



# NISKAMOON CORPORATION

ANNUAL REPORT 2017-2018

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# Section 01

> ABOUT NISKAMOON



# Message from the Chairperson



# Kwey Kwey, Wachiya!

Welcome to the Niskamoon Corporation 2017-2018 Annual Report. It is my pleasure to address you as your new Niskamoon Chairperson. In March 2017, the Grand Council of the Crees (Eeyou Istchee) and the Cree Nation Government appointed four new Niskamoon board members. They are Mrs. Emily Whiskeychan from the Cree Nation of Eastmain, Mr. George Bobbish from the Cree Nation of Chisasibi, myself from the Cree Nation of Mistissini, and the final member to be announced. I undertake my new responsibility with great sincerity, and value the contributions of the past board members, Mrs. Violet Pachanos, Mr. Kenneth Gilpin, Dr. Matthew Coon Come, and Mr. Paul John Murdoch. We will strive to continue their work in upholding Niskamoon's mandate and aspirations.

With the directive from the GCC and CNG of providing a framework for the implementation of the Cree/Hydro-Québec Agreements, Niskamoon's aim is to advance the collaboration between the Cree Nation and Hydro-Québec, while enabling access to the funds and programs for our people, communities and entities. I encourage all to read more about who we are as an organization and what we do in section one of this annual report. It is essential to have a clear understanding of our corporation and how you can be a part of future projects and programs.

In the second half of the report, you will find a detailed review of the activities and projects of the past fiscal year that Niskamoon funded and/or took part in. Highlights include providing support to remedial works projects throughout Eeyou

Istchee, such as the building of Trans-Eeyou Istchee Trails. Other activities of note include the creation of a new cultural initiative called the Social Innovation Fund, which promotes original and innovative projects that value Cree culture with the long-term goal of creating more Eeyouch/Eenouch land users; the conclusion of the successful Training and Employment with Hydro-Québec Program; our collaboration with the Eeyou/Eenou Ituun Training Program; and our role in the new Coastal Habitat Comprehensive Research Project, which is a large-scale research project aiming to understand the effects of environmental changes to the coastal marine ecosystem and their impact on Cree hunting activities. This year, we were fortunate to be partners with other Cree entities in many different capacities. We strongly believe in and encourage partnerships, as they are a vital part of building a strong Nation. We have been and will always be open to working with other Cree entities and groups.

As an organization, we seek on a daily basis to fulfill our responsibility to provide accountability and transparency in our service to the Cree Nation. On behalf of the board of directors, I would like to extend my wholehearted appreciation to our hard working staff members who, day in and day out, strive to uphold our mandate for our people.

As I look back with pride at Niskamoon's achievements this past year, I enthusiastically move forward as your new Chairperson. I am optimistic about our future as an organization and proud of the contributions that we can make in building a stronger and thriving future for our Nation.

Ginskoumdinnaan,

**William MacLeod**

**NISKAMOON CORPORATION CHAIRPERSON**



# Message from the Vice-Chairperson

---

Wachiya, greetings, bienvenue,

Niskamoon is currently at a turning point. This past year has been marked by changes to our organization's workforce as well as our Board. I would like to welcome the new personnel and board members and look forward to working with them. I am also very honoured to be appointed as the new Niskamoon Vice-Chairperson, and I humbly accept my new responsibilities. The Niskamoon Board's purpose has always been to maintain strong partnerships with all of the Cree communities, and this board will strive to continue that important work.

The principal aim of Niskamoon is to alleviate the impacts of hydro development through an approach that allows the greatest possible number of Cree land users to access funds designated specifically for them. Niskamoon is currently being restructured in order to become more efficient and effective. The reduction of administration costs in particular will help facilitate this goal and allow us to provide more funding opportunities to the communities and the Cree people.

One such example of a reduction in administration is the restructuring of the community representative position. This work started this past financial year, and it is expected to be completed in the 2018-2019 fiscal year. Two jobs - the Local Niskamoon Coordinator and the Local Boumhounan Representative - were amalgamated into a single position entitled the 'Niskamoon Officer'. As a result of this change, it was

necessary for the Board to review and revise Niskamoon's Monitoring Committee Agreement with Hydro-Québec.

I believe that understanding, patience and cooperation from all partners is key in addressing any challenges that we may face moving forward as an organization. It is vital to ensure that our ongoing support of the Cree people and land users remains relevant and is respectful of community needs. It is crucial that we are able to support the Cree people and land users to pursue traditional activities and transfer traditional Cree knowledge to the younger generations while adapting to changes related to hydroelectric development in Eeyou Istchee.

In closing, I would like to thank the former board members, Mrs. Violet Pachanos, Mr. Kenneth Gilpin, Dr. Matthew Coon Come and Mr. Paul John Murdoch, for their support, knowledge and many contributions. I learned a great deal by sitting alongside them and I sincerely wish them the greatest success in their future endeavours.

Meegwetch, merci, thank you,

**Mathieu Boucher**  
NISKAMOON CORPORATION VICE-CHAIRPERSON





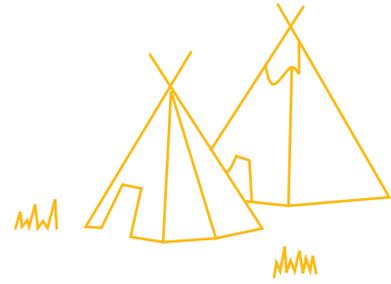
# Niskamoon Agreement

This Agreement called for the creation of our not-for-profit organization, Niskamoon Corporation (which will be referred to as Niskamoon).

The principal objectives of the agreement include that Niskamoon:

---

- Facilitates, simplifies and accelerates access to the benefits, measures, resources, and programs under the Cree-Hydro-Québec agreements for the Cree people, communities, and other entities.
  - Provides a more efficient framework for cooperation between the Cree Nation and Hydro-Québec with respect to the implementation of the Cree-Hydro-Québec agreements.
  - Provides more effective mechanisms for the implementation of the Cree-Hydro-Québec agreements.
  - Streamlines and renders more effective the administrative costs to the Cree people associated with the implementation of the Cree-Hydro-Québec agreements.
  - Enhances the coherence of the implementation of the Cree-Hydro-Québec agreements.
-



# Operating Budget and Administrative Agreement with the Cree Nation Government

Niskamoon approved a total operating budget of \$1,856,185 for the financial year of April 1, 2017 to March 31, 2018. This amount is drawn from the Funds managed or controlled by the Corporation in accordance with the provisions of Sub-section 3.7.2 of the Niskamoon Agreement. As Niskamoon represents the arm of the Cree Nation Government (CNG) in relations with Hydro-Québec, we maintain a close working relationship with the CNG through an administrative agreement.



# Mandate

Niskamoon administers the implementation of various Cree-Hydro-Québec agreements by facilitating and simplifying access to funds and programs for the Cree communities, land users and entities that have been impacted by hydroelectric development.

In addition, Niskamoon is the framework for cooperation between the Cree Nation and Hydro-Québec. In this, our corporation provides oversight to joint Cree-Hydro-Québec committees, and facilitates consultations between the Cree communities, entities, and Hydro-Québec. With Niskamoon's assistance, communication and understanding between stakeholders is improved, and consultation becomes a productive and collaborative exercise.

With the intention to alleviate the impacts of hydroelectric development in Eeyou Istchee, Niskamoon works closely with individuals and groups to organize, fund and carry out projects and activities that adhere to our corporation's core values.

# Core Values

All Niskamoon approved projects must adhere to our core values, which are to:

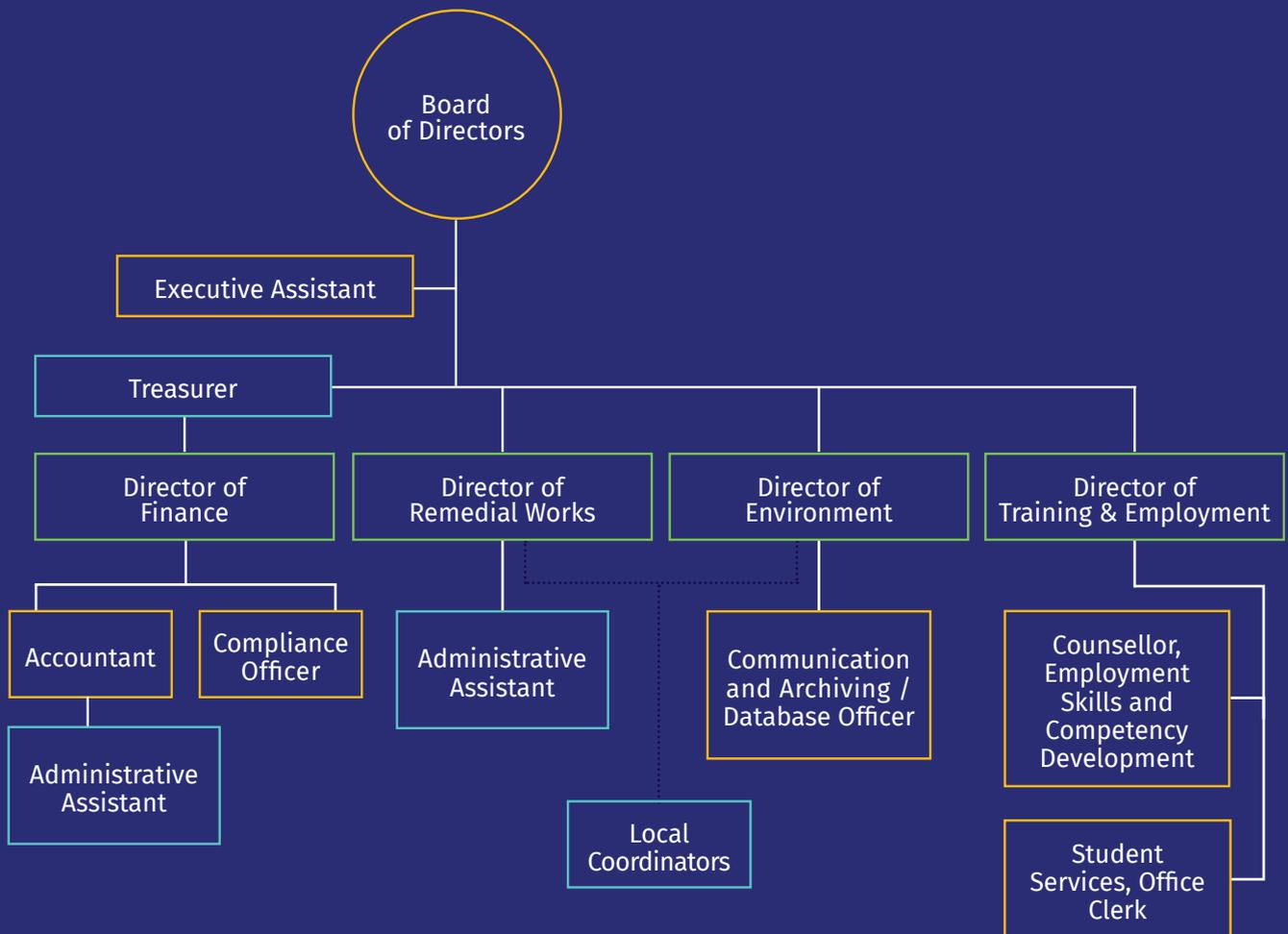
- Ensure the autonomy and self-sufficiency of Cree land users over time.
- Promote and enhance the passing of traditional Cree knowledge to future generations.
- Maximize the benefits for as many Cree people as possible.
- Promote and enhance the continued use of lands impacted by hydroelectric development.

By observing these core values in the proposal approval process, projects and activities funded by Niskamoon become models for future development in the region.





# Organizational Chart





# Board of Directors

Directors appointed by the Corporation:



**Violet Pachanos**  
CHAIRPERSON

Term ended on  
February 14, 2018



**Kenneth Gilpin**  
VICE-CHAIRPERSON

Term ended on  
February 14, 2018



**Dr. Matthew  
Coon Come**

Term ended on  
February 14th, 2018



**Paul John Murdoch**

Term ended on  
February 14th, 2018



**Matthew Wapachee**



**William MacLeod**  
CHAIRPERSON

Appointed on  
February 23, 2018  
and named as Chairperson  
on March 13, 2018



**Emily Whiskeychan**

Appointed on  
February 23, 2018



**George Bobbish**

Appointed on  
February 23, 2018

Additional board member  
to be appointed

The Niskamoon Board of Directors consists of eight people appointed by members of Niskamoon, namely, from the Grand Council of the Crees (Eeyou Istchee) and the Cree Nation Government. Please note that while Hydro-Québec is not a member of the Corporation, it recommends three Directors to our Board.

**Directors recommended by Hydro-Québec:**



**Mathieu Boucher**  
VICE-CHAIRPERSON

Named as  
Vice-Chairperson  
on March 13, 2018



**Daniel Lauzon**



**Réal Courcelles**



# Staff



**Mathew Swallow**  
TREASURER



**Kevin Roussel**  
CORPORATE SECRETARY



**Diane Thibault**  
DIRECTOR  
TRAINING AND  
EMPLOYMENT



**Robbie Tapiatic**  
DIRECTOR  
REMEDIAL WORKS



**Marc Dunn**  
DIRECTOR  
ENVIRONMENT



**Daniel Bernier**  
DIRECTOR  
FINANCE



**Linda Corston**  
EXECUTIVE ASSISTANT



**Cynthia Taylor**  
COMMUNICATION AND  
ARCHIVING/DATABASE  
OFFICER



**Louise Tanoush**  
ACCOUNTANT  
Until  
September 29, 2018



**Marie Anne  
Wapachee**  
ACCOUNTANT  
Began on  
October 1, 2018



**Noreen Moar**  
COMPLIANCE OFFICER



**Diane Moar**  
ADMINISTRATIVE  
ASSISTANT



**Shirley Chiskamish**  
ADMINISTRATIVE  
ASSISTANT



**Colette Allen**  
EMPLOYMENT SKILLS  
AND COMPETENCIES  
DEVELOPMENT  
COUNSELLOR



**Julie Sylvestre**  
OFFICE CLERK STUDENT  
SERVICES



**Nadia Duquette**  
OFFICE CLERK STUDENT  
SERVICES

Until  
June 30, 2017



**Serge Charlebois**  
EMPLOYMENT SKILLS  
AND COMPETENCIES  
DEVELOPMENT  
COUNSELLOR

Until  
July 7, 2017



**Shawnessy Jacko**  
COORDINATOR STUDENT  
SUPPORT MEASURE

Until  
June 30, 2017



**Caroline  
Pepin-Roy**  
STUDENT LIFE  
ANIMATOR

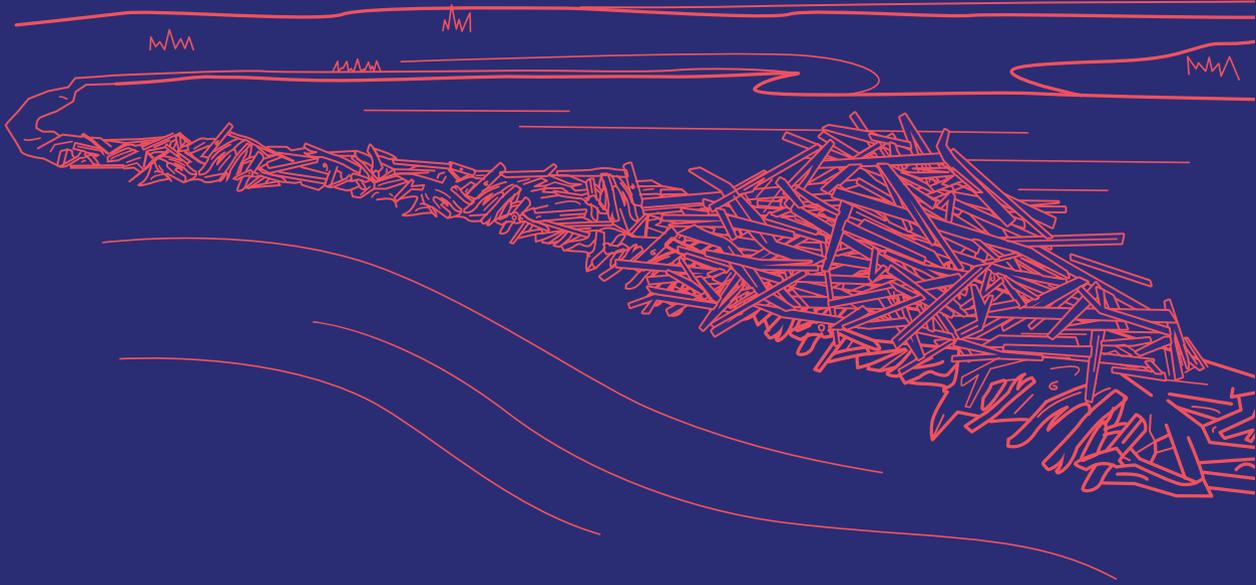
Until  
July 7, 2017



**Jackie Kistabish**  
STUDENT LIFE  
ANIMATOR

Until  
July 7, 2017





# Section 02

> YEAR IN REVIEW



# 2017-2018 Calendar

April 2017

| SUN   | MON | TUE | WED | THU | FRI | SAT |
|-------|-----|-----|-----|-----|-----|-----|
|       |     |     |     |     |     | 1   |
| 2     | 3   | 4   | 5   | 6   | 7   | 8   |
| 9     | 10  | 11  | 12  | 13  | 14  | 15  |
| 16    | 17  | 18  | 19  | 20  | 21  | 22  |
| 23/30 | 24  | 25  | 26  | 27  | 28  | 29  |

May 2017

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

June 2017 > ROUYN-NORANDA

| SUN | MON | TUE | WED | THU | FRI | SAT |
|-----|-----|-----|-----|-----|-----|-----|
|     |     |     |     | 1   | 2   | 3   |
| 4   | 5   | 6   | 7   | 8   | 9   | 10  |
| 11  | 12  | 13  | 14  | 15  | 16  | 17  |
| 18  | 19  | 20  | 21  | 22  | 23  | 24  |
| 25  | 26  | 27  | 28  | 29  | 30  |     |

July 2017

| SUN   | MON   | TUE | WED | THU | FRI | SAT |
|-------|-------|-----|-----|-----|-----|-----|
|       |       |     |     |     |     | 1   |
| 2     | 3     | 4   | 5   | 6   | 7   | 8   |
| 9     | 10    | 11  | 12  | 13  | 14  | 15  |
| 16    | 17    | 18  | 19  | 20  | 21  | 22  |
| 23/30 | 24/31 | 25  | 26  | 27  | 28  | 29  |

August 2017

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

September 2017 > EASTMAIN

| SUN | MON | TUE | WED | THU | FRI | SAT |
|-----|-----|-----|-----|-----|-----|-----|
|     |     |     |     |     | 1   | 2   |
| 3   | 4   | 5   | 6   | 7   | 8   | 9   |
| 10  | 11  | 12  | 13  | 14  | 15  | 16  |
| 17  | 18  | 19  | 20  | 21  | 22  | 23  |
| 24  | 25  | 26  | 27  | 28  | 29  | 30  |

### October 2017

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

### November 2017 > MONTREAL

| SUN | MON | TUE | WED | THU | FRI | SAT |
|-----|-----|-----|-----|-----|-----|-----|
|     |     |     | 1   | 2   | 3   | 4   |
| 5   | 6   | 7   | 8   | 9   | 10  | 11  |
| 12  | 13  | 14  | 15  | 16  | 17  | 18  |
| 19  | 20  | 21  | 22  | 23  | 24  | 25  |
| 26  | 27  | 28  | 29  | 30  |     |     |

### December 2017

| SUN   | MON | TUE | WED | THU | FRI | SAT |
|-------|-----|-----|-----|-----|-----|-----|
|       |     |     |     |     | 1   | 2   |
| 3     | 4   | 5   | 6   | 7   | 8   | 9   |
| 10    | 11  | 12  | 13  | 14  | 15  | 16  |
| 17    | 18  | 19  | 20  | 21  | 22  | 23  |
| 24/31 | 25  | 26  | 27  | 28  | 29  | 30  |

### January 2018

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

### February 2018

| SUN | MON | TUE | WED | THU | FRI | SAT |
|-----|-----|-----|-----|-----|-----|-----|
|     |     |     |     | 1   | 2   | 3   |
| 4   | 5   | 6   | 7   | 8   | 9   | 10  |
| 11  | 12  | 13  | 14  | 15  | 16  | 17  |
| 18  | 19  | 20  | 21  | 22  | 23  | 24  |
| 25  | 26  | 27  | 28  |     |     |     |

### March 2018 > VAL-D'OR

| SUN | MON | TUE | WED | THU | FRI | SAT |
|-----|-----|-----|-----|-----|-----|-----|
|     |     |     |     | 1   | 2   | 3   |
| 4   | 5   | 6   | 7   | 8   | 9   | 10  |
| 11  | 12  | 13  | 14  | 15  | 16  | 17  |
| 18  | 19  | 20  | 21  | 22  | 23  | 24  |
| 25  | 26  | 27  | 28  |     |     |     |

 Deadline for the local coordinators to submit the proposals (3 weeks prior to board meeting)

 Deadline for the regional coordinators to send the list of proposals to be tabled at the upcoming board meeting (1 week prior to board meeting)

 Meeting of the board of directors of the Niskamoon corporation

 Holiday

 Visit to Ekuanitshit



# Managed Funds



### **A. HYDRO-QUÉBEC AND EYYOU FUND**

This Fund was established in accordance with Chapter 4 of the Agreement Concerning a New Relationship between Hydro-Québec and the Crees of Eeyou Istchee (“HQ-Eeyou Agreement”). The Fund consists of an annual contribution of **\$7,000,000** (in 2004 dollars) paid by Hydro-Québec.

It is designed to provide long-term funding in response to the impact of the La Grande Complex on the activities, economy, environment, and social well-being of the Cree people. The Fund will continue to exist as long as the La Grande Complex is in operation. In accordance with sub-section 4.3 of the HQ-Eeyou Agreement, the contribution of Hydro-Québec to the Fund for the financial year 2017-2018 was **\$8,750,261**.

### **B. CREE EMPLOYMENT FUND**

The Fund was created in accordance with the Cree Employment Agreement. While it was held and disbursed by Hydro-Québec, it was subject to the control of Niskamoon. It was primarily designed to provide funding to the **Technical Employment with Hydro-Québec (TEHQ) Program**. Hydro-Québec's final contribution of **\$5,909,900** was in 2016-2017. A portion of these funds was used this fiscal year.



