# Annual Report

2020-2021



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CREE NATION OF NEMASKA

# Annual Report

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CREE NATION OF NEMASKA

2020-2021



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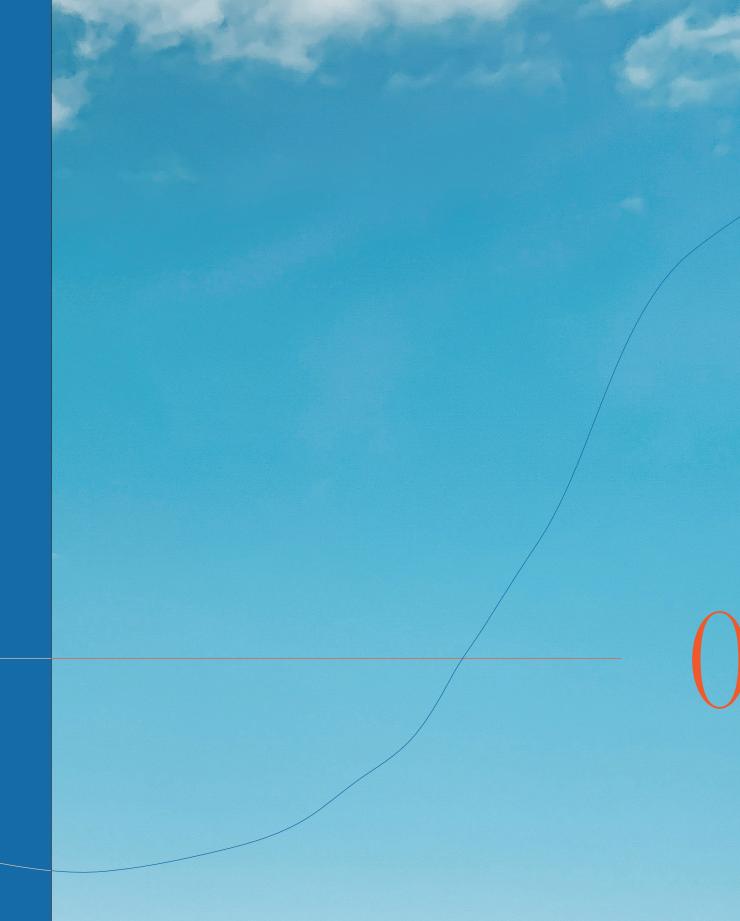
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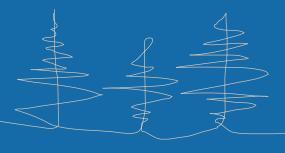
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# Message from Chief



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# Message from Chief

Wachiya everyone,

It gives me great pleasure to introduce the annual report of the Cree Nation of Nemaska for 2020-2021.

Another year has passed and what a year it has been. For over a year, our lives have been disrupted in many ways by the COVID-19 pandemic. The many sacrifices our residents made to protect our Community and fellow members will not be forgotten.

Many of us had to reduce travelling for essential goods and services or to visit our family members. Parents experienced difficulties accessing certain essentials such as clothing for their growing children, as these services were not available in the Community. I have had to wear the same old clothes repeatedly since January 2020. The blue of most of my jeans has faded and my shirts look dull and used. This seems trivial, but it is simply to demonstrate how this pandemic has forced us all to give up small pleasures in order to protect ourselves, our families and our fellow Community members. This pandemic has changed the way we live and carry out our daily routines.

As I was reflecting on the past year, I could not help but feel deep regret and guilt for not allowing proper funerals for our members who passed away. Due to COVID-19 restrictions, we could not have proper celebrations of life. We could not embrace each other during these difficult times. Even sadder, we had to refuse entry to family members who reside in other communities though they simply wanted to pay their last respects. On behalf of the leadership and the local

COVID-19 team, I sincerely apologize for these decisions and measures imposed on everyone. But rest assured, once the restrictions are lifted for large gatherings, we will have a celebration to remember our members who passed away during these difficult times.

We have many to thank for their part in our battle against this pandemic, namely our frontline workers, the young checkpoint agents who worked tirelessly at all hours of the day to keep our Community safe, and of course, our Community members for their cooperation and compliance with the COVID-19 restrictions and safety measures.

I am very proud to work with such an experienced and dedicated group of councillors and employees within our organization as well as the other entities operating within our Community.

All construction projects funded under the new relationship agreement were deferred, including the paving of our streets, civil works and other major projects. Entities such as the Cree Board of Health and Cree Nation Government (CNG) have also deferred their respective capital projects, which has had an impact on our community development and on employment opportunities in the construction industry.

As you will see in our legislative report, the Council of the Cree Nation of Nemaska has worked hard to minimize the negative impacts on our Community and economic development plans. It was very important for the Council that the immediate needs of the Community be met and that the identification and prioritization of opportunities continue to be pursued, despite COVID-19 restrictions.

Although the number of positive cases of COVID-19 has been rising all over the world, the Cree Nation of Nemaska has had only four recorded cases. I believe that our actions and the actions of our Community members have played a large part in keeping our people safe. This is something that we can all be proud of.

I wish you all good health and I look forward to serving the people of Nemaska no matter the obstacles that may lay ahead.

Clarence Jolly Chief of Nemaska

# Message from Deputy Chief





# Message from Deputy Chief



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# Message from Deputy Chief

#### Kwei,

It is an honour to express my words of gratitude in this annual report. The past few years have been quite an experience. The challenges we experienced have truly changed our Community. Our people stepped up to make our Community safe during the pandemic. We tried the best we could to assist our members by creating programs and jobs. Over the course of the year, I've seen our people overcome challenges as we stood together, worked together, and helped each other in unity. I am grateful for everyone who contributed: frontline workers, nurses, doctors, CHB, janitors, security staff, public safety, the fire department, CNN staff, the daycare, radio station, school, local entrepreneurs, CTA, NDC employees, police and many others.

I wish to take this opportunity to say thank you to each and every person who worked hard every day to serve our Community during this pandemic. To all our members, thank you for standing together and making our Community the heart of Eeyou Istchee.

As we move forward, let us continue to unite and make the best of what we are blessed with: our children, parents, grandparents. You are the change, the voice that will make an impact for many generations to come.

Meegwetch Nemaska as always for your continued support.

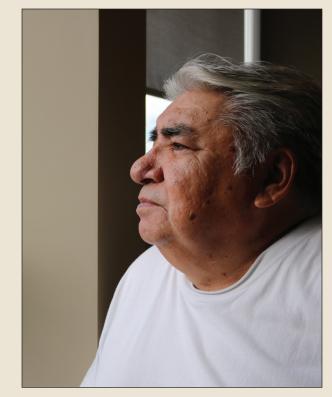
Greg Jolly Sr. Deputy Chief



Message from Director General

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# Message from Director General



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#### It is with great pride that I write this message, an expression of my admiration for the resilience and dedication of our Community residents. This past year, we all had to make great sacrifices to ensure the protection of our people against a common enemy, COVID-19.

Message from Director

General

There are so many things we learn from history. "Beware the Ides of March", for example - an expression that originated from the assassination of Julius Caesar on March 15 (44 B.C.) and was made popular by playwright William Shakespeare. Throughout history, it has been known that nothing good comes from the month of March of any given year.

On March 11, 2020, 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. One year later, March marked the beginning of a third wave of the pandemic which resulted in a more devastating number of cases, mostly due to the virus mutating into new variants.

The state of public health emergency continues even now, and living in this new reality has not been easy on our Community. It was hard to have some of our freedoms restricted because of a threat posed by an unseen enemy. I think we can all agree that the year 2020-21 was filled with challenges and uncertainty for our residents and for our organization.

While continuing to work towards developing our

Community, our leaders, in collaboration with the local COVID-19 Team, the Cree Nation Leadership and Public Health authorities, have been monitoring the COVID-19 situation closely and have implemented measures that have protected our Community from potential outbreaks.

With all the necessary precautionary measures imposed, our devoted employees continued to serve our members by altering their work habits and working from home with children, avoiding contact with members and colleagues, learning and adapting to holding meetings virtually, and wearing masks in common areas. A special acknowledgement should be given to all our frontline workers who continued to report to duty despite the additional responsibilities imposed on them because of the pandemic and despite the potential threat they were exposed to while carrying out their work.

Our Community residents have also played a very active role in our efforts to avoid outbreaks by respecting the measures and by demonstrating patience and resilience throughout these difficult times.

One day, when all this is over (and I do believe it will be over one day), we will look back on these challenging times and realize how precious life is; how important it is to spend time with the people you love and to simply exercise your freedom as you please. You will remember the hugs you missed, the closeness of your family, the constant efforts and sacrifices you made to protect everyone's health and safety. You will remember the devastating number of people who passed away during this era of the pandemic, some very close to you and others who died, not from the pandemic but going through a door that suddenly opened, to walk with others, for companionship. It is comforting to know they will be forever at rest and at peace with the good Lord.

Many of us wish that things were back to normal, the way it all was before the pandemic hit. I believe the world as we know it has forever changed. Hopefully, what we are going through will teach us life lessons, such as the importance of family and friends. It may also bring us closer to caring for our fellow men and women as we are going through this together and we will come out of it together for the better. And with many eligible members of the Cree population fully vaccinated, it is reassuring to know that there may be light at the end of the tunnel, very soon.

I want to thank all our employees within our administration and the Community members we serve for bearing with us despite the many inconveniences incurred in order to serve you safely. I know our members understand that we did our best to keep the Community safe.

I want to thank the Chief and Council for their resilience and continued leadership in the face of overwhelming circumstances.

May the good Lord continue to bless us all.

George (Jodge) Wapachee Director General



# Message from Deputy Director General





# Message from Deputy Director General



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# Message from Deputy Director General

I am pleased to present you the 2020–21 annual report of the Cree Nation of Nemaska. I was appointed as Deputy Director General in July 2020. My role was to support the Director General in the management and coordination of daily operational activities of the Cree Nation of Nemaska. I was also responsible for the implementation and respect of all sanitary measures in all Band infrastructures, while collaborating with the Director General in ensuring the delivery and quality of all Band services, projects and programs, even in the present context.

#### Among other activities, I:

- Participated in local COVID-19 team meetings
- Participated in Chief and Council meetings
- Participated in Senior Management meetings
- Participated in the CNN budget review
- Managed daily administrative functions
- Ensured all COVID-19 protocols were implemented by the administration and in all CNN public buildings
- Co-created the CNN Operational Plan related to COVID-19 (Phase 1 and 2)
- Conducted the CNN office policy review with the Interim Director of Human Resources and Piron & Associés
- Reviewed the CNN Compensation Review with the Treasurer, the Interim Director of Human Resources and Piron & Associés
- Assessed the Public Health and Safety
   Department structure with HR, the Treasurer and Boreala Management.

It was a difficult year, but also a great learning experience. To manage the administration during these unprecedented times was quite a challenge, but overall I had a great team to work with and I would like to take this opportunity to thank my superiors and my colleagues for their support.

