

Annual Report

2024-2025



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Financial Sustainability***

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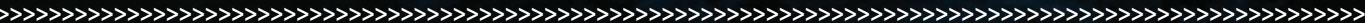
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It is with honour that I write my message again this year.

As we close another fiscal year, I want to take a moment to reflect on the progress we have made and the incredible spirit that continues to define our Community. This year has been a testament to what we can achieve when our members come together, voices are heard, and vision is met with action.

Our focus on community development has transformed our Community, from recreational parks, facilities, infrastructure upgrades, housing, and housing renovation initiatives. We worked hard to build more homes for our members and to create a Community that serves everyone.

We have also pursued economic opportunities beyond our borders, such as airport operations and contracts with Hydro-Québec, Société de Développement de la Baie James, and Nemaska Lithium, all to ensure that prosperity is shared and sustainable.

Behind every new structure built, every house renovated, and every economic opportunity we pursue is the heart of what truly makes us strong: our people. Time and time again, I have witnessed our leadership and staff working hard and supporting one another to achieve great success for our initiatives and showing up when it matters most. Whether it is through local community clean-ups, cultural festivals, or youth programming, the spirit of unity and pride is alive and well in our Community.

Looking ahead, we remain committed to transparency, inclusion, and thoughtful planning. Together, we will continue to prioritize community development and pursue economic opportunities—ensuring economic growth and prosperity for our members.

While our Community faces its share of social challenges, which have become more concerning over time, we firmly believe that by focusing on community development, beautification projects, and expanding housing options—including the construction of tiny homes—these issues will gradually diminish. In turn, this will foster greater pride and respect among our members, leading to a stronger and healthier Community.

Thank you for your continued support, trust, engagement, and belief in our shared future.

The accomplishments of this past year belong to each one of you. Let's move forward with the same determination, kindness, and vision that have brought us this far, together.

Thank you,

Clarence Jolly, *Chief*



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 Message from
the Deputy Chief

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Wachiya,

It is with pleasure that I submit my 2024–2025 report to the Cree Nation of Nemaska as the Deputy Chief. It has been a busy year with various files, such as the Four Pillars Society, the Old Nemaska Cabins, and the Nemaska Land Boundaries Reconfiguration projects. These initiatives contribute to the health, mental, and social well-being of our Community members.

The Four Pillars project began with the creation of a working group, which initiated the process. The Four Pillars is a collective agreement reached with the Federal Government that identifies key areas that can be pursued by communities in recognition of a collective loss during the Indian Residential Schools era. The four pillars are as follows:

- > The revival and protection of Indigenous languages
- > The revival and protection of Indigenous culture
- > The promotion and protection of heritage
- > Wellness for Indigenous communities and their members

Another project that is very exciting and rewarding is the file about Old Nemaska. The Council of the Cree Nation of Nemaska, during its strategic planning session, identified certain projects to pursue. The summer period of 2024 saw the construction of 10 cabins for Community members. The Cultural Sector, as well as the Land and Sustainable Development Department, were quite instrumental in the success of the project. The Old Nemaska Cabins project has been well appreciated, but more planning and consultation will be required with the Community members for further development.

The Nemaska Land Boundaries Reconfiguration project has been ongoing and revitalized. It has been interesting to be part of the ongoing process. The file was pursued by previous Councils and has once again been revitalized. The process stems from changes related to past Hydro-Québec projects, which allowed for the Nemaska land boundaries reconfiguration. We have local members on the committee, along with our legal advisor. Meetings were held with the federal and provincial governments, as well as the Cree Nation Government, who provided their appreciated expertise. All projects will be of tremendous benefit to our Community members. There have been many other projects that have been initiated and are ongoing, such as the Estate Planning project, which is almost complete. I have also joined the Cree Nation Research Institute, which will allow our Community to participate in documenting and eventually centralizing research projects that are relevant for various purposes.

Another one of my mandates is my regular meetings with Nemaska Lithium and associated committees, with whom I have had the chance to foster a positive working relationship.

Finally, we held our 14th edition of the Nemaska Golf Benefit on August 22, 2024. The event raises funds for the Christopher Wapachee Memorial Foundation, which continues to provide financial assistance to children in various fields.

In closing, I wish to thank you, our Community members, who attend members' and annual general assemblies to voice your opinions and provide your feedback, which is crucial to the further development of our beautiful Community.

Teddy Wapachee, Deputy Chief



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I would like to thank our administration and all our employees for another successful year in the operation and maintenance aspects of our Community.

Our sincere congratulations are also extended to our Chief and Council members. Without their knowledge, wisdom, courage, and tenacity, we would not be enjoying the comfort our Community offers.

About Our Theme: Our Road Towards Financial Sustainability

Every Local Annual General Assembly, we always take the time to develop a theme. This year, it is “Our Road Towards Financial Sustainability,” which represents a very important topic that already governs our daily lives.

The Chief and Council are diligent in how they administer and spend the money Nemaska receives on behalf of our Community for its operation and maintenance. This is reflected in the exemplary way the Cree Nation of Nemaska is audited every year through our financial statements.

We have received funds from our agreement with Nemaska Lithium, and there will most likely be more upon the start of lithium production. Now, we must find ways to ensure these funds are available for our future generations. We need to plan to spend for our needs as a collective Community, while making sure it continues to grow and remain available for the future.

How we spend the money that we earn is always a learning curve for our Community members as well. We need to introduce real financial planning into our Community to allow all members to live without the fear of being stuck living paycheck to paycheck and to save for rainy days. The good news is that there are now learning tools available for this purpose, but it will require discipline.

I would like to thank our administration and all its employees for the planning of our operations in a way that ensures Cree Nation of Nemaska is aligned in a financially responsible way for our future.

My Thoughts on the World

On another note, the world as we know it continues to change in front of our eyes. The many things that we considered normal are not normal anymore.

We see the effects of climate change in the way the weather pattern is reacting: the earth is warming up, there are more extreme forest fires, more rain in some areas, as well as more extreme meteorological events like tornadoes, hurricanes, and ice storms. I believe this is in response to how we treat our Mother Earth.

There was a time when we encountered the COVID-19 pandemic that spread worldwide. It was then we realized we live in a small world after all.

It is quite evident that whatever we do to Mother Earth, she will retaliate, because normal is not normal anymore. It is like a stranger has entered her realm, and she will do anything to protect herself, knowing it could lead to her destruction. We, the people, need to change how we treat our Mother Earth.

May the Creator bless us all.

George (Jodge) Wapachee, *Director General*



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Message
from the *Deputy
Director General*



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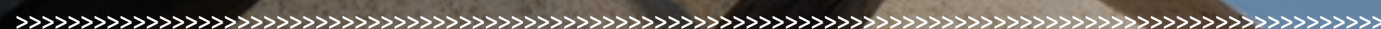
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To all our Directors, thank you for your collaboration, leadership, and dedication. Your guidance has been essential in advancing our initiatives. And to all employees, I want you to know that your efforts do not go unnoticed. Over the last year, I had the opportunity to oversee a number of important internal projects aimed at strengthening our organizational structure and improving the well-being of our staff.

We conducted a comprehensive review of several key policies to ensure they remain aligned with best practices and the evolving needs of our organization.

Ruth Jolly, Deputy Director General

5 >>> Legislative Report



Message From the Council

Wachiya,

It is with great pride and deep respect that we present to you this year's annual report for the Cree Nation of Nemaska. This report is more than a record of our activities and achievements—it is a reflection of our shared journey, our resilience, and our collective commitment to building a strong and vibrant future for our Nation.

Over the past year, we have worked together to strengthen our Community, preserve our Cree identity, and support the well-being of all our members—from our Elders to our youth. This report highlights the work of our leadership, departments, and organizations, and offers transparency and accountability to you, the members we serve.

As we look back on the year, we also look forward—with hope, determination, and unity. Guided by the wisdom of our Elders, the strength of our traditions, and the voices of our people, we continue walking the path toward self-determination and long-term prosperity.

We thank each and every one of you for your continued trust, involvement, and dedication to our Community.

With respect and in unity,

Members of the Council

Clarence Jolly
Chief

Teddy Wapachee
Deputy Chief

Walter Jolly
Councillor

Kristen Moar
Councillor

Peter Wapachee
Councillor

Edna Neeposh
Councillor

Edna L. Neeposh
Councillor



Chief and Council

The fiscal year 2024-25 marks the second year of our mandate. Each Council member brings unique expertise to their respective portfolios:

- > **Chief Clarence Jolly**
External Affairs, Governance, Public Safety and Security, Capital Projects
- > **Deputy Chief Teddy Wapachee**
Education and Capacity Building
- > **Edna Neeposh**
Housing
- > **Edna L. Neeposh**
Health and Social Development
- > **Walter Jolly**
Environment and Culture
- > **Peter Wapachee**
Environment and Culture
- > **Kristen Moar**
Governance and Economic Development

Officers and Support Personnel

Our officers and support personnel play an essential role in supporting the leadership and ensuring the smooth and effective operation of our Community's governance, programs, and services. They work under the authority of Chief and Council and support decision-making, administration, and implementation of community priorities.

- > **George Wapachee**
Director General
- > **Ruth Jolly**
Deputy Director General
- > **Janet Moar**
Treasurer
- > **Laurence Gagnon**
Corporate Secretary and Communications Officer
- > **Tanya Lamoureux**
Senior Executive Advisor
- > **Raynald Boutin**
Senior Financial Advisor
- > **Brenda Jane Wapachee**
Executive Assistant



Council Meetings

During the 2024–2025 fiscal year, the Council of the Cree Nation of Nemaska worked with dedication to serve our Community and uphold the values we share. Over the year, we came together to hold:

- > 13 Council meetings
- > 7 Executive Committee meetings
- > 1 Members' meeting
- > 1 Local Annual General Assembly



The Council adopted 207 resolutions—each one helping to guide the way we govern, manage our services, and support the well-being of our people. These decisions reflect our ongoing commitment to building a strong, healthy, and united Nemaska for current and future generations.

Displacement and Relocation of the Nemaska Eenou

Over the past year, leadership of the Cree Nation of Nemaska held meetings with representatives from the Cree Nation Government to advance discussions related to the displacement and relocation claim of the Nemaska Eenu. These discussions are part of a long-standing effort to seek recognition and resolution for the impacts of forced relocation on our Community.

While positive progress was being made, the process was temporarily suspended following the resignation of Grand Chief Mandy Masto-Gull, who stepped down from her role to accept her appointment as the Liberal Party of Canada's candidate for the riding of Abitibi—Baie-James—Nunavik—Eeyou.

The file will remain on hold until the next Grand Council of the Crees (Eeyou Istchee)/Cree Nation Government elections, scheduled for July 2025. The Cree Nation of Nemaska remains committed to ensuring this important file continues to move forward once a new leadership mandate is in place.

Reconfiguration of Category 1A, 1B, and II Lands

In the past year, the Cree Nation of Nemaska resumed the land boundaries reconfiguration process, which had been on hold since 2016.

Representatives of Nemaska engaged in discussions with both federal and provincial government officials to revisit the procedure for completing the reconfiguration. Together, the parties developed a project roadmap outlining the steps required to carry out the necessary land swap transactions and finalize the reconfiguration of Nemaska's land boundaries.

Visit of Premier Legault during Nemaska Celebrations

On September 15, 2024, the Cree Nation of Nemaska had the honour of welcoming Premier François Legault as part of the Community’s 47th anniversary celebrations.

The visit was organized in partnership with the Office of the Premier, the Office of Minister Ian Lafrenière (Minister Responsible for Indigenous Affairs), and the Sûreté du Québec.

Upon arriving at the Cultural Site at Lakeshore, the Premier and his entourage were warmly welcomed by our members. A canoe brigade re-enacted the 1977 arrival of the Nemaska Eenouch at Champion Lake, marking the return to our ancestral homeland. The Premier met with Elders, greeted Community members, and sampled traditional foods including smoked sturgeon.

He was then invited into the tent at the lakeshore where the Chief and Council members and the Director General George Wapachee presented him with a copy of Going Home: The Untold Story of the Nemaska Eenouch. The Premier requested that the book be signed by Director General George Wapachee and all Council members.



A meeting between Cree and Quebec delegations was held at the Administration Building. The Chief emphasized the importance of building long-term relationships and addressing shared priorities. The Premier expressed openness to collaboration on issues such as health, education, infrastructure, and the environment. The Premier also expressed a commitment to maintaining regular dialogue and proposed monthly meetings with Cree leadership.

The day concluded with a community feast at the Sports Complex which included an opening prayer by Charles Cheezo, drumming by William Wapachee, speeches by Chief Clarence Jolly, Deputy Grand Chief Norman A. Wapachee, and Premier François Legault. The visit concluded with the exchange of gifts between the Premier and the Chief, as well as between their spouses.