### C. NADOSHTIN AGREEMENT AND FUNDS

These were created to safeguard the rights of the Cree people and provide them with certain benefits in connection with the construction, operation, and maintenance of the Eastmain-1 Project.

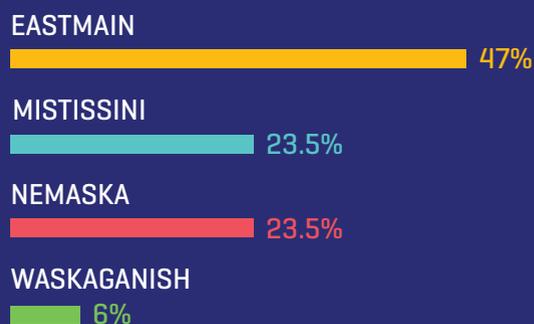
The Agreement calls for environmental, remedial, and mitigating measures designed to reduce the negative impacts of the Project, particularly on the populations of Eastmain, Mistissini, Nemaska, and Waskaganish, and allocates compensation where appropriate. It enabled road access and use of fish and wildlife resources during the Project's construction phase and continues to do so during its operating phase. In addition, it fosters increasing community development through Project-related contracts, employment, and training opportunities for Cree individuals and businesses.

Two funds were created to support the aims of the Nadoshtin Agreement: (1) the **Nadoshtin Remedial Measures Fund** and (2) the **Nadoshtin Eenou Indohoun Fund**.

## NADOSHTIN REMEDIAL MEASURES FUND

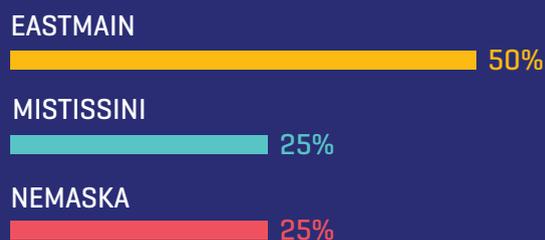
This was established to address the negative impacts of the Eastmain-1 Project. The Fund is designed to enable Cree people living in the impacted area to pursue traditional activities and enhance the quality and productivity of environmental and biological resources.

The Fund's initial endowment was \$18,000,000 (in 2002 dollars), which is to be disbursed over a period of 15 years. The Fund is allocated to target communities as follows:



## NADOSHTIN EENOU INDOHOUN FUND

The Fund was created to foster opportunities for the trappers of Eastmain, Mistissini, and Nemaska directly affected by the Eastmain-1 Project. It promotes traditional activities and provides the means to mitigate the effects of the Project. Its initial endowment was \$3,900,000 (in 2002 dollars), and funds are allocated as such:



#### **D. BOUMHOUNAN AGREEMENT AND FUNDS**

The Boumhounan Agreement was created to address the impacts of the Eastmain 1-A Rupert River Partial Diversion and La Sarcelle Project. In turn, three funds were created to support aims of the Boumhounan Agreement: (1) the Boumhounan Remedial Works Fund, (2) the Boumhounan Eenou Indohoun Fund, and (3) the Boumhounan Eastmain 1-A Rupert Mercury Fund.

## BOUMHOUNAN REMEDIAL WORKS FUND

This is designed to promote environmental and remedial works as a means of mitigating the negative impacts of the Eastmain 1-A Rupert River Partial Diversion and La Sarcelle Project. In so doing, it enables the Cree people to pursue their traditional activities in the areas affected by the Project. The Fund's initial endowment was \$32,000,000 (in 2002 dollars).

## BOUMHOUNAN EENOU INDOHOUN FUND

This Fund is similar to the Nadoshtin Eenou Indohoun Fund in that it is designed to create opportunities for the trappers of the communities of Eastmain, Mistissini, Nemaska, Waskaganish, and Wemindji directly affected by the Eastmain 1-A Rupert River Partial Diversion and La Sarcelle Project. Moreover, it promotes traditional activities and provides the means to mitigate the effects of the Project. The Fund's initial endowment was \$3,900,000 (in 2002 dollars).

The directly impacted traplines by community are as follows:

| COMMUNITY   | TRAPLINES |       |       |       |       |      |      |      |      |      |
|-------------|-----------|-------|-------|-------|-------|------|------|------|------|------|
| EASTMAIN    | RE 1      | VC 34 | VC 35 | VC 37 |       |      |      |      |      |      |
| MISTISSINI  | M 18      | M 25  | M 26  | M 33  |       |      |      |      |      |      |
| NEMASKA     | N 23      | N 24  | N 24A | N 25  | R 16  | R 17 | R 18 | R 19 | R 20 | R 21 |
| WASKAGANISH | N 1       | N 2   | N 9   | R 4   | R 5   | R 11 | R 12 | R 13 |      |      |
| WEMINDJI    | VC 20     | VC 21 | VC 22 | VC 23 | VC 28 |      |      |      |      |      |

## E. OPIMISCOW INDOHO FUND

This was established through the Opimiscow Agreement and is designed to support various types of activities and programs, including:

- Trappers' cabins
- Communications infrastructure
- Trapline management
- Self-insurance plans
- Transportation
- Traditional practices

The Fund consists of annual contributions of **\$500,000** (in 1994 dollars) paid by Hydro-Québec to Niskamoon on the first working day of every year until 2043.

The annual payment for 2017-2018 was **\$763,023**, allocated as follows:

| COMMUNITY | %  | AMOUNT    |
|-----------|----|-----------|
| CHISASIBI | 70 | \$534,116 |
| WEMINDJI  | 30 | \$228,907 |

## F. CONTINUED USE AND RE-APPROPRIATION AGREEMENT & FUNDS

During the Grand Council of the Crees (GCC-EI) Annual General Assembly held in Waskaganish in the summer of 2012, the Agreement Regarding the Re-appropriation and Continued Use of the Area Affected by the EM-1A/Sarcelle/Rupert Diversion Project was signed between the Grand Council of the Crees (Québec) and Hydro-Québec. This Agreement creates, among others, the Re-appropriation and Continued Use Fund: it is designed to address the human impacts of the EM-1A/Sarcelle/Rupert Diversion project for as long as the Rupert River is partially diverted. The Niskamoon Corporation officially adopted the Agreement by Resolution 1213-118 in August 2012.

The Agreement is based on the principle of continued partnership between Hydro-Québec and the Cree communities directly impacted by the Rupert River Partial Diversion. It aims to provide remedial action in response to the project's long-term human impacts. Funds are destined for land users and communities to foster the continued use of areas affected by the project, in particular the Rupert River below the Rupert Dam and the Rupert Diversion Bays. The funds are spent according to users' own identification of measures needed to cope with the impacts of the project. The results of the environmental follow-up program (presented through the Monitoring Committee) are also taken into consideration. Finally, it should be noted that Hydro-Québec remains responsible for addressing the biophysical impacts of the project, and this over the entire project lifetime.

The Re-appropriation Agreement also provides a mechanism by which the many obligations, guarantees, and conditions of authorization can be jointly assessed by the parties at regular intervals. In addition, there are a number of these same conditions for which the Cree party, through the Niskamoon Corporation in close collaboration with the affected communities, assumes responsibility for the implementation of programs.

The Re-appropriation and Continued Use Agreement includes the creation of three funds to carry out obligations and address the various impacts of the project identified in the Agreement:



## 1. THE CONTINUED USE AND RE-APPROPRIATION FUND

The Continued Use and Re-appropriation Fund consists of \$2,750,000 indexed from 2012 for projects, works, studies, programs, and remedial and enhancement measures within the affected territory in accordance with the following principles:

- Allow for the continued use and re-appropriation of the territory
- Promote and facilitate the pursuit of traditional activities by Cree land users
- Direct funds to projects that promote traditional fisheries, the passing on of traditional knowledge about fishing, and the adaptation of traditional fishing methods
- Contribute to the regeneration and a better understanding of wildlife habitat
- Promote sustainability

Hydro-Québec's contribution to the Continued Use and Re-appropriation Fund for the 2017/2018 fiscal year was **\$2,944,954**.

Specific processes have been put forward by Niskamoon Corporation to gather requests and complaints from land users. This includes communication channels directly involving community Niskamoon Officers to identify requests and complaints directly from land users. In addition, regional representatives meet regularly with land users from each of the traplines impacted by the project during the joint Niskamoon-Hydro-Québec Tours. During these meetings, participants review and refine short and long-term land use plans in accordance with the measures they wish to carry out. New impacts associated with the project are identified and categorized, with efforts made to come up with joint solutions to remedy the problems. This process ensures a role for land users in the identification of potential solutions when problems identified are related to human impacts from the project. It should be noted that in 2016, an online platform was created by which the notes from these meetings can be shared online in real time with all stakeholders (Niskamoon Interactive Consultation Database – "NICD").

On the other hand, Hydro-Québec, within the framework of its operation activities, meets regularly with community members and land users. Requests and complaints are often brought to its attention during such meetings. While some are dealt with directly by Hydro-Québec, in the case of issues related to human impacts from the project, and following a joint Cree-Hydro-Québec review, these are forwarded to Niskamoon to be addressed. In such cases, the issue is re-visited in the company of land users during the Niskamoon-Hydro-Québec Tour.

Numerous projects funded through the Re-appropriation funds are a direct result of this consultation process. Projects that directly involve traplines can be identified as one of two types:

1. Projects that directly address a human impact of the project identified by land users and confirmed by regional and local representatives.

2. Projects that enhance Cree land use of affected areas, thereby ensuring their continued use with future generations.

The section below reviews both types of projects. In the case of Project Type 1, the impact the project is attempting to address is discussed. As such, these projects address the obligations set forth by Conditions 6.9 (complaint mechanism and measures to address these) and 6.10 (enhancement and continuation of Cree land use) of the Certificate of Authorization assumed by the Crees as per the Re-appropriation Agreement.

## 2. THE SPECIFIC NAVIGATION FUND

For the benefit of the community of Waskaganish, Hydro-Québec has paid \$9,750,000 to the Niskamoon Corporation to address issues relating to navigation in the Rupert River estuary, specifically access to the Rupert Bay by the northern navigation channel. To date, no specific projects have been identified for this fund.

It should be noted that in addition to these funds, Hydro-Québec agreed to develop, in close collaboration with the community of Waskaganish, waterfront facilities also designed to improve access and navigation in the Rupert River estuary. This work was completed in November 2015.

## 3. THE SPECIFIC TRAINING FUND

To address Condition 6.42 of the provincial Certificate of Authorization, a specific fund of **\$1,389,000** was established for the Niskamoon Corporation to develop environmental training funds.

## RE-APPROPRIATION AND CONTINUED USE PROGRAM

The Niskamoon Corporation has the mandate to administer programs related to the Re-appropriation and Continued Use Agreement and report on the funding at the end of each year in its annual report. Projects funded under the new Fund are summarized on the following page.

Projects funded under the Continued Use and Re-appropriation Funds are presented below according to the specific issues that they are meant to address, including those done directly by Cree land users as a result of the consultation process presented in the previous section. It should be noted that many projects stem from specific assurances, guarantees, and conditions of authorization assumed by the Cree party according to Schedule 4.1 of the Agreement. These are noted in each sub-section on the following page.

# FUNDED PROJECTS 2017

The section below outlines the different projects funded by broad category. The conditions that the projects cover and the resolution numbers for each individual project are provided. Finally, a short text is provided describing the projects and outcomes to date, where applicable.

## SMOKEY HILL TRADITIONAL FISHING SITE

Conditions 5.21, 5.22, 5.23; Boumhounan Agreement Section 4.2(c)

### **Resolution 1718-012** – Waskaganish – Support and Preservation of fishing at Smokey Hill

This project encompasses the consultation and planning with Waskaganish land users for the various projects to be carried out at the Smokey Hill traditional site. The project also attempts to identify areas where community fishing activities can be carried out, in order to promote this activity among all community members. Generally, all projects presented below are coordinated through this consultation and planning mechanism. The responsibility for this mandate is given to the Siibii Development Corporation, a local Waskaganish organization.

### **Resolution 1718-013** – Waskaganish – Construction of Scooping Weir

This project encompasses the work carried out at Smokey Hill prior to fishing to ensure that the sites are ready to receive people during the traditional fishery, including reconstruction of fishing sites on both sides of the rapids.

### **Resolution 1617-261** – Waskaganish – Traditional fishing at Kachikasuuk Fishing Site (Nottaway River)

### **Resolution 1718-011** – Waskaganish – Traditional fishing at Kaapeshii Bay (Rupert River)

### **Resolution 1718-014** – Waskaganish – Fishing and Fish Distribution at mouth of Rupert River

### **Resolution 1718-015** – Waskaganish – Smokey Hill Community Fishing - 2017

These projects consist of community fishing activities during the fall cisco and whitefish migration run along the Rupert and Nottaway Rivers. It includes conducting fishing activity at the mouth prior to the arrival of fall migrants to Smokey Hill, in order to inform the community of the progress of the run. These projects have been developed at the request of, and with input from impacted land users.

As in previous years, a community fishing project was carried out at Smokey Hill during the cisco migration in fall 2017. The program focuses on training youth in the harvesting, cleaning, preparing and cooking of fish and their various parts employing traditional methods.

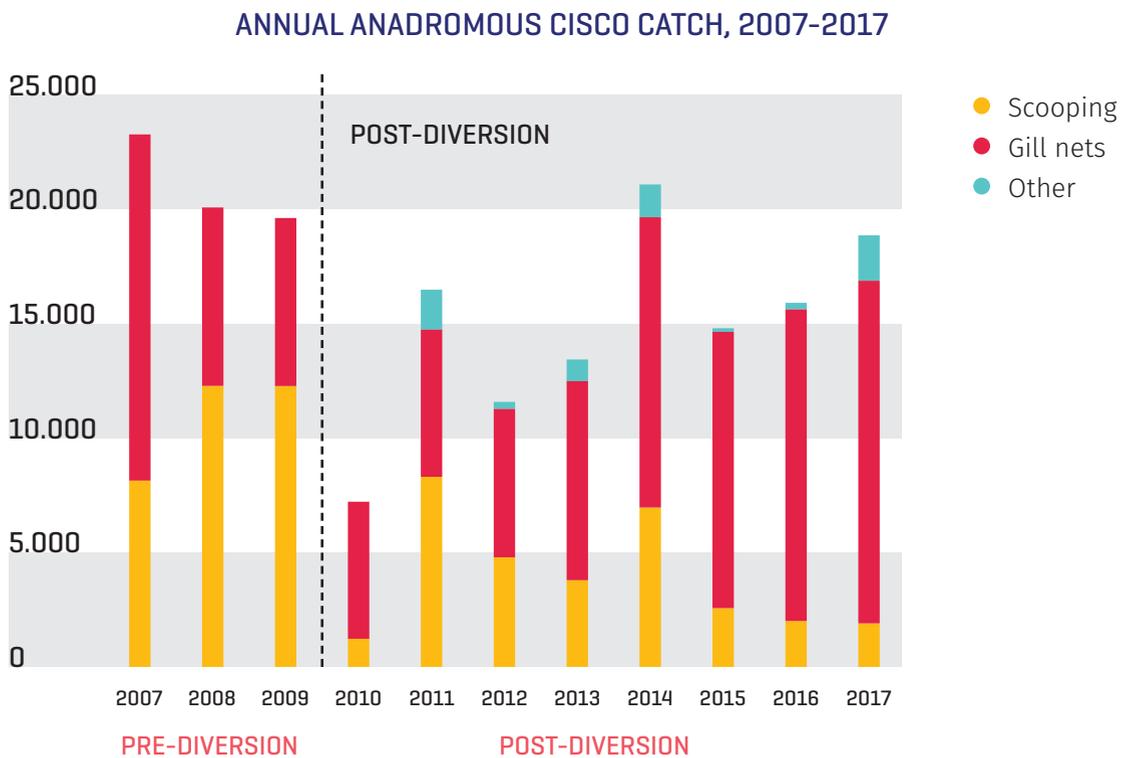
**Resolution 1718-016/1718-208 – Waskaganish – Log Cabins at Smokey Hill**  
**Resolution 1718-080 – Waskaganish – Smokey Hill Gathering**

These projects are intended to enrich the experience at Smokey Hill as well as to further attract community members to the site. Log cabins have been built at various locations in and around Smokey Hill, using traditional materials. The project has been used as a training opportunity for youth to build structures utilizing natural materials.

As in previous years, a gathering was organized by the Waskaganish Cultural Department during the fishing season at Smokey Hill. The gathering is an effective means of getting community members to the Smokey Hill site. This event was once again supported in part by Niskamoon.

**Resolution 1617-250 – Waskaganish – Voluntary Cisco Registry 2017**

Local youth were hired to monitor the cisco catch, which was reported on a voluntary basis both by participants of the community fishing project as well as community-members fishing on their own accord. In 2017, 46 fishermen caught 18,869 cisco during the fall run. This is the second highest total under post-diversion conditions after 21,094 caught in 2014.



## LAKE STURGEON HARVESTING

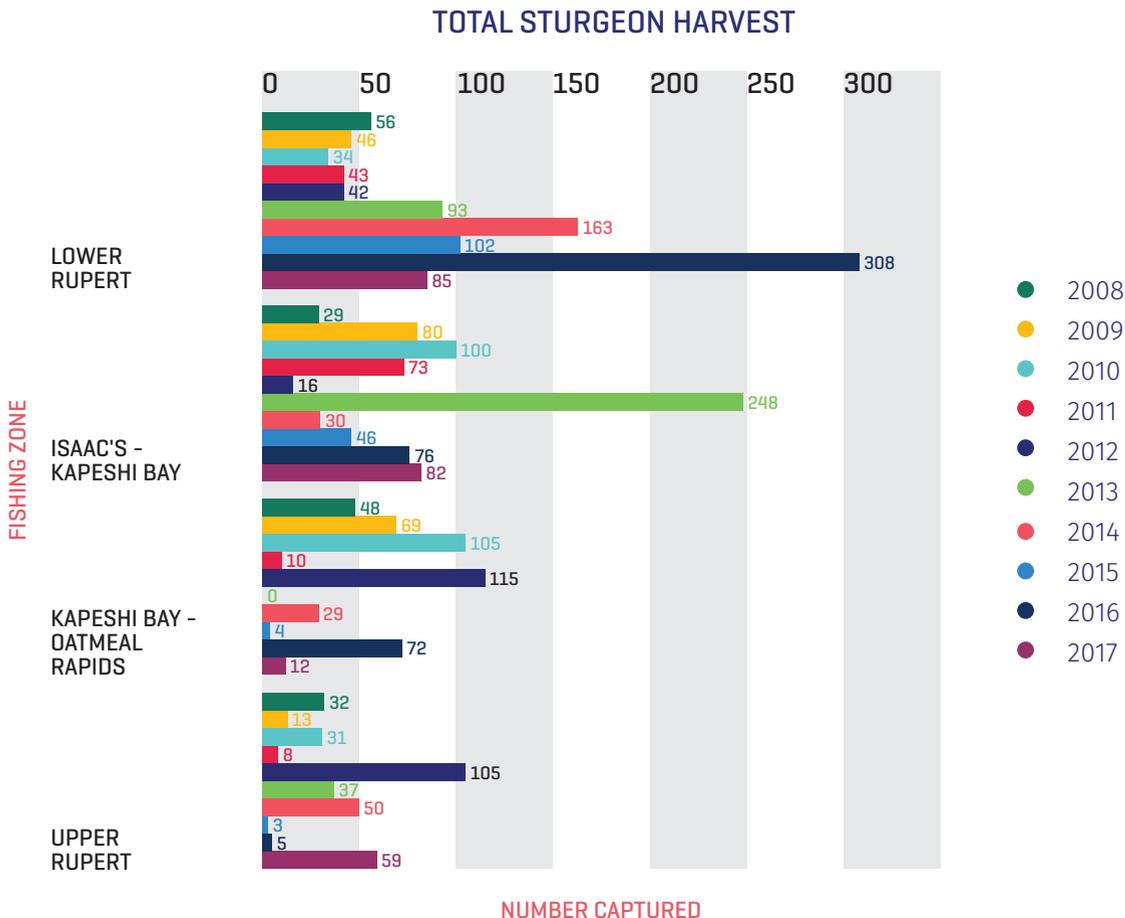
Condition 5.26; Boumhounan Agreement Section 4.2(c)

### Resolution 1617-262 – Nemaska – Genawmee Fishing Project

This project consists of fishing training programs intended to evaluate changes in the sturgeon population along the Rupert River at the inlet of Lake Nemiscau.

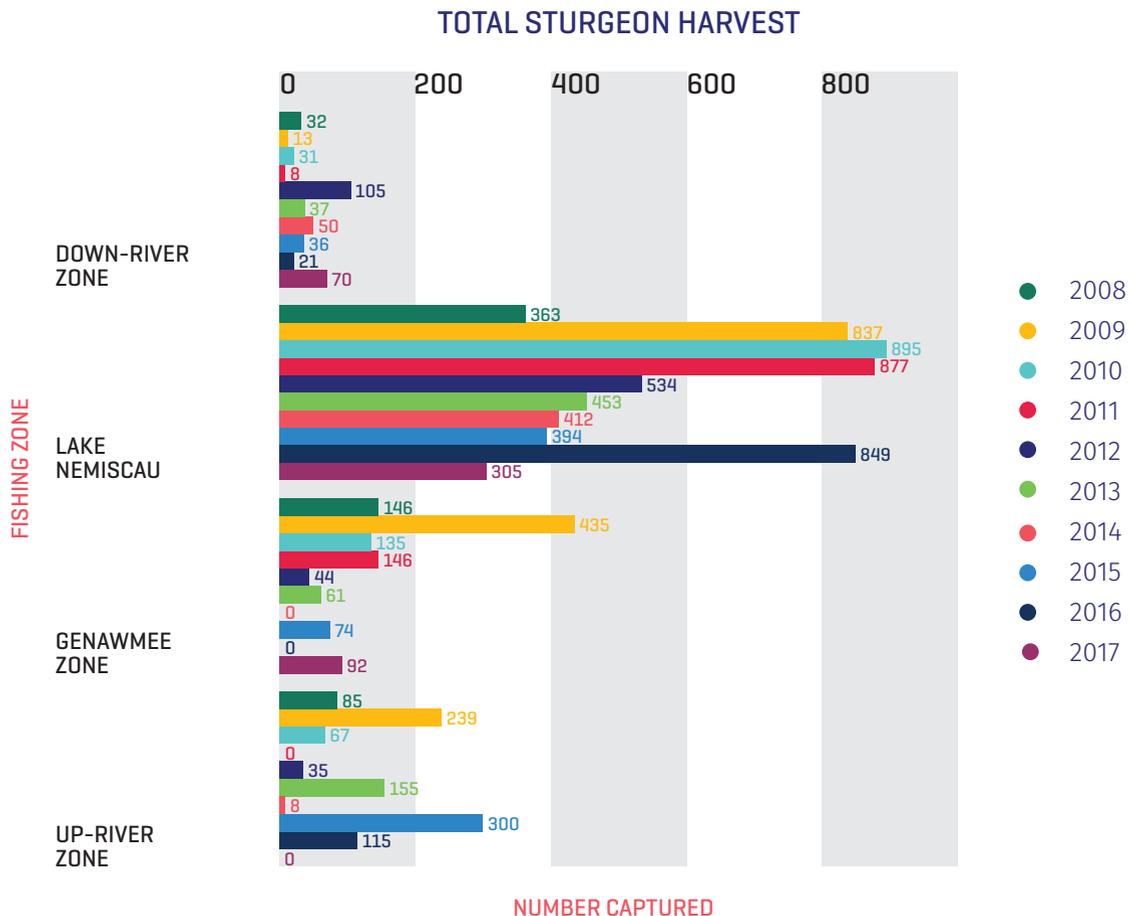
### Resolution 1617-092 – Waskaganish – Voluntary Registration of Lake Sturgeon Catches, 2016

A total of 238 lake sturgeon were caught along the Rupert River in Waskaganish territory. This is the second lowest total number of sturgeon harvested since the inception of the registry in 2007. Results are consistent with most years: a large proportion of fish are caught along the lower Rupert River near the community by a large number of fishermen and catches further upriver tend to be concentrated among a small group of fishermen. Most fish caught in 2017 were in the spring and summer. Feedback from fishermen indicate an abnormally large number of fish with tapered bodies, suggesting poor feeding. This will be further investigated in the coming years.