Ruth Jolly Deputy Director General

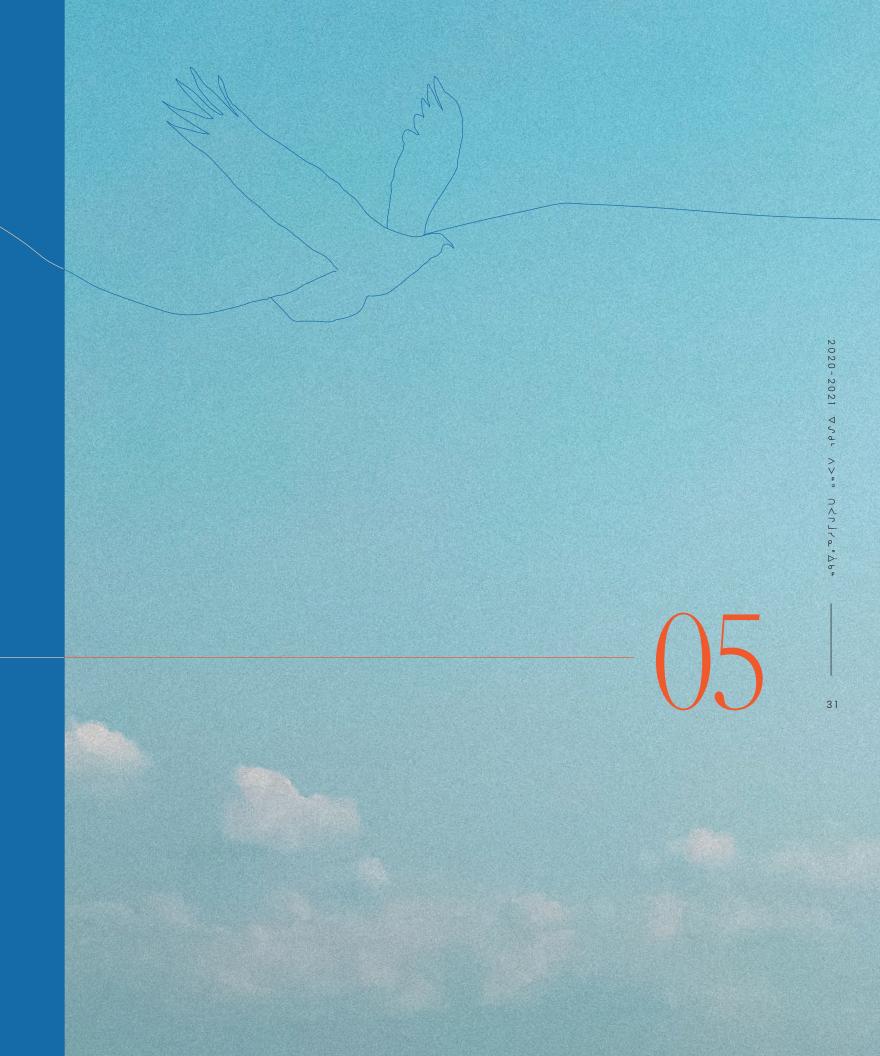
# Chief And Council



We are proud to present the Council's annual report for the 2020–21 fiscal year. Despite the challenges caused by the COVID–19 pandemic, the Council members remained dedicated to serving the Nemaska Eenou and to supporting all departments in the implementation of their respective mandates.

We believe that Community participation is crucial to good governance. We will listen to your comments, concerns, suggestions and do our best to respond to them. We invite you to inquire about any of our past and ongoing projects or activities by contacting the appropriate department.

Sincerely, Your Chief and Council



### 5.2

### Department Members

#### **Chief and Council**

#### **Chief Clarence Jolly**

Council member responsible for External Affairs, Public Safety and Security and Capital Projects

#### **Deputy Chief Greg Jolly**

Council member responsible for Education and Capacity Building

#### **Edna Neeposh**

Councillor responsible for Housing

#### Edna L. Neeposh

Councillor responsible for Health and Social Development

#### **Anderson Jolly**

Councillor responsible for Environment and Culture

#### **Walter Jolly**

Councillor responsible for Environment and Culture

#### John Henry Wapachee

Councillor responsible for Governance and Economic Development

#### Officers and Support Personnel

#### **George Wapachee**

Director General

#### **Ruth Jolly**

Deputy Director General (appointed in 2020)

#### **Janet Moar**

Treasurer

#### Tanya Lamoureux

Senior Executive Advisor (appointed in 2020)

#### Brenda Jane Wapachee

**Executive Assistant** 

#### Laurence Gagnon

Communications Officer

and Corporate Secretary (appointed in 2020)

### COVID-19 Pandemic

COVID-19 was officially declared a pandemic on March 11, 2020 and remained an unfortunate reality throughout the 2020-21 fiscal year, making it a very difficult and challenging year for most of us.

Since the beginning of the pandemic, the Council has closely monitored the COVID-19 situation locally, regionally and internationally, and has adopted the necessary measures to protect the health, safety and financial condition of the Nemaska Eenouch.

The Chief, Deputy Chief, Director General and Senior Executive Advisor have actively participated in COVID-19 Cree Nation Leadership meetings that were first held three times per week and later decreased to every two weeks once the situation improved last Spring.

When the pandemic was declared, it became clear very quickly that community transmission of COVID-19 was widespread outside Eeyou Istchee. For this reason, the Regional Public Health Authorities and the Cree Leaders considered any travel outside the community to be a serious and ongoing threat of COVID-19 transmission within our communities. As such, the Council adopted a Mandatory Self-Isolation Law, a measure that was considered essential to protect the life, health and welfare of our Community members and residents.

The Council also adopted an emergency plan to specifically address the pandemic and created a local COVID-19 team composed of the leaders of different local entities to implement the plan and make decisions on all COVID-19 related matters. The local COVID-19 team also developed deconfinement plans as the situation changed in Eeyou Istchee and prepared public notices to ensure members were kept informed of the measures in place within the Community.

The Council created different relief programs to assist with the financial burden imposed by the pandemic. These programs included:

- · Rent Relief Program
- Spring Traditional Hunt Program
- Food Subsidy Program
- Financial Assistance Program for Members with Low Income

With funds provided by the Cree Nation Government (CNG) and Indigenous Services Canada (ISC), many employment opportunities were created, such as:

- Security guards at the gate
- Security guards for public buildings
- Night guards
- · Janitorial services
- Benefits agents to help members access financial assistance through different governmental programs such as the CERB

### Activities

The Council also assisted local entrepreneurs by providing financial assistance with funds received under the ISC Indigenous Business Community Fund.

Unfortunately, due to the pandemic, some planned capital projects such as the paving of internal roads, housing projects and certain civil infrastructure projects were delayed or not completed during the 2020-21 fiscal year. Rest assured that the Chief and Council are working hard to ensure that these projects will be completed as soon as possible.

The measures imposed throughout the year were adopted to protect the welfare of CNN members and residents. The Chief and Council know that these measures were very difficult and wish to acknowledge the residents' efforts in respecting them to avoid Community transmission within the Cree Nation of Nemaska.

The Chief and Council also wish to acknowledge the dedication of frontline and essential workers, as well as local COVID-19 team members. Throughout this past year, these remarkable individuals worked tirelessly to ensure that essential services were maintained and residents kept safe.

Due to the pandemic, the Council was very active this past year, having to address certain COVID-19 related matters and ensuring that the organization continued to respond to its members' needs. During the 2020-21 fiscal year, the Council held 19 Council meetings, adopted 167 resolutions and issued numerous mandates and directives. The Council hosted a Local Annual General Assembly, Unfortunately, due to restrictions on gatherings, this was the only assembly hosted by Council this past year.

The Leadership also held many meetings with heads of departments and of other entities.

Because of travel and gathering restrictions, most meetings were held virtually. This new way of holding meetings created many challenges, with people having to quickly learn about the different virtual platforms (Teams, Zoom), problems with internet connections, people talking while on mute, to name a few.

The Council had decided last year to hold its meetings on the second Tuesday of every month. The only difference this year was that the meetings are now held on the second Wednesday and Thursday of every month to allow the COVID-19 team to meet on Tuesdays.

## Elders' Camp

The Council built an Elders' Camp on the south shores of Champion Lake with funds received under the Board of Compensation. The camp features 10 cabins that were allocated to Elders. The purpose of the camp was to provide a place for Elders who wish to continue practicing their traditional way of life while remaining close to the Community. The program also created employment opportunities for Community members.





01, 02 Elders Camp Cabins The Community Dialogue and Planning Process (CDPP) was launched in 2018 to plan for and manage natural resource development activities affecting the Community, with a focus on mining activities. The project was supported by the Chief and Council and was presented to Community members at the 2019 LAGA.

Community

NetPositive, a not-for-profit organization, was hired to work with the Chief and Council and the Department of Land and Sustainable Development. NetPositive staff met with a wide range of Community members including tallymen, land users, and CNN personnel to understand their views and concerns about natural resource development. The goal was to assess the current approach to natural resource development by the CNN and other actors, understand the concerns and aspirations of Nemaska Eenou, and develop a plan to strengthen the CNN's approach.

During later phases, a Working Group was formed by CNN to shepherd the process and guide the implementation of recommendations and actions. The Working Group was chaired by a CNN Band Councillor, facilitated by NetPositive, and composed of representatives from CNN staff, Community members, and one representative each from CNG and Nemaska Lithium.

# Community Social Issues

Following certain incidents related to the involvement of young children in illegal activities, meetings were held with frontline workers to identify potential solutions. A Community meeting was also held to better understand the experiences and challenges faced by the Community's youth and highlight potential solutions to these issues.



# Council Support for Departmental **Projects**

The Council was pleased to support projects initiated by CNN departments, including but not

- Community activities and programs
- · Creation of local employment
- Support to local entrepreneurs
- · Consultations on climate change
- · Consultations on the Rose Lithium-Tantalum Mining Project
- Traditional Spring Hunt Financial Assistance program
- · Purchase of five mobile units
- Construction of two five-plexes
- · Grants for successful completion of educational programs
- Participation in Sales and Investors Solicitation Process for Nemaska Lithium
- Old Nemaska Landing Parking Expansion Project
- · Old Nemaska Log Cabin Restoration Project

5.8

## Ongoing Mandates

Before the pandemic, the Council had initiated certain projects that have not been completed due to COVID-19 regulations.

#### These include:

- Law respecting Chief and Council
- Zoning Law
- · Construction Law
- Procurement Law
- · Education Fund Policy
- Local Annual General Assembly Policies
- · Historic Gathering in collaboration with Mistissini and Waskaganish
- · Community Improvement Plan
- Estate Planning and Management
- Breakfast and Lunch Program at ELMS

## Nemaska Lithium

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The Council has been kept informed of developments with regards to the Whabouchi Mine. Throughout 2020-21, regular meetings were held between representatives of Nemaska and representatives of Nemaska Lithium, although there was not much activity at the mine.

# Human Resources Department



I am thankful that I was given the opportunity to be the Interim Director of Human Resources for the Cree Nation of Nemaska (CNN) as it was a great experience. It is a privilege to serve the CNN and its employees. I would like to thank the Chief and Council and the Directors for their support during my term as Interim Director.

Lori-Ann Wapachee
Interim Director of Human Resources



### Department Members

#### Lori-Ann Wapachee

Interim Human Resources Director

#### Nancy Wapachee Jr.

Office Secretary

#### Shannon Trapper

Receptionist

#### Nancy Wapachee Sr.

Office Coordinator

### New Employees Under CNN

#### **Social Development**

#### Jean Meskino

**Youth Coordinator** 

#### John Paul Wapachee Jr.

Cultural Coordinator (on contract)

#### Youth Centre (New Positions)

#### **Rosalina Jolly**

Supervisor

#### Clayton Mettaweskum

Maintenance

#### **Augustine Weistche**

Receptionist

#### **Britany Moar**

Program Specialist

#### **Jerry Mianscum**

Program Specialist (part-time)

#### **Roger Neeposh**

Janitor

#### Legislative

#### Laurence Gagnon

Corporate Secretary and Communications Officer

#### **Public Health and Safety**

#### **Callum Morrow**

Public Health Officer (on contract)

#### **Public Works**

#### **Steve Visitor**

Road and Walkway Operator

#### Office of Projects Services

#### **Claude Coonishish**

Project Assistant

#### Land and Sustainable Development

#### **Cindy Tanoush**

Financial and Benefits Assistant

### Social Fund Activities

In 2019, social activities were limited due to COVID-19. However, fun activities were organized for employees who were members of the social fund:

- Employee Halloween Costume Contest
- Employee Christmas Activities







03

#### 01, 02, 03

Employee Halloween Costume Contest

# Training and Development

Employees were given the opportunity to participate in different training sessions to acquire new tools that may empower them in their job:

- Powerful Team Building
- Conquering Stress and Anxiety

Both trainings were conducted virtually and in-person and were led by Performance Management Consultants from Ottawa. Altogether, 19 members participated.



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# Social Development Department



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It is with great pleasure that I present the annual report of the Social Development of the Cree Nation of Nemaska. The Social Development team plays a key role in working with the Community by providing important platforms to enhance the Community's social, wellness, recreational, cultural and youth needs. The department is under the supervision of the Director General and the Chief and Council.



