O&M staff also answered emergency maintenance calls for the 16 daycare centers located in the Cree communities. This is subsequent to an agreement established between the Cree Nation Government's Department of Child and Family Services and CWS.

Project scope

121 CNG housing units were inspected, and all inspected units work orders have been issued to do some corrective work.

Emergency Plans

Building owners are required to comply with Occupational Health and Safety Standards and Fire Safety Codes. The safety and well-being of occupants in public buildings is critical to ensure that we have emergency guidelines to help employees or visitors know what to do in case of an emergency.

The Operations and Maintenance Team drafted an emergency plan containing recommended procedures for the following emergencies:

- Fire Evacuation
- Medical Emergencies
- Flooding and Water Leaks
- Severe Weather Storms
- Chemical Leaks/Spills
- Power Outage
- Active Shooter

Housing Inspections

The goal of house inspections is to ensure that we have a proactive maintenance program to keep the housing units in good condition. In addition, we keep the employees that occupy these units in mind by ensuring their safety and comfortable living conditions.

We conducted house inspections for all Cree Nation Government-owned housing units in October and November 2022. The purpose of the inspections is to identify any deficiencies with the housing units and to correct any issues to prevent further deterioration of the units. Once an inspection is completed, an Inspection Report is sent to the O&M Technician Clerk and a work order is issued for the work needed to repair the units.

Figure 6 illustrates the number of houses we own and the number of houses we inspected in all the Cree communities.

- Total Units: 121
- Units Inspected: 65

Figure 6. CNG Housing Units Inspections

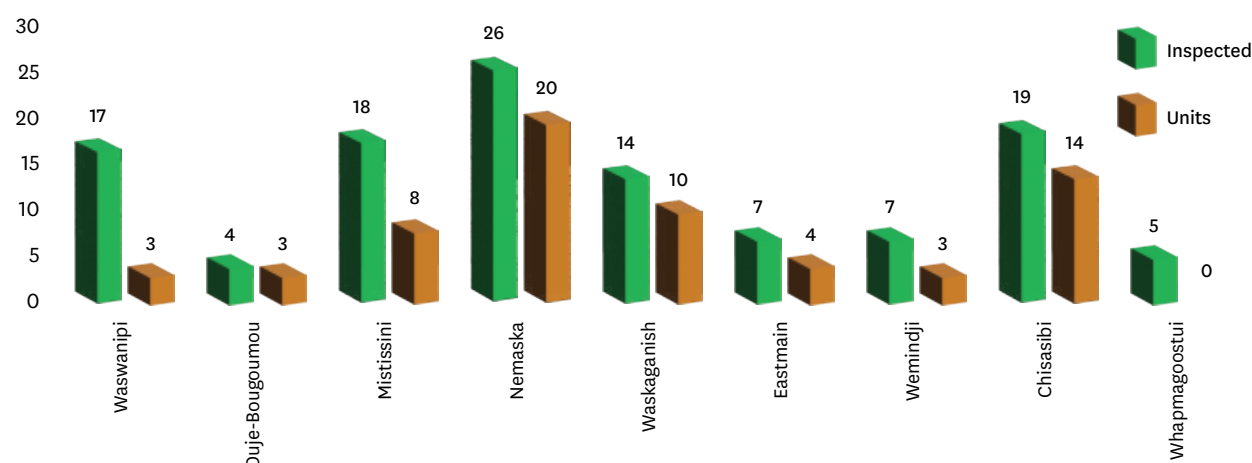
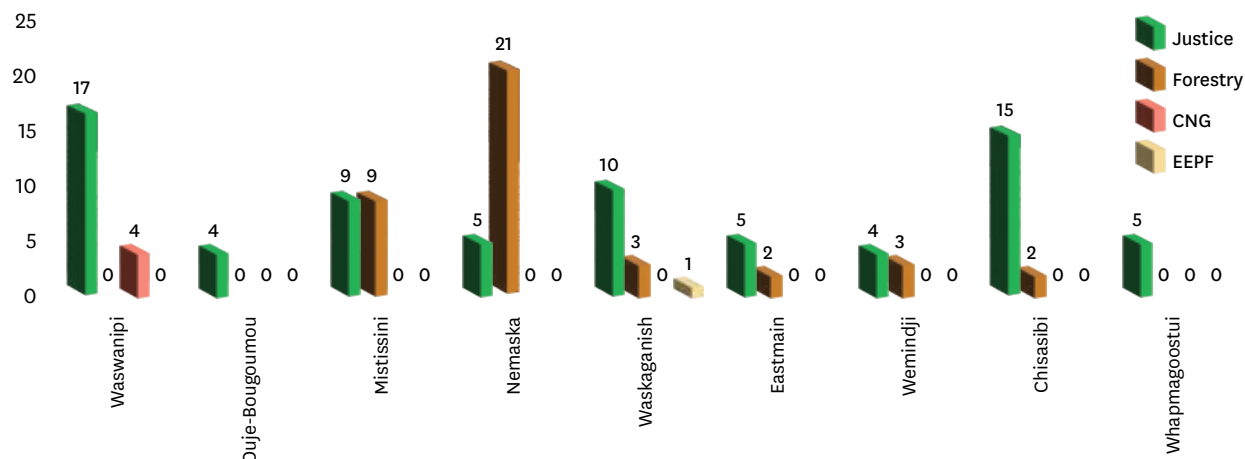


Figure 7. Units by Department



Housing Units by Department

Housing Unit Management

In collaboration with Human Resources and EEPF Material and Resources involving the housing units, we established a coordination group to work on the housing file for CNG-owned housing. Some activities worked on are as follows:

- Housing Unit Management
- Review and Update of Operational Process, Roles, and Responsibilities of HR and CWS
- Inventory Checklist of Semi-Furnished and Fully Furnished Housing
- House Inspections
- Moving-In and Moving-Out Procedures

The coordination team meets on a biweekly basis to follow up on certain issues pertaining to housing matters. The team continues to work together to improve the overall Housing Management for all CNG units.

High-level requirements

CMMS update for 2022-2023

The existing Maintenance Internal software includes the following types of operations from Computerized Maintenance Management Software (CMMS) and maintenance activities:

- Kompanion is an application linked with our CMMS database. This app is available on both Apple and Android mobile devices. As of the new fiscal year 2023-2024, all CNG maintenance now receive their preventive and corrective work orders through their mobile devices from our regional CMMS technician.

In December 2022, the Kompanion software for mobile devices produced by internal was introduced with the Maintenance workers who have been receiving via email pdf documents.

- Internal CMMS Software and Database – updated all equipment built into CNG Buildings.
- In the process of updating CNG housing equipment, this should be done by the end of 2nd quarter 2023-2024.
- Corrective work orders: 111 issued to regional CNG Maintenance in 2022-2023.

- Preventive work orders: 723 issued to regional CNG Maintenance in 2022-2023.

Maintenance

All regional CNG maintenance 2022-2023

Activities carried out by the Maintenance workers:

- Transport – boxes from airport to their communities when requested, or within CNG office building to storage areas.
- Fixing and replacing doors, windows, replacing lightbulbs (mostly at all daycares), repairing or replacing appliances.
- Winter snow removal at entrances, summer landscaping.
- Assistance with professional services such as Heating, Ventilation and Air Conditioning (HVAC), plumbing, electrical work.
- Assistance when entities request for help to move office furniture.
- Unclogging blocked toilets for all entities that we service (toilets are a major issue).
- Inspect HVAC systems, clean and replace filters.

Janitorial

Some janitorial duties include all our entities such as Justice, EEPF, CNG head office, EEPF head office.

- General cleaning of buildings and keeping them in good condition.

CAPITAL PROJECTS AND INSPECTION SERVICES

Capital Projects Activities

The CWS department has a dedicated team in charge of construction activities for the regional capital assets. As per table 5, projects were executed for the Cree Nation Government's Departments of the Eeyou Eenou Police Force (EEPF), Justice and Correctional Services (JCS), the Apatisiwin Skills Development (ASD) and the Cree Nation Government Administration. Furthermore, CWS provides technical support to the Child and Family Services Department for the renovations of the daycare centres in the Cree communities.

Table 5. Regional Capital Works Construction Activities

Project	Value of Contract	Advancement				Delivery Date	Contractor
		Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23		
Community Wellness Housing Civil Works Chisasibi	\$901,700	95%	95%	95%	95%	June 2021-Holdback remains	Chee Bee Cree Construction
CDC Chisasibi Office Renovations	\$227,000	95%	95%	95%	95%	July 2021-Holdback remains	Chee Bee Cree Construction
EEPF Housing with Transit Eastmain	\$760,201	73%	90%	100%	100%	June 2022	Naococane
Cree Nation Government Triplex and Housing Unit Waswanipi	\$2,482,653	87%	90%	100%	100%	June 2022	Naococane
Justice Facility Warehouse Expansion Projects	\$1,178,400	95%	100%	-	-	June 2022	Kesi (Mistissini) VCC (Ouje, Wasw., Wem., Chis., Wask.)
EEPF Duplex Chisasibi	\$1,032,238	94%	95%	95%	95%	September 2022	Niigan
Youth Custody Facility fencing Mistissini	\$180,000	95%	95%	100%	-	September 2022	Naococane
EEPF Triplex in Mistissini	\$1,150,000	90%	95%	95%	95%	October 2022	Makaahiikan
Cree Nation Government Triplex in Mistissini	\$1,150,000	90%	95%	95%	95%	October 2022	Makaahiikan
Cree Nation Government Duplex in Mistissini	\$750,000	90%	95%	95%	95%	October 2022	Makaahiikan
EEPF Housing Triplex Waswanipi	\$1,275,000	47%	90%	95%	100%	October 2022	Waswanipi Eenouch
EEPF Vehicle Impound Eastmain	\$220,484	95%	95%	95%	100%	November 2022	Naococane
EEPF Vehicle Impound Waswanipi	\$ 297,893	95%	95%	95%	100%	November 2022	Naococane
Community Wellness Housing Prefab Units Mistissini	\$2,170,000	-	10%	10%	77%	November 2022	VCC Entrepreneur Général
Community Wellness Housing Prefab Units Chisasibi	\$2,150,000	0%	10%	10%	95%	November 2022	VCC Entrepreneur Général
Community Wellness Housing Prefab Units Waswanipi	\$2,100,000	-	9%	9%	77%	November 2022	VCC Entrepreneur Général
Community Wellness Housing Prefab Units Waskaganish	\$2,120,000	-	10%	10%	77%	November 2022	VCC Entrepreneur Général
Community Wellness Housing Civil Works Waskaganish	\$1,037,010	95%	95%	95%	95%	December 2022	Naococane
Community Wellness Housing Partial Installation Waskaganish	\$1,000,000	-	0%	0%	100%	December 2022	VCC Entrepreneur Général
EEPF Detachment Remediation Eastmain	\$749,700	-	-	25%	43%	May 2023	Wabannutao Construction
EEPF Detachment Expansion Wemindji	\$1,567,900	1%	33%	91%	95%	May 2023	VCC Entrepreneur Général

Table 5. Regional Capital Works Construction Activities (continued)

Project	Value of Contract	Advancement				Delivery Date	Contractor
		Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23		
EEPF Duplex Wemindji	\$900,000	70%	70%	95%	100%	May 2023	Naococane
Forestry Building Waswanipi	\$5,949,301	-	25%	32%	60%	August 2023	Construction de l'Avenir
Community Wellness Housing Main Building Mistissini	\$4,665,462	-	3%	3%	51%	September 2023	Kesi Construction
ASD Training Centre Ouje-Bougoumou	\$17,082,270	-	9%	19%	21%	September 2023	Eeyou Eenou Construction
Community Wellness Housing Main Building Waskaganish	\$2,597,597	42%	45%	74%	95%	October 2023	Construction de l'Avenir
Community Wellness Housing Civil Works Waswanipi	\$3,500,000	-	0%	0%	0%	December 2023	Construction de l'Avenir
EEPF Radiocommunications Upgrade	\$4,076,608	-	44%	45%	59%	December 2023	Bell Radio Inc.
Cree Nation Government Staff Housing Renovations Nemaska	\$635,000	95%	95%	95%	95%	January 2024	Project Management Approach
Total		\$61,786,417					

Professional Services Activities

The Capital Works Division mandates professional firms of architects and engineers to prepare plans and specifications for various construction projects, to assist in the supervision of construction works as well as to develop a preventive maintenance program. In-house, work is being done to electronically archive all the construction and O&M documents for further integration into an information management system.

The Capital Projects staff and O&M staff also provide some technical advice to the Cree local administrations on matters related to call for tenders, project management, building construction and O&M, and housing construction and operations.





Regional Housing Support Team

The Capital Work and Services (CWS) housing team provides support and services relevant to housing in the Cree communities. The housing team includes the Senior Housing Adviser, Coordinator of Housing, Regional Housing Planner, Housing Administrator, and Housing Secretary, all dedicated

to the Cree Nation housing file. The following tables show the files of each housing team member's tasks throughout the fiscal year of 2022-2023. Table 6 is for the Senior Housing Advisor, Table 7 is for the Coordinator of Housing, Table 8 is for the Housing Planner and Table 9, for the Housing Data Administrator.

Table 6. Senior Housing Advisor Activities

File	Action	Details
Special Community Social Housing Program 1.3B (CMHC)	Implementation	Collecting Outstanding Documents for the CMHC from local Housing Administration (Y1 Construction) mostly complete.
National Co-Investment Fund (NHCF)	Implementation	Submitted Community documents are being evaluated by CMHC (Y1 Construction) for Agreement compliance to issue 50% Advance. Communities have re-submitted documents to align with CMHC requirements for the 100K per unit subsidy.
Roundtable with CMHC Board of Directors	Presentation	Presented Rapid Housing Initiative and the Cree Nation Housing Strategy.
Local Housing Administration Operation and Maintenance (O&M)	Compile Data	Drafted five new job descriptions for the local housing departments (Accounting Clerk, Coordinator of Social Programs, Housing Inspectors, Housing Maintenance, Tenant Relations).
Board Council - Housing Directive	Research/Planning/Presentation	Developed a plan to address the high cost of private homes and high cost of transportation to Whapmagoostui.
Community Housing Tour	Site Visit	Visited the communities of Mistissini, and Nemaska to inform the local housing departments on CMHC programs and new O&M funding for local positions for the housing departments.

Table 7. Coordinator of Housing Activities

File	Action	Details
Social and Rental Housing Program 1.3	Follow-ups	Eight communities enrolled in the CMHC On-reserve Non-profit Housing Program. Most communities have started their construction, and some will build this year. We also held information sessions for the new housing personnel assigned to the housing file in their community.
Reaching Home Program 2nd Round	Collecting Reports	The Reaching Home program was to build 28 additional bedrooms/sanitation facilities in existing homes to limit the spread of Covid in overcrowded dwellings. The Cree communities built 50 additional bedrooms/sanitation facilities in all Cree Nation.
Reaching Home Program 3rd Round	Follow-ups	In the third round, the number of additional rooms required is 28 in all Cree Nation, and communities have started working on projects to help address the overcrowding of homes.
Community Housing Tour	Join the Housing Tour	We visited Nemaska and Mistissini to present the housing programs we help administrate for the Cree Nation Government.
Regional Meetings	Meetings Attended	I attended the following regional meetings Eeyou Miichuwaap with the Director General, Director of Operations and Treasurer.
First Nations Housing and Infrastructure	Attended the conference	To see how the other First Nations in Canada are doing with their housing programs. The Conference was held in Toronto, ON. From November 30 to December 01, 2022.
Other Activities	Private Housing Action plan	We are working on some tasks we identified to help promote the Private Housing Program. One investigation we identified was surveying the construction cost in each Cree community. Another is to start advertising on social media platforms.

Table 8. Housing Planner Activities

File	Action	Details
Radio Show on Housing	Monthly Show on related topics on housing	Show #91 was held in Chisasibi on July 20, 2022. Show #92 was held in Waskaganish on August 24, 2022. Show #93 was held in Whapmagoostui on September 28, 2022. Show #94 was held in Wemindji on October 19, 2022. Show #95 was held in Eastmain on November 16, 2022. Show #96 was held in Nemaska on December 21, 2022. Show #97 was held in Mistissini on January 18, 2023 Show #98 was held in Ouje-Bougoumou on February 15, 2023 Show #99 was held in Waswanipi on March 15, 2023.
Community Private Housing Initiative	Applications reviewed and presentation to Management Committee	Seventy-one (71) subsidies were approved to date. Ongoing promotion at local/regional events. Information sharing with housing departments / members.
Eeyou Miichuwaap Meeting	Chairperson for quarterly meetings	Organized and chaired the Eeyou Miichuwaap Meeting with the Cree Nation Housing Directors.
Director of Operations and Treasurers Meeting	Attended the meeting on January 26, 2023,	Information and update on the Community Private Housing Initiative and Housing Conference 2023.
Housing Conference Organizing Committee Meeting	Attended regular organizing committee meetings	Organized and chaired the Housing Conference Organizing Committee Meeting. The Housing Conference will happen in June 2023.
Cree Nation Government / Grand Council of Crees Annual General Assembly	Attended the AGA on August 30 – September 1, 2022	Displayed an information booth to promote the Community Private Housing Initiative.
ALMS Houses Halfway House Detention Centre	Working with Justice in planning the construction of these buildings	Participate to the planning of these justice buildings for the Cree Nation, all meetings were held via Microsoft Teams.
First Nations Housing and Infrastructure	Attended housing workshop on November 30 and December 1, 2022	Researched information for our regional conference in 2023. This conference was held in Toronto, ON.
Community Tour 2022-2023	Presentations of all housing programs administered by Cree Nation Government	Went to two communities to start the community tour in Nemaska (March 28) and Mistissini (March 30).

Table 9. Housing Data Administrator Activities

File	Action	Details
House Flood	Insurance Claims	A cost estimate was prepared to repair the house flood, the claim is more than the deductible range; the report was sent to BOC and Cree Nation of Mistissini, to the address 147 Riverside Street, and 75 Amanda Street.
Cree Nation Government – Urgent Housing Renovation Mold	Inspection Services	Renovation work is still in progress, for the Community of Wemindji, planning to visit again in the fall.
Physical Condition Review (PCR)	Completion of the CMHC PCRs Inspections	Inspection on site completed and filled-in PDF reports sent to Mamuitun Inspection Services by email for the Community of Waskaganish (6 units), Chisasibi (17 units), Mistissini (16 units), and Eastmain (13 units).
CMHC RRAP Project	RRAP Final Inspections	Final Inspection on a CMHC RRAP Regular Project in the community of Waswanipi. Oujé-Bougoumou, and Mistissini.
Final Inspection on Housing Construction Project	Final Inspections	Final Inspection was performed on 4 units, for Housing Project CMHC, reports sent to Mamuitun Inspection Services by email for the Community of Mistissini.

The following tables display the disbursements of subsidies, the Community Private Housing initiative Program 1.3A and the Special community Social Housing Program 1.3B.

Table 10. Community Private Housing Initiative Program 1.3A - Subsidy Disbursements

Table 10a. Summary By Community and Fiscal Year 2022-2023

Community and Approved Subsidy Fiscal Year	Number of Applications	Total for Housing Subsidy	Total for Service Connection	Disbursements
Chisasibi 2022-2023	1 1	181,210 181,210	10,800 10,800	192,010 192,010
Eastmain 2022-2023	3 3	500,781 500,781	32,400 32,400	533,181 533,181
Mistissini 2022-2023	3 3	463,185 463,185	24,300 24,300	487,485 487,485
Wemindji 2022-2023	2 2	372,650 372,650	21,600 21,600	394,250 394,250
Grand Total	9	1,517,826	89,100	1,606,926

Table 10b. Overall Subsidy Disbursements since the approval of the program

Applicant	Number of Applications	Sum of Housing Subsidy	Sum of Service Connection Subsidy	Sum of Total Subsidy
Individual	37	\$4,774,897	\$329,400	\$5,104,297
Local Government	39	\$5,146,887	\$396,900	\$5,543,787
Grand Total	76	\$9,921,784	\$726,300	\$10,648,084

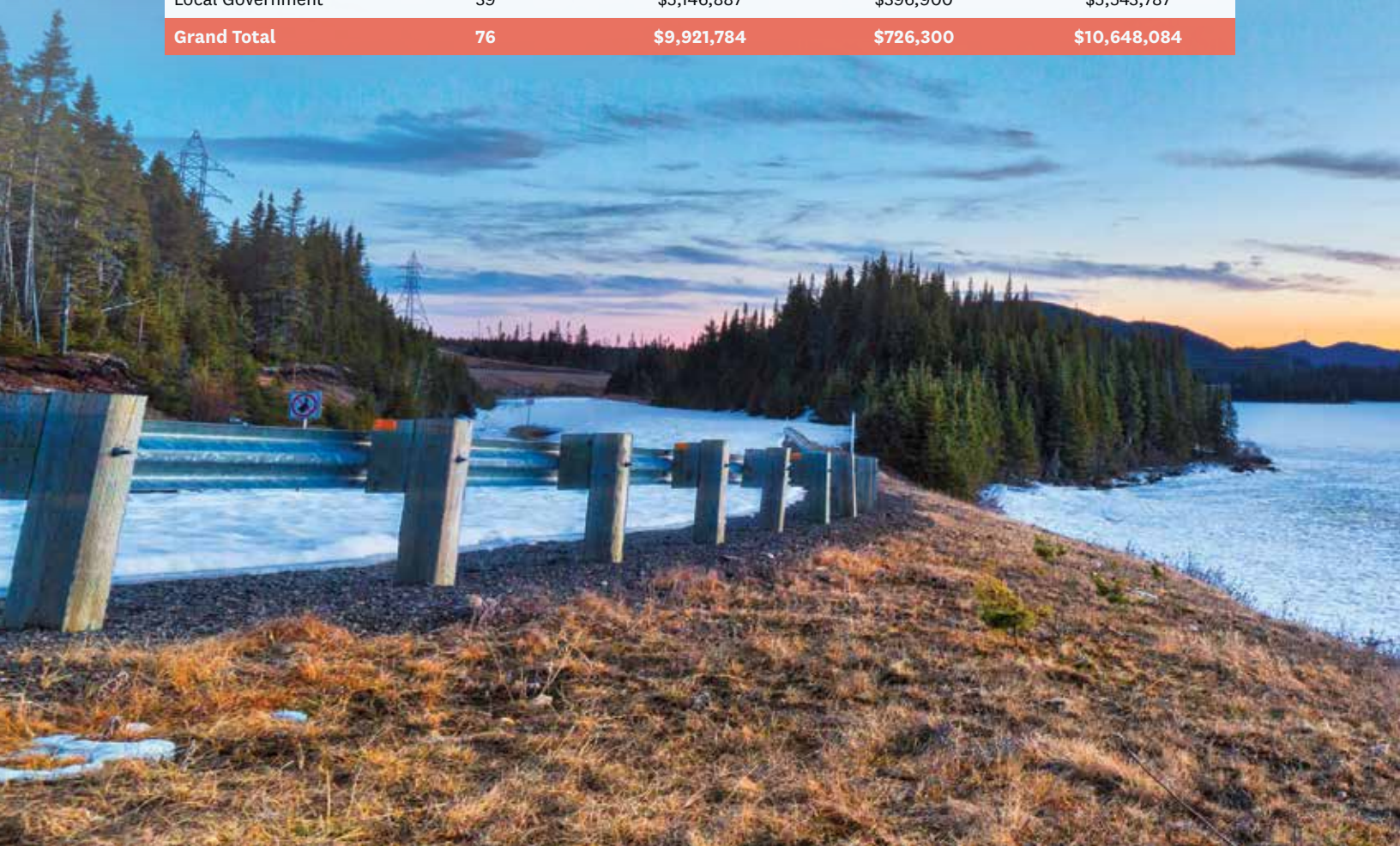


Photo: Brendan Forward

Table 11. Special Community Social Housing Program 1.3 B - Subsidy Disbursements
Summary by Community and Fiscal Year 2022-2023

By Community Fiscal Year	Number of Housing Units	Approved Subsidy Disbursements
Chisasibi 2022-2023	7 7	2,674,910 2,674,910
Mistissini 2022-2023	20 20	5,461,100 5,461,100
Nemaska 2022-2023	10 10	3,821,300 3,821,300
Ouje-Bougoumou 2022-2023	8 8	2,184,440 2,184,440
Waswanipi 2022-2023	18 18	4,914,990 4,914,990
Wemindji 2022-2023	6 6	2,292,780 2,292,780
Grand Total	69	21,349,520





MIYUUHPICHINAAUSUWIN APATISIWIN

Message from the Director
Kelly Pepabano



IT IS WITH GREAT PRIVILEGE THAT WE PRESENT THE ACTIVITIES AND ACCOMPLISHMENTS OF THE MIYUUHPICHINAAUSUWIN APATISIWIN DEPARTMENT OF THE CREE NATION GOVERNMENT FOR THE YEAR 2022-2023.