## Resolution 1718-019 – Nemaska – Voluntary Lake Sturgeon Catch Registry

A total of 535 lake sturgeon were caught by Nemaska sturgeon fishermen along the Rupert River in 2017. As in previous years, the bulk of the catch (upwards of 60%) were caught at Old Nemaska during the gathering. This has always been the period when the most sturgeon are harvested by Nemaska fishermen. Over the ten years of the registry, one person has registered catching sturgeon every year and two have registered catches in 8 of 10 years. Clearly, sturgeon fishing is a highly targeted activity in this community.



## CREE FISHERIES REJUVENATION AND ENHANCEMENT

Conditions 6.5 & 6.10

### Resolution 1718-027 – Nemaska – Summer Fishing Program

This project seeks to train youth in traditional fishing techniques on the M-33 trapline. Emphasis is placed on training future land users, such that the entire process of fishing is taught, from maintaining a camp to locating important fishing areas to preparing and cooking harvested fish.

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## CANOE BRIGADES

Condition 6.18

### Resolution 1718-010 – Waskaganish – Youth Canoe Brigade

- Resolution 1718-018** – Nemaska – Youth Canoe Brigade
- Resolution 1718-024** – Mistissini – Youth Canoe Brigade
- Resolution 1718-202** – Waskaganish – Youth Canoe Brigade 2018
- Resolution 1718-211** – Mistissini – Youth Canoe Brigade 2018

The Waskaganish and Nemaska canoe brigades travelled along the Rupert River in 2017 while the Mistissini brigade travelled around Mistissini Lake. The objectives of these programs are to instill land-based experience for youth as well as the different skills required to carry out long journeys while tracing the footsteps of their ancestors.

Due to a re-organization of funding requests, both Waskaganish and Mistissini's upcoming canoe brigades for 2018 were funded within the 2017 fiscal year.

## **NAVIGATION AND EXPLORATION SUBSIDY PROGRAMS**

Conditions 6.5, 6.10 & 6.20

- Resolution 1718-212** – Waskaganish – Rupert River Navigation Exploration Subsidy
- Resolution 1718-213/1718-214** – Nemaska – Rupert River Navigation Exploration Subsidy/Rupert Diversion Bays Exploration Subsidy
- Resolution 1718-215** – Mistissini – Rupert Diversion Bays Exploration Subsidy

The purpose of these programs is to allow land users the flexibility to return to the areas impacted by the Rupert River partial diversion and/or the impoundment of the Rupert Diversion Bays on their traplines to assess these changes. Land users are free to carry out their activities at any time during the year and are encouraged to bring other users to participate in the program with them. Allocations are based on a formula that assesses the amount of area to be covered, the distance from the community and the difficulty to navigate these areas. The entire subsidy must be used in the same fiscal year; no carrying over of amounts to the next year is permitted. The program is scheduled to end in 2018 along the Rupert River and in 2023 in the Rupert Diversion Bays.

## **NAVIGATION ALONG REDUCED FLOW SECTOR OF THE RUPERT RIVER**

Condition 6.10 & 6.20; Boumhounan Agreement Section 4.2(f)

- Resolution 1718-017/1718-204/1718-205** – Waskaganish – Channel Markers and Aachikuukaan Program (buoys in Rupert River estuary); purchase of replacement buoys
- Resolution 1718-047** – Waskaganish – Shoreline and boat ramp improvements

This project involves the construction of temporary infrastructure built by the community during the open water period to indicate navigation channels in different parts of the lower Rupert River, the Rupert River estuary and Rupert Bay. Small inflatable buoys are installed between KP20 and KP10 of the river (roughly between the rock blanket below



Smokey Hill and the First Rapids) and between the first rapids and the community. Large navigation buoys are installed between KP1 and KP-4, consisting of red and green buoys, to mark the main navigation channel into Rupert River from Rupert Bay. Due to wear and tear, and a change in the placement strategy for the buoys, additional ones were purchased in 2017. Finally, wooden post channel markers with small reflectors are installed in Rupert Bay, as well as at the mouth of the Pontax, Broadback and Nottaway Rivers. The waterfront enhancement work is related to work carried out in 2014-2015 to improve navigation conditions during periods of low tide for coastal land users in Waskaganish. Works carried out in 2017 were to bring minor corrections to the original works as well as to enhance areas with new boat racks and general landscaping.

In fall 2017, several hunters from Waskaganish went missing. As a result of the rescue operations, buoys were left in place late into the fall season, resulting in several being lost due to weather conditions. Consequently, an additional number of buoys have been purchased to replace those lost.

The channel markers and buoys program in 2017 was carried out effectively as technicians continue to develop expertise with this work with each passing year.

## **MONITORING OF ICE CONDITIONS**

Conditions 6.10 & 6.14; Boumhounan Agreement Section 4.1(b)

**Resolution 1718-146** – Waskaganish – Ice Monitoring Program

**Resolution 1718-209** – Nemaska – Ice Monitoring Program

In 2017/2018, Waskaganish continued its ice monitoring program, which is carried out mainly at freeze-up and spring thaw. Because use of the Rupert River, estuary and Rupert Bay is so extensive by the community, the program covers most areas where community members go to ensure safe land use, particularly in spring.

In Nemaska, at the specific request of land users, the trail between the community and the Old Nemaska site was monitored by public safety to ensure safe crossing over waterbodies.

## **TRAPLINE PROJECTS TO ADDRESS SPECIFIC HUMAN IMPACTS**

Condition 6.9 & 6.10

The following projects were carried out to address specific impacts identified related to the project.

**Resolution 1718-020** – Nemaska – Trapline N-24 - Goose Corridor

This project was developed to address the problem of high water levels immediately upstream from the KP223 hydraulic structure along the Rupert River. Due to these high

water levels, new goose hunting sites must be developed elsewhere on the trapline. This work is part of a broader multi-year project to create new sites for land users on N-24 trapline.

#### **Resolution 1718-074/1718-090 – Nemaska – Trapline R-18 - Community Boat Ramp**

This project was developed at the request of Nemaska land users who use the area immediately upstream from the KP223 hydraulic structure to access traplines over 60-km upriver. The boat ramp is located too close to the weir, and so the work is being carried out to create a ramp further upstream to address safety concerns. Hydro-Québec is providing technical assistance for the procurement of the environmental permit.

### **TRAPLINE PROJECTS TO ENHANCE AND PROMOTE CONTINUED USE OF IMPACTED LANDS**

Condition 6.10

**Resolution 1718-084 – Waskaganish – Trapline N-1 – Goose Corridor**

**Resolution 1718-085 – Waskaganish – Trapline N-1 – Goose Corridor**

**Resolution 1718-206 – Waskaganish – Trapline N-1 – Goose Corridor**

**Resolution 1718-207 – Waskaganish – Trapline N-1 – Goose Pond**

*Objective:* To improve goose hunting areas used by N-1 land users. Note that due to the location of the Waskaganish access road that cuts through this trapline, goose hunting sites are increasingly crowded each year.

**Resolution 1617-251 – Waskaganish – Trapline N-2 – Log Harvesting for Shelters**

**Resolution 1617-212 – Waskaganish – Trapline N-2 – Goose Ponds maintenance**

*Objective:* To train young land users in how to harvest logs for traditional construction material (i.e. the choice of logs, when to harvest, drying and preparation, etc.) and to maintain existing goose ponds for which the number of users has increased.

**Resolution 1718-088 – Waskaganish – Trapline N-9 – Cabin Replacement**

**Resolution 1718-203 – Waskaganish – Trapline N-9 – Extension of community trail and reparation of wooden walkways**

*Objective:* To provide for an elder who lost their only cabin due to fire. Note that this work is exceptional due to particular circumstances.

The second project is with regards to a community use trail. The trail was extended and several steps that were damaged due to weather have been replaced. Note that part of the trail was clear-cut in 2016.

**Resolution 1718-048 – Waskaganish – Trapline R-4 – Cabin Replacement**

*Objective:* To provide for an elder who lost their only cabin due to fire. Note that this work

is exceptional due to particular circumstances.

**Resolution 1718-147** – Waskaganish – Trapline R-5 – Snowmobile Trail

*Objective:* To access northeast side of trapline.

**Resolution 1718-148** – Waskaganish – Trapline R-11 – Snowmobile Trail

*Objective:* To access hunting and other harvesting areas north of the trapline.

**Resolution 1718-088** – Waskaganish – Trapline R-13 –  
Brush cutting along access road

**Resolution 1718-149** – Waskaganish – Trapline R-13 – Snowmobile Trail

**Resolution 1718-150** – Waskaganish – Trapline R-13 – Snowmobile Trail

*Objective:* To ensure user safety along access road between James Bay Highway and KP110 weir along Rupert River. In addition, two trails to access important hunting grounds in the northeast of the trapline.

**Resolution 1718-021** – Nemaska – Trapline N-24A – Boat landing and dock

*Objective:* To facilitate use of Rupert River for land users (dock) and access to hunting areas south of the Rupert River.

**Resolution 1718-116** – Nemaska – Trapline N-25 – Access road brush cutting

*Objective:* To ensure safe access to western side of trapline from Route du Nord.

**Resolution 1718-022** – Nemaska – Trapline R-16 – Snowmobile trail

**Resolution 1718-089** – Nemaska – Trapline R-16 – ATV Trail

*Objective:* To access areas in southern and northern part of trapline for harvesting activities.

**Resolution 1718-023** – Nemaska – Trapline R-21 – ATV Trail

*Objective:* This project aims to improve access to harvesting areas on the trapline.

**Resolution 1718-223** – Mistissini – Trapline M-25 – ATV Crossings

*Objective:* These different projects aim to allow access to harvesting areas on the eastern side of the trapline.

**Resolution 1718-025** – Mistissini – Traplines M-18/M-25 – Clearing – Auclair Road

**Resolution 1718-151** – Mistissini – Trapline M-25 - Snow Removal – Auclair Road

*Objective:* To permit permanent access to traplines throughout the year, and particularly during spring goose hunt season after activation of the spring instream flow along the Nemiscau River.

**Resolution 1718-026** – Mistissini – Trapline M-25 – Trails

**Resolution 1718-153** – Mistissini – Trapline M-25 - Trails

*Objective:* To permit access to northern and eastern portions of trapline.

The following project was carried out on multiple traplines for the benefit of a variety of land users, particularly during the spring goose hunt:

**Resolution 1718-109** – Waskaganish – Elders' Woodcutting

**Resolution 1718-110** – Waskaganish – Snow Removal along James Bay Highway

**Resolution 1718-160** – Nemaska – Snow Removal

**Resolution 1718-222** – Waskaganish – Spring Airlift 2018

The following projects are for training of youth in traditional pursuits:

**Resolution 1617-242** – Waskaganish – Untuuhuu Spring/Summer Program 2017

**Resolution 1718-081** – Waskaganish – Snowshoe Making

**Resolution 1718-210** – Nemaska – Winter Journey 2018

Funds were used for the following cultural events, all of which were carried out on impacted lands:

**Resolution 1718-195** – Waskaganish – 350th Anniversary Celebrations

**Resolution 1718-006** – Nemaska – Old Nemaska Gathering

Finally, funds were allocated to support an on-going research project on social acceptability of development projects on the territory.

**Resolution 1718-185** – Sofiane Baba Research Project – Social Acceptability (Phase II)

# Remedial Works Program

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The Remedial Works Program would not be as successful as it is without continued land use. You, the land users, are the ones that contribute to the realization of this program.

When a trapper, a hunter, or land user is out on the land that is when they come up with the idea to submit a project by simply visiting their Local Coordinator. The process was made simple so the benefits can reach the people within the least amount of time. A collaborative approach in drafting their projects is required. Over the years there has been many improvements in the submission process. Especially in the time that it takes from the initial visit to the Local Coordinator, to submitting a proposal, to approval, to the execution of project and finally the payment. Niskamoon Corporation relies on your initiatives to making this a success.

Also, when families are out on the land executing their projects, there are many teachings and practices that are being passed onto the youth. While living on the land, you learn life skills. People are also happier being out on the land because sometimes everyone needs a break from the modern way of living in our communities. Many times I have heard people say that they feel recharged once they return to their communities to continue their modern way of living. We believe the Remedial Works Program brings families, friends, and relatives together!

Last but not least, the question that people keep asking me is, “Will Niskamoon Corporation close”. The answer is...No! Remedial works funding will always be available to the communities as long as we have Hydro-Québec infrastructures in Eeyou Istchee. So please, I urge you to keep visiting your Local Coordinators to discuss your ideas and hopefully your submission will be approved.

I would like to thank all that have contributed to this program - the Land Users, the Tallymen for their authorizations, and the Local Coordinators. This year was another job well done; keep up the continuous collaboration and cooperation.

I look forward to reviewing your future ambitions.

**Robbie Tapiatic**

**DIRECTOR OF REMEDIAL WORKS**



| COMMUNITY                       | CATEGORY OF PROJECTS  |                         |                     |   | TOTAL          |
|---------------------------------|-----------------------|-------------------------|---------------------|---|----------------|
|                                 | IMPROVEMENT OF ACCESS | AMELIORATION OF SHELTER | ELDER'S WOOD SUPPLY | ENHANCEMENT OF HUNTING CONDITIONS AND HABITAT |                |
| <b>WHAPMAGOOSTUI</b>            |                       |                         |                     |   |                |
| # of Projects                   | 3                     |                         | 1                   |   | 4              |
| Budget Allocated                | 720,808.00            |                         | 25,000.00           |   | \$745,808.00   |
| Total Employment in Person-days | 752                   |                         | 50                  |   | 802            |
| <b>CHISASIBI</b>                |                       |                         |                     |   |                |
| # of Projects                   | 4                     |                         |                     | 14  | 18             |
| Budget Allocated                | 997,034.00            |                         |                     | 260,254.00                                    | \$1,257,288.00 |
| Total Employment in Person-days | N/A                   |                         |                     | 788   | 788            |
| <b>WEMINDJI</b>                 |                       |                         |                     |   |                |
| # of Projects                   |                       |                         |                     | 2   | 2              |
| Budget Allocated                |                       |                         |                     | 32,188.00                                     | \$32,188.00    |
| Total Employment in Person-days |                       |                         |                     | 50  | 50             |
| <b>EASTMAIN</b>                 |                       |                         |                     |   |                |
| # of Projects                   | 10                    |                         |                     |   | 10             |
| Budget Allocated                | 423,525.00            |                         |                     |   | \$423,525.00   |
| Total Employment in Person-days | 373                   |                         |                     |   | 373            |
| <b>WASKAGANISH</b>              |                       |                         |                     |   |                |
| # of Projects                   | 3                     | 1                       | 1                   | 1   | 6              |
| Budget Allocated                | 180,000.00            | 20,240.00               | 31,628.00           | 9,658.00                                      | \$241,526.00   |
| Total Employment in Person-days | 63                    | 15                      | 65                  | 21  | 164            |
| <b>NEMASKA</b>                  |                       |                         |                     |   |                |
| # of Projects                   | 6                     | 18                      | 1                   |   | 25             |
| Budget Allocated                | 260,697.00            | 621,337.00              | 29,297.00           |   | \$911,331.00   |
| Total Employment in Person-days | 39                    | 880                     | 24                  |   | 943            |

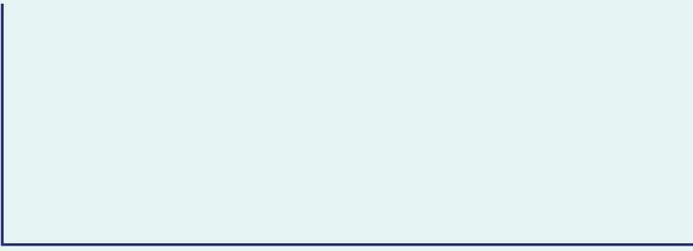
| COMMUNITY                       | CATEGORY OF PROJECTS  |                         |                     |   | TOTAL                 |
|---------------------------------|-----------------------|-------------------------|---------------------|---|-----------------------|
|                                 | IMPROVEMENT OF ACCESS | AMELIORATION OF SHELTER | ELDER'S WOOD SUPPLY | ENHANCEMENT OF HUNTING CONDITIONS AND HABITAT |                       |
| <b>WASWANUPI</b>                |                       |                         |                     |   |                       |
| # of Projects                   | 6                     |                         | 1                   |   | 7                     |
| Budget Allocated                | 162,592.00            |                         | 25,000.00           |   | \$187,592.00          |
| Total Employment in Person-days | 134                   |                         | N/A                 |   | 134                   |
| <b>OIJÉ-BOUGOUMOU</b>           |                       |                         |                     |   |                       |
| # of Projects                   | 3                     |                         | 1                   | 4   | 8                     |
| Budget Allocated                | 80,000.00             |                         | 25,000.00           | \$137,637.00                                  | \$242,637.00          |
| Total Employment in Person-days | 42                    |                         | 20                  | 315   | 377                   |
| <b>MISTISSINI</b>               |                       |                         |                     |   |                       |
| # of Projects                   | 6                     | 8                       |                     | 1   | 15                    |
| Budget Allocated                | 161,932               | 335,611.00              |                     | 20,000.00                                     | \$517,543.00          |
| Total Employment in Person-days | 136                   | 550                     |                     | 70  | 756                   |
| <b>WASHAW SIIBI</b>             |                       |                         |                     |   |                       |
| # of Projects                   |                       |                         | 1                   |   | 1                     |
| Budget Allocated                |                       |                         | \$25,000.00         |   | \$25,000.00           |
| Total Employment in Person-days |                       |                         | 30                  |   | 30                    |
| <b>TOTAL</b>                    |                       |                         |                     |   |                       |
| # of Projects                   | 41                    | 27                      | 6                   | 22  | <b>96</b>             |
| Budget Allocated                | \$2,986,588.00        | \$977,188.00            | \$160,925.00        | \$459,737.00                                  | <b>\$2,584,438.00</b> |
| Total Employment in Person-days | 1,539                 | 1,445                   | 189                 | 1,244   | <b>4,417</b>          |





# Niskamoon Community Contribution Agreement

On September 1, 2004, Niskamoon signed **nine Community Contribution Agreements** with the Cree Nation of Chisasibi, the Whapmagoostui First Nation, the Cree Nation of Wemindji, the Cree Nation of Eastmain, the Cree First Nation of Waswanipi, the Cree Nation of Nemaska, the Crees of the Waskaganish First Nation, the Cree Nation of Mistissini and the Oujé-Bougoumou Cree Nation. These Agreements were renewed in June 2006 and are automatically renewed and indexed on an annual basis subsequently. In 2017-2018, in accordance with these Agreements, Niskamoon paid an amount equal to **\$103,514** for the services of a Local Coordinator for each of these nine Cree communities.



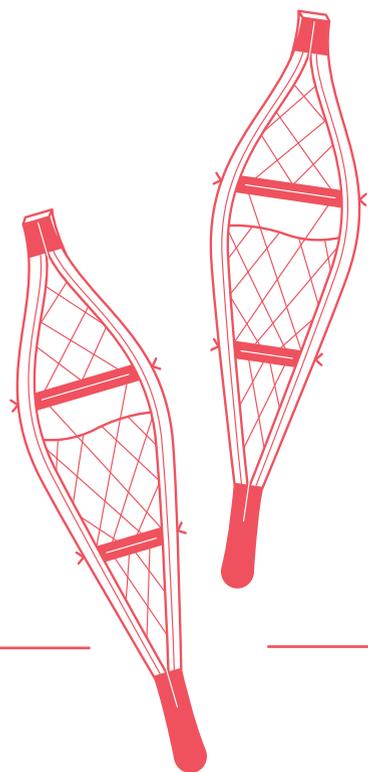


# Local Coordinators

A Local Coordinator represents each community and they serve as a liaison between the community and Niskamoon. They are assigned the following mandates:



- To report regularly to the Chief, Council and members of the community on the progress of Niskamoon's activities. For example, Local Coordinators will report the status of specific projects and funds available for projects. The Niskamoon Board of Directors requires the assistance of the Local Coordinators in ensuring that information reaches the community when necessary.
- To inform the Chief, Council and members of the community on the nature of the projects that may be eligible for the different funds managed by Niskamoon through reports, information sessions and/or community workshops.
- To assist project proponents in the preparation of proposals and reports required under project approval agreements or conditions. They help draft proposal requests and complete necessary administrative tasks when required.
- As liaisons, Local Coordinators require the assistance of Niskamoon Directors to process project applications. Directors in turn require Local Coordinators' assistance to ensure implementation of programs and benefits locally.



