

Annual Report 2019-2020

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CREE NATION OF NEMASKA





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CREE NATION OF NEMASKA

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Message from the Chief

Wachiya,

It gives me great pleasure and joy to introduce the 2019-2020 annual report of the Cree Nation of Nemaska.

On behalf of the Council, I wish to express how honoured we are to serve our Community. This was the first year of our term and it was filled with tremendous learning experiences, memorable moments and difficult challenges.

I am very fortunate to be working with a team of such amazing and talented people. I strongly believe that if we all work together, we will achieve our goals. The Council is composed of members who provide knowledge and wisdom in various areas of expertise. Our efficient support team provides guidance and facilitates communication between leadership and different stakeholders. Our administration personnel works diligently at implementing our Community vision and providing exceptional services to our members.

The first year of our term ended with a challenge that completely overwhelmed our lives and impacted the whole world: the COVID-19 pandemic. Many lives were lost. On behalf of our Community, I would like to take this opportunity to express our sincere condolences to the many families who have lost a loved one due to the COVID-19 virus. We were the first Community in Eeyou Istchee to have confirmed cases. By working together, we were able to contain the spread of the virus. Those who unknowingly contracted the virus found the strength, although they were sick, to stay isolated for a very long time and respected all the precautionary measures imposed on them. We cannot thank them enough for sacrificing themselves to protect our members.

We are now happy to be a COVID-19-free Community. However, the virus is not gone. It is present in many cities within Quebec, Canada and the world. We cannot stop our efforts in preventing its access to our Community. I understand that this is a very difficult time for many, but

we still need to be careful. Although we are working hard to monitor the situation and we do feel safe in lifting certain measures, we all need to be mindful of our actions and avoid any situation that could expose us to the virus. This is how we will continue to be COVID-19-free.

The COVID-19 pandemic has changed the way we conduct ourselves and how we run our organizations. This said, I believe that these changes do not curtail our efforts of developing our Community and ensuring that services are provided to our members. Before this pandemic, the Council had worked on a strategic plan, setting a vision and priorities to be executed during its term.

I wish to share a brief story with you. My father once told me: "Boy, you guys have a lot of meetings, yet I only see one house being built this year, what are you doing during those meetings?" Well, having sat on Council for many years, I thought to myself: we work very hard during these meetings. We make decisions on Community projects, adopt legislation and policies, and hold planning sessions. But then, I started thinking that many of these accomplishments are not actually seen by the members, as they are not tangible. This made me reflect further on how I wanted to lead the Community. I shared this story with the Council and we all agreed to prioritize developing the Community by building more infrastructure: houses, businesses, recreational parks and playgrounds, community help centers. We want the members to be able to see what we achieved as Council with their own eyes, not just to hear about it. Meetings, planning sessions, policies and legislation are all very important in the role of leadership. But in three years from now, when our term will end, we want to be able to tell the Community: "Look at what we built together. Look at how beautiful and how successful our Community has become".

During the past year, the Council members were busy learning about their new roles and responsibilities and making strategic plans, while understanding the Council's jurisdictional boundaries and financial limits. Now, the Council is ready to concentrate on building a better and more vibrant community, while ensuring the health and safety of its members in this new COVID-19 reality.

In conclusion, I would like to thank our members for their trust. I also extend my gratitude to Council members who contribute to moving our Community forward, as well as our staff for their support and professionalism. Last but certainly not least, we cannot show enough gratitude to the frontline workers who put themselves at risk every day to ensure the health and safety of our Community members during this COVID-19 pandemic.

We invite you to read the Legislative Report which summarizes the Council's activities for the 2019-20 fiscal year.

Sincerely,

Chief Clarence Jolly
June 2020



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Chief Clarence Jolly

Message from the Director General

Another year has come and gone, and at the risk of sounding redundant, I am happy to present my yearly message.

I would like to thank the Directors and employees of the Cree Nation of Nemaska. The Administration has performed with excellence when required. We are all proud to continue to provide the best service to our Band members and to residents of Nemaska.

The 2019-2020 year has been filled with novelty; a new Chief and Council, new challenges, new projects and, unfortunately, a new virus, which has forever changed the world as we know it.

On March 11, the World Health Organization (WHO) officially declared the outbreak of COVID-19 a global pandemic. On March 13, 2020, a state of public health emergency was declared throughout Quebec.

When the COVID-19 pandemic hit, the Cree Nation government, including the community of Nemaska and public health authorities, the front-line workers and local health professionals acted very quickly.

Nemaska was the first Cree community to be directly impacted; 3 active cases of the coronavirus had to be contained. In all cases, the virus came into our community as a result of travel. There is a stigma that once a virus hits a small community, it becomes devastating, quickly spreading through community transmission. Miraculously, we proved this stigma wrong. The whole community - with our leadership, first-responders and health professionals - worked together to ensure that our people were protected. Even those afflicted with the virus knew they needed to protect their community. With courage, strength and sacrifice, they respected the strict measures and saved lives. They have all since recovered from the virus and we are very thankful.

The pandemic is still with us and we need to continue to be vigilant by following the precautionary measures in place, as our healthcare professionals warn us of a second wave.

I would like to offer special recognition to our present Chief & Council who were elected over a year ago with a cloud hanging over their election. I must admire them for continuing to soldier on and for accomplishing what they were mandated to do.

As a former Chief who served for many years, I understand how elected leaders sometimes question the reason they ran for office, especially during hard times. I am certain that they experienced these doubts when the pandemic hit, asking themselves: "Why during my term?"

I believe that the good Lord provides a special purpose for us all, during a time when we are needed as leaders.

Sir Winston Churchill, as Prime Minister, rallied the British people during World War II and led his country from the brink of defeat to victory. Mahatma Gandhi was the leader of the nationalist movement against the British rule of India, leading India to obtain its Home Rule, not through violence but through passive resistance. Martin Luther King Jr., with his famous "I have a dream" speech, was a civil rights leader during the early 60s and his determination still resonates to this day. Nelson Mandela was imprisoned for 27 years in South Africa and led his people against apartheid, becoming the first President of his freed country.

Whenever you feel despair, believe that the good Lord provided a special purpose for you and that you are in good company. This has been proven time and time again in our world's history.

It may be that you are the right person, with the right job, at the right time. But always remember: you are not alone - there are others who can and will help you.

In conclusion, I want to thank the people of Nemaska for allowing us to work for them.

May God Bless Us All.

Jodge Wapachee
June 2020



01

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Director General George Wapachee

3.1

The Council

The Council consists of the following members with diverse fields of specialization:

Chief Clarence Jolly
(External affairs, Public Health & Security, Capital Projects)

Deputy Chief Greg Jolly
(Education, Capacity Building)

Councillor Walter Jolly
(Culture, Environment)

Councillor Edna Neeposh
(Housing)

Councillor John Henry Wapachee
(Governance, Economic Development)

Councillor Edna L. Neeposh
(Health, Social Development)

Councillor Anderson Jolly
(Culture, Environment)

Officers and Support Personnel

George Wapachee
(Director General)

Janet Moar (Treasurer)

Brenda Jane Wapachee
(Executive Assistant)

Tanya Lamoureux
(Corporate Secretary)

3.2

New Chief and Council

The 2019-20 fiscal year marked the first year of the new Chief and Council's term of office. The Councillors were elected following a general election held on April 10, 2019. The Chief and Deputy Chief were elected following run-off elections held on April 23, 2019. The members of the new Council were sworn in on May 14, 2019. The Council held its first meeting on May 16, 2019.

3.3

Orientation for Chief and Council

The Council members received an orientation program to facilitate their integration into their new office as public officials. The orientation guide, which was made available to Council members, proposed a multi-phase program composed of meetings with stakeholders and strategic planning sessions.

The orientation guide also included:

- Summary of governing documents (relevant legislation and agreements from federal, provincial, regional and community levels)
- Description of the Cree Nation of Nemaska as a local government; its mission and vision, objectives, land regime and membership
- Roles and responsibilities of Chief and Council
- Description of each department under the Cree Nation of Nemaska, local and regional Cree entities

3.4

Summary of Council Activities

It was a very busy first year for this newly elected Council who:

- Held 16 Council meetings
- Adopted 158 resolutions
- Issued numerous mandates and directives
- Hosted 2 general assemblies
- Hosted an Employee Christmas Banquet
- Held meetings and information sessions with departmental Directors and other stakeholders
- Attended Town Hall meetings hosted by the Grand Council of the Crees

3.5

Council Strategic Plan

This session took place on August, 13-14, 2019. The Chief, Council, and Administration established the foundational elements that will guide the priorities and activities of the Community for the next four years.

Infrastructure

Capacity Building

Culture and Traditions

Land and Environment

Social and Wellness

Economic Development

3.6

Calendar of Council Events

The Council has decided to hold its regular meetings on the second Tuesday and Wednesday of each month. This decision was made to allow all stakeholders to know in advance exactly when the Council will meet should they wish to submit a request.

Special meetings are called when needed. During this pandemic, many special meetings were held to ensure that measures were put in place to protect the Community.

3.7

New Representation

Certain projects now have new Cree Nation of Nemaska committee representatives.

Senior Committee

Following the adoption of the new Financial Administration Law, the composition of the Senior Management Committee changed.

It is composed of the Director General (Chair), Treasurer and all Directors of the CNN, who meet on a daily basis. Their mandate with respect to financial matters is defined under the Financial Administration Law.

Other mandates will be defined under a new law establishing the Senior Management Committee (still under review).

Creation of Executive Committee

The Financial Administration Law also created the Executive Committee. It is composed of the Chief, Deputy Chief and one Councillor appointed by Council.

In July 2019, the Council appointed John Henry Wapachee as Councillor on the Executive Committee.

Their mandate with respect to financial matters is defined under the Financial Administration Law. Other mandates will be defined under a new law establishing the Executive. This committee meets on a daily basis.

Other Committees

- Whabouchi Project Implementation Committee: Deputy Chief Greg Jolly
- Whabouchi Project Environment Committee: Anderson Jolly as Alternative
- First Nations of Quebec and Labrador Economic Development Commission: Étienne Pilon-Choquette
- Housing Committee: Gertie Jolly, Mary Jane Wapachee and Ruth Jolly

4.6

Creation of a Health and Safety Committee

The Health and Safety committee was created to ensure the safety and well-being of all employees, eliminating dangers at their source and preventing workplace accidents and injuries.

The committee has 4 members: 2 members representing the employees and 2 members representing management.

4.7

Office Policies and Procedures

Once all the Directors reviewed the policies, the HR department scheduled a session in February 2020 with the Chief & Council to review and approve the updated policies and procedures.

The following policies were reviewed and approved.

Employee Life and Hours of Work

- Hiring Process and Procedure
- Probation
- Internal Transfer, Promotion and Demotion
- Group Insurance and Pension Plan
- Hours of Work
- Timekeeping
- Overtime
- Office Closure
- Training
- Special Allowance
- Employee Planning Committees
- Travel Expenses and Reimbursement
- Moving Expenses and Outings

Time Off Work

- Annual Vacation
- General and Statutory Holidays
- Leave of Absence with Pay
- Leave of Absence Without Pay
- Community Representation Leave
- Medical Leave

CNN Expectations

- Performance Management
- Disciplinary Measures
- Termination of Employment
- Occupational Health and Safety
- Drugs and Alcohol
- Harassment, Discrimination and Workplace Violence
- Complaints

Administration and Finance

- Use of CNN Property
- Internet, Email and Social Media
- Budgeting and Funds Allocation
- Purchasing

The next step was to have a session with all CNN staff to inform them of the changes. We planned to hold this session before the end of the 2019-2020 fiscal year. However, due to COVID-19, the session was postponed.

4.8

Compensation Review and Approval

This work committee consists of 4 members:

Tanya Lamoureux
Corporate Secretary

Edna Neeposh Sr
Councillor

Janet Moar
Treasurer

Ruth Jolly
Director of Human Resources

With additional assistance from Catherine Degrandpre from Piron & Associates.

The project is still in progress but was delayed due to the pandemic.

4.9

Employee Recognition Program

In collaboration with the Chief and the Human Resources Department, the employee recognition program was created and approved by the Senior Management Committee to recognize employees' hard work and commitment to the Cree Nation of Nemaska.

The 2019 recipients are:

Janie Wapachee & Tanya Lamoureux
(Service Excellence Award)

Philip Swallow and Charlie Matoush
(Attendance Award)

Robert Capasissit
(Employee of the Year Award)



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4.10

Social Fund Activities

In 2019, we had five activities planned for employees who were members of the social fund.

- Old Nemaska Fishing Derby, August
- Staff BBQ Supper, August
- Nemaska Golf Benefit, September
- Employee Halloween Costume Contest, October
- Christmas Staff Banquet, December

01
Fishing Derby



02



03



04

02
Janie Wapachee (Service Excellence Award)

03
Philip Swallow (Attendance Award)

04
Robert Capasissit (Employee of the Year Award)



Social Development

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- 5.1 Department Members
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Social Development

A Word from the Director of Social Development

It is my great pleasure to submit the Annual Report of the Social Development for 2019-2020 to the community of Nemaska and to the Chief & Council.

It is the mission of the Social Development department to oversee the design and delivery of activities and programs, as well as to meet the community's needs within the sectors. Over the course of the year, the Social Development team has done an excellent job of implementing these programs for the community. I applaud each Social Development employee for a job well done. They have worked hard behind the scenes to make all events and programs a success for our community.