 **13**
EMPLOYEES

We extend our heartfelt recognition and appreciation to all the dedicated childcare staff members who have committed themselves to improving childcare services. They are the foundation of our network and play a vital role in nurturing the development of our young children in Eeyou Istchee. We would also like to acknowledge our regional and local partners in Eeyou Istchee and the province who have supported us in our mission to provide the best developmental opportunities for children aged 0 to 5.

In the face of the continued challenges posed by the COVID-19 pandemic, our department, alongside other key entities such as the Cree Nation Government, Cree Board of Health and Social Services, Public Health, and various partners, prioritized preventing the spread of the virus while delivering high-quality services to our clients. We collaborated closely with numerous organizations and individuals dedicated to supporting children in areas such as health, well-being, and education. Together, we worked diligently to safeguard the well-being of our communities and provide essential programs and support to children and their families.

Within our department, we not only provide essential childcare services, but we also oversee a range of programs aimed at supporting children and families. These programs are made possible through two specific agreements:

- An Agreement with Indigenous Services Canada for the Healthy Child Development initiative, which includes the Head Start, Maternal and Child Health, and Midwifery Programs.

- An agreement with the Indigenous Skills and Employment Training Program for the implementation for the First Nations and Inuit Childcare Initiative (FNICCI) and the Indigenous Early Learning and Child Care Framework (IELCC).

Through these collaborative partnerships, we are able to offer comprehensive support and opportunities to foster the overall well-being and development of children and families.

Due to our capacity to effectively manage multiple programs at both the regional and local levels, our Cree childcare centres continue to offer a wide array of integrated services that go beyond what is typically found in most centres across Canada. These services include childcare programs, Head Start initiatives, specialized support for children with special needs, and comprehensive assistance for families. This holistic approach ensures that our centres can address the diverse needs of children and families in our communities.

We have strengthened our collaboration with the Maternal and Child Health program staff at the Cree Board of Health and Social Services, aiming to foster positive cooperation between the two programs and avoid duplicating services provided to the communities. This collaboration has been successful, and we are confident in our progress toward working more harmoniously.

Lastly, we want to express our deep gratitude to our Cree leaders whose unwavering support enables us to promote the development and well-being of Cree children and families across our territory. On behalf of all families in Eeyou Istchee, we extend our heartfelt acknowledgment and appreciation to them.

Chiniskuumidinaan mishtee.

Kelly Pepabano
Director of Child and Family Services

IMPLEMENTATION OF OUR ACTION PLAN

Throughout the fiscal year 2022-2023, the Miyuuhpichi-naausuwin Apatisiwiin (MA) Department was engaged in a diverse range of activities including the following.

A. Programs and Agreements

Once again this year, our Department successfully allocated funds from various programs and agreements to local childcare centres, ensuring their continued operation and support. The implementation of these programs and agreements has proven to be instrumental in fostering economic vitality within our communities, injecting a total of 28 million dollars in local services, facilitating renovation projects, and implementing training programs.

- The *Agreement respecting Childcare Centres between the Government of Québec and the Cree Nation Government* entrusts us with a range of crucial responsibilities. These include the renewal of permits for childcare centres, the implementation of our own budget regulations, conducting inspections, facilitating background checks for all staff and board members, addressing local and regional complaints, and offering technical and professional support to the centres.
- The *First Nations and Inuit Childcare Initiative Program* (FNICCI) and the Employment and Social Development Canada initiative known as the “*Indigenous Early Learning and Child Care Framework* (IELCC)” is funded through an agreement between Cree Nation Government (CNG) and Canada’s Indigenous Skills and Employment Training Program.

The FNICCI program aims to enable local childcare centres to optimize the ratio of children to educators, resulting in an elevated level of service quality.

The IELCC program aims to provide support for projects that strive to enhance the quality of early learning and childcare by integrating Indigenous culture, language, and traditional practices.

- The *Cree Head Start, Maternal and Child Health, and Midwifery Programs* operate under an agreement between the Cree Nation Government (CNG) and Indigenous Services Canada as part of the Healthy Child Development Initiative.

The Head Start program is facilitated by dedicated educators who provide educational activities at childcare facilities or through home visits, catering to families whose children do not attend the centres. The program offers comprehensive support in various aspects of child development, including specialized services for children with special needs, engaging stimulation activities, parent-child playgroups, and more.

The Maternal and Child Health Program aims to provide health promotion services to children and families through the *À Mashkûpimâtsit Awash* program. The program focuses on enhancing the health and well-being of mothers and children, covering areas such as prenatal health, postnatal health, newborn care, nutrition, early literacy and learning, and more.

The Midwifery Program addresses various focal points, including prenatal health, postnatal health, newborn care,

nutrition, early literacy and learning, and aims to ensure culturally sensitive access to a comprehensive range of prenatal, postnatal, and birthing services and supports.

The Maternal and Child Health and Midwifery Programs involves a collaboration between the CNG and the Cree Board of Health and Social Services, strengthening their combined efforts to enhance the health and well-being of children and families within the Cree Nation.

B. Support to Childcare Centres in the Nine Cree Communities

- Throughout the 2022-2023 period, we continued to support the management teams of the nine existing child and family services centres, as well as local boards of directors. We assisted local boards in supervision of the operations of their childcare programs and services.
- We remained dedicated to providing technical and professional support to all directors and staff members involved in childcare and Head Start programs. This support covered a wide range of areas, including legal aspects, building maintenance and repairs, procurement of materials, human and financial resources management, training, development of educational activity programs, promotion, overall coordination of the centres, and assistance in problem-solving.
- In our commitment to staying updated and well-informed, we reviewed and collected childcare-related information from various sources such as governments, associations, and agencies. Subsequently, we distributed relevant documents and information to the childcare centres, ensuring they had access to the latest resources and guidance.
- Recognizing the importance of efficient supervision, we took the initiative to implement new tools (Microsoft office 365 & personalized e-mails) and systems to assist directors in effectively overseeing all programs and services.
- We remained proactive in monitoring the regular maintenance needs and services necessary for the optimal functioning of our sixteen childcare facilities.

C. Accessibility and Affordability of Child and Family Services

- By the conclusion of the fiscal year 2022-2023, a total of 1,208 subsidized childcare spaces were made accessible across the nine communities. Additionally, free spaces were allocated for children whose parents or guardians received social assistance benefits and/or were beneficiaries of the income security program. To cater to the needs of the community, each childcare centre also designated two spaces for children under the coverage of Youth Protection services.
- Through the Head Start program, families who did not have their children attending the childcare centres on a regular basis also had the opportunity to access a range of valuable services. The Head Start program is specifically designed to meet the needs of low-income families and families with children who required specialized support due to special needs or circumstances.



Education in Childhood Services

- Twenty-five students from the Cree First Nation of Chisasibi are presently enrolled in the CEGEP de St-Félicien's Education in Childhood Services training program.
- Twenty-three students from the Cree First Nation of Mistissini are currently taking the CEGEP de St-Félicien's Education in Childhood Services training program.

Both training programs commenced in the spring of 2023.

The ENS, Special Needs, and Management training programs continue to be in high demand throughout Eeyou Istchee, reflecting the local needs for skilled educators, special needs professionals, and management-level personnel in the communities.

We extend our heartfelt appreciation to Apatisiwin Skills Development, the Cree Nation Government, and CEGEP de St-Félicien for their generous support in facilitating the delivery of these vital programs in Eeyou Istchee. We would also like to express our gratitude to the dedicated CEGEP instructors, whose significant contributions inspire not only their students but also all childcare workers to strive for professionalism and excellence.

We extend our warmest congratulations to all our graduates who have demonstrated unwavering commitment and dedication to the well-being and education of young children. Through their hard work, they have earned their diplomas and are now recognized as qualified educators and special needs professionals.

Financial Administration and Bookkeeping

Throughout the year, our regional finance team provided consistent support to all administrative employees over-

seeing the financial administration of childcare centres.

Team members dedicated numerous hours to preparing the financial statements required for the year-end audits. Their commitment and attention to detail ensured accurate and comprehensive financial reporting, reinforcing transparency and accountability within the childcare centres' financial operations.

As COVID restrictions have been lifted, our finance team is once again able to resume their community visits.

Inspection of Facilities and Programs

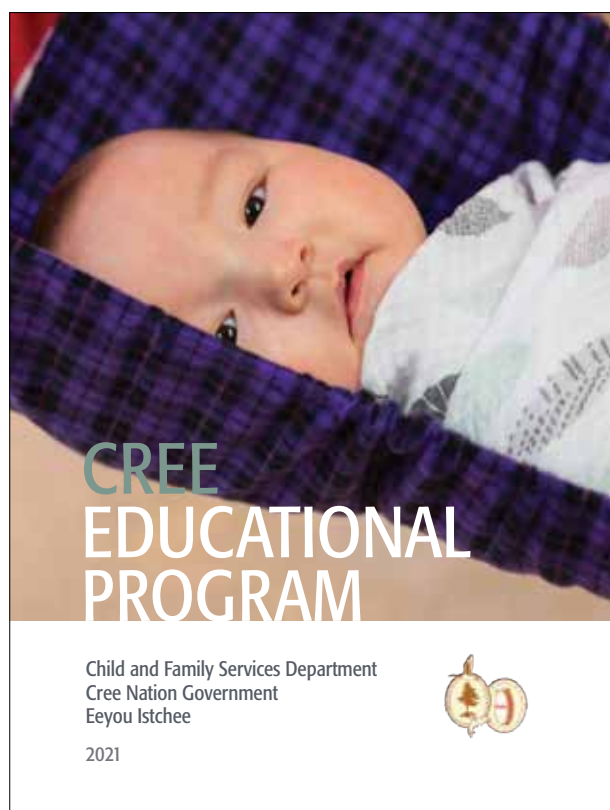
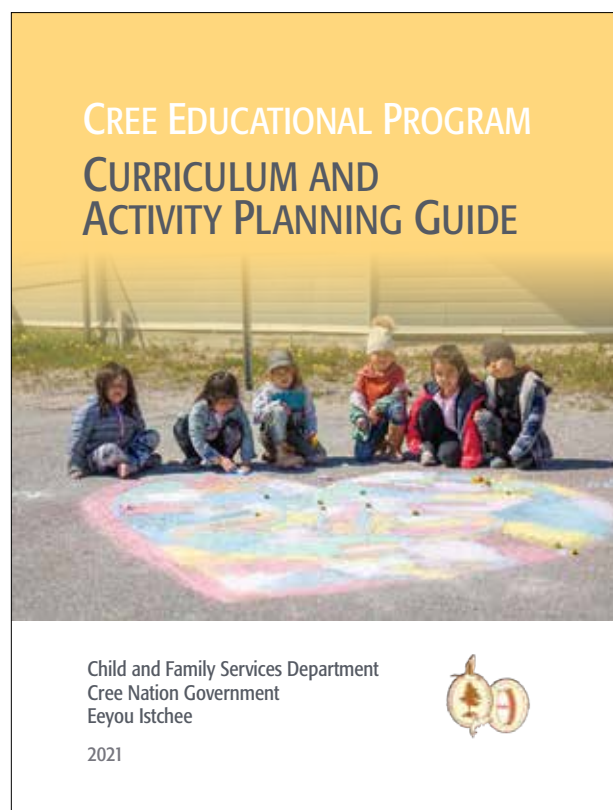
Our Inspection Officer thoroughly reviewed the operations and facilities of our Child and Family Services Centres. She provided valuable recommendations for changes and improvements as required. While not all inspections were carried out in the 2022-2023 period, our inspector conducted full inspections of the childcare centres in Whapmagoosui, Chisasibi, Wemindji, Waskaganish, Nemaska, Eastmain, and Waswanipi. She diligently followed up on all inspections conducted throughout the fiscal year, ensuring that appropriate actions were taken based on the findings.

IELCC Funding

Cree Educational Program

This year once again has been an exciting one for our educational program.

For nearly three years, our Pedagogical Advisor, in collaboration with cultural and early childhood development experts, dedicated their efforts to develop a comprehensive Educational Program package. This package encompasses the new Cree Educational Program, the Curriculum and Ac-



mer of 2022. Our plan is to distribute this collection of seven new children's books free of charge through our childcare centres and the Cree Board of Health and Social Services' Awash services.

On November 20, 2022, World Children's Day, we actively took part in various activities that served as a reminder of the fundamental rights of children to be respected and to flourish in an environment that fosters their full potential. It is worth noting that World Children's Day aligns with Quebec's Early Childhood Week, and in the 2022-2023 period, we proudly celebrated our sixth consecutive year of active engagement in these important initiatives.

Our Pedagogical Advisor played a crucial role in providing essential support for the educational program implemented for educators across our childcare centres. Their expertise and guidance contributed significantly to the professional growth and development of our dedicated staff.

Community Based Project Funding

Under the IELCC funding, various projects were supported to enhance the services provided by childcare centres. These initiatives included:

- Workshop on Workplace Harassment Prevention Policy in Chisasibi.
- Allocation of salary funding for a Pedagogical Support position in Waskaganish.
- Establishment of a library in Eastmain.
- Implementation of a Pre-K Orientation program in Ne-maskia.
- Launch of the Wake-up program in Ouje-Bougoumou.
- Initiatives focusing on culture and language preservation, reduction of social isolation, and support for positive parenting at the Whapmagoostui Minnie's Hope Pediatric Centre.

These projects exemplify our commitment to promoting a safe and inclusive work environment, enhancing pedagogical support, providing access to literature and educational resources, facilitating smooth transitions for children, promoting well-being and cultural preservation, and fostering positive parenting practices.

COVID-19 Operational Funding

In the fiscal year 2022-2023, all 16 facilities received an additional allocation of \$35,000 per facility to address the expenses related to extra janitorial and cleaning supplies. These funds were also utilized to support the salaries of safety protocol officers within the centres.

The childcare centres expressed their appreciation for this supplementary funding, as it played a vital role in enabling the efficient and safe implementation of COVID-19 measures and protocols. By ensuring adequate resources, the centres were able to maintain a clean and hygienic environment, prioritizing the well-being and safety of children and staff.

Hazard Pay, Mental Health Days and Other Additional Vacation Funding

During the past two and a half years, childcare centres have encountered various challenges, especially for their frontline workers. We sincerely appreciate the sacrifices made by these dedicated individuals in delivering invaluable services to the community. We understand that many of them had to utilize their vacation and sick days for isolation requirements imposed by the restrictions. In recognition

of their efforts, funding has been allocated for hazard pay, mental health days and additional vacation pay to support their well-being.

Head Start Program

Our Regional Head Start Advisor has been actively involved in a variety of projects this year and is taking the leadership in the implementation of the Nurturing Colleges program, which is gradually being rolled out to all communities.

Our Advisor has been working very hard with the second phase of the Nurturing Program, which will be ready in the fall of 2023.

The nurturing program has undergone significant development and expansion. It has been divided into three age categories, namely infants, toddlers, and preschoolers, to cater to the specific needs of each group. This decision was based on feedback obtained from families during the last symposium. Through the creation of various workshops and "parent-child" activities, this collaborative effort aims to provide a well-rounded and comprehensive program.

The nurturing program aims to build essential skills in parents to advocate for their children effectively. By equipping parents with the necessary tools and knowledge, the program ensures that families can actively participate in their children's development and well-being.

Special Needs Program and activities

Our Special Needs Advisor was very busy this year with her visits to the childcare centres to provide support to all Special Needs Educators and Shadows. She has also facilitated workshops and specialized training for SNEs and Shadows.

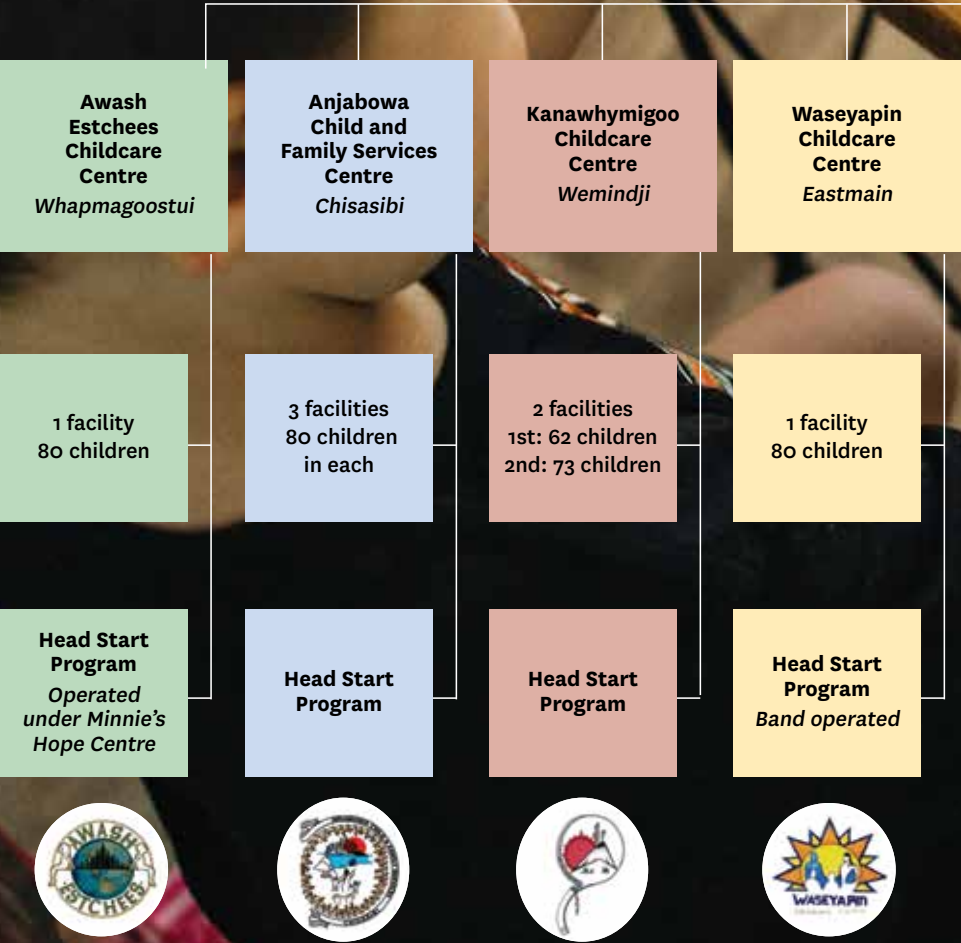
A Mindfulness training program was organized for the SNEs and Shadows, where essential techniques and strategies were shared to enhance personal well-being and foster a mindful approach to daily life. This training provided participants with valuable tools to navigate their experiences with heightened awareness and presence.

One significant event in the year was the Stronger Together Special Needs Symposium held on November 29 to December 1, 2022 in Gatineau. The symposium was developed to address four key areas: instructional strategies, open dialogues, self-care practices, and advocacy efforts. Its primary objective was to create a supportive and inclusive space where parents and caregivers could gather, share experiences, and collectively learn. This symposium embodied our commitment to collaborative efforts and emphasized the active involvement of parents and caregivers as integral parts of the solution. Our ultimate goal was to enhance the support provided to iiyiyiuch individuals with special needs while respecting and honoring the iiyiyiu way of life. The symposium saw an impressive attendance of 301 participants.

Our Special Needs and Head Start Advisors took the initiative to develop calming kits for symposium and distributing them to parents. These kits are designed to provide individuals with visual aids and sensory tools that aid in managing and coping with emotions in a positive and safe manner. Participants had the opportunity to receive their own calming kits and learn effective techniques for utilizing them.

Our Advisor continued her involvement in the Kate Sharl Foundation, which aims to raise funds to financially support

OUR NETWORK OF SERVICES, 2022-2023





Cree Nation Government
Miyuuhpichinaausuwin
Apatisiwin Department

**Cree Child and
Family Services
Centres Association**
composed of all 9 Child and
Family Services Directors

**Waaseskun
Child and
Family
Services Centre**
Waskaganish

2 facilities
80 children
in each

**Head Start
Program**



**She She Guin
Childcare
Centre**
Nemaska

1 facility
63 children

**Head Start
Program**
Band operated



**Awaash
Shiishiikunkamik
Childcare
Centre**
Waswanipi

2 facilities
70 children
in each

**Head Start
Program**



**Waspshooyan
Childcare
Centre**
Ouje-Bougoumou

1 facility
70 children

**Head Start
Program**



**Awash
Child and
Family Service
Centre**
Mistissini

3 facilities
80 children
in each

**Head Start
Program**





JUSTICE AND CORRECTIONAL SERVICES

Message from the Director
Donald Nicholls, B.A., LL.B, B.C.L, LL.M



IT IS A PLEASURE TO SHARE WITH YOU THE LATEST ACTIVITIES FROM THE CREE NATION GOVERNMENT DEPARTMENT OF JUSTICE. WE BEGIN BY ACKNOWLEDGEING ALL THOSE WHO HAVE CONTRIBUTED TO OUR NATION OVER THE PAST YEAR, AND THOSE WHO HAVE TAKEN THE TIME TO ENGAGE AND REMEMBER THE CREE VALUES AND TRADITIONS.

 **73**
EMPLOYEES

Our staff throughout the Cree communities work hard each year to provide services, create programs and work with clients locally. They have engaged in special trainings throughout the year, and they continue to increase their skills in response to the needs within the Cree Nation. The Department was able to hold two post-COVID-19 in-person staff meetings in the last year, with specialized training. It cannot be understated how important and good it felt for people to be able to gather in person once again. The training is always relevant to the work we do, and there is also workshops on how staff can deal with stress and trauma they may experience with the situations they deal with regularly. Our in-person gatherings also allow staff to reconnect and let each other know they are not alone in the work they do. We look forward to these gatherings. We welcomed two new Gladue Writers to the Department, and some frontline program staff. Once again, we welcomed summer students in justice and corrections programs, as well as a law intern to work with the Department.

This enhances our ability to deliver various programs in the communities, on-the-land, and in detention. Most of our programs incorporate land-based activities and involve Cree Elders and local suppliers. We continued to increase the number of land-based and cultural programs in the past year. We believe healing is in the culture, values and our traditional ways, which lead us back to Eeyou Istchee. Whether it is a child, youth or adult program, we work hard to build relationships, trust and environments where change can occur.

The Department began the construction of some tiny home communities in the Cree Nation. These homes will be completed and ready for opening in Mistissini and Waskaganish in 2023, and in some other communities in 2024. These communities will be for clients transitioning from detention and halfway houses and diversion for those otherwise going into preventative custody; and there will also be a few places for individuals experiencing homelessness. There is a larger project in the planning for homelessness but some clients will be there in accordance with federal support. In these transitional communities, there will be CORE and CREE programming in place to provide support and the environment to facilitate change in individuals.

We also had the opportunity to host a number of meetings with communities on Almshouse projects in their communities. We came up with designs that would meet their local needs. As the funds could come from the New Relationship Agreement funding with the Cree Nation Trust, we are awaiting decisions on proceeding with these projects in the near future. Originally we had sufficient budgets to engage with these planned constructions with deferred revenues, but with an environment of sustained high construction costs our capacity to deliver as many projects as we had projected no longer is possible.