- To direct proposals for projects to the appropriate Niskamoon Director for approval by our Board of Directors. This includes ensuring that the proposals respect the guidelines for a specific program and that the required information is included in the submission.
- To coordinate and organize all communication between individual communities and Niskamoon, including communication with other Local Coordinators.
- To facilitate the participation of people from their community in the activities of Niskamoon.
- To monitor approved projects for reporting to our Board of Directors.
- To carry out all duties and tasks as directed by our Board of Directors.

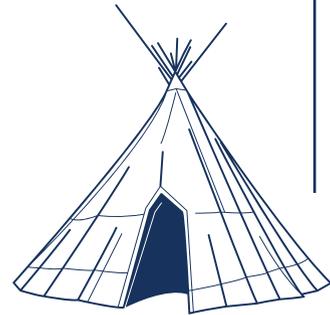
It is important to note that the process of restructuring of the local coordinator position began in this financial year, and will be completed in upcoming one. The Local Coordinator position will be combined with the Local Boumhounan Representative into a single position entitled the **‘Niskamoon Officer’**.

# WHAPMAGOOSTUI

ALLAN GEORGE

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As the Niskamoon Coordinator for Whapmagoostui, it has been my pleasure to serve the community. I look forward to the new fiscal year as other organizations and individuals are submitting more and more project proposals. Two projects that stand out for me are:

### **Whapmagoostui Traditional Gathering**

It is good to bring back this special community event to its old location, which is across the Great Whale River. It was a successful event, and many community members participated in the activities and events such as traditional games and talent shows.

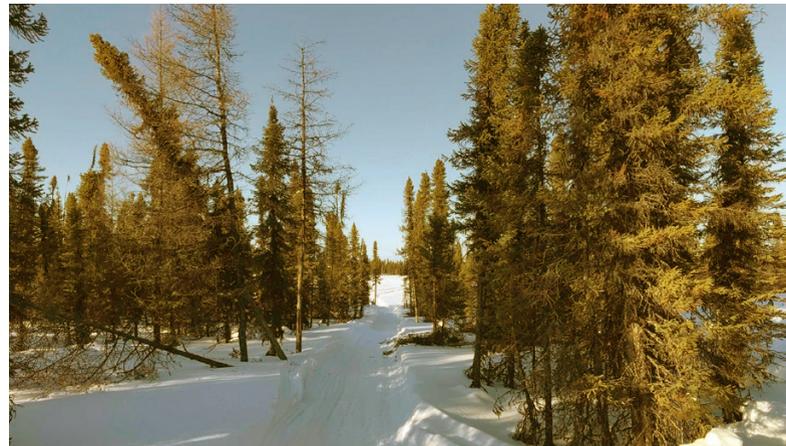
This event also employs Elders who pass down their knowledge to the community in hopes of preserving some of our traditions and culture.

### **Whapmagoostui Trans-Eeyou Istchee Regional Multi-Purpose Trail**

This is an ongoing project where two trails that lead to Lake Burton and Lake Bienville are being clear-cut. These trails will eventually connect to other traplines on the Chisasibi territory.

With this trail, access to traplines is a lot easier due the specifications set by Niskamoon, where in previous years this was not the case.

The upcoming fiscal year will be exciting as some innovative project proposals were sent by different organizations and individuals, which will provide new skills and experiences for community members.





## CHISASIBI

**SAM COX**

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This year the Snow Removal, Coastal Research Project, and fall and winter flights projects were the most successful projects for Chisasibi.

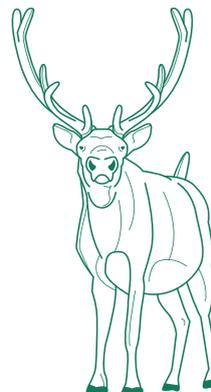
The **Snow Removal Project** started very early this year as we had a record amount of snow throughout Quebec. Due to this year's snowfall, many calls came in for snow removal at bush camps. The snow did not let up as it kept coming down right into mid-April. We are expecting a lot of water and possibly washouts on some access roads during the spring thaw. Niskamoon contributed \$177,000 to this project.

The **Coastal Research Project** had scientists working with our local people and going into James Bay to study why eelgrass is disappearing so rapidly along the coastline. The waterfowl that depended on eelgrass for food have also decreased in numbers. We no longer see large numbers of Canada geese, Brant geese and ducks that we depended on for our traditional food. The project will run for another two years to determine the actual cause of the decline of eelgrass. Niskamoon contributed \$126,407 to this project.

**Fall and winter flights** start around September and end by March after trapping season is over. Families who have no road access to their camps require transport

assistance to continue their traditional activities in the bush each year. Air Inuit and Whapchivem Helicopters were the main air transport carriers for this project. Niskamoon contributed \$200,000 to this project.

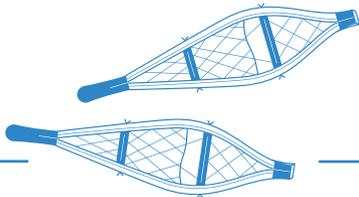
**Combined contributions by Niskamoon to these projects was \$503,407.**



# WEMINDJI

## GERALDINE MARK

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This year has been a different year! In June, Wemindji had a graduate from one of the TEHQ programs. Craig Georgekish received his certificate in Industrial Construction and Maintenance Mechanics. He has been working with Hydro-Québec since the fall and we wish him all the best!

There have been many talks and calls to get projects going, however we still need to get more information and solidify their proposals. In due time, we will be getting more done in our area!

It has been quiet but never has there been more interest from the coastal tallymen; they have come by the office to inquire about projects for their traplines. Although the traplines are on the coast, they have felt the effects of the dams. The waterfowl have been decreasing over the years as migration routes have changed. Enhancing their hunting areas has been a key point and we hope to continue

working on it. Late in the fiscal year, we were introduced to Floris Ensink and were presented with the Coastal Goose Habitat Enhancement Project in February. It has piqued the interest of more than half the tallymen! With a few meetings done, we look forward to what 2018-2019 will bring!

**Thank you to all and have a great year!**





## EASTMAIN

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This year's highlight in Eastmain was the **RE-4 Trans-Eeyou Istchee Trail Phase 2** project. It began on January 12, 2018 and went to February 24, 2018. The tallyman decided to have two groups for the project. Mr. Johnny Tomatuk did the first half of the trail and he let the other 2 individuals do the other half. This spread out the works for them to earn income over six weekends of brush cutting. They widened the Trans-Eeyou Istchee trail by three meters at the junction with trapline RE-3A. The workers travelled by snowmobile to get to the worksite. Mr. Johnny Tomatuk hired five people to help with the project.

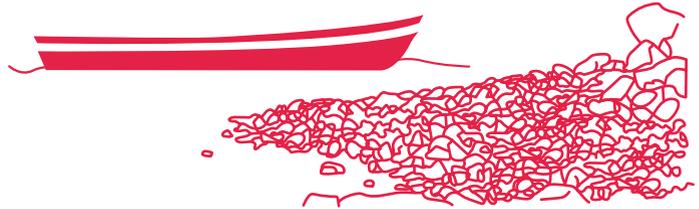




# NEMASKA

STELLA JOLLY

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It is with pleasure that I submit my activities for the past fiscal year (April 2017 to March 2018). This will be a summary of projects that I have coordinated and monitored within this year. Some of the projects carried out were as follows: summer fisheries projects, construction of plywood cabins, upgrading boat ramps, docks, access driveways, and outdoor wilderness programs. Other community programs administered focused on navigation and fish studies, wood supply for Elders, and snow removal to campsites.

## Fisheries Projects

The Fisheries Projects were carried on two traplines, N-24 and M-33, one in the month of June and the other in July 2017. Each project involved 8 participants for a duration of two weeks. The purpose for these projects are for Cree knowledge and skills to be passed on to young people and community members who wish to pursue and learn methods of summer fishing activities, as well as fish preparation and preservation.

## New Cabins

New cabins were constructed for land users of traplines N24, N23, R20, N25, R7,



young participants were taught various hunting/trapping skills, survival skills, and navigation by boat and by snowmobile.

### Wood Supply for Elders and Land Users

This wood supply program ran from January to April 2017, for elders/land users on campsites along Route du Nord, Nemaska Road and JBHWY. Three groups were formed and wood supplied had to be cut, transported and piled. In total, twenty people benefitted from the program this year.

with camps located at Kamestit, Marten River, Carol Lake, Old Nemaska, Mountain Lake, Km 234, Km 210, and on PK 223 road. The projects involved a field supervisor, carpenters/laborers and duration of construction was from August to October 2017, at 14 days per cabin. Suppliers used for cabin materials were R&D Eenou Lumber from Mistissini and Rona C. Caron from Matagami. A total of 14 plywood cabins with porches or patios were built over the summer and fall period.

### Snow Removal to Campsites

The snow removal program was carried out by NEC for camps located on Route du Nord, and by FELCO Excavation Michel Paradis Inc. for camps located on James Bay Highway. The program ran for a period of 5 months from November 2017 to April 2018, on an as-needed basis.

This concludes my activity report for this year and I would like to sincerely thank everyone who helped in this year's projects and programs.

### Boat Ramps and Docks, and Access Driveway

There were 4 projects carried out on improving boat ramps and docks, for land user of traplines R20, R17, R18 and N24A. The work involved hauling material by vehicle or by boat to the campsites, and assembling the boat docks. The other project completed required the use of machinery, and its purpose was to upgrade the access driveway and extension of campsites for land users of trapline R18, on PK 223 road. The work was done by North Star, Inc.



### Outdoor Wilderness Programs

There were two outdoor wilderness programs offered to young community members, one took place on trapline N19 during the fall season and another on trapline N24A, in the spring time. The



# WASKAGANISH

ERNEST MOSES

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Wachiya,

This year, there were numerous projects that were managed and completed through the local Niskamoon office and various local entities. The following projects were executed and completed:

- **Various Fishery Projects**
- **Land Users Projects**
- **Cultural and Training Projects**
- **Winter and Summer Expeditions**
- **Various Entities Projects (Community Users)**
- **Aashukan Conference 2017 Hosting**

The land users, community members and various local entities successfully completed the projects or programs. Please refer to the 'List of Funded Projects' in section three of this report for a complete list of projects.

I would also like to take this opportunity to recap what the local Niskamoon office's main objectives are. We provide support services to directly and indirectly impacted tallymen, Waskaganish First Nation Departments and local entities. We provide the following programs:

- **Navigation and Re-appropriation and Continue Use of Lands**
- **Remedial Works Program**
- **Cultural Enhancement Program**
- **Environment / Fisheries and Cultural Programs**
- **Training and employment opportunities**

The mission of the local Niskamoon office is to provide a comprehensive range of office support services, operations and functions to the land users and community members and on-going services to our clientele. Through our services we aim to exceed the expectations of our clientele and upper management team.



# WASWANIFI

**JOSHUA BLACKSMITH**  
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Wachiya,

Time sure does fly! One year has come and gone since I began working at Niskamoon and it is a great pleasure to submit my annual report for 2017-2018.

This year was a learning experience for me as the Local Niskamoon Coordinator and I can say I have faced some challenges along the way but enjoyed every second working with Niskamoon.

The **Trans-Eeyou Istchee Trail** is one project that was new to some of the tallymen, it was also brand new to me. It was quite the experience coordinating this project, connecting the trails, planning with the tallyman. I have to say that in the end everyone was happy to finally participate in this particular project. We plan to continue the projects for the Trans-Eeyou Istchee Trail in the near future; I am already excited to prepare for the upcoming projects.

**Elders Woodcutting** was a success this year; I was getting a lot of positive feedback from our local Elders on the wood that was delivered to them. This program is important to our community, and to our Elders because they are given the opportunity to continue a traditional way of life on their respective traplines. Employment was also created within our community.

I now have a better understanding of how funding and projects operate, and our Cree way of life is something I will always promote while I am working at Niskamoon Corporation. Overall, the projects were a success and I want to thank Niskamoon for their continued support to the Cree First Nation of Waswanipi.

As always, I look forward to another wonderful year.

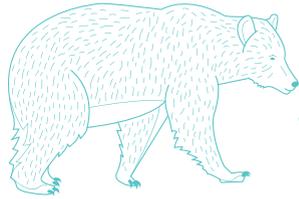
**Meegwetch!**



# MISTISSINI

## MATTHEW LONGCHAP

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### Watchyehk,

I started my new position as the Local Niskamoon Coordinator for the Cree nation of Mistissini in March 2018 and it is my pleasure to provide my first report. Different projects have been funded through the Niskamoon Corporation and my favorite project was the **Trans-Eeyou Istchee Trail**. I have been involved with the project in the past two years, mainly doing project field validation to ensure the work executed is in conformity with project requirements. We collected GPS data and took pictures of different trails and then we produced a detailed map on GIS that we provided to the previous local coordinator.

The Trans-Eeyou Istchee Trail is a great project and gives the tallymen and other land users easier and better access to the territory for them to continue their traditional activities.

Hopefully, Niskamoon provides more funds to continue the project.

### Meegwetch



## Trans-Eeyou Istchee Trail



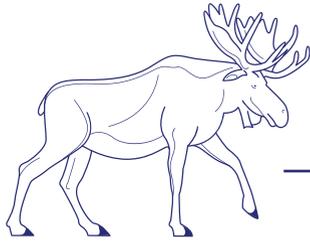
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# OUJÉ-BOUGOUMOU

**TOMMY RABBITSKIN**

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tommy.rabbitskin@ouje.ca



Wachiya,

It is with pleasure that I submit to you my 2018 Annual Report as Local Coordinator from the Cree Nation of Oujé-Bougoumou. Many projects were submitted and approved in this past fiscal year and again this year the trappers projects approved were mainly the **Goose Corridors** and **Traditional Dwellings**. As for the community projects we saw the implementation of the Annual **Winter Snow Removal** and **Wood Cutting** programs. We also had the **Crooked Knife Making** and the **Traditional Training**, which were coordinated by the Youth and Cultural Departments. The objective of these two projects was to educate the youth and young adults in the different types and ways of making traditional tools. We had other traditional teachings such as preparing and cleaning large and small game animals, moose hide cleaning, tent making, as well as the different ways of preparing and cooking traditional food for a feast, bannock, doughnuts, boudin and all other goodies, such as moose head, moose intestines and oohjad.

**Trans-Eeyou Istchee Trail:** David G. Bosum





was the only trapper who requested funds and was approved to start the first of two phases of clearing trail O-48B, which will connect to his neighboring trapline O-48A.

Community projects approved were the **Winter Snow Removal** to access roads to winter hunting camps for the families that reside at their camps during the winter. The Wood Cutting program was also approved for Elders and recipients of the ISP Program.

We also had the **Social Innovation Fund workshop** here in our community in September 2017, which was coordinated by Cynthia Taylor. One project was submitted by Elder Hattie Wapachee, the name of her project is Sharing of Cree Culture Camp, which was approved in March 2018. Another

approved project was the Spring Snow Removal to Access Roads.

In September 2017, Paul Shecapio was hired as the Interim Local Coordinator till the time I return from my medical leave.

In conclusion, I would like to thank Niskamoon Corporation for funding our community and trappers projects for the fiscal year 2017-2018 and I encourage the members and entities of Oujé-Bougoumou Cree Nation to keep submitting projects.

**Meegwetch**



# Coastal Goose Habitat Enhancement Project

After some years of testing the waters in Chisasibi, the Coastal Goose Habitat Enhancement Project is going to be introduced in Wemindji this year. A first meeting with land users took place in February 2018 and several tallymen have shown interest in the project.

Hunters along the coast have reported dropping numbers of migrating geese for decades. The older hunters remember seeing hundreds of geese, where now only small groups show up. Especially snow geese and brants, which require a specific vegetation to feed on, have become a rarity. This is why, in Chisasibi, the coastal traplines have initiated a project to improve goose habitats.

A combination of interventions is being tested, such as creating ponds, cutting grass, removing top soil and introducing plants on which geese are known to feed in the south. All of these interventions have been proposed by land users during meetings that are regularly held to discuss progress.

There are not many examples of projects under similar climatic conditions, so everyone involved is engaged in a constant learning process with uncertain outcomes. The interventions are being tested on small surfaces, until enough experience is developed to apply techniques on a bigger scale.



The Coastal Goose Habitat Project is taking place at the same time as the Eelgrass Research Project, in which several other parties are involved, including researchers, the Cree Nation Government and Hydro-Québec. While this research project's ultimate aim is to find the answer as to why the eelgrass is disappearing, the Goose Habitat Project tries to find ways



for Cree land users to take matters into their own hands and broaden the range of possibilities to influence goose behavior.

Despite the many uncertainties and practical challenges associated to this type of experimental projects, there's a very constructive and collaborative synergy among the participants. It is hoped that, in time, the knowledge and expertise generated from this project will benefit traplines throughout the James Bay region.





# Traditional and Cultural Activities

Traditional and cultural activities include any non-denominational pursuit that promotes Cree culture and the teaching of traditional and cultural customs. They may include, but are not limited to, canoe brigades, winter journeys, and summer gatherings.

In 2017, Niskamoon funded 50% of the total cost of traditional and cultural activities up to a maximum of \$50,000 for one year per community.

## PROJECTS UNDER CULTURAL EVENTS & OUTINGS PROGRAM AND TRADITIONAL & CULTURAL ACTIVITIES

| COMMUNITY      | AMOUNTS APPROVED |
|----------------|------------------|
| WHAPMAGOOSTUI  | \$23,000         |
| CHISASIBI      | \$50,000         |
| WEMINDJI       | \$6,500          |
| WASKAGANISH    | \$14,400         |
| OUJÉ BOUGOUMOU | \$15,000         |
| WASHAW SIBI    | \$7,000          |
| REGIONAL       | \$145,753        |

## PROJECTS UNDER THE HYDRO-QUÉBEC AND EYYOU FUND

### Traditional Gathering

A majority of the communities organize traditional gatherings to celebrate family and community life. These activities feature cultural activities and are usually held during the summer months.

Niskamoon has adopted a “Policy on Traditional Gatherings” that provides funding for 50% of projects up to a maximum of \$50,000 for one traditional gathering per community per year. A total amount of \$73,000 was committed for traditional gatherings during the year 2017-2018 for the following:

- Whapmagoostui Traditional Gathering 2017
- Chisasibi Mamoweedow 2017

### Canoe Brigades

These activities give Cree youth and members of the community the opportunity to cultivate their culture and traditions. A total amount of \$7,000 was committed for Canoe Brigades for the year 2017-2018 for one, the Washaw Sibi Youth Canoe Brigade 2017.

### Wemindji Wild Berry Festival 2017

The Festival is for the community bringing all ages together to join in the Berry Picking Festival. An amount of \$2,500 was committed to this project.

### Wemindji Moose Season Festivities 2017

The purpose of this project is a week filled with learning & training, demonstrations and workshops. An amount of \$4,000 was committed to this project.

### Waskaganish Snowshoe Making 2017

The purpose of the snowshoe-making project is to provide opportunity for our culture to be passed down to other generations by teaching how to make an important tool for traditional winter activities. An amount of \$14,400 was committed to this project.

### Oujé-Bougoumou Traditional Cultural Programs 2017

The objective of this project is to continue to maintain and practice cultural and traditional ways of life and passing on traditional knowledge from Elders. An amount of \$15,000 was committed to this project.

### Regional Programs

- CNACA Coastal Rattle & Baby Moccasin Workshop
- CNACA Inland Rattle & Baby Moccasin Workshop
- ACCI Footprints: A walk through Generation Exhibition
- ACCI Preservation of recent Hydro Québec Study Data

## THE RESTRUCTURING OF THE CULTURAL PROGRAMS

In 2016-17, a re-orientation of the cultural program funding structure began. The following recommendations were made based on group interviews with stakeholders:

- Reduce annual amounts allocated to cultural outings
- Focus priority on projects executed in the bush
- Increase the promotion of remedial works as a vehicle for promoting, enhancing and passing on Cree culture
- Promote partnerships with other Cree entities
- Support local actors who seek out innovative ways of promoting Cree culture within the communities
- Maintain regular communication with local elders to ensure that projects include them as key participants
- Implement a communication plan to explain and promote the new orientation

Subsequently, the modifications were implemented with the creation of the **Social Innovation Fund**, with an annual amount of \$200,000, as one of the most significant outcomes. This fund seeks to promote original and innovative projects that value Cree culture while striving towards the long-term goal of creating more land users. Projects funded will be on a one-time only basis, with some exceptions made for multi-year implementation plans. Complementary funding will be required in most cases.

It is understood that the Social Innovation Fund will replace the Cultural Enhancement Program, which will be gradually phased out. An information and workshop tour of the communities took place. The following projects received funding:



The Social Innovation Fund workshop in Wemindji

- 
1. **Ashumi Eisjineejuu in Whapmagoostui.** This project gives youth the opportunity to join families for the hunts to experience the various Cree traditions, customs and skills. An amount of \$20,000 was committed to this project.
  2. **Chiiwaaschaataau in Chisasbi.** This project's aims to encourage young families to go on the land and be taught by Elders on all aspects of traditional food gathering. An amount of \$53,630 was committed to this project.
  3. **Fall Hunting & Program in Waskaganish.** The purpose is to engage youth in the practice and pursuit of the traditional Cree way of life and to facilitate the transfer of traditional knowledge from one generation to the next. An amount of \$23,750 was committed to this project.
  4. **Sharing of Cree Cultural Project in Oujé-Bougoumou.** To build a cultural camp to teach traditional arts and crafts. An amount of \$11,923 was committed to this project.
  5. **Cree Culture Project in Mistissini.** An instructional Cree Cultural Program to strengthen the youth's connection to the land. An amount of \$54,400 was committed to this project.
  6. **Youth Wilderness Program in Nemaska.** To develop and teach Cree trainees the Cree way of life. An amount of \$23,995 was committed to this project.

It is hoped that the new Social Innovation Fund, through the development of partnerships and creative thinking, will unlock the tremendous potential already present at the local level.

# The Monitoring Committee

## \* FOR THE EASTMAIN-1-A AND SARCELLE POWERHOUSES AND RUPERT RIVER PARTIAL DIVERSION

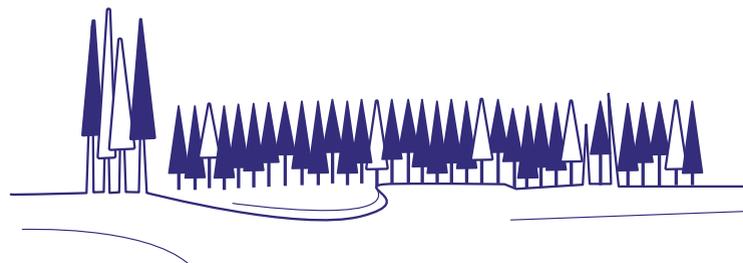
The following section summarizes the main activities of the Monitoring Committee associated with the Eastmain-1A and Sarcelle powerhouse and Rupert River partial diversion project.