As the Acting Director of Social Development since May 2019, I have been involved in the following activities:

- Member of the Senior Management Committee
- Participated in the Policy Review (October 2019)
- Participated in the Succession Planning (October 2019)
- Worked closely with the Recreation team on hiring instructors for our community
- Worked with Finance to conduct review on Social Development finances
- Boardwalk repairs and extension
- Elders Care Program (ended in early March due to COVID-19)
- Ensured the implementation of the Summer Student Program
- Worked with Youth Council to coordinate the Old Nemaska Days Gathering

- Worked on a proposal for the Cabin Replacement Program and obtained funds from Chief & Council (program ongoing)
- Took part in the planning and coordination of the Celebration
- Worked with Recreation to offer a contract to ActivNation for 2019-2020
- Directive given by Council for wood supply to upkeep Shabtuacan

In the following report, you will find the programs and activities that were initiated and successfully implemented within Social Development sectors.

On behalf of the Social Development team, I would like to take this opportunity to thank the Cree Nation of Nemaska, Niskamoon Corporation, Mitigating Works (Sortac88), and local businesses for their continuous financial contribution to the programs and events in our community.

In closing, I would like to express my appreciation to the people who dedicated their time to the projects and programs within our Department. To our community members, thank you for your participation .

Deborah Wapachee
Acting Director of Social Development

5.1

Department Members

Bill Blackned
Sports Complex Supervisor

Jessica Wapachee
Recreation Supervisor

Stella M. Wapachee
Wellness Supervisor

Charlot Jolly
Youth Chief

Vacant
Culture Coordinator

Vacant
Youth Development Coordinator

5.2

Roles and Responsibilities

The Social Development department is mandated to:

- Identify the needs of the community and ensure that programming is available
- Work closely with the administration of the Social Development team
- Ensure that activity reports are submitted
- Ensure that the department's objectives are achieved
- Ensure that yearly strategic planning takes place, as this is a road map for the team

5.3

Activities, Events, Programs and Projects During the 2019-2020 Fiscal Year

May

- Youth Harvesting Program (Youth Council)

June

- National Aboriginal Day 2019 (Social Development)
- EeYouth Strong (Youth Council)
- Summer Student Employment Program (Youth Council)

July

- Canada Day (Social Development)
- Old Nemaska Days Gathering (Social Development)
- Summer Student Employment Program (Youth Council)

August

- Cree Nation Youth Day (Youth Council)
- 30th Annual General Assembly (Youth Council)
- Elders' Cultural Gathering (Youth Council)
- Summer Student Employment Program (Youth Council)

September

- Youth Week (Youth Council)
- 42nd Nemaska Celebration (Social Development)

October

- Halloween Week (Social Development)
- Movie Night (Youth Council)

November

- Cree Regional Women's Leadership Gathering and Gala (Cree Nation Government)
- Suicide Prevention Conference (Social Development)

December

- Christmas Festivities (Social Development)

January

- Christmas Festivities (Social Development)

February

- Cree Nation Youth Council Tour (Youth Council)
- Taco and Social Night (Youth Council)
- Nouchimii Cup (Social Development)
- Ladio Show (Youth Council)
- Movie Night (Youth Council)
- Love is Louder Gala (Youth Council and Youth Fusion)

March

- Youth Annual General Assembly (Youth Council)
- 16th Annual Winter Journey (Social Development)
- Nemaska Spirit (Social Development)



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02



03



04

01
Christmas Parade

02
Winter Journey

03
Social Development - Youth Trip Program

04
Social Development - Canada Day

5.4

Wellness Sector

It is with great pleasure that I present you the 2019 activity report for the Wellness Sector.

Thank you to all of our collaborators.

Stella Moar
Wellness Supervisor

5.4.1

Activity Report – April 2019 to September 2019

Activity	Summary of Activity Description	Outcome
Sewing Program	Held every Saturday, Tuesday and Thursday evening. Run by Anna Wapachee and Bessie Blackned in collaboration with others. Participants made walking out ceremony outfits, dresses, whaspshooyaan, quilts, moose hide slippers & moccasins, earrings, necklaces, etc.	Ongoing
Head Start Home Visit Program	Home visits to 0-to-6-year-old children and families Run by Elizabeth Wapachee. Baby-food making Baby dental cleaning workshop with parents Healthy cooking Providing resource material to families National Child Day Bullying prevention workshop with police Second Step Program Financial management with families Mental health support Family room activities Christmas parade Holiday food drive	Ongoing
Mental Wellness Support	Twice-weekly activities with Tyler Moar.	Ongoing
Driving Course	Bimonthly, the driving school comes to Nemaska.	It is challenging to maintain community members' engagement during this activity. Progress will need to be assessed.
One-on-One Life Skills	Support sessions run by Donna Parachin for individuals, families or groups, where community members receive mediation or answers to general questions.	Ongoing and very well received.

5.5

Sports Complex Sector

On behalf of the management and staff, it is with great pleasure that I present the annual report for 2019-2020. Our Complex Center has been in operation since July 2006 and our Arena Complex since 1999. This past year, we made some changes and improvements in areas where they were most needed. No major problems occurred within our arena facility this past hockey season.

In October, we hired the services of Abel Jolly as our Zamboni driver for the hockey season. We were happy with his performance and hope he will stay on with us for the following years.

Each year, we have the Student Work Experience Program. We hired the following individuals to gain work experience and customer service skills: Daniel Neeposh and Washteskun Jolly-Capissisit as Arena General helpers, Tanya Wapachee as Pool Registrar and Makayla Jolly Tracy Tanoush-Gull as canteen clerk. We also engaged in taking full-time responsibility for the Youth Gathering Place with the services of Jerry Mianscum as Facility Monitor. There were no major issues to report.

Our commitment to the facility has been the same since we were hired. Most of us will continue working for the next few years. To the community members who come annually and purchase memberships, we thank you for your support.

Under the Social Development mandate, collaborating with other departments to organize our special events has made the process easier and more enjoyable. It is with great pride that we ensure that our building is open to its full capacity. We strive to keep the facilities clean and, most importantly, to provide a safe and comfortable environment for all those who enter the premises.

Bill Blackned
Sports Complex Supervisor

John Blackned
Sports Complex Assistant Supervisor

5.5.1

Sector Members

Bill Blackned
Sports Complex Supervisor

John Blackned
Assistant Supervisor

Elijah Wapachee
Office Registrar

Ricky Blackned
Complex Coordinator

Sammy Matches
Commercial and Sports Supervisor

Marian Nyteri
Head Lifeguard

Edward Ottereyes
Lifeguard

Michael Mianscum
Maintenance and Janitorial Staff

Norman Jolly
Maintenance and Janitorial Staff

Ronnie Neeposh
Maintenance and Janitorial Staff

Anna Wapachee Jr
Maintenance and Janitorial Staff

Lizzie Ann Mettaweskum
Maintenance and Janitorial Staff

Randy Kitchen
Canteen Clerk

Layla Orr
Canteen Clerk

Abel Jolly
Arena Ice Technician

Owen Jolly
Arena General Helper

Wastuskun Capissisit
Arena General Helper

Jerry Mianscum
Youth Gathering Place Facility Monitor

Brendan Jimiken
Music Room Responsible

5.5.2

Objectives for 2019-2020

Arena Section

- Installation of new compressor system (ammonia or Co2)
- Renovations to arena section – Whiteboards, glass and netting
- Installation of a second dehumidifier
- Installation of an electronic door (arena entrance) and replacement of doors
- Renovations to dressing rooms – Showers, urinals, toilets, etc.
- Renovations to dressing rooms – Seating
- Annual painting – Hallways
- Installation of storage compartments for hockey equipment

Complex Section

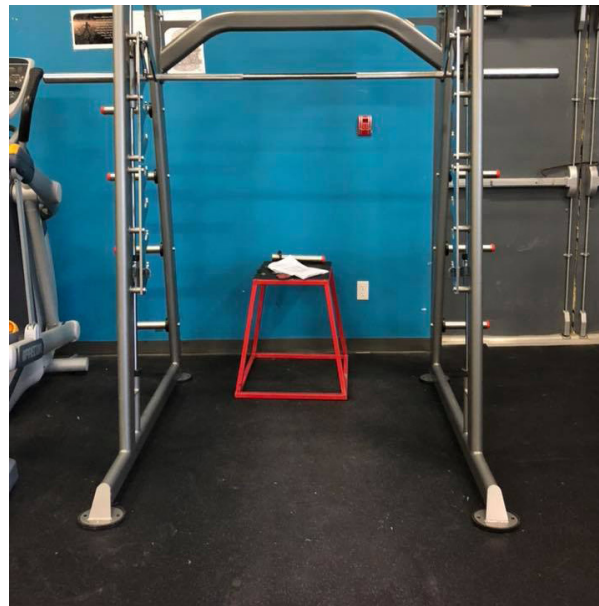
- Renovations to complex hallway walls – New wall panels
- Installation of basketball scoreboard – Gymnasium
- Installation of new doors – Arena / Complex
- Annual painting – Hallways
- Replacement of water heater – Pool
- New MMA equipment for local self-defense and MMA Program

Music Room

- Additional acoustic guitars for beginners
- Drum set rental



05



06

05

Sports Complex - Music Room

06

Sports Complex - New Equipment

5.5.3

Events

Regional Events (Arena)

Assistance to local departments for regional events and tournaments:

- Federated Minor Hockey Tournament (January)
- Regional Minor Hockey & Broomball Tournament (January)
- Nouchimii Cup

Local events (Gymnasium)

Service provided to our members:

- Weddings and concerts
- Annual Christmas festivities
- Local annual Arts and Crafts sales
- Flea markets, etc.



07



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07

Flea Market

08

Minor Hockey Tournament

Event	Dates	Description	Status
Joliet Lake Fishing Derby	June 2019	Many fishermen participated in this fishing derby.	Completed
Interbands Games	July 4-14, 2019	We had a group of children participating in the event in Maliotenam.	Completed
Local Fitness Challenge	July 20, 2019	Our local athletes participated in this event.	Completed
Old Nemaska Fishing Derby	July 13-15, 2019	Many fishermen participated in this fishing derby.	Completed
Cree Nation Fitness Challenge	July 27, 28 & 29, 2019	Our annual fitness challenge was successful.	Completed
Minor and Senior Softball Development	June 17 to August 30, 2019	Dave – Softball Instructor stayed in Nemaska all summer.	Completed
Trip to Valcartier	August 13-16, 2019	We had about 60 community members on this trip with their families.	Completed
Workshops - McCormik & Laquette Hockey School	August 20-25, 2019	One-week hockey camp program for our minor hockey players. Our special guests visited the students at the school. Motivational speakers.	Completed
42 nd Nemaska Celebration	September 11-14, 2019	Worked with Social Development.	Completed
1 st Annual Fastpitch Tournament	September 14-15, 2019	Successful event.	Completed
Minor Hockey Development	September 2019	Darius Gibson from ActivNation was our instructor.	Completed
Invitational Basketball Tournament	September 14-16, 2019	Successful event.	Completed

Event	Dates	Description	Status
Minor Broomball Development	October 1, 2019		Completed
James Bay Minor Hockey and Broomball Leagues	October 1, 2019	Novice, Pee wee, Bantam Hockey were registered with J.B.M.H.L 2019-2020.	Completed
Children's Halloween Dance	October 31, 2019	Recreation hosted the 12-and-under category. Several costume contests were added.	Completed
Christmas Festivities	December 2019	Social activities, new year celebration, inflatable park, children's wish tree and Christmas parade.	Completed
Invitational Broomball Tournament	January 24-25, 2020	Many minor hockey teams participated in this tournament.	Completed
Inland J.B.M.H.L – Championships	February 1 & 2, 2020	Registered minor teams in the leagues participated.	Completed
Nouchimii Cup 2020	February 14-16, 2020	Many teams from Cree communities participated in our tournament.	Completed
Morning Walking Club	March 10, 2020	Every Tuesday and Wednesday.	Ongoing



Land and Sustainable Development

06

- 6.1 Department Members
- 6.2 Drinking Water Protocol
- 6.3 Beautification Program 2019
- 6.4 Sports and Hunting Permits
- 6.5 New Positions
- 6.6 Old Nemaska Heritage Site 2019
- 6.7 Eco-Centre and Bulky Waste Program
- 6.8 Collection
- 6.9 Reconfiguration of Nemaska Category II Lands and IB Lands
- 6.10 Eeyou Planning Commission
- 6.11 Protected Areas and Cree Regional Conservation Strategy
- 6.12 Projects
- 6.13 Members Resolution Adopted at LAGA 2019

Land and Sustainable Development

A Word from the Director of Land and Sustainable Development

It is my pleasure, once again, to report on our progress and achievements during the 2019-2020 fiscal year.

I want to take this opportunity to express my appreciation for all my staff under the Department of Land and Sustainable Development. They have worked diligently to provide services and programs to our community members.

Following the signing of the 30-year agreement (La Grande Alliance), we will see new infrastructures and developments that will change the landscape of Eeyou Istchee, while continuing to protect the environment.