The Cree Conflict Resolution signature program in partnership with the Canadian Institute of Conflict Resolution had three four-week programs for a total of 39 graduates this year. Two of the programs were in cooperation with the Cree Health Board, and were a resounding success. There was also the one-week Cree Managers Conflict Resolution program with the Cree School Board with an additional 10 graduates. Given the increase in demand for training, we started the Cree Peacemaker program to prepare more Cree trainers in conflict resolution and community dialogues. It is a step towards empowering more people and organizations to have the necessary tools, understanding, and structure to address conflicts within their environments. We appreciate the contributions of our Elders, trainers, participants and



General said that Indigenous Nations have valued contributions when they participate in meetings on key issues. World leaders have been slow to listen but now we need to these answers so they need to be at the table too.

Domestic and sexual violence continue to be important actions for all of us to address within our Cree Nation. This year, there were a number of meetings with key partners such as the Eeyou Eenuu Police Force (EPPF), Cree Women of Eeyou Istchee Association (CWEIA), Cree Nation Youth Council, Cree Men of Eeyou Istchee, Cree Trappers' Association, Department of Social and Cultural Development, and the Cree Board of Health and Social Services of James Bay (CBHSSJB) to determine how best to work together to reduce the incidence of harm of certain activities. It is not an easy task as much of it goes unreported; even when reported, it can be withdrawn. We expressed our concerns at the Viens Commission on the support of all frontline services and having an oversight mechanism to ensure that this is taken seriously. We continue to work with partners in the Cree Nation and with other governments to find ways to create change in these issues. It was in 1991 that the first reports of activities in the communities came out, and it was the first conference the Justice Department hosted with the CBHSSJB, Cree Women of Eeyou Istchee Association (CWEIA) and the Elders Council. We need to work together to make a greater impact in these areas. Internationally, the Committee on Discrimination Against Women came out with General Comment No. 39 which stated that Indigenous women and girls still are discriminated against throughout the world, do not have equal access to justice and are not treated equally before the law in many ways. So, it calls on countries to make changes to laws and policies, and to report on measures and budgets allocated to address this so Indigenous women and girls are safe and their rights are respected.

We had the national consultations on a proposed Action Plan to implement the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) Act. Canada is one of the only countries to adopt national legislation to implement the Declaration into domestic law. The legislation calls upon Indigenous Peoples to participate in meaningful discussions, and the government to collaborate and cooperate with Indigenous Peoples.

Internationally, in November there was a first-of-its-kind event hosted by the United Nations Human Rights Council on Indigenous status in international bodies and meetings. It brought together Indigenous Peoples, international organizations, experts and countries to discuss enhanced representation which would allow Indigenous Peoples to participate more in critical meetings and events involving Canada and other nation states over issues that concern them like climate change or other Indigenous collective rights and interests. Indigenous Nations could be treated as other Nations, allowing them to participate in key discussions, propose resolutions for countries to adopt, and to look at representation on international bodies to ensure we have a place at the table. At the Permanent Forum on Indigenous Issues, the United Nations Secretary General said that Indigenous Nations have valued contributions when they participate in meetings on key issues. World leaders have been slow to listen but now we need to these answers so they need to be at the table too.

OUR PEOPLE

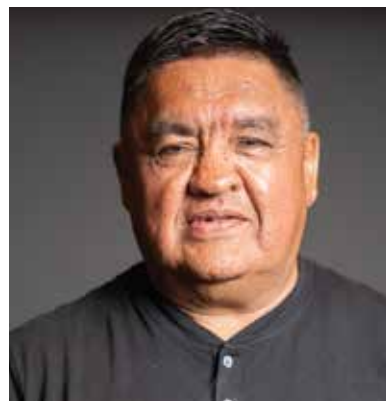
People are the most important resources in the communities. Therefore, an investment into our people locally yields rewards throughout the community and empowers people to make positive impacts in those around them. On the foundation of understanding from courses like CICR, we can collaboratively work towards addressing the issues of most concern to the communities we serve and the needs of our clients. We thank our staff for their dedication to working with people and supporting them at important moments in their lives.

Our **DEPARTMENT EMPLOYS** a total of

73

**STAFF
MEMBERS**

Meet some of them!



SKILLS DEVELOPMENT

To meet the diverse needs of our clients and communities, we have invested some resources in providing Mental Health Awareness and Support training to all front-line employees in recent years. As we look ahead, we are confident in our strategy for the coming year, which includes further training in Motivational Interviewing, Addictions & Mental Health, and Depression.



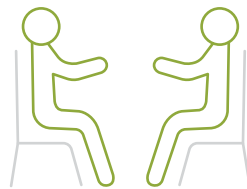
CTRI
CRISIS & TRAUMA
RESOURCE INSTITUTE

----->
OUR STAFF undertook extensive training this year with the **CRISIS & TRAUMA RESOURCE INSTITUTE** to expand their knowledge and understanding of trauma and to improve support for our clients.

The **TRAINING** taken this year by some of our staff was:



**Mental Health Awareness
and Support**



**Brief Focused Counselling
Skills & Anxiety-Practical
Intervention Strategies**



**Motivation Interviewing,
Addictions & Mental Health,
and Depression**

In the past year we were able to hold **2 DEPARTMENT-WIDE GATHERINGS**, one in August and the other in December. The first was a great opportunity for our staff to meet in person, but most importantly, it gave us the chance to assess our direction and strategy after getting through the pandemic.



Through our collaboration with the Canadian Institute for Conflict Resolution, this year we supported three groups in our Conflict Resolution Training Program. This four-week long initiative contributes to the positive influence of our staff and department within the communities and to our clients. The future of this program is encouraging as interest and participation continues to grow and as we further expand the week-long CICR Management Program to other organizations.

**DEPARTMENT OF JUSTICE
AND CORRECTIONAL
SERVICES**



**CANADIAN INSTITUTE
FOR CONFLICT
RESOLUTION**



39

CICR TRAINING GRADUATES



181

**GRADUATES
SINCE 2011**



10

GRADUATES THIS YEAR



98

CSB GRADUATES OVERALL



PREVENTION PROGRAMS

Our prevention programs are a vital part of our approach to community care and healing. The relationships that we build with our clients shape our measures to ensure all programs meet the needs and capacities of those we serve. We believe that engaging with young people at an early stage is crucial to support their growth and development. Equally, our work with adults is guided by the understanding that introspection and reflection are critical decision-making tools. Our goal is to safeguard the safety and resilience of our community.

In our continuous effort to cultivate a **POSITIVE** and **EMPOWERING** environment for our youth, we strategically emphasize:



MENTORING



COACHING



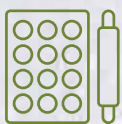
ENGAGING

Our approach, grounded in the belief in every obstacle is an **OPPORTUNITY FOR GROWTH**,



seeks to **INSPIRE** our people to navigate any hurdles with **CONFIDENCE** and **RESILIENCE**.

This year we led a number of **YOUTH-CENTERED INITIATIVES** such as:



COOKING CLUB



BEADING CLUB



WINTER HUNT PROJECTS



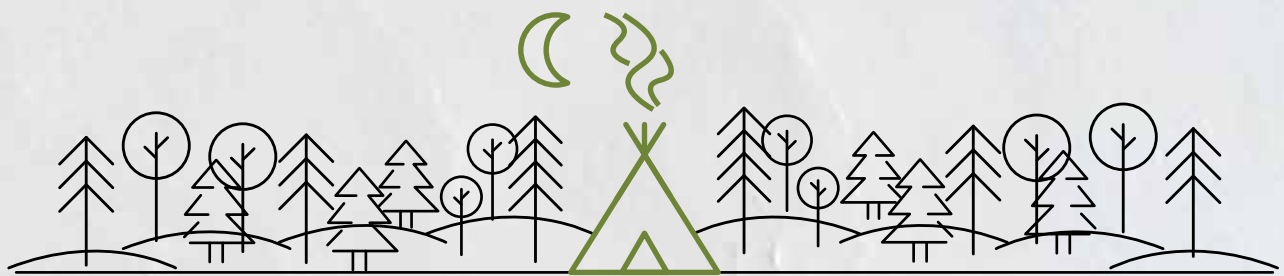
ICE FISHING



TOGETHER FOR LITERACY



KINDNESS PROJECT



ANNUAL REPORT 2022-2023

STOP NOW AND PLAN®

Our Stop Now And Plan® (SNAP) program engages children aged 6-11, teaching them unique strategies to manage emotions. Through coaching, we help them identify feelings, pause, and plan appropriate responses, preparing them for future challenges. The Pitimaa Maamituneyiht SNAP Program, initiated in 2011 in Cree communities, offers classroom sessions, one-on-one assistance, and SNAP Parenting (SNAPP) to enhance family communication. This comprehensive program supports children, parents, and teachers in fostering emotional intelligence and healthy relationships.

We believe in the transformative power of **COLLABORATION**, as evidenced by the CREE SNAP program. A testament to how working together predominantly benefits our **COMMUNITIES** and **YOUTH**.



THIS YEAR
our program reached

1384
STUDENTS

18
ONE-ON-ONE SESSIONS

In addition to the classroom sessions, our SNAP staff, in an effort to expand their outreach and make a positive impact, **PLANNED SPECIAL EVENTS** with children like:

**MOTHER DAUGHTER
PALUK MAKING
WORKSHOP**

**PINK SHIRT DAY
INITIATIVE**

BEACH DAY

GRADUATIONS



YOUTH ENRICHMENT SERVICES

At Youth Enrichment Services (YES), our team provides a wide range of services specifically tailored to meet the unique needs of older youth in our communities. When students require an opportunity to recalibrate, refocus, and reclaim control, schools refer youth to our dedicated youth workers to provide the support and guidance they need. Our experienced team offers personalized coaching and mentorship through individual and group workshops, all aimed at empowering our students to enhance their self-assurance and abilities with confidence and ease.

We believe in the transformative potential of **PARTNERSHIPS**, exemplified by the YES program. These initiatives, derived from collective action, significantly **BENEFIT OUR CREE NATION**.



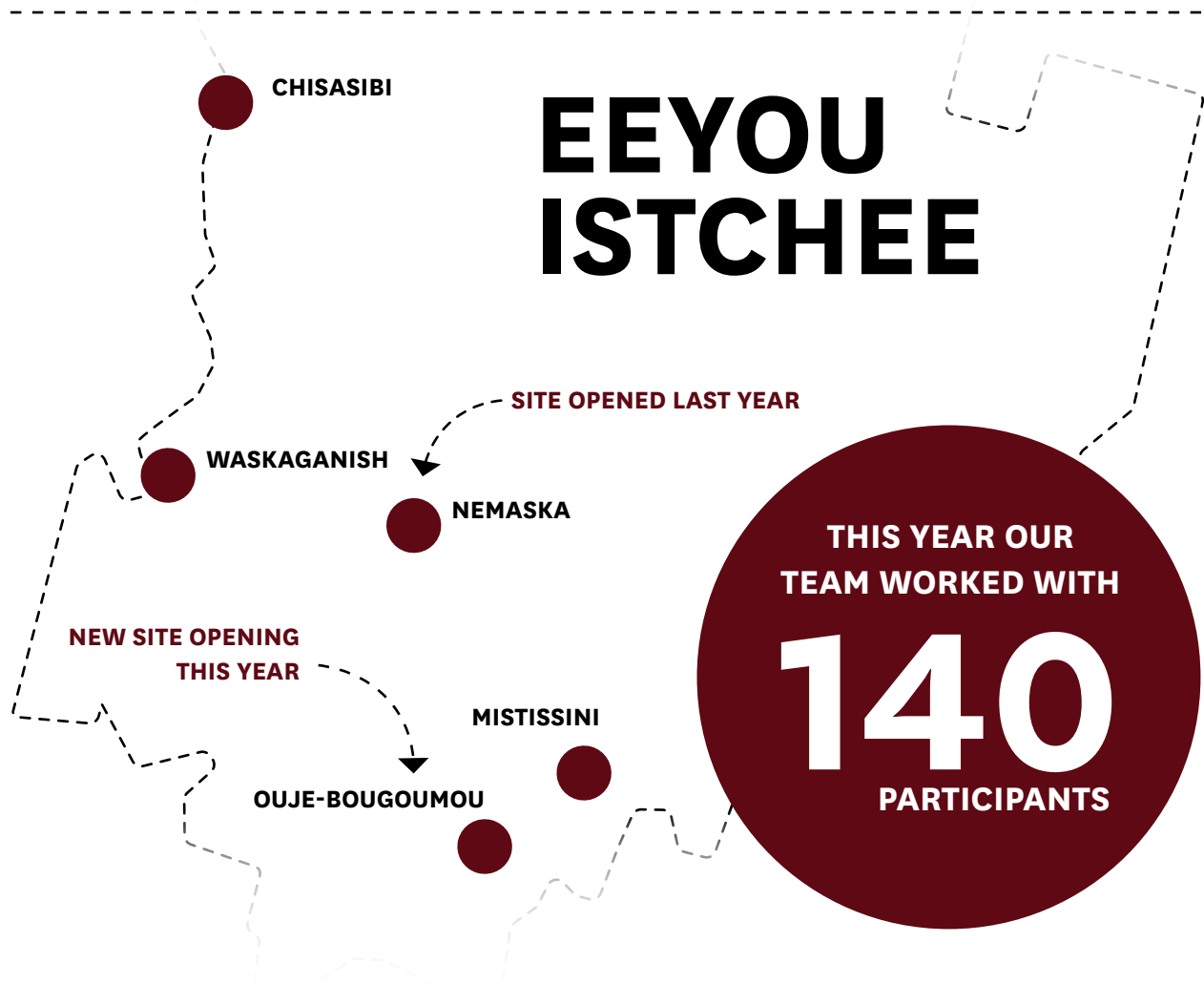
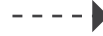
DOJCS



YMCA



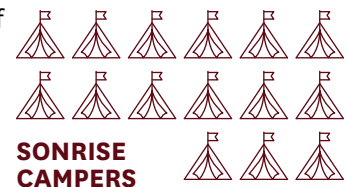
CREE SCHOOL
BOARD



Under the supervision of Ariel Mattawashish and Jamie Jacob, the first YES inter-community summer camp was held at Sonrise Camp in Eeyou Istchee. The youth workers provided workshops and evening activities, such as swimming at the complex in Mistissini and sharing circles by the campfire. The campers experienced a strong bonding week with a good dose of learning about respect and responsibility – and none of them wanted the experience to end!

10-13

15



TIE-DYE WORKSHOP
MIKW CHIYAM



COMMUNITY JUSTICE COMMITTEES

We are supportive of the Community Justice Committee (CJC), which lies at the core of community-led justice initiatives. The CJC is a group of volunteers dedicated to ensuring fair and relevant remedies for Cree clients who come into contact with the justice system. We assist the community justice committees in their work and their commitment to creating a just and equitable Cree Nation.

A “RESTORATIVE” ALTERNATIVE

Justice Committees provide an alternative mechanism to address criminal activities, anti-social conduct and serious or persistent law infractions. In contrast to the punishment-based criminal justice system, Justice Committees tend to focus on more “restorative” approaches that view crime and harm as violations of people and relationships.

The Justice Committee therefore works according to the premise that crime and conflict inflict harm and that individuals must accept responsibility for repairing that harm and be accountable.

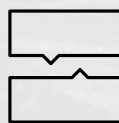
How we deal with conflict can help us learn and grow, and for those involved, including the victim, offender and other stakeholders, it can help to have their voices heard, their needs addressed and their solutions considered.

Viewed this way, a Justice Committee is about much more than “justice” in the traditional sense of the “administration and procedure of law”. Justice Committees add healing, equity and peacemaking, and can improve community safety and harmony for all Cree people.

They achieve this by performing a variety of **ACTIVITIES** which include:



meetings for case hearings and discussion of **ALTERNATIVE MEASURES**



Meet with people in **NEED OF SUPPORT**, and involved in conflicts



Participate in **COMMUNITY EVENTS** to raise awareness



MONITOR diversions and alternative measures



IMPLEMENTATION of community crime prevention and reduction **PROGRAMS**



HELP youth and adults of the community **AFTER RELEASE** from custody

[illegible]

THIS YEAR OUR CJCS CARRIED OUT:

INTERVENTIONS

OUJE-BOUGOUMOU

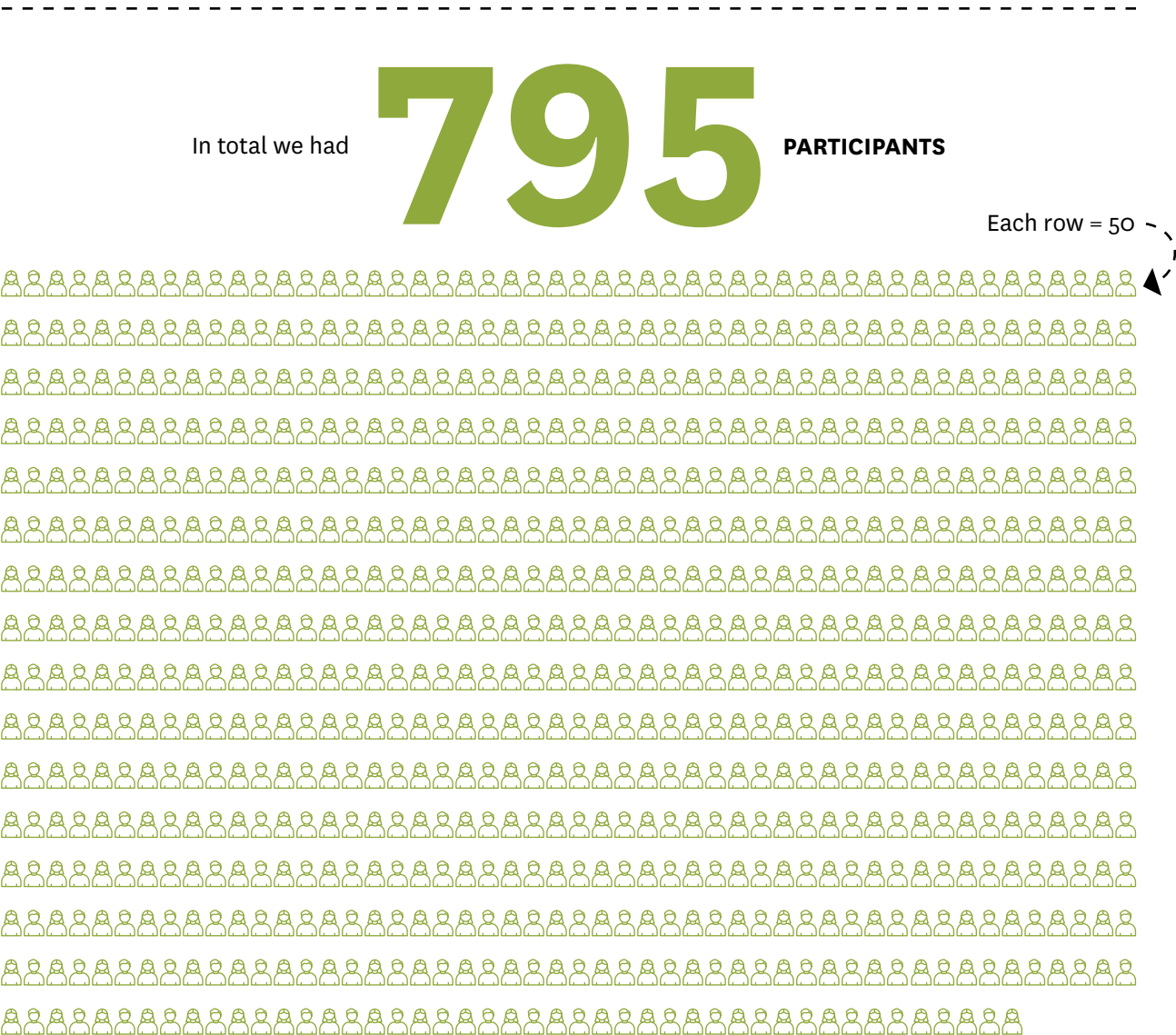
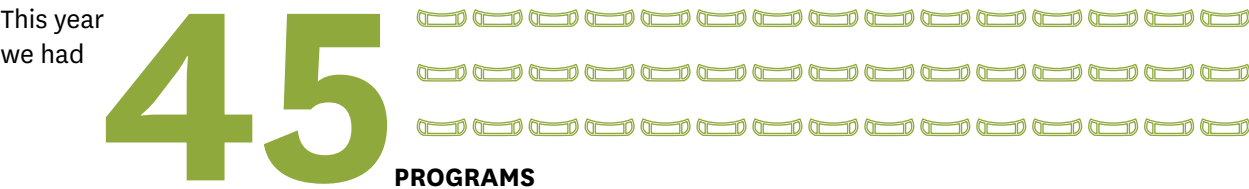
CJC PROGRAMMING

The Community Justice Committees (CJCs) that we support are dedicated to addressing the needs of the community through the implementation of programs that are rooted in the traditions and wisdom of the land. These initiatives provide a therapeutic environment for clients to foster self-assurance and interpersonal connections. Over the course of the past year, the CJCs have successfully administered a total of 45 programs, with an emphasis on Cree culture, identity, and holistic healing.



PROGRAMMING IMPACTS IN THE COMMUNITIES

In our continuous effort to improve and optimize our operations, we have taken a significant step forward this year. We have implemented a program management system that allows us to delve deeper into the intricacies of our operations. But the benefits of this system extend beyond the realm of management. Most importantly, it offers a detailed understanding of the impact our programs have on the Cree Nation.



18-35

+50% WERE ON THE LAND

+95%

+86%



“I'm happy to attend these sewing programs, gives me time out from my house, alone time to spend with other ladies, learn new hobbies, make new friends.”



\$455,125.98

CREE JUSTICE FUNDS

This year, we sustained our commitment to facilitating financial resources for community initiatives under two principal categories: Youth Engagement and Crime Prevention. Our Justice Funds are important elements of our support system, offering monetary aid to community partners wanting to implement programs aligned with our mandate. We believe in this approach as a catalyst for enhancing community strength and resilience.

WE NOW OPERATE

2
FUNDS



YOUTH ENGAGEMENT FUND

The primary purpose of the Youth Engagement Fund is to support the development by local youth councils of programs and initiatives designed specifically for Cree youth.

Such programs must be related to the administration of justice, in accordance with the provisions of the JBQNA and the Justice Agreement.



CRIME PREVENTION FUND

The primary purpose of the Prevention Fund is to prevent and combat crime and to support the creation of safer communities, in accordance with strategies and best practices in crime prevention and in a manner consistent with the provisions of the Justice Agreement.

REVIEW AND APPROVAL PROCESS

The review and approval of all applications to the funds should be transparent and easy to follow. There is support for all applicants by the project funds officer who can guide people and organizations through the process and will be the principal contact for all reporting on the delivery of a project. Below is a simple diagram of the steps an application goes through, but for more information look to the QR code at the bottom or contact your local justice office.

```
graph LR; 1[1] --> 2[2]; 2 --> 3[3]; 3 --> 4[4]; 4 --> 5[5]; 5 --> 6[6];
```

1 APPLICATION FORM
Applicant fully completes and sends application form

2 FUND ADMINISTRATOR
Reviews application
notifies the applicant if any information is missing.

3 COORDINATION COMMITTEE
Reviews and analyzes application

4 JAC SUB-COMMITTEE
Reviews application and sends recommendation to the Cree Nation Government

5 CREE NATION GOVERNMENT
Reviews application and gives final approval to project

6 APPLICANT NOTIFIED
The Applicant is notified by the Fund Administrator of the decision. If approved, the applicant may begin project.

SCAN TO FIND OUT MORE OR TO APPLY

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/ 219

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SCAN TO FIND OUT MORE OR TO APPLY

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SERVICES TO VICTIMS AND WITNESSES

The dedicated officers of our Cree Crime Victims Assistance Centre (CAVAC) provide comprehensive support to victims and witnesses during challenging periods. The team's strength lies in their commitment to improve the lives of those affected by criminal activities, while adopting the Cree language and sensitively considering the cultural context of their interactions. Our team's strategy emphasizes community engagement, inclusiveness, and active listening, while guiding victims in accessing local psychological, social, health, and additional community resources.