As the Acting Director of Social Development, some of my responsibilities over the last fiscal year included:

- Ensuring that funds were administered in accordance with our funding agreements
- Assisting the sectors under Social Development and taking part in some planning events
- Assisting the Human Resources Department in the hiring process within the Social Development Department for the Interim Culture Coordinator (John Paul Wapachee) who started in October 2020, and the Youth Development Coordinator (Jean Meskino) who started in October 2020
- Taking part in the study of the Parks and Playgrounds project with the Office of Projects Services (OPS)
- Acting as a member of the Senior Management Committee
- Ensuring effective implementation of policies for operations
- Coordinating the Replacement Cabin program at Old Nemaska
- Coordinating the construction of the new Elders' Cabins at the Narrows
- Coordinating the Elders' Care program
- Seeking funding for some projects and programs for the Community
- Participating in a working group on Youth
   Centre operations with John Henry Wapachee
   and John Gosset
- Overseeing the operations of the local radio station

I would like to welcome our new employees: Ms. Jean Meskino as Youth Development Coordinator as well as John Paul Wapachee as Interim Culture Coordinator, both of whom were hired in October 2020. We also hired Rosalina Jolly, Britney Moar, Jerry Mianscum, Augustine Weistche and Clayton Mettaweskum for new positions at the recently built Youth Centre. These are young people who are eager to lead the centre's operations.

In closing, I would like to acknowledge the whole Social Development team for their tremendous work over the course of the year. Despite the crisis we faced and the necessary suspension of some work, activities and programs due to COVID-19 measures, they still managed to keep going virtually.

I am grateful for a great team.

Deborah Wapachee
Acting Director
Social Development Department

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# Department Members

Deborah Wapachee

**Acting Director** 

Stella M. Wapachee

Supervisor (Wellness)

Jessica Wapachee

Supervisor (Recreation)

**Bill Blackned** 

Supervisor (Sports Complex)

John Paul Wapachee

Interim Culture Coordinator

Jean Meskino

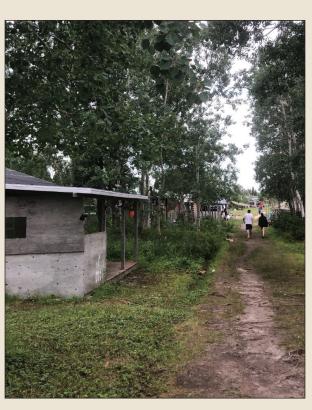
Youth Development Coordinator

Elton John Salt

Youth Council Chief

Rosalina Jolly

Supervisor (Youth Centre)



7.2

# Wellness Sector



7.2.1

## Sector Members

Stella Moar

Wellness Supervisor

Angela Jolly

Receptionist

Elizabeth Wapachee

Child and Family Worker

Warren Jolly

Janitor

**Bessie Blackned** 

Sewing Teacher

**Anna Wapachee** 

**Sewing Teacher** 

**Dominique Desrochers** 

Financial Advisor

**Mickey Decarlo** 

Mental Health Worker

Donna Parachin

Life Skills Coach

Sarah Decarlo

Youth Life Coach

**Guy and Heather Ward** 

Youth Life and Skills Coaches

# 2020-2021 V*s*dr />º" O<fj/e"Àbº

# Activity Report - April 1, 2020 to March 31, 2021

Activity	Description	Status
Family Room Activities	The Family Room was made available for Community members and their children to have a place to go and spend time together. It was also used for small gatherings and meetings.	Ongoing
Sewing Program	In partnership with the Mamuu Upchisnaasuutaau worker Sharon Blackned, this program was created to allow parents to enjoy a break outside their home with a group of other parents. Group leaders were Bessie Blackned and Anna Wapachee. The group met three times a week. The group has been running for several years and is one of the Community's most successful programs.	Ongoing
Home Visit Program	A family worker visits every newborn child and introduces the parents to programs that are available to them. The family worker also continues to visit the family if the parents need additional support.	Ongoing
Special Needs Program	Based on a schedule determined by the Cree Health Board, Elizabeth Wapachee supports children with special needs. Children who require assistance in speech or with managing life skills supported by this program.	Ongoing
Mamuu Upchisnaasuutaau	Two workers ran a program for wasphisuuyaan and moccasin-making for children aged 0-5 years, in collaboration with Cree Health, Wellness, She She Guin Daycare and the Luke Mettaweskum School.	Ongoing

Activity	Description	Status
Anti-Bullying Activities	Sarah Decarlo visited twice and worked with the Boys' Group organizing after-school art activities with anti-bullying messaging.	Ongoing
Parent Activity Programs	In collaboration with the Community Health Rep and Nutritionist, parents participated in baby food making and healthy cooking activities.	Ongoing
Life Skills One-on-One	A specialist Donna Parachin ran a one-on-one life skills program for Community members. She visited the Community every two months (4 visits of 8 days). Participation increased this year compared to previous years.	Ongoing (virtual)
Austin's Awareness Resource Centre	The Awareness Resource Centre offers three-day sessions with a professional worker for personal growth and deep personal transformation.	Ongoing
Driving Course	Driving courses were offered with the assistance of the École de conduite Taauchiiwaatin under the supervision of Raymond Menarick from Chisasibi, Quebec.	Ongoing
Mental Health Programs	Despite COVID-19 challenges, mental health programs and caregiver services were offered to Community members.	Ongoing, virtual and in-person
Mental Health Counsellor	Mickey Decarlo visited every 3 months to offer counselling and group sessions for women, as well as mother-daughter and marriage counselling workshops.	Ongoing
Back-to-School Lunch	A back-to-school lunch was offered for students in the school lobby.	Completed
Clothing Giveaway Events	Clothing giveaways were organized seasonally in collaboration with Community members.	Ongoing
Food Distribution Program	This program was designed to assist families in need of food supplies. Vouchers were made available at the Wellness Department.	Ongoing

Activity	Description	Status
Financial Management Workshops	Dominique Desrochers offered virtual workshops on financial management during the COVID-19 pandemic, as financial stress was a significant personal concern for Community members. This was the fourth year of this program.	Ongoing, virtual sessions and phone consultations
Chiropractic Services	The Wellness Centre arranged travel and accommodation for a chiropractor to visit the Community and offer his services.	Ongoing
Flair Salon Services	The Flair Salon serviced the Community for three days, providing haircuts, colouring and styling at Cheryl's Spa.	Completed
Annual Arts & Craft Sale	The annual Arts & Crafts sale was organized to promote and celebrate local artists. Bakers were also invited to sell their traditional treats.	Completed
Other Community Events	The Wellness Centre offered its support for different Community events, such as Halloween, Easter, Christmas, Canada Day, Old Nemaska Days, canoe brigades, local sport tournaments, and many others.	Ongoing
Residential School Support	Emotional support was offered by trained workers to former residential school students.	Ongoing
Canoe Excursion	In partnership with the Cree Health Board, the goal of the three-day weekend was to promote a healthy lifestyle and cultural values. The wind and weather almost interrupted the event, but it went on as planned. Dennis Wendigo and Wayne Rabbitskin were facilitators of the workshops and sharing circles.	Completed
Men's Programming	In collaboration with local men and the Wiichihiiwewin Centre in Waskaganish, this program will offer support for men dealing with mental health issues.	Planning stage

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# Other Daily Activities

In addition to its programs and events, the Wellness Centre team was also responsible for providing many daily services and activities such as:

- Letter writing and form filling
- Rec Hall management
- Managing wellness apartments
- Assistance to court clients
- Open line for people in prison
- Babysitting allowance
- etc.



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Food Distribution Program

02

Traditional Cooking

# Cultural Sector





Champion Lake

### 7.3.1

# Activity Report - October 1, 2020 to March 31, 2021

John Paul Wapachee was hired as the Interim Culture Coordinator in October 2020.

Activity	Description		Status
Wood Cutting Project	The wood cutting projest Swallow, Billy Swallow, Trapper. Participants wood for the Shabtuar	Completed in November 2020	
Christmas Festivities and New Year Celebrations	Virtual and in-person activities and draws were organized for the Community, such as a gingerbread house making, Christmas decorations contest and Christmas photo contest.		Completed in December 2020
Shabtuann Lunches and Suppers	The Shabtuann was open for Community members for lunch and supper.  This year, the team was composed of the following individuals.		Completed in February and March 2021
	Caretakers:  Freddy Jolly  Redfern Cheezo  Danny Rabbitskin  Jonathan Tanoush	Cooks and Helpers:  Alice Jolly Jr.  Harriet Wapachee  Emma Wapachee  Mary Jolly  Bella Jolly  Edna Gilpin	
	The Community was very happy that the		

Shabtuann was able to open despite the

pandemic.

Description **Activity Status** 7.4.1 Activities were different this year as a result of Completed in February Nemaska Virtual COVID-19 restrictions. The event consisted of a and March 2021 **Cree Cultural Week** photo contest with different themes, such as: • Snowshoe Walk; Photo theme: Sector Moccasins and Mukluks • Traditional cooking and baking; Theme: Traditional Cree hat Members · Cross dress fiddle dance; Theme: Traditional gloves • Cree cultural story; Theme: Picture with an Elder (six feet apart) **Bill Blackned** Melanie Wapachee • Any cultural activity; Theme: 1960s Cree **Complex Supervisor** Canteen Clerk traditional dress. John Blackned Skylar Blackned Overall, participants were pleased with this Complex Assistant Supervisor **COVID Cleaner** virtual edition. Michael Mianscum **Summer Blackned** Maintenance **COVID Cleaner** Norman Jolly Jean Paul Cheezo Maintenance **COVID Cleaner Ronnie Neeposh** Sammy Matches Maintenance Commercial & Sports Supervisor Anna Wapachee Jr. **Abel Jolly** Janitor Arena Ice Technician Lizzie Ann Mettaweskum **Jarius Moar** 55 Janitor Arena General Helper Sports Complex Sector **Ricky Blackned** Marian Nyteri **Complex Coordinator** Head Lifeguard **Edward Ottereyes Alex Wapachee** Fitness Centre Monitor Rookie Lifeguard

Makayla Jolly

Samuel Kitchen Canteen Clerk

Fitness Centre Monitor



# Fiscal Year Objectives

One of this fiscal year's objectives was to renovate the equipment. The following improvements were made.

#### **Arena Section**

- Whiteboards, glass and netting
- Toilet partitions in the washrooms
- New windows for the Arena (upstairs)
- Garage lights and heating system

#### **Complex Section**

- Renovations to swimming pool: repaint, replacement of chemtrol unit, water test system and chlorinator system
- Installation of a new double door for the fitness room

### Activities

Throughout the year, assistance was provided to different departments and Community members. These activities included the federated minor hockey tournament (January), the regional minor hockey and broomball tournament (January), weddings, concerts, our traditional Christmas festivities, the annual Arts and Crafts Sale, Old Nemaska Days, and others.

## COVID-19 Pandemic

The facility was closed this year for about six months due to COVID-19. Once reopened, a very strict safety protocol was followed, thus limiting the number of people in the facilities. The management team wishes to thank Community members and guests for following the safety protocols and continuing to purchase memberships.



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**01** Arena

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Hockey Tournament

# Recreation Sector





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# Activity Report - April 1, 2020 to March 31, 2021

Activity	Description	Status
Minor / Senior Softball Program	Dave Franco conducted the program for Community members.	Completed in June 2020
Old Nemaska Gathering	In collaboration with the Social Development team, several activities were organized during the Old Nemaska Gathering and were highly appreciated.	Completed in July 2020
Summer Fun Day	A worker was hired to coordinate summer activities for children.	Completed in July-August 2020
Old Nemaska Fishing Derby	Many fishermen and women participated in this fishing derby. Visitors from outside the Community also participated.	Completed on August 14 and 15, 2020
Weight Loss Challenge	Participants 16+ years of age took part in the weight loss challenge.	Completed in August-September 2020
Local Fitness Challenge	Approximately 15 local athletes participated in this physical activity event.	Completed in August 2020
Lac Jolliet Fishing Derby	Many fishermen and women participated in this fishing derby. Visitors from outside the Community also participated.	Completed in August 2020

Activity	Description	Status
Basketball Skills Competition	A few athletes came to compete.	Completed in September 2020
Home Run Derby	The event took place at the ballfield and many players participated.	Completed in September 2020
Local Arm- Wrestling tournament	Recreation hosted the tournament.  Many children participated.	Completed in September 2020
Local Basketball Camp	Participants were interested in learning the sport.	Completed in September 2020
Local Volleyball Camp	Participants were interested in learning the sport.	Completed in September 2020
Nemaska Birthday Celebration	The event was organized by the Social Development team.	Completed in September 2020
Local Softball Tournament	Minor and Senior teams participated.	Completed on September 11-13, 2020
Minor and Senior Hockey and Broomball Development Program	Nicolas Deslongchamps from ActivNation was the Minor Hockey Development instructor and Brandy Wapachee was the instructor for Broomball.	Completed, from October to April 2020
Halloween	Virtual activities took place on Facebook and social media. A children's Halloween dance was held for children age 12 and under.	Completed in October 2020
Local Co-Ed Volleyball Tournament	Many players and new players participated in the local tournament at the Sports Complex Gymnasium.	Completed in October 2020

Activity	Description	Status
Christmas Festivities	The Social Development team hosted the Christmas Festivities.	Completed in December 2020
January Virtual Activities	The Social Development team hosted virtual activities on the Facebook page. The Recreation team hosted virtual activities on the theme "Let's Get Active".	Completed in January 2021
Winter Active Snowshoe Walk Challenge	The top ten teams who completed the walk were awarded cash prizes.	Completed in February 2021
Winter Carnival	Few Community members participated in the event. Games were organized at Lakeshore and Shabtuann.	Completed on March 2-3, 2021
150km Walking Challenge	The top ten 10 teams who completed the walk were awarded cash prizes.	Completed in March 2021
Local Senior Hockey and Broomball Tournament	Recreation organized the event.  Many players participated.	Completed on March 19-21, 2021
Local Minor Hockey and Broomball Tournament	Recreation organized the event.  Many players participated.	Completed in March 2021



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Volleyball Tournament

# Youth Council





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# Activity Report - April 1, 2020 to March 31, 2021

Due to COVID-19, it was not possible to organize activities during the first months of this fiscal year.