The visit of Premier François Legault was a historic and meaningful event for the Cree Nation of Nemaska. It strengthened relations between our Community and the Quebec government and highlighted the importance of respect, recognition, and reconciliation.

The Premier expressed sincere gratitude for the hospitality and gifts he received. In a lighthearted moment, he promised to return, quoting: “I’ll be back.”





Other Council Engagement and Participation

Throughout the year, the Council actively initiated, supported, and participated in several significant events aimed at fostering community spirit, cultural pride, and collective well-being.

These included:

- > The Climate Change Conference held in Oujé-Bougoumou
- > National Indigenous Peoples Day celebrations held in Nemaska
- > The Old Nemaska Gathering in Old Nemaska
- > Regional Cree Trappers’ Association Meeting held in Nemaska
- > The Health and Wellness Gathering held in Old Nemaska
- > Nemaska Day Celebrations in Nemaska
- > Regional Nishiiyuu Gathering held in Nemaska
- > The National Day for Truth and Reconciliation held in Nemaska
- > Healing Week activities held in Nemaska
- > Christmas Festivities held in Nemaska
- > Trappers’ Festival held in Nemaska



These gatherings provided valuable opportunities for reflection, connection, and dialogue on key issues impacting the Cree Nation of Nemaska.

Support for Departmental Projects

Throughout the year, the Council actively supported a wide range of departmental initiatives aimed at advancing community development, improving infrastructure, and promoting local capacity building.

Key areas of support included:

- > Implementation of community programs and cultural activities
- > Creation of local employment opportunities
- > Conversion of the Old Firehall into a new gathering hall for community use
- > Support for local entrepreneurs and small business development
- > Construction of new housing units to meet members’ evolving needs
- > Advancement of the Old Nemaska Cabin Project, preserving cultural heritage
- > Ongoing management of the Nemiscau Airport through Nikaanch
- > Restructuring of the Nemaska Development Corporation (NDC) to improve efficiency and service delivery
- > Acquisition of vehicles, machinery, and equipment to modernize and expand the community’s operational fleet

These initiatives reflect the Council’s ongoing commitment to strengthening community services, fostering economic growth, and ensuring sustainable development for current and future generations.

Corporate Services Report

Message from the Corporate Secretary and Communications Officer

Wachiya dear members,

We assisted and coordinated 13 Council meetings, 7 Executive Committee meetings, 12 Senior Management meetings, 1 Members’ meeting, as well as our 2024 Local Annual General Assembly. Despite a large number of requests both internally and from members, we remained committed to upholding the integrity and efficiency of our operations in a timely and proper manner.

Things have changed for the organization over the years, and projects are becoming more complex and demanding in terms of time and resources. Looking ahead, I anticipate a restructuring and an expansion of the Corporate Services and Communications sector to better meet the evolving needs of the Community. These changes will allow us to continue improving the quality and responsiveness of our services.

I would like to thank the members of the Cree Nation of Nemaska for their support and collaboration over the last fiscal year, as well as the Chief and Council, all Directors and my colleagues.

Laurence Gagnon,
Corporate Secretary and Communications Officer



Corporate Services

Assistance to Members Regarding the Boarding Home Settlement

Corporate Services played a key role in assisting members with information and forms related to the Boarding Home Settlement. Recognizing the complexity and emotional weight of the matter, Corporate Services, in collaboration with the Cree Nation Government Justice Department and the Social Development Department, worked to ensure that all members had timely access to clear and accurate information. This included one-on-one assistance, coordination with legal and administrative bodies, and the sharing of regular updates.

Corporate services will help coordinate additional lawyer visits to the Community in 2025-26. The deadline to apply to this settlement is February 22, 2027.

Corporate Services would like to thank Councillor Edna L. Neeposh, the Director of Social Development Stella Moar and all their staff members for the great teamwork on this file.

General Assistance to Members

Over the past year, we provided general assistance to Community members with their personal documents, including notably pension files, funeral documents, will searches, correspondence with notaries, as well as files with various with Cree entities.

Elections Law Review

The Cree Nation of Nemaska is in the process of modernizing and consolidating its Elections Law. The objective of this review is to merge the two existing by-laws into a single, comprehensive law that is clearer, more accessible, and aligned with the Cree Constitution and the Cree Nation Governance Agreement (2017).

This initiative, coordinated by Senior Executive Advisor Tanya Lamoureux, aims to:

- > Simplify the language and structure of the law;
- > Ensure consistency with current Cree governance frameworks;
- > Reflect best practices and lessons learned from previous elections;
- > Provide a more transparent and user-friendly electoral process.

Community engagement has been central to this process. Members were consulted through focus groups and public meetings to ensure that the proposed changes reflect their input and values.

The final draft of the new Elections Law will be adopted by the Council and submitted to a referendum for ratification by the members of the Cree Nation of Nemaska.

General Reorganization of Laws

Following the migration of our internal services on Microsoft SharePoint, Corporate Services initiated the reorganization of all legislative Cree Nation of Nemaska documents to ensure its proper archiving. The goal of this reorganization was to ensure the proper classification of all legal and historical documents as well as their accessibility. This will allow Corporate Services to provide a quicker response to all members' requests. We are waiting on the finalization of the Data and Archive Management Project to retrieve more archive documents and continue this project in 2025-26.



Communications

Modernization of Our Logo and Graphic Chart

Following a resolution passed by our members at the last Local Annual General Assembly, the Communications Officer undertook a rebranding initiative to update the syllabics indicated on the Cree Nation of Nemaska's logo and graphic chart. The new branding has been progressively presented to the administration and will be integrated into all communications as of July 2025, including letterheads, reports, banners, and digital platforms.

Annual Report 2023–2024 Project

This fiscal year marked a renewed effort to develop a comprehensive and visually engaging annual report for 2023–2024. The objective of the Communications Officer was to present our achievements and financial position in a format that is not only informative but also accessible and compelling to our members. The report was published in both print and digital formats, the latter of which can be found on the Cree Nation of Nemaska's website.

Website and Social Media

The improvement and maintenance of our website (www.nemaska.com) and social media platforms

remained a priority throughout the year. Our focus was on keeping content current, promote engagement, and reduce the number of communication channels.



Key statistics from this past year include:

- > 5,679 new unique visitors on our website, an increase of 8.5% from the previous fiscal year
 - ◇ 1,273 visited our contact information page
 - ◇ 877 were interested to learn about our employment opportunities
- > 15,200 Facebook accounts were reached
- > 6,575 visits on our Facebook page
- > 106 new Facebook followers

These platforms play a crucial role in ensuring that our members, business partners and our visitors stay informed and engaged with our activities, programs, and announcements.

Pictures

- 1-3. The Local Annual General Assembly and Members' meeting provided a valued opportunity to share information and hear feedback from our members.
- 4-5. Members shared their thoughts on our projects, offering valuable insights that were essential to the Community's progress.
- 6. Team empowerment workshop.
- 7. The Nemaska Land and Environment Conference welcomed over 250 participants.
- 8. Poster from the CWMF Facebook page.

- 9. A meeting between Cree and Quebec delegations was held at the Administration building.
- 10. The Chief and Council members invited the Premier, his wife and the Minister responsible for Indigenous Affairs into the tent at the lakeshore.
- 11. Our local leaders had the opportunity to meet with regional leaders, strengthening connections and collaboration.
- 12. The day concluded with a Community feast.
- 13. Charles Cheezo opened the feast with a heartfelt prayer.
- 14. The Honour Table brought together Community leaders and special guests.
- 15. Jeremy Diamond and Laurence Gagnon served as masters of ceremonies for the feast.
- 16. William Wapachee shared music that enriched the celebration.
- 17. James Wapachee Sr. presented a handcrafted paddle to the Premier, symbolizing respect and the strengthening of ties.
- 18-19. The visit concluded with the exchange of gifts between the Chief and the Premier.
- 20. The cake cutting marked a joyful moment in the celebration.
- 21. The spouses shared a meaningful moment of connection, reflecting their support for the occasion.
- 22. Members shared moments of laughter with the Premier and his entourage.
- 23. The canoe brigade was an incredible moment.
- 24. Many members took the opportunity to share their concerns with the Premier, fostering open dialogue.
- 25. Our Elders shared thoughtful ideas with the Premier, contributing their wisdom to the discussions.
- 26. Tanya Lamoureux and Laurence Gagnon helped with the coordination of the event.
- 27. George Wapachee presented the Premier with a copy of Going Home : The Untold Story of the Nemaska Eenouch.
- 28. Our members shared their knowledge about smoked sturgeon.
- 29. The Chief and Council welcomed members of the Student Council to observe and learn how a meeting is conducted.
- 30. Elements of our graphic chart were updated.
- 31. Following the resolution from the members, the logo was modified.
- 32. The Nemaska website helped share information and updates to our members.

6 >>> Human Resources *Report*



Message from the Director

It is my great pleasure to present our 2024-25 annual report. As we look back on the past year, we are proud to share the progress we have made and the many ways we have worked together to support our employees and strengthen our workplace. This report covers the hiring and onboarding of new talent as well as the launch of new training programs.

Thank you for your continued support and commitment to our success.

Lori-Ann Wapachee, *Director of Human Resources*



New Employees Hired

- > **Judy Jolly**
Janitor
- > **Albert Cheezo**
Water Distribution Worker
- > **Tommy Neeposh**
Local Environment Officer
- > **Jimmy Sam Wapachee**
Housing Maintenance
- > **Shane James**
Maintenance and Housing Officer (promotion)
- > **Clarence Jolly Jr.**
Youth Centre Janitor
- > **Anderson Jolly**
Mental Health Worker
- > **Christie Coonishish**
Child and Family Worker (promotion)
- > **Katrina Orr**
Wellness Receptionist
- > **Norman Jolly**
Housing Maintenance (transfer)

Contractual Employees

- > **Richard House**
Radio Announcer and Technician
- > **Adrian Wapachee**
Arena Ice Technician
- > **Travis Swallow**
Arena General Helper
- > **Joannie Neeposh**
Replacement Janitor
- > **Patrick Mettaweskum**
Youth Program Specialist
- > **Silas Petawabano**
Housing Database Manager
- > **Keisha Tent**
Finance General Helper
- > **Leslie Tent**
Ambulance Coordinator

Trainings

Cyber Security Training

To enhance our employees’ vigilance about cyber security, all directors followed a training in Nemaska on October 29, 2024, hosted by the IT Firm Team Microfix. This training aimed to develop directors’ expertise in:

- > Digital proficiency and autonomy
- > Identifying cybersecurity threats
- > Protocol to follow to limit damage in case of security breach
- > Promoting a culture of cybersecurity awareness across Nemaska

Email Communication Workshop

This training was offered by Performance Management Consultants (PMC) on November 21, 2024. This interactive, half-day session was designed to enhance employees’ email communication skills, emphasizing clarity, professionalism, and impact.

Deployment of Midex Punch Clock Solution

This project is a collaboration between the Human Resources Department and the Finance Department, with the assistance of Project Manager Jean-Philippe Roux-Groleau. The use of punch clocks is being deployed across the Cree Nation of Nemaska to facilitate time tracking and to streamline work within the Finance department. Once completed, all time tracking within the organization will be done electronically without paper timesheets, helping speed up internal processes. Initiated in November 2024, this project is expected to be completed in September 2025.