Matthew Tanoush
Director of Land and Sustainable Development

6.1

Department Members

Matthew Tanoush
Director of Land and Sustainable Development

Robert Kitchen
Economic Development Officer

Étienne Pilon Choquette
Entrepreneurship Development Agent

Kenneth Tanoush
Local Environment Officer

Stella Jolly
Local Niskamoon Officer

Rose Wapachee
Forestry Technician

Elizabeth Tanoush
Benefits & Financial Counsellor

6.2

Drinking Water Protocol

In 2019, we did weekly Colilert sampling. We also did parameters monthly sampling, which was performed by an accredited lab. As advised from CNG and Capital Works, we no longer use the services of Environex and we changed to H2LAB. The regional water sampling program was suspended, but we continue sampling for the Colilert system.



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6.3

Beautification Program

- Community spring clean-up
- Community care workers
- Home pet control
- Clean up / current landfill site
- Daily garbage collection during Old Nemaska Days Gathering
- Collection of 8 used boat batteries left along the shores of Old Nemaska in October 2019



02

01
Clean up Landfill

02
Collection of Used Batteries

6.4

Sports Fishing and Hunting Permits

Our administration office continues to issue fishing permits for the anglers who want to fish on Nemaska's Category I & II lands. No seasonal fees were applied during the fishing season. For sport hunting, permits are issued for Nemaska II lands, mainly for small game like Partridge or spruce grouse and Ptarmigan.

6.5

New Positions

In January 2020, we hired Kenneth Tanoush as our new full-time Local Environment officer.

We created the position of Forestry Technician by integrating positions of local land registrar and GIS Technician. The new position was approved, but some details are still under discussion.

6.6

Drinking Water Protocol

Our objective is to preserve and restore Old Nemaska, with innovative ideas, creativity and new technology to enhance the lifestyle of Nemaska Eenouch.

Jean-Philippe Groleau and Matthew Tanoush attended the energy production workshops in Gaspésie on July 9-10, 2019. These workshops were held by First Nations of Quebec and Labrador Sustainable Development Institute (FNQLSDI). The workshop included conference presentations on community successes, discussions and field visits of Nergica's microgrid (solar and wind technologies).

Major themes that were discussed included solar energy 101, microgrid, project management, community involvement and funding programs.



03

6.7

Eco-Centre and Bulky Waste Platform

Regarding the Bulky waste platform, we applied for the First Nations Waste Management Initiative program, 2019-2020.

For the eco-center completion project, we have been approved by Indigenous Services Canada in the amount of \$147,600. The eco-center is to be operational by the end of 2020.

03
Visit to Gaspesie

6.8

Collection

Used Tires

In June 2019, we organised a collection of used tires around the community with the help of Recyc-Quebec. There are still 646 used tires remaining at the nearby landfill site.

Discarded Vehicles

We continued our partnership with a recycler from Amos for the transport of discarded vehicles.

6.9

Reconfiguration of Nemaska Category II and I-B Lands

It was brought to our attention by the Cree Nation Government that Quebec does not work in our best interest with respect to holes or gaps on land selections.

We are still experiencing problems with the corridor situated at the east of Rupert River to Lac Caumont as part of the proposed Category II lands. We are currently working on a solution.



04

04
Collection of Used Tires

6.10

Eeyou Planning Commission

The Eeyou Planning Commission (EPC) is working towards building a collective Cree vision and engagement on land-use planning activities throughout all of Eeyou Istchee. The EPC is working collaboratively with regional planning partners to harmonize the various land-use plans, so that they can best work with the collective vision, interests and aspirations of the Cree.

EPC's planning vision document is currently under development based on community consultations and other reports received from organizations.

EPC is working closely with the Cree nation of Eastmain on a new pilot project of developing a database and a planning document to address land management priorities across the Eastmain traplines. The purpose of the project is to help the community develop its expertise for planning and managing lands and resources.

Once the project in Eastman is completed, similar projects will be developed with other communities.

This year's mandate is to develop a regional plan for Category II lands.

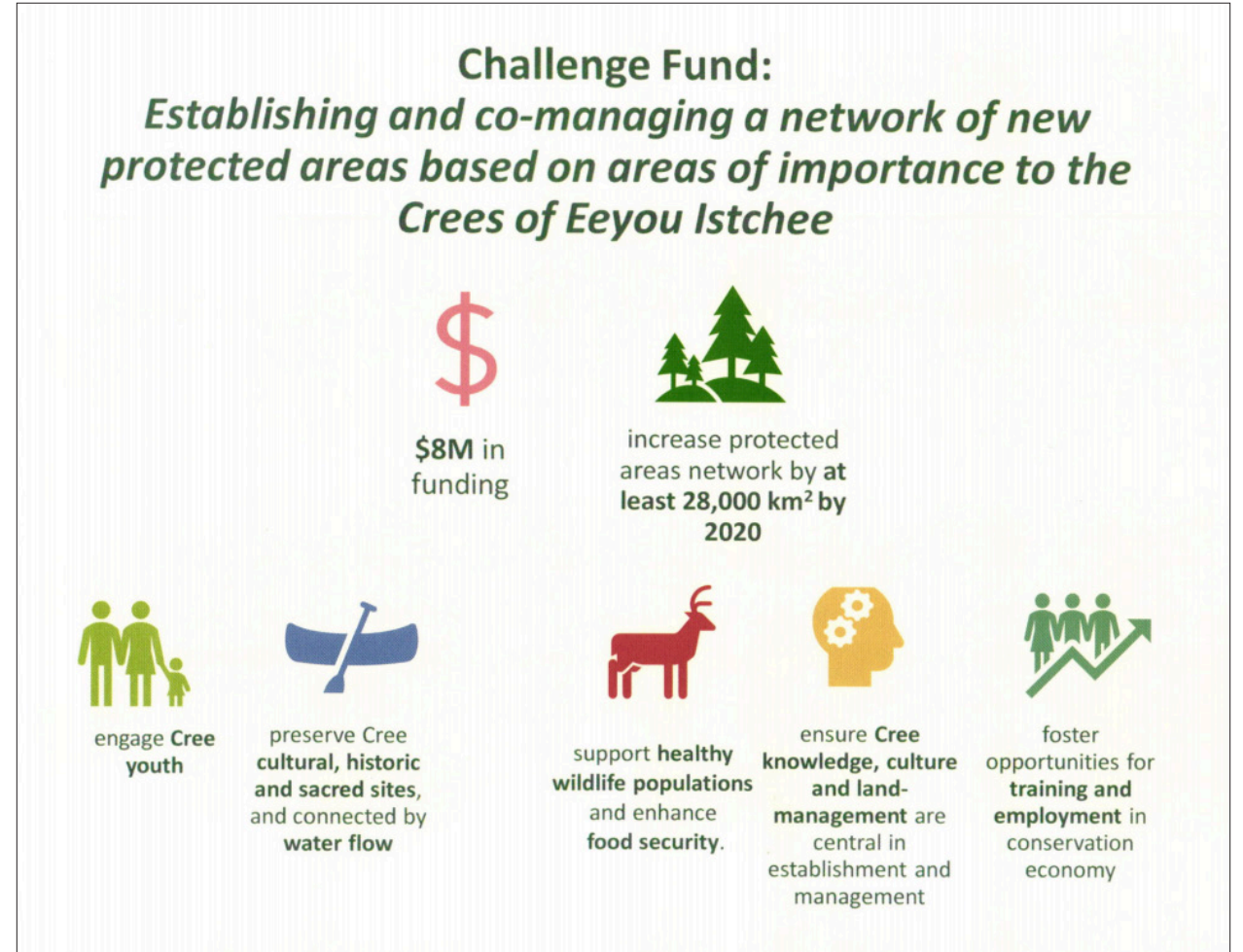


05

05
Eeyou Planning Commission

6.11

Protected Areas and Cree Regional Conservation Strategy



06

06
Cree Regional Conservation Strategy

6.12

Projects

National Assinica Park Project

MFFP conducted consultations for the Family trapline N-22 on February 28, 2019. MFFP presented the overview of the Assinica Park Project and provided maps showing the concept and zoning. Furthermore, a draft provisional Master Plan was provided for comments. This plan has to be approved by the Working Group. The Assinica project is subject to environmental impact assessment studies under Section 22 of the JBQNA.

Forestry (Trappers) Enhancement Projects and Programs

We hired Kenneth Tanoush as our Community Forestry Programs Officer. His role is to assist trappers to develop proposals under the enhancement program. The CNG administers funding and approves trappers projects.

Trapline eligible for funding: N-18, N-19, N-20 and N-21.

Nemaska Lithium (Environment Committee)

Through the Chinuchi agreement, we established an environmental committee for the purpose of providing a framework for the parties to implement Chapter 8 of the re-agreement. Our role is to follow up on issues related to the impact on the physical, biological and social environment.

The meetings are held 3 to 4 times a year. The most recent meeting was held in Shawinigan on November 21, 2019.

Rose Lithium-Tantalum Project

In June 2019, the Agency and the Cree Nation Government signed an agreement under the Canadian Environmental Assessment Act (CEAA). This agreement states that the environmental assessment process will be conducted by a joint assessment committee, co-chaired and composed of members of CNG and the Agency.

The consultations took place on January 12, 14 and 15, 2020 with the CNG and Agency reps. We held various focus groups such as CNN senior management committee elders, youth, Chief and Council, Family Trapline R19 (Matthew Wapachee), Family Trapline R16 (Charles Cheezo), Local CTA committee and a women's focus group.

New Landfill Studies

We hired the consulting services of Stantec. The recommended site for the new studies was established at km 306, Route du Nord. We submitted our preliminary information to Comex's review committee, subject to ESIA/EQA and JBNQA.

6.13

Members' Resolution Adopted at LAGA 2019

At LAGA 2019, members adopted a resolution to create a law banning styrofoam and plastic bags. Best practices are to be promoted, such as to bring your carry-on shopping bags (e.g. at mini-mall or gas station) and to say "no plastic bags", etc.



07



08

07
Environment Committee

08
Nemaska Lithium Whabouchi Site

6.14

Entrepreneurship Sector

The Nemaska Entrepreneurship Services are under the Department of Land and Sustainable Development of the Cree Nation of Nemaska. Its main objectives are to:

- Support local entrepreneurs in all phases of their businesses
- Create structures and ecosystems that foster entrepreneurship and help remove barriers
- Build entrepreneurial capacity through education, coaching and mentoring
- Inspire, connect and promote entrepreneurship

I would like to thank the Chief & Council for the support they have given to the Nemaska Entrepreneurship Service Sector.

Étienne Pilon Choquette
Entrepreneurship Development Agent

6.14.1

Roles and Responsibilities

The Entrepreneurship Development Agent's roles and responsibilities are to:

- Respond to directives from Chief and Council relating to entrepreneurship
- Support local entrepreneurs in the development of their business project in all phases: opportunity seeking, business plan, financing and start-up operation Support local entrepreneurs in positioning their business to obtain contracts from Nemaska Lithium by finding partners, helping to negotiate partnerships, structuring the financial plan, reviewing bids and supporting them until the operational phase
- Help and support local entrepreneurs with financial and operational challenges
- Build skills by providing training and workshop to local entrepreneurs
- Create structures to alleviate entrepreneurship barriers and to improve the entrepreneurship ecosystem
- Manage the Nemaska Entrepreneurship Assistance Fund as per the guidelines
- Promote entrepreneurship within the community
- Represent the Cree Nation of Nemaska at the First Nations of Quebec and Labrador Economic Development Commission
- Attend and represent the Cree Nation of Nemaska at various events and economic development conferences
- Lead projects in link with the social economy and the circular economy

Supporting Local Entrepreneurs

The main role of the EDA is to support, coach and guide local entrepreneurs during all phases of their business projects. Although the EDA has a tailored approach to every project, here is a list of common services provided to local businesses:

- Stimulate reflections, challenge and validate initial business ideas
- Assist in identifying business opportunities and capitalizing on them
- Provide access to a network of trusted business professionals for their business needs
- Coach and review business plans and other formal business documents
- Facilitate the financing process for businesses through our network of financing partners
- Assist the registration of the business and the setup of a taxation reporting system
- Assist and advise in the setup of the bookkeeping and accounting system
- Advise on specific aspects including legal, financial, marketing and HR
- Foster the development of business competencies and know-how
- Improve the positioning and the value proposition during bids
- Negotiate contracts for resource development projects in the Eeyou Istchee region
- Provide access to a network of possible partners and facilitate the creation of lasting partnerships through best practices
- Support and accelerate problem-solving for financial and operational issues
- Support the identification of training needs and the setup of tailored training
- Circulate relevant information to local businesses

The EDA is in constant communication with local entrepreneurs, supporting them on various issues throughout the year. However, the EDA is more involved in business projects that are currently in development.

Here is the list of the business projects which the EDA has been actively involved in developing.

Local Entrepreneurship Projects

Company	Local Entrepreneur	Project
Etuuda Distribution	Jeremy Bearskin	Start-up business in the distribution of industrial parts.
NorthStar Trucking	Andrew Miterick	Expansion project for the acquisition of new heavy machinery.
Car Wash	Liana Diamond and Shane James	Start-up business for a local car wash.
Charlene's Café	Charlene Wapachee	Establishment of a coffee shop in Nemaska.
JR's Garage	Teddy and Jonathan Ross Wapachee	Establishment of a mechanical garage for light vehicles.
Food Delivery Service	Shaunaan Andre	Establishment of a food delivery service.
Peter's Taxi	Peter Wapachee	Establishment of a taxi service.
TSM Restaurant	Peggy Wapachee and Samson Matches	Restructuring of operations.
Anna's Laundry Service	Anna Wapachee Swallow	Establishment of a laundry service at the mine. Construction of a new laundry facility in Nemaska.
Outfitting Operation	Anderson Jolly Greg Jolly	Establishment of an outfitting operations on the Nemaska Territory.