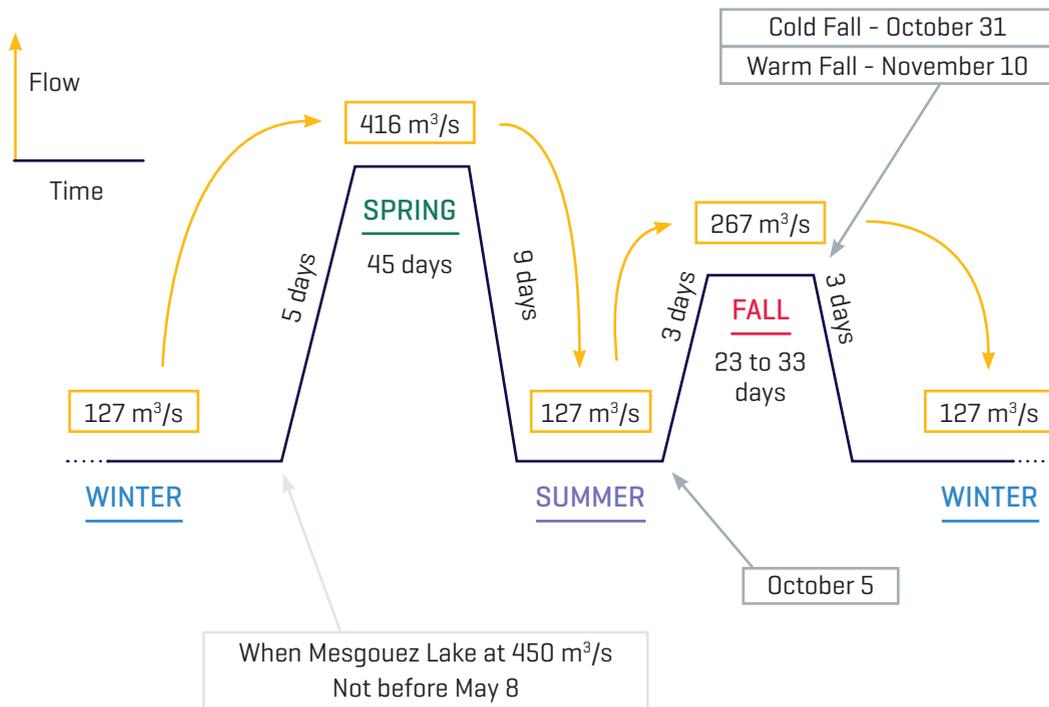
The Rupert River was partially diverted in November 2009, resulting in the creation of the Rupert River Diversion Bays located 314 kilometres up-river from the community of Waskaganish and some 200 kilometres below Mistissini Lake. The Rupert Diversion Bays consist of a complex series of dams and dikes designed to divert water north toward the EM-1 Reservoir and, subsequently, the Eastmain-1 and Eastmain-1A powerhouses. Farther north, the Sarcelle powerhouse is located downstream from the Opinaca Reservoir. From Sarcelle, water empties into Boyd-Sakami Lakes and then into the Robert-Bourassa Reservoir (formerly known as LG-2) where it joins the La Grande River.

The partial diversion of the Rupert River is governed by an ecological instream flow regime. This means that not only is a small proportion of water constantly released

from the Rupert Dam spillway (roughly 20%), but additional amounts are released in spring (approximately 4 times more water over 45 days) and autumn (approximately twice as much water over roughly 25 days) in order to replicate the spring and autumn run-off periods when fish spawn.

In addition to the instream flow regime, eight hydraulic structures (five weirs, two spur dikes, and one underwater rock blanket) were built along the Rupert River below the dam to maintain water levels immediately upstream from the structures as they were prior to the diversion. As a result, approximately 50% of the river below the diversion point is maintained at the same level as before the diversion, allowing for the continued use of the river and maintaining habitat for flora and fauna.





## COMPOSITION OF THE MONITORING COMMITTEE

The Monitoring Committee is a joint discussion forum made up of Hydro-Québec/Société d'énergie de la Baie-James (SEBJ) representatives and Cree members representing each of the five communities impacted by the EM-1A/Rupert Diversion Project as well as one representative from Chisasibi and regional representatives nominated by the Niskamoon Corporation, with a regional representative on loan from the Cree Nation Government (CNG). Secretarial services are provided by SEBJ. The members are:



| MEMBER              | ENTITY                                |
|---------------------|---------------------------------------|
| Robbie Tapiatic     | Cree Nation of Chisasibi              |
| William Blackned    | Cree Nation of Wemindji               |
| Norman Cheezo       | Cree Nation of Eastmain               |
| Merlin Whiskeychan  | Crees of the Waskaganish First Nation |
| John Henry Wapachee | Cree Nation of Nemaska                |
| Matthew Longchap    | Cree Nation of Mistissini             |
| Marc Dunn           | The Niskamoon Corporation             |
| Nadia Saganash      | The Niskamoon Corporation (CNG)       |
| Valérie Groison     | Hydro-Québec                          |
| Carine Durocher     | Hydro-Québec                          |
| Réal Courcelles     | Hydro-Québec                          |
| René Dion           | Hydro-Québec                          |
| Jimmy Lavoie        | Hydro-Québec                          |

The work of the committee has progressively decreased since 2013 and this continued into 2017. The Committee convened six times between January 2017 and March 2018 and thus maintained the same number of meetings as the previous year.

As a result of the gradual decrease of the workload, the Monitoring Committee representative position has been abolished and the responsibilities were transferred to the local Niskamoon Officer. This transfer of responsibilities became effective April 1, 2018.

| DATES                | MEETING NUMBER | TOTAL           |
|----------------------|----------------|-----------------|
| April 18, 2017       | 107            | Conference Call |
| June 1-2, 2017       | 108            | Mistissini      |
| July 10, 2017        | 109            | Val d'Or        |
| October 19, 2017     | 110            | Waskaganish     |
| December 6-7, 2017   | 111            | Montreal        |
| March 21-22-23, 2018 | 112            | Nemaska         |

## The Mandate of the Monitoring Committee

The Monitoring Committee reviews monitoring programs for the EM-1A/Sarcelle Powerhouses and Rupert River Partial Diversion Project according to the following steps:

- 1. Terms of reference:** These documents include all pertinent information for the execution of each study prior to its inception. The Committee reviews these documents, and adjustments are made wherever necessary.
- 2. Study Period:** Comments are brought to the attention of the Committee, and adjustments may be made wherever necessary.
- 3. Pre-final Report:** Prior to the publication of the study report, a pre-final report is reviewed by the Committee to ensure that the conclusions are acceptable to all parties.

|                       |                    | RUPERT DIVISION BAYS                     | REDUCED FLOW SECTOR   | INCREASED FLOW SECTOR  | MULTIPLE SECTORS   |
|-----------------------|--------------------|--|---|--|--|
|                       |                    | Waskaganish & Nemaska                    | Nemaska & Mistissini  | Nemaska, Eastmain, Wemindji & Chisasibi  | All  |
| NATURAL ENVIRONMENTAL | Study Report       | Fish Communities and Population Dynamics | Ice Cover Follow-Up in Rupert River Estuary/ Rupert Bay<br><br>Longnose Sucker - Rupert River Estuary<br><br>Target Fish Species - Juveniles  | Multispecies Spawning Grounds - KP 203/207 - Eastmain River<br><br>Fish Pass at KP 207 -Eastmain River | Small Mammals<br>(Rupert River and Diversion Bays)<br><br>Forest Birds<br>(Rupert River and Diversion Bays)<br><br>Short-Eared Owl and Bonaparte's Gull<br><br>(Rupert River and Diversion Bays) |
|                       | Terms of Reference | Lake Trout Artificial Spawning Grounds   | Ice Cover Follow-Up in Rupert River Estuary/ Rupert Bay Bank Dynamics<br>(Upstream of Hydraulic Works)<br>Waskaganish Water intake<br><br>Spawning Ground Follow-up KP170<br><br>Fish Communities and Population Dynamics<br><br>Target Fish Species – Juveniles<br>(Additional Study)<br><br>Riparian and Aquatic Vegetation<br><br>Forest Birds | Granular Blankets, Shoreline and Island Dynamics - La Grande Rivière Estuary                           | Lake Sturgeon Artificial Spawning Grounds - Rupert River (KP290) and Rupert Diversion Bays   |
| HUMAN ENVIRONMENT     | Study Report       |  |   |  | Mercury Content in Fish<br>(Rupert River and Diversion Bays)   |
|                       | Terms of Ref.      |  |   |  | Navigation<br>(Interviews with Land Users) – Rupert River and Diversion Bays   |

2017 marks the eighth year of data collection following the Rupert River Partial Diversion. This information is compared to study results prior to the diversion, referred to as the baseline conditions, in order to evaluate the extent of change caused by the impoundment of the Rupert Diversion Bays. In the first year following the impoundment, major ecosystem changes were observed in the affected area. In the

second and third years, 2011 and 2012, the ecosystems tended to stabilize, resulting in more reliable field data. There has been a generalized decrease in the number of monitoring studies carried out since 2013. It is expected that the ecosystems (in some places) have already begun to restore themselves in the impacted area.

# Monitoring Program Results

The following is a brief synopsis of the main findings of monitoring program results reviewed by the Monitoring Committee in 2017/2018.

## NATURAL ENVIRONMENT

### RUPERT DIVERSION BAYS

1. **Fish Communities and Population Dynamics.** This follow-up verifies changes in population dynamics of the main fish species in the Rupert forebay and tailbay. Results show very slight changes in fish communities in both the forebay and tailbay eight years after the partial diversion, but decreases in the catch-per-unit effort since the partial diversion. This is likely due to the dilution effect, resulting from the impoundment of the new water body. This follow-up will continue for three more years.

### REDUCED FLOW SECTOR [RUPERT RIVER, ESTUARY AND RUPERT BAY]

1. **Ice Cover in Rupert Bay.** This follow-up verifies changes in ice dynamics in the Rupert River estuary, in front of the community, as well as in Rupert Bay, to assess the influence of the partial diversion of the Rupert River on these dynamics. The follow-up includes support for Cree land users to adapt to the modified ice conditions. Overall, while localized changes in ice conditions may be linked at least in part to the Rupert River partial diversion, the overall changes observed in ice are more strongly influenced by climate and oceanographic conditions originating from the James Bay. Nevertheless, the creation of hummocked ice in many parts of the bay consists of a significant travel obstacle, the degree of which varies depending on the year.

Remedial works will indeed be needed to correct this problem. The follow-up will continue in winter 2018.

- 2. Longnose Sucker.** This follow-up is meant to verify the decrease in nutrient loading along the Rupert River, using longnose sucker growth as a proxy indicator of this parameter. In 2016, a total of 766 suckers of varying sizes were caught in the area between the first rapids and Rupert Bay. Overall, results show no discernible pattern in growth of longnose sucker between 2009 and 2016. There is no indication that the partial diversion has had any major effect on nutrient loading or biological production at the mouth of the Rupert River.
- 3. Target Fish Species – Juveniles.** This follow-up tracks growth for five fish species used to verify the effectiveness of the instream flow regime on the Rupert River: suckers (longnose and white), walleye, lake sturgeon and lake whitefish. The follow-up is conducted in two of the most productive aquatic habitats along the lower Rupert River. Results to date for suckers, walleye and whitefish indicate that growth rates are normal for these species. For lake sturgeon, due to the long life-cycle of this fish, additional studies have been recommended to confirm the findings to date, which suggest that sturgeon are highly dependent on very strong year cohorts that disproportionately account for recruitment in off years.

## INCREASED FLOW SECTOR

- 1. Artificial Spawning Grounds at KP203 and KP207 of the Eastmain River.** This follow-up verifies two spawning grounds located along the Eastmain River below the EM-1 reservoir. Results show that both spawning grounds were used in 2016, although a wider breadth of species used the KP207 spawning ground, and more eggs and larvae were collected. Overall, the spawning ground at KP207 shows a higher production compared with KP203 (which is due to significant fluctuations in water temperature), but one that is unlikely to be effective over the long-term.
- 2. Fish Pass at KP207 of the Eastmain River.** This follow-up examines the effectiveness of the fish pass at KP207 of the Eastmain River (shown on the figure from the previous page). Results are similar to previous years with most species showing movements up the fish pass. The follow-up program is now complete.

## MULTIPLE SECTORS

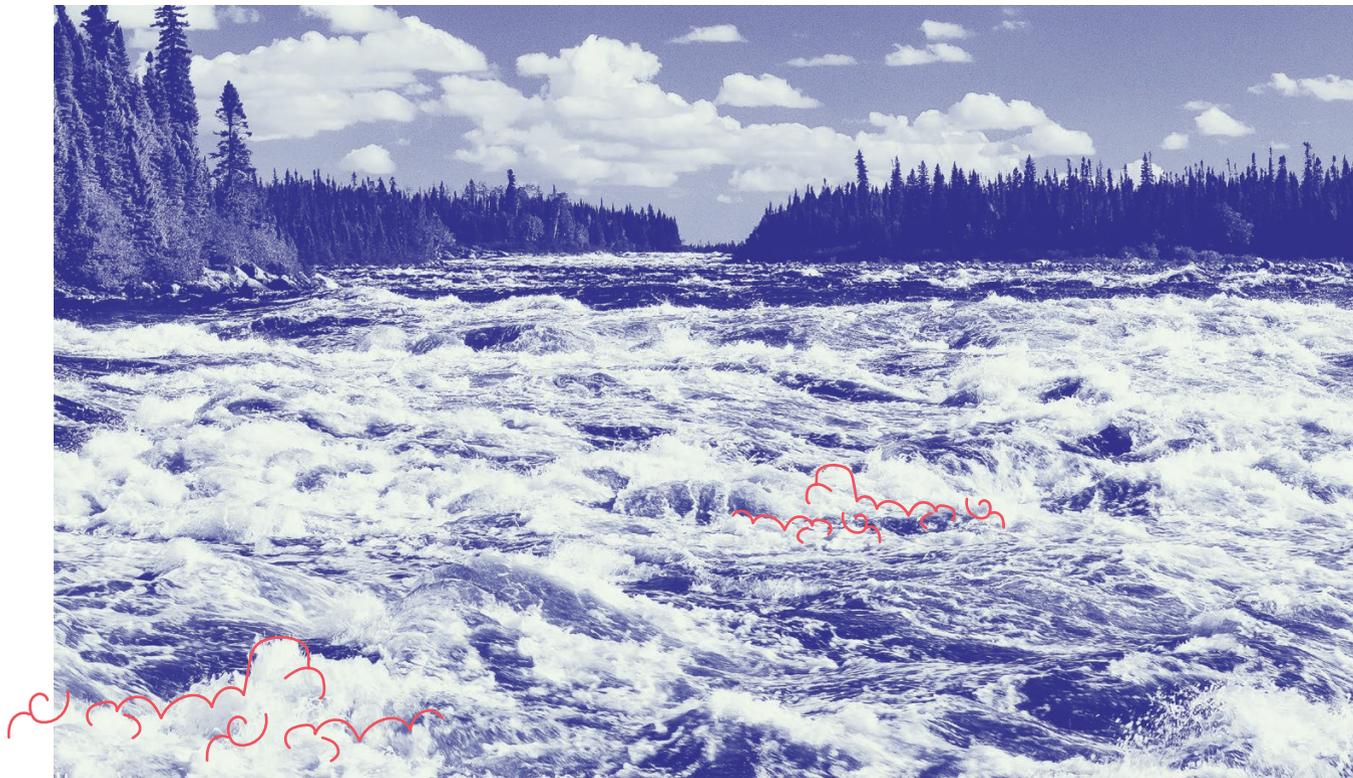
- 1. Small Mammals.** Results for micromammal populations show either no changes or slight increases along the Rupert River as well as in the Rupert Diversion Bays compared to baseline levels measured in 2002. There is no reason to believe that these populations have been adversely impacted by the project.
- 2. Forest Birds, Short-Eared Owl and Bonaparte's Gull.** For the forest birds monitoring,

2017 is the first year of the follow-up, since it is necessary to allow sufficient time for vegetation to return to impacted areas. This will continue again in 2021. For the remaining monitored species, 2017 marks the final year of the follow-up. In the case of the short-eared owl, this species was observed near the Rupert Diversion Bays along the Rupert River both prior to and after impoundment. In the case of the Bonaparte's gull, the observed population has increased since impoundment. In both cases, it does not appear that the project has adversely impacted populations.

## HUMAN ENVIRONMENT

### MULTIPLE SECTORS

1. **Mercury Content in Fish.** The 2016 follow-up has indicated that mercury levels have risen in fish found in the Eastmain-1 reservoir as well as immediately downstream. Mercury levels have also risen slightly in the Rupert Diversion Bays, although in some cases such as lake whitefish, levels have already peaked and so will gradually decrease to return to natural levels. Note that the Cree Health Board is responsible for making consumption recommendations for these fish.





# Fisheries and Health Committee

## MANDATE

The Fisheries and Health Committee was created to implement key components of the Mercury Agreement (2001), as well as subsequent agreements signed between the Crees and Hydro-Québec dealing with the issue of mercury in fish in relation to new projects on the territory (specifically EM-1 and EM-1A). The mandate of the Committee is summarized as follows:

1. To play a key role in the evaluation and recommendations to be made to Niskamoon's Board of Directors concerning all monitoring and research programs related to mercury, including the review of new funding proposals as well as all follow-up for approved projects (as defined in Chapter 5 of the Mercury Agreement (2001)).
2. To review funding programs related to community fishing programs carried out to address the issue of mercury in fish.
3. To make recommendations regarding the funding process for points 1 & 2.

The Fisheries and Health Committee met once in April 2017 to discuss a collaborative publication as well as the continuation of the Fisheries Enhancement Program for a limited period as a result of new funds being made available for this program.

## FISHERIES ENHANCEMENT PROGRAM

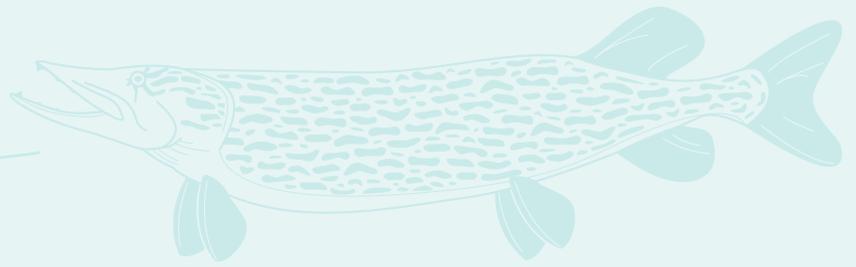
The Fisheries Enhancement Program seeks to fund community-based fishing programs with the following objectives:

1. To ensure the sustainable, long-term use of aquatic resources valued by Crees.
2. To restore fishing practices through the development of fishing installations and methods traditionally used by Crees.
3. To strengthen Cree fisheries through initiatives that foster long-term and self-sufficient activities and pursuits.

The following priorities were identified for funding programs:

- **Self-sustainability**
- **Community involvement**
- **Respect and promotion of traditional values**
- **Increasing health benefits through fish consumption**
- **Involvement of youth**





The following project was funded in 2017:

- Cree Nation of Waswanipi Traditional Fishing at Lac Rocher: \$12,574

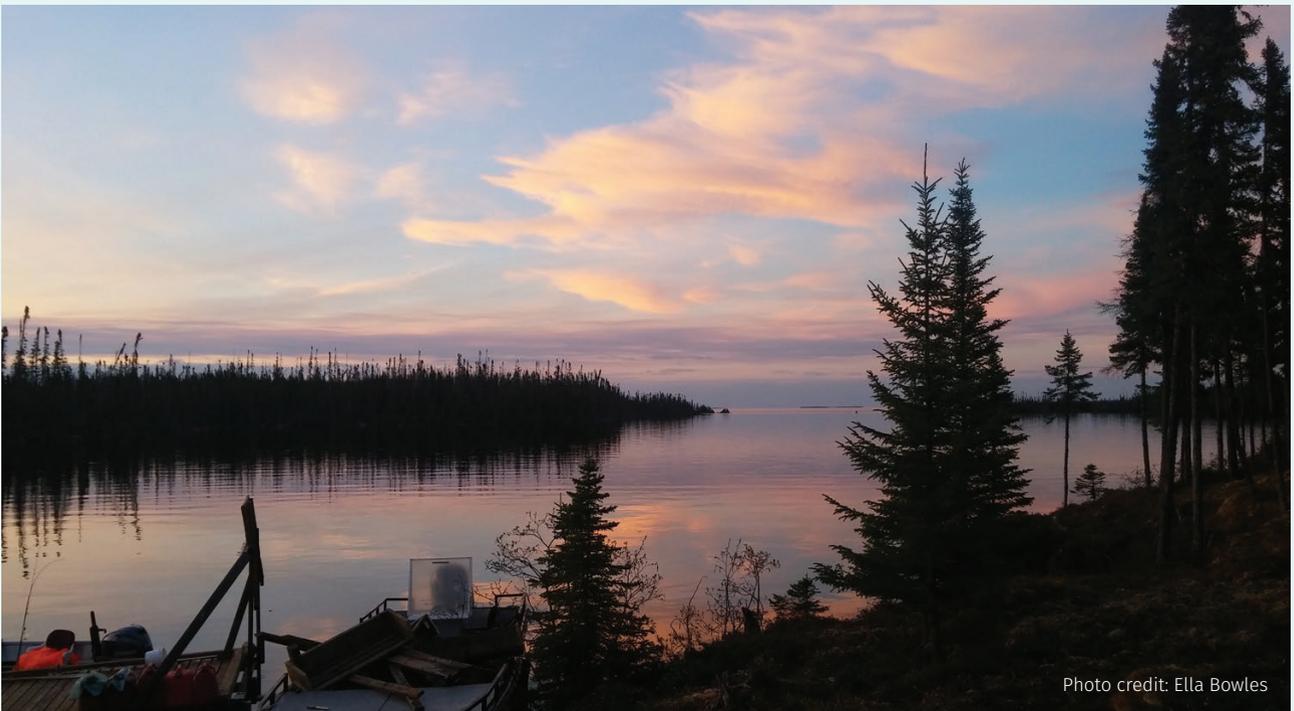


Photo credit: Ella Bowles



## MISTISSINI FISHING RESEARCH PROJECT

*Mrs. Ella Bowles is a post-doctoral candidate in Dr. Dylan Fraser's Biology laboratory at Concordia University. Ella's research in the area around Mistissini Lake is financially supported in part through the Niskamoon's Fisheries and Health program, at the request of the Cree Nation of Mistissini. We invited Ella to provide a write-up of her project.*

The Cree Nation of Mistissini and Concordia University are conducting a collaborative multi-species fish population monitoring project in Quebec's largest lake (Mistassini), to facilitate community-based fisheries management. Mistassini is home to recreational fisheries for walleye (*Sander vitreus*), lake trout (*Salvelinus namaycush*), brook trout (*Salvelinus fontinalis*) and pike (*Esox lucius*). With a 31% increase in the regional human population since 2001 and increasing fishing pressure, effective monitoring of Mistassini's harvested fish populations is essential. Traditional ecological knowledge (TEK) and evolutionary biology knowledge, incorporating both life history and genomic information, are being used to assess whether increased harvest pressure is associated with changes in these fisheries, and also fill in current gaps in existing knowledge. For pike, there is no baseline data available (i.e., their size composition, population genetic structure and whether they form distinct populations in the lake). We will provide baseline information on pike populations, improve resolution of spatial population structure and update TEK and life history information on lake trout, and assess changes in walleye and



brook trout populations after significant increase in fishing pressure in Mistassini lake.