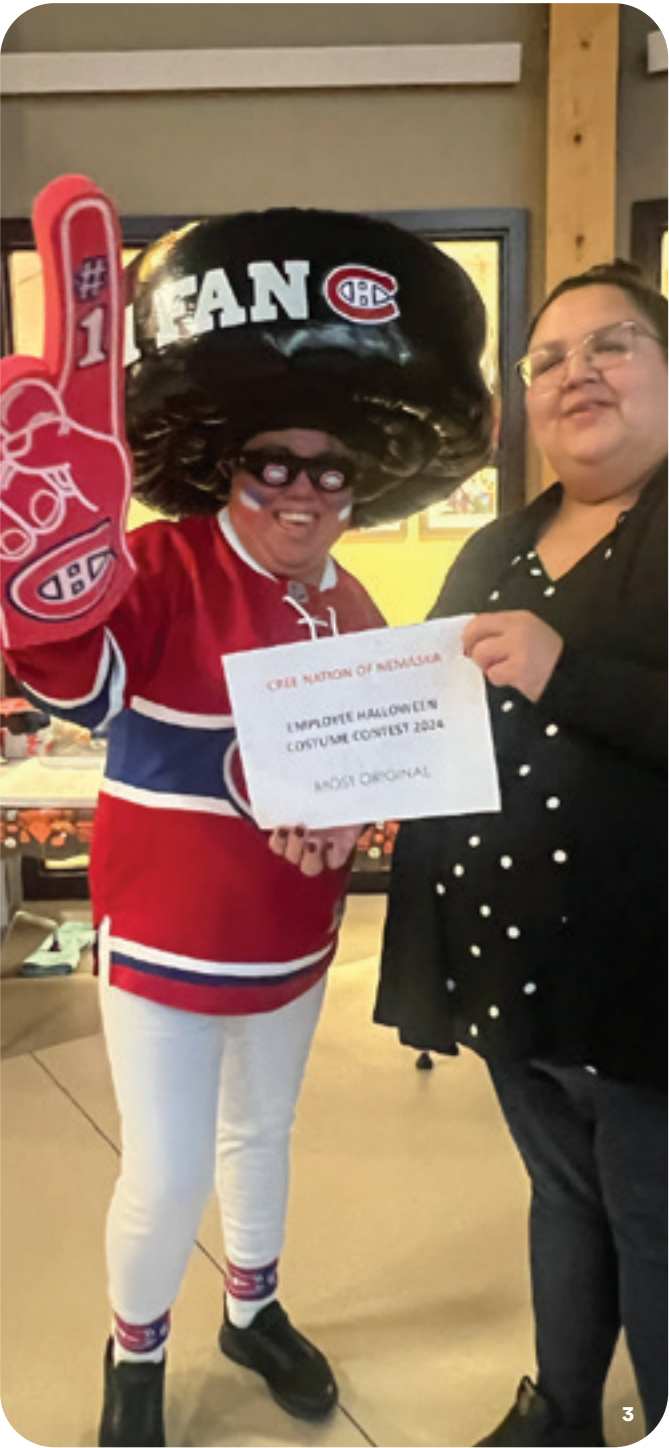


Activities

The department organized activities for the employees during the year to foster meaningful collaborations between employees. The Halloween contest was particularly appreciated by the employees.

IT Plan

IT management falls under the responsibility of the Human Resources Department. IT provides the tools to create, shape and store information vital to the operations of the Cree Nation of Nemaska. From the existing server, to software and computers used by employees, IT services are essential for public administration and to successfully meet the Community’s needs. To help ensure that the right tools are provided with the right security at the right price, the Cree Nation of Nemaska started reviewing its IT practices and has retained the services of Eficio to provide strategic support to employees and develop an effective IT plan. In collaboration with Project Manager Jean-Philippe Roux-Groleau, this project was initiated in June 2024 and is scheduled to be completed by December 2025.



Pictures
1-3. Our employees enjoyed the Halloween activities.



7 >>> Land and Sustainable Development *Report*



Message from the Director

This report is dedicated to my family, my children and wife who never stop supporting me.

The Department is honoured to present to the members of the Cree Nation of Nemaska the annual report 2024-2025. Our Department is undergoing a review of its current operations and responsibilities to provide a plan that will identify departmental needs through the consultation of the Community and aligned with the organization's objectives.

Our Department has developed a 5-year strategic plan to clearly define and address issues affecting land, environment, economic development, programming, and waste management in compliance with sustainable practices. This strategic plan provides a framework to identify the departments' roles and responsibilities in tackling key issues on an annual basis.

Furthermore, the implementation of sustainable development initiatives is not only described by the roles of the department but recognized as the Cree Way of Life. The characterization of sustainable development is a never-ending process. This ongoing exploration promotes the visions and aspirations of the Cree people of Nemaska. A tailor-made approach promotes a sustainable unification and holistic view on overall management of land, wildlife, and environment.

We never stop exploring ways to improve the overall performance of the Community.

Thank you,

Kenneth Tanoush,
*Director of Land
and Sustainable
Development*



Team

- > **Tommy Neeposh**
Local Environment Officer
- > **Erica Moar**
Local Economic Development Officer
- > **Rose Wapachee**
Forestry Technician and Land Registrar
- > **Cindy Tanoush**
Benefits Agent
- > **Stella Jolly**
Niskamoon Coordinator

Mandate

Through the direction, authority and support from the Chief and Council and the administration, the mandate of the Land and Sustainable Development Department is to ensure that all Community projects on Category A1 Land Jurisdiction comply with the legal, social, cultural, environmental, and economic regulations of the Cree Nation of Nemaska.

Vision

Our Department's vision is to be a leader in the implementation of sustainable development principles while applying adapted sustainable practices in all Community developments and maintaining a harmonious relationship with all stakeholders.

The symbolization of the Cree hunter is a great reflection of:

- > Who we are
- > Where we have come from
- > Where we are going

- Cree Elder John Petagumskum Sr.

Values and Objectives

We are committed to:

- > The protection of our land
- > Transparency
- > Integrity
- > Balancing the Cree Way of Life and business development
- > Promoting our culture and traditions
- > Sustainability
- > Fostering innovation and excellence

Community Approach

As a strong supporter for human development and capacity, we are committed to helping men, women, youth and children strive for a better future and a healthier life while respecting our land and environment.

Responsibilities and Functions

Our Department is responsible for the organization, planning, and management of land and sustainable development of the Cree Nation of Nemaska.

Our mandate includes:

- > Sustainable development initiatives
- > Land use planning and management
- > Urban planning
- > Community development
- > Capital works and environment
- > Economic development

We also advise Council and entities on:

- > Environmental by-laws
- > Zoning
- > Land use planning
- > Water quality and supply
- > Wildlife management
- > Climate action initiatives
- > Collaboration with stakeholders

Waste Management

Our Department has been working with the Public Works Department and Project Manager Jean-Philippe Roux-Groleau on this project.

Over the past fiscal year, many initiatives have taken shape to help improve and develop waste management across the Community. We received support from the First Nation of Sustainable Development with our Eco-Centre's operations in the summer of 2024. Over the same period, we registered for all recycling programs, such as used paint collection.

In the fall of 2024, we met with the Public Works' team responsible for landfill management. During the same time, the Eco-Centre's doors were changed, and privacy panels were installed to beautify the site.

At the beginning of 2025, the Cree Nation of Nemaska held discussions with the Quebec Beverage Container Recycling Association regarding the installation of a beverage container recycling machine at the Mini-Mall.

Lastly, a waste management action plan was presented to Council to help reduce the amount of waste that is landfilled to improve operations across the board.



Old Nemaska

Every summer, our department continues to manage the environment and waste to preserve and protect the Old Nemaska heritage site. This service was provided during the summer of 2024.

5-Year Strategic Plan (2025-2030)

In January 2025, the department staff met in Montreal to develop a 5-year strategic plan clearly defining and addressing issues affecting land, environment, economic development, programming, and waste management. The strategic plan provides a framework to identify the department's roles and responsibilities to tackle key issues on an annual basis.

Implementation of Climate Change Adaptation Plan

The Climate Change Adaptation Plan was completed in 2023. In March 2025, a funding extension was secure to complete the plan’s implementation.

- > **Budget**
\$100,000
- > **Funding source**
Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC)

EV Charging Infrastructure Study

In view of helping the Cree Nation of Nemaska plan for the future, an electric vehicle charging infrastructure study was ordered to determine the cost and technical requirements for the installation of electric vehicle chargers at the Public Works garages and at the Mini-Mall. This project, in collaboration with Project Manager Jean-Philippe Roux-Groleau, is scheduled to be completed in June 2025.

- > **Budget**
\$29,700
- > **Funding source**
Cree Nation of Nemaska



Environment Sector

Message from the Local Environment Officer

I have been working with the Cree Nation of Nemaska since June 2024. My director’s unwavering dedication to environmental protection has deeply inspired me and motivated me to focus on addressing the most pressing issues affecting our Community. Our environment and culture have always been integral to our daily lives and preserving them is a responsibility I take seriously. I am determined to make a lasting impact on our collective efforts to protect and maintain our environment.

I genuinely value the engagement and shared sense of purpose I have experienced among my colleagues and the Community. Together, I believe we can uphold the integrity of our environment for the benefit of future generations.

Miikwehch,
Tommy Neeposh, Local Environment Officer

Mandate

I am responsible for safeguarding and improving the natural environment within a specific area. I closely monitor compliance with environmental laws and regulations, conduct inspections, and investigate complaints. I work to ensure that businesses, industries, and the public adhere to environmental standards. I also engage in public education and outreach, promoting environmental awareness and sustainability practices within the Community. Collaboration with other agencies and stakeholders is a key part of my role in effectively achieving environmental objectives.

Environment Committees

During the last fiscal year, I had a seat on the following committees:

- > Wabouchi Lithium Environment Committee
- > Rose-Lithium Environment Committee
- > Joint Working Group – Cree Nation Government

Projects

Old Nemaska Zero-Waste Collection Program

We initiated this project and started the preliminary discussions on waste management in the Community to limit and manage it through sustainable approaches.

New Boardwalk Along Champion Lake

I supervised the construction and coordination of this project during the last fiscal year.

Enforcing the Environment Protection By-Law

I am currently tackling the Environment Protection By-Law to ensure that our environment is respected.

Training

I attended various events and training supported from the FNQLSDI and the Cree Nation Government Environment Department:

- > Eco-Centre Training – Ouje-Bougoumou, Qc (June 2024)
- > Waste Management and Contamination Symposium – Wendake, Qc (September 2024)
- > Land and Sustainable Development Strategic Summit – Montreal, Qc (January 2025)
- > Indigenous Management Conservation and Protected Areas Forum – Gatineau, Qc (January 2025)
- > As the Water Flows 2.0 – Wendake, Qc (February 2025)



Old Fire Hall Repurposing Study

Following the closure of the Smart Farm project at the old fire hall, the Economic Development Sector was tasked with conducting a repurposing study for the building. Despite certain deficiencies, the structure was deemed to hold significant economic value given the high cost of new construction and the limited availability of existing commercial buildings. Several potential uses were evaluated in collaboration with the architectural firm L'Abri and consultant Étienne Pilon Choquette. The findings were presented to Council in May 2024. Council decided to retrofit the old fire hall into a gathering hall.

The Economic Development Sector is collaborating with the Department of Capital Projects on this file. The construction, scheduled to start at the end of the summer of 2025, should be completed during the fall of 2026.



Multi-User Industrial Building

The Multi-User Industrial Building project was developed to address the growing demand for commercial and industrial rental spaces in the Community. A business plan was completed and submitted to several funding agencies, including the Cree Nation Government, Plan Nord, and Canada Economic Development. The Cree Nation of Nemaska received conditional approval from the Cree Nation Government for a \$1 million construction grant, while responses from the other funding agencies are still pending. The first version of the construction plans, including full engineering specifications, were finalized in March 2025. We collaborated with the Capital Projects Department on this project.

Business Centre – Pilot Project

As part of our commitment to supporting personal and career development, Economic Development has initiated a pilot project to provide a dedicated space for individuals to work, learn, and grow. This space is designed to be flexible and accessible, whether someone is looking to build skills, meet with service providers, attend virtual classes, or brainstorm new ideas.

The Business Centre will feature essential resources including office space, meeting rooms, computers, printers, and reliable high-speed internet. It will also function as an incubator-style environment, fostering innovation and collaboration between members. The launch is expected during the fall of 2025.

Events

As part of my role as Economic Development Officer, I participated in a wide range of events including conferences, training, board meetings, and networking events:

Event	Location	Dates
Grand Economic Circle 2024 of Indigenous People and Quebec	Montreal, QC	June 3-4, 2024
The North and its Logistics	Rouyn-Noranda, QC	June 18-19, 2024
Cree Outfitting and Tourism Association (COTA) Annual General Meeting and Tourism Conference	Ouje-Bougoumou, QC	September 17-18, 2024
Council for the Advancement of Native Development Officers (CANDO)	Calgary, AB	October 21-24, 2024
Quebec Mining Conference	Quebec City, QC	November 19-21, 2024
Eeyou Economic Group Board Meeting	Montreal, QC	December 9-12, 2024
Land and Sustainable Development Strategic Summit	Montreal, QC	January 28 - February 1, 2025
2025 International Indigenous Tourism Conference	Montreal, QC	February 23-28, 2025
Micro MBA with Eeyou Economic Group	Montreal, QC	March 11-12, 2025

Pictures

- | | | | |
|----|--|----|--|
| 1. | The protection of the land is a priority for our Department. | 6. | Emma B. Coon Come and Jamal Moar were the entrepreneurs selected to attend the CANDO conference. |
| 2. | Old Nemaska. | 7. | Laurence Gagnon presented the various funding programs available under the NEAF. |
| 3. | The electric vehicle charging infrastructure study will help determine the requirements for the installation of electric vehicle chargers. | 8. | Various plans were evaluated for the repurposing of the old fire hall. |
| 4. | The new boardwalk along Champion lake. | 9. | Multi-User Industrial Building project. |
| 5. | The business start-up workshop in June 2024. | | |

Stella Moar,
Director of Social Development



Under the directive of Chief and Council, the event was coordinated by the Social Development team and community stakeholders. The week-long event featured a variety of workshops, presentations, and cultural activities aimed at promoting healthy living, mental health, and the importance of both individual and collective healing.