In addition to these businesses, the EDA has advised several community members who intend to start a business. As these were mainly preliminary discussions, they were not included in the list above.

Special Support During the COVID-19 Pandemic

The EDA was requested by the Chief and Council to lead a task force to assist community members in applying for federal and provincial financial assistance during the COVID-19 pandemic. The task force was composed of the EDA, the Apitsuwiin Skills Development Local Employment Officer and a communication consultant, Laurence Gagnon. The task force assisted with over 50 requests for different programs including Employment Insurance and the Canadian Emergency Assistance Benefits. In addition, the task force shared relevant information to community members through the radio and Facebook.

On the business side, the EDA acted as a primary information source for local businesses with respect to financial assistance programs at all governmental levels. The EDA kept contact with all of the active businesses and advised them on available programs. The EDA assisted several businesses in successfully applying to different economic programs including the Canada Emergency Wage Subsidy and the Canada Emergency Business Account.

Wabouchi Mine Related Projects

Company	Promoter	Current Status (As of June 1 st , 2020)
Etuuda Distribution Distribution of industrial parts	Jeremy Bearskin	Obtained the permission from the Chief & Council to lease the wood log cabin situated at the narrows. Invited by NMX to provide quotes on industrial parts, emergency transportation service and employee rental.
Anna's Laundry Service Industrial laundry service	Anna Wapachee Swallow	Secured a short-term contract to provide laundry and sewing services at the Mine site at the beginning of May. The contract was completed at the end of October 2019. Obtained a supporting letter from NMX for the construction of an industrial laundry facility in Nemaska that would provide laundry and sewing service to the Wabouchi mine. Granted the right of superficies for a lot in the industrial zone through a band member resolution at the LAGA.

Capitalizing on Business Opportunities at the Wabouchi Mine

The Entrepreneurship Services department has strived to capitalize on opportunities at the Wabouchi mine for local entrepreneurs since it represents significant spinoffs for the community. Unfortunately, with the economic difficulties that Nemaska Lithium has experienced, all contracts that the EDA was working on were canceled. The EDA actively monitors the financial status of Nemaska Lithium in the hope of the restarting of the Wabouchi mine operations. The mining potential of the James Bay is recognized worldwide and the demand for lithium is still growing. Consequently, the following projects are still active and being developed as we speak.

6.14.2

Economic Development Projects

The EDA is involved in the following projects.

Local Entrepreneurship Projects

Project	Role	Status
Non-Timber Forestry Product Development Plan	Lead	The kick-off meeting took place on February 20th, 2020. The project was halted due to COVID-19.
Entrepreneurial Needs Assessment	Lead	Secured \$4,446.00 from the Fond d'Appui au Rayonnement des Régions (FARR). The consultations were halted due to COVID-19.
Entrepreneurship Centre	Lead	Secured \$20,000 from the CQNRA for the development of a business plan. The project was halted due to hotel project.
Installation of Cellular Antennas of Eeyou Mobility on the Community Communication Tower	Lead	The term sheet was signed in May 2020, but the implementation of the new antennas was delayed due to COVID-19.
Stockpile Restoration Research	Lead	Over \$300,000 in research grants were secured through our university partners. The monetary contribution of CNN is still to be determined. The project should launch in Summer 2021.
Community Fridge	Lead	Obtained a grant of \$10,000 from the Cree Health Board. The project was halted due to COVID-19.
Natural Resource Development Protocol	Participant	An initial draft of a natural resource development protocol was produced. The in-person review meeting in Nemaska was postponed due to COVID-19.

Below, you will find a short summary of each project.

Non-Timber Forestry Product

The Entrepreneurship Services department has initiated a development plan of the non-timber forestry products present on the Nemaska territory. Those resources include wild mushrooms, wild berries, edible plants and many more. The development plan includes a qualitative and quantitative inventory of the resources found in a 50km radius around the community of Nemaska. The Economic Development Department has secured \$43,329.66 from the FARR for this initiative.



09

Entrepreneurial Needs Assessment

The Cree Nation of Nemaska is undertaking an entrepreneurship needs assessment to better serve local entrepreneurs. A needs assessment is an important first step in supporting the development of local businesses through the provision of services and assistance from CNN. In addition, identification of key infrastructure for the development of entrepreneurs and the barriers to entries for new entrepreneurs will be evaluated. CNN has requested NetPositive to facilitate discussions with entrepreneurs and community members within Nemaska as part of the needs assessment. Focus groups and one-on-one interviews are the privileged methods of gathering information. At the end, a report will be produced by Net-Positive identifying key takeaways. The report will serve as a foundation to build a vision for entrepreneurship in Nemaska. An amount of \$4,446.00 was secured from the Fond d'Appui au Rayonnement des Régions (FARR) of the Québec Government.

Entrepreneurship Centre

Nemaska has a lack of available commercial space for businesses, which represents a significant barrier to entrepreneurship. This project aims to provide office space for local entrepreneurs in Nemaska. The initial project aimed to renovate the old band office. Unfortunately, this project was stopped in September 2019 because of the hotel project which aimed to demolish the old band office and use the lot to build the hotel. A new location is currently being explored. An internal \$20,000 has already been allocated for a feasibility study or a business plan.

09

Kick-Off Meeting for the NTFP project (February 2020)

Resource Development Plan

Nemaska Eenouch are concerned about the potential impact from the increase in mining activity in the area and are seeking to better manage these activities and changes. In 2018, the Cree Nation of Nemaska initiated the Natural Resource Development Community Dialogue and Planning Project to understand the concerns and aspirations of Nemaska Eenouch and to agree on how to move forward as a community with respect to natural resource development. The project identified several risks, including that insufficient systems and coordination lead to misinformation, a reactive rather than proactive response, frustration or even conflict among community members, the loss of economic opportunities, and social and environmental impacts not being managed in a way that is acceptable to the Nemaska community. Based on this process, the Cree Nation of Nemaska reaffirms that natural resource development must support the achievement of our community’s future vision, aspirations and priorities. A protocol was developed by the Working Group for the Natural Resource Development Community Dialogue and Planning Project with extensive input from the CNN Department of Lands and Sustainable Development. It will be reviewed and ultimately approved by CNN Chief and Council. The protocol describes the Cree Nation of Nemaska’s approach to managing natural resource development. It includes requirements and expectations for CNN and proponents and, where relevant, other stakeholders. It also includes guidance on how to achieve the requirements.

Installation of Cellular Antennas

The EDA was mandated by Chief and Council in February 2020 to negotiate the terms for the installation of 3 cellular antennas on the community telecommunication tower. A face-to-face meeting with Eeyou Mobility took place in Montreal in March 2020. The term sheet was signed in May 2020 and, although the project was postponed due to COVID-19, the installation of antennas will resume as soon as the pandemic situation is under control.

Stockpile Restoration Research

This research project led by the University of Sherbrooke and the University of Laval aims to develop integrated techniques for mine site reclamation using indigenous shrubs and mosses in Eeyou Istchee territory. The CNN is a partner in the project and will benefit from the knowledge developed in this research. The long-term objective is to one day become a key player in the industrial site reclamation in Eeyou Istchee.

Community Fridge

The Nemaska community fridge project consists of setting up a fridge for the use of all community members. Set up in public spaces including community centers and a church, the community refrigerators allow restaurants, supermarkets, home cooks and others with excess food to donate it while helping ensure it remains fresh. It enables food to be shared within a community, as anyone can put food in and take food out. The main aim of community fridges is to reduce food waste. They also enable people facing hardship to have easy access to fresh, nutritious food. Community fridges are normally social spaces that enable people to connect to their communities. Some community fridges also have an associated area for non-perishable food. This type of project already exists in almost 60 communities around Quebec.



10

10
NEAF Logo

6.14.3

Nemaska Entrepreneurship Assistance Fund

Amending of the NEAF guidelines

After over one year of managing the NEAF through the guidelines, an update was needed to better fit the needs of local entrepreneurs. The EDA amended the guidelines and related documents for the Nemaska Entrepreneurship Assistance Fund. The amendments were reviewed by the NEAF Committee and later approved by Chief and Council in February 2020.

Branding

The branding for the fund was subcontracted to a CC Consultant. The EDA manages the project. A new logo and a graphic chart were produced. Additional marketing materials are currently envisaged.

Management of the NEAF

The EDA is currently involved in receiving applications, gathering the information, analyzing the files, presenting it to the review committee and following up with the applicants based on the committee’s decisions.

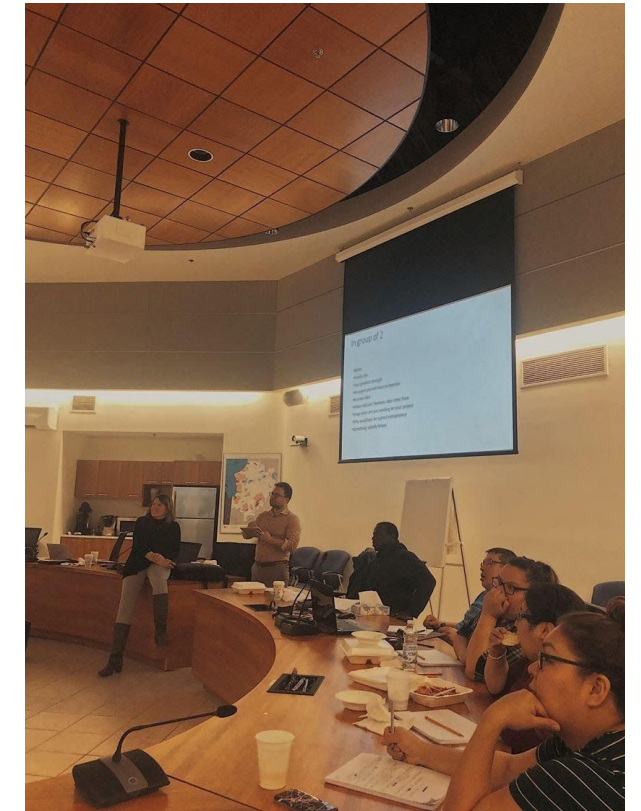
6.14.4

Building Entrepreneurial Capacity

The EDA has strived to build entrepreneurial skills by providing training to community members. The following training opportunities were provided during the 2019 fiscal year.

Training and Workshops

Training	Dates	Details
Business Plan Workshop	February 21-23, 2020	9 community residents participated in the production of a business plan with the objective to start their new business.
Obtaining your RBQ License	March 10-11, 2020	8 community residents participated in a workshop to learn how to obtain their Régie du Bâtiment du Québec (RBQ) license to start their construction business. The workshop was followed by one-on-one coaching meetings.
CV Writing	March 11 th , 2020	1 community resident participated in the workshop to learn how to create and improve their resume.



11

11
Business Plan Workshop

6.14.5

Inspire, Connect and Promote Entrepreneurship

The EDA has strived to promote entrepreneurship within the community by managing the Nemaska Entrepreneurship Facebook Page.

Nemaska Entrepreneurship Facebook Page

The page is used to promote entrepreneurship, provide resources and to communicate events and opportunities. As of June 1st, 2020, 136 people liked and 140 followed the page. Each post reaches on average 500 people on Facebook. The most popular post reached over 1,000 people. You can find the page at the following address: facebook.com/nemaskaent.

Connecting Local Entrepreneurs with Opportunities

The EDA has helped connect Local Entrepreneurs with opportunities and partners at various economic conferences. With the financial assistance of the NEAF, Nemaska Local Entrepreneurs participated in the following conferences.

Conferences Opportunities For Local Entrepreneurs

Conference	Dates	Participants
Let's Us Develop the Eeyou Istchee James Bay Ordering Parties and Suppliers	May, 2019	Etuuda Distribution Iywaschtin Piimii Distribution
Quebec Mine	November 18 - 20, 2019	Iywaschtin Piimii Distribution Etuuda Distribution SD Mines
Prospectors & Developers Association of Canada (PDAC)	March 1-4, 2020	SD Mines (no financial assistance from the NEAF)
CONEXPO Largest Construction Conference in the World	March 10 - 14, 2020	Shawn Coonishish Sequin's

Inspire Youth

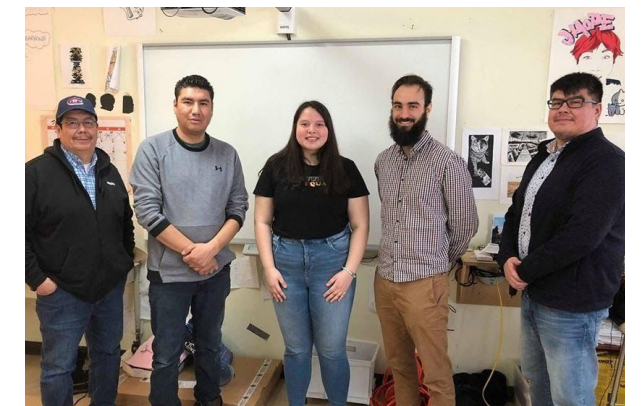
On February 7th, 2020, the Land and Sustainable Department visited the Luke Mettaweskum School to introduce ourselves to the Secondary 5 integrative project class. We provided support to a school composting pilot project led by Sipu Martin, a graduating student. In addition to providing our expertise, the department provided a composting bin and our community composting feasibility study. Unfortunately, the project was canceled with the abrupt end of the school year due to COVID-19.