Activity	Description	Status
Summer Student Employment Program 2020	The program provided employment for many young individuals in the Community.	Completed in July 2020
Skeet Shooting Competition	<ul> <li>Several activities were organized, such as:</li> <li>Closest to the Hole (golf game)</li> <li>Dart game</li> <li>Door prize draw</li> </ul>	Completed in July 2020
Youth Annual Canoe Brigade 2020	Approximately 10 people participated in the activity.	Completed in July 2020
Car Rally	Car rally throughout Nemaska	Completed in July 2020
Old Nemaska Gathering	<ul> <li>Several events and activities were held, such as:</li> <li>Smoke Sturgeon Program</li> <li>Movie nights</li> <li>Merchandise Bingo</li> <li>Beach Day</li> <li>Youth Activity Day</li> </ul>	Completed in August 2020
Youth Week 2020	Several activities were organized: a Youth Barbecue at Shabtuann, a car rally, a game day and a bonfire night with hotdogs and marshmallows.	Completed in August 2020

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Activity	Description	Status
Youth Special Service	This event was organized in collaboration with the Church group.	Completed in October 2020
Halloween	Several activities were organized, such as the Haunted Trail and two Halloween dances (for 13-17 year-olds and 18+ year-olds).	Completed in October 2020
31st Youth Annual General Assembly	The event took place online with the other Youth Councils.	Completed in November 2020
Youth Centre	The opening of the Youth Centre and the Youth Gala were organized in collaboration with other entities.	Completed in November 2020
Nemaska Healing Week	A Youth Day was organized where people were invited to participate in workshops, a cooking night and a sewing class.	Completed in November 2020
Virtual Activities	Virtual activities were organized and well appreciated by the Community, especially the photo challenge.	Completed in January 2021 during the Phase 1 of the deconfinement plan
Valentine's Day	A Valentine's Day Supper and Valentine's Day Virtual Week was hosted in collaboration with other entities.	Completed in February 2021
Treasure Hunt	Hints and clues were posted on Facebook and participants went around the Community in order to win prizes.	Completed in February 2021
Bingo Night	The non-profit bingo was held on the radio.	Completed in February 2021
Winter Journey 2021	The weather slightly altered the itinerary but participants enjoyed their experience.	Completed on March 15-16, 2021

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### 7.7

# Youth Development





Canoe Brigade

### 7.6.1

# Activity Report - October 1, 2020 to March 31, 2021

Jean Meskino was hired as Youth Development Coordinator in October 2020.

Activity	Description	Status
Halloween Week	In collaboration with the Social Development team, a full week of activities were organized.	Completed on October 26-31, 2020
Youth Centre	The grand opening of the Youth Centre and the Youth Gala were organized in collaboration with the Youth Council. Fewer guests attended the Youth Gala than expected but some participants attended virtually. The Youth Centre opening was a great success.	Completed on November 25, 2020
Christmas Festivities	In collaboration with the Social Development team, a variety of virtual activities were organized during the holiday season, including the Christmas Parade and Pictures with Santa, organized with the Youth Council.	Completed in December, 2020
Valentine's Week Virtual Activities	<ul> <li>A number of virtual activities were offered during Valentine's Week, including:</li> <li>"What Makes Nemaska Great" Photo Challenge</li> <li>Radio Show with Joshua</li> <li>"Pink Shirt Day" An anti-bullying campaign in collaboration with CNYC, ELMS, Daycare and Youth Council</li> <li>The events were successful, especially the photo challenge.</li> </ul>	Completed in July 2020
Winter Journey	Six participants took part in the event. The itinerary was slightly modified due to weather, but participants enjoyed their experience overall.	Completed on March 15-26, 2021

### 7.8

# Youth Centre



The Youth Centre building officially opened on November 25, 2020. It is run and managed by the Social Development Department of the Cree Nation of Nemaska. The building was designed to cater to the needs and aspirations of the Youth members of the Community.

The Youth Centre is composed of a kitchen, a pool lounge, a cafeteria, an outdoor theatre, an outdoor basketball court, a gaming room, a gathering room, a swing lounge, a classroom, a studio, a sauna and a yoga room.



Youth Centre

02

Youth Centre Staff

7.8.1

### Youth Centre Members

#### **Rosalina Jolly**

Supervisor

#### Clayton Mettaweskum

Maintenance

#### **Jerry Mianscum**

Youth Program Specialist (evening shift)

#### **Brittney Moar**

Youth Program Specialist (day shift)

#### **Augustine Weistche**

Receptionist

#### **Roger Neeposh**

Janitor

### Activities

7.8.2

Due to the COVID-19 pandemic, the Youth Centre staff was limited in their activities and had to close at certain points. However, day-to-day services were offered such as:

- A Game Night in collaboration with Youth Fusion (March 2021)
- A Local Pool Tournament in collaboration with the Nemaska Youth Council (March 2021)
- Pictures with Santa in collaboration with the Nemaska Youth Council and the Youth Development Coordinator (December 2020)
- A Social Weekend in collaboration with the Nemaska Youth Council (March 2021)
- Movie Nights in collaboration with Youth Fusion (Winter 2021)
- Hip-hop dance lessons in collaboration with Youth Fusion (Winter 2021)

# Land And Sustainable Development Department



reflect on the challenges that we endured during the protection of our loved ones and others. the COVID-19 pandemic.

members and moving forward.

As members, we reacted to this call by coming Together, we will get through this. Stay safe. together. We listened, and we took the words of our Leadership to heart. We tried our best to respect the Matthew Tanoush

This past year has given us the opportunity to protocol, knowing that doing our small part ensured

I would like to take the opportunity to thank my First, I wish to acknowledge the exceptional staff. Despite the many setbacks and changes to work of the Chief and Council throughout this our workplace, we managed to find a way to pandemic in protecting our Community continue providing services and programs to our

Director of Land and Sustainable **Development Department** 



#### 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 and Financial Counsellor

**Cindy Tanoush** 

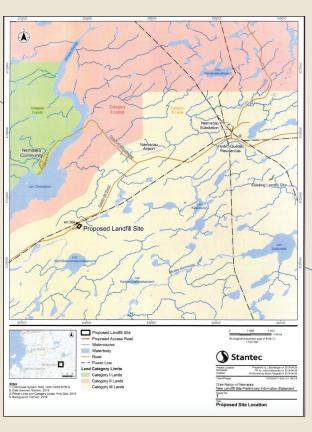
Assistant Benefits and Financial Counsellor

#### **New Employee**

#### Joshua Iserhoff

Community Forestry Programs Officer

Joshua Iserhoff was hired through the Cree Traditional Activities Enhancement Program in order to assist the trappers on the development of their projects and programs. So far, four Nemaska Traplines have received funding.



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Options for Road Access to the New Landfill Site

02

Beautification Program

8.2

# Ongoing Activities



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8.2.1

## Drinking Water Protocol

During the 2020-21 fiscal year, the CNG required the monitoring of two colliert samplings per week in four different locations. The Public Works Department was able to perform the colliert sampling on a periodic basis. A monthly analysis was performed with an accredited lab, H2Lab in Rouyn-Noranda. To date, the water quality meets the standards for human consumption.

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Water Sampling

8.2.4

## Beautification Program

Through the Beautification Program, different activities were organized in order to make the Community cleaner and to sensitize members to the environment:

- Community care workers were hired to collect the trash during the summer
- · Spring clean-up activities
- Home pest control
- · Landfill site clean up
- Daily garbage collection during the 2020
   Old Nemaska Gathering

8.2.3

# New Landfill Studies

The studies were ongoing through the James Bay Northern Agreement. The new Landfill site is expected to be in operation by Summer 2023.



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# Fishing and Hunting Permits

This year, the Forestry technician delivered 65 fishing permits on Category 1 and 2 Land. A limited number of hunting permits for small recreational activities were issued to sport hunters.

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Options for Road Access to the New Landfill Site

#### 8.3

# Special Activities and Projects

8.3.1

#### Community and Cree Nation Government Engagement Session

The event was hosted in September 2020 by the Justice and Correctional Services Department, the Social and Cultural Development Department, the Commerce and Industry Department, and Apatisiwin Skills Development.

The CNG provided an update on recent major events, such as the Town Hall and the Summits on Free Trade. The CNG also provided information on various funding and regional programs available to the Community.

#### 8.3.2

## CNN Natural Resources Development Protocol

The Nemaska Community Dialogue and Planning Project was launched in 2018 to plan for and manage natural resource development activities affecting the Community with a focus on mining activities. The CNN continued their working group activities to ensure the development of a Nemaska protocol to enhance their role in the design of projects and the sustainable management of their natural resources. They have worked to set footprints to secure the recognition and respect of their rights. The goal is to eventually transform this protocol into a policy.

8.3.3

## Climate Change Adaptation Project

The goal of the Climate Change Adaptation Project, funded by Crown-Indigenous Relations and Northern Affairs Canada, is to assess the climate risk in Nemaska and develop two climate change adaptation plans — one community-based and the other infrastructure-focused.

The first workshop took place in October 2019. The CNN used the First Nations Public Infrastructure Engineering Vulnerability Committee Protocol to assess climate risks. This protocol, developed specifically to assess First Nations infrastructures, is also used in Ontario and Saskatchewan.

This project will be completed in July 2021.



01

#### 8.3.4

#### Eeyou Planning Commission (EPC)

In order to harmonize the various land use plans and work collaboratively with all communities, the Eeyou Planning Commission (EPC) continued to work collaboratively with regional planning partners. The EPC's vision, created and based on many Community consultations and reports, intends to:

- Provide better training regarding AGOL, a user-friendly cloud-based geographic information system (GIS) delivered by ESRI as a SaaS (Software as a Service). It can be used to view, create, analyze and share geospatial content throughout an organization or community and openly on the web.
- · Involve the Grande Alliance team
- Work collaboratively to design and implement protected areas, transportation plans and a communications strategy to achieve the balance promised under the James Bay Northern Quebec Agreement

8.3.5

### Protected Areas and Cree Regional Conservation Strategy Challenge Fund

Following a re-evaluation of protected areas establishment and management projects by the CNG, the Land and Sustainable Department reassessed their original proposal in order to prioritize the most important projects based on the Community's needs. It was decided to focus on water quality monitoring at Lake Dana and Lake Evans.

To ensure that objectives are met within the budget, CNG provided a resource person. The Department is now waiting to receive the contribution agreement from the CNG.



01

Challenge Fund

8.3.6

## Moose Habitat Quality Project in Eeyou Istchee

The project is a collaboration between McGill University researchers, the Ministère des Forêts, de la Faune et des Parcs, the CNG, the Cree Trappers Association and four inland communities (including Nemaska) on moose habitat quality under the current forestry regime. The goal of this project is to evaluate moose habitat quality within the adapted forestry regime territory in Eeyou Istchee. The study focuses on the analysis of location data from moose collars deployed in traplines around Waswanipi and Oujebougoumou that have been differentially affected by the adapted forestry regime, as well as planned redeployment of collars in the broadback region beyond the northern limit of commercial forestry.