Sessions were designed to address physical, emotional, spiritual, and mental health, integrating traditional Cree practices with modern health approaches. Participants had the opportunity to engage in personal development, mediation, wellness circles, self-care therapy, dance, and music.

The gathering created a safe space for dialogue, learning, and connection, reaffirming the Community's commitment to supporting the health and well-being of its members. It also served as an opportunity to raise awareness about available health services and resources within the Community.



The success of the event reflected strong interest in wellness and a growing movement toward healing and resilience, grounded in Cree values and traditions.



Regional Nishiiyuu Cultural Gathering

From September 18 to 20, 2024, Nemaska hosted the Regional Nishiiyuu Gathering. I worked alongside Noreen Moar who coordinated the event that brought together knowledge keepers and participants from Cree Communities. This event created a meaningful space for intergenerational learning, cultural exchange, and the celebration of traditional ways of life.

Over the course of the gathering, Elders led hands-on workshops on traditional medicine, teachings of rites of passage, and storytelling designed to pass on traditional skills and language to younger participants. Activities included Cree language workshops, traditional tool-making demonstrations, fish preparation, and sewing circles focused on making arts and crafts and items rooted in Cree heritage.

The gathering not only fostered the transmission of invaluable knowledge but also strengthened community bonds and reaffirmed the importance of cultural pride and identity. The event was well attended by youth, families, and Community members, and highlighted the vital role of Elders in cultural preservation and language revitalization.

Culture Sector

Message from the Culture Coordinator

This year was filled with meaningful progress and Community-centered initiatives. Each initiative, be it transportation to spring camps, land-based healing projects, cultural gatherings, or wellness events, has strengthened the value of tradition, unity, and healing within our Community.

Although we sometimes encounter setbacks in coordinating events or activities, we always find solutions to ensure that they take place.

With that, we look forward to continuing this important work year after year.

Miikwehch,

Deborah Wapachee, Culture Coordinator

Spring Airlift (April – May 2024)

The Spring Airlift service was organized to support Community members with no road access or means of transportation to reach their spring camps. This two-week service allowed families to reconnect with the land, traditions, and each other. It was especially important for Elders and those wishing to spend time in nature during the spring season.

Cabin Project (June 2024)

Under the directive of Chief and Council, the Cabin Project in Old Nemaska was successfully completed. Ten cabins were built for members wishing to be out on the land or take part in the annual gathering. The project was a great success and continues to serve the Community with purpose and pride.

During this project, 10 cabins were built, and the program created employment for many formerly unemployed individuals.



Old Nemaska Gathering (July 2024)

The Old Nemaska Gathering remains one of the most cherished annual events. It brings together all generations to share the experience of being on the land. The event is a time of joy, reunion, healing, and peace. It strengthens our Community's bonds and reminds us of the importance of unity and tradition.

We created a working group with the Social Development team. We hosted a variety of activities in collaboration with Recreation, Wellness, Justice and Youth sectors. We organized a variety of traditional workshops that were facilitated by our Elders (knowledge keepers). To close the event, we provided entertainment, a feast, and a walking-out ceremony.

Wellness Gathering (September 2024)

In partnership with Social Development, the Justice Department, the Cree Health Board, and the Community Church, the wellness gathering offered a time of healing and reflection for members through workshops, support services, and spiritual care. It was a powerful reminder of the strength found in coming together to support one another through challenges and growth.

Nemaska Celebration (September 2024)

The Nemaska Celebration is a cherished annual tradition that brings our Community together to reflect on how far we have come. Organized by the Social Development team, with overall coordination by the Culture Sector in collaboration with the Justice Department, this year's event was especially memorable. We had the honour of welcoming Premier François Legault and his team to our Community, marking a historic moment for Nemaska.

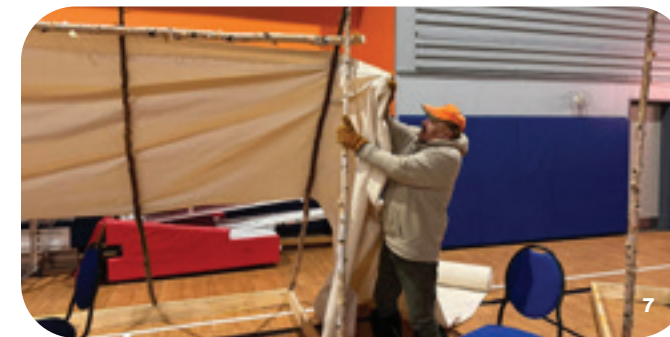
The celebration was well attended and widely appreciated, a successful event that reinforced our unity as a Community.

Christmas Festivities (December 2024)

Every year, our Social Development team hosts Christmas Festivities for all ages as a joyful way to close the year. The event features a variety of planned activities that bring families and friends together during the holiday season. This year, we had the pleasure of working with Liana Diamond, who was hired as the event coordinator. Her efforts inspired great teamwork, and she did an amazing job to ensure that the annual event was a success.

Shaptuan Operations (January – March 2025)

From January to March, Shaptuan opens its doors to provide hearty, home-cooked traditional meals to the Community. Meals are offered at a cost of \$5 to help offset the expenses for food and supplies. While we occasionally receive feedback on pricing, we would like to remind the Community that this small contribution helps maintain the quality and continuity of this valued service. The Shaptuan continues to be a welcoming place that nourishes both body and spirit during the winter season, where people come to gather and socialize.



Trappers' Festival (February 2025)

The Trappers' Festival is an annual celebration of Cree knowledge and traditional skills, open to all ages. With workshops on how to set up various traps, parka making, crocheting, snowshoe weaving, sewing on moose hide, Cree language, traditional carving, and night line making, this festival provides hands-on learning opportunities rooted in our heritage. Children experienced their very first snowshoe walk, and the event concluded with entertainment and a feast. This year's festival was held in collaboration with the Justice Department and was a resounding success in preserving and sharing our traditions.

Other Operations and Programs

Radio Station Operations

- > The radio station operations are administered under the Culture Sector.

Committee Involvement

- > James Bay Cree Communication Society
 - Board Member
- > Aanischaaukamikw-Cree Cultural Institute
 - Board Member

Participation in Local Events

I was involved in many community events organized by Social Development and the Recreation sector.

Workshops, Programs and Activities

- > Beaver Roll workshop (April 2024)
- > Beaver Trapping and Moose hunting program (March 2024)
- > Goose Break activities (April-May 2024)
- > Bear trapping program (discontinued, due to lack of participation)
- > Supervised Water Taxi services (Summer 2024)
- > Supervised Old Nemaska Trip for Chiefs and Cree Nation Government Representatives (Summer 2024)
- > Indigenous Peoples Day (June 21, 2024).
The Culture sector covered expenses and hired a group to coordinate the event.

Recreation Sector

Message from the Supervisor

Thank you to all staff members, parents, collaborators, and anyone involved with our activities for your support and collaboration throughout the year.

Jessica Wapachee, Sports and Recreation Supervisor

Team

Jessica Wapachee
Sports and Recreation Supervisor

Tera Diamond Sports Technician

Clayton Mettaweskum
Minor Sports Coordinator

Hockey and Broomball Development Team

Connor Gulliver and Paul Gulliver from ActivNation
Instructors

Caitlyn Wapachee
Broomball Assistant

Preston Jolly
Ice Monitor

Randy Kitchen and Aden Swallow
Gym Monitors



Recreation Sector – Local and Regional Events

Event	Dates
> Invitational Junior Hockey and Broomball Tournament	April 2024
> Softball Clinic	June 2024
> Multi Sports Co-Ed Tournament	
> Dryland Training	
> Local Fishing Derby	
> Pro Wrestling Show by CWF Canada	
> Dryland Training	July 2024
> Softball Leagues	
> Old Nemaska Gathering	
> Jonathan Cheechoo Hockey Camp	August 2024
> Local Home Run Derby	
> Broomball and Hockey Development	September 2024
> Local Co-Ed Volleyball Tournament	
> Basketball Camp	
> Volleyball Camp	
> Referee Clinic (Hockey and Broomball)	
> Halloween Activities	October 2024

Event	Dates
> Local Volleyball Tournament	November 2024
> Year-End Festivities	December 2024
> Invitational Minor Broomball Tournament	January 2025
> NMK Cross Country Challenge	February 2025
> Nouchimii Cup	
> Invitational Minor Hockey Tournament	March 2025
> Local Volleyball League	
> Broomball and Hockey Development	



Sports Complex Sector

Prior to granting access to our facilities to groups and entities, we require effective communication so that we could identify potential hazards and dangers in advance.

We thank you for your continued trust and support.

John Blackned, Sports Complex Assistant Supervisor

Team

Bill Blackned
Complex Supervisor

John Blackned
Complex Assistant Supervisor

Michael Mianscum
Maintenance

Ronnie Neeposh

Maintenance

Anna Wapachee Jr.
Janitor

Lizzie Ann Mettaweskum
Janitor

Ricky Blackned
Complex Coordinator (evening shift)

Summer Blackned Fitness Centre Monitor

Trinitee Neeposh
Canteen Clerk – Student Work Experience Program

Sammy Matches
Commercial and Sports Supervisor (evening shift)

Adrian Wapachee
Arena Ice Technician (evening shift)

Travis Swallow
Arena Assistant (evening shift)

Abel Jolly

Casual Replacement

Message from the Sports Complex Supervisor

It has been a great honour to serve as Sports Complex Supervisor since 2005. Each year, our priority is to make sure our facility is always functional and operational.

I wish to thank all our staff and our collaborators at the Recreation Department for their hard work and commitment. Every year, we hold a planning session with the Social Development Director to develop programs, projects, and activities for our Community members.

Thank you for your continued support,

Bill Blackned, Sports Complex Supervisor

Message from the Sports Complex Assistant Supervisor

We face numerous challenges every year, including financial issues, accessibility to clients which can lead to delays, and maintenance requirements. Our priority is to ensure safer sport environments for our members, guests, and visitors.

We strive to provide a safe and welcoming environment each time members walk through our doors. We have also been committed to offering services and resources to meet the needs of our Community and entities for meetings, family celebrations, local and regional events.

Programs in Collaboration with Other Departments

- > 5-Day Music Workshop, Youth Development
- > 4-Week Mikchiyam Music Program, CWMF
- > MMA Fight Club, WOUMMA CREE

Fiscal Year Objectives – Building Improvements

Arena Section

- > Toilet stall partitions in dressing room washrooms
- > New windows for the arena (supervisor office)
- > Interior wall panels
- > Door replacements

Complex Section

- > Air conditioning for fitness room, hallways, and gymnasium
- > Installation of new flooring in gymnasium
- > Door replacements

Trainings

- > Life Skills Team Building Workshops, Arc Centre
- > Blademaster Skate Sharpening, B-Sharp Training
- > Planning Sessions and Team Building, Social Development Team
- > Ontario Recreation Facilities Association (ORFA) Operators Training, EISRA Facility Operators Training, EISRA
- > Dealing with Difficult People, PMC Training Ottawa

Future Projects

These are the projects we wish to execute during the 2025-26 fiscal year:

- > Landscaping around the building
- > Pavement and parking areas
- > Installation of dome garage lights and outlets
- > Dome concrete flooring
- > Improvements of dome insulation (heating)
- > Arena glass replacement (standard height)
- > Arena flooring for indoor activities (ice slab)
- > Arena bleacher improvements (seating)
- > Roof inspection
- > Indoor playground, demolition of bowling alley
- > Batting cage improvements (roofing)
- > Divider installation (softball field)
- > Fence installation (spectator safety)
- > Gravel for infield and warning track
- > Gymnasium equipment purchase (inventory)
- > Gymnasium divider (mesh net)
- > Pool slide for children
- > Facility name (NSC)
- > Ballfield name
- > Installation walk-in freezer provided by Regional CTA Projects

Youth Sector

Message from the Youth Coordinator

The 2024–2025 fiscal year was one of meaningful engagement and steady growth for the Youth Development Sector. With a strong focus on cultural connection, skill-building, and healing, the Sector coordinated and supported a variety of programs aimed at empowering youth in all areas of their development. Key initiatives included the Summer Student Employment Program (SSEP), the annual Winter Healing Journey, certified First Aid and CPR training, and creative events like the Native Pool Boy comedy night and hands-on cultural workshops.