Our **CREE CAVAC OFFICERS** responded to:

486
CAVAC CONNECTIONS

Some of the **SERVICES WE OFFERED** our clients include:



Post-Traumatic
Intervention



Giving referrals for
specialized support



Providing legal
information



Support throughout
the court process

If you need to access our CAVAC services you
can now reach us at **OUR NEW NUMBER:**

1-877-342-2822

5 **CAVAC**
OFFICES IN EYYOU ISTCHEE

WHAPMAGOOSTUI

CHISASIBI



Our **CREE CAVAC OFFICERS**
distinguish themselves by traveling
BEYOND COURT DATES, extending
their services to various communities
over a vast geographical expanse.

WASKAGANISH

MISTISSINI

OUJE-BOUGOUMOU

The Domestic Violence Advisor has been proactive by meeting with key Cree stakeholders to raise awareness and develop strategies to combat various forms of domestic violence. A major initiative has been the formation of the Domestic Violence and Sexual Assault Working Group, coordinated by the Cree Nation Government's Department of Justice and Correctional Services.

These organizations are devoted to **A COLLECTIVE, INTEGRATED APPROACH** to managing domestic violence in Eeyou Istchee, **LEVERAGING SHARED KNOWLEDGE** and a mix of **EXISTING AND NEW PROGRAMS.**

In 2022-2023 the group met **6 TIMES**

August 2022	December 2022
September 2022	January 2023
November 2022	March 2023

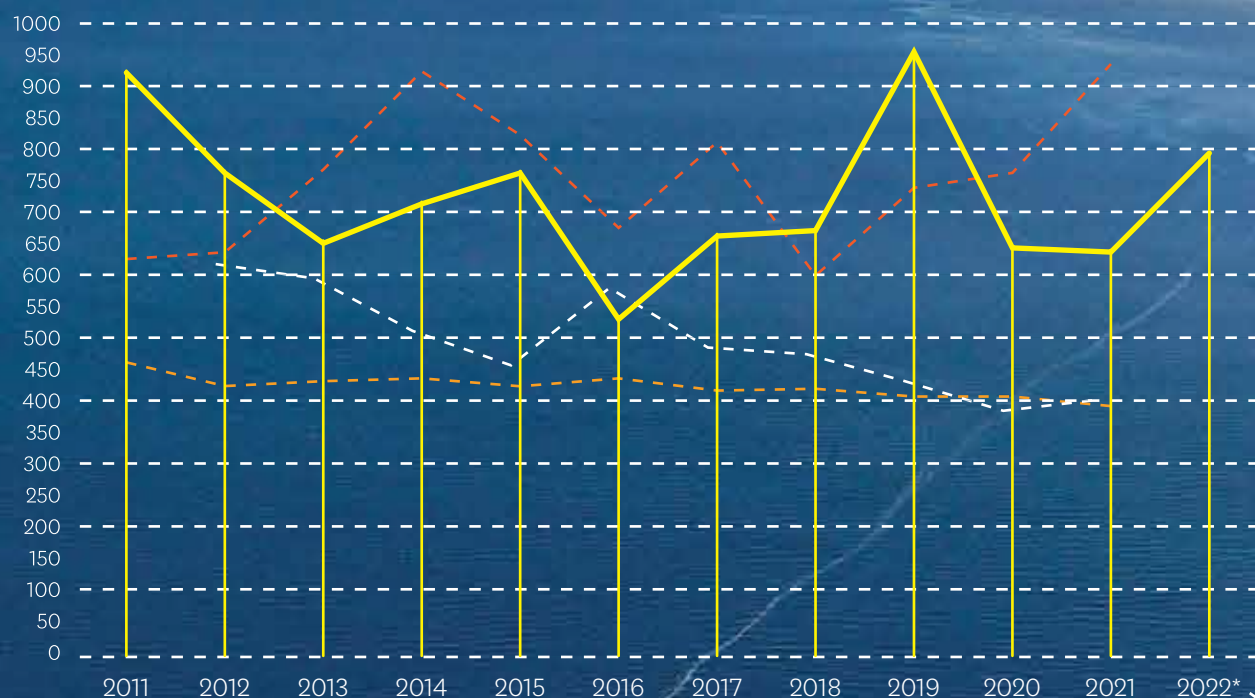
The Working Group is compiling **46 RECOMMENDATIONS.** When these are ready we will publish them on behalf of the group.

COURT STATISTICS

In the Cree Nation, the Cree Nation Government hosts the itinerant court services through its Justice Facilities. The types of courts that we can host include the Court of Québec, which can hear cases from the Criminal and Penal Division, Civil Division, Youth Division and Small Claims; it can also hold special sessions for community laws. The Superior Court of Québec can also sit and hear cases in the Cree communities, as can other tribunals. We are working towards adding Cree courts to this list.

In the past, we were able to provide statistics of cases relating to federal and provincial statutory offences, offences under community laws as well as young offenders cases. However, this year, the Québec judicial district office modified the way it collects data and therefore certain statistics were unavailable. Hopefully, this will mean more detailed statistics for our Department and for the Cree First Nations in the future. In any case, for 2022 we were provided with the number of criminal cases opened in Eeyou Istchee, which are presented below in comparison with previous years.

YEARLY EVOLUTION OF NUMBER OF CRIMINAL OFFENCE CASES



* These statistics were provided by the Ministry of Justice of Québec (MJQ). For 2022, they illustrate the results of a manual entry by the personnel of the offices of the court (greffes) of information received. The method of entering information on the court ledger may differ due to operational changes implemented as part of the continuous improvement or modernization of MJQ operations. The numbers for each Cree community are determined on the basis of the address and postal code of the accused. A search by keyword is used which can lead to a difference between the actual data and the data obtained by the compilation exercise, considering that there may be missing addresses or postal codes in the court ledger and that sometimes the information is not entered exactly as it should.



GLADUE WRITERS

There have been changes in the way Justice and Correctional Services conducts Gladue writing. Now, two full-time Gladue writers have been hired. Our goal is to complete every requested report. Our projections indicate that we will surpass the number of reports written from the preceding year. We will also raise awareness of Gladue rights and reports in the Cree Nation.

This year we have completed the process of hiring

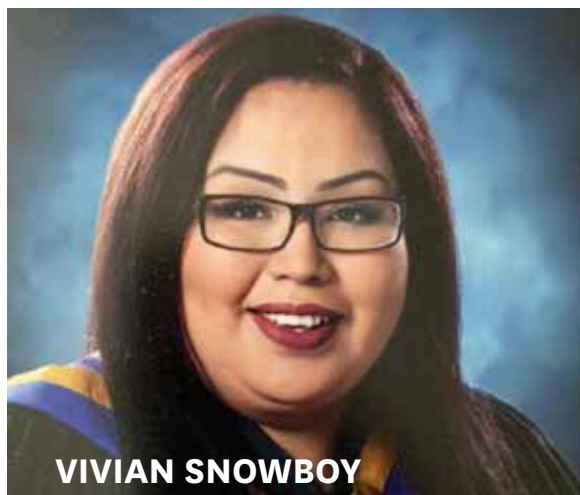
2 FULL-TIME
GLADUE
WRITERS



TOGETHER serving all of

**EEYOU
ISTCHEE**

MEET OUR GLADUE WRITERS



VIVIAN SNOWBOY

Has a Bachelor of Arts (BA) (Specialization in Law and Justice) and works full time with the Cree Nation Government, Department of Justice and Correctional Services, in Eeyou Istchee Territory.

She is a seasoned Gladue report writer, having previously worked for Aboriginal Legal Services (ALS).



TIM PARR

A JD and BCL graduate from McGill University's Faculty of Law. He completed his Bachelor of Fine Arts (BA) (Specialization) and Master of Arts (MA) at Concordia's Mel Hoppenheim School of Cinema, where he held research fellowships and grants from the Social Sciences and Humanities Research Council of Canada (SSHRC) and Concordia.

He is a certified Gladue writer and has done Pro Bono and volunteer work for the Legal Information Clinic at McGill (LICM) and the Centre for Research Action on Racial Relations (CRARR). He is currently studying for the Québec bar.

The Supreme Court of Canada, for the first time, undertook a comprehensive interpretation of the Gladue principle in the seminal case, *R. v. Gladue*. This marked a pivotal moment in legal history, as it signified a shift towards a more nuanced understanding of sentencing involving Indigenous individuals. The decision issued from this case initiated the practice of creating "Gladue Reports", which are thorough evaluations designed to illuminate the distinct background and personal circumstances of an Indigenous individual standing before the court.

Gladue rights belong to **ALL INDIGENOUS PEOPLE** across Canada, whether they live on- or off-reserve. Gladue Reports are one way of ensuring that those rights are respected.

They are prepared by **SPECIALY-TRAINED WRITERS**. They are **EDUCATED** in research, interviewing and the requirements of this process.

The reports tell the subject's **'SACRED STORY,'** encompassing a person's family history, life experience, and information on the subject's Indigenous community.

They are drafted from a **NEUTRAL PERSPECTIVE**. Writers interview their clients, looking at the impact of **HISTORICAL TRAUMA** on the culture, identity, and their lived experiences.

The Gladue Report **WRITING PROCESS**

1 An Indigenous person is **CONVICTED** of a criminal offence.

2 A Gladue writer receives a request **FROM THE COURT** for a Gladue Report.

3 BOTH the Gladue writer and the client **AGREE** to begin the Gladue process.

4 The client and/or friends and family are **INTERVIEWED** and recorded.

5 The writer drafts the report, which is then sent to a **PROOFREADER**.

6 A final report is submitted **TO THE COURTS** prior to the client's hearing.

2022-2023 GLADUE REPORTS SUBMITTED

15



2022-2023 GLADUE REPORTS IN PROGRESS

17



CORRECTIONS

Our commitment to enriching Cree communities persisted, as we furthered our investment in supporting individuals on their paths towards healing, employing the wisdom of Cree customs, traditions, and knowledge. As we emerged from the constraints of the pandemic, our dedicated frontline staff continued to meet the evolving needs of our clients. This was true for individuals at all stages of their journey with us - during their period of incarceration and following their release.

This year we were able to continue supporting our clients in **CORRECTIONAL FACILITIES**

Our Cree psychologist was able to offer

52 THERAPY SESSIONS



Another important program is the **TRADITIONAL FOOD PROGRAM**, which ran successfully this year.



Our staff work with cooks in urban areas that prepare a variety of **TRADITIONAL SEASONAL MEALS** such as moose, fish, goose, rabbit, beaver and caribou.

The food is then delivered to the correctional facility where a **COMMUNAL MEAL** is shared. Often times, we happily invite detainees from other Indigenous Nations.

OFFERING A TOTAL OF



113 MEALS

The C.R.E.E. Program supports community members to break the cycle of reoffending by reintegrating them into the community and providing them with tools and support to restabilize and realize their potential as productive community members.

The program offers **MENTORSHIP**, **TRAINING**, and **JOB PLACEMENT** opportunities to participants who possess a strong desire to achieve **POSITIVE CHANGE** along with a continued willingness and motivation to actively **PARTICIPATE AND GROW**.

17

1

3

5

2

6

WASWANIP

+7889 HOURS



TINY HOME COMMUNITIES

As a part of the journey we walk through with our clients in the criminal justice system, we are building our Tiny Home project to support individuals after they first return to their community. Each of these sites has tiny homes for our clients to re-establish some independence while living in a community supported with social and health services and assistance to reconnect with their Cree identity.

This project is made possible with the help of a **COLLABORATION** between:



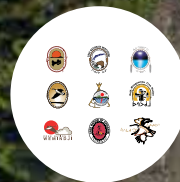
DOJCS



CREE BOARD OF
HEALTH



APATISIWIN SKILLS
DEVELOPMENT



CREE
COMMUNITIES

Our residents will benefit from a **VARIETY OF SERVICES**, such as:



CAREER COUNSELING



LAND-BASED
PROGRAMS



ADDICTIONS
PROGRAM



PHYSICAL ACTIVITY
PROGRAMS

The services will be given to **CREE CLIENTS** that are



REDIRECTED
FROM COURTS
OR DETENTION



TRANSITIONING
FROM
DETENTION



WAITING FOR
COURT DATES
AND UNDER
PEACE ORDERS



FACING
STRINGENT
SOCIO-ECONOMIC
BARRIERS

An aerial photograph showing a construction site for a tiny home community. The site is a large, flat, sandy area surrounded by green vegetation. Several small, rectangular buildings with blue roofs are scattered across the site, some appearing to be under construction or recently completed. A larger, more complex building with a white roof is located towards the bottom right. Dashed white arrows point from the text boxes to specific buildings. People can be seen walking around the site.

TINY HOME COMMUNITY IN WASKAGANISH CURRENTLY UNDER CONSTRUCTION

A simple icon representing a tiny home, showing a small house with a brown roof and red walls.

TINY HOME

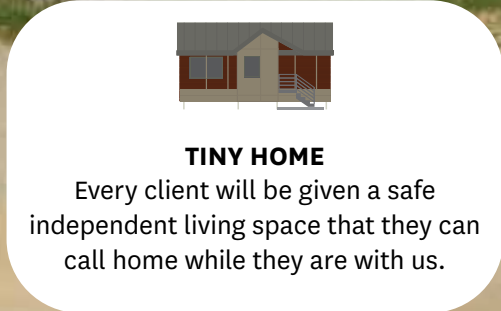
Every client will be given a safe independent living space that they can call home while they are with us.

A simple icon representing a main building, showing a larger house with a grey roof and brown walls.

MAIN BUILDING

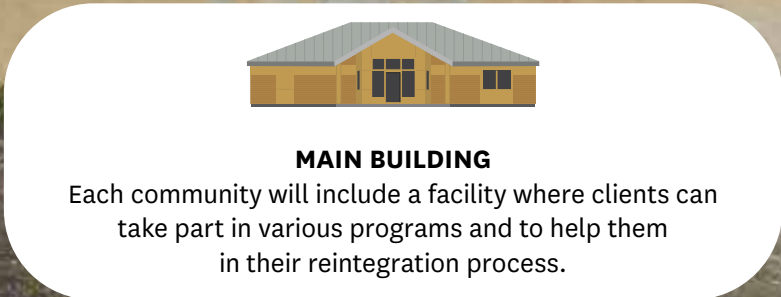
Each community will include a facility where clients can take part in various programs and to help them in their reintegration process.

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Every client will be given a safe independent living space that they can call home while they are with us.

Every client will be given a safe independent living space that they can call home while they are with us.



MAIN BUILDING

Each community will include a facility where clients can take part in various programs and to help them in their reintegration process.

MAIN BUILDING

Each community will include a facility where clients can take part in various programs and to help them in their reintegration process.

LEGISLATION, CASE LAW AND OTHER DEVELOPMENTS



ADDRESSING SYSTEMIC RACISM IN THE CRIMINAL JUSTICE SYSTEM

On November 17, 2022, the Government of Canada adopted legislation to amend the Criminal Code and the Controlled Drugs and Substances Act to repeal mandatory minimum penalties for certain offences, in order to address the disproportionate impacts on Indigenous and Black offenders, as well as those struggling with substance use and addiction (Bill C-5). This Bill was previously introduced in the last session of Parliament as Bill C-22. Data shows that the proportion of Indigenous offenders admitted with an offence punishable by a mandatory minimum penalty has almost doubled between 2007-2008 and 2016-2017, from 14% to 26%. The changes to the Criminal Code and the Controlled Drugs and Substances Act also allow for greater use of conditional sentence orders (serving time in one's community under strict conditions) and require police and prosecutors to consider other measures for simple possession of drugs such as diversion to addiction treatment programs.



REMOTE PROCEEDINGS AND INCREASING EFFICIENCY OF CRIMINAL PROCESS

Bill S-4, adopted by the Government of Canada on December 15, 2022, enhances and clarifies rules for remote criminal proceedings, including appearances by videoconference or audioconference, and expands the current telewarrant process to allow police or specific public officers to apply remotely for judicial authorizations in a wider range of circumstances. Other changes include amendments to the Criminal Code and the Identification of Criminals Act to allow fingerprinting to occur at a later time than is currently permitted to deal with circumstances such as those caused by the COVID-19 pandemic.



CHANGES TO QUEBEC'S YOUTH PROTECTION ACT

In response to the Final Report of the Special Commission on the Rights of the Child and Youth Protection (the "Laurent Commission" Report), Quebec is amending the Youth Protection Act via Bill 15. The revised Act, which came into force on April 26, 2022, affirms that the interest of the child is a primary consideration when making decisions under the Act, creates a National Director of Youth Protection and a province-wide directors forum, and includes a new chapter specific to Indigenous children, among other modifications. The chapter on Indigenous children sets out additional factors that must be taken into account when determining the best interest of an Indigenous child, prioritizes foster family placements within a child's family and community, and enables the formation of family councils to inform certain youth protection decisions, in accordance with Indigenous customs or practices. Provisions concerning the implementation of family councils will come into force at a later date to be established by the Government of Quebec.



SPECIALIZED COURT FOR SEXUAL AND DOMESTIC VIOLENCE

In November 2021, the Government of Quebec enacted the Act to create a court specialized in sexual violence and domestic violence (Bill 92), creating a division of the Court of Québec specialized in sexual and domestic violence. Judges in this division will be required to complete a professional development program providing education on the realities of sexual and



In June 2021 the Government of Quebec enacted legislation requiring health and social service institutions and religious bodies or congregations to communicate personal information to family members that could shed light on the circumstances under which an Indigenous child went missing or passed away (Bill 79). The Minister Responsible for Indigenous Affairs must assist any person in making such a request and following up on it, and assist any person charged with providing access to the documents. The Minister can also conduct investigations where information is not communicated as requested, and a complaints procedure has been established. In June 2021, Anne Panasuk was named special advisor to the Minister of Aboriginal Affairs concerning the application of Bill 79. Over 80 families have now requested assistance with research related to more than 120 children. Families can request support by emailing soutienauxfamilles@mce.gouv.qc.ca or calling 581-993-1548.



In February 2022, the Québec Court of Appeal released an opinion on the constitutionality of the federal Act respecting First Nations, Inuit and Métis children, youth and families (Bill C-92), after being referred the question by the Government of Quebec. Quebec argued that Canada does not have the constitutional power to legislate on youth protection matters, but the Court of Appeal disagreed, finding the federal law to be complementary to provincial youth protection laws. Furthermore, the Court of Appeal concluded that Indigenous groups have an inherent right to self-government over child and family services (referred to as youth protection in Quebec), and this right is recognized under section 35 of the Constitution Act, 1982. Quebec has appealed this decision to the Supreme Court of Canada but at the time of writing, the Supreme Court's decision has not yet been released. For the Crees, youth protection is subject to the special jurisdiction and funding framework of the Cree Board of Health and Social Services of James Bay (CBHSSJB) and the provisions of Section 14 JBNQA and related legislation.



ANNUAL REPORT 2022-2023

LEGISLATION, CASE LAW AND OTHER DEVELOPMENTS

96 did not modify the Charter of the French Language exemptions applying to the Cree School Board and to Crees living and working in Eeyou Istchee. Nevertheless, the Cree Nation Government has communicated certain concerns to Québec with respect to this Bill, and we continue to work with the Quebec government to ensure that the Crees of Eeyou Istchee have full access to education, justice and other important services.



BRITISH COLUMBIA DECLARATION ACT SECRETARIAT

In 2022, the Government of British Columbia established the Declaration Act Secretariat, an independent office tasked with ensuring that all provincial laws align with the United Nations Declaration on the Rights of Indigenous Peoples, as required under BC's provincial Declaration on the Rights of Indigenous Peoples Act. The Secretariat is led by Associate Deputy Minister Jessica Wood/Si Sityaawks, and its functions include providing guidance on consultation, cooperation, and consistency of laws; developing processes and measures to support the alignment of laws; informing the government's legislative agenda; and performing an interlocutor role. In October 2022, the Secretariat released its interim procedure for ensuring the alignment of provincial laws with the UN Declaration. The work of the Secretariat is leading to legislative reforms, including an amendment to the province's Interpretation Act, which now specifies that all provincial acts and regulations must be read to be consistent with the UN Declaration.



UNITED NATIONS GENERAL RECOMMENDATION NO. 39 ON THE RIGHTS OF INDIGENOUS WOMEN AND GIRLS

In October 2022, the United Nations Committee on the Elimination of Discrimination against Women published General recommendation No. 39 on the rights of Indigenous women and girls. The general recommendation is intended to give guidance to states on legislative and policy measures that can support implementation of their obligations under the Convention on the Elimination of All Forms of Discrimination against Women. The Committee found that Indigenous women and girls face intersectional discrimination based on multiple factors including their sex; gender; Indigenous origin, status or identity; race; ethnicity; disability; age; language; socioeconomic status; and HIV/AIDS status, and states must thus take an intersectional perspective to addressing discrimination. The Committee recommendations include development of comprehensive policies to address discrimination and gender-based violence against Indigenous women and girls; data collection and reporting on gender-based discrimination and violence; ensuring Indigenous women and girls have full access to judicial systems; and, ensuring that truth and reconciliation bodies are vested with sufficient resources.



QUÉBEC OMBUDSMAN MONITORING VIENS COMMISSION CALLS FOR ACTION

The Québec Ombudsman is an independent organization that monitors the delivery of public services in Québec, and intervenes to correct violations of the rights of Québec citizens. The Ombudsman office is now overseeing the implementation of the recommendations of the



In October 2021 the Supreme Court of Norway considered the validity of a decision made by the Ministry of Petroleum and Energy in 2013, to expropriate land and grant licenses for the construction of the Storheia and Roan windfarms on the Fosen Peninsula. Indigenous Sami reindeer herders claimed the construction infringed upon their right to culture under the UN International Covenant on Civil and Political Rights (ICCPR) Article 27. Article 27 states that persons belonging to ethnic, religious or linguistic minorities shall not be denied the right to enjoy their own culture, to practice their religion, or to use their language. The ICCPR is incorporated into the Norwegian Human Rights Act and takes precedent over other legislative provisions. The Supreme Court unanimously concluded the Sami's Article 27 rights were violated, and awarded the claimed costs and damages. However, the windfarms have already been built and they are still in operation. Following mounting pressure and protests in early 2023, the Norwegian Government has publicly apologized to the reindeer herders, and committed to working on solutions to safeguard Sami rights on the Fosen Peninsula.



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INTERNATIONAL WORK

UNITED NATIONS PERMANENT FORUM ON INDIGENOUS ISSUES (UNPFII)

The United Nations Permanent Forum on Indigenous Issues (UNPFII) represents the highest level of the United Nations system that is solely dedicated to addressing Indigenous Peoples' matters. It convenes annually at the United Nations headquarters in New York City during the last two weeks of April. National representatives from numerous countries, including Canada, United States, Norway, Russia, Finland, Sweden, France, Mexico, among others, participate in the forum. Also present are representatives from the World Health Organization (WHO), World Intellectual Property Organization (WIPO), and other committees and organizations affiliated with the United Nations system. This year, the forum registered more than 8000 participants, and the central theme was “Indigenous peoples, human health, planetary and territorial health and climate change: a rights-based approach.”

The forum began with the election of the Chair for the session, followed by a traditional opening ceremony. The President of Columbia addressed the critical issue of climate change, emphasizing its particular significance for Indigenous Peoples in terms of the sustainability of their traditional lifestyles and overall planetary health. The imminent large conference on replenishing the rainforests in Brazil was highlighted, which will contribute to mitigating climate change, although the broader objective should be to reduce reliance on coal and oil.

The Secretary-General of the United Nations acknowledged that Indigenous peoples have been advocating for environmental preservation and respectful land relationships for decades, with world leaders slowly recognizing the value of Indigenous knowledge and practices. However, it was also stressed that Indigenous Peoples still face barriers in gaining a seat at the decision-making table.

The forum also discussed General Comment No. 39 from the Committee on the Elimination of Discrimination Against Women. Recommendations included developing policies to eliminate discrimination against Indigenous women and girls, conducting periodic reviews, amending discriminatory laws and policies, equality before the law and ensuring Indigenous women's rights to a safe and healthy environment, among others.