12



13



14

12
Indigenous Speed Business Meeting - Quebec Mine

13
Indigenous Business Cocktail - Quebec Mine

14
Meeting for the School Composting Project at ELMS School

6.14.6

Representation of CNN at Conferences and Boards

Attending conferences and networking is an integral part of the role of an economic development agent. Through conferences, the Entrepreneurship Development Agent has been able to find many partners and consultants who have helped on different projects.

Conferences

EDA has represented the Cree Nation of Nemaska at the following conferences.

Conferences Opportunities For Local Entrepreneurs

Conference	Organization	Location	Dates
Mining Institute Conference	CIM	Montreal	April 28 – May 1 st , 2019
Let's Us Develop the Eeyou Istchee James Bay: Ordering Parties and Suppliers	La Société du Plan Nord	Chibougamau	May, 2019
Expo Entrepreneur Pro	Expo Entrepreneur	Quebec City	June 12-13, 2019
FNQLEDC General Assembly	First Nation of Quebec and Labrador Economic Development Commission ("FNQLEDC")	Wendake	September 18, 2019
CANDO Annual Conference	Council for the Advancement of Native Development Officers	Gatineau	October 27-30, 2019
Quebec Mine	National Event Management	Quebec City	November 18-20, 2019
Business Exchange Day	Secretariat to the Cree Nation of Abitibi Temiscamingue Economic Alliance	Val d'Or	December 1, 2019

First Nation of Quebec and Labrador Economic Development Commission (FNQLEDC)

The EDA is mandated by the Cree Nation of Nemaska to represent them at the FNQLEDC. The FNQLEDC's mission is to represent, promote, support and defend the interest of the First Nations of Quebec and Labrador in the area of socioeconomic development. The organization is accountable to the Assembly of First Nations of Quebec and Labrador (AFNQL). The EDA was appointed in September 2019 as an administrator on the Board of Directors of the FNQLEDC. He not only represents the CNN, but the entire Cree Nation. The Board of Directors meets quarterly and oversees the operations of the organization.



15

15

Board of Directors of the FNQLEDC

6.15.1

Roles and Responsibilities

Reporting to the Director of Land and Sustainable Development, the Economic Development Officer is responsible for fostering economic development in the Cree Nation of Nemaska (CNN), through the identification, creation, and implementation of business development opportunities.

The Economic Development Officer is also responsible for providing advice and assistance to potential local entrepreneurs regarding available programs, sources of funding and related legislation and/or guidelines to be respected.

6.15.2

Community Economic Planning and Capacity Development

The Economic Development Office (EDO) in collaboration with the Nemaska Development Corporation (NDC) worked on implementing the short term goals identified in Nemaska's Economic Development Plan. We've also compiled a socio-economic profile for the community to identify relevant resources (human, natural, infrastructure, financial). We are currently developing training programs for NDC's administration, finances and subsidiaries (businesses) to develop its human resources in order to operate efficiently and better serve the community.

Activities	Status
Nemaska Land and Economic Strategic Development Plan.	Maintaining the strategies in the development plan.
Renewal of the engagement of Assistant Economic Development Officer on a contractual basis.	Completed (April 2019)
Training proposals and aftercare programs for administration, finance and businesses.	Ongoing
Revision of all business plans for the hardware store expansion, grocery store expansion, business center and hotel project.	Leadership request for new plan.
Conferences and networking.	PDAC Conference (March 2019) Prospectors and Developers Association of Canada Business Exchange Day (November 2019).
Nemaska 33-year Strategic Plan.	Ongoing

6.15.3

Proposal Development

In collaboration with NDC and several other departments, many different proposals have been developed to prepare a natural resource development plan for our territory. Social development proposals have also been put forward to improve the services for our guests and community members. The Economic Department shall create business plan templates and assist in proposal development to support prospective local entrepreneurs in starting up their businesses.

Activities	Status
Developed a business plan for the Nemaska Smart Farm Project.	Secured 100% of funding for the project (\$1.8 million).
Developed business plan templates and proposals with the EDO.	Working with the Assistant to Economic Development.
Submitted business plan for the expansion of the hardware store to funding agencies.	Secured 100% of funding for the project. The mandate was given to NDC to develop the project.
Business plan, feasibility study and conceptual plans by architects for the Nemaska hotel project.	Business plan by PKF. Design Hotel. Secured 50% of funding. The mandate was given to NDC to develop the project
ECN proposal for internet services and cell phone service for the community.	Ongoing works with Eeyou Communication Network
Submitted business plan for the expansion of the Mini Mall for grocery store to funding agencies.	Secured 50% of funding. The mandate was given to NDC to develop the project
Submitted business plan to funding agencies for the old Band office to be converted into the Nemaska Business Center.	The mandate was given to NDC to develop the project

6.15.4

Employment of Community Members

Over the last year, the Nemaska Economic Development in collaboration with the NDC have maintained a job creation plan and training package in order to ensure meaningful employment opportunities for the Community Members. The Nemaska Land and Economic Strategic Plan provides a long-term economic vision and a 33-year strategic plan identifying all possible employment that could potentially benefit the Members, the Community and the Economy of Nemaska.

Activities	Status
Ongoing job training with Apatisiwin Skills Development for businesses such as the gas station, post office, Nemaska motel, local bank, etc.	Ongoing
Mining business opportunities with Nemaska Lithium Project	Ongoing
Road maintenance contract NEC - Hiring of Nemaska people	Ongoing
Civil works – Water drainage to prepare paving of community roads	Ongoing
Housing construction	Ongoing
Hydro Quebec contracts for refurbishing of Post Albanel and Post Nemiscau	Ongoing
Youth center	Ongoing
Nemaska Smart Farm Project	Ongoing

6.15.5

Partnerships and Community Member Business Development

The EDO and NDC will work with all our partners to attain a healthy return on investment. EDO will work with all our entities and businesses to develop support for the business community. The EDO will develop a comprehensive list of possible business opportunities and job opportunities where the people and the Community are considered the major stakeholders and owners by means of agreements and partnerships. EDO will maintain and follow up its partnership with Nemaska Lithium and many other opportunities.

Activities	Status
NEC and EBC joint venture for repairs on PK 170	Completed
VPC construction company submit bids for housing and building construction	Ongoing
NEC joint venture - Civil works projects, road maintenance	Ongoing
Request for proposals from mining contractor and transport company to move materials down south	Review and assessment of all JV proposals with partners
Support services for local entrepreneurs	Ongoing
Catering partnership with NDC and ADC	JV agreement was signed
Investment and partnership with Nemaska Lithium	Shares in company
Investment and partnership with Eeyou Power Inc	Shares in company
NEC provides lodging at Camp Nemiscau for the mine	Ongoing
NEC manages the 3 gravel pits for Nemaska	Ongoing

6.15.6

Board of Compensation Economic Development Fund

Council resolution required for updated projects and BOC budget for:

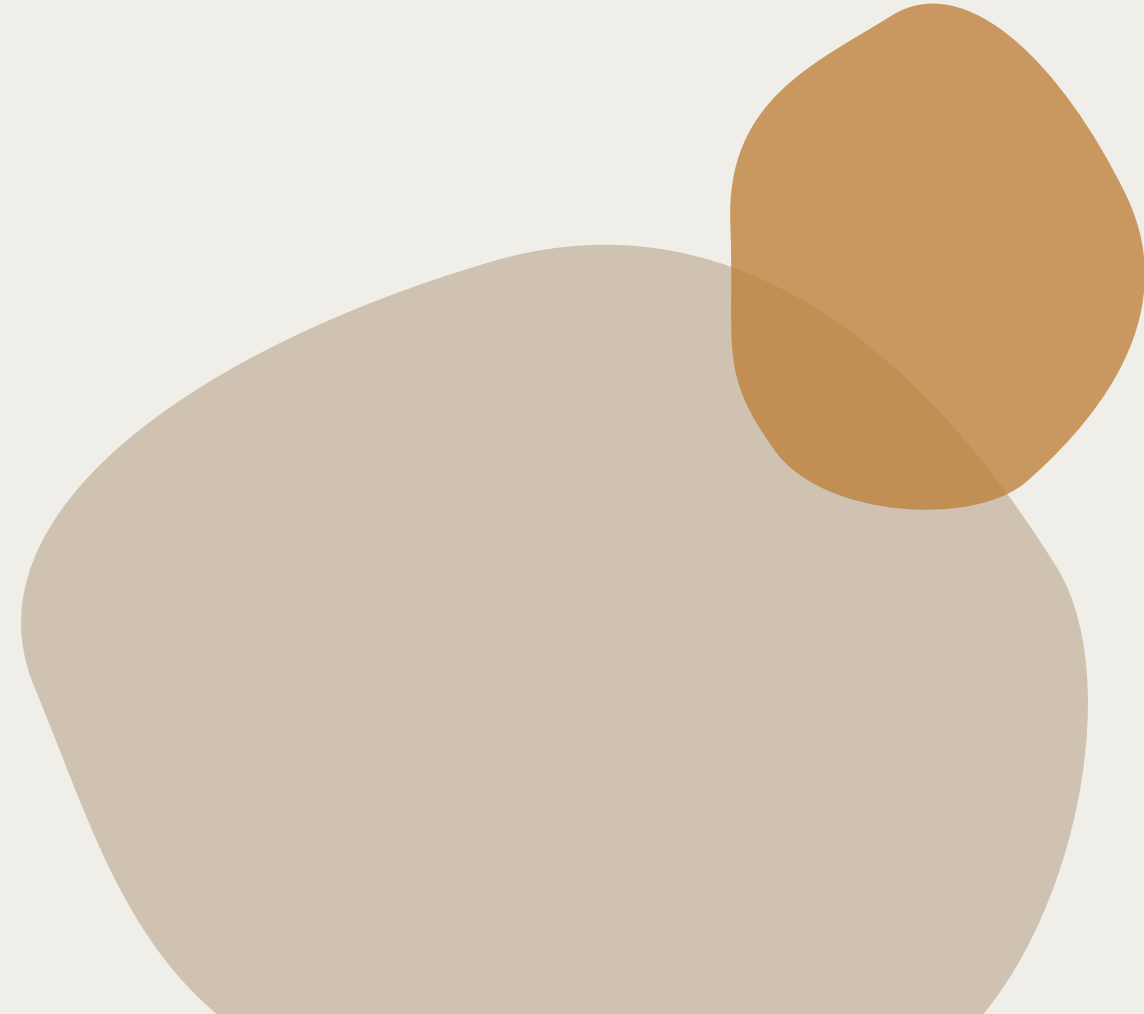
• Fiscal Year 2012-13	\$ 500,000.00
• Fiscal Year 2013-14	\$ 555,555.00
• Fiscal Year 2014-15	\$ 444,444.44
• Fiscal Year 2015-16	\$ 444,444.44
• Fiscal Year 2016-17	\$ 444,444.44
• Fiscal Year 2017-18	\$ 339,000.00
Total	\$ 2,727,888.32

6.15.7

Partnerships and Community Member Business Development

The Economic Development Officer has worked in close collaboration with the people, Chief and Council, Land Environment Department of the CFN and the Cree Trappers Association in identifying options for land use and land management under its jurisdiction and mandate. A land use plan will be developed with various strategies on how to better utilize the space and resources of the land, trapline and Eeyou Istchee to minimize the negative impact on the land.

Activities	Status
Potential development of wind power projects within Nemaska territory	Ongoing with Eeyou Power
Interest coming from South Korea on the lithium projects in Cree territory	Ongoing
Small hydroelectric project on Rupert River	Ongoing with Eeyou Power
3 gravel pits and black soil pit	Partnership with NEC
Land use plan for the Nemaska territory	Ongoing with CNG
Plan Nord strategy with Cree Nation	Ongoing
Implementation of the Resource Development Partnership Agreement with Nemaska Lithium	Chinuchi Implementation Committee
Hydro Québec refurbishing La Grande Complex (Post Albanel and Nemiscau)	Ongoing
Old Nemaska restoration project	Ongoing
Niskamoon projects	Ongoing



6.15.8

Promoting Investment in the Community

Nemaska has launched a promotional campaign to encourage all businesses, Cree Entities, Chief and Council, corporations and companies to make a contribution from their funds towards the creation of The Nemaska Economic Fund. The Nemaska Investment Board is assisting all existing businesses and promoting their investment.

Some of the promotional activities and projects we've taken part in this year:

- Green energy networking events
- Trade shows
- Partnering with Energy Investment groups such as Brookfield Renewable Energy and Eeyou Power
- Nemaska new signage acquisition
- Joint ventures with major companies
- Nemaska Annual Gold Benefit 2019
- Maintaining our good relationship with different entities such as the Board of Compensation, the James Bay Eeyou Corporation and the Cree Development Corporation.