Through collaboration, adaptability, and careful planning, the Sector maintained strong youth participation and contributed meaningfully to seasonal and community-wide events. Programming reflected Cree values and emphasized holistic wellness, personal development, and cultural pride. Despite a demanding schedule and evolving priorities, the Sector delivered initiatives that met both immediate and long-term goals for youth engagement and empowerment. Looking forward, the Youth Development Sector will continue to focus on strengthening life skills, mental health, and land-based learning opportunities to support the continued growth and leadership potential of Nemaska's youth.

I would like to express my heartfelt gratitude to all those who contributed to the success of this year's programming. To the Elders who continue to share their knowledge, to the youth who show up with courage and curiosity, and to the many departments, organizations, and partners who offered their time, resources, and collaboration.

Your support not only made these initiatives possible, but helped create meaningful spaces for growth, healing, and connection. It is through your continued involvement that we are able to nurture the next generation and build a future rooted in strength, culture, and community.

Jean-Elizabeth Meskino, Youth Coordinator

Mandate

The Youth Development Sector is a branch within the larger Social Development Department, focused specifically on supporting youth and young adults ages 13 to 35. While we operate separately from the Youth Centre and Youth Council, we collaborate when goals align to enhance impact and engagement.



As Youth Coordinator, I am responsible for planning, coordinating, and delivering programming under the Youth Development Sector. This includes initiatives centered on life skills, land-based activities, cultural education, leadership development, and mental health. I also work in partnership with other departments and community organizations. I actively support shared initiatives as part of the broader team serving the Cree Nation of Nemaska.

Programs and Activities

Planning of Summer Student Employment Program and Resume Workshop

In the spring of 2024, Marcus Spencer was hired as the Coordinator for the Student Summer Employment Program (SSEP), helping to ensure that student placements were well supported and organized throughout the summer. In collaboration with Emma-Rose Jolly, Employment Counsellor for Apatisiwin Skills Development, a Resume and Cover Letter Writing Workshop was held at the Youth Centre. The session provided hands-on guidance to help students build strong, professional applications, boosting their confidence and readiness for employment. To increase awareness and participation, the program was actively promoted through social media channels.

Virtual CNYC Board Meeting

I attended as an observer from June 11–13, 2024 for the purpose of information sharing and networking with other Youth Councils across Eeyou Istchee. Although I am over the eligible age for voting membership, I participated to stay informed on regional developments. The meeting focused primarily on youth activities, upcoming events, and planning for the fall Treaty Simulation Summit.

Execution of Summer Student Employment Program

From July to September, students were placed across various departments in Nemaska to gain meaningful summer work experience through the SSEP. Prior to their placements, they received a pre-employment orientation to help them prepare for the workplace. Ongoing support was offered throughout the program to ensure both the students and departments had a positive experience. At the end of the summer, a final report was completed to assess program impact and overall participation.

First Aid and CPR Training

On August 13–14, standard First Aid and CPR training sessions were open to all youth and offered in two sessions: one for SSEP participants and another open to general community youth. Delivered by Mr. Ward, the two-day certified training ensured that all 11 participants received full certification, enhancing their safety awareness and employability.

Native Pool Boy Visit and Comedy Night

In collaboration with the school, we hosted Sean Morriveau (also known as Native Pool Boy) for a multi-day visit from October 4-7, 2024, that included youth workshops and a comedy night. The event blended humour, cultural identity, and empowerment, creating a welcoming space for youth to explore Indigenous pride through storytelling and laughter.

Youth Annual General Assembly

I provided the previous year's Youth Development Annual Report and shared updates on potential upcoming projects and programs. The assembly on October 9-10, 2024, served as an opportunity to engage youth in transparent communication, collect informal feedback, and build interest in future initiatives.

Cree Youth Summit in Montreal

I attended the Cree Youth Summit in Montreal on October 16 2024, with members of the Youth Council and Student Council. The event focused on intergenerational knowledge sharing and empowering youth to shape the future of Cree governance and education. The summit also marked the signing of a Memorandum of Understanding between the Cree Nation Youth Council and Cree School Board, reinforcing long-term collaboration and youth leadership development across the Cree Nation.

Student Council Representatives:

- > Aaliyah George
- > Halle Jolly
- > Raphael Moar

CNYC Board Meeting

On October 17-20, 2024, I attended as an observer for the purpose of information sharing and networking with other Youth Councils across Eeyou Istchee. While I was not eligible to participate as a voting member due to age, my presence supported continued collaboration and alignment with regional youth initiatives.

Kicks for Kids

The Kicks for Kids initiative was developed to ease financial pressure on families while boosting student confidence and encouraging greater participation in school and sports activities. Proposed by Stella Moar, Director of Social Development, who also sourced the funding, the project was conducted by the Youth Sector. I collaborated closely with the local school to ensure that brand-new, high-quality footwear was provided to students across the Community.

Distribution was a collaborative effort between Youth Development, the Youth Centre, and the Youth Council, with families picking up the shoes at the Youth Centre. Special thanks to Calvin Blacksmith, proprietor of Cree Sports and Outdoor, who sourced the footwear and assisted with purchasing. His support ensured timely access to quality footwear for our youth.

CNYC Treaty Simulation Summit

I attended the James Bay and Northern Québec Agreement (JBNQA) Treaty Simulation as a chaperone for Nemaska youth participants. Organized by the Cree Nation Youth Council in partnership with The Gordon Foundation, the event brought together over 80 Cree youth from across Eeyou Istchee. During the simulation, the youth took on roles representing various parties involved in treaty negotiations—including the Cree Nation Government, the Government of Québec, the Government of Canada, and the Cree trappers, who were positioned as stakeholders affected by the agreement.

To support the youth's mental health and strengthen group connection ahead of the intensive simulation, I organized an evening laser tag activity the day before the assignments began. It offered a fun and much-needed mental break, helping the youth relax and build camaraderie.

Throughout the simulation, I watched our youth speak with confidence, ask thoughtful questions, and carry themselves with respect and pride. I was so proud of their engagement and leadership that I couldn't hold back tears—it was a powerful reminder of why this work matters. As a chaperone, I was honoured to support them every step of the way and to witness the impact of these opportunities firsthand.

Nemaska Participants:

- > Aaliyah George
- > Carol Ann Tanoush
- > Emma Beth Coon Come
- > Joshua Blackned
- > Kristopher Neeposh
- > Pherson Orr Wapachee

Cultural Workshops and Festivities

From December to March, as part of Youth Development programming, I coordinated a series of cultural workshops for both youth and adults, including ribbon skirt making (for women) and canvas travel bag and coat making (open to all). While these workshops were organized under my department, I partnered with the Local Women's Association to help identify and invite knowledge keepers. Evadney Mettaweskum and Rosie Tanous generously shared their skills and teachings, guiding youth through each step with cultural care and patience.

Although a toboggan-making workshop did not take place, I purchased handmade toboggans from Jim Blackned to ensure they were available for upcoming land-based activities.

I also assisted the Social Development Team in planning the Christmas festivities, held from late December through January 2.

Youth Healing Winter Journey

In February 2025, the Youth Healing Winter Journey focused on cultural reconnection and holistic healing for youth. To support delivery, I brought on co-coordinators Diane Tanoush and Liana Diamond, both of whom contributed to planning and on-site coordination.

Traditionally held in March, the journey was moved to February due to unpredictable weather and the effects of climate change. In recent years, warmer temperatures have caused snow and ice to melt earlier, creating unsafe trekking conditions. By shifting the timeline, we ensured a safer and more stable environment for land-based learning.

Unforeseen staffing changes also impacted this year's format. Zachary Jolly, who was scheduled to assist as General Helper, assisted us during the first day despite being visibly unwell and in pain. After pushing through to help with setup and participant orientation, he was later medevacked due to a medical emergency. With only Denzel Diamond available to assist with Liana Diamond—and with no broken trail to Old Nemaska—we adapted the program to a stationary bush camp format.

Participants were hosted by David Tanoush and his wife Monique, who generously opened their bush camp and shared their knowledge. Clifford Jolly served as the group leader, mentoring youth and offering Cree bush life teachings. Two youth, Emma Coon Come and Joshua Blackned, were promoted from participants to assistants, using their bilingual skills to support the group and translate between Cree and English speakers.

The journey included snowshoeing, ice fishing, fire-building, storytelling, and traditional teachings—supporting healing across mental, emotional, physical, and spiritual dimensions.

Near the end of the program, an accident occurred involving one of the participants, who required immediate medical attention. Thanks to earlier Standard First Aid and CPR training, several members of youth were able to assist until the individual was safely transported to the clinic. Their quick action demonstrated maturity and readiness under pressure.

Despite unexpected changes, the winter journey remained rooted in Cree values. It offered youth a safe, supportive space to learn, heal, and step into leadership—highlighting their resilience in the face of nature's shifting rhythms.

Ten youth participated:

- > Aaliyah George Wapachee
- > Darlene Grace Herodier
- > Kimberly Trapper
- > Maggie Swallow
- > Wabaguin Cheezo
- > Allen Mianscum
- > Emerson Neeposh
- > Genesis Trapper
- > Jedaiah Wapachee
- > Tristan Swallow

Youth Planning and Development

March 2025 was dedicated to reflection, evaluation, and forward planning. Feedback from earlier events and programming was reviewed to identify gaps, strengths, and new opportunities for future initiatives. This period also involved ongoing administrative work, including writing funding proposals and preparing for the upcoming fiscal year. The focus remained on ensuring that next year's programming would be responsive to youth needs, grounded in Cree values, and aligned with the department's long-term goals.

Event Collaboration Support

I played a supporting role in the planning and coordination of several key Community celebrations. As Youth Coordinator, my focus was to encourage youth engagement and ensure that youth voices and participation were integrated wherever possible. I worked collaboratively with other departments to help shape activities and opportunities that reflected youth interests and fostered a sense of inclusion and community pride.



Mental Health and Peer Support

Suicide prevention education will be expanded to include topics such as anti-bullying, self-esteem, teenage pregnancy, and sexuality. Youth will also have the opportunity to receive training in peer support roles through programs such as Applied Suicide Intervention Skills Training (ASIST) and Mental Health First Aid. Collaborations with the Wellness Department will further strengthen programming focused on intergenerational trauma and self-care.

Cultural and Land-Based Programming

We will continue to deepen our youth's connection to identity and tradition. This includes continued support for the winter journey, seasonal excursions, and the integration of cultural teachings into programming throughout the year. Expanded outreach efforts will aim to strengthen youth identity, resilience, and voice.

Workforce and Technology Readiness

This is a growing area of focus. The Sector is currently working on setting up a dedicated computer room/classroom equipped with the tools necessary to support youth in job searching, resume writing, and developing digital literacy. The space will include individual computer stations and as will be designed to accommodate virtual classes and training sessions—offering flexible, accessible learning opportunities year-round.

These initiatives are designed to meet youth where they are, while equipping them for where they want to go. The year ahead holds space for growth, healing, and bold steps forward—together.



This year's Youth Healing Winter Journey received meaningful recognition in an article published by The Nation News, which highlighted how Nemaska youth joined the Trappers' Festival Feast—an initiative organized by the Culture Sector. The gathering served as a powerful opportunity for youth to connect with Elders and knowledge keepers, who shared traditional practices such as rabbit-skin preparation and teachings on natural medicines.

This public recognition not only celebrated the youth's active involvement but also highlighted the importance of cultural revitalization and healing through shared experiences.

Throughout the 2024–2025 fiscal year, Nemaska youth demonstrated remarkable leadership, creativity, and cultural pride across local, regional, and international events. Their dedication reflects the strength of our next generation and the value of continued investment in our youth's development.

- > Aaliyah George submitted the winning entry. Her artwork was printed on the official event notebooks.

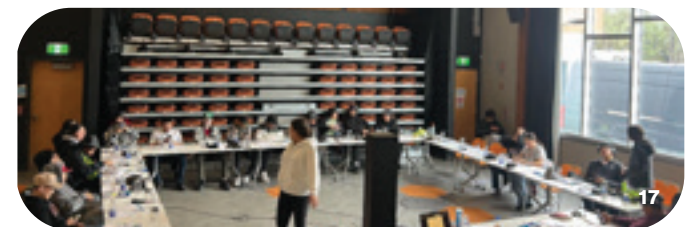
Carol Ann Tanoush attended as a youth representative at the United Nations to mark the anniversary of the James Bay and Northern Quebec Agreement, celebrating Cree Nation achievements on an international stage.

Nemaska served as host community for this regional youth conference featuring motivational speakers, workshops, and performances. Many Nemaska youth participated, thanks to the unlimited spots available for the hosting community.