The Cree Nation, along with other groups, participated actively in discussions about the implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) by countries worldwide. They encouraged countries to domestically adopt the declaration, highlighting the legislation enacted by British Columbia and Canada as prime examples. They also noted that the current timeline for consultations with Indigenous groups could be extended to ensure a more thorough consultation process, despite the imminent deadline for the Action Plan's submission to Parliament in June 2023.

The issue of enhanced representation was a central focus of another session, underlining the importance of treating Indigenous leaders on equal footing with other nations when they attend United Nations events and bodies. Despite being valued contributors at international forums, Indigenous Peoples currently only receive formal invitations to the UNPFII and the Expert Mechanism on the Rights of Indigenous Peoples. To mark a century since a Haudenosaunee chief was denied entry to a league of nations meeting in Geneva, the city hosted events and displayed Indigenous flags as an acknowledgment of Indigenous peoples' rights and a message of welcome to Indigenous peoples from around the world.



Donald Nicholls, Director of the Cree Nation Government's Department of Justice and Correctional Services, with Secretary Deb Haaland, Secretary of the Interior for the United States. She carries the distinction of being the first Indigenous woman appointed to the US Cabinet.

An Indigenous leader opens the UNPFII with a traditional ceremony.



*Indigenous Youth Caucus
making a statement at the
Forum.*

INTERNATIONAL WORK

HUMAN RIGHTS COUNCIL – ENHANCED PARTICIPATION OF INDIGENOUS PEOPLES

In November 2022, Cree Nation Government representatives participated in the “Expert workshop on possible ways to enhance the participation of Indigenous Peoples in the work of the UN Human Rights Council.” At a first-of-its-kind meeting in Geneva, the United Nations Human Rights Council invited nation states, experts and Indigenous Peoples to discuss **ENHANCED REPRESENTATION**. Enhanced Representation is about Indigenous Nations being treated like other Nations at United Nations bodies and international meetings. It would mean they would firstly be invited to join in discussions on issues like climate change. It would mean they could propose resolutions like other nations, and support resolutions put forth by others. It would mean they could speak at formal and informal meetings on topics of concern to them. It would mean they would have a seat at the table like other representatives involved. And many nation states present mentioned the valuable contribution that Indigenous Peoples make to meetings and events, so it would make sense if they were invited to more pertinent discussions on solutions to issues facing our planet.

It is important for Indigenous Peoples globally to be ensured such enhanced participation within the United Nations – especially in such key bodies as the Human Rights Council. The Cree Nation Government, and other Indigenous Peoples, put forward that we must have a seat at the table at these meetings. As one Indigenous expert quoted, “if you are not at the table, you are likely on the menu”. As the discussion evolved over the two days from this proposition, it was resolved that there was a need for seven (7) Indigenous seats reflective of the seven social-cultural regions: Africa; Asia; Central and South America and the Caribbean; the Arctic; Eastern Europe, the Russian Federation, Central Asia and Transcaucasia; North America; and the Pacific. The report will be tabled this September at a session of the Human Rights Council, and from there we will get a resolution as to the next steps towards a more equal and inclusive representation of Indigenous Peoples internationally.

EXPERT MECHANISM ON THE RIGHTS OF INDIGENOUS PEOPLES (EMRIP)

Each year the Expert Mechanism on the Rights of Indigenous Peoples (EMRIP) is held in Geneva in July. It is the second specific United Nations mechanism for Indigenous Peoples to meet on their issues. EMRIP provides expertise and advice to the Human Rights Council, and looks at good practices, laws and programs that countries can adopt to support the realization of Indigenous Rights. This meeting also clarifies key principles such as Free, Prior, Informed Consent when dealing with Indigenous Peoples. This is a higher standard of cooperation and collaboration with people. The Cree Nation Government participated in a statement on how the United Nations Declaration on the Rights of Indigenous Peoples Act is transforming a system of law and policy and, although it may be a difficult task, Canada’s commitment is a step towards entrenching the Declaration into Canadian law. There was also a side event on the legislation with Paul Joffe, Chief Willie Littlechild and the Government of Canada speaking in a hybrid format where the speakers joined by video conferencing to further expand on the legislation and where it can go.

In February 2023, UBC Professor Sheryl Lightfoot - who is the North American representative to EMRIP - hosted an EMRIP meeting in Vancouver, BC. The Cree Nation Government representatives attended the meeting, participating on a panel entitled Legal Perspectives on Monitoring Implementation of the UN Declaration – National and Regional Action Plans. In addition, representatives accompanied Dr. Lightfoot on the challenges communities face implementing the declaration in March 2023 in Kanawake and Kanehsatà:ke.

The United Nations Declaration on the Rights of Indigenous Peoples Act (Bill C-15) was enacted by Canada in 2021. With this Act, Canada made a concrete commitment to affirm the Declaration as a universal international human rights instrument with application in Canadian law. This Act requires the Government of Canada to prepare an Action Plan to achieve the objectives of the Declaration by June 21, 2023. The Action Plan must be prepared in collaboration with Indigenous Nations and should set out how Canada will implement the Declaration. During the past year, Canada has prepared a draft action plan and has sought feedback from Indigenous Nations. In 2022, the leadership of the Cree Nation Government raised the importance of ensuring that the process was transparent, inclusive and consistent with the rights affirmed in the Declaration. The draft action plan includes legislative priorities for all Indigenous peoples and for First Nations, Inuit and Métis peoples respectively. The Cree Nation Government is committed to continuing these discussions with Canada.

The GCCEI/Cree Nation Government continues to be an active member of the Coalition. During the past year, Coalition members regularly engaged in conference calls with the Government of Canada – particularly with Crown-Indigenous Relations and Northern Affairs Canada (CIRNA).

The Coalition meetings enable member organizations and Indigenous nations to participate on an ongoing basis, as well as draft press releases, joint statements and participate in meetings around advancing the UN Declaration and the new federal legislation on this key international human rights instrument, especially the federal legislation on Bill C-15.



Donald Nicholls, Director of the Cree Nation Government Department of Justice and Correctional Services, delivering the statement of the Coalition at the UNPFII in New York.

CLOSING MESSAGE

As we look forward to the year ahead, we see more Tiny Home transitional communities emerging. We see discussions on how our Cree courts and judiciary should look and be empowered. We see more collaborations with partners like the Eeyou –Eenou Police Force (EPPF), the Cree Women of Eeyou Istchee Association (CWEIA), the Cree Board of Health and Social Services of James Bay (CBHSSJB), Cree School Board, Cree Men of Eeyou Istchee, Department of Social and Cultural Development, Cree Nation Youth Council, and the Cree First Nations on important issues like domestic and sexual violence. We also look forward to promoting and protecting the rights of Indigenous Peoples through our voice domestically and internationally.

We see more conflict resolution sessions for Cree interested in having the tools and structure to resolve conflicts within their families, communities and organizations. We look forward to more land-based programs to reconnect people to the values and ways that have always been a strength within our society. We are marking our 15 th anniversary as a Department in the Cree Nation. We look at the milestones we have reached and are encouraged by those we continue to set that will bring us further towards our mandate to create a strong foundation in the area of justice and corrections that reflects our core values and fundamental rights as Cree individuals and communities.



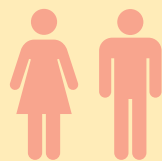


SOCIAL AND CULTURAL DEVELOPMENT

Message from the Director
Rodney Mark



GREETINGS TO THE EYYOU ISTCHEE NATION. THE SOCIAL AND CULTURE TEAM HAS BEEN BUSY THIS PAST YEAR ORGANIZING AND PLANNING EVENTS AND GATHERINGS, AS WELL AS IMPLEMENTING FUNDING AGREEMENTS WITH OUR COMMUNITIES. I WANT TO THANK ALL THE LOCAL DIRECTORS OF SOCIAL/ CULTURE AND RECREATION FOR THEIR COLLABORATION SUBMITTING INTERESTING PROJECTS TO OUR FUNDING PROGRAMS.

 **13**
EMPLOYEES

As a department team, dealing with issues of social, cultural, and sporting events can be challenging at the local level. I would like to reassure you we are here to support and help whenever we can. I would like to encourage and recognize the Local Directors of Social, Culture, Youth and Sports for their hard work and the time they dedicated to your communities. We plan to have another working/networking session with the Local Directors this coming fall. The other exciting endeavor for our team has been working with regional entities such as the Regional CTA, CHB and CSB. We would like to express our thanks to Mr. Thomas Stevens for his collaboration with the Cree Trappers' Association regarding the harvesting program and community freezers project. We appreciate his continued support to our department on a new project we have been looking at with the CTA and the Cree Hunter and Economic Security Board, which is still in its conceptual stages: "Mentoring Program of Traditional Skills and Knowledge".

We are working with Cree Health board on two fronts: one is the Access to Nutrition Committee, and the second is the Implementation and Planning of Miyupimaatisiun Committees within our communities. Regarding the Access to Nutrition committee, we will follow up the food engagement sessions with a report and discussion with our Local Directors in the fall.

We have been able to secure funding for projects this coming year, through the assistance of the Cree Health Board. The Implementation of the Miyupimaatisiun Committees organized a gathering with the CHB team to address social issues. This is an ongoing project with Cree Health Board and our communities.

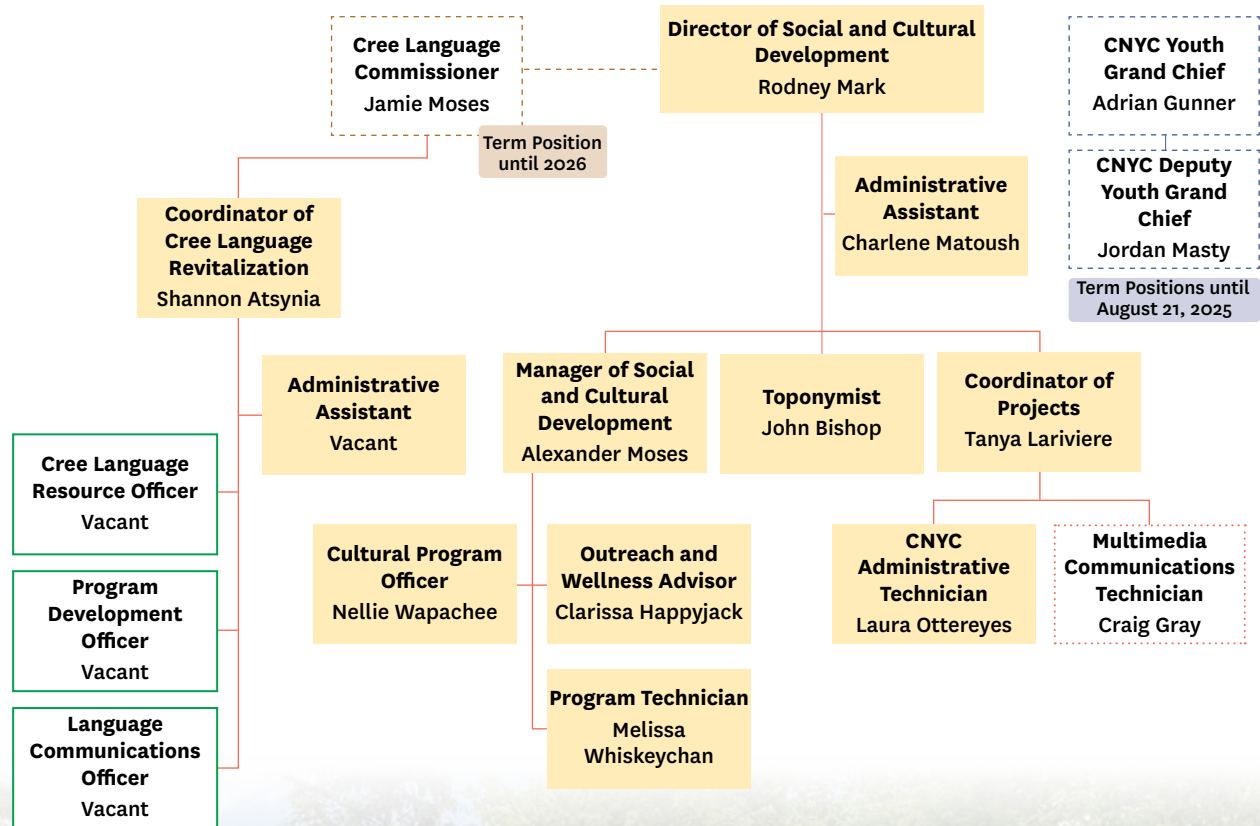
We have had discussions with the Chair and Director General of the Cree School Board on the idea of "School Age Community Programming" in all the communities. Our team facilitated 3 focus group sessions on this matter. In the fall, a formal proposal of a framework is planned on how to implement this idea.

In conclusion, the will to work together at the local or regional level has been most exciting this past year, addressing many social and health issues in our communities. As a team, we look forward to continuing to work together to build our working relationships to further the well-being of our communities.

Rodney Mark
Director of Social and Cultural Development



DEPARTMENT STRUCTURE AND PERSONNEL



Legend:

New positions
for Special
Agreement until
2026

Contracts until
March 31, 2023



The Department negotiates and manages agreements from several provincial ministries and makes funds available to Cree organizations and communities through the application process, agreement implementation, providing support and reporting.

Cree Alliance for Solidarity

The agreement as of 2022-2023 is in its 5th and final year under the current funding cycle. A one-year extension was granted by Québec due to delays in program delivery and negotiations, as well as the pandemic.

Funding Agreement with Secrétariat à la Jeunesse (SAJ), the Cree Nation Youth Council and the Department of Social & Cultural Development.

- **Culture, Language, and Environment:** Creating partnerships that increase programs and services that promote culture, language, and environmental awareness in our youth.
- **Youth Development:** Supporting programming that meets the youth strategic priorities, both as singular and collective goals, at community and regional levels.
- **Capacity Building:** Helping our youth to mobilize their skills and knowledge to effectively contribute as members of their community, and throughout Eevou Istchee.

Funding Source	Amount	Percentage
CNACA	\$75,000	21%
COTA	\$90,000	25%
CTA	\$60,000	17%
CWEIA	\$60,000	17%
JBCCS	\$75,000	21%

Project Name	Community/Organization	Funding Amount
Breakfast Club of Eeyou Istchee	Regional CHB/CSB/CNG	\$75,000
After School Program	Cree Nation of Chisasibi	\$51,285
Karate Program	Cree Nation of Mistissini	\$60,000
Nemaska Sports Program	Cree Nation of Nemaska	\$50,000
Hungry Lunch Program	Cree Nation of Mistissini	\$15,000
Education Incentive Program	Ouje-Bougoumou First Nation	\$13,470
Passing Cree Language & Culture	Nemaska Women's Association	\$33,900
Waswanipi Sports Program	Cree Nation of Waswanipi	\$75,000
Mistissini Aquatics	Cree Nation of Mistissini	\$75,000
Ouje-Bougoumou Sports Program	Ouje-Bougoumou First Nation	\$75,000
Regional Domestic and Family	CWEIA Regional	\$30,000
Elders Snow Removal	Cree Nation of Wemindji	\$40,000
Wachiya Online Store	CNACA	\$15,000
Miyupimaatsuun Gathering Symposium	CHB/CNG Regional	\$58,850
Elders Meals on Wheels	Chisasibi Elders Council	\$49,890

This is the final year for the current agreement with Secrétariat à la Jeunesse and the Cree Nation Government/ Cree Nation Youth Council. The Youth Grand Chief, the Manager of Social and Cultural Development Department, and the Youth support staff met with SAJ to discuss the renewal of the funding agreement for another five years (2 million contributions). With the consultations conducted by CNYC through Online surveys, Community Tour, and regional events, CNYC developed the “Cree Youth Strategic Action Plan 2021-2026, which was delivered in February. SAJ supported the Cree Youth Strategic Plan by awarding the new funding agreement for 2021-2026.

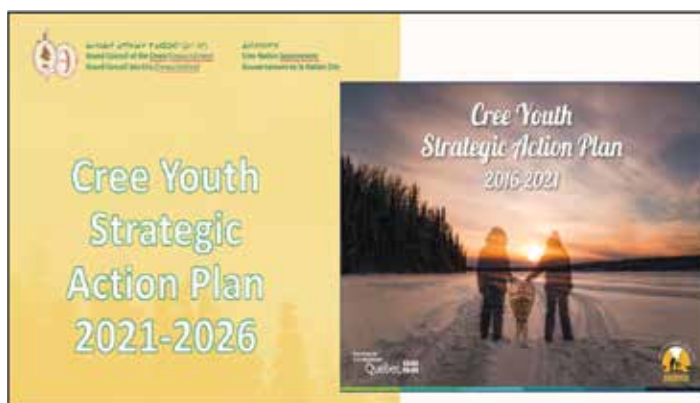


Figure 2. Cree Youth Development Funds, 2022-2023

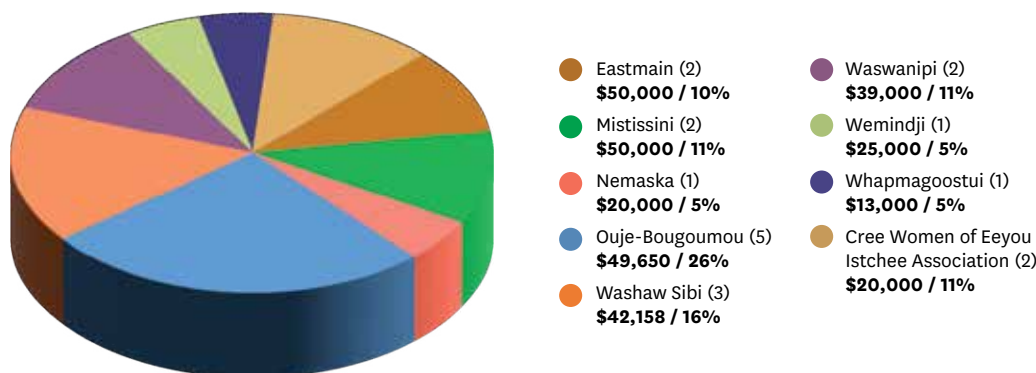


Table 2. Cree Youth Development Fund (SAJ) – Programs and Projects Committed, 2022-2023

Project Name	Community/Organization	Funding Amount
Youth & Elders Program	Cree Nation of Ouje-Bougoumou	\$13,470
Camo Court	Cree Nation of Ouje-Bougoumou	\$10,650
Youth Awareness 2022	Cree Nation of Ouje-Bougoumou	\$10,000
Wisdom Elders Book	Cree Women of Eeyou Istchee Association	\$5,000
Obstacle Project	Cree Nation of Waswanipi	\$14,000
Education Incentive Program	Cree Nation of Ouje-Bougoumou	\$5,530
Youth Week	Cree Nation of Ouje-Bougoumou	\$10,000
Documentary DFV	Cree Women of Eeyou Istchee Association	\$15,000
Summer Sports Program	Cree Nation of Mistissini	\$25,000
Fish Harvesting	Cree Nation of Eastmain	\$25,000
Music Program	Cree Nation of Waswanipi	\$25,000
ᐅᓕᓴᓵ tipaachimuu"	Cree Nation of Wemindji	\$25,000
Week of Games	Cree Nation of Eastmain	\$25,000
Youth Pow Wow	Cree Nation of Mistissini	\$10,000
Youth Empowerment Conference 2023	Cree Nation of Mistissini	\$25,000
Youth & Elders Gathering	Cree Nation of Washaw Sibi	\$21,200
Bimskadaow Weyasakami	Whapmagoostui First Nation	\$13,000
Skiing Activity	Cree Nation of Washaw Sibi	\$7,538
Winter Cultural Experience	Cree Nation of Washaw Sibi	\$13,420
Music Program	Cree Nation of Nemaska	\$20,000

The Social and Cultural Department of the Cree Nation Government manages the specific funding agreement for improving the living conditions of Elders in the Cree Communities of Northern Quebec. The funding under this is allocated by the Ministère des Affaires municipales et de l'Habitation, and this is the final year within a 5-year funding cycle. Funds provided by MAMH are also matched by the Cree Nation Government, through the Department of Commerce and Industry, in support of social conditions for Elders.

1. Direct Assistance for Elders
2. Participation in community
3. Healthy lifestyles
4. Creating safe and welcoming environments
5. Traditional knowledge, skills, and language

The total number of programs funded over the agreement from 2018-2019 to 2022 to 2013 was 52. The total amount of funding provided to the Cree communities and Cree entities over the agreement term was \$597,138. We are currently in discussions with MAMH for a new 5-year agreement.

Region	Amount (\$)	Percentage (%)
Chisasibi	\$85,949	39%
Wemindji	\$35,000	16%
Ouje-Bougoumou	\$10,000	4%
Waskaganish	\$50,000	23%
Regional	\$41,178	19%

Project Name	Community/Organization	Funding Amount
Wemindji Cares	Cree Nation of Wemindji	\$35,000
Elders Fund for Action	Ouje-Bougoumou Cree Nation	\$5,000
Hide Preparation Program	Cree Nation of Chisasibi	\$50,000
4th Gookumnooch Gathering	CWEIA Regional	\$41,178
Storytelling and Legends	Cree Nation of Chisasibi	\$35,949
Waskaganish Snow Clearing	Cree Nation of Waskaganish	\$50,000
Youth Week	Ouje-Bougoumou Cree Nation	\$5,000



MCCQ – Eeyou Istchee Cultural Development Funding (CCDF)

The CCDF fund was started in 2021-2023 as a three-year agreement. Due to late transfer, the three-year agreement will be delivered over two years: 2022-2023 and 2023-2024. The funding agreement is signed with the Ministère de la Culture et des Communications du Québec (MCCQ). All program applications in this fund require a matching Cree contribution. Programs for this fund support:

1. Cree community Cultural Programming
2. Cree Regional Entities working in Cree language and Culture
3. Social and Cultural Department for innovative cultural programming

Figure 4. Cree Cultural Development Program Funding by Community, 2022-2023

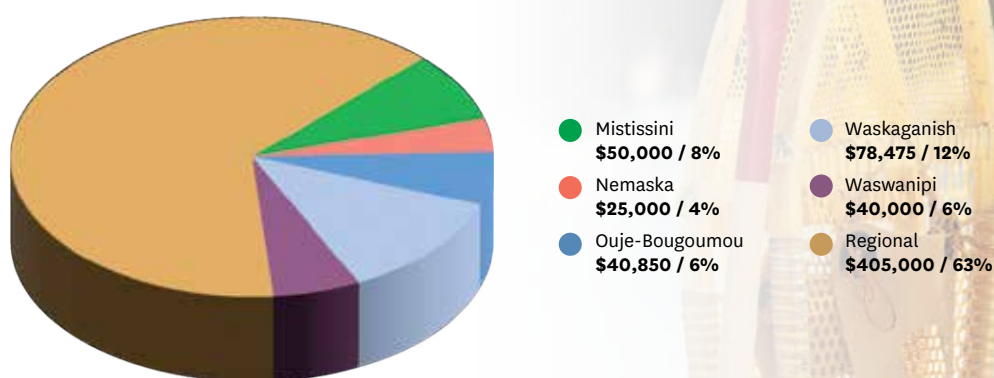


Figure 5. Cree Cultural Development Program Funding by Entity, 2022-2023

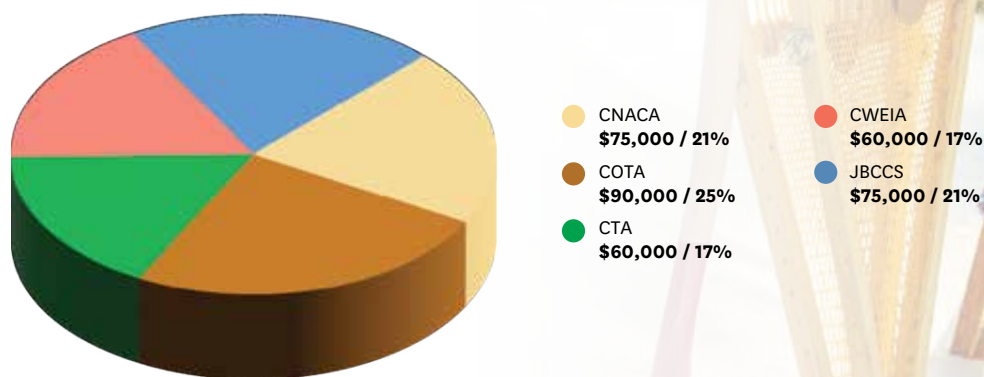


Table 4. Social and Cultural Development for Innovative Cultural Funding, 2022-2023

Project Name	Community/Organization	Funding Amount
Wisdom Elders Book	CWEIA Regional	\$35,000
Bear Den Winter Activities	Cree Nation of Chisasibi	\$50,000

Photo: Katherine Dehm



LANGUAGE COMMISSION

Report on Cree Language Office

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As the Commissioner of the Cree Language, I am pleased to offer the annual report from my office on the plans and progress we have made in the last fiscal year.