As a researcher, I, Ella Bowles, am honoured and grateful to have the opportunity to work with the Cree Nation of Mistissini, Niskamoon Corporation and Dylan Fraser (my supervisor at Concordia).

**My goal in life is to be an effective conservation biologist, and I believe that interdisciplinary tools are an effective way to do this.**

In addition, working with multiple stakeholders (i.e., industry, academic, indigenous partners) is extremely important. My training is in collection and use of scientific information. Learning how to use traditional ecological knowledge is something that I have wanted to do for a long time, and working with communities to effect real, direct action has also been a dream. This work is giving me opportunities to do both, and much more.

There has been on-going monitoring and research on the various fish populations in Mistassini Lake for several years now and it has helped to not only provide a good understanding of the status of the fish species but also assisted in identifying areas of potential concern



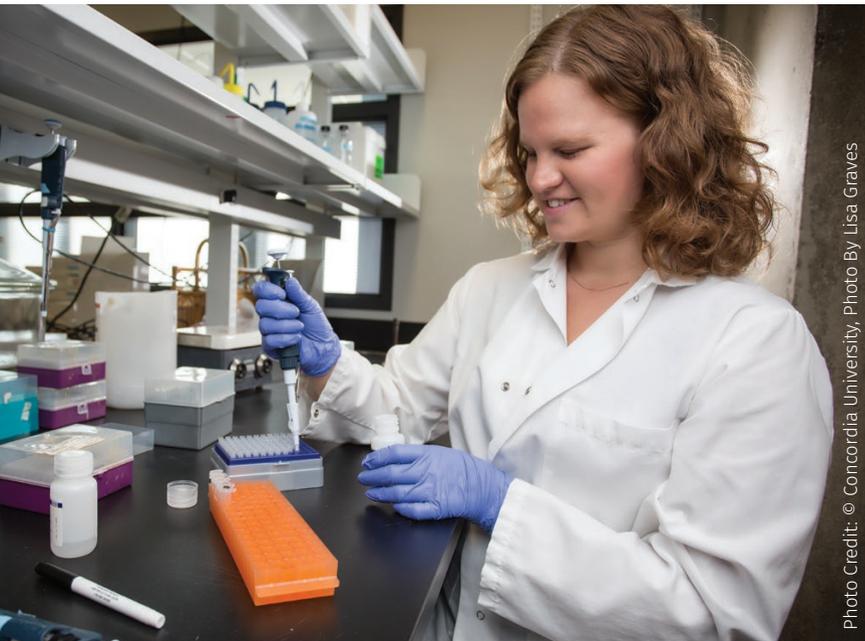


Photo Credit: © Concordia University, Photo By Lisa Graves

and establishing management measures where needed. The ability to harvest fish and continue passing on the existing traditions within the Cree culture is of great significance to the community members; therefore monitoring fish populations is both essential and valuable. Efforts have been made from the local environment office to support these objectives while also ensuring the ecological knowledge held by Cree people is recognized and integrated into these studies. The community leadership, administration, and members have been very encouraging and involved through all these efforts.



Photo Credit: Kia Marin

# Coastal Habitat Comprehensive Research Project

The Comprehensive Habitat Research Project is a large-scale three-year research project (2017-2020) aiming to address knowledge gaps in understanding the effects of environmental changes in the coastal marine ecosystem and their impact on the Cree hunting activities. It was mandated by the Grand Council of the Crees and is under the responsibility of Niskamoon. By virtue of an agreement signed with the Grand Council and Niskamoon on August 4, 2016, Hydro-Québec provides technical expertise and resources to the project. It is being carried out in the communities of Chisasibi, Wemindji, Eastmain and Waskaganish. It seeks to integrate Cree Traditional Ecological Knowledge with the most innovative scientific research techniques to carry out holistic research.

The main research questions of the project are:

1. What are the main factors affecting the current growth of eelgrass along the eastern coast of James Bay?
2. What is the impact of the current state of eelgrass beds on waterfowl presence along the coast of James Bay and Cree hunting activities?

The research program covers the east coast of James Bay, defined in its northern limits by Cape Jones (Pointe Louis-XIV) and its southern limits by the Boatswain Bay. The study area includes all the coastal traplines



of Chisasibi, Wemindji and Eastmain and three in Waskaganish.



The **Coastal Research Steering Committee** oversees the project with representatives from coastal Cree communities, regional Cree organizations, Hydro-Québec and the Canadian Wildlife Service, among other entities on the committee. It is in turn directly accountable to the Niskamoon Corporation Board of Directors.



**Back row:** Ernie Rabbitskin, Marc Dunn, Jean-Phillippe Gilbert, Alain Tremblay, Jean Rodrigue, Robbie Tapiatic  
**Front Row:** Emily Sinave, Nadia Saganash, James Bobbish, William Blackned, Louie Kanatewat, Norman Cheezo, Carine Durocher, Josee Rousseau, Réal Courcelles. **Not in photo:** Roderick Pachano, Merlin Whiskeychan, Noah Chakapash



# International Association of Impact Assessment

For the past four years, a Niskamoon delegation has attended the IAIA Annual Conference. The IAIA is the most prominent international body with regard to advancing the field of impact assessment. Since Niskamoon is responsible for the co-implementation of the environmental impact assessments for the EM-1 and EM-1A/Sarcelle/Rupert Diversion projects, it plays a role in advancing Aboriginal communities' input in the impact assessment process. These projects are models in regard to the involvement of Aboriginal communities in impact assessment.

The 2017 IAIA conference was held in Montreal, and in collaboration with the Indigenous Peoples Section of the IAIA, the Grand Council of the Crees/Cree Nation Government, and the Crees of Waskaganish First Nation, Niskamoon organized a pre-conference event called Aashukan, where international Indigenous participants came to Waskaganish to share their experience in resource development on traditional lands. A declaration titled "The Aashukan Declaration", signed by all Indigenous participants, outlined the principles, from an Indigenous perspective, for how impact assessment should be carried out on traditional lands. Niskamoon will continue to actively collaborate in the future with individual Indigenous entities represented at Aashukan on a variety of common issues.

This year's 2018 IAIA conference was held in Durban, South Africa in April, and Niskamoon Corporation did not send a delegation.

## THE AASHUKAN DECLARATION

*We, the participants of Aashukan, have gathered over four days in Waskaganish, Eeyou Istchee, the traditional territory of the James Bay (Qc) Crees, in March 2017. Our experiences and the guidance passed on from our respected Elders, past and present, have taught us to be responsible for our ecosystems of origin; our peoples have flourished based on these principles for hundreds of generations. The geographic specificity of Indigenous Knowledge is the fundamental way of knowing our ecosystems of origin. We wish to continue to engage in all efforts to live more harmoniously with the Earth for the benefit of all of humanity.*

*In Waskaganish, we have shared story with regards to our origins and identities, and our experiences in protecting and enhancing our land and culture, which are intimately intertwined. Development has affected and altered all our lives in profound and lasting ways. As such, we address the following message to the Impact Assessment community. Impact Assessment must meet the following principles regarding Indigenous Peoples' rights, relationships, processes, and outcomes.*



1. Indigenous Peoples' Rights are the foundation upon which all discussions must be initiated. Following international best practices, this includes territorial Rights, the Right to self-determination and the Indigenous Right to say YES or NO.
2. Relationships must have integrity and be based on humility, respect, reciprocity, community empowerment, sharing, mutual learning, and sustained and long-term engagement. Our timelines are based on our values, processes and social organization, and should be respected.
3. Processes must achieve clear communication, transparent decision making, be inclusive and be founded on the worldview of the Indigenous Peoples that are impacted.
4. Outcomes must be multi-faceted and oriented towards mutual benefits, a commitment towards the prevention of harm, and the enhancement of the well-being of Indigenous Peoples based on their own definitions and criteria.

We believe that Impact Assessment is a pedagogical process that involves mutual learning and can be tremendously rewarding for all parties involved. We invite the Impact Assessment community to apply these principles in their work with Indigenous communities to achieve the unrealised potential of fully participatory processes.

**WE MAY SUPPORT DEVELOPMENT,  
BUT NOT AT ANY PRICE!**

We represent the Eeyou, Anishinaabe, Saulteaux, Secwepemc (North America), Aymara (North Chile), Ainu (Hokkaido), Karipuna and Tiryio Kaxuyana (Amazonia, Brasil), Masahua (Sierra Norte de Puebla, Mexico), Saami (Swedish part of Sápmi), Nuudelch Malchid (Mongolia), Tangata Whenua (Aotearoa New Zealand), Kalinago Carib (Trinidad Tobago and Dominica), Nganguruku (First Peoples of the River Murray Mallee) and Ikwerre (Niger Delta) Nations.



# Technical Employment with Hydro-Québec

## [TEHQ] Program

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We are proud to share the events that marked 2017-2018 with you. In this year's report, we will give special focus to the Niskamoon student centre, outlining its founding and the strategic role it has played in making the Technical Employment with Hydro-Québec (TEHQ) program a success. We will provide the latest training and employment results in connection with the program. Furthermore, we will share testimonials from new permanent Hydro-Québec employees. We will also tell the story of a recently integrated family that is getting people talking in its adopted community. All that, and photos too.

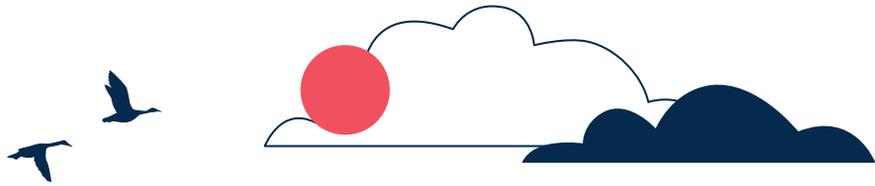
Finally, we will take this opportunity to highlight the exceptional work of all teaching staff, and in particular of Paul Tanguay, who worked in the TEHQ program from its beginnings and who sadly passed away suddenly on December 19, 2017. This report is lovingly dedicated to him in acknowledgement of his contributions.

### THE NISKAMOON STUDENT CENTRE

The Niskamoon student centre was founded in August 2004. It is located at 55 9<sup>e</sup> rue in the heart of downtown Rouyn-Noranda, just a few blocks from the centre Polymétier. It was enlarged in 2009 to serve an ever-growing Cree student body. Hundreds of people have had the opportunity to use the centre since its creation. Its services are available 24/7 thanks to an emergency hotline outside business hours.

The centre's mission is to:

- Offer Cree students in the (TEHQ) program and their families services that are adapted to their needs and respectful of their culture
- Foster an atmosphere of trust and safety that facilitates educational success, well-being and social and professional integration
- Maintain relationships with Aboriginal communities and host communities



In 2003, the Apatisiwin Corporation and the Cree School Board tasked Colette Allen, who served consecutively as Student Life Animator and Employment Skills & Competencies Development Counsellor, with the considerable task of setting up the student centre and coordinating its services. After a year of hard work and traveling between her home and the Polymétier centre, she finally had a suitable space ready for the second cohort of students, who arrived in August 2004. As the opening of the centre coincided with the founding of Niskamoon Corporation, it was baptized the Niskamoon student centre.







Ever since its opening, the centre has been a gathering place for everyone involved in the TEHQ program, playing host to many administrative meetings and social gatherings. Over the years, a number of services have been introduced, namely liaising with local, regional and provincial organizations, schools, centres, CEGEPs, Hydro-Québec, the Cree School Board, and Aboriginal communities. Other services include assistance with housing, childcare, and children’s schoolwork and homework, and francization for spouses, children

and students. It has hosted cooking and Aboriginal craft workshops for spouses to help them integrate and prevent boredom. Most special measures, especially financial ones, are also managed by the centre. And we must also mention the student activities that allow families and partners to get together and socialize. Countless meals have been organized by students and student life animators, and many will remember the bannock Wednesdays that filled the centre with a delicious aroma.



The centre has played a strategic role in making the TEHQ program a success. It's clear that offering community services has made a real difference. Still today, former students, whether or not they work for Hydro-Québec, come by the centre whenever they're in Rouyn-Noranda. They still feel right at home. Even their kids remember where the toys are kept. Training and employment partners and former

employees also visit regularly to maintain bonds of friendship formed over time. Even though its vocation must change to make more room for research and development, the centre will always be a bridge between two cultures.

**WE WOULD LIKE TO TAKE THIS OPPORTUNITY TO HIGHLIGHT THE COMMITMENT AND DEDICATION OF EVERYONE WHO, THROUGH ACTIONS BIG OR SMALL, KEPT THE CENTRE AFLOAT THROUGH ORGANIZATIONAL CRISES.**

Thank you to the Niskamoon Corporation board members, to the managers, professionals, and support staff who gave it their all to create an excellent space for living and working. We would also like to highlight the tireless work of the centre's founder, Colette Allen.



## THE APATISIIWIN AGREEMENT

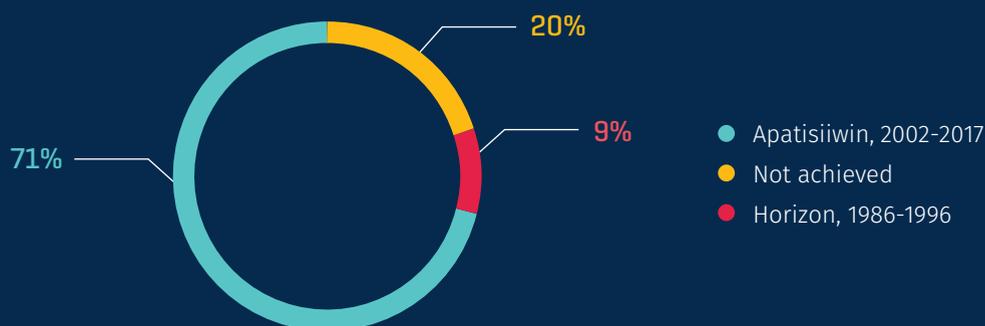
Signed in 2002, the Apatisiiwin Agreement officially came to an end on March 31, 2017. However, Hydro-Québec agreed to an accommodation to allow for the inclusion and integration of two student cohorts after the deadline. As the agreement states, **“Hydro-Québec wishes to acknowledge and reiterate its commitment and undertaking and further undertakes to employ by March 31st, 2017, James Bay Crees who meet its Hiring Requirements in a minimum of one hundred fifty (150) Permanent Positions within Hydro-Québec and located within the James Bay Region.”** The focus is on four positions: apparatus electrician, apparatus mechanic, telecommunications technician and automated systems technician.

The training period ended on June 30, 2017, and most students finished on time. Only two students needed a few more months of training to obtain their diplomas. The hiring process began in September 2017 and ended in November 2017. This group had the most candidates likely to become Hydro-Québec employees in the program’s history: thirteen (13) women and twelve (12) men. They include sixteen (16) apparatus electricians, eight (8) apparatus mechanics, and one (1) telecommunications technician, for a total of twenty-five (25) candidates. This situation continues to be an unprecedented organizational challenge. The process is still underway. The latest results are as follows:

| TRAINING                                   | MASCULINE | FEMININE | TOTAL |
|--|-----------|----------|-------|
| ENROLLMENT                                 | 174       | 75       | 249   |
| WITHDRAWAL                                 | 74        | 36       | 110   |
| GRADUATE                                   | 100       | 39       | 139   |
| GRADUATION RATE                            | 57%       | 52%      | 56%   |
| GRADUATED NEVER WORKED FOR HYDRO-QUÉBEC    | 10        | 4        | 14    |
| GRADUATED WAITING TO GET INTO HYDRO-QUÉBEC | 2         | 1        | 3     |

| EMPLOYEMENT                                    | MASCULINE | FEMININE | TOTAL |
|--|-----------|----------|-------|
| EMPLOYED AT HYDRO-QUÉBEC FOLLOWING THE DIPLOMA | 88        | 34       | 122   |
| LEFT HYDRO-QUÉBEC WITHOUT PERMANENCY           | 13        | 7        | 19    |
| LEFT HYDRO-QUÉBEC WITH PERMANENCY              | 2         | 0        | 2     |
| EMPLOYED AT HYDRO-QUÉBEC AS OF NOW             | 74        | 27       | 101   |

### PERMANENT POSITIONS AT HYDRO-QUÉBEC PIE CHART OBJECTIVE OF 150 PERMANENT EMPLOYMENT [POSSIBILITY OF 80 %]



## HONOURING AN EDUCATOR

In over fifteen years of providing training, many teachers have impacted the lives of their students and all those who attended the educational institutions connected to the TEHQ program in their own unique ways. We are extremely grateful for their work. Rare are those who were there from the beginning until the end. In this report, we would like to pay homage to Paul Tanguay, who passed away suddenly on December 19, 2017, in his first year of full-time retirement. He was, without a doubt, an architect of professional training after a career spanning over 35 years.

Students considered him to be a teacher with high standards, maybe even too high. They all remember him saying “start again! No, not like that!” This was partly because he taught machining—a trade he himself practiced before becoming a teacher—which requires diligence and precision. Still, everyone agreed that he worked extremely hard and always had time to help students develop the skills they needed, both personally and professionally. As one student recalled, “he was old-school. He told us we needed to learn the hard way. Sometimes that made me mad, other times it made me laugh. I have to say that it helped me when I started at Hydro-Québec, because I met others just like him.”

Mr. Tanguay attended every meeting and gathering, whether administrative, educational or social. He didn't beat around the bush when he had something to say about the programs or demanded better services for his students. We could always count on him. And as soon as he learned that the centre Polymétier was going to welcome Cree students in Automated Systems Electro-Mechanics, he immediately wanted to be involved. We will remember him as a teacher who loved his job and, above all else, his students. We will miss him as an educator, but also as a colleague, friend, uncle, father and grandfather.





## IN THE WORDS OF NEW PERMANENT EMPLOYEES

“Before, I wasn’t doing anything with my life. This saved me. When I arrived at Polymétier, I didn’t know what to expect. The instructors know how to teach Aboriginals. I never felt like I was different. We could have fun with them. I created friendships with other students, as we didn’t come from the same community. The Niskamoon student centre was always there for us. The staff always found a way to help when we had problems. They made sure we didn’t get too bored. Of course, adapting to Hydro-Québec was hard at first. The equipment they use is different than in school. Hydro-Québec gives us responsibility, even if it’s just little things. It took some time before I found a coach. You have to get used to how things are done there. Today, I have a job, a career. It’s a really big achievement. My family and my community are proud. Today, an Aboriginal can go far in life and succeed. We need to do away with preconceptions.”

Naythan Kistabish  
2018

“There was nothing to do in Chisasibi. I didn’t see the importance of going to school, so I dropped out. I had fallen too far behind. A friend told me about the TEHQ program. I had no idea what I was getting into. I took adult education classes in Rouyn-Noranda to get my pre-requisites, and I wanted to enter the Automated Systems Electro-Mechanics program. There was an Industrial Construction and Maintenance group that started in March in Amos, and I decided to register. I had trouble getting used to the schedule. You had to work hard, and especially, be present. I graduated, but I didn’t have my driver’s license. I had to go back to Chisasibi. Today, I realize that I lost so much money because I wasn’t responsible: the price of a pickup truck. Before I began working at Hydro I took francization classes again, because I had lost too much of my French after a year and a half of not speaking it. I also updated my technical skills in Amos. I started working at Hydro, but my probationary period was extended. With help from Niskamoon, I worked on myself. It wasn’t easy. I’m proud of the progress I’ve made. I gained self-confidence and I am not as easily



influenced by others. In the end, although I was once behind my friends in Chisasibi, I can now say that I am ahead of them. I have a permanent position at Hydro and I want to keep it. I can make plans for the future. I wouldn’t be where I am today without all the help I received from everyone. Thank you!”

Lucien Matches  
INDUSTRIAL MECHANIC



## ONE FAMILY'S SOCIAL AND PROFESSIONAL INTEGRATION

When a parent decides to go back to school, it's a big challenge for the whole family. For Rebecca Diamond, it was a chance to think about having a career and ensure financial security for herself and her family, now that her children had become more self-reliant. She reported that it was a big change for her to live in an urban environment and get back into a classroom. Although her partner Karl was at home to take care of things, she admits that household tasks and managing day-to-day life was a worry and an extra burden after long days at the professional training centre. However, her three children adapted well to the change. Samuel enrolled in the same program as his mother, Automated Systems Electro-Mechanics, but after a year and a half, he decided to take adult education classes so that he could attend CEGEP. Monique found work and Heidi attends Iberville

high school. Heidi was actually chosen to appear on posters for the fifteenth annual Festival de musique émergente en Abitibi-Témiscamingue, a prestigious music festival. Rebecca, meanwhile, is promoting academic perseverance in Abitibi-Témiscamingue in an ad campaign that will appear this spring. The pair are well known and are recognized as distinguished Aboriginal members of the community. For the time being, the family has chosen to stay in Rouyn-Noranda so that the children can pursue their education. Every two weeks, Rebecca flies to Eastmain, production sector, where she works as an apparatus electrician. She is now a permanent employee. Last summer, the couple decided to tie the knot after 25 years together.

That's a lot of changes in a short period of time!