Presented to the youth who assisted during the incident for stepping up during a medical emergency during the winter journey. Their courage and application of first aid skills reflect exceptional strength and care for others. Their actions made a real difference, and they deserve to be remembered.

Two Nemaska youth took part in this 100-kilometer trek across Eeyou Istchee:

- > Victoria Kitchen
- > Aaliyah George

A man in a black t-shirt and a chain necklace is smiling and holding a framed logo that says 'D+C' in a stylized font. He is also holding some papers. The background is a plain wall with a door visible on the left.
16

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67



Activities	Description	Dates
Youth Brainstorming Session	A brainstorming session was held in the Youth Centre gathering room with 18 participants. The goal of this event was to collect information for programs and activities from the youth themselves. This event was organized by the Youth Centre Supervisor and the Youth Program Specialist, and funded by the Youth Centre.	March 5, 2025
UFC 313	Pereira vs. Ankalaev was presented in the Youth Centre gathering room for ages 16+ years. The catering service made 45 plates to serve the audience. With over 45 attendees, 2 security guards were hired to monitor the building. This event was organized by the Youth Centre Supervisor and Youth Program Specialist and funded by the Youth Centre.	March 8, 2025
Movie Night for Ages 13+ years	“Greenland” was shown in the Youth Centre gathering room. Snacks and beverages were served. This event was organized by the Youth Program Specialist and funded by the Youth Centre.	March 20, 2025



Special Projects

Outdoor Basketball Court

This project was funded by the Cree Nation of Nemaska. The construction process began in September 2021 and was completed in August 2024. The basketball court is designed to be open to the public 24/7. We have not yet hosted any events or tournaments, but we have planned to do so during the summer of 2025.

Suny's Cooking Classes

This project is definitely one of our highlights. Chef Suny Gaumond took the initiative to reach out to the Cree Nation of Nemaska and to collaborate with the Youth Centre to offer cooking classes to high school students of Ecole Luke Mettaweskum School. This project has generated tremendous interest, and attendance increases with every class.

Challenges and Lessons

The main challenges we faced involved attracting and retaining youth participation in programs and activities, especially with competing interests.

We learned that actively involving youth in the planning process can lead to programs that meet their interests and needs, thus increasing their engagement.

Goals Achieved

We have had a successful year implementing programs and activities for the youth of Nemaska. We will provide more workshops that help youth develop practical skills.

Pictures

- | | | | |
|--------|--|-----|---|
| 1-2. | Our members enjoyed the Nemaska Health and Wellness Gathering in Old Nemaska. | 12. | Aaliyah George submitted the winning entry for the artwork contest. |
| 3. | Nemaska Health and Wellness Gathering in Old Nemaska. | 13. | Participants of the winter journey 2025. |
| 4. | Regional Nishiiyuu cultural gathering. | 14. | Youth Centre. |
| 5-6 | Ten cabins were built under the Directive of the Chief and Council. | 15. | Pizza Social night at the Youth Centre. |
| 6. | New cabins built at Old Nemaska. | 16. | Nelson Wapachee's design won the most votes. |
| 7-9. | Our Elders shared their traditional knowledge during the Trappers' Festival. | 17. | Youth Annual General Assembly. |
| 10-11. | Our local athletes showcased their talent during the various tournaments, bringing pride to the Community. | 18. | 11 youth participated and made 84 pogos. |
| | | 19. | The CNN built a new outdoor basketball court. |

Training and Building Capacity Rentals

We are proud to report that the Youth Centre facilities were rented 99 times this fiscal year, a significant increase compared to the previous years.

Month	Number of Rentals
April 2024	9
May 2024	6
June 2024	10
July 2024	6
August 2024	7
September 2024	5
October 2024	13
November 2024	16
December 2024	17
January 2025	2
February 2025	3
March 2025	5
Total	99

9 >>> Public Health and Safety *Report*



Message from the Director

It is with great honour and a profound sense of privilege that I submit this report for the 2024-25 fiscal year on behalf of the Public Health and Safety Department.

Reflecting on this past year, I can confidently say that, while it was filled with challenges, it was also incredibly rewarding. Our department, our work, and our responsibilities are approached with utmost seriousness and dedication. Time and again, we have been faced with situations where lives are on the line—requiring swift responses, precise procedures, and unwavering commitment.

In my role as Director, my confidence and peace of mind come from knowing we are supported by an exceptional team. Our team is not only professional, but also deeply committed and devoted to our Community's safety. I, along with the Community we serve, must commend them for their outstanding efforts. I genuinely believe we have one of the best teams within the Cree Nation, in the province, and perhaps even across the country. Their dedication often surpasses expectations, and their reputation extends beyond our borders—being called upon by other communities for search and rescue efforts, and various specialized needs.

We take our duties very seriously. We strive not only to maintain a positive and supportive working environment but also to continually grow through ongoing research, training, and education. Our goal is to expand our knowledge, enhance our skills, and stay at the forefront of best practices to better serve our people.

Throughout the year, the Public Health and Safety Department has faced numerous demanding challenges. As first responders and firefighters, we answer the call to attend to emergencies—many of which are life-and-death situations. It is in these critical moments that our training, dedication, and resolve truly shine. These are the reasons why we chose this path—to assist, protect, and save lives. Every call we respond to, every effort we make, is driven by a shared commitment to serve our Community with compassion, professionalism, and unwavering courage.

The 2024-2025 fiscal year has been marked by significant achievements for the Public Health and Safety Department, including proactive fire prevention initiatives, valuable training programs such as the NFPA 1001 firefighter modules and specialized Hazmat training, the acquisition of a state-of-the-art fire truck, and the reinforcement of community safety through the Night Security program.

We are proud of what we have accomplished this year, and we look forward to continuing our mission with renewed strength and dedication in the coming years.

Clarence Jolly Diamond,
Director of Public Health and Safety



Community Outreach and Education

Community outreach and education are vital components of the Public Health and Safety Department's mission to foster a safer and healthier Community. Through targeted programs, workshops, and awareness campaigns, the Department works to inform residents about important safety practices, health issues, and risk prevention strategies. These initiatives aim to empower Community members with the knowledge and skills needed to make informed decisions, whether it is fire safety, environmental health, or emergency preparedness. By engaging directly with residents, the Department strives to build trust, promote cooperation, and strengthen community resilience.

In addition to raising awareness, the Department actively collaborates with local schools, organizations, and community groups to deliver educational sessions tailored to diverse audiences. This proactive approach helps to instill safety practices from a young age and ensures that residents are prepared for emergencies. Through ongoing outreach efforts, the Department remains committed to creating an informed and empowered Community where everyone plays a part in maintaining collective safety and well-being.

Training Programs

The Department staff have successfully completed and graduated from several training programs, including:

- > Fire Inspector 1
- > Fire and Life Safety Educator
- > Youth Fire-Setter Intervention
- > Specialist 1

These programs are designed to strengthen the department's expertise in fire inspection, safety education, youth intervention, and specialized emergency response, thereby enhancing the overall safety and preparedness of the Community.

National Fire Protection Association (NFPA) 1001

The NFPA 1001 Standard for Fire Fighter Professional Qualifications outlines the essential skills and knowledge that firefighters must possess to perform effectively and safely in emergency situations. The training includes core competencies such as fire suppression, rescue operations, handling hazardous materials, and emergency medical response. It emphasizes risk assessment, safety procedures, and technical skills necessary for managing various fire and rescue scenarios. The goal of this training is to ensure that firefighters are well prepared, knowledgeable, and capable of protecting the Community while maintaining high safety standards. This standard serves as a foundation for firefighter certification and ongoing professional development.

Night Security Project

The Night Security division plays a crucial role in maintaining community safety and well-being during evening and nighttime hours. Reporting directly to the Director of Public Health and Safety, the Night Security team ensures a secure environment through regular patrolling of the Community, responding to incidents, and providing support during emergencies.

Responsibilities include enforcing local bylaws, preventing vandalism, and acting as a visible deterrent to crime. Night Security personnel are often first responders to incidents, providing immediate assistance and support, as well as quickly reporting incidents to the appropriate authorities, such as the Fire Prevention, First Responders, and the Eenou Police Force. They are also responsible for occasional monitoring of forest fires, community entrance checkpoints, and providing security support to the local clinic during emergencies, particularly when a nurse requires assistance.

To effectively carry out these duties, Night Security staff must possess strong observational skills, excellent communication abilities, and the capacity to handle diverse situations with sound judgment. They must also maintain up-to-date knowledge and skills through regular training, meetings, and seminars. This ensures that they are well prepared to contribute to the overall safety and security of the Cree Nation of Nemaska.

To further highlight the Night Security initiative, the Cree Nation of Nemaska successfully secured funding for salary and wage subsidies from Apatisiwin Skills Development (ASD), demonstrating a proactive approach to Community safety and job creation. This support, totaling \$77,168.00, facilitated the creation of four permanent, full-time Night Security positions, enabling the department to enhance security measures and improve overall Community well-being. These subsidized roles not only provide essential safety services, but they also contribute to the local economy by creating valuable employment opportunities within the Cree Nation of Nemaska. This collaborative effort between the Cree Nation of Nemaska and ASD reinforces our shared commitment to building a safer, more prosperous Community through strategic investments in public safety and human capital.

New Fire Truck

The department recently acquired a new fire truck, significantly strengthening our firefighting and emergency response capabilities. This modern apparatus features a powerful extendable ladder with multiple sections, allowing firefighters to access elevated areas with confidence, enhancing rescue operations and fire suppression in hard-to-reach locations. The truck is equipped with advanced LED lighting systems, providing high visibility during night-time or low-light emergency situations, ensuring the safety of both responders and civilians.

Built with a high-capacity water tank and a powerful pump system, the truck is capable of delivering a substantial volume of water quickly to effectively combat fires. It also includes multiple storage compartments for firefighting tools, hoses, and equipment, enabling rapid deployment during emergencies. Its bright red colour, combined with reflective striping and high-visibility markings, improves safety by making the truck easily identifiable in all conditions.

This state-of-the-art fire truck reflects the department's ongoing commitment to safeguarding the Community. It ensures that firefighters have reliable, efficient, and versatile equipment to handle a wide range of emergency situations, from structural fires to rescue missions, particularly in challenging terrains or environments requiring specialized equipment. The addition of this vehicle significantly enhances the overall readiness and response capabilities of the Community's fire department.

Looking Ahead

Looking ahead, the department remains committed to enhancing its services, expanding its training programs, and fostering a culture of safety and preparedness within the Cree Nation of Nemaska. The focus will continue to be on protecting the Community, promoting well-being, and building a resilient environment for all residents. Building on these successes and embracing new challenges, the Public Health and Safety Department is poised to ensure a safer, healthier, and more secure future for the Cree Nation of Nemaska.

10 >>> Housing Report



Message from the Director

It is with great pleasure that we present our annual report from the Housing Department. First and foremost, I would like to thank God for granting me another year to share this report with our Community members. I extend my appreciation to the Cree Nation of Nemaska for their continuous support of our housing projects and programs. I also want to acknowledge my dedicated team. Together, we have worked patiently to provide the best possible service to the Community.

With all the major projects, including housing construction and renovations, we received significant assistance from Project Managers Natasha Leroux and Claude Coonishish. The Housing Department expresses its heartfelt gratitude to the entire team for their efforts to provide these essential services for our Community members.

Thank you for your continued support.

Norman Wapachee, Director of Housing



Team

Norman L. Wapachee
Housing Director

Louise Tanoush
Coordinator of Accounting and Administration

Stacy Ann Tanoush
Collection Agent

Tina Wapachee
Administrative Office Assistant

Oliver Bobbish
Housing Maintenance Supervisor

Shane James
Maintenance and Housing Officer

Peter Moar
Housing Inspector (contractual worker)

Samuel Rabbitskin
Housing Maintenance

Jimmy Sam Wapachee
Housing Maintenance

Norman Jolly
Housing Maintenance (transferred)

Silas Petawabano
Database Manager

Casual Help (April 2024 - November 1, 2024)

John Paul Wapachee

Thomas Jolly Jr.

Minor Renovations

Jessy Desjardins

Ronnie Sealhunter

The Housing Committee meets periodically to review requests from members regarding allocations and makes recommendations to the council.