Our team has been working hard to initiate the launch of the strategy we developed together during our very first year with the committee. Our core strategy has always included the previous plans and assessments that were conducted over the past 40 years, which provide our team with a sense of pride that continues to build a team that will ensure our language is in good hands.

Through all of this, we developed our plan to expand a team that will be able to focus on the areas of communications, language resources, innovation on ways we can adapt our methods in the modern world, research and revitalization, and program development that communities will be able to utilize to aid in our efforts to maintain and strengthen Cree Language.

Highlights of our Year:

- CSB Cree Language & Culture Educators Inland Tour (May 2022)
- Commissioner's visit to BC with the Indigenous Language Commissioner
- Release of our Vision Statement



- Release of the Cree Language Organigram Plans
- Development of a Cree Language Toolkit
- 5-year funding agreement signing March 30, 2023 (CNG, CSB, CHB, BOC)

With the funding in place to support the development of my office, we will soon be able to hire staff members that will join our team. This integral part of our plan is essential to forming a strong and dedicated group that will work together to ensure our Cree Language flourishes and thrives for generations to come. My team and I are incredibly excited and very much looking forward to the next steps in the development of my office.

On behalf of my team, we wish to recognize and extend thanks to the Cree Nation Government, Cree School Board, Cree Health Board, and the Board of Compensation for their commitment over the next five years, which will ensure the growth and expansion of this office. With change come challenges; however my team and I are confident that we will build a solid foundation on which the roots of our language will not only strive but continue to thrive.

Aakutaah, chininaskumitinaawaau misiwaa.

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Niiyi, Jamie Moses



Photos: Phoenix Gull

TRADITIONAL PURSUITS

The Department of Social and Cultural Development continues to work with partners throughout Eeyou Istchee on a wide variety of projects related to Cree knowledge and culture. Work on the place names database continues, and the department regularly receives requests for data to support communities in various contexts. The department continues to produce reference maps, one of which won Esri's Map Calendar Contest and was featured as the January map in Esri's 2023 Connecting Communities Calendar.

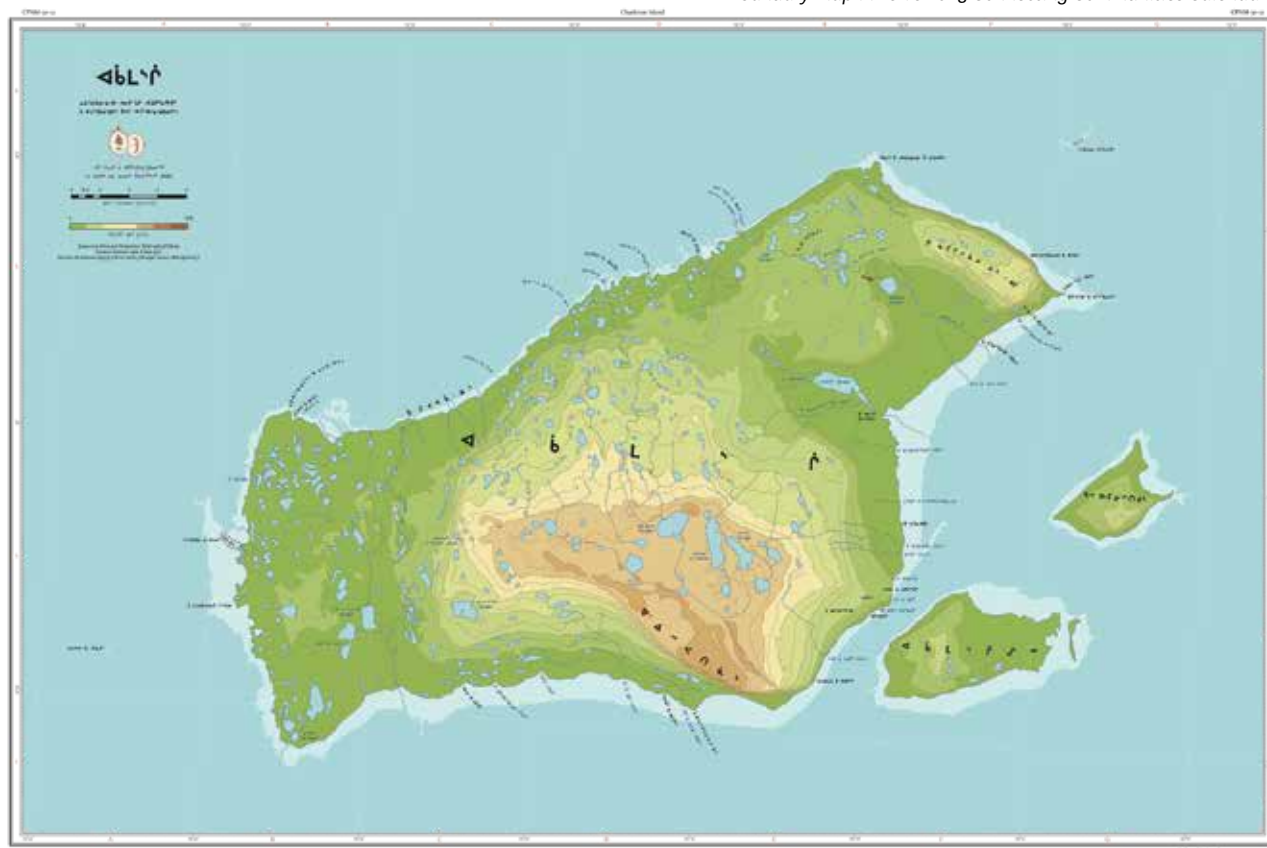
Our department has also been collaborating with several partners on building and organizing archival collections of Cree language research materials gathered over past decades. We are working with the Cree Nation Government's Records and Information Management team to ensure that these materials will be consistently organized and available as the Cree Nation Government implements an archival management platform. Partners in this work include the Cree Nation Government's Department of Environment and Remedial Works (Challenge Fund and the Coordinator of Marine Conservation), as well as Aanischaaukamikw Cree Cultural Institute (ACCI). Archival collections that we are actively working on digitizing, organizing, and repatriating include materials related to the Cree Nation Government's Archaeology, Culture, and Heritage Program, its Place Names, Stories, and the Land Program, and its 2002 research program to establish the Eeyou Marine Region. We have also digitized a large body of interviews undertaken by Hydro-Québec for its East-West sector study and are

readying them to be made available. Much of this material is in the Cree language and relates to local Cree history, geography, and land use and therefore will be of interest and use to the general Cree public as well as to Cree Nation Government departments working on land use, environmental assessment, and on the establishment of protected areas.

We have also been working as part of the Cree Nation Government's GIS working group on implementing a Geospatial strategy. Our department's spatial data will be an important part of the data being consolidated and made available as part of this process. In preparation, we are readying Cree language place names data and data related to burial sites and place-based oral history. We hope that the Geospatial strategy will also provide the opportunity for us to disseminate published Cree-language place names maps – many of which have already been drafted. If you have a need for a Cree language place names map, please do not hesitate to contact John Bishop, the department's toponymist.

Finally, we have also been working in support of Chisasibi as they investigate the Fort George residential school site. We have been liaising with Crown-Indigenous Relations and Northern Affairs to secure funding and have been participating in discussions relating to the GPR survey, which will take place this summer. In addition, we have worked to secure funding for Mistissini as we look forward to Cree participation in future discussions about the La Tuque Residential School.

*Akaamaschii (Charlton Island)
Winner of Esri's Map Calendar Contest and featured as the
January map in Esri's 2023 Connecting Communities Calendar*





YOUTH SECTOR UPDATE

Message from the Grand Youth Chief

Wachiya. On behalf of the Cree Nation Youth Council (CNYC) and our dedicated team, it is with immense pleasure and enthusiasm that we extend a warm welcome to all of you to our annual report on Regional Youth Initiatives.

This report stands as a testament to our unwavering commitment to the growth, empowerment, and well-being of our youth. We passionately believe that the potential of our future lies in the hands of young people, and it is our collective responsibility to equip them with the tools, opportunities, and support they need to flourish.

Over the past year, we have achieved remarkable milestones as a team, driving positive change in youth development. This annual report provides a glimpse into our highlights, offering you, our valued partners, an opportunity to witness the impact of our collaborative efforts.

We extend our heartfelt gratitude for your continuous support and active participation in the Cree Nation Youth Council. We eagerly anticipate the promising future ahead, for our team, board, and, most importantly, our young people.

Thank you for joining us on this remarkable journey.
Chisemintuu skuu shuuweimikwauu miswah!

Mikwetch,
Adrian N. Gunner
Jordan Masty

The Youth Crew and Collaborators

The CNYC's agreements, programs funding and administration of special projects are carried out under the responsibility and supervision of the Social and Cultural Development department. Our administration focuses on proposing meetings, trainings, planning sessions, communications as well as implementing and promoting our programs, projects, and organization mandate.

In addition to the internal changes within the permanent staff, we are also excited to welcome two contractual positions to our team in the upcoming new fiscal year to help us carry out our activities.

Elected Co-Chairs

Adrian N. Gunner – *Youth Grand Chief*
Jordan Masty – *Deputy Youth Grand Chief*

Current Youth Staff

Laura Ottereyes – *Administrative Technician*
Craig 'Ayden' Gray – *Multi-Media Technician*
Steve Einish – *Projects Technician*

Department of Social and Cultural Development Staff

Tania Richmond – *DSCD Coordinator of Projects*
Melissa Whiskeychan – *Program Technician (Cree Youth Development Funds)*

CNYC Governance Matters

Board of Directors
Youth Chiefs, Youth Development Coordinators
Executive Committee
Austin Cheezo, Corrina Napash, Phil Mattawashish

Meetings and Representation

The Cree Nation Youth Council (CNYC) is a governing body led by a Board of Directors comprised of the elected local youth chief from each of the 10 Cree communities in Eeyou Istchee alongside their local youth coordinators. Together, they work on the development of CNYC led initiatives that aim to foster the growth of youth as the future leaders of the Cree Nation.

Below is an overview of the meetings that were held over the course of the 2022-2023 fiscal year:

Meetings, 2022-2023

Executive Committee	
Virtual	July 5, 2022
Virtual	August 15, 2022
Montreal	September 20-21, 2022
Chibougama	November 2-3, 2022
Virtual	January 18, 2023
Eastmain	January 30, 2023
Virtual	February 23, 2023
Board of Directors	
North Bay	April 11-13, 2022
Mistissini	July 26-28, 2022
Virtual	August 16, 2022
Amos	October 4-6, 2022
Eastmain	January 31 – February 2, 2023

As a part of their mandate, the elected co-chairs of the CNYC also provide a regional representation for youth matters. From August 2022 to July 2023:

- Secrétariat à la jeunesse (SAJ). Annual Meeting with Partners (Quebec City)
- CNG/GCCEI Council Board (Whapmagosotui)
- Pride Walk (Mistissini)
- Cree Nation Government Housing Conference – pending, June 2023 (Gatineau)

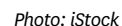
33rd Annual General Assembly

Chiiwaahtatau: Maamuu uupuhkaputaau

For this year's assembly, youth representatives from every community gathered in Old Nemaska from August 19 to 21, 2022, for the 33rd Annual General Assembly. Per the request of the youth in previous assemblies, this gathering was held in a setting closer to nature to connect with the land.

This year's assembly was also made special by the presence of the Atikamekw Youth Council and Qarjuit Youth Council who came to meet our youth with the intent of building connections between our nations for future collaboration.

- Abel Wapachee (tallyman) for welcoming the youth on his trapline;



- Thank you to all the Local Youth Councils for their precious help and for giving the regional team the privilege to connect with their youth. Upcoming tour dates for Whapmagoostui and Post-Secondary & Urban youth will be announced by the end of summer 2023.

During the winter, the CNYC team visited most of the communities. Evenings of fun and games were hosted in collaboration with the Local Youth Councils to engage with the youth and connect with them in person. When possible, the CNYC Team visited the local school to speak to the students and invite them to the evening of fun as each community was given the opportunity to host an evening tailored to their own local youth's interests. In their surveys, the youth expressed their gratitude and wished to have more opportunities like

-

- Jomarie Einish, 2Spirit Advocate & Entrepreneur (Washashqawin Euphoria) for bringing awareness and understanding of the 2SLGBTQIA+ Community;
- Steve Einish (KONG/Nomad Entertainment) for sharing his journey from the carceral system to entrepreneurship in his motivational speech as well as his performance;
- The Mukash Family, for their teachings and time;
- Geraldine Trapper, our very own Miss Eeyou Eenou Nation, for sharing their inspiring and ongoing journey with the youth;
- Our very own Ayden Gray (CNYC Multi-Media Technician/ Sinematic) for his performance and sharing an exclusive preview of his mental awareness song 'War with Myself';
- Brent Masty (NAME Studios) for all the sound tech and gizmos;
- Jean Masty for sharing her seamstress talents and INUIT for suvalik teachings;
- Nick Wapachee, who took on the big job of being our MC extraordinaire and for sharing his love of the Cree Language through pop music.

Last but not least, a special thank you to the Whapmagoostui Youth Council for being amazing hosts, Christa Bobbish the Local Event Coordinator for her amazing work, as well as all the people took in our youth or helped the team make this possible.

Highlights and goals for 2023-2024

- CNYC Tour – Whapmagoostui Stopover
- 34th Annual General Assembly (Fort-George)
- CNYC Tour – Post-Secondary Students & Urban Youth (Fall 2023)
- Cultural Exchange (Winter 2024)
- Youth Retreat (targeting all)
- Governance Review (ongoing)
- Awareness Campaigns
- Building partnerships



Miyupimaatisiin Committees

This partnership aims to Support community-led and -owned Miyupimaatisiin strategic work plans, to support regional alignment with community Miyupimaatisiin priorities, and to engage community groups and people with the objective of overcoming issues by tapping local strengths. We facilitate committees about main issues affecting Miyupimaatisiin in each community and opportunities to address them by supporting “working together” strategies.

Formalization of shared responsibilities and addressing social issues

The objective of the Gathering was to build a positive relationship with regional entities and working committees by sharing information and resources through the Cree First Nations. It focused on capacity building and engaging with working committees by distributing and presenting important data from regional entities such as the following:

1. Public Health
2. Statistics of EEPF
3. Education
4. Social matters
5. Regional Strategic plan

1. Cree Nation Government
2. Cree Health Board
3. Cree School Board
4. CWEIA
5. Eeyou Eenou Police Force

Action plan Initiatives

1. Community Engagement
2. Social, Health and Wellbeing
3. Cultural and Language
4. Education and Leadership

The Social and Cultural Development department will continue to collaborate with regional entities and support all communities by developing and sustaining their Mi-yupimaatisiin Committees to build a strong and healthy Cree Nation.





FORESTRY

Message from the Director
Gillman Ottereyes



ONCE AGAIN, I AM PLEASED TO SHARE SOME OF OUR ACHIEVEMENTS FROM THE PAST YEAR. 2022-23 MARKS OUR FOURTH YEAR AS A STANDALONE DEPARTMENT WITHIN THE CREE NATION GOVERNMENT ADMINISTRATIVE STRUCTURE. EMERGING FROM COVID-19 RESTRICTIONS, WE HAVE BEEN ABLE TO MAKE PROGRESS ON MANY OF THE FILES THAT WERE DELAYED.



Perhaps our biggest advance came with the completion of the renewed Cree Traditional Activities agreement with Quebec. Signed in the summer, this Agreement was retro-active and covers from 2021 through 2026, providing a further \$17.5 million in funding for those communities and land users who are directly affected by commercial forestry operations. With the completion of this Agreement the department also engaged Norman Ottereyes in the fourth quarter to coordinate the program's administration with our local community partners.

Another milestone for the department was the engagement of a fulltime wildlife biologist to provide analysis on how forestry harvesting operations impact wildlife and their habitats and to offer recommendations on how to minimize these impacts. Jérémie Poupart Montpetit assumed this position in the fall, moving over from the department's Coordinator of Monitoring.

Perhaps our biggest challenge last year, especially for our new biologist, relates to our collaboration with the Ministry of Natural Resources and Forests (MRNF) on the development of a set of Wildlife Habitat Directives. These Directives are aimed at providing additional tools for forest managers to reduce the impact that commercial forestry has on wildlife habitats. Originally part of Paix des Braves Agreement, these Directives remain incomplete, and despite a concerted effort on the department's behalf to push for a set

of interim directives last year, the MRNF refused to accept any proposals. In response, we have urged for an aggressive development and implementation schedule with the MRNF for next year.

In the last quarter, our GIS Analyst and Forest Planner completed their two-year project for the relocation of a series of biological refuges for many of the traplines affected by forestry. These additional protected areas were secured through amendments made to the Paix des Braves (amendment six) in 2015. To complete this work, the department staff had to conduct careful mapping consultations with over 100 Tallymen and land users to ensure their satisfaction.

Progress was also made with respect to the Crees' engagement in the forest industry. Following internal discussions with management it was agreed that the department of Commerce and Industry would lead our efforts at the Cree-Quebec Forest Economic Council. The director of the Forestry department will continue to participate at the council and the department will continue its technical support when required. It should be noted that soon after this organizational decision was made, the two department directors were successful in convincing the MRNF that its formula for allocating wood to the Cree companies was unfair. Following this acknowledgement, adjustments were made to improve the location and value of wood allocated under the Paix des Braves.

It was an exciting year for the Forestry Department, and I am proud of the progress the team has made. We continue to improve our capacity to provide professional services to the Crees and we continue our successful collaboration with other Cree departments and our government partners. I look forward to the opening of our new office in the coming year and invite everyone to stop by if you are in Waswanipi.

Gillman Ottereyes
Director of Forestry

MANDATE

The Forestry Department's mandate is to implement the provisions of the Adapted Forestry Regime set out in the *Paix des Braves Agreement*. In its broadest terms the regime is designed to:

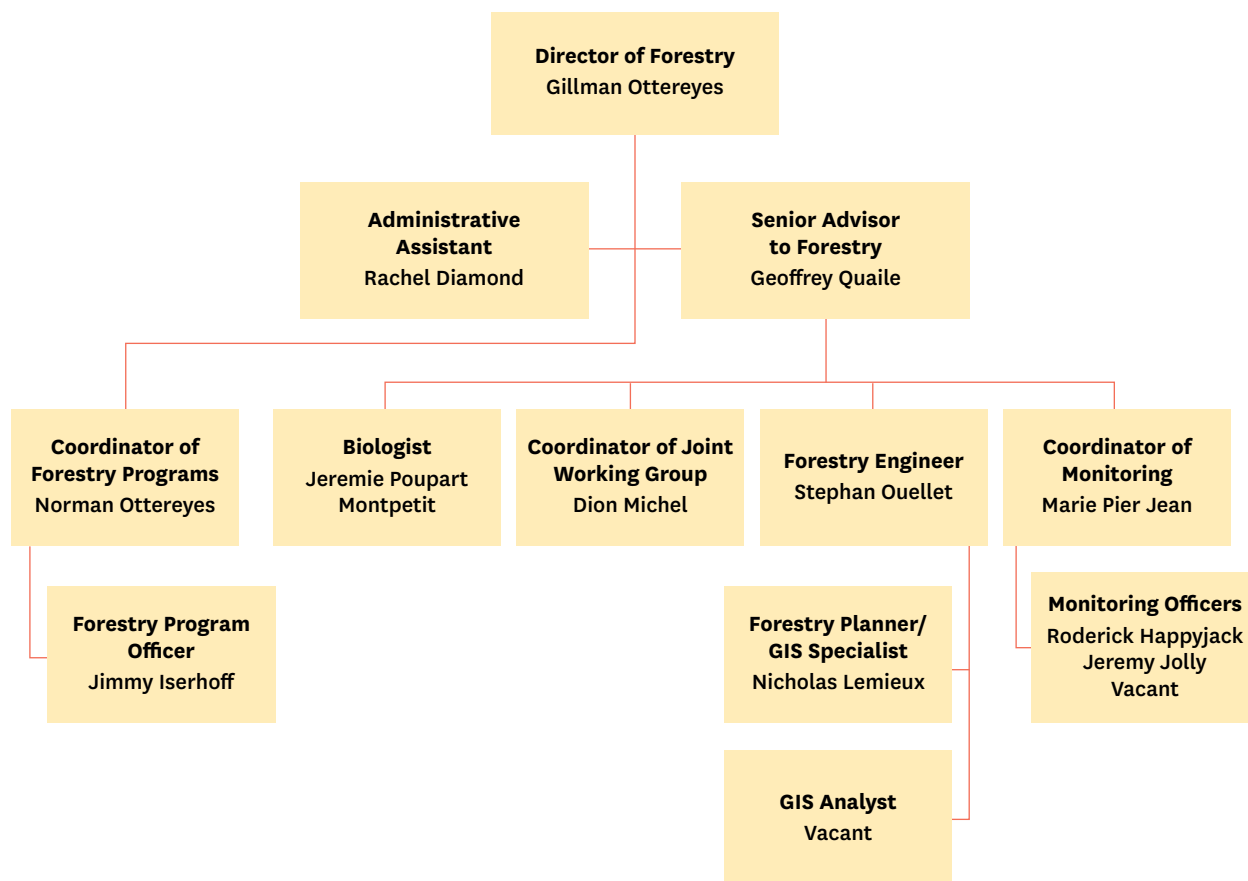
- Provide adaptations to the forestry law to better take into account the Cree traditional way of life;
- Provide greater integration of concerns relating to sustainable development;
- Provide participation, in the forum of consultation, for the Crees in the various forestry planning and management processes.

In addition to these goals, the 2002 and 2015 *Baril-Moses Agreements* extends this regime to Mistissini and Ouje-Bougoumou traplines east of the height of land. The Cree Quebec governance agreement also provided for the establishment of a collaborative forest management regime over Category II lands.

The Department also administers the Cree Traditional Activities Enhancement Program, which funds local projects to mitigate the impact of those land-users who are affected by forestry. Although not part of the *Paix des Braves Agreement*, this program is jointly funded through an agreement with Quebec and has been renewed 3 times since 2005.

Photo: Katherine Dehm





FORESTRY DEPARTMENT STAFF

Our department Director, Gillman Ottereyes, sits on the Cree Quebec Forestry Board and the Cree Quebec Forest Economic Council and oversees all files and activities related to the administration of the forestry regime in Eeyou Istchee. Rachel Diamond also provides much needed support in her capacity as Administrative Assistant to the Director.

Our Forestry Engineer, Stephan Ouellet, provides advice and technical support to the Cree Nation Government and the Cree communities on matters related to forestry. He analyzes the Annual Forest Management Plans, Special Management Plans, and any related modifications, to ensure that the rules of Chapter 3 regarding forest activities are applied within Eeyou Istchee and the Baril-Moses territories.

Our Forestry Planning Officer for Category II lands, Nicolas Lemieux, will take full responsibility for preparing forestry management plans for Category II traplines when work begins on the Collaborative Forestry Regime. Implementation for the Regime is to be set out in two five-year phases. In the first phase, Nicolas will work closely with the MRNF forest planners and be familiarized in their planning systems. In the second 5-year phase, he will prepare forest management plans for Category II lands. In addition to this

role, Nicolas provides technical assistance on a wealth of Department files including work related for our relocation of Biological Refuges project.