In February and March 2021, the working team succeeded in capturing moose in the region with 37 collared female moose, including 6 camera collars. The females will be tracked until September 2022 when the collars will automatically be released. At the same time, hunters are restrained from harvesting collared females to maintain valuable data.

8.3.7

## Rose Lithium-Tantalum Environmental Assessment Draft Report

On February 18, 2021, the provincial review committee (COMEX) met with Community members of Nemaska in a Zoom meeting. It was an opportunity for members to freely express their concerns and interests regarding the Environmental Assessment Draft Report.

On March 9, 2021, the Joint Assessment Committee (CNG and Impact Assessment Agency of Canada) presented the Federal Draft Assessment Report to the Chief and Council. Representatives from Climate Change Canada, CBHSSJB, Fisheries and Oceans Canada and Health Canada attended the meeting.

8.4

## Entrepreneurship Sector



8.4.1

#### Sector Members

Étienne Pilon Choquette
Entrepreneurship Development Agent (EDA)

**Bradley Mianscum Jr.**Intern in Entrepreneurship Development

Bradley Mianscum Jr. was hired as an intern for Nemaska Entrepreneurship Services. The objective of the internship was to provide meaningful work experience in entrepreneurship development to a college student. The internship exposed Bradley to the career of an economic developer and the context of economic development in Eeyou Istchee. He learned about the process of starting a business in a First Nations community and applying for grants and loans.. He was very helpful in supporting local businesses in their development and challenges. In addition, Bradley represented Nemaska at the CANDO National Youth Conference where he and his team won first place in the case competition.

#### 8.4.2

# Objectives for the 2020-21 fiscal year

EDA Étienne Pilon Choquette's objectives for this fiscal year were to:

- Respond to directives from the Chief and Council related to entrepreneurship
- Support local entrepreneurs in the development of their business project at all phases: opportunity seeking, business plan, financing and start-up operations
- 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 workshops 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 in various events and economic development conferences
- Lead projects related to the social and circular economy

8.4.3

#### Supporting Local Entrepreneurs

The Sector supported the vast majority, if not all, local entrepreneurs on different issues during the year. The EDA was in constant communication with local entrepreneurs. Below is the list of the business projects for which the assistance of the Nemaska Entrepreneurship Sector was requested.

Company	Local Entrepreneurs	Project
Jolly's Woodwork	Greg Jolly Jr.	Woodworking start-up producing custom furniture
Cvltvre Bead	Catherine Orr	Online shop for arts and crafts
Nightowl's Storage	Simeon Wapachee	Construction of self-storage units for rental
Bed and Breakfast	Roselynn Rabbitskin	Establishment of a bed and breakfast on the shore of Champion Lake
Etuuda Distribution	Jeremy Bearskin	Establishment of a 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	Establishment of a local car wash start-up business
Charlene's Café	Charlene Wapachee	Establishment of a coffee shop in Nemaska

Company	Local Entrepreneurs	Project
JR's Garage	Teddy and Jonathan Ross Wapachee	Establishment of a mechanical garage for light vehicles
Food Delivery Service	Shaaunaan 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

8.4.4

# Special Support during the COVID-19 Pandemic

Several services and assistance on programs were set up by the Nemaska Entrepreneurship Sector (NES) to help and assist individuals and businesses during the COVID-19 pandemic.

Furthermore, the EDA acted as a primary information source for local businesses regarding governmental financial assistance programs. The EDA kept contact with all active businesses and advised them on the available programs. The EDA also assisted several businesses with successfully applying to different economic programs, including the Canada Emergency Wage Subsidy and the Canada Emergency Business Account.

#### **COVID-19 Task Force**

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 communications consultant, Laurence Gagnon. The task force assisted over 50 requests for different programs including Employment Insurance and the Canadian Emergency Response Benefits. In addition, the task force shared relevant information with Community members through the radio and Facebook.

#### Standard Federal Programs for Businesses

Many federal programs were set up to help businesses stay afloat during the pandemic, including the four major ones: the Canada Emergency Wage Subsidy, Canadian Emergency Response Benefits, the Canada Emergency Business Account, and the Canada Emergency Rent Subsidy. The NES assisted five businesses with their applications to one or many of these programs.

#### **Indigenous Business Stabilization Program**

This program delivered by Eeyou Economic Group (EEG) consisted of a \$40,000 emergency loan for Indigenous business. NES helped four local businesses apply for it.

#### **Indigenous Community Business Funds**

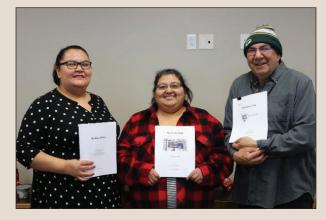
Through this program, the federal government distributed \$69,000 to the Cree Nation of Nemaska to support local businesses during the pandemic. The Chief and Council decided to distribute the entire sum to local businesses. The NES was tasked with providing guidelines and a distribution plan. Overall, 17 companies qualified to receive a grant ranging from \$1,625 to \$7,500.

#### **Eeyou Economic Response Programs**

This program set up by the CNG aimed to help Cree businesses adapt to the new realities of COVID-19. The program provided two streams of aid with a grant of \$10,000 for professional assistance and a grant of \$25,000 for a specific project. NES assisted five local businesses with their grant applications.



01



02

01

Bradley Mianscum Jr.

02

Business Plan Workshop Charlene Wapachee, Rosalyn Rabbitskin and Teddy Wapachee

## Nemaska Development Corporation (NDC) Action Plan

On September 2nd, 2020 in Val d'Or, the Chief and Council, the NDC Board of Directors and key administration members of the CNN met to establish an Action Plan for the NDC. The EDA was invited by the Chief and Council to participate and to provide his professional expertise on the future development of the NDC.

The EDA was put in charge of the development of the hardware store. In addition, the EDA is also part of the working group for the development of the gas bar, the motel and restaurant, as well as the old Band office.

#### Nemaska Hardware Store Expansion

With sales per square foot among the highest of all stores under the home hardware banner, NDC is looking to expand its hardware store to better meet residents' needs. The population as well as the local businesses and organizations have been requesting additional products and services, including building materials. Unfortunately, the store is currently operating at capacity.

A feasibility study was conducted by consultants Jean-Francois Ouellon, Joel Paquin and Shaaunaan Andre. They looked at three different scenarios: 1) the construction of a completely new hardware store, 2) the construction of only a lumber yard, and 3) the optimization of the existing facility. The feasibility study was completed in February 2021 and recommended that NDC proceed with the construction of a new hardware store.

### Economic Development Project

The EDA was involved in several 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	Cancelled 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 the 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 though 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.

8.4.7

## Nemaska Entrepreneurship Entrepreneurial Assistance Fund Capacity

8.4.8

# Building

The EDA was involved in receiving applications, gathering information, analyzing the files, presenting them to the review committee, and following up with the applicants based on the committee's decisions.

The guidelines were amended in May 2020 and two new programs were added in order to support local businesses in two areas where the review committee saw an important need: (1) The Restructuring Program aims to support businesses in restructuring their operations to improve profitability and resolve operational challenges, and (2) The Accounting Program aims to support businesses in establishing proper bookkeeping and accounting practices.

The EDA has strived to build entrepreneurial capacity by providing training to Community members. Unfortunately, the pandemic made in-person training challenging. However, many online training sessions were offered to local entrepreneurs.

In September 2020, nine Community residents participated in the production of a business plan with the objective to start their new business. Three business plans were completed by the end of November.



#### 8.4.9

## First Nations of Quebec and Labrador Economic Development Commission ("FNQLEDC")

The EDA was mandated by the CNN 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 the Director of the FNQLEDC. He represents not only the CNN, but the entire Cree Nation. The Board of Directors meets quarterly and oversees the operations of the organization. Below are the Board of Directors meetings and assembly in which the EDA participated.

Meetings	Date
Board of Directors Meeting	July 7 <sup>th</sup> , 2020
Board of Directors Meeting	September 8 <sup>th</sup> , 2020
General Assembly	October 8 <sup>th</sup> , 2020
Board of Directors Meeting	February 3 <sup>rd</sup> , 2021

# Housing Department



Wachiya to Nemaska Eenouch,

challenges with the declaration of the crippling leadership in constructing additional housing COVID-19 pandemic. No one foresaw the effect units and its compassionate approach in dealing it held for future operations and services within with homelessness. Department was not immune to the pandemic 
The previous year's report outlined the as our housing construction projects and

The year 2020-2021 saw unprecedented We acknowledge the support of the elected

construction of five rent-to-own units, two maintenance services were delayed or duplexes and two bungalows. These projects halted. Nevertheless, the year was marked were carried over to 2020-2021 and continue with continuous efforts to deliver our onward. The Housing Department is housing programs and maintenance services. happy to report that selections of tenant occupancies were made during the year.

During the year, the Department hired new administrative personnel. Ms. Trisha Hester was hired on a contractual basis as Housing Administrator in June 2020. Ms. Hilary Gunner became the Housing Clerk in September, and Mr. Johnny Trapper took on the role as Director in late October 2020. Ms. Louise Tanoush was also hired in November 2020 as an accounting consultant to bring all rental housing books up to date. Much of the year represented a learning phase and orientation for the administrative personnel. This phase will continue for some time. The administrative personnel are well aware that staff turnover has been an issue within the Housing Department for some time and are committed to working on a plan of action to improve employee retention.

The Cree Nation of Nemaska acknowledges the efforts and hard work of the outgoing Director, Ms. Stephanie Jolly. For seven years, Ms. Jolly not only oversaw the operations of the Housing Department but also served as a mentor to the department personnel as well as built a professional and personal relationship with the CNN housing clientele. Thank you, Stephanie, for your contribution to the Community. We wish you continued success in your future endeavors.

The Housing Department is grateful to the Chief and Council for their support during the fiscal year. We look forward to continuing to serve under the present mandate of the Council. We also extend our thanks to the members of the Cree Nation of Nemaska for your understanding regarding the backlog of all projects.

**Johnny Trapper** Director of Housing

#### Department Members

#### **Administration**

**Stephanie Jolly** 

Director (resigned September 2020)

**Johnny Trapper** Director (as of October 26, 2020)

Trisha Hester

Rental Housing Administrator (on contract from June 2020 to April 2021)

Hilary Gunner

Clerk (September to December 2020)

#### **Louise Tanoush**

**Consulting Services** (November 2020 to March 2021)

#### **Edna Neeposh**

Councillor Housing Portfolio (seconded from Council to assist the administration with project management)

#### **Maintenance Personnel**

Maintenance Supervisor (as of January 2021)

Samuel Rabbitskin

Maintenance Workman

**Shane James** 

Maintenance Workman

## **Future Directions** for the Housing Department

During the 2020-21 fiscal year, the Housing Department administration began its work to review its responsibilities. Subsequently, it forwarded a working document for the new fiscal year regarding its personnel needs. It was brought to light that attention was required to hire proper personnel to undertake and ensure the quality of the department's operations, programs and services. The status quo of the present personnel structure makes it hard to meet its challenges and has thus resulted in continuous turnover.

The current assumption of responsibilities can be overwhelming for a two- or three-person administrative team. The Housing Department is currently considering creating separate functions based on the following responsibilities:

- · General department administration and administration of the rental housing program
- · Effective management of all housing projects from external stakeholders (CNG, CMHC) as well internal maintenance / renovations projects
- Providing ground-level assistance to private home buildings
- · Centralized administration of the maintenance program and inspection services
- · Concentrated efforts in providing quality in-field maintenance and repair services
- Collection of over \$3.4M in rental arrears

Revamping the Housing Department's HR structure will surely improve administrative efficiency.

# Housing Committee



The Housing Committee is composed of the following members:

Gertie J. Cheezo

Mary Jane Wapachee

Stella M. Wapachee

**Ruth Jolly** 

**Charlot Jolly** 

Nemaska

#### Housing Allocations

At the onset of Johnny Trapper's term as Director, the Housing Request list was at 64 names and continues to grow. The Housing Committee has been successful in forwarding its recommendations for occupancies to Council for the five rent-to-own units, the two duplexes and two bungalows. Subsequent allocations have been made to existing units.