Brittany Moar (Youth Seat)

Month	Work orders completed
April 2024	23
May 2024	33
June 2024	34
July 2024	18
August 2024	28
September 2024	38
October 2024	42
November 2024	41
December 2024	13
January 2025	22
February 2025	36
March 2025	27

- > Replacement of windows
- > Repair of interior and exterior doors
- > Repair and replacement of kitchen fans
- > Repair and replacement of washroom fans
- > Unclogging of sinks and bath tubs
- > Repair of leaking pipes
- > Repair of leaking roofs
- > Replacement of hot water tanks
- > Replacement of kitchen and washroom pipes
- > Installation of shower grab bars

With funding from the Cree Nation Government and the Canada Mortgage and Housing Corporation, the Housing Department Director oversaw the renovation of 15 units, which included both minor and major repairs. These renovations were performed by VPC and covered 8 trailers, 5 Elder units, such as 4 Squirrel Trail, and 4 Lynx Trail.

2

The Housing Department has hired 2 youths, aged 15-30, through the Canada Mortgage and Housing Corporation Youth Internship Program. They have gained valuable work experience in our office, one working with the inspector and the other with administration.

The Housing Department conducted inspections on all units to identify urgent repair needs for the 2025-26 renovation project. Inspections began in the summer of 2024 and were completed in December 2024.

1. The Housing maintenance team worked on various tasks each month.
2. Housing development in the Community has continued to grow.

11 >>> Public Works Report



Message from the Director

I am pleased to share the achievements and progress that our Community has made this year, especially as we launched new incentives aimed at strengthening our partnerships and expanding our services to better support our members.

A few months ago, one member shared with me how the support they received from the Community helped them overcome challenges and reach their goals—an inspiring reminder of the impact we can have when we work together.

We are deeply grateful for the dedication and support of our members, partners, and volunteers. Looking ahead, we remain committed to building our capacity, growing our collective success, and expanding our reach to serve the Community even better.

Together, we are making a difference, and I am excited about what the future holds. Thank you to all my employees for their hard work.

Kevin Diamond, Director of Public Works



CNN Asset Management Plan

The Cree Nation of Nemaska's buildings provide invaluable services, such as sport facilities. In order to protect the buildings, the Cree Nation Government has launched a project in collaboration with Systemex to develop a maintenance plan and to train local Nemaska Eenou to comply with it. The CNN's Asset Management Plan Project is expected to be completed by the summer of 2025.

Cost: \$142,670

Funding source: NRA

Equipment Maintenance Program

I would also like to highlight the support we have received from CIMA+. This company has been assisting us in developing a maintenance program for our equipment department and waterworks. Their expertise helped us establish a more effective maintenance approach for essential community infrastructure, including the sewer system and landfill operations.

Claude Coonishish
Project Manager (until Fall 2024)

The new version of the project involves placing a much narrower embankment directly at the base of the slopes and carrying out the work from the upper edge of the slopes, without bringing machinery down onto the shoreline.

Landscaping and Beautification of Social Housing Units (Rabbit, Lynx, Squirrel and Mink Trail)

Cost: \$403,648

Funding sources: Cree Nation of Nemaska and NRA

The Rabbit, Lynx, Squirrel, and Mink Trails were enhanced with sod in August 2024, creating lush, green lawns that are both visually appealing and comfortable for tenants. This improvement was made possible thanks to the work of contractors Iywaashtin Enterprises, and Cèdres Dolbeau.

Infrastructure Projects

Corrections to Deficiencies on Existing Infrastructure – Installation of Curb Valves

Cost: \$597,000

Funding Source: NRA

Sixty-seven curb valves were not installed in the housing units constructed during the early stages of the Community's development. As a result, it is currently impossible to isolate these units in the event of water breakages. The contract to address this issue was awarded to Iywaashtin Enterprises, with work scheduled to take place in the summer of 2025.

Topsoil Storage Site



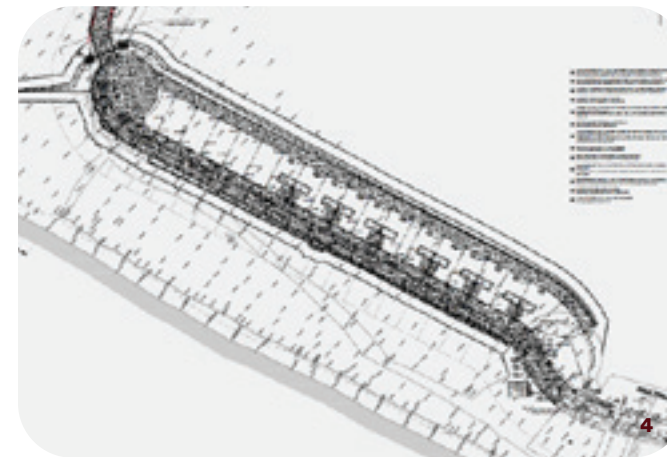
Cost: \$295,000

Funding Source: Cree Nation of Nemaska

To support ongoing and future construction and landscaping projects, the Community moved forward with the creation of a designated topsoil storage and screening site. This initiative enables the recovery and reuse of excavated soil, reduces material waste, and ensures a steady supply of clean, screened topsoil for green spaces and restoration work.

Previously, screening activities took place just beyond the industrial area, across from the Mini-Mall. Relocating them has improved cleanliness and enhanced the visual appearance of this frequently used sector. The project was awarded to Iywaashtin Enterprises, with a completion scheduled in June 2025.

Tiny House Village Infrastructure



Cost: \$6,460,000

Funding Source: NRA

Project start: 2023

The housing crisis is hitting Nemaska just like many other communities. CNN is trying to find solutions to improve the quality of life of the population. Building tiny homes will help mitigate the overcrowded household problem. An area was determined to build a Tiny House Neighbourhood.

Phase 1 will consist of lots for 20 tiny homes, with foundations made on helical piles. Each lot will be 14 meters wide by 24 meters deep. Plans and specifications will include designing the extension of the infrastructures on Machishteweyaa Trail (280 linear meters), including service lines for 40 tiny houses on either side of the road.

A call for bids was issued in the spring, and the lowest bidder, MIS, was awarded the project. The construction phase is currently scheduled to be completed by September 15, 2025.

Bridge at the Narrows

Cost: TBD

Funding sources: Société de Développement de la Baie James and the Ministry of Transportation and Sustainable Mobility of Quebec.

The River Pontac at the Narrows is a navigable river. The culverts must be replaced by a bridge. This is a Ministry of Transportation, Federal Government and CNN joint project. The Ministry of Transport and Sustainable Mobility in Quebec signed a mandate agreement with the SDBJ in January 2023 for the study, design, plans and specifications of the bridge project. This mandate is planned to be completed by the fall 2025 so that the bridge can be built in 2026.



Covered Ice Rink

Cost: \$2,966,000

Funding Source: Cree Nation of Nemaska

Planning began in March 2023. The project was awarded to the lowest bidder, NEJV. Construction started in July 2024 and was substantially completed in December 2024. Remaining deficiencies are scheduled to be completed during the summer of 2025.

Bedabin Park Phase 1



Cost: \$215,000

Funding Source: Cree Nation of Nemaska

Planning began in 2023. Phase 1 of the project was awarded to BMXpert. Construction started in June 2024 and was completed in August 2024.

Bedabin Park Phase 2

Cost: TBD

Funding Source: Cree Nation of Nemaska

The phase involves addressing a drainage issue, expanding the grassed area, and adding swings and urban furniture. This project is planned for the 2025 construction season.

Track and Field



Cost Phase 1: \$471,000

Funding Source: Cree Nation of Nemaska

Planning began in 2023. Phase 1 of the project was awarded to BMXpert, with construction taking place between July 14 and August 17, 2024. The work is now complete, and a fence was added at the end of September 2024. Phase 2, planned for July 2025, will consist of adding lighting to the site. This portion of the project was awarded to VPC.

Track and Field Lighting

Adding lighting to the site is planned for July 2025. This portion of the project was awarded to VPC.

Cultural Lodge (New Hotel)

Cost Estimate: \$16,000,000

Funding Source: TBD

Planning began in 2013. The plans and specifications are completed, and we are ready to build. We are presently aiming to garner funding.

Church Renovations

Cost: \$258,900

Funding Source: Cree Nation of Nemaska

Planning began in 2024. We worked closely with church members to determine the scope of renovations, with the objective of updating the building to meet their needs and expanding the music performance area. The project was awarded to VPC. Construction began in the fall of 2024 and was completed in the spring of 2025. Approved renovations included the expansion of the media platform, the renovation of the washrooms and small kitchen area, the relocation of the office door, and repainting of the entrance.



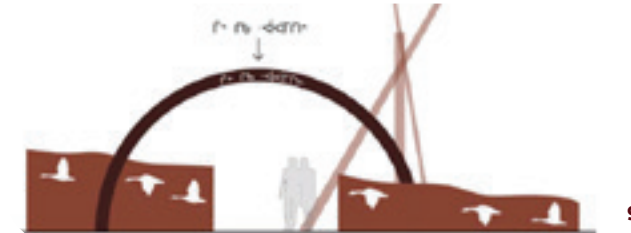
Existing Cemetery Expansion

Cost: \$961,000

Funding Source: NRA

Planning began in 2022 for the expansion of the existing cemetery, which will include 114 additional plots—meeting Nemaska’s burial needs for the next 38 years. The contract was awarded to the lowest bidder, NEJV. Construction took place from June to October 2024. Some deficiencies remain to be completed during the summer of 2025.

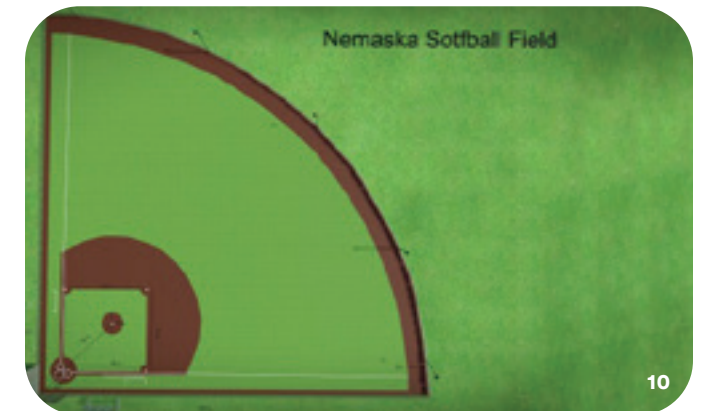
Cemetery Cultural Entrance



Cost: \$60,000

Funding Source: NRA

The beautification of the cemetery's cultural entrance aimed to reinforce the Community's visual identity and honour its cultural heritage by creating a respectful and welcoming gateway. This initiative seeks to improve the aesthetics of the site while fostering pride and a stronger sense of connection among Community members and visitors. Through thoughtful design, the project aspires to ensure that this important site is recognized and valued within the broader community environment. The installation of the cultural entrance is planned for late August 2025 but cannot proceed until the cemetery expansion reaches final completion.



Softball Field Restoration

Cost: \$250,000

Funding Source: Cree Nation of Nemaska

Restoring the softball field is a long-awaited initiative that will provide the Community with a safe and welcoming space for recreation and social gatherings. This project promotes healthy living, encourages youth participation in sports, and strengthens Community bonds by creating opportunities for connection and celebration. Revitalizing the field also reflects the Community's commitment to improving quality of life and fostering active lifestyles.

The restoration work is scheduled to take place in July 2025.

Shaptuan (New)

Cost: \$5,500,000

Planning began in 2023. We continued to support this project during the last fiscal year.

Street Lighting on Partridge Road

Cost: TBD

Funding Source: NRA

The project is in the planning phase. Construction is anticipated to begin in 2026.



Youth Centre

Cost: \$6,938,298

Funding Source: NRA and CQNRA

The work to build the Youth Centre was awarded to NEJV and completed in March 2020. Substantial completion was achieved on June 30, 2020. However, deficiencies and seasonal works were not fully completed at the time. Most deficiencies were corrected in March 2025 and are expected to be 100% completed soon.

Beautification Projects

Global Beautification Project



Cost: \$350,000

Funding Source: Cree Nation of Nemaska

The Global Beautification Project aims to enhance the Community by adding benches, picnic tables, gazebos, planters, and other amenities throughout the area. Beyond improving the overall aesthetics, these additions provide practical benefits—such as comfortable resting spots for Elders during walks, encouraging outdoor activity, social interaction, and a stronger sense of community for residents of all ages. Planning was finalized in the spring of 2025 and the project should be completed in September 2025.

Studies

Urban and Infrastructure Master Plan for Northern Development Area

Cost: TBD

Funding Source: NRA

As the Community of Nemaska experiences sustained growth, the need for expansion becomes increasingly vital. By proactively identifying and planning future development areas in the surrounding vicinity, the Community can ensure sustainable growth, enhance livability, and accommodate the evolving needs of its residents. Additionally, strategic expansion planning allows for the implementation of cohesive urban planning initiatives, fostering a sense of identity and promoting economic development opportunities. Thus, considering future development areas is not only prudent but essential for the continued prosperity and well-being of the Nemaska Community. This project started in 2024.