# Eeyou/Eenou Ituun Training Program

## Professional Cree Land Steward



### A JOINT INITIATIVE BY

Regional Cree Trappers' Association  
Niskamoon Corporation  
CEGEP Saint-Félicien

In 2014, the Regional Cree Trappers' Association approached Niskamoon Corporation to reactivate the Trappers Training Program, a training that was offered by the CTA in the early 1990s, which eventually morphed into the Cree Science and Technology Program. This coincided with the Board of Directors giving directive 1213-30 to the Director of Environment to apply the knowledge and experience gained through developing other environmental

training programs towards the development of a similar land-based program.

Following initial discussions, contact was made with the St-Félicien CEGEP to explore accreditation options with the Québec Ministry of Education. According to authorities at the CEGEP, because the Ministry is currently discouraging the further development of vocational diplomas (“diplôme d'études professionnelles”), it would be more advantageous to explore the route of an attestation of collegial studies (“attestation d'études collégiales”), a college-level customized educational certification. It

was argued that, due to the complex nature of the role of Cree land user, the college education level was appropriate, although the challenge would be to bring to light this complex nature in the accreditation process.

## ACCREDITATION PROCESS

Thanks to a program development grant from the Ministry of Education, St-Félicien CEGEP has been able to hire an educational consultant to navigate the complex and rigorous accreditation process. This process has included the following steps:

1. **Preliminary Analysis & Program Statement**  
(January 2015) – accepted in March 2015
2. **Relevance Analysis**  
(July 2015) – accepted in September 2015
3. **Job Analysis Workshop** (November 2015)
4. **Job Analysis** (January 2017)

In January 2018, we received official word that the Ministry of Education has officially accredited the Eeyou Ituun program as a post-secondary certificate program. This assures a guaranteed revenue per enrolled student for the program. This achievement is significant, particularly considering that the program will be delivered mostly in Cree, by Cree Elders.



## CURRICULUM DEVELOPMENT

In fall and winter 2017, Niskamoon worked closely with the Regional Cree Trappers' Association and CEGEP St-Félicien to develop the course content and descriptions for the individual classes to be offered in the Eeyou Ituun program. This includes the learning objectives, the topics covered and equipment to be employed. Numerous Elders were invited to attend these sessions to provide their own input into the process.

## NEXT STEPS

The overall logistics for the course, including class delivery and coordination must now be determined for the program. This will necessarily include a tour of all Cree communities in the summer of 2018, as well as various Cree entities. Furthermore, work will be undertaken to raise funds for the necessary capital investments related to the project. It is hoped that the program will begin at some point in 2019.





# Chisasibi Housing Replacement Program

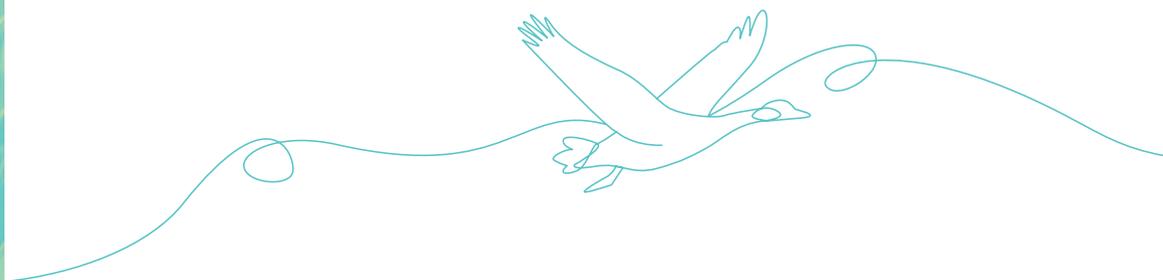
The Chisasibi Housing Replacement Program (CHRP), funded through the Hydro-Eeyou Fund, has been ongoing since June 2006 and was jointly developed by the Cree Nation of Chisasibi and Niskamoon. Its purpose was to replace and rebuild 122 housing units that were condemned due to severe mold and disrepair. These houses were relocated from Fort George Island during the Relocation of Fort George. The situation was considered as an emergency due to the mold and overcrowding in the homes.

Given the urgency of condemning and demolishing the unfit houses, Niskamoon agreed to assist the Cree Nation of Chisasibi by committing to bridge-finance the program up to \$35 million at \$3.5 million annually for approximately ten years. This decision is justified by the relocation of the community and the houses from Fort George Island. A comprehensive study was done by the Cree Nation of Chisasibi, which consisted of a medical report, technical studies, and financial and budgetary substantiation.

In 2013, the CHRP Agreement was extended in order to finish the project. Unforeseen circumstances delayed the project, however no new funds were committed. The original program consisted of demolishing and rebuilding 122 housing

units; building 21 supplemental new units to offset the overcrowding; purchasing and installing 20 prefabricated units to be used as transit homes during the implementation of the program, totalling 163 units. As of March 31, 2018, 156 units had been replaced and out of the original 163 units, 11 units still need to be replaced and rebuilt.

The detailed financial information can be found in the audited financial report in section 3 of this annual report. Niskamoon has not committed additional new funding for the program as the obligation has been fulfilled.



# Database & Management Systems

## DOCUMENT MANAGEMENT SYSTEM [DMS]

The DMS enables us to store, organize, and retrieve electronic files, such as agreements, meeting minutes, reports, and maps. Depending on the user's authorization, it provides the opportunity to upload, view, and download files and other relevant documents.

## GEO-REFERENCED DATABASE

Niskamoon manages geographical and related information for funded projects through a geo-referenced database, which administers (1) **geographical data in the form of shape files for defined points, lines, and areas in Eeyou Istchee** and (2) **geographically referenced tabular data or other types of information, including text, numbers, and graphics**. This year, the following developments were made in collaboration with the company Strata360:

- Modified the interface
- Integrated NICD sign in with Geoportal login
- Niskamoon Information Management System (NIMS)

This year, in collaboration with Strata360, continued improvements were made in this system, which is used to manage the different stages of a funded project, such as:

- Enhanced messaging mechanism allowing two-way conversations, in turn minimizing the need for NIMS related emails that are not recorded in the system
- Upon tabling a project, enhanced options are available
- Action tables and items were added or modified
- A new Local Officer manual with a new workflow diagram integrating the compliance process, and new sections were written and distributed

## NISKAMOON INTERACTIVE CONSULTATIONS DATABASE (NICD)

This online interactive database was created as part of our obligations related to the execution of the Agreement Concerning the Re-appropriation and Continued Use of the Territory Affected by the EM-1A/Sarcelle/Rupert Diversion Project. It is used to upload and share information gathered in consultations with Cree land users beneficiary to the agreement in the three communities. It will be integrated with the NIMS database in the near future. The following modifications were made in collaboration with the company Strata360:

- NICD/NIMS compatibility implementations began with many advances
- Modification of the NICD workflow and map
- New option to search issues/discussions by status

### NICD (NISKAMOON INTERACTIVE CONSULTATION DATABASE)

Developed to facilitate the sharing of information gathered during consultations with Cree land users with the following features:

- Submit comments, propose and discuss projects
- Define issues using customized mapping tools
- User friendly interface, easy access to the database

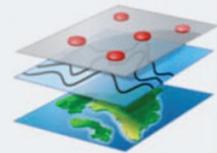
[Launch the Application](#)

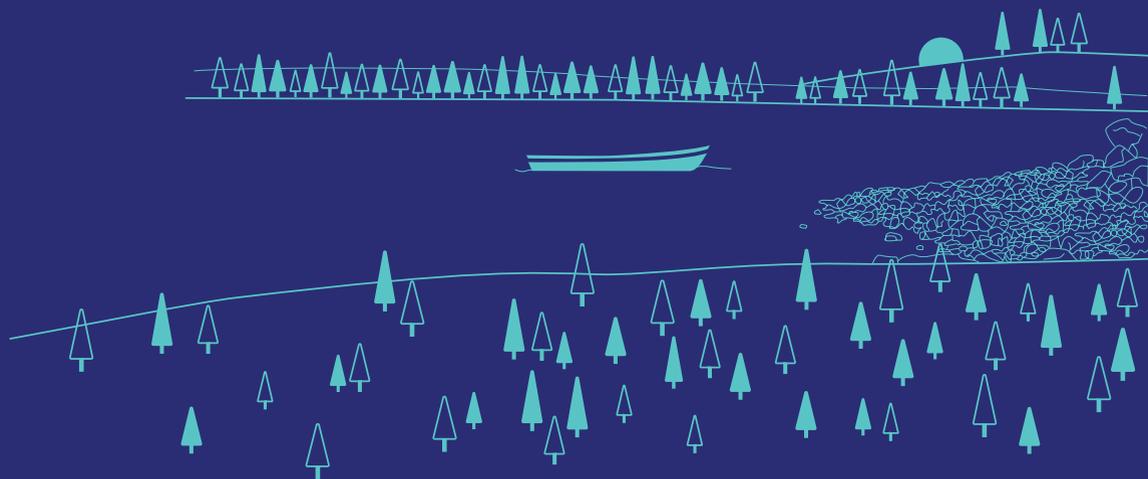
### NIMS (NISKAMOON INFORMATION MANAGEMENT SYSTEM)

Navigate the interactive map service using a combination of traditional and customized mapping tools to:

- Locate, add or modify projects
- View a project's status
- Search the projects database

[Launch the Application](#)





# Section 03

> FINANCIAL INFORMATION





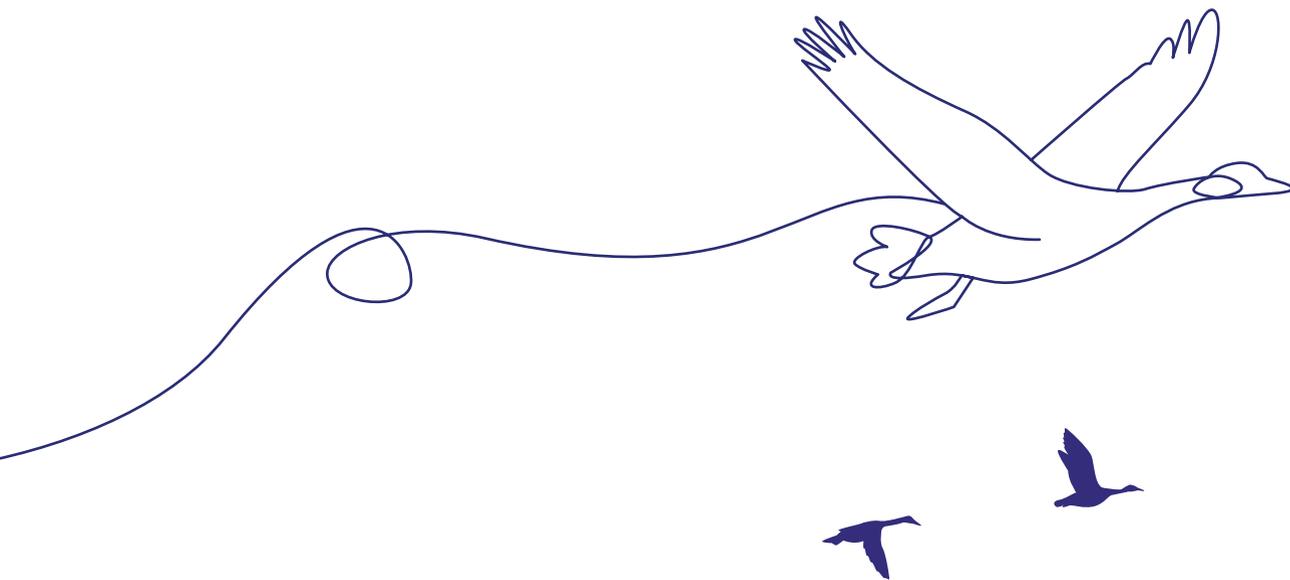
# List of Funded Projects

| COMMUNITY / PROMOTER  | PROJECT   | FUND                      |
|-----------------------|---|---------------------------|
| CHISASIBI             | Chiiwaaschaataau  | Hydro-Québec & Eeyou Fund |
|                       | Coastal Research Program Land Users Participation 2017-2018 | Hydro-Québec & Eeyou Fund |
|                       | CTA Bush Radio System                                       | Hydro-Québec & Eeyou Fund |
|                       | CTA Fall & Winter Flights 2017                              | Hydro-Québec & Eeyou Fund |
|                       | CTA Snow Removal 2017-2018                                  | Hydro-Québec & Eeyou Fund |
|                       | CTA Spring Airlift 2018                                     | Hydro-Québec & Eeyou Fund |
|                       | Goose Corridor  | Hydro-Québec & Eeyou Fund |
|                       | 2 Goose Feeding Areas                                       | Hydro-Québec & Eeyou Fund |
|                       | 2 Goose Hunting Sites                                       | Hydro-Québec & Eeyou Fund |
|                       | Goose Hunting Sites Clearing                                | Hydro-Québec & Eeyou Fund |
|                       | 2 Goose Ponds   | Hydro-Québec & Eeyou Fund |
|                       | Goose Pond & Corridors                                      | Hydro-Québec & Eeyou Fund |
|                       | Goose Pond Clearing   | Hydro-Québec & Eeyou Fund |
|                       | 3 Hunt Site Clearings                                       | Hydro-Québec & Eeyou Fund |
|                       | Mamoweedow 2017   | Hydro-Québec & Eeyou Fund |
| Portage & Canoe Ramps | Hydro-Québec & Eeyou Fund                                   |                           |

|          |   |                               |
|----------|---|-------------------------------|
| EASTMAIN | Coastal Research Program Land Users Participation 2017-2018 | Hydro-Québec & Eeyou Fund     |
|          | Elders Woodcutting Program 2018                             | Hydro-Québec & Eeyou Fund     |
|          | Spring Airlift 2018   | Hydro-Québec & Eeyou Fund     |
|          | 5 Trans Eeyou Istchee Trails                                | Hydro-Québec & Eeyou Fund     |
|          | 3 Cabins  | Nadoshtin Eenou Indohoun Fund |
|          | Pad Preparation Phase II                                    | Nadoshtin Eenou Indohoun Fund |

| COMMUNITY / PROMOTER                     | PROJECT  | FUND   |
|--|--|--|
| NEMASKA                                  | Access Road Brushcutting   | Continued Use & Re-Appropriation Fund                                  |
|  | ATV Crossings  | Continued Use & Re-Appropriation Fund                                  |
|  | 2 ATV Trails   | Continued Use & Re-Appropriation Fund                                  |
|  | Boat Landing & Dock  | Continued Use & Re-Appropriation Fund                                  |
|  | Canoe Brigade 2017   | Continued Use & Re-Appropriation Fund                                  |
|  | Construction of Infrastructure near Rupert River PK 223                  | Continued Use & Re-Appropriation Fund                                  |
|  | Goose Corridor   | Continued Use & Re-Appropriation Fund                                  |
|  | Ice Monitoring and Winter Navigation                                     | Continued Use & Re-Appropriation Fund                                  |
|  | Old Nemaska Gathering 2017   | Continued Use & Re-Appropriation Fund                                  |
|  | Rupert Diversion Bays Navigation & Exploration Subsidy Program 2018-2019 | Continued Use & Re-Appropriation Fund                                  |
|  | Rupert River KP223 Community Boat Ramp Corrective Works                  | Continued Use & Re-Appropriation Fund                                  |
|  | Rupert River Navigation & Exploration Subsidy Program 2018-2019          | Continued Use & Re-Appropriation Fund                                  |
|  | Ski-doo Trail  | Continued Use & Re-Appropriation Fund                                  |
|  | Summer Fishery Project   | Continued Use & Re-Appropriation Fund                                  |
|  | Youth Winter Journey 2018  | Continued Use & Re-Appropriation Fund                                  |
|  | Voluntary Sturgeon Registry 2017   | Continued Use & Re-Appropriation Fund                                  |
|  | Snow Removal Program 2017-2018   | Boumhounan Remedial Works Fund / Continued Use & Re-Appropriation Fund |
|  | Access Driveway & Boardwalk  | Boumhounan Remedial Works Fund   |
|  | 5 Cabins & Patios  | Boumhounan Remedial Works Fund   |
|  | 10 Cabins & Porches  | Boumhounan Remedial Works Fund   |
|  | Cabin, Patio & Kitchen   | Boumhounan Remedial Works Fund   |
|  | 3 Solar Power for Cabins   | Boumhounan Remedial Works Fund   |
|  | Wood Sheds for Elders  | Boumhounan Remedial Works Fund   |
| Wood Supply Program for Elders 2017-2018 | Boumhounan Remedial Works Fund   |  |
| Youth Wilderness Winter Program          | Hydro-Québec & Eeyou Fund  |  |

| COMMUNITY / PROMOTER | PROJECT  | FUND                      |
|----------------------|--|---------------------------|
| OUJÉ-BOUGOUMOU       | Clearing of Portage & Goose Corridor           | Hydro-Québec & Eeyou Fund |
|                      | Goose Camps and Access Roads Snow Removal 2018 | Hydro-Québec & Eeyou Fund |
|                      | 3 Goose Corridors                              | Hydro-Québec & Eeyou Fund |
|                      | Snow Removal 2017-2018                         | Hydro-Québec & Eeyou Fund |
|                      | Sharing of Cree Culture Camp                   | Hydro-Québec & Eeyou Fund |
|                      | Traditional Cultural Programs 2017-2018        | Hydro-Québec & Eeyou Fund |
|                      | Traditional Dwelling                           | Hydro-Québec & Eeyou Fund |
|                      | Trans Eeyou Istchee Trail Part 1 of 2          | Hydro-Québec & Eeyou Fund |
|                      | Wood Cutting Program 2017                      | Hydro-Québec & Eeyou Fund |



| COMMUNITY / PROMOTER         | PROJECT   | FUND   |
|------------------------------|---|--|
| WASKAGANISH                  | Snowshoes Program 2017  | Boumhounan Remedial Works Fund   |
|                              | Cabin   | Continued Use & Re-Appropriation Fund / Boumhounan Eenou Indohoun Fund |
|                              | 350 <sup>th</sup> Anniversary Celebration                       | Continued Use & Re-Appropriation Fund                                  |
|                              | Annual Youth Canoe Brigade 2017                                 | Continued Use & Re-Appropriation Fund                                  |
|                              | Annual Youth Canoe Brigade 2018                                 | Continued Use & Re-Appropriation Fund                                  |
|                              | Brush Cutting Road Works  | Continued Use & Re-Appropriation Fund                                  |
|                              | Elders Woodcutting Project 2017-2018                            | Continued Use & Re-Appropriation Fund                                  |
|                              | 3 Goose Corridors   | Continued Use & Re-Appropriation Fund                                  |
|                              | Goose Ponds Maintenance   | Continued Use & Re-Appropriation Fund                                  |
|                              | Goose Pond  | Continued Use & Re-Appropriation Fund                                  |
|                              | Ice Monitoring Program 2017-2018                                | Continued Use & Re-Appropriation Fund                                  |
|                              | Log Cabin Finishing   | Continued Use & Re-Appropriation Fund                                  |
|                              | Log Cabins  | Continued Use & Re-Appropriation Fund                                  |
|                              | Replacement Cabin   | Continued Use & Re-Appropriation Fund                                  |
|                              | Rupert River Navigation & Exploration Subsidy Program 2018-2019 | Continued Use & Re-Appropriation Fund                                  |
|                              | 4 Ski-Doo Trails  | Continued Use & Re-Appropriation Fund                                  |
|                              | Smokey Hill Gathering 2017                                      | Continued Use & Re-Appropriation Fund                                  |
|                              | Snowshoe Making Training Project                                | Continued Use & Re-Appropriation Fund                                  |
|                              | Spring Airlift 2018   | Continued Use & Re-Appropriation Fund                                  |
|                              | Coastal Research Program Land Users Participation 2017-2018     | Hydro-Québec & Eeyou Fund  |
| Fall Hunting Program         | Hydro-Québec & Eeyou Fund                                       |  |
| Goose Corridor               | Hydro-Québec & Eeyou Fund                                       |  |
| 2 Trans Eeyou Istchee Trails | Hydro-Québec & Eeyou Fund                                       |  |

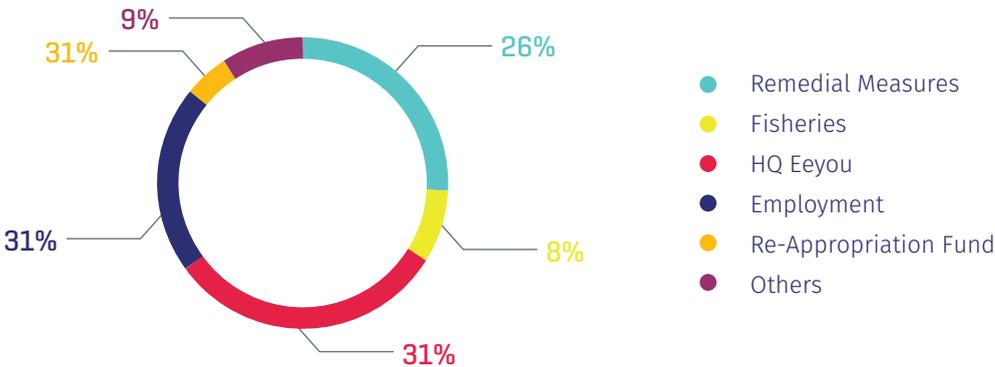
| COMMUNITY / PROMOTER | PROJECT   | FUND                      |
|----------------------|---|---------------------------|
| WASWANIPI            | Elders Wood Program 2017-2018                               | Hydro-Québec & Eeyou Fund |
|                      | Snow Removal 2017-2018                                      | Hydro-Québec & Eeyou Fund |
|                      | 5 Trans Eeyou Istchee Trails                                | Hydro-Québec & Eeyou Fund |
|                      | Traditional Fishing at Lac Rocher                           | Names Fund                |
| WEMINDJI             | Coastal Research Program Land Users Participation 2017-2018 | Hydro-Québec & Eeyou Fund |
|                      | Goose Pond Clearing & Brushing                              | Hydro-Québec & Eeyou Fund |
|                      | Goose Pond Cutting, Piling & Burning                        | Hydro-Québec & Eeyou Fund |
|                      | Moose Season Festivities                                    | Hydro-Québec & Eeyou Fund |
|                      | Wild Berry Festival   | Hydro-Québec & Eeyou Fund |
| WHAPMAGOOSTUI        | Ashumi Wisjineejuu  | Hydro-Québec & Eeyou Fund |
|                      | Traditional Gathering 2017                                  | Hydro-Québec & Eeyou Fund |
|                      | Trans Eeyou Istchee Regional Multi-Purpose Trail 2017-2018  | Hydro-Québec & Eeyou Fund |
|                      | Transportation Subsidy 2017-2018                            | Hydro-Québec & Eeyou Fund |
|                      | Transportation Subsidy 2018-2019                            | Hydro-Québec & Eeyou Fund |
|                      | Wood Cutting Project 2017-2018                              | Hydro-Québec & Eeyou Fund |