#### **Rent-to-Own Houses Allocations**

- Janet Moar
- Deborah and Danny Rabbitskin
- Joshua and Wabinjewks Iserhoff
- · Norman and Vanessa Wapachee
- · Mabel Wapachee

#### Duplex Allocations (Partridge Road and Caribou Trail)

- Ruby Tanoush
- Annie Wapachee
- Alice Moore
- April Neeposh

#### Bungalows

- Charlotte H. Wapachee
- Renee Saganash

9.3.2

# Future Directions for the Housing Committee

The Housing Committee bylaw passed in November 2007 and came into effect in March 2009. It serves as a redundancy between the present Department and the Committee. A review has been mandated by the Chief and Council to reflect today's Housing Department's reality compared to the one-person office in 2007. The present bylaw somewhat reflects the department-like assistance provided to the rental housing administrator as an acknowledgement that the housing office administration was a one-person team.

The foreseeable changes to the bylaw will include the Department infrastructure to improve the committee's assistance, continued work on transparent allocations of available housing units, and dealing with social matters leading to evictions. It must be noted that the members and the housing clientele need a clearer understanding of the Department's and Committee's roles.

# Project and Activities

As mentioned, housing projects were backlogged due to the COVID-19 pandemic. Some projects of the 2019-20 fiscal year are mentioned in this report because of the carry-over.

The renovation and expansion work planned for the previous year was allocated a budget of \$1,129,268.00.

9.4.1

# ISC 2019-2021 Renovations and Expansion Projects (as of April 2021)

Total Funding (2020-21): \$606,500.00 (10 Units for renovations)
Total Funding (2020-21): \$395,885.50 (6 Units for expansion works)

- 11 Mink Trail
- 5 Wolf Trail
- 3 Porcupine Trail
- 8 Otter Trail

#### 2020-2021 Renovations

Exterior siding, roof, doors and windows were renovated at the following units:

- 1 Porcupine Trail
- 2 Lynx Trail
- 3 Bear Trail
- 3 Lynx Trail
- 3 Wolf Trail
- 7 Wolf Trail
- 11 Bear Trail
- 11 Wolf Trail
- 4 Wolf Trail
- 5 Bear Trail

#### 2019-2020 Expansions

The following units were expanded with the addition of one room and/or bathroom:

- 7 Mink Trail
- 6 Mink Trail
- 9 Otter Trail
- 9 Porcupine Trail
- 10 Bear Trail
- 11-A Waapihyeu Trail
- 17 Waapihyeu Trail

#### 2020-2021 Expansion

The following units were expanded with the addition of one room and/or bathroom:

- 6 Whaphew
- · 4 Wolf Trail
- 6 Porcupine Trail
- 11-B Whaphew Trail
- 16 Whaphew Trail
- 23 Whaphew Trail

9.4.2

# 2020-21 Urgent Housing Renovations Fund

The renovation works under the CNG's provision for Urgent Housing Renovations could not start in 2020–21 because of the pandemic. The cost of the renovations is estimated at \$302,000.00. Seven houses were identified for renovation work under these funds for the year.

9.4.3

### Residential Rehabilitation Assistance Program (RRAP) (5 Lynx Trail)

This project was initiated in 2017 and had unfortunately been delayed. The Housing Department is committed to completing the project and maintaining the RRAP criteria for this unit. The Canada Mortgage and Housing Corporation (CMHC) funding received was in the amount of \$30,600.00. This project will be used as an example for future RRAP applications.

9.4.4

## Radon Campaign

In order to proceed with the expansion of existing overcrowded or over-occupied housing, Indigenous Services Canada must ensure there is no trace of radon in the housing units.

The CNN, in collaboration with the Cree Board of Health and Services of James Bay, installed radon detectors in the houses. The radon campaign was to ensure a safe and healthy housing unit and to determine other necessary modifications during the expansion projects. This file is undergoing further review by the present housing administration for effective implementation.

9.4.5

## Other Indigenous Services Canada Funding

#### **Housing Policy and Authority Development**

An amount of \$100,000 was sought this fiscal year to complete the drafting of policies. Unfortunately, due to the pandemic, work was halted early in the year, but will continue as soon as possible under the current administration.

#### **Housing Maintenance**

An amount of \$29,678 was received and slated for hands-on training for the maintenance staff. Due to the pandemic, the instructor could not travel to the Community. This project will be carried over and completed as soon as possible.

#### **Financial Coaching and Household Budgeting**

This project received \$30,000 and was expected to be completed during the 2020-21 fiscal year. To date, a small portion of funds were used to cover a virtual workshop. The Housing Department aims to offer financial coaching to members who wish to pursue private home building.

9.4.6

#### Housing Construction

The Housing Department works in close collaboration with the Office of Projects Services (OPS) for the construction of housing units. The previous annual report lists various housing construction projects. These projects will be carried over to next year. The OPS' report will mention the proper housing construction periods.

The Chief and Council approved five unimodular units for installation during the year. However, their completion for occupancy was postponed beyond 2020-21.

9.4.7

#### Rapid Housing Initiative (RHI)

In late October 2020, the federal government launched a special program in the context of the COVID-19 pandemic and thus, created the Rapid Housing Initiative (RHI). The Housing Department submitted an application based on its Community reality. The application included the construction of eight sixplex units and two eightplexes. Within the same program, the CNG submitted its application on behalf of the Cree Nation, creating a double application, which was problematic. The end result was not in the CNN's favour but retained a fiveplex unit from CNG's application for elderly and reduced mobility residents.

The Chief and Council approved the additional purchase of a similar unit of the fiveplex from CMHC at the same price as the RHI unit. This will give the Community a total of ten units to allocate in the foreseeable future.

9.4.8

## Maintenance and Repairs Division Report

The Housing Department completed various maintenance and repair projects. The following projects were completed by in-house workers as supervised by the Maintenance Sector:

- · Two sheds for the triplex unit
- Paint, plaster and repairs at 3B Otter Trail
- Paint, plaster and repairs at 9 Whaphew Trail
- Paint, plaster and repairs at 6 Whaphew Trail
- · Fire-damage repairs at 10B Rabbit Trail
- Water-damage repairs of floors and walls at 4 Porcupine Trail

9.5

Plan for 2021-22

9.5.1

# Section 95 End of Agreements

End-of-agreement units are rental houses owned by the CNN that are now free of any legal obligations (mortgage, operating agreement) towards the CMHC. The CNN may now dispose of the units as they please. This file will be presented to the Chief and Council. The file contains 82 houses and the completion of the project will require detailed and meticulous work by the working group. Councillor Edna Neeposh has already compiled most of the information.

9.5.2

# Community Private Housing Initiative

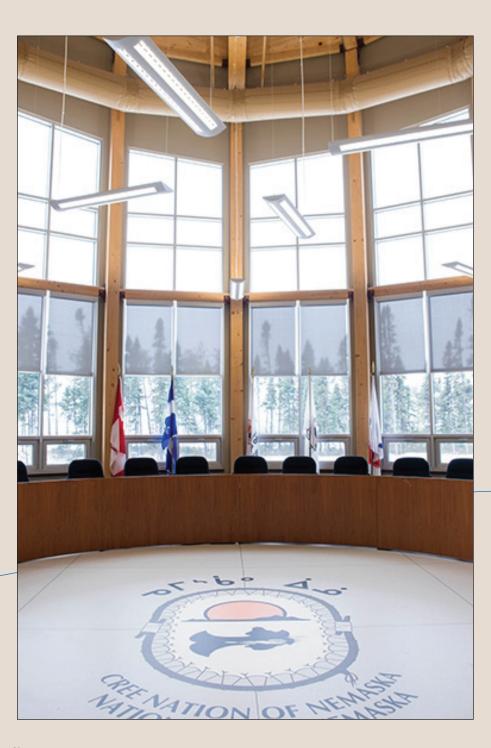
The Housing Department intends to promote the Private Home Building Program. The Housing Department has begun its information campaign with Community members and toolkits have been made available.

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#### 9.5.3

#### Recruitment of Additional Human Resources

As previously mentioned, the present composition of the Housing Department administrative personnel will require an in-depth review. The Council directive to begin the process was issued to the current Director in November 2020. It has been noted by the Department that much support will be required from all local government and Community stakeholders to increase personnel serving the Community for a more efficiently operated Housing Department.



01

# Public Works Department



Community. I'm very proud of all that the Public Works team has accomplished, including essential services provided to residents when the pandemic Kevin Diamond hit. We had a lot of changes to implement in our Interim Director of Public Works daily work. We achieved this through the labour and commitment that our highly skilled and devoted employees put into their jobs every day.

This was certainly a challenging year for our On behalf of the entire Public Works staff, I wish to thank you for your support across all departments.



#### Department Members

**Kevin Diamond** 

Interim Director of Public Works

Rene Neeposh

Public Building Maintenance Supervisor

Stewart Mettaweskum

Road and Walkway Supervisor

Norman Kitchen

Public Building Maintenance Worker

**Ethan Wapachee** 

Mechanic (Garage Attendant)

**Philip Swallow** 

Municipal Clerk

**Michel Cheezo** 

Wastewater Maintenance Worker

Tina Wapachee

Receptionist

**George Salt** 

Wastewater Worker

**Dennis Jolly** 

General Helper

Albert Jolly

General Helper

**Philip Tent** 

**Environment Health Officer** 

Charlie Matoush

**Environment Health Officer** 

**Billy Mettaweskum** 

Road and Walkway Operator

#### **Gerald Mettaweskum**

Road and Walkway Operator

**Steve Visitor** 

Road and Walkway Operator

James Herodier

Road and Walkway Operator

Samuel Mettaweskum

**Environment Health Officer** 

**Janitorial Staff** 

**Shirley Matoush** 

(Sam's Garage)

**Anna Swallow** 

(Band Office)

**Christine Capisisit** 

(Band Office)

**Roger Neeposh** (Youth Centre)

(Sports Complex)

Lizzie-Ann Mettaweskum

**Anna Wapachee** 

(Sports Complex)

**Ryan Cheezo** 

(Fire Hall)

# **Activities**

Public Works is an essential part of many services that are provided to the residents of Nemaska, such as the infrastructure of roads, the water and sewer system, public building maintenance or the Land and Sustainable Development, which is responsible for waste management and landfills. The Public Works Department is also responsible for the upkeep of the Wellness Centre / Recreation Hall and radio station buildings, residents located at Wolf Trail, all NDC buildings (mini mall, gas bar, CC lodge), as well as the Elders' Cabins at KM 58 and Old Nemaska Landing (docks).

This year, Public Works also assisted in the maintenance of the Youth Centre. Training for the maintenance of new computerized systems such as the fire alarm, sprinkler system, ventilation system and heating system for the Youth Centre was requested for the staff.





01, 02 Eco Centre

## Objectives for the 2021-22 Fiscal Year

In 2020-21, time and effort were put into reviewing the structure of the Public Works Department. The goals were to evaluate how teamwork could be improved between employees and managers and to identify the main challenges that the Department deals with every day in order to resolve them.

During the next fiscal year, one of the many expectations would be to centralize the management of the janitorial staff, which is currently under the Public Works mandate.

Another goal is to eliminate unnecessary staff expenses within the Department. The number of casual employees could be reduced to give them short-term contracts instead. The Human Resources Department, Ruth Jolly and the Chief and Council already showed a great amount of support and this file is a priority.