Private Home Development Infrastructure

Cost: \$8,500,000

Funding Source: NRA

Finding members interested in becoming private owners and building their own house is not easy. This new lot development located by the water intends to encourage private home ownership in Nemaska. This project started in 2023.

Old Nemaska Heritage Site Study

Cost: \$28,400

Funding Source: NRA

This project aims to revitalize Old Nemaska by creating a truly sustainable Community. Preliminary field surveys were completed in previous years and additional studies were performed in 2022. The final report of the Old Nemaska Master Plan was completed in May 2024.

Geotechnical Studies

- Shoreline Private Housing Lot Development

A geotechnical study was completed for the Shoreline Private Housing Lot Development to assess soil conditions, guide foundation design, and help estimate construction costs.

- > Tiny House Village Lot Development

A geotechnical study was conducted for the Tiny House Neighborhood to assess the soil conditions and ensure the site could safely support the planned construction.

Geomorphological Studies

Second Access Road

Geomorphological studies precede geotechnical studies and examine the surface material of large areas. The surface materials indicate what should be found in the ground beneath the site. These studies allow us to determine where roads, infrastructure and houses should be planned.

The photo interpretation was completed in August 2023. The field work and surveys were completed in September 2023. The map of surface materials and potential routes for the second Nemaska access road was received in February 2024. The final report will be provided once Poly-Geo has discussed the potential road alignments with Atkinsréalis.

The search for construction materials in the vicinity of the proposed alignments was carried out during field surveys in the fall of 2023. It turned out that sand and gravel deposits of good quality and significant volume were virtually non-existent, with the exception of a deposit located near Route du Nord. This deposit has already been partially explored by Poly-Géo in 2011, but further surveys (with excavator) could be carried out in the fall to determine available volumes and material quality, as well as constraints to mining. The final report is expected in the summer of 2025.

Rural Roads and Lots Development

CNN wishes to offer its members a rural development area where houses with rural services can be built. People who like bigger spaces, less noise, more nature, and more eco-friendly and sustainable ways of living may wish to build their home there. Geomorphological studies are presently being conducted for the planning of this rural development area.

The photo interpretation was completed in August 2023. The field work and surveys were completed in September 2023. The map of surface materials and potential routes was received in February 2024. The final report is planned for the summer of 2025.

Other Projects – Gravel Pits, Sand Pits and Quarries

The granular materials necessary for the construction of roads and infrastructures are extracted from natural quarries, sand pits and gravel pits. Pits and quarries are used to mine materials located close to the earth's surface. These mines provide us with the granular materials necessary for the construction of roads and infrastructures.

Near Nemaska, there are a few:

- > GD17A and GD17 (a mix of fine and bulky granular material)
- > NEM-100B (mostly sand)
- > Km 322 Quarry (stone walls that must be blasted to extract the stone which is then crushed)
- > New Quarry (on the west side of km 2.5)

The CNN Capital Project Department oversees and monitors the operations of the gravel pits and quarries in accordance with the agreement between NEJV and CNN. It is also responsible for obtaining authorizations and permits, as well as preparing reports for the Ministry of Energy and Natural Resources du Québec.

During the past fiscal year, in collaboration with Poly-Géo, we worked on the following projects:

New Quarry

We obtained the exemption from the Environmental Quality Act in 2023, and we are currently in the process of requesting the operating permit. We are confident we will have it completed as planned in the fall of 2025.



Borrow Pit NEM-100B

- > May 2024: DDM Group's environmental characterization report was received.
- > July 15, 2024: All documents required for the COMEV exemption application were submitted.
- > March 2025: Permission was obtained to expand Borrow Pit NEM-100B by 3 hectares.

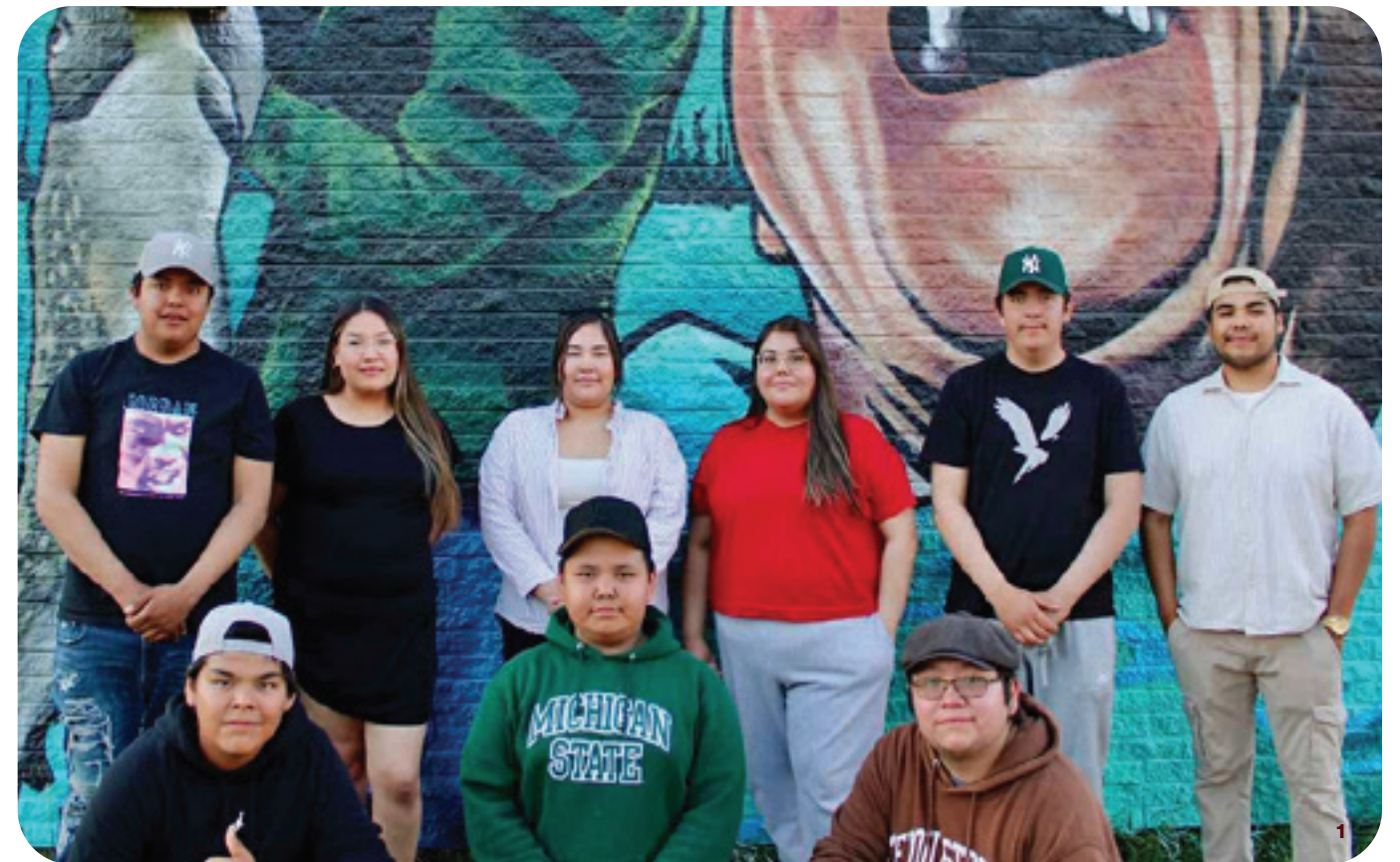
Reopening of the CA-KM-322 Quarry

We have obtained an exclusive lease (BEX) to reopen the quarry at km 323 of the Route du Nord in early September 2022.

Pictures

1. New bungalows.
2. New duplex at 85AB Partridge.
3. Topsoil storage site.
4. Tiny House Village infrastructure.
5. New covered ice rink.
6. Bedabin Park phase 1.
7. New track and field.
8. Existing cemetery expansion.
9. New cemetery cultural entrance.
10. Softball field restoration.
11. Most deficiencies at the Youth Centre were corrected.
12. The Global Beautification project aims to enhance the Community.
13. Additional rural developments were evaluated, exploring opportunities to support the Community's future growth.

13 >>> Youth Council *Report*



Message From The Youth Council

It is a privilege and an honour to present to you the 2024-25 annual report for the Cree Nation of Nemaska Youth Council. It was another successful year for the Youth Council.

Despite having had a great year, we also experienced some challenges. The operations of running a Youth Council are unique to every nation and Community. The youth of today face many different challenges than the youth of yesterday. The evolution of technologies, applications, and influences (both positive and negative) have become more far-reaching with access to the internet and social media. Navigating these issues requires innovative approaches to deliver relevant and meaningful programs and projects for our youth.

As it has always been, our Cree Way of Life remains at the core of how we approach our mandate as Youth Council. The reconnection of our land and traditional ways are crucial to our mission.

We must bring our youth back to our ancient traditional ways while, at the same time, prepare them for the modern world. With both past and future generations guiding their choices, they will be able to live a healthy and fulfilling life, to their utmost potential.

Brittany Moar, Youth Chief

The Cree Nation of Nemaska Youth Council's mission is to:

- > Contribute to the development of its members in achieving their full physical, intellectual, social, cultural, and spiritual potential as individuals and as responsible members of the Cree Nation of Nemaska.
- > Encourage the participation and cooperation of its members in local, regional, national and international activities and assist them in the improvement of their well-being and of their quality of life.
- > Promote and strengthen the collective interests and efforts of its members within the Cree Nation of Eeyou Istchee.

We also receive directives from our members during our general assemblies and meetings. The following are programs, projects, and events we have implemented for the fiscal year of 2024-25.

Goose Break Subsidy

This project involved collaborating with the Maamuu Uhpichinaasuutaau Committee and providing subsidies to support families during the Goose Break tradition.

The Goose Break Subsidy is a very important initiative that assists our youth members as they go out on the land for the annual goose harvest. The annual goose break is more than just a break or “holidays”. It is an ancient practice that was and still is very much part of who we as Cree people. The coming of spring signals the survival of the harsh winter and the arrival of new life. It also represents the abundance of wildlife, such as geese and fish, and the upcoming harvest.

As we are all aware, in present times, the actual act of going out onto the land requires a financial investment. The costs can be quite high depending on the location of family camps and traplines.

It is actually possible that a family cannot go out for Goose Break because of limited financial resources. By providing this Goose Break subsidy, the Youth Council helps ensure that our youth have the means to take their families out on the land for Goose Break.

The objectives of the Goose Break Subsidy are to:

- > Provide assistance for young families to go out for goose break
- > Maintain and revive the traditional practices of the Nemaska people
- > Continue the traditions of the annual goose harvest
- > Teach our youth the hunting of geese and other fauna
- > Preserve ancient knowledge of the Cree people of Nemaska
- > Offer people the chance to practice the Cree Way of Life
- > Improve traditional knowledge, Cree Culture and Cree Language
- > Provide funds for local Cree land users to access their camps earlier

Number of participants: 80

Activities	Description	Dates	Number of Participants
Climate Change Workshop	This workshop focused on climate resilience in Eeyou Istchee, addressing challenges like changes in weather and climate, habitat shifts and resource accessibility. Collaborative planning involved regional leadership discussions on mitigation strategies and youth-led environmental stewardship. The event included knowledge-sharing between Elders, policymakers, and youth Community members. By collaborating with the Cree Nation Government, Youth Council amplified youth voices in regional climate dialogues. Such workshops often serve as platforms for integrating traditional ecological knowledge with modern climate science, empowering younger generations to lead sustainability efforts.	May 27, 2024	17
			
Montreal Fight League Live Stream	This event was showcased in the Youth Centre where we live-streamed the Montreal Fight League featuring several Cree members, including our very own fighters Langdon Wapachee, Ronnie Jolly and Kyle Jolly.	June 1, 2024	25+
Game Night	The Game Nights we organize feature boards games and a variety of card games, allowing youth to engage with each other and to encourage social interaction with people of all ages.	June 7, 2024	30

A group of people are gathered around a campfire in a parking lot at night. The fire is bright and central, illuminating the people around it. In the background, there is a large, multi-story building with many windows, some of which are lit. The scene is dark, with the primary light source being the campfire and the building's lights. The overall atmosphere is cozy and social.







Pictures

1. Members of the Youth Council. Missing : Melanie Wapachee.
2. Climate Change workshop.
3. The Youth Council organized various bonfires.
4. Canoe Brigade 2024.
5. The DJ Waylon Conway joined us for the Halloween Dance.
6. CNYC Inspire Hope Conference.
7. Melanie Wapachee joined the Youth Council later on in the fiscal year.





Cree Nation of Nemaska

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