Housing Department

- 7.1 Department Members
- 7.2 Roles and Responsibilities
- 7.3 New Housing Committee Members
- 7.4 Rent-to-Own Program
- 7.5 Activities
- 7.6 Numbers
- 7.7 Upcoming Activities and Programs



Housing Department

A Word from the Director of Housing Department

First of all, I would like to thank the Chief and Council for the support they have given to the Nemaska Rental Housing Department. I am pleased to share with you a report of activities carried out by the Housing Department of the Cree Nation of Nemaska for the 2019-2020 fiscal year. We are pleased to announce that 2019 has brought us to a point where we have begun building for today and tomorrow. Five Rent-to-Own units and two duplexes at Partridge Road are presently under construction. On behalf of the Nemaska Rental Housing Department staff, we wish our Maintenance Supervisor, Mr. Peter Moar, all the best in his retirement. We hope that he has a long and peaceful rest, spends some well-deserved quality time with his loved ones and does everything he wishes to do with his time off. When I first started working for Housing in February 2013, Peter was there all the time and worked hard for the community. He has always been someone I could rely on to help me. I already miss his role as the Housing Maintenance Supervisor but his involvement does not end here; he will provide us with professional services from time to time when we need his expertise for inspections on housing projects. He is a great asset for the Housing department. All the best Peter - thank you for your 29 years of service, dedication and all your contributions to our community.

Stephanie Jolly
Director of Housing Department

7.1

Department Members

Stephanie Jolly
Director of Housing

Louise Tanoush
Housing Clerk*

Trina Sandy
Housing Clerk*
(since June 2019)

Tricia Hester
(approved May 2019)
Housing Administrator (Contractual)

*Presently filled by replacements. In the process of filling the position.

Maintenance Staff

Peter Moar
Housing Maintenance Supervisor
(retired December 2019)

Oliver Bobbish
Housing Maintenance Supervisor
(replacement)

Samuel Rabbitskin
Housing Maintenance Worker

Shane James
Housing Maintenance Worker
(replacement)

John Trapper
Housing Inspector
(since May 2019)

Contractual Services

Edna Neeposh (Independent Contractor, Advisor, Consultant) was hired on a contractual basis to work on certain files within the Housing department, including (but not limited to):

- Updating renovation files; Cree Nation Government and Cree Nation of Nemaska
- Following up on insurance claims on 3 house fire incidents
- Updating housing project files (2011-2012 and 2014-2015)
- Researching information and preparing proposals for Indigenous Services Canada
- Participating in Housing Committee meetings
- Participating in Eeyou Mîichuwaap meetings
- Participating in CNG sessions related to Housing
- Participating in the production of the Five-Year Action Plan
- Routinely upkeeping the Director's correspondence and electronic mail
- Following up on urgent housing matters

From October 2017 to December 2019, Edna was very productive and an asset to the Housing department. Edna holds the Housing Portfolio at the Council level and continues to advise the Housing department as needed.

7.2

Roles and Responsibilities

- Implement and administer housing policies
 - Prepare the annual housing budget
 - Ensure that the necessary documents are prepared and submitted in a timely manner for the disbursement of government subsidies
 - Apply the appropriate criteria to tenant selection
 - Rent collection
 - Develop proposals for housing projects that respond to the needs of the Nemaska community
 - Create different housing solutions that are appropriate to members' different economic situations. Establish incentives for members who pay regularly and whose economic situation allows them to pay more
 - Ensure that new construction and renovation projects are carried out in accordance with agreements or directives
 - Ensure dwelling maintenance
 - Explore the various housing programs and financing arrangements available
 - Maintain adequate records and reporting to the Cree Nation of Nemaska and to the Housing Committee on a regular basis
- Individuals who may require housing or those who are in breach of their obligations pursuant to their Lease Agreement
 - Community housing objectives and priorities, as well as special housing projects
 - The effectiveness of Housing programs and policy
 - Training programs offered by different organizations that will enable the Housing Department personnel to better respond to community needs
 - Monitoring delivery of maintenance and housing services to the occupants of Nemaska-owned housing units
 - Reporting regularly to the Cree Nation of Nemaska and its members regarding arrears and housing matters

The Housing Department also makes recommendations to the Housing Committee and to Nemaska with respect to:

7.3

New Housing Committee Members

The Housing Committee is an advisory group composed of members of the Cree Nation of Nemaska. The committee is comprised of the following individuals:

- Stella Moar Wapachee
- Charlot Jolly
- Gertie Jolly
- Ruth Jolly
- Mary Jane Wapachee Sr.

Mandate of the Housing Committee

- Advises the CNN regarding housing needs and priorities
- Assists the Housing Administrator in applying the criteria for the allocation of housing to community members
- Makes recommendations regarding required community housing maintenance and renovations
- Monitors the delivery of maintenance and housing services to the occupants of CNN-owned housing units
- Reports regularly to the CNN and its members regarding arrears and housing matters
- Promotes member participation in planning and improvement activities
- Maintains up-to-date statistics of community housing needs
- Assists the Housing Administrator in providing information to members on housing matters
- Holds occasional tenant meetings
- Makes recommendations to the CNN with respect to rent collection and assists the Housing Administrator in implementing collection procedures
- Makes recommendations to the CNN with respect to tenants who are in breach of their Lease Agreement
- Makes recommendations on alternative accommodations for evicted tenants, where possible

7.4

Rent-to-Own Program

The Housing Department wants to ensure that all members of the Cree Nation of Nemaska who wish to become homeowners are encouraged to do so. As an alternative to the Private Homeownership Program, the Rent-to-Own Housing Program is designed to provide affordable housing for qualifying members who wish to purchase a home on a rent-to-own basis.

The intent of this policy is that a Rent-to-Own unit is occupied as a rental accommodation as per the Rent-to-Own Agreement and this policy, until the amount owing to the Cree Nation of Nemaska under the Rent-to-Own Agreement is fully paid. Once all payments have been made, the Rent-to-Own Unit becomes a private home and the community member who entered into the Rent-to-Own Agreement will be entitled to the transfer of the Rent-to-Own Unit and a Grant of Superficies for the lot.

The Housing Department posted a notice inviting interested members to apply to the program. We received 17 applications, which could be funded under CQNRA funds and other funds (to be identified).

The Housing Committee is currently in the processing of making its selection among interested applicants.



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Rent-to-Own Program

7.5

Activities

Credit Enhancement Review (CER) – First Nations Market Housing Fund (FNMHF)

In April 2017, the Council of the Cree Nation of Nemaska adopted a resolution supporting the application to FNMHF and submitted an application shortly thereafter. An acknowledgement was received with a request for additional information. In November 2017, Jason Hasket (Senior Business Development Officer from FNMHF) came to Nemaska to proceed with the Credit Enhancement Review Process. The application is now with the Management Team for final review.

Eeyou Miichuwaap

The following are some of the current files and activities of Eeyou Miichuwaap:

- CNG Housing Portal
- CNG Home Ownership Budget Training Tour
- CNG Private Home Ownership Strategy
- CRT Housing Maintenance
- Renovation Fund (CMHC)
- Housing Community Consultations
- Regional Radio Shows
- Social Infrastructure Funds for 2017-2018 (CMHC)
- CMHC Section 95 301 Form
- Training on Section 95
- CNG Renovation Projects
- Indigenous Services Housing

Eeyou Miichuwaap held three regular meetings within the current fiscal year.

- Meeting #1 - Montreal, February 11-15, 2019
- Meeting #2 - Val-d'Or, September 17-20, 2019
- Meeting #3 - Gatineau, December 2-7, 2019

Other Meetings

- Housing Planning Review - Gatineau, March 3-8, 2019
- ISC applications (CNG) - Val-d'Or, April 9-13, 2019
- ISC Capacity Development (CNG) - Val-d'Or, May 30 - June 1, 2019
- Five-Year Action Plan (Housing) - Val-d'Or, June 5-8, 2019
- Succession Planning - Montreal, Oct 19-25, 2019
- Indigenous Housing Solutions Housing Training - Gatineau, Nov 3-9, 2019
- Housing Meeting - Gatineau, December 15-19, 2019

Fire Incident Report for 1A/B Caribou Trail

The fire incident occurred on November 2, 2019. The building suffered too much smoke damage and would be costly to renovate. The duplex was demolished and a prefab unit was installed. Construction is in progress and is 80% completed.

Installation of Radon Detectors in 232 Homes in Nemaska

In order to proceed with the expansion of existing over-occupied housing, Indigenous Services Canada must ensure that there is no existence of radon in the housing units. Therefore, the Cree Nation of Nemaska in collaboration with the Cree Board of Health and Social Services of James Bay installed radon detectors in the houses. This process began in November 2019 and ended in March 2020.

All radon detectors were collected and sent out to ACCUSTSAR and we are now awaiting results. We fully support this initiative that is paid for by Health Canada through the Cree Board of Health and Social Services.

Housing Policy

The Housing Committee is currently working on new housing policies which will better reflect the needs of the Housing Department and the tenants. Once completed, the housing policies will be submitted to Council for approval and then communicated to the members of the Community during our Housing conference. The new policies propose the following housing programs aimed to meet different members' needs:

- Social Housing (for low income families)
- Elders Housing (for elders 70+)
- Rental Housing (for members who do not wish to own a house)
- Employment Housing (for employees who were hired from outside the Community)
- Rent-to-Own (for members who eventually want to own the house but cannot obtain financing)

Each program has its own policy which governs matters such as the application process, the eligibility criteria and the rent charged.

Housing Projects under Canada Mortgage Housing Corporation (CMHC)

- Project: 16-229-528-019- Duplex 99 Partridge Road
- Project: 16-229-528-022

CNG Urgent Renovations

We received \$302,000 from CNG for urgent renovations which are currently underway.

VPC offers to complete the work for the total amount of \$302,000.00. The breakdown of cost, by housing unit, is summarized as follows:

- 1A Otter Trail \$32,269.64
- 3 Beaver Trail \$56,208.36
- 7 Otter Trail \$66,111.17
- 2 Otter Trail \$20,119.93
- 8 Squirrel Trail \$30,450.76
- 9 Otter Trail \$62,913.50
- 7 Rabbit Trail \$34,572.61

Residential Rehabilitation Assistance Program (RRAP)

Funding has been secured for the RRAP program for one unit and appropriate authorization has been obtained to proceed.

The original quote was \$93,900.00. However, we are waiting for a revised quote. CMHC's contribution is \$30,600.00 under the RRAP program. CNN's contribution would be \$63,000.00, as approved by Council in 2020.

This renovation will proceed in 2021.



7.6

Numbers

Housing Initiative – Indigenous Services Canada (ISC) (Formerly INAC)

ISC Housing Initiative Summary	VPC Quote	ISC Contribution	CNN Contribution
ISC Expansions 2019-2020 – Additional rooms	\$ 601,512.00	\$ 426,115.00	\$ 175,397.00
ISC Renovations 2019-2020 – Doors & Windows	\$ 527,760.00	\$ 329,360.00	\$ 198,400.00
ISC Expansions 2020-2021 – Additional rooms	\$ 373,342.50	\$ 348,500.00	\$ 24,842.50
ISC Renovations 2020-2021 – Doors and Windows – 10 units	\$ 606,500.00	\$ 380,800.00	\$ 225,700.00
Total	\$ 2,109,114.50	\$ 1,484,775.00	\$ 624,339.50

ISC Renovation Project for 10 Housing Units

Address	Work Description	VPC Quote	ISC Housing Initiative	CNN Contribution
11 Mink Trail	Exterior Doors and Windows	\$ 27,560.00	\$ 39,000.00	\$ 11,400.00
5 Wolf Trail	Exterior Doors	\$ 9,900.00	\$ 39,000.00	\$ 29,100.00
5 Porcupine Trail	Exterior Doors and Windows, Siding, Roof	\$ 80,300.00	\$ 39,000.00	\$ 41,300.00
1 Bear Trail	Exterior Doors and Windows, Siding	\$ 63,200.00	\$ 39,000.00	\$ 24,200.00
7 Bear Trail	Exterior Doors and Windows, Siding	\$ 63,200.00	\$ 39,000.00	\$ 24,200.00

Address	Work Description	VPC Quote	ISC Housing Initiative	CNN Contribution
10 Wolf Trail	Exterior Doors and Windows	\$ 30,400.00	\$ 39,000.00	\$ 8,600.00
3 Porcupine Trail	Exterior Doors and Windows, Siding, Roof	\$ 80,300.00	\$ 39,000.00	\$ 41,300.00
2 Bear Trail	Exterior Doors and Windows, Siding	\$ 63,200.00	\$ 39,000.00	\$ 24,200.00
8 Otter Trail	Exterior Doors and Windows	\$ 27,500.00	\$ 39,000.00	\$ 11,500.00
2 Caribou Trail	Exterior Doors and Windows, Siding, Roof	\$ 82,200.00	\$ 39,000.00	\$ 43,200.00
Total		\$ 527,760.00	\$ 390,000.00	\$ 137,760.00
Actual		\$ 527,760.00	\$ 329,360.00	\$ 198,400.00

Housing Needs

Description	No. of Applicants
Applicants – Married	7
Applicants – Common law	23
Applicants – Single	39
Applicants – Living in a small unit requesting for bigger units	8
Total	77

ISC Expansion of Existing Over-Occupied Housing

Address	Work Description	VPC Quote	ISC Housing Initiative	CNN Contribution
17 Waapihyeu Trail	2 Additional Rooms	\$65,780.00	\$62,200.00	\$3,580.00
11 A Waapihyeu Trail	Additional Room & Bathroom	\$90,447.50	\$62,200.00	\$28,247.50
10 Bear Trail	Additional Room & Bathroom	\$90,447.50	\$62,200.00	\$28,247.50
7 Mink Trail	2 Additional Rooms & Bathroom	\$99,940.00	\$62,200.00	\$37,740.00
9 Porcupine Trail	Additional Room & Bathroom	\$90,447.00	\$62,200.00	\$28,247.50
6 Mink Trail	2 Additional Rooms & Bathroom	\$106,892.50	\$62,200.00	\$44,692.50
9 Otter Trail	Additional Bathroom	\$57,557.50	\$62,200.00	\$4,643.00
	Total	\$601,512.00	\$435,400.00	\$170,755.00
	Actual	\$601,512.00	\$601,512.00	\$166,112.00

Capacity Development

Project Name	Date	Funded
Housing Policy & Authority Development	2019-2021	\$100,000.00
Housing Maintenance	2019-2021	\$29,678.00
Financial Coaching & Household Budgeting	2019-2021	\$30,000.00

7.7

Upcoming Activities and Projects

End of Agreement – Section 95

End of Agreement units are rental houses owned by the Cree Nation of Nemaska that are now free of any legal obligations (mortgage, operating agreement) towards CMHC. The Cree Nation of Nemaska may now dispose of the units as they please. The Housing Committee and the Council (who will have the final authority regarding this matter) are looking into transferring certain units to the tenants. This program is in the process of being developed and will be finalized during the 2020-2021 fiscal year. The program policy will include the following:

- The Nature of the Program
- Guidelines
- Eligibility
- Transfers (to tenant or community member)
- Maintenance of Rental Tenure
- Expiration of the CMHC Section 95 Operating Agreements

Edna Neeposh, Housing Portfolio holder at the Council level, was mandated to oversee this file and is actively working on it.