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# Public Health And Safety Department

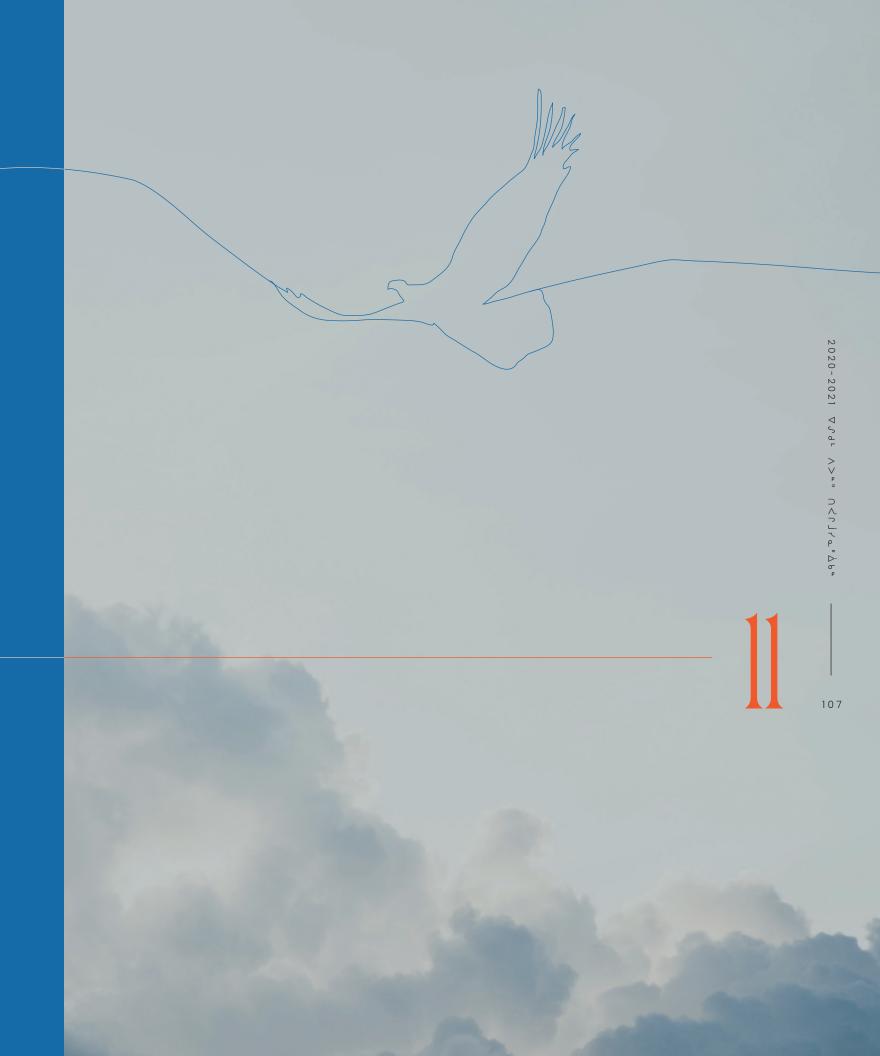


Hello everyone,

As Director of Public Health and Safety, I am very pleased to submit our 2020-21 annual report to the members of Cree Nation of Nemaska. This year was especially challenging for the Department and its members, yet I believe that it was a successful year in many ways. We would like to acknowledge the people who have provided us guidance, knowledge and wisdom. For this, I am forever grateful. I would especially like to thank all the employees within the department; without each of you, none of what was achieved would have been possible.

The Nemaska Public Health and Safety Department would like to take this opportunity to thank the Chief and Council for their trust and continuous support, which was instrumental for the Department to provide essential services to the Community.

Clarence J. Jolly
Director of Public Health and Safety



# Department Members

The Public Health and Safety Department experienced considerable growth and turnover over the course of the 2020-21 fiscal year. At the time of this report's preparation, the Department consisted of the following members:

Clarence J. Jolly

Director

**Nicole Kitchen** 

Receptionist

Wayne B. Jolly

Janitor

**Neil Wapachee** 

Fire Chief

Marcel Wapachee

Deputy Fire Chief and Fire Prevention Officer

**Robert Capassisit** 

Fire Captain

**Callum Morrow** 

**Public Health Officer** 

Renee Saganash

Lieutenant and Firefighter

**Thomas Wapachee** 

Lieutenant and Firefighter

**Gideon Jolly** 

Firefighter

Noreen Wapachee

Firefighter

James Wapachee

Firefighter

**Jerry Wapachee** 

Firefighter

**Howard Matoush** 

Firefighter

JP Wapachee

Firefighter

**Alex Wapachee** 

Firefighter

**Victor Cheezo** 

Firefighter

Clayton Mettaweskum

Firefighter

**Bertie Wapachee** 

Firefighter

Tyra Tanoush

Firefighter

**Bryan Brien** 

Firefighter

Nicolas Carbonneau

Ambulance Coordinator (April 2020 to July 2021)

**Terrance Wapachee** 

Ambulance Coordinator (as of August 2020)

Niyaan Gunner

First Responder

**Candice Wapachee** 

First Responder

**Nelson Wapachee** 

First Responder

**Angel Jolly** 

First Responder

Marian Nyitrai

First Responder

Ronnie Jolly

COVID-19 Staff

Philip Penosway

COVID-19 Staff

**Brandon Jolly** 

COVID-19 Staff

**David Jolly** 

COVID-19 Staff

**Dominic Swallow** 

COVID-19 Staff

**Eric Matoush** 

COVID-19 Staff

**Jonah Cooper** 

COVID-19 Staff

**Johnny Minister** 

COVID-19 Staff

Kirk Jolly

COVID-19 Staff

**Kyle Jolly** 

COVID-19 Staff

Wasteskun Capassisit

COVID-19 Staff

Ywasshtin Jolly

COVID-19 Staff

Jonathan Wapachee

COVID-19 Staff

Katrina Orr

Animal Control Officer (as of December 2020)

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**Evelyn Fuller** 

Animal Control Assistant

11.5

# Trainings and Workshops

COVID-19

Kellyann Meloche, Senior Manager for Indigenous Response and Preparedness at Red Cross, provided training for the checkpoint crew in February 2021.

In March 2021, Nicolas Carbonneau from Préhos-Experts provided training to four new recruits for the ambulance crew. The training was successful and three of them now work as first responders on the ambulance crew. The COVID-19 tasks were at the heart of the Public Health and Safety Department's activities for this fiscal year.

The Department had to enforce the Mandatory Self-Isolation Law in the Community in different ways throughout the year and was responsible for managing the Isolation List of Community residents. The list was updated as needed, almost every day, and posted on Facebook as well as in public buildings to ensure that Community members isolated properly and safely in accordance with Public Health recommendations.

A security crew was hired to enforce public health recommendations in all public buildings, including the grocery store and the sports complex. Approximately 12 crew members were working at all times. Grocery delivery was provided to residents in isolation to ensure they had everything they needed at home. This service was much appreciated by Community members.

The Public Health and Safety Director, Clarence Jason Jolly, and the Public Health Officer, Callum Morrow, also participated in local COVID-19 meetings. This ensured good communication between the Department, the Chief and Council, and the Administration.

## Firefighters

It was a difficult year for the firefighter sector given that it went through several leadership changes, with three different Fire Chiefs in one year. This turnover rate forced the Department to reflect on their human resources plan, which they had long intended on doing. They met with the CNN administration to discuss this issue.

#### First Responders

After Nicolas Carbonneau resigned as First Responders Coordinator in July 2020, the position was vacant for almost a month until Terrance Wapachee was appointed. First responders played a huge role during the COVID-19 pandemic as frontline workers. New health and safety procedures were implemented and the team had to invest in extra protective equipment.

#### Animal Control

The Animal Control Sector was unfortunately inactive for some months during the last fiscal year. Evelyn Fuller was hired on a contractual part-time basis to provide general animal care and vaccinations. Katrina Orr joined the department at the end of 2020 and took the initiative to reflect on new directions and potential solutions.

### Old Nemaska Days

Public Health and Safety deployed a security team at the Old Nemaska site during the annual Old Nemaska Days event. First responders were continuously present on-site to ensure the safety of Nemaska residents and the smooth unfolding of the event.

# Office Of Project Services (OPS)



restrictions to prevent the spread of COVID-19. a part-time basis to become a full-time Project Numerous projects progressed and were completed in spite of the pandemic. I wish to competent. I am pleased with her contribution. express my gratitude for my team who worked Claude Coonishish joined OPS in March 2021 as assiduously throughout this challenging year and for the CNN departments' collaboration and support.

It has been a difficult year due to public health Natasha M. Leroux joined OPS in October 2019 on Manager in 2020. She has proven to be skilled and Project Assistant. His presence in Nemaska and his knowledge of the Community are an asset as he provides valuable field information.

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

Jean Paradis Director of OPS

#### Department Members

**Jean Paradis** 

Director

Natasha M. Leroux

Project Manager

**Claude Coonishish** 

**Project Assistant** 

12.2

## 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 frontlines 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 CNN's administrators are concerned about increasing flooding risks given the Community's location on the shores of Champion Lake, and the Old Nemaska Post on the shores of Nemiscau Lake. Flooding could represent material damages, financial ramifications, as well as risks of being isolated, since a stretch of the access road connecting the Community to the Route du Nord crosses Lake Champion.

Additionally, forest fires are a major concern for the CNN. Over the past 38 years, the Community members have 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 CNN would like to be better prepared for such situations, especially since extreme weather events, like tropical storms and powerful winds, are observed more frequently.

The main objective of the proposed project is to develop climate change adaptation plans: one focused on infrastructure and a broader community-level plan. 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 CNN 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, these activities were postponed until further notice.
- On March 11, 2021, in order to restart the project which was planned to be completed by July 2021, a status report was presented to the Chief and Council. It was decided that the workshops would resume but would be offered remotely instead of in-person with the experts from other regions due to COVID-19 health restrictions. The people of Nemaska would gather at the Band Office while the experts would connect remotely via their computers.

#### 12.2.2 Eco-Centre and Bulky Waste Platform

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

The waste management study completed in the fall of 2013 recommended the construction of an Eco-Centre to reduce the amount of waste brought to the landfill. The purpose of designing and building an Eco-centre and a bulky waste platform was to extend the lifespan of the landfill by reducing the volume of waste being brought to it 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. The work was substantially completed in 2019. Start-up and commissioning were planned for Spring 2020 but were postponed to the fall due to the pandemic.

In the fall, still due to the pandemic, Stantec's designated teachers were unable to travel to Nemaska. In addition, the Public Works Department was experiencing staff shortages, which made the task of finding and training personnel for the Eco-Centre more difficult. The opening was postponed again until Spring 2021.

In February 2021, everything was in motion for the opening of the Eco-Centre scheduled for May (preparation of an educational campaign, drafting and posting the job offer, design of marketing materials, organization of the Eco-Centre office, purchase of a cell phone, etc.). The Eco-Centre Attendant was hired in June 2021.



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#### 12.2.3

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

Funded by CNRA and ISC in the amount of \$11,034.645.

The existing landfill near CNN 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 the Chief and 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 in 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 south-west of the site and peatland south of the site. According to regulations, 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 at the end of April with the MELCC and they confirmed Stantec biologists' interpretation of these criteria.

The Desktop Study of Archaeological Potential of the area was conducted in December 2019. Research revealed that the level of archaeological potential is low-to-moderate and that the only moderate 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 constraints regarding archaeological heritage.

MELCC directives include:

- · Greenhouse gas quantification
- · Sustainable development
- The installation of data loggers in the monitoring wells at the future landfill site during the summer of 2021. This will allow monitoring the groundwater level continuously for one year and will provide valuable information for the final design and operation of the new landfill.

The opening is planned for Summer 2023.

#### 12.2.4

#### Old Municipal Garage Site Decontamination and Restoration

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 beneath the building as well as beneath 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 the site, and restore it to its original state. The demolition of the building was approved by the Chief and Council. The decontamination was completed in the fall of 2019.

In Fall 2020, it was decided that the old garage lot would become a green space with various test plots (lawn, meadows, perennials and shrubs) that would be studied over a three-year period to assess what variety grows and develops easily in the North. The green space will be implemented over the summer of 2021 if COVID-19 restrictions allow.

The project was funded by CNRA and INAC in the amount of \$1,521,398.

12.3

# Infrastructure Projects

12.3.1

#### Correction to Sanitary Sewer Machishteweyaau

Corrections to the sewer service at the Band Office on Machishteweyaau Road are required. The sewer line leading to the CNN sewer network has an insufficient slope causing the accumulation of debris on weekends or holidays due to the lack of flow.

Plans and specifications were completed in 2019. Construction was planned for the summer of 2020 but was postponed to the summer of 2021. Proposals will be requested from local contractors in early June 2021 to have the works completed before Winter 2021.

Funded by CNRA in the amount of \$375,000.

#### 12.3.2 Correction to Extension Sanitary Sewer of Municipal North Lakeshore Services

12.3.3

Corrections to the sewer service of the Sports Complex on North Lakeshore Road are required. After noticing problems with the sewer line, a camera inspection was performed. The results show that the line is partly crushed, impacting the normal evacuation. The project consists of 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. The construction planned for the summer of 2020 was postponed to the summer of 2021. Proposals will be requested from local contractors in early June 2021 to have the works completed before Winter 2021.