Our GIS Analyst, Marie-Pier Jean, supported the Forestry Planning Officer and brought her expertise to all department files through geomatics data analysis and mapping – work that will be critical to meet our forest management and planning targets as we move toward Phase 2 of the Collaborative Forestry Regime. This past year, Marie-Pier and our Forestry Planning Officer completed a remapping of the location and dimensions of key forest areas that are important to Cree land users which serve as a critical part of the Adapted Forest Regime.

Our Forestry Joint Working Group (JWG) Coordinator, Dion Michel, facilitates the work of the Joint Working Groups in each of the 5 Cree communities affected by forestry, supporting Cree land users and community members in forestry planning consultations and providing technical assistance to solve forestry-related conflicts that arise during the planning and implementation stages.

As mentioned, Norman Ottereyes is the new Coordinator of Forestry Programs. Along with Jimmy Iserhoff, who continues as our Forestry Programs Officer. Together, they work

to implement the Cree Traditional Activities Enhancement Program, which funds remedial projects in the Cree communities affected by forestry.

Our Field Monitoring Coordinator, leads our monitoring program, establishing procedures, gathering data, responding to the concerns of Cree land users, and monitoring activities on the ground to ensure that the implementation of forestry plans adheres to the agreements and respects the concerns of Cree tallymen and land users. Our Field Monitors, Roderick Happyjack and Jeremy Jolly, assist the Field Monitoring Coordinator, conducting field work, and facilitating the participation of Cree community members in consultation, monitoring, and conflict resolution processes. For most of the year, William Saganash served as interim Field Monitoring Coordinator until late in the final quarter when William left the department for another position. He will be replaced by Marie-Pier Jean, who will move from her position as GIS Analyst at the beginning of the new fiscal year.

Jérémie Poupart Montpetit, who started as the Field Monitoring Coordinator, was engaged as the department's Biologist in September. Along with leading the collaborative efforts with the MRNF on developing wildlife habitat directives, Jérémie will act as a resource person, provide advice and troubleshoot difficult forestry management issues related to wildlife protection.

Serving as Senior Advisor for the Environment and Remedial Works Department, Geoff Quaile also joined the Forestry Department full time as the Senior Forest Advisor. While he fulfilled a similar role for both departments previously, Mr. Quaile now works exclusively in forestry and has also assumed a management role for the department's technical staff.

FUTURE DEPARTMENT FACILITIES

Construction of the new building which will host the Cree Nation Government's Forestry Department and the Cree Quebec Forestry Board's secretariat in Waswanipi is ongoing. Last year the exterior of the building was completed, and work continues for the interior. We are hopeful that the facility will be ready for late summer or early fall. In addition to this building, work was also completed on three apartments for permanent and visiting staff.

CREE QUÉBEC FORESTRY BOARD

The Cree Quebec Forestry Board (CQFB) was established for the parties to monitor the implementation of the Adapted Forest Regime of the *Paix des Braves Agreement*. The Board holds a minimum of four regular meetings each year as part of its mandate. In the past year, specific focus was given to the status of moose habitat within traplines affected by forestry management operations through a partner project with the University of McGill. The CQFB also continued with its ongoing monitoring framework which is designed to track progress on a variety of issues related to the Adapted Forest Regime. The Cree members appointed to the CQFB are Gillman Ottereyes, Isaac Voyageur, Geoff Quaile, Nadia Saganash and Ian Blacksmith. Technical support from the department is provided by Stephan Ouellet and Dion Michel.

IMPLEMENTATION OF 3.60 (FORESTRY ECONOMIC DEVELOPMENT)

Cree-Quebec Forestry Economic Council

The Cree-Quebec Forestry Economic Council (CQFEC) was created through amendment six to the *Paix des Braves Agreement*. The parties agreed to this amendment because it was recognized more attention was required toward improving Cree involvement in the economic opportunities that the forest resources offer. Launched in 2016, CQFEC is comprised of three Cree Nation and three Quebec Government members. CQFEC addressed two significant issues in 2022-23.

Quality of Timber Allocation

The first concerned the value and location of the wood that is annually distributed to Cree companies under the *Paix des Braves* allocation. Representatives from these companies expressed their dissatisfaction, noting they consistently received wood allocations that were inferior to the other non-Cree companies in the region. The Cree members of CQFEC brought this concern to their counterparts and an analysis was undertaken. This analysis revealed that the Cree companies' timber allocation regularly fell below the average in terms of value and distance from communities. With this validation, the Cree companies were able to successfully renegotiate and improve their allocations.

Paix des Braves Silviculture Allocation

Through amendment six of the *Paix des Braves*, the Crees were able to secure 15% percent of the annual silvicultural budget on an annual basis. In previous years the MRNF would notify the Forestry Department of the available amount and this budget would be allocated internally among Cree forest service companies. However, for this year, the MRNF revised its internal policies on how these funds are allocated and essentially bypassed the Cree Nation Government altogether. The funds were provided to the Crees, but the MRNF determined the allocation. As there was no prior consultation on this change, the issue was brought to CQFEC. Following a review of the issue, the parties determined that the silvicultural allocation system would be reviewed in the coming year.

Table 1. Budget distribution for Cree silvicultural enterprises 2022-23

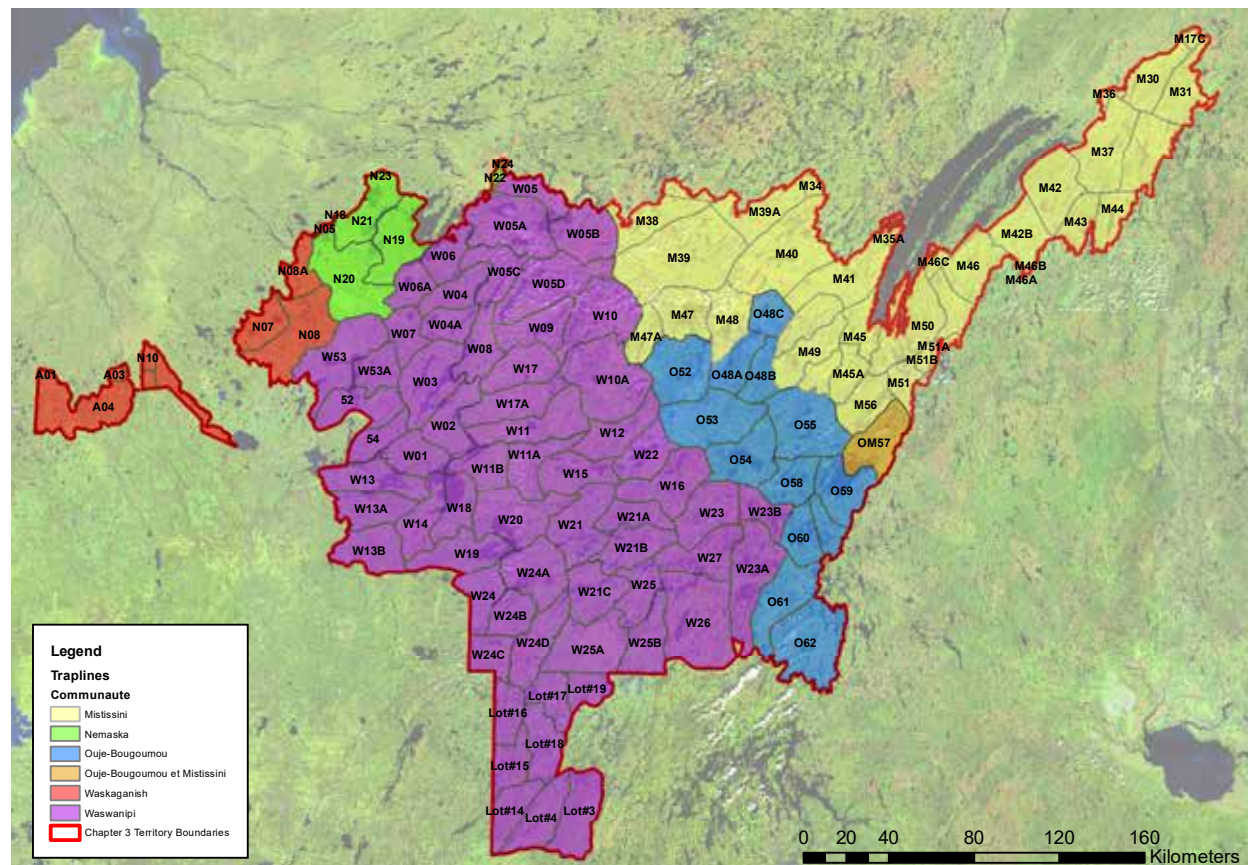
Enterprise	Budget (\$)	% of the budget
Staakun Enterprise	1 074 521	51.02
Dooden	217 031	10.30
Weshthau	232 534	11.04
Miiyunakutaw	232 534	11.04
Eenatuk Forestry	349 620	16.06
Total	2,106,240	100.00



FORESTRY PLANNING

Cree Communities Impacted by Forestry

Traplines within the Chapter 3 Territory



Traplines within the Chapter 3 territory Legend Traplines Communities
Mistissini, Nemaska, Ouje-Bougoumou, Waskaganish, Waswanipi

Forestry Activity in 2022-23

The table 2 shows forestry-related activities within the territory covered by the Adapted Forestry Regime in 2022-23. A total of 88 traplines were affected by forestry operations last year (up from 79 in the previous year).

Baril-Moses Territory

Pursuant to the 2015 Baril-Moses settlement agreement a tripartite working committee among the Cree, Innu and Quebec was set up. This committee oversees the current implementation of many of the forestry provisions of the Adapted Forestry Regime for Mistissini and Ouje-Bougoumou traplines that overlap with Innu lands. Additionally, the committee was collaborating on revisions to the forestry provisions prescribed in the original 2002 Baril-Moses Agreement.

Since COVID-19, progress for this table has been slow such that the Crees and Quebec have missed several important scheduling benchmarks listed in the 2015 agreement. In December the MRNF office for region 02 suspended their involvement for the working committee to allow their authorities to establish new working objectives and schedules for their mandate.

In January, the Cree Nation Government Forestry Department learned that the MRNF in region 02 was considering approving a 5-year harvesting plan (2023-2028 PAPIO) that would allow Resolute Forest Products to harvest an amount of timber that exceeded Quebec's Chief Forester's recommendation by over 250,000 cubic meters. Upon further analysis, it became apparent that Resolute had planned to concentrate its harvesting in the Baril-Moses traplines for the next 5 years. The planned escalation in harvesting alarmed other forestry companies who also seek wood in the Baril-Moses area because an important source of their timber supply would be exhausted in the short term. Moreover, this amount of harvesting concentrated in the Baril-Moses Traplines would be yet another violation of the Baril-Moses Agreement which triggered the need for a settlement agreement in 2015. Working with Chantiers Chibougamau Ltée, the Forestry Department provided a written intervention to the MRNF regarding this unsustainable plan. It is our understanding that Resolute Forest Product's plan is under revision. The Forestry Department will seek the guidance from leadership on how to proceed on this difficult file in the next fiscal year.

Chapter 3 of the *Paix des Braves Agreement* allows for 1% of the total area of a trapline included in a Forest Management unit to be identified as Cree Areas of Interest, on which no forest development activities may be undertaken unless the tallyman agrees otherwise. The Agreement also provides for the creation of Areas of Wildlife Interest for each trapline. These areas, which total 25% of the productive forest area on any given trapline, provide a further layer of precision for forest management activities in sensitive wildlife habitats identified by the tallymen.

This has been a complicated and highly technical exercise that required the participation of all affected land users. Our Forestry Planner, GIS Analyst and Field Monitoring Officers worked closely on a weekly basis with the Joint Working

Community (Traplines)	Harvesting		Roads		Silvicultural	
	Yes	No	Yes	No	Yes	No
Waswanipi (62)	57	5	57	5	51	11
Mistissini (31)	18	13	18	13	21	10
Ouje-Bougoumou (13) (O/M-57)	11	2	11	2	11	2
Nemaska (7)	2	5	2	5	0	7
Waskaganish (3)	0	3	0	3	0	3
Total (116)	88	28	88	28	83	33

Community	Delivered to MFFP	Updated now	To do	Total
Ouje-Bougoumou	10 (91%)	1 (9%)	0	11
Mistissini	19 (66%)	6 (21%)	4 (14%)	29
Nemaska	0	0	1 (100%)	1
Waskaganish	0	0	1 (100%)	1
Waswanipi	58 (98%)	1 (2%)	0	59
Total (126)	87	8	6	101

Group members of the communities for this exercise. We adjusted our list of traplines for this exercise to exclude those fully covered by interim caribou measures (excluded from forestry planning until a final caribou plan is completed) and/or landscapes taken out of forestry production due to paludification (a natural process by which a thick organic soil layer prevents forest regeneration). As a result, there were a total of 101 traplines to review.

March 31, 2023, was set as the closure of the project by the MRNF to incorporate this new data into the forestry planning process. Currently, we have completed 87 of the 101 traplines requiring adjustment. The work will continue for the remaining traplines when the land users are available, and their data will be incorporated into planning in subsequent years. We are particularly proud of the collaboration between the Cree Joint Working Group members as well as the commitment of the tallymen/land users in reviewing the protection afforded to their traplines under the Agreement.

WILDLIFE

Fiscal year 2022-2023 presented interesting challenges with priority given on two important files, the Wildlife Habitat Directives, and the Woodland Caribou protection plan. To address these challenges, Jérémie Poupart Montpetit, transitioned from Coordinator of Monitoring to the position

of Biologist. Benefiting from previous experience within wildlife committees, his work promises expert oversight on the impact that the MRNF's forest management policies will have on wildlife species of interest to Crees.

Wildlife Habitat Directives

As stated in last year's annual report, the MRNF extended the deadline for completion of the Wildlife Habitat Directives to December 2023. This extension was problematic for the Crees as the next 5-year forestry plans (PAFIO) would be completed without benefit of the Wildlife Habitat Directives. In response the Cree members of the Cree-Quebec working committee for the directives proposed a series of interim Moose habitats measures to improve the quality of habitats. These interim measures were to be used for the fall forestry consultations in 2022. However, after several months of deliberation, the MRNF rejected the Cree Nation Government's proposal outright just prior the commencement of the fall consultations.

Out of frustration, several land users, and Tallymen in Waswanipi boycotted the consultations. To mediate this impasse, the Grand Chief convened a meeting with the Chiefs affected by forestry, and it was decided that the Cree Nation Government would only accept the first year of the 5-year forestry plan; meaning further consultations would be required with the advent of a full set of Wildlife Habitat Directives in 2023.

What are the Wildlife Habitat Directives?

Provision 59 in Schedule C-4 of the 2002 version of the Paix des Braves Agreement required the Cree Quebec Forestry Board to *"elaborate draft directives aimed at introducing in forest management, strategies that can take into account the protection and development of wildlife habitats."* In 2005, the Cree Quebec Forestry Board tabled a set of draft directives to the Minister of Natural Resources and Wildlife. Following a 3-year delay in the preparation of the 5-year forest plans, the Minister declined to adopt the Board's proposal in 2008, instead electing to implement its own Forest Protection and Development Objectives.

The missing Wildlife Habitat Directives were brought forward again during the negotiations for amendment six of the Paix des Braves Agreement. In 2018, Quebec formally enacted amendment six which included provision C-3, D which requires the Minister, in close collaboration of the Cree Nation Government, to elaborate *"practical directives guiding the forest development planning process in order to foster the protection and development of wildlife habitats."*

Based on these provisions, we expect the Wildlife Habitat Directives to serve as a planning tool for making critical forest management decisions in sensitive habitat areas for species of importance to the Crees.

Woodland Caribou in Chapter 3 territory

In addition, the Forestry Department has been actively collaborating with biologists from the Cree Nation Government's Environmental and Remedial Works department on gauging the impact that the MRNF's alternative caribou management scenario would have on Cree land users and forestry businesses. This information will assist leadership in their consideration of the MRNF's proposal. Parallel to this work the department has also been engaged in consultations with Environment and Climate Change Canada who are gathering the perspective of First Nations in Quebec on the requirements for successful woodland caribou management.

Forestry Planning Consultations

On April first of each year, in collaboration with the Cree Nation Government, Quebec authorizes forestry companies to harvest wood in the territory. Cree representatives from each of the affected traplines are consulted in the forestry planning process and in monitoring of the implementation of forestry management plans – a process that can require mediation and conciliation in the event of disagreements as plans are implemented. This consultation process is a collaborative effort led by Forestry Department staff including our JWG Coordinator, and Field Monitoring team.

Because 2022-23 was the final year for the 2018-23 5-year Operational Integrated Forest Management Plans (PAFIOS), our fall consultation schedule was very busy as the JWGs had to conduct consultations for both the final portion of the old plan and for the coming new 5-year period. These consultations were further complicated by the uncertainty over the Wildlife Habitat Directives and the MRNF's refusal to accept the Department's interim proposal.

Status and next steps	Status	
	On-going	Completed
PAFIO 2018-23 last year of planned activities 2022/23		Done
PRAN 2022/23 Consultations		Done
Status of mediation files for review	X	
Status concerning files for conciliation process	X	
W16 conciliation report	X	
Biological Refuge, 1% and 25% Relocation		Done
Approval of Internal Operating Rules Guide		Done
Band Resolutions for 1 Cree JWG REP required for Nemaska/Waswanipi JWG Departments.	X	
Conflict Resolution Guide along with Harmonisation Guide		Done
WHD (Wildlife Directives)	X	

In Waswanipi, 31 land users and Tallymen boycotted the consultations in protest over the absence of the Wildlife Habitat Directives. To address this situation, the Executive Director informed the MRNF in December that the Cree Nation Government would only permit planning for the first year (2023-24) of the new 5-year plan. This would then allow more time for the parties to complete the Wildlife Habitat Directives so that they could be included in the planning process for the final 4-years (2024-28) of the 5-year plan. In January, the director of the Forestry Department issued a letter to the land users and Tallymen who boycotted the fall consultations explaining the decision taken by the Cree Nation Government. Following these developments, the JWGs were able to complete the consultations for most of those who missed the fall session in time for the end of the fiscal year.

Consultations were conducted for 101 traplines (28 Mistissini, 12 Ouje-Bougoumou, 1 Nemaska, 1 Waskaganish and 59 for Waswanipi). Of these consultations, 4 required further mediation and 2 require the intervention of a 3rd party conciliator through the conflict resolution provisions of the Adapted Forestry Regime.

Consultation Guides

Over the past two years the Cree and Quebec Joint Working Group Coordinators, with the assistance of the Cree Quebec Forestry Board, have been developing three guides to improve the efficiency of the consultations for the forestry plans. Two of these guides, the Harmonization Management Guide and the Conflict Resolution Guide were finalized and adopted in June. The third Internal Operating Rules Guide was signed by the Joint Working Groups in July. Throughout the year, our coordinator, Dion Michel, held several information and training sessions with the Cree Joint Working Group members to familiarize their understanding of the guides.

THE FIELD MONITORING PROGRAM

It was a challenging year for the Department's Field Monitoring unit due to 3 staff turnovers for the coordinator's position. Despite these obstacles, our Monitoring Officers maintained an active schedule throughout the year following-up on requests made by land users and Joint Working Group members for field inspections. Over the course of 2022-23, our monitors visited 30 traplines, following-up on 34 harmonization measures, inspecting 150 sensitive areas and investigating 13 land user complaints.

The field monitors were also very helpful in the revision of Sites of Interest and Relocation of non-listed Biological Refuges project by locating sensitive features in the field that the tallymen wanted to protect. They facilitated the work of their colleagues by locating, for example, several camps, burial sites, snowmobile trails and water sources to ensure that legal protections would be in the right place.

At the beginning of March, Marie-Pier Jean, our GIS Analyst, stepped in as interim coordinator for William Saganash who left for another posting. We expect to have Ms. Jean formally assume this role in the coming fiscal year.

CREE TRADITIONAL ACTIVITIES ENHANCEMENT PROGRAM

The Cree Traditional Activities Enhancement Program mitigates the impacts of forestry and addresses the practical concerns of Cree trappers and land users by funding local projects that enhance and reinforce Cree traditional activities. Jointly funded by the Cree Nation Government and Quebec, the Enhancement Program provides immediate concrete support for tallymen, trappers, and Cree land users whose traditional activities have been affected by industrial forestry.

As mentioned in the director's message, the governments of Quebec and the Cree Nation renewed their agreement for the funding and administration of the Cree Traditional Activities Enhancement Program. The new 5-year agreement introduces a community project component which now allows local communities to direct portions of their program funding to projects that benefit the entire community. This change was made at the request of the Chiefs who felt that the program required more equitable funding distribution. The formula for the program funding allocation will be at the discretion of local councils with maximum individual caps remaining in place for eligible traplines. To accompany the new agreement with Quebec, the Cree Nation Government also passed a new law which updates the internal procedures for program administration particularly related to the new community project component.

The new agreement also required the internal policies which set the parameters on project acceptability to be updated. Through the year, the forestry department, in consultation with the communities, revised the policies in accordance with the new agreement.

Table 5. Monitoring of traplines 2022-23

Community	Total Traplines	Harmonization Measures	Sensitive Areas	Complaints
Waswanipi	27	31	145	13
Mistissini	3	3	5	0
Ouje-Bougoumou	0	0	0	0
Nemaska	0	0	0	0
Waskaganish	0	0	0	0
Total	30	34	150	13

Community	Funds Available	Disbursements
Mistissini	\$1,405,279.36	\$1,002,481.64
Nemaska	\$150,125.38	\$38,770.60
Ouje-Bougoumou	\$376,504.95	\$123,572.93
Waskaganish	\$414,093.10	\$0
Waswanipi	\$2,049,557.39	\$1,429,271.07
Total Funds	\$4,395,560.18	\$2,594,096.24

Community	Traplines Enhanced	Total Projects
Waswanipi	57	251
Mistissini	35	168
Ouje-Bougoumou	7	17
Nemaska	2	6
Waskaganish	0	0
Totals	101	442

Community	Traplines
Mistissini	M46A-M42-M2B-M39-M49C-M49A-M47A
Nemaska	N20-N21
Ouje-Bougoumou	O52-O48C-O60
Waskaganish	N-08-A04
Waswanipi	W05C-W23-W19-W13B-W06



EEYOU EENOU POLICE FORCE

Message from the Police Director
Shannon Nakogee



AS YOUR NEW POLICE DIRECTOR OF THE EEEYOU EENOU POLICE FORCE (EPPF), I AM VERY PLEASED TO SHARE THE ACCOMPLISHMENTS AND PROGRESS WE HAVE MADE OVER THE YEAR.