Hiring of Additional Personnel

The Housing department of the Cree Nation of Nemaska is currently in the process of creating additional positions to enhance its activities, increase its efficiency and improve productivity. The assistance of key staff such as the Corporate Secretary, Treasurer, Director General, the Housing Committee and Office of Project Services is vital to the department.

Home Ownership

In collaboration with the Cree Nation Government, the Housing department is working on the Private Home Ownership Policy. At the last meeting, Gowlings was mandated to produce a draft to be presented at an upcoming meeting. This file is ongoing.



Public Works Department

08

- 8.1 Roles and Responsibilities
- 8.2 Activities
- 8.3 Cree Nation Government

8.2

Activities

Water Distribution

The drinking water supply comes from two underground wells that pump into 6 reservoirs. From the reservoir building, the water is distributed through the community water network.

Before winter begins, we hire an inspector that specialises in automation control, electricity and mechanical to minimize the possibility of our breakdowns.

The quality of the water is monitored by the land and environment director. Every month, water samples are sent out to ensure we are in compliance with Quebec's regulations for safe drinking water.

Road and Walkway Maintenance

Road and walkway personnel ensures that our roads are plowed in the winter, and that, in the summer, our roads are graded and have calcium spread out to minimize dust. During the fall and spring, road maintenance can be very challenging due to water accumulation from rain and melting snow or ice.

Road and walkway maintenance personnel also provides maintenance to heavy machinery and vehicles, recommending a specialist for heavy machinery repairs.

Wastewater and Collection System

Wastewater personnel ensures that the wastewater collected from housing and public buildings flows to the main sewage lift stations. The lift stations consist of submersible pumps that redirect the wastewater to the lagoons.

The lagoons treat the wastewater before being discharged to the surrounding creek behind the community. The personnel ensures these facilities are in working order. At the outlet of the lagoons, samples are taken to ensure we meet the federal environmental regulations.

Environmental Health

Environmental health personnel plays an important role in keeping our community clean. Domestic waste from households and public buildings are collected every day. To increase local employment, the personnel also collects waste from the cafeteria at the Hydro Quebec Camp.

Maintenance on Public Buildings Owned by the Community

The maintenance personnel performs minor maintenance involving carpentry, plumbing and electricity. They recommend specialists as needed.

For safety, local youth are also hired to remove snow from rooftops, public buildings and elderly units.

8.3

Cree Nation Government

The Cree Nation Government also provides funding for our local water and wastewater operators to receive specialised training.

The CNG also secured funding to maintain our community for health and safety. This funding allows us to purchase heavy machinery equipment.



02

02

Cree Nation Government



Office of Project Services

09

- 9.1 Department Members
- 9.2 Roles and Responsibilities
- 9.3 Environmental Projects
- 9.4 Infrastructure Projects
- 9.5 Housing Projects
- 9.6 Public Buildings & Facility Projects
- 9.7 Miscellaneous Projects

Office of Project Services

A Word from the Director of Office of Projects Services

Another year has passed and, with it, numerous projects advanced or were completed. I wish to express my deep gratitude for my team who worked assiduously throughout the year and to CNN departments for their collaboration and support.

Natasha M. Leroux joined OPS in October 2019 on a part-time basis to become a full-time Project Manager in 2020. She has proven to be skilled and competent. I am pleased with her contribution. Simeon Wapachee has started to work with us on an ad-hoc basis and is presently leading the Eco-Patrol effectively. His presence in Nemaska is key to us, as he provides valuable field information.

It has always been, and still is today, an honour and great pleasure to work for the Cree Nation of Nemaska. As I find crucial to leave behind a strong and efficient Office of Project Services, we are putting in place a succession plan. My wish is that OPS continues to protect the interests and well-being of the Cree Nation of Nemaska.

Jean H. Paradis
Director of Office of Projects Services (OPS)

9.1

Department Members

Jean H. Paradis, Director

Jean H. Paradis has an in-depth knowledge in the start-up, development and management of major engineering and construction projects. In addition, he has extensive experience in planning, operation and financing. Completed projects include power generating plants (hydroelectric and thermal), solid waste processing and disposal plants, waste to energy plants (incinerators), process plants for the oil and gas industry, cement plants, and pulp and paper. He was a partner of large professional groups (SNC, PricewaterhouseCoopers and others) and CEO of major corporations (Veolia North America, formerly Montenay). Jean holds a bachelor in applied science from the University of Montreal and a civil engineering degree from Polytechnique Montréal. He has been a member of the Order of Engineers of Quebec since 1957, the Engineering Institute of Canada and others.

Natasha M. Leroux, Project Manager

With over a decade of experience in project management, five years in business management and four years in program direction, Natasha M. Leroux offers a distinct combination of leadership, vision, skill and humaneness. During her years working as a Program Director for Lingo Canada, she increased the client renewal rate by 100% through her communication skills, the trust she inspires in others, her great respect for clients and the quality of programs put in place. With a bachelor in Fine Arts and a specialization in film production management from Concordia University, she is a keen and skillful Project Manager, always delivering quality projects within budget and deadlines and often achieving results that exceed the client's expectations. Certified twice as a yoga teacher, it is her life aspiration to empower others and help them achieve the best version of themselves.

9.2

Roles and Responsibilities

The Office of Project Services was created in December 2011 when Jean H. Paradis, B. Sc., P. Eng. was retained as Cree Nation of Nemaska (CNN) Representative and Quantity Surveyor for the construction of the new administrative building. In May 2012, CNN started delegating program management of additional capital projects to Jean. He was then retained on a full-time basis as Capital Project Coordinator and his office was then called "Office of Project Execution". The name was later changed to "Office of Project Services" (OPS). During 2019-2020, OPS was fully accredited as a CNN Department and Jean was appointed Director.

Since its inception, OPS has globally managed the development and realization of over 100 projects amounting to about 175 million dollars. A total of 50 projects are CNRA-financed for an amount of 97 million dollars. In addition, there are 30 additional projects currently in the pipeline.

OPS manages the CNRA Five Year Capital Plan including new project funding, supervises project execution, files CNG-CWS required documents and prepares end-of-year and completion reports.

Mandate

Our mission is to protect the interests of the Cree Nation of Nemaska through planning, development, management and realization of capital projects in the most effective and transparent manner.

Our vision is a world where people lead happy and fulfilling lives supported by appropriate sustainable and resilient infrastructure.

Our purpose is to help the nation of Nemaska in the development of projects from the initial idea to its full deployment. We assist CNN Departments and others with planning, developing, managing and implementing projects that enhance the community's quality of life and strive to earn the trust of those we work with by caring about what they truly value, and by always acting in the best interest of the people of the Cree Nation of Nemaska.

9.3

Environmental Projects

Climate Change Adaptation Plan

Funds committed by CIRNAC on January 11, 2019 for an amount of \$348,895.

Northern regions are at the front lines of climate change. They experience the most significant warming in Canada and are predicted to experience continued warming during the 21st century. These impacts have financial implications for all levels of government, but also threaten the livelihood, infrastructure and future of communities and cultures.

The Cree Nation of Nemaska’s administrators are concerned about increasing flooding risks, because of the community location on the shores of Champion Lake, and the Old Nemaska Post being located on the shores of Nemiscau Lake. Flooding could represent material damages, financial implications, and furthermore, risks of being isolated since a stretch of the access road, which connects the community to Route du Nord, crosses Lake Champion.

Additionally, forest fires are a major concern for the Cree Nation of Nemaska. Over the past 38 years, the community members had to evacuate four times due to violent forest fires (1983, 2001, 2005 and 2014). Fortunately, the fires did not reach the village but the Cree Nation of Nemaska would like to be better prepared for such situations, espe-

cially since extreme weather events, like “tropical” storms and powerful winds, are observed more frequently.

For the Cree Nation of Nemaska, the main objective of the proposed project is to develop climate change adaptation plans: one focused on the infrastructure and a broader one at a community level. A preliminary step in adaptation planning would be to assess the vulnerability of the community and its infrastructure to current and future climate change.

The Cree Nation of Nemaska will then develop an Adaptation Plan that identifies actions to reduce impacts associated with the highest vulnerability and risk to the community and its infrastructure.

Activities completed during 2019-2020:

- A first series of workshops, presentations and data collection was conducted during the week of October 7, 2019.
- A second series of workshops, presentations and data collection was scheduled for the first week of April 2020. However, due to the COVID-19 pandemic, they were postponed until further notice.

Eco-Center and Bulky Waste Platform

The Eco-Center was funded by CNRA and ISC for an amount of \$1,500,000 and the Bulky Waste Platform by ISC for an amount of \$577,300.

The waste management study completed in the fall of 2013 recommended the construction of an eco-center to reduce the amount of waste brought to the landfill. The purpose of designing and building

an eco-center and a bulky waste platform was to extend the lifespan of the landfill by reducing the volume of waste being brought to the landfill by 40%.

The engineering studies, preparation of plans and specifications, tender documents, construction supervision, quality assurance and preparation of as-built drawings were completed in 2017. Construction started in July 2017 and was substantially completed in 2019. Start up and commissioning were planned for the spring of 2020 but were delayed until fall 2020 due to the pandemic.

New Solid Waste Landfill and Construction of Berm at the Existing Landfill

Funded by CNRA and ISC for an amount of \$4,125,000.

The existing landfill near CNN landfill is almost full. One of the remaining cells cannot be used as the groundwater is too close to the surface. A berm was designed and built to increase the lifespan of the landfill by five years. Simultaneously, a study and search for another landfill site were completed to identify the best location for a new landfill to be opened prior to the current one being full. Recommended site No. 4 was approved by Council in September 2017. The proposed new landfill site was chosen after a site selection process and is situated southeast from the community, approximately 17 km by road, near km 306 of the Route du Nord.

The project notice was sent to the MELCC in August 2019 and the directive from COMEV was received mid-April 2020. It includes guidelines to prepare the environmental impact study. A detailed report for the identification of greenhouse gas emissions for each phase of the project is included.

The ecological characterization was conducted in September 2019. It identified a small swamp southwest of the site and peatland south of the site. According to the regulation, the minimum distance between the trench area and any watercourse or body of water must be 150 m. Wetlands are included in the body of water definition, but not peatland. Stantec organized a conference call with the MELCC at the end of April and they confirmed Stantec biologists’ interpretation regarding wetlands criteria.

The Desktop Study of Archaeological Potential of the area was done in December 2019. Research conducted for this study revealed that the level of archaeological potential is low to moderate and that the only moderate



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First Series of Workshops, October, 2019

zone will not be affected by the planned infrastructures. Impact risk on archaeological heritage is low and measures of impact mitigation will not be necessary. The project should proceed without further constraint regarding the archaeological heritage.

With regards to the existing landfill, moveable fences were delivered in September 2019 and two mega-dome shelters installed in October. They will be moved to the new landfill site when it opens.

Old Municipal Garage Site Decontamination & Restoration

Funded by CNRA and INAC for an amount of \$1,521,398.

The old municipal garage located near the water wells at 17 Chishtaastihkw Road was contaminated with hydrocarbons. After a first decontamination phase, study results indicated that contamination remained underneath the building as well as underneath the exterior concrete slab adjacent to the building. Sanexen submitted a report condemning the old municipal garage as a threat to public health and made a recommendation to demolish it, decontaminate and restore the site to its original state. The demolition of the building was approved by Council.

The decontamination was completed in the fall of 2019. Landscaping will be done prior to winter 2020.

Waste Management Communication Project

Funds committed by ISC in August 2018 for an amount of \$87,028.

The purpose is the implementation and coordination of an awareness and education waste management campaign. The initiatives described below were completed during 2019-2020.