Funded by CNRA in the amount of \$176,000.

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 restart during the 2021 construction season.

Funded by CNRA in the amount of \$577,000.

# 12.3.4 Hydraulic Balancing Study and Fire Simulations

The hydraulic balancing study will allow the verification of whether, following the recent work on the distribution station and network, the pressure and flow still meet the standards for fire protection and water delivery.

The study has been completed. It indicates that the water is excellent and that major investments will not be required for the next 20 years.

Funded by CNRA in the amount of \$76,000.

12.3.5

# Insulation of Water and Sewer Lines on Partridge Road

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 curb valves must be installed for those residential units.

The plans and specifications were completed in 2019. Work was planned for Summer 2020 but was postponed to 2022.

Funded by CNRA in the amount of \$951,000.

12.3.6

### Paving of Internal Road Phase 2

Phase 2 was planned for the summer of 2020 but was postponed to summer 2021 due to the pandemic. Public bids were called in February 2020 for work to be done in 2021. The contract was awarded to Nemaska-Eenou JV, the lowest bidder. Work began on June 9, 2021 and is expected to be completed in September 2021.

Funded by CNRA in the amount of \$5,500,000.

12.3.7

# Street Lighting Study and Implementation

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, assessment of Community needs, engineering, analysis of available technologies, cost estimate, and development of an action plan and work program.

Data collection and preliminary engineering began in April 2019. The preliminary report and presentation to the Chief and Council will be completed in September 2021. The work will take place over a three-year period.

Funded by CNRA in the amount of \$90,000.

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# Housing Projects

12.4.1

## Bungalows at 14 and 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 phases have been completed. Construction began in September 2020 but was delayed due to the pandemic. The project is expected to be complete in Summer 2021.



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12.4.2

## CBHSSJB Sixplex

Project amounting to \$1,700,000, funded by CBHSSBJ.

The contract was signed with VPC in August 2019 and construction started in November 2019. The work was 80% complete on March 26, 2020 when the construction team was demobilized due to the pandemic. A partial construction team remobilized on June 22, 2020. Construction was postponed to October 2020 and was completed in December 2020.



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## Duplex at 99 Partridge Road

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

Funds committed by CMHC in January 2020.

The contract was signed with VPC in September 2019 and construction started in October 2019 Construction was 80% complete on March 26, 2020, when VPC had to demobilize due to the pandemic. Partial remobilization occurred on June 22, 2020. The duplex is expected to be completed by Summer 2021.



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Model MCG 24X42

CBHSSJB JB Sixplex

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99 Partridge Road

#### 12.4.4 Five Rent-to-Own Reconstruction Houses 101, 102, of Duplex 103, 108 and 110 Partridge Road

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

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

The contract was signed with VPC in September 2019, and construction began in October 2019. Construction was 90% complete on March 26, 2020 when VPC had to demobilize due to the pandemic. Partial remobilization occurred on June 22, 2020. Units located at 102, 108 and 110 Partridge Road were completed in December 2020. Units located at 101 and 103 Partridge Road were completed in April 2021.



12.4.5

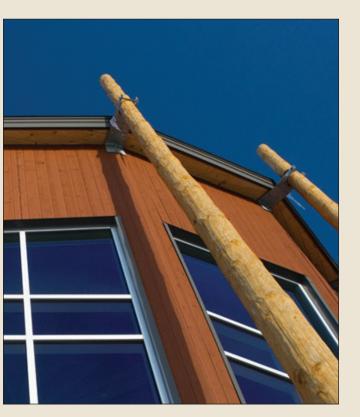
# Destroyed by Fire at I Caribou Trail

The duplex at 1 Caribou Trail that burned down on November 2, 2019 was reconstructed with MCG custom-made prefabricated modules. Emergency measures were taken to secure the damaged duplex, and demolition and reconstruction were awarded to VPC. Construction was 85% complete on March 26, 2020 when VPC had to demobilize due to the pandemic. Partial remobilization occurred on June 22, 2020, delaying the completion to October 2020.



12.5

## Public Buildings & Facility Projects



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Rent-to-Own Houses

1 Caribou Trail

CNN - Credit VCC

# 12.5.1 Administration Building Emergency Generator

Arena Retrofit
Replacing
Refrigeration
Unit

12.5.2

Funded by CNRA and CQNRA in the amount of \$663,000.

The purpose of this project was to purchase and install an emergency generator for the Band Office. The contract was awarded to VPC and has been completed. Testing and commissioning was done in March 2020 and final acceptance was received on April 8, 2020.

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

Funded by CNRA in the amount of \$1,872,300.

The contract was awarded to CIMCO. Due to COVID-19, mobilization to start the dismantling of the existing refrigeration unit was postponed to August 2020 as per the mobilization plan approved by the Risk Assessment Committee of CBHSSJB on July 22, 2020. The work was completed in October 2020, on time for hockey season.



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#### 12.5.3

## 12.5.4

#### Hotel

This project is 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 marketing and economic study conducted in 2013 by CBRE was updated and completed in February, 2021.

## New Youth Centre Building

Funded by CNRA and CQNRA in the amount of \$6,938,298.

The Youth Community Centre 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 was to build a new Youth Centre.

The work was awarded to NEJV. Most of the construction was completed by June 30, 2020. Deficiencies have now been corrected and seasonal work will be completed during the summer of 2021.



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Youth Centre Bulding

12.6

# Urban Planning

12.6.1

# Landscaping and Beautification Planning Study

Funded by NRA in the amount of \$60,000.

The objective of the Landscaping and Beautification Planning Study is to plan paving and landscaping projects in Nemaska over a five-year period. It aims to put forth a beautification effort in the Community's development. To date, the high costs of construction and the necessity to backfill most lots prevented the Community from integrating landscaping or preserving existing vegetation during lot preparation. These constraints left the built landscape of Nemaska mostly marked by sand and postmodern buildings surrounded by empty spaces.

The study will provide strategies to improve the built parts of the settlement and to better integrate them into the natural landscape that defines Nemaska.

12.6.2

#### Long-Term Development Plan

The Landscaping and Beautification Study began in February 2021 and is expected to be completed in October 2021.

The study includes:

- A background analysis: The background analysis will provide the foundation for the study. The Community's assets will be investigated to assess the current state of the common realm of Nemaska, and determine objectives that can be put into place by key interventions.
- Interventions: This section will highlight specific interventions through demonstration plans. The interventions will be divided into community wide, residential, and site-specific interventions.
- Phasing and implementation: The final section will provide the associated cost of each intervention and a phasing plan detailing construction and costs over a five-year period.

Funded by CNRA in the 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 reflect 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 will be undertaken using Groupe Info-Consult for the 20 sq. km. topographical plan, and 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 By-Laws 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.

On December 17th, 2020, BC2 was appointed Nemaska Town Planner. The first draft of the Zoning and Construction laws are presently being reviewed by BC2. In addition, BC2 is working on a comprehensive 20-year plan for Nemaska. Such a plan enables the Community to build a roadmap to sustainability, self-sufficiency and improved governance. It offers a framework and processes for the Community to establish its core values and set a vision for the future. It also provides tools to work toward achieving this vision and to create positive changes in the Community while ensuring the preservation and promotion of its values.

For this project, BC2 will deliver a Comprehensive Community Plan that will include:

- An assessment of the current state of the community (e.g. community profile, demographic information, governance structure, mapping, strengths and challenges)
- An engagement strategy (e.g. determine who to engage and how, create supporting information materials, host public meetings and consultations, co-create a vision statement and guiding principles)
- An implementation plan (e.g. confirm community vision and guiding principles, suggest development and design plans, set short-, medium- and long-term actions, create a budget, propose an action plan and a monitoring strategy)

The kick-off meeting took place in February 2021. Numerous activities as well as consultations are planned for the summer and the final deliverable is expected at the end of 2021.

#### 12.6.3

## Parks and Playgrounds Planning Study

Funded by NRA in the amount of \$50,000.

In April 2020, in preparation for the approval of the future CNRA program "Parks & Playgrounds", each community received a \$50,000 allocation to conduct a planning study during the fiscal year 2020–2021. The approved allocations for this future program were to be used to determine Community needs, select appropriate locations for green spaces, develop an overall parks and playgrounds concept, as well as prepare a cost estimate and implementation plan.

To determine the needs of the CNN Community members with regards to parks and playgrounds, a survey was created and distributed to the Community via three Facebook pages (Recreation Department, Nemaska Announcements and Nemaska Youth) and to local administrative employees by email. The survey was completed over the summer. Results were compiled and three priority parks and playground locations were determined.



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- Mink Trail Area (Neighborhood Park)
- School Area (Municipal Park)
- Band Office Area (Municipal Park with connecting walking trail)

Successively, the park concepts were developed according to the recommendations of the Social Development and Land and Sustainable Development teams. The study has been completed.



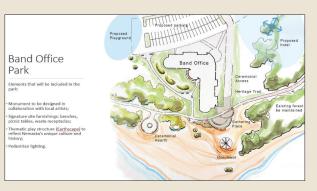
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This multi-purpose cultural and recreational space will accommodate a wide variety of ages and user groups. It will feature a gathering area with a monument commemorating "Landing from Old Nemaska", a communal fire pit near the waterfront, a green space with a proposed play structure for kids, as well as a stone dust multi-purpose trail along an existing walking path. The pathway has tentatively been named the Heritage Trail and connects this park to the centre of the village.



03

A small neighborhood park located behind Mink Trail in the future development sector. It will accommodate the needs of children and accompanying adults. Existing trees surrounding the park will be kept as a buffer for the residents' privacy.



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Parks and Playgrounds Planning Study

02

School Park

Mink Trail Park

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Band Office Park

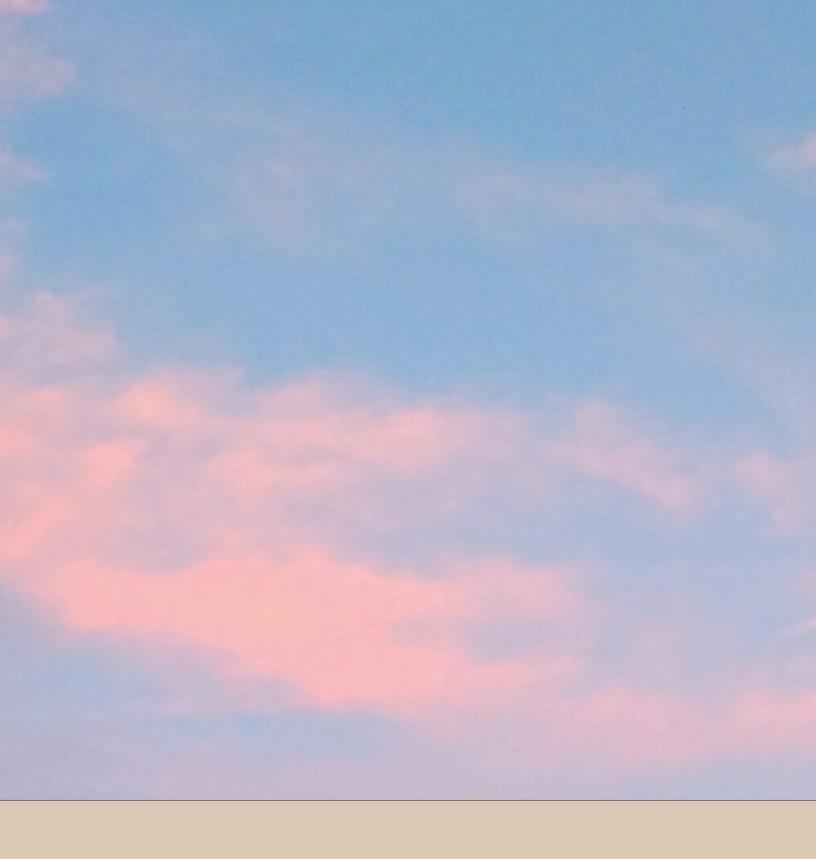
# Our annual report is dedicated to the memory of our beloved members who passed away this past year.

For Darren George, a beloved young man who had just entered adulthood. For Noah Wapachee, a loved and trusted bus driver.

For Matthew Wapachee, a respected leader and mentor.

For Nathan Hester, an adored educator and friend.





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