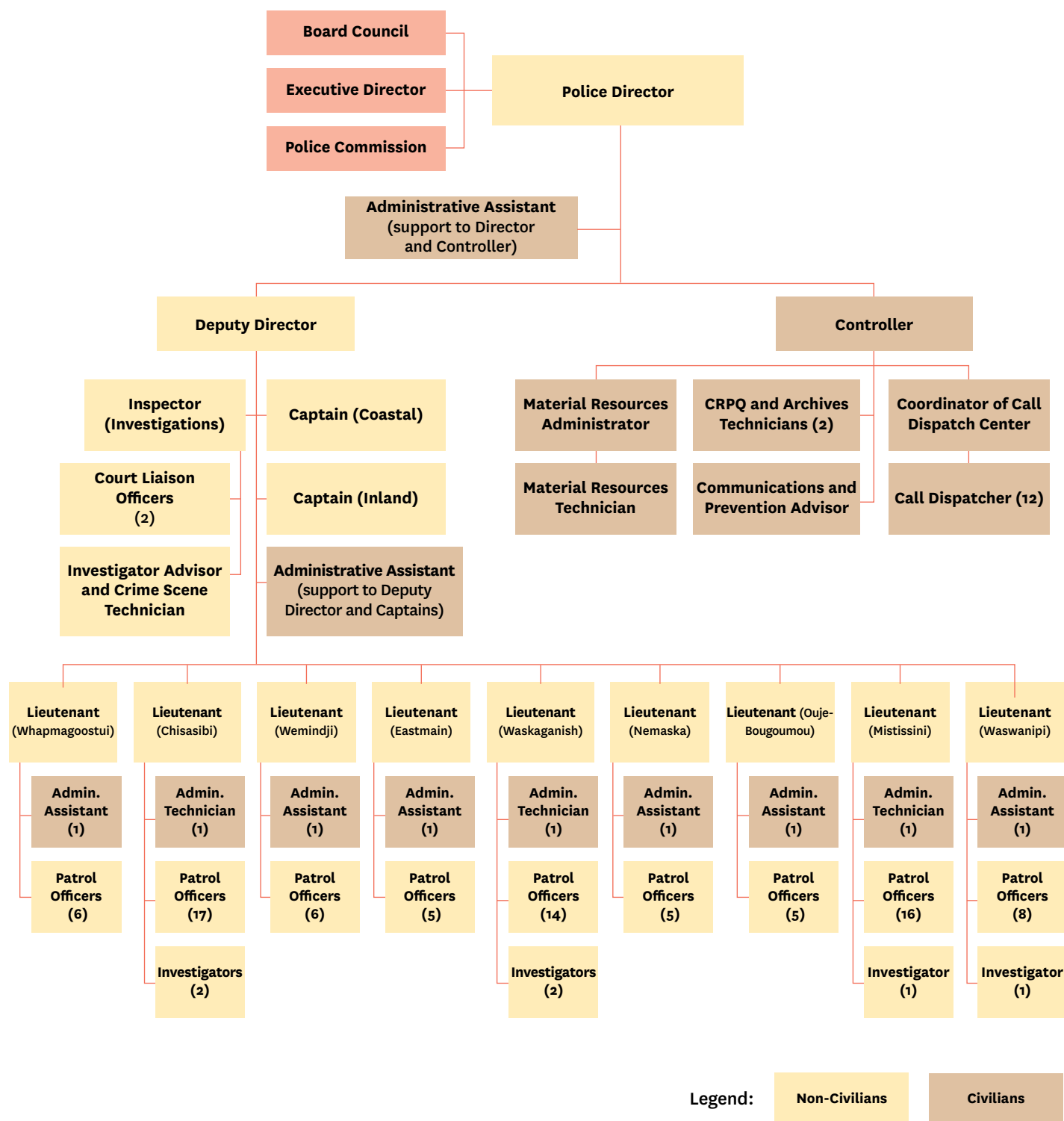
RECRUITMENT

The Eeyou Eenu Police Force has partnered with the Cegep de l'Abitibi-Temiscamingue to make it possible to have Cree students study Police Technology and bringing them closer to home. Our program currently holds 8 students that are enrolled and set to complete their studies and become full fledged police officers in December 2023. This will be a great benefit for the Eeyou Eenu Police Force and the Cree Nation to have more of our people in the policing workforce.

The EPPF looks forward to upcoming recruitment campaigns that will be starting in July 2023 for the 9th Cohort.



Figure 1. Eeyou Eenou Police Force Organizational Chart





ASSISTANCE FROM THE SÛRETÉ DU QUÉBEC

It has now been a year that the Sûreté du Québec has been providing us with support due to shortage of staff. One of the key major reasons for this assistance is our EEPF officers' safety.

On March 2, 2022, all Chiefs received a letter from the interim Director at the time, explaining to the Chiefs that EEPF has been facing many challenges due to shortage of staff and it was difficult to maintain a level of round the clock policing.

To put into perspective, Montreal Police Force data from last December 31, 2002 indicated that they had 376 vacant police officer positions. The same goes for the Sûreté du Québec, they were looking to hire 288 police officers. Furthermore, the École nationale de police du Québec (ENPQ) who normally trains 648 police officers per year, over the last 2 years (2019-2021) has graduated 319 fewer students than usual (less than 50%) due to the pandemic. They projected having 355 fewer graduates by the end of 2022, approximately 295 graduates. They also stated that the number of applications for admission has been declining for years.

We have made increased steps on recruitments with our on-going Attestation d'étude collégiales (AEC) program and our special constable course.

MEDAL CEREMONY 2022

Every year, the Québec Aboriginal Chiefs of Police Annual Meeting includes a medal ceremony for those who achieve 15, 20, 30, or 40 years of policing service in Indigenous communities.

Eeyou Eenu Police Force members received medals in June 2022 and were accompanied by Captain Audrey-Anna Icebound-Lord: Investigator Derek St-Cyr (Mistissini) for 15 years of service, Officer Joe Saganash (Waswanipi) for 20 years of service, Lieutenant Patrick Masty (Wemindji) for 20 years of service, and Investigator Tammy Petawabano (Chisasibi) for 30 years of service.

We want to acknowledge their years of service and dedication in serving our communities.



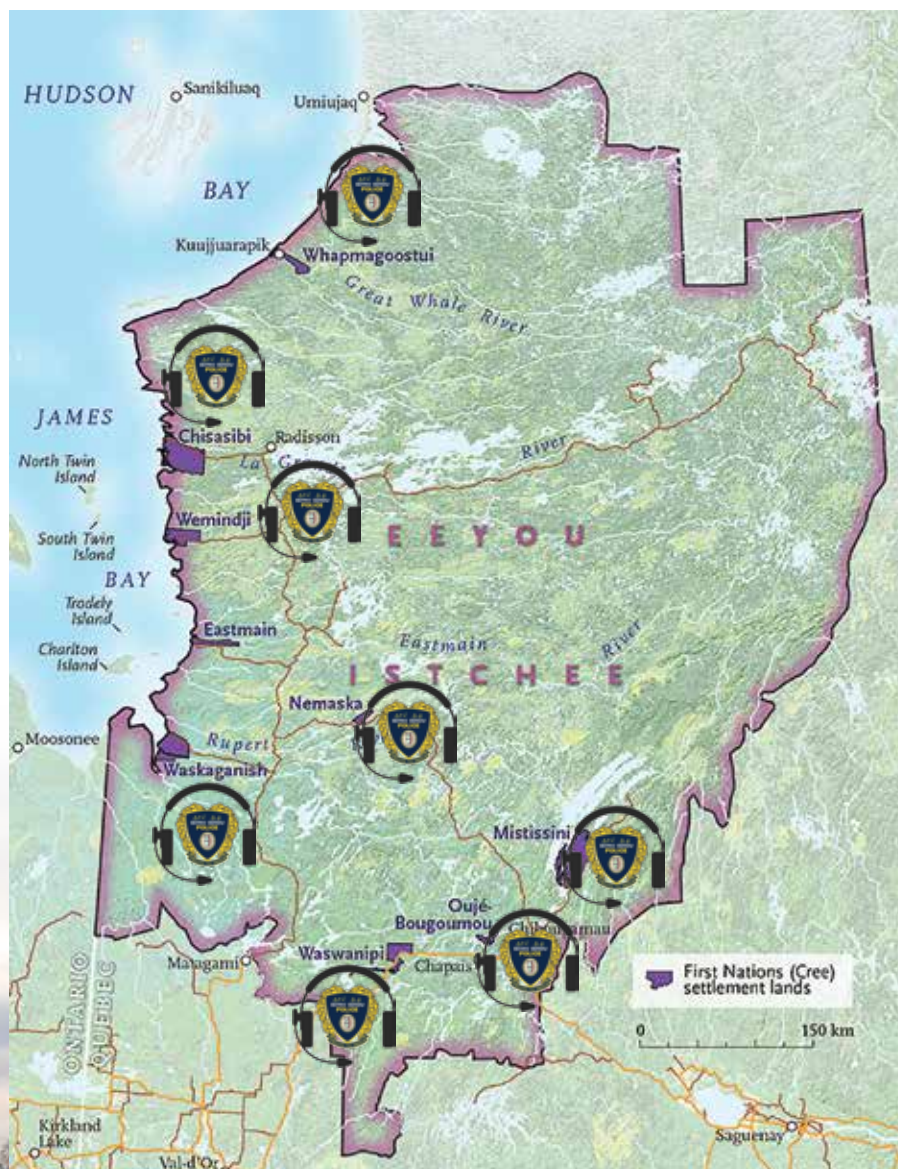
Medal Ceremony at Québec Aboriginal Chiefs of Police Annual Meeting in June 2022

CALL CENTRE DISPATCH

On October 11, 2022, Mistissini and on January 16, 2023, Whapmagoostui joined the list of communities served by the Eeyou Eenou Call Dispatch Centre for the year 2022-2023.

Chisasibi, Nemaska, Ouje-Bougoumou, Waswanipi, Waskaganish and Wemindji were already served by the Eeyou Eenou Call Dispatch Centre previously.

Eastmain is the only community left to integrate with the Eeyou Eenou Call Dispatch Centre.



OPERATIONS

Since 2021, we started working with the Cree Board of Health and Social Services – Planning, Programming and research officer (PPRO) of public health - on the Yâkwâmi campaign, in support to raise awareness and prevent the effects while driving under the influence of drugs and alcohol. Throughout the start of our collaboration we started with road blocks, verifying sobriety, handing out magnets, stickers and other promotional items.

This past year, we conducted a podcast-like interview with Mary Jane Petawabano PPRO from public health, Lauren Decontie, a Cree Health Board nurse and with our Lieutenant Robie Petawabano to discuss topics such as the effects of drinking, the consequences and other related discussion. We will continue collaborating with the Yâkwâmi campaign to promote awareness and prevention throughout Eeyou Istchee.

Each Lieutenant had their objectives in identifying the types of prevention needs in their community through the statistics. Scheduled prevention activities were done throughout the year either by leading the events or partnerships with local stakeholders and entities. We look forward to continuing these partnerships and the future events.

Miyupimaatisiun Committees Gathering was hosted by the Cree Health Board and the Social and Cultural Department of the Cree Nation Government. The Eeyou Eenou Police Force participated in this event and met with members of their respective committees that are being formed. This event brought out topics that were sensitive and was an eye opener. Our participation in these committees will be our commitment in helping find assistance and other solutions for our people.



15 first nations police corps investigators in Québec who completed the Criminal Investigators Training program offered in partnership with the Ontario Police College (OPC). 6 of our EEPF investigators took part in this training.

TRAINING

A halt of specialized training and cohorts being taken in was issued by the École nationale de police du Québec to accommodate the issue of the urgent need for police officers for Sûreté du Québec and the Montreal Police Service. Currently, discussions have been started with the goal to improve the working relationship with École nationale de police du Québec for the Eeyou Eenou Police Force and to accommodate our training needs. The goal for specialized training is to have our EEPF personnel be the instructors for much needed trainings. In closing, Eeyou Eenou Police Force Senior Management would like to express its sincere gratitude to all staff for their dedication and diligence. To the communities we serve: thank you for your support.

INVESTIGATIONS

One of the main focus that was put into this year for our Investigations department is to establish an investigation team focus on the drug trafficking in our communities. Our team of investigators have been upgrading their knowledge in this field of investigations and to carry out their tools and knowledge by going into more training in Drug Investigations and Organized Crime. The goal for the Eeyou Eenou Police force will always be to dismantle the ongoing drug activity that is harming our homes. The drug investigations have shown positive results since its establishment, and resulting on October 9th, 2022, in having one of our operations seizing an amount of 1,000 grams (1 kilogram) of cocaine, leading to other arrests and seizures. We look forward to other future successes of these investigations.

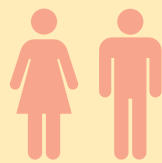


EEYOU COMMUNICATIONS NETWORK

Message from the President and Chair
Alfred Loon



WE ARE PLEASED TO SUBMIT OUR ANNUAL REPORT TO THE CREE READERSHIP REGARDING OUR ACTIVITIES THAT WERE UNDERTAKEN BY THE EEYOU COMMUNICATIONS NETWORK TEAM FOR THE YEAR 2022-2023.

 **26**
EMPLOYEES

Eeyou Communications Network (“ECN”) is a not-for-profit telecommunications corporation that provides broadband carrier services for the Cree communities of Eeyou Istchee and municipalities of the James Bay region. ECN delivers advanced, reliable and cost-effective network access for the benefit of communities, populations, businesses, organizations and governments.

As of June 1st, 2023, ECN has 26 employees, including five Crees, located throughout Eeyou Istchee (Waskaganish, Wemindji, and Ouje-Bougoumou), James Bay (Chibougamau and Chapais), Val-d’Or and Montreal. Two additional non-Cree employees will be joining our team throughout the month of June.

FIBER-TO-THE-HOME (“FTTH”)

In 2022, ECN continued to develop its FTTH network in new neighborhoods throughout the region, including Mistissini, Waswanipi, Nemaska and Eastmain, as well as three expansion projects in Waskaganish. Multiple interventions have also been completed in Waskaganish and Wemindji to relocate existing fiber optic network sections. ECN has also connected the Lac Madelaine and Lac France areas. Finally, ECN is in the final phases of implementing the required infrastructure to support multiple vendors of its FTTH service, which will provide more choices to the region’s Internet subscribers in the near future through an “open-access” network.



OPEN ACCESS MODEL

To continue its mission of supporting the autonomy as well as the social and economic development of Eeyou Istchee, ECN is updating its business model by opening the residential service resale market to multiple providers. The adoption of the Open Access resale model will benefit residents of the region by providing a diversification of service offerings and competitive prices for residential services including internet, telephone, and television. This initiative will allow internet service resale companies to establish themselves in Eeyou Istchee by leveraging ECN's existing modern infrastructure, simply by interconnecting to one of ECN's two points of presence in Montreal, allowing them to provide their services to all communities.

In order to accommodate the major change from a unique provider to a more open market, ECN has implemented a new software solution that will allow all service providers to request and activate residential services for their customers in Eeyou Istchee. The launch of the new platform is currently scheduled for July 1st and will accommodate both the existing reseller and a new local provider, IDLogic. This marks the beginning of ECN's open access model, which will eventually welcome more resellers and provide more competitive prices and service choices, as requested by users in the past years.

OVERALL NETWORK BACKBONE UPGRADE

ECN completed the backbone upgrade project in partnership with Telus and the Réseau d'Informations Scientifiques du Québec ("RISQ"). ECN has successfully overhauled the network by transitioning from multiples of 10 gigabit Ethernet technology to multiples of 100 gigabit Ethernet technology, which will sustain the growth of traffic on the network for the foreseeable future. Additionally, as part of

this project, ECN has established a second point of presence ("POP") in the Montreal metropolitan area. This second point of presence eliminates a "single point of failure" in case of any issues at the first ECN POP in downtown Montreal. This overhaul required an investment of over \$5M over five years, with more than \$2M invested in 2022 alone.

BILLY DIAMOND HIGHWAY

Renovation works continued on the Billy Diamond highway in 2022. Through the refinement of work processes in the field, ECN was able to significantly improve the cost efficiency of managing these works while reducing the number of fiber cable breaks from four in 2020 to two in 2021. In 2022, ECN further reduced the number of accidental breaks to just one incident throughout the season. As 2023 will also involve works on the highway, ECN is continuing to collaborate with the parties involved to minimize service disruptions and impacts on the network infrastructure.

MISTISSINI-OUJE-BOUGOUMOU NETWORK REDUNDANCY

In 2020, ECN secured \$4M in funding to implement a redundant network link between Ouje-Bougoumou and Mistissini. The design phase was completed in 2021 and the project was built in 2022, including a new telecommunications tower along Highway 167 towards Mistissini, to be used to improve cellular coverage in the area.

The purpose of this link is to ensure that critical telecommunications services remain operational even in the event of fiber optic cable break. It will greatly benefit the communities of Mistissini, Ouje-Bougoumou and Chibougamau, by creating a network "ring" connecting these three communities.

Other redundancy projects are being considered for the future, such as a submarine network interconnecting the coastal communities, and fiber optic redundancy for the communities of Nemaska, Chapais and Radisson.

DEDICATED CLIENTS

ECN continues to work with communities and governmental bodies to improve and create community infrastructures facilitating the operation of different emergency and health services sites. Moreover, ECN is working with several mining companies throughout the territory to design and eventually build infrastructure to provide services to their sites. ECN is continuing the expansion of different connections and services, as requested by existing clients such as the Cree Nation Government and Cree School Board.

RÉSEAU GOUVERNEMENTAL DE TÉLÉCOMMUNICATIONS REQUEST FOR PROPOSALS

ECN has been providing the Government of Québec with telecommunications services throughout the region in partnership with Telus since 2013 within the program called "RITM" of the Québec government. Among others, the facilities of the Cree Board of Health and Social Services of James Bay and Cree Justice are using these critical services. This program comes to an end in 2022 and the Government of Québec launched a request for proposals in mid-2021 to



Furthermore, Telus won the bid for the rest of the province of Québec, which means that it will keep a significant team on this matter, which bodes well for the operational efficiency of Telus throughout the contract.

SERVER UPGRADE

EEYOU MOBILITY

Planning is well underway and preliminary site surveys have been completed for the construction of 46 cellular sites along the highways and community access roads to Chisasibi, Wemindji, Eastmain and Waskaganish. ECN plans to cover the Billy Diamond highway, the Route du Nord from Billy Diamond highway to Nemaska, Road 109 from Matagami to 49th parallel, Road 113 from Lebel-sur-Quévillon to Chibougamau and Road 167 from Chibougamau to Mistissini. This project is to be completed by the first quar-

In this effort, the Lac France tower built for the Mistissini-Ouje-Bougoumou Network Redundancy also serves as a cellphone tower to cover a part of road 167 between Chibougamau and Mistissini. The site is expected to be in service during the summer 2023. The completion of construction is expected by the end of 2025.

ECN has entered into a limited partnership with the Atikamekw communities of Opitciwan, Wemotaci and Manawan in deploying and operating a fiber optic network between the Hydro-Québec power stations of Chamouchouane close to Lac St-Jean, and Judith-Jasmin in Terrebonne and onwards to a datacenter in the Montreal metropolitan area. Most of the fibers used are fibers purchased from Hydro-Québec on their optical ground wire (“OPGW”) over the new Chamouchouane-Bout-de-L’Île high voltage power line, although there is also 40 kilometres of new fiber cable being built between Terrebonne and Anjou. Construction has advanced significantly throughout 2022. At this time, only 1km of fiber remains to be built on the island of Montreal, for which the work is currently scheduled for execution by the end of June 2023.

ISO 27001

In 2022, ECN completed 95% of the ISO 27001 standard review, which focuses mainly on establishing, implementing, maintaining, and continuously improving the information security management system within an organization. This initiative was put forth to ensure that ECN continues to review and improve its approach to sensitive information management. The project allowed ECN to elevate its ability to identify and address security risks, to implement appropriate controls, and to create a template for ongoing risk management and reduction. As it is a globally recognized standard, undertaking the ISO 27001 also ensures that ECN keeps up with the industry and remains a leader in its field.

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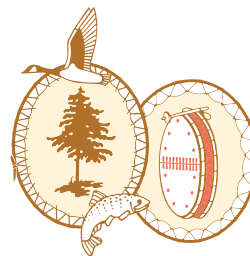


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GRAND COUNCIL OF THE CREES (EEYOU ISTCHEE)/CREE NATION GOVERNMENT



Executive 2022-2023

Grand Chief Mandy Gull-Masty
Deputy Grand Chief Norman A. Wapachee
Chief Curtis Bosum
Chief Christina Gilpin
Chief Clarke Shecapio

Board/Council Members 2022-2023

Grand Chief Mandy Gull-Masty
Deputy Grand Chief Norman A. Wapachee

Chiefs

Chief Daisy House
Chief Kenneth Cheezo
Chief Thomas Neeposh
Chief Clarence Jolly Sr.
Chief Curtis Bosum
Chief Annie Mapachee-Salt
Chief Clarke Shecapio
Chief Irene Neeposh
Chief Christina Gilpin
Chief Robbie Kawapit
Chief Allan Jolly

Corporate Services

Rita Blackned
Emma Coon Come
Paul John Murdoch
Edna Neeposh

Community Representatives

Robbie Tapiatic
Daniel Mark-Stewart
John S. Matoush
John Henry Wapachee
Gaston Cooper
Jean-Denis Cananasso
Raymond Jolly
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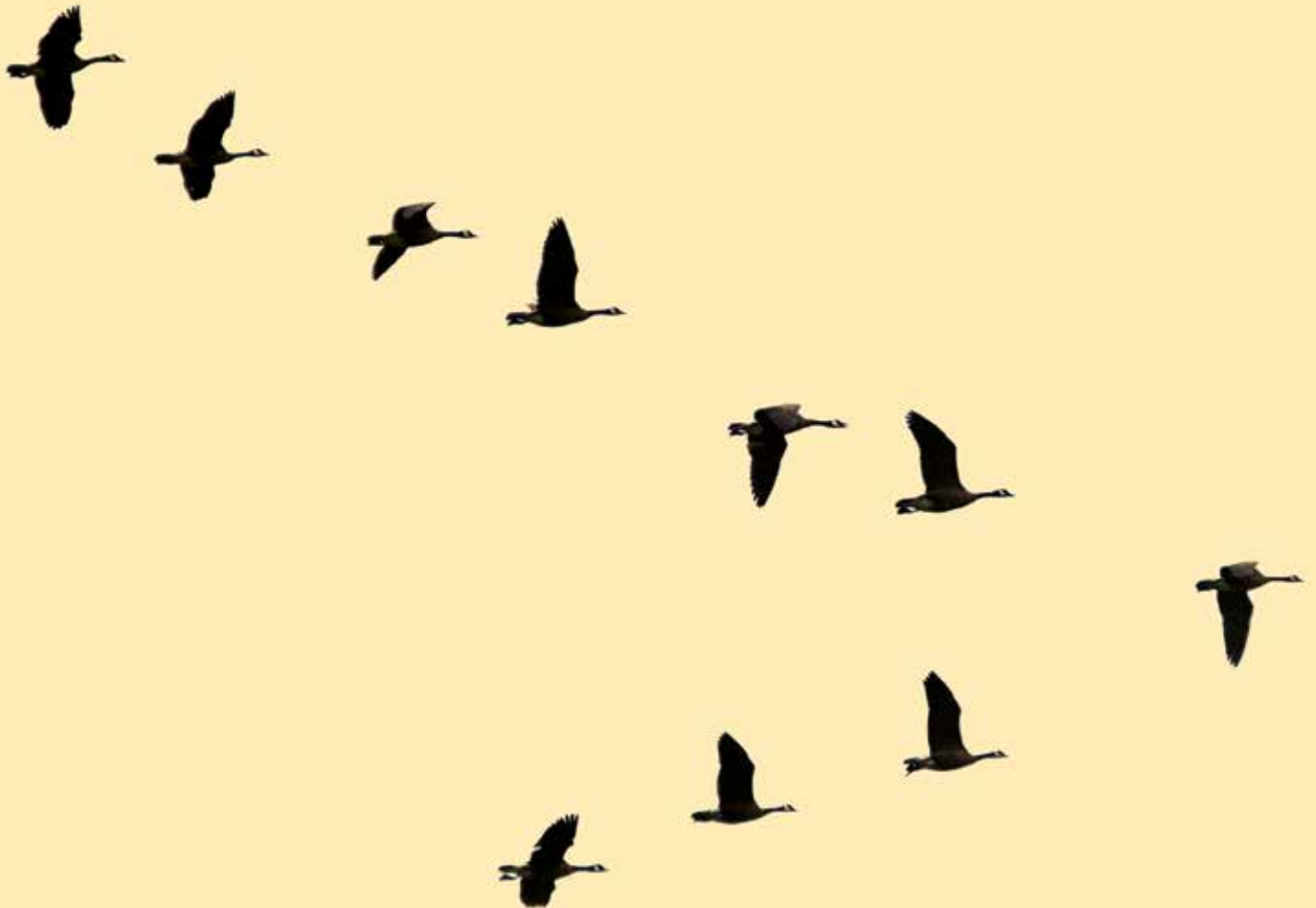
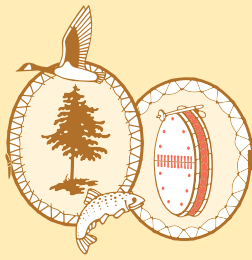
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