Composting

The Cree Nation of Nemaska (CNN) carried out a composting feasibility study in 2018 to implement a composting facility in the upcoming years. The purpose of this project is the implementation of a composting pilot project.

The composting bin was received in February 2020 and installed at the Secondary School.

Eco-Patrol

Activities completed during 2019-2020:

- Housing visitations: Door-to-door house visitation and surveys of the whole community. 80% of the population was reached.
- Mini Mall information booth: Informed community, raised awareness and distributed pamphlets.
- Promotion of environmental awareness at events
- General assembly booth: Residential surveys, sorting bin activity
- Battery and cell phone deposit boxes: Placed 5 boxes in public places (Mini Mall, clinic, firehall, Band office and Sequin's store) for the community to recycle their batteries and cell phones.



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02
Composting Bin at the Secondary School.

03
Battery and Cell Phone Deposit Boxes

04
Mini Mall information Booth

9.4

Infrastructure Projects

Correction to Sanitary Sewer Machishteweyaau

Funded by CNRA for an amount of \$375,000.

Corrections must be made to the sewer service of the Band Office on Machishteweyaau Road. The sewer line leading to the CNN sewer network has an insufficient slope causing accumulations of debris during the weekend or holidays due to the lack of flow. A lift station will be installed at the street line to avoid backup and an unpleasant smell at the Band Office. The project includes the preparation of plans and specifications, tender documents, construction supervision, quality assurance and preparation of as-built drawings.

Plans and specifications were completed in 2019. Proposals will be requested from local contractors in early August 2020 to have the works completed prior to winter 2020.

Correction to Sanitary Sewer North Lakeshore Road

Funded by CNRA for an amount of \$176,000.

Corrections must be made to the sewer service of the Sports Complex on North Lakeshore Road. After noticing problems with the sewer line, a camera inspection was done. The results showed that the line is partly

crushed, impacting normal evacuation. The project involves replacing the sanitary sewer service of the Sports Complex including the preparation of plans and specifications, tender documents, construction supervision, quality assurance and preparation of as-built drawings.

Plans and specifications were completed in 2019. Proposals will be requested from local contractors in early August 2020 to have the works completed prior to winter 2020.

Extension of Municipal Services

Funded by CNRA for an amount of \$577,000.

This project will add municipal services for two new lots bearing civic No. 46 and 48 Machishteweyaau Trail. The project includes engineering studies, preparation of plans and specifications, additional topographical survey, tender documents, construction supervision, quality assurance and the preparation of as-built plans.

Plans and specifications were completed in 2019. Calling for bids was delayed because of the pandemic. The work is scheduled to resume during the 2021 construction season.

Hydraulic Balancing Study & Fire Simulations

Funded by CNRA for an amount of \$76,000.

The hydraulic balancing study will allow us to verify if, following the recent works on the distribution station and on the network, the pressure and flows still adhere to the minimal specifications for fire protection and water delivery.

The study is 90% completed. The preliminary report will be available for review in September 2020.

Insulation of Water and Sewer Lines on Partridge Road

Funded by CNRA for an amount of \$951,000.

The water and sewer lines of eight residential units located at 2-16 Partridge Road freeze every winter because they are only two feet below the surface of the road. They need to be properly insulated.

Seventy curb valves were not installed in housing units that were constructed at the beginning of the development of the Community. These houses cannot be isolated when there are water breakages. The curbs valves must be installed for those residential units.

The plans and specifications were completed in 2019. Completion of the works was planned for the summer of 2020, but will most likely be delayed until the 2021 construction season.

Paving of Internal Road Phase 2

Funded by CNRA for an amount of \$5,500,000.

Phase 2 was planned for the summer of 2020 but was delayed until the summer of 2021 due to the pandemic. Public bids were called in July and will be received in August, 2020. Bids will be opened publicly at the SNC office in Val d'Or.

Street Lighting Study and Implementation

Funded by CNRA for an amount of \$90,000.

Street lighting is inadequate and needs to be upgraded as some areas are not properly lit and not safe for the community residents and visitors. The study includes data collection, inventory of the existing network of streetlights, an assessment of community needs, engineering, an analysis of available technologies, a cost estimate, a plan of implementation and a work program.

Data collection and preliminary engineering began in April 2019. A preliminary report and presentation to Council will take place in September 2020. The execution of the work may extend over a three-year period.

9.5

Housing Projects

Bungalows at 14 & 98 Partridge Road

Funds committed by CMHC in February 2020.

The purpose of this project is to design-build two 24X42 bungalows with MCG prefabricated modules. The planning and design are completed. Construction is estimated to begin after the construction holiday in August 2020.

CBHSSJB Sixplex

Project amounting to \$1,700,000, funded by CBHSSBJ that will purchase it once completed.

The contract was signed with VPC in August 2019 and construction began in November 2019. The work was 80% completed on March 26, 2020. The construction team was demobilized due to the pandemic on March 26, 2020. A partial construction team remobilized on June 22, 2020. The completion is delayed until October 2020.



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Model MCG 24X42

06
CBHSSJB Sixplex

Duplex at 99 Partridge Road

The duplex is built with MCG prefabricated MCG modules (Melina model).

Funds committed by CMHC in January 2020.

The contract was signed with VPC in September 2019 and construction began in October 2019. The construction was 80% completed on March 26, 2020, when VPC had to demobilize due to the pandemic. Partial remobilization occurred on June 22, 2020, delaying the completion until October 2020.



07

Five Rent-to-Own Houses at 101, 102, 103, 108 & 110 Partridge Road

Project amounting to \$2,397,800, financed by CNN.

The purpose of this project was to design and build five houses with MCG prefabricated modules (Alexe model).

The contract was signed with VPC in September 2019, and construction started in October 2019. The construction was 90% completed on March 26, 2020 when VPC had to demobilize due to the pandemic. Partial remobilization occurred on June 22, 2020, delaying the completion until October 2020.



08

Reconstruction of Duplex Destroyed by Fire at 1 Caribou Trail

Reconstruction of the duplex at 1 Caribou Trail that burned during the night of November 2, 2019 with MCG custom made prefabricated modules. Emergency measures were taken to secure the damaged duplex. VPC won the bid for demolition and reconstruction. Construction was 85% completed on March 26, 2020, when VPC had to demobilize due to the pandemic. Partial remobilization was done on June 22, 2020, delaying the completion until October 2020.



09

07
Duplex at 99 Partridge Road

08
Five Rent-to-Own Houses at 101, 102, 103, 108 & 110 Partridge Road

09
Reconstruction of Duplex Destroyed by Fire at 1 Caribou Trail

9.6

**Public Buildings
& Facility Projects****Administration Building
Emergency Generator**

Funded by CNRA and CQNRA for an amount of \$663,000. The purpose of this project was to purchase and install an emergency generator for the Band Office. VPC won the construction bid and completed the project. Testing and commissioning will be completed prior to winter 2020.

**Arena Retrofit – Replacing
Refrigeration Unit**

Funded by CNRA for an amount of \$1,872,300.

The arena is using a refrigerant type (halocarbon R-22) that has negative impacts on the environment. Halocarbon R-22 was banned by an international protocol and must be replaced. The purpose of this project is to dismantle the chilling equipment, replace it with one using CO2 and make the required modifications to the arena.

Contract works were awarded to CIMCO. Due to COVID-19, the dismantlement of the existing refrigeration unit was postponed until August 2020 as per the mobilization plan approved by the Risk Assessment Committee of CBHSSJB on July 22, 2020.

**Gravel Pit and Quarry
Management**

This project is ongoing. It includes managing and supervising the NEJV operational contract of CNN gravel pits and quarries, permits and quarterly reports submitted to the Ministry of Energy and Natural Resources du Québec.

Hotel

In the process of formulation. CNN has committed \$2.5 million while ISC has approved a grant of \$250,000 towards the cost of professional services and \$2 million when the project is shovel ready. The total cost of the project is estimated at \$10 million. The next step is to update the marketing and economic study done in 2013 by CBRE that submitted an acceptable proposal. As it was delayed due the pandemic, the project will resume in September 2020.

Youth Center New Building

Funded by CNRA and CQNRA for an amount of \$6,938,298.

The Youth Community Center on Lakeshore Road was inspected by Trame's experts to evaluate ways and means of rehabilitating the building. It was found unfeasible and the building was condemned to be demolished. The purpose of this project is to build a new Youth Center.

The work was awarded to NEJV and completed in March 2020. Substantial completion was achieved on June 30, 2020. Deficiencies and seasonal works will be completed once workers are authorized to enter the community.



10

10

Youth Center New Building

9.7

Miscellaneous Projects

COVID-19

- Management of demobilization and remobilization of VPC, NEJV and CIMCO construction teams
- Development of safety plan to allow the entrance of technicians and workers to the Community to maintain critical services, essential infrastructure and facilities
- Management, assessment and approval of additional costs caused by the pandemic within the CNG-CWS guidelines

Long Term Development Plan

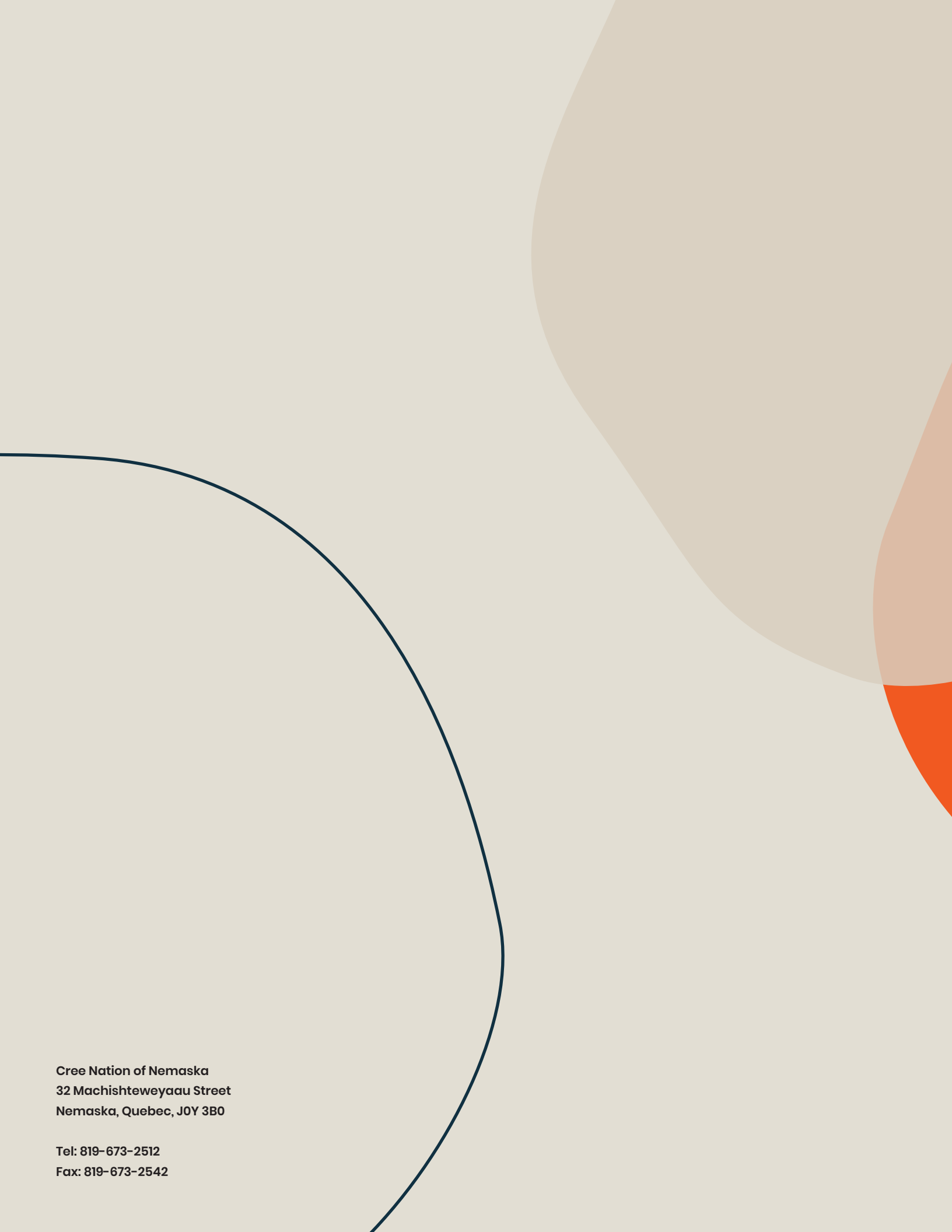
Funded by CNRA for an amount of \$146,425.

The Nemaska community has undergone growth over the past ten years and is expected to continue for the foreseeable future. The Community Master Plan for Nemaska needs to be updated to show new projects being undertaken, new residential, mid and long-term development areas and date the information shown on the base map.

The Master Plan was last updated in 2014 by Plania Inc. The project is undertaken by Groupe Info-Consult for the 20 sq. km topographical plan, and by Poly-Géo for photo interpretation, field survey and test pits. In conjunction with the updating of the Master Plan, the community needs to develop zoning laws and construction bylaws to regulate future development.

Awarded to Julie Lakis, the Nemaska Town Planner, the first draft of the zoning and construction bylaws was completed in 2019. It is presently being reviewed.





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