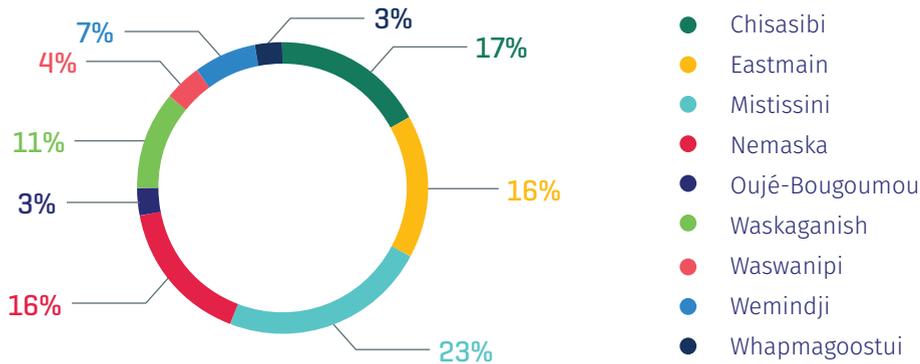
| COMMUNITY / PROMOTER                    | PROJECT   | FUND                                  |
|---|---|---------------------------------------|
| WASHAW SIBI                             | Youth Canoe Brigade 2017  | Hydro-Québec & Eeyou Fund             |
|   | Wood Cutters Project 2017   | Hydro-Québec & Eeyou Fund             |
| SIIBII DEVELOPMENT CORPORATION          | Channel Markers 2018  | Continued Use & Re-Appropriation Fund |
|   | Construction of Scooping Weirs 2017                                 | Continued Use & Re-Appropriation Fund |
|   | Gillnet Fishing at Kaapehschii Bay 2017                             | Continued Use & Re-Appropriation Fund |
|   | Preservation and Support for Cisco Fishing at Smokey Hill 2017-2018 | Continued Use & Re-Appropriation Fund |
|   | Purchase of Buoy Channel Lights 2017                                | Continued Use & Re-Appropriation Fund |
|   | Purchase of Channel Buoys with Lights 2018                          | Continued Use & Re-Appropriation Fund |
|   | Rupert River Fishing & Local Fish Distribution                      | Continued Use & Re-Appropriation Fund |
|   | Smokey Hill Fishing Project 2017                                    | Continued Use & Re-Appropriation Fund |
|   | Waskaganish Snow Removal Project 2017-2018                          | Continued Use & Re-Appropriation Fund |
|   | Waskaganish Waterfront Boat Ramp Repair & Shoreline Improvement     | Continued Use & Re-Appropriation Fund |
|   | Wooden Walkway Rebuilding and Walking Trail Extension               | Continued Use & Re-Appropriation Fund |
| AANISCHAUKAMIKW CREE CULTURAL INSTITUTE | Footprints - A Walk Through Generations                             | Hydro-Québec & Eeyou Fund             |
|   | Preservation of Recent Hydro-Québec Study Data                      | Hydro-Québec & Eeyou Fund             |
| CREE NATIVE ARTS & CRAFTS ASSOCIATION   | Coastal Rattle and Baby Moccasin Workshop                           | Hydro-Québec & Eeyou Fund             |



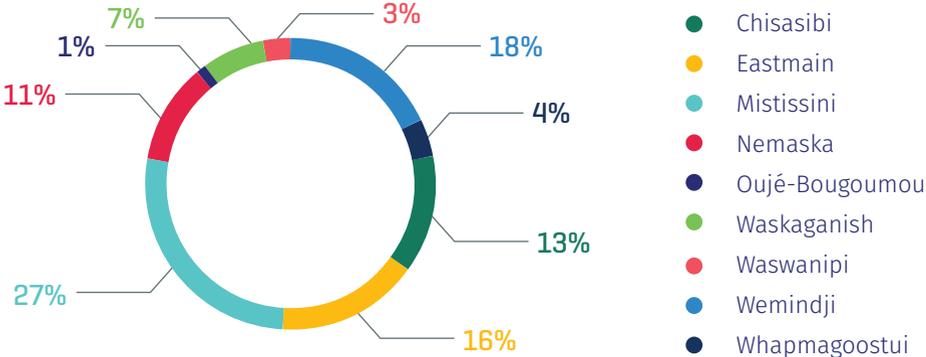
**PROGRAMS — ACTUAL 2002-2018**



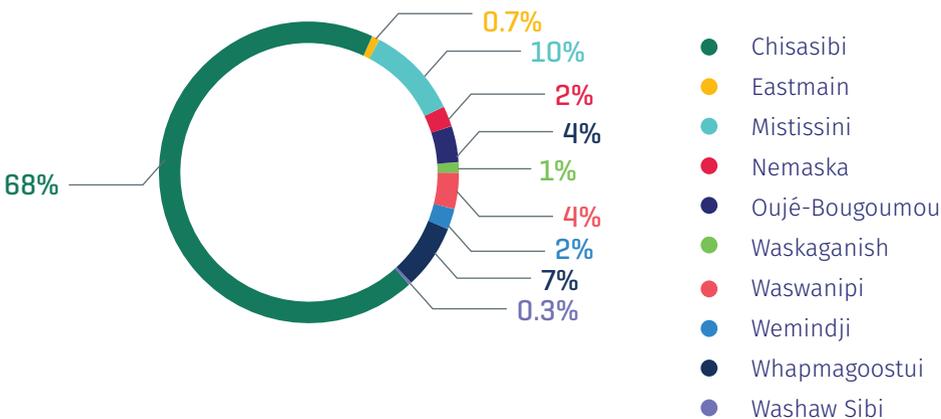
**REMEDIAL PROGRAM — BY COMMUNITY 2002-2018**



### FISHERIES PROGRAM BY COMMUNITY 2002-2018

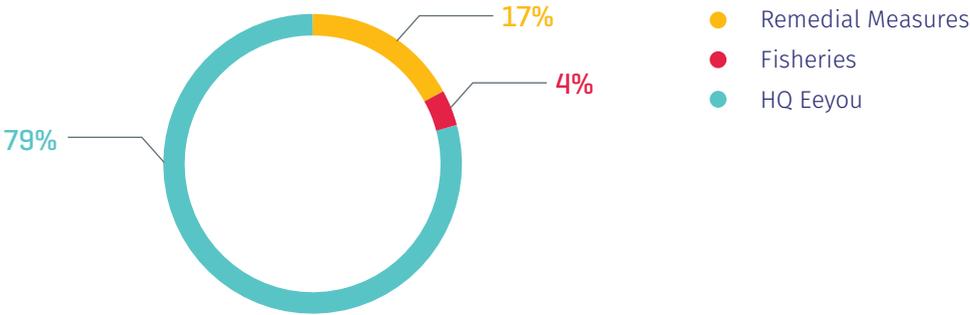


### HQ EYYOU BY COMMUNITIES 2002-2018

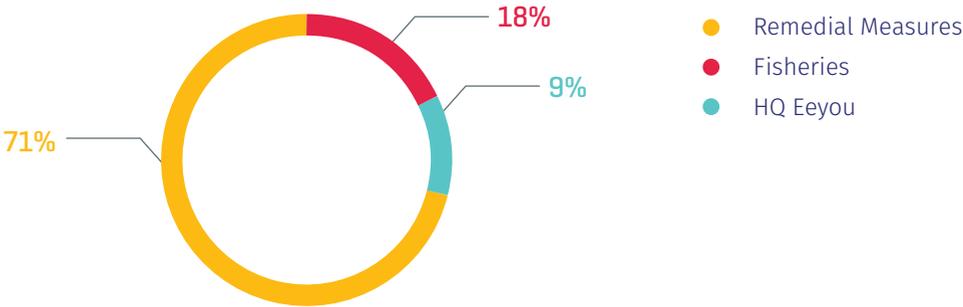




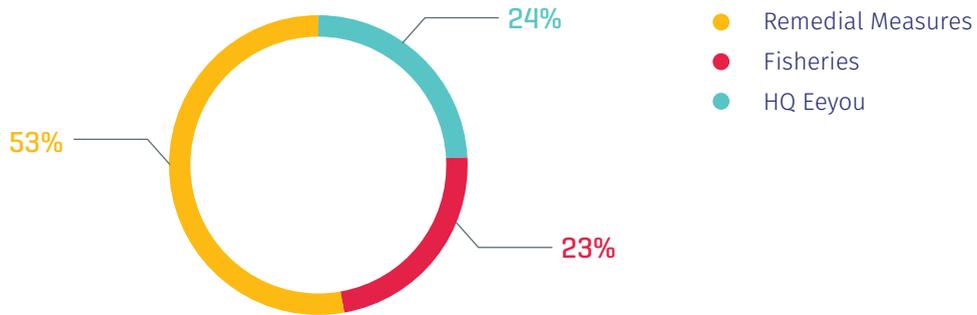
### CHISASIBI PER PROGRAM 2002-2018



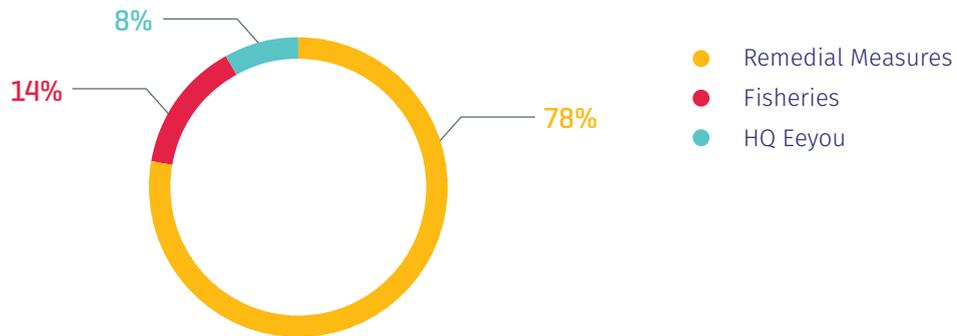
### EASTMAIN PER PROGRAM 2002-2018



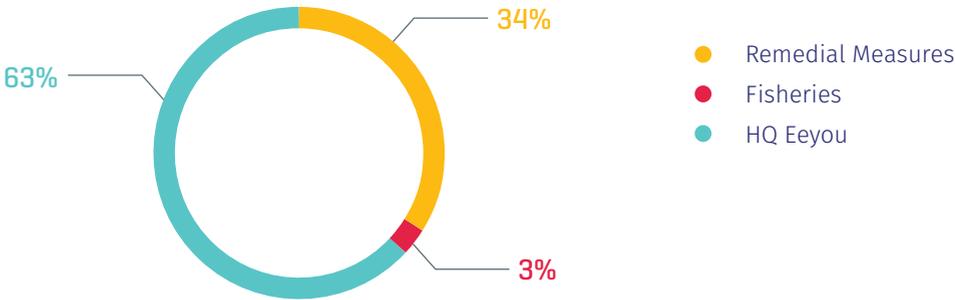
### MISTISSINI PER PROGRAM 2002-2018



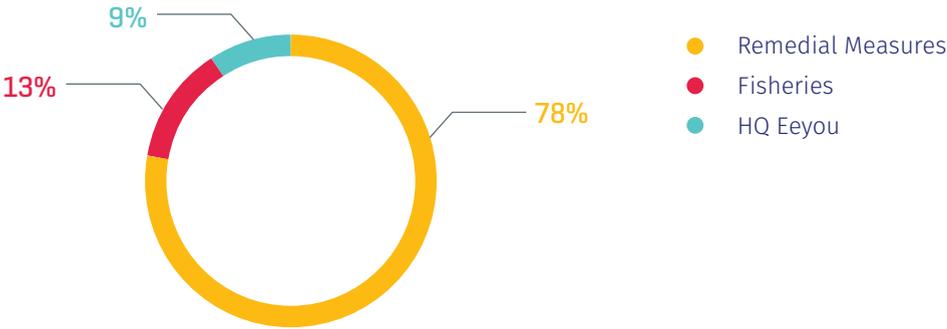
### NEMASKA PER PROGRAM 2002-2018



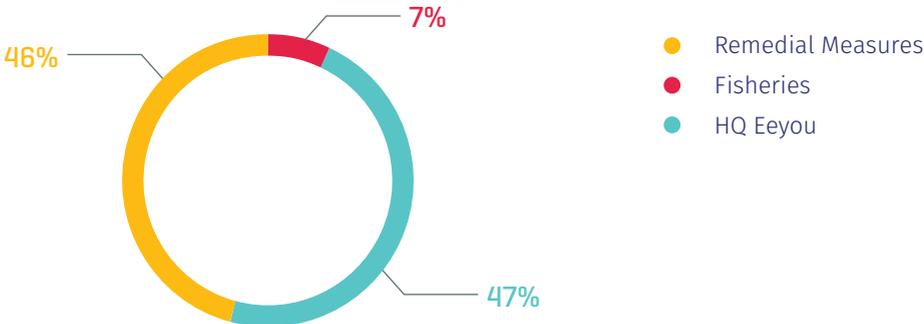
**OUJÉ-BOUGOUMOU PER PROGRAM 2002-2018**



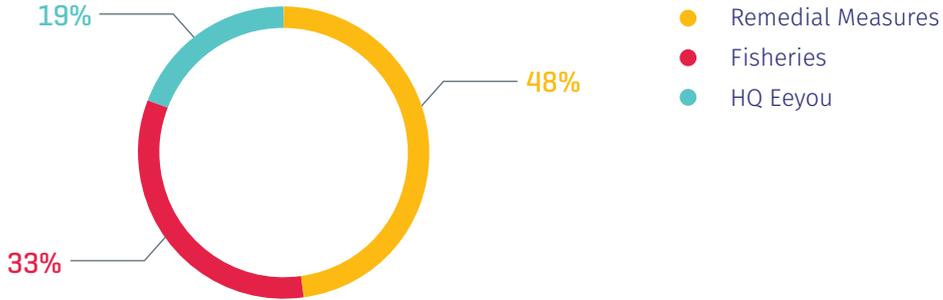
**WASKAGANISH PER PROGRAM 2002-2018**



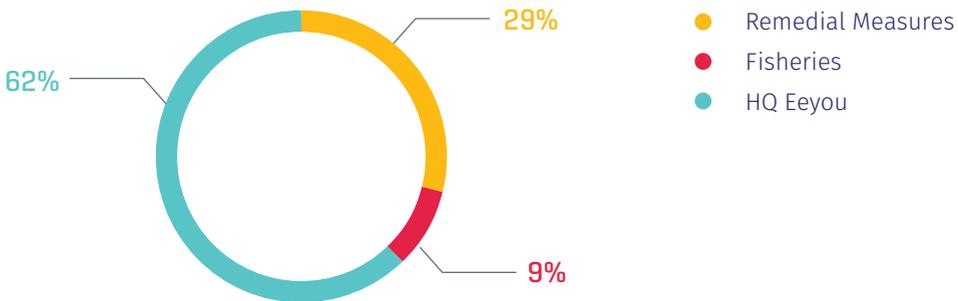
**WASWANAPI PER PROGRAM 2002-2018**



WEMINDJI PER PROGRAM 2002-2018



WHAPMAGOOSTUI PER PROGRAM 2002-2018



**Niskamoon Corporation**  
**Financial Statements**  
For the year ended March 31, 2018

**Niskamoon Corporation**  
**Financial Statements**  
For the year ended March 31, 2018

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| Statement of Revenue and Expenditures               | 5               |
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| <b>Supplementary Financial Information</b>          |                 |
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Montréal QC H3B 4W5 Canada

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## Independent Auditor's Report

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### To the Members of Niskamoon Corporation

We have audited the accompanying financial statements of Niskamoon Corporation, which comprise the statement of financial position as at March 31, 2018, and the statements of revenue and expenditures, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believed that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

2

BDO Canada s.r.l./S.E.N.C.R.L., une société canadienne à responsabilité limitée/société en nom collectif à responsabilité limitée, est membre de BDO International Limited, société de droit anglais, et fait partie du réseau international de sociétés membres indépendantes BDO.

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.



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## Independent Auditor's Report

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### Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Niskamoon Corporation as at March 31, 2018, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

*BDO Canada S.R.L. / S.E. N.C.R.L. / LLP<sup>1</sup>*

Montréal, Québec  
June 20, 2018

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<sup>1</sup> CPA auditor, CA, public accountancy permit No. A106501



## Niskamoon Corporation Statement of Financial Position

**March 31** 2018 2017

### Assets

#### Current

|                                    |               |               |
|------------------------------------|---------------|---------------|
| Cash and cash equivalents (Note 3) | \$ 11,791,641 | \$ 14,830,175 |
| Investments (Note 4)               | 33,973,643    | 43,499,740    |
| Accounts receivable (Note 5)       | 1,786,901     | 2,922,460     |
|                                    | 47,552,185    | 61,252,375    |

|                               |         |         |
|-------------------------------|---------|---------|
| Capital assets (Note 6)       | 47,136  | 55,785  |
| Assets held-for-sale (Note 7) | 880,151 | 880,151 |
|                               | 880,151 | 880,151 |

\$ 48,479,472    \$ 62,188,311

### Liabilities and Net Assets

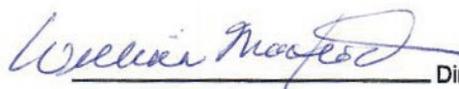
#### Current

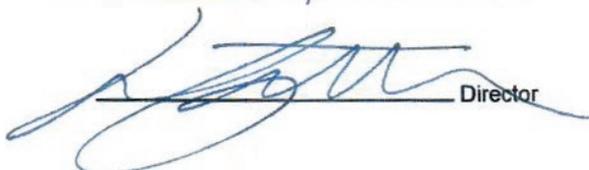
|  |            |            |
|--|------------|------------|
| Accounts payable and accrued liabilities | \$ 293,623 | \$ 269,412 |
| Projects' expenditures payable (Note 8)  | 1,106,545  | 654,156    |
| Due to Cree Nation Government (Note 2)   | 5,789      | 1,141      |
| Deferred revenue (Note 9)                | 47,073,515 | 49,690,489 |
| Contributions received in advance        | -          | 11,695,215 |
|  | 48,479,472 | 62,310,413 |

#### Net assets

|                            |               |               |
|----------------------------|---------------|---------------|
| Invested in capital assets | 927,287       | 935,936       |
| Administration fund        | (927,287)     | (935,936)     |
| Program funds              | -             | (122,102)     |
|                            | -             | (122,102)     |
|                            | \$ 48,479,472 | \$ 62,188,311 |

On behalf of the Board

  
\_\_\_\_\_  
Director

  
\_\_\_\_\_  
Director

The accompanying notes are an integral part of these financial statements.

## Niskamoon Corporation Statement of Revenue and Expenditures

| For the year ended March 31  | 2018                   |                     |                   | 2017                |
|--|------------------------|---------------------|-------------------|---------------------|
|  | Administration<br>Fund | Program<br>Funds    | Total             | Total               |
| <b>Revenue</b>   |                        |                     |                   |                     |
| Contributions  | \$ 4,273,983           | \$ 14,891,451       | \$ 19,165,434     | \$ 22,827,174       |
| Investment income  | (44,203)               | 898,054             | 853,851           | 1,078,909           |
| Transferred to deferred revenue<br>(Note 9)                              | (4,078,014)            | -                   | (4,078,014)       | (4,273,983)         |
| Unrealized loss on financial<br>instruments                              | (41,310)               | (184,698)           | (226,008)         | (111,044)           |
| Other revenue  | 8,554                  | -                   | 8,554             | -                   |
|  | <u>119,010</u>         | <u>15,604,807</u>   | <u>15,723,817</u> | <u>19,521,056</u>   |
| <b>Expenditures</b>  |                        |                     |                   |                     |
| Project expenditures   | -                      | 12,900,890          | 12,900,890        | 11,701,942          |
| Contribution to Communities<br>for Local Coordinators                    | -                      | 931,626             | 931,626           | 916,956             |
| Salary and fringe benefits   | 696,161                | -                   | 696,161           | 836,535             |
| Professional fees  | 275,050                | -                   | 275,050           | 388,068             |
| Travel   | 272,984                | -                   | 272,984           | 260,980             |
| Corporate fees   | 104,638                | -                   | 104,638           | 108,025             |
| Rent   | 76,914                 | -                   | 76,914            | 81,268              |
| Monitoring Committee   | 83,821                 | -                   | 83,821            | 99,710              |
| Office expenses  | 83,786                 | -                   | 83,786            | 69,535              |
| Administration charges   | 44,099                 | -                   | 44,099            | 43,188              |
| Legal fees (Note 11)   | 43,102                 | -                   | 43,102            | 46,416              |
| Telecommunications   | 23,336                 | -                   | 23,336            | 34,522              |
| Advertising and promotion  | 20,494                 | -                   | 20,494            | 44,551              |
| Service Agreement - Cree Nation<br>Government (Note 2)                   | 18,500                 | -                   | 18,500            | 16,500              |
| Amortization of capital assets   | 15,418                 | -                   | 15,418            | 24,262              |
| Insurance  | 6,320                  | -                   | 6,320             | 11,183              |
| Bank charges   | 3,036                  | -                   | 3,036             | 3,471               |
| Annual report  | 1,540                  | -                   | 1,540             | 2,400               |
|  | <u>1,769,199</u>       | <u>13,832,516</u>   | <u>15,601,715</u> | <u>14,689,512</u>   |
| <b>(Deficiency) excess of revenue over<br/>expenditures for the year</b> | <b>\$ (1,650,189)</b>  | <b>\$ 1,772,291</b> | <b>\$ 122,102</b> | <b>\$ 4,831,544</b> |

The accompanying notes are an integral part of these financial statements.

**Niskamoon Corporator  
Statement of Changes in Net Assets (Deficiency**

| <b>For the year ended March 31</b>                                       |   |                                |                          | <b>2018</b>  | <b>2017</b>    |
|--|---|--------------------------------|--------------------------|--------------|----------------|
|  | <b>Invested in<br/>Capital<br/>Assets</b> | <b>Administration<br/>Fund</b> | <b>Program<br/>Funds</b> | <b>Total</b> | <b>Total</b>   |
| <b>Balance, beginning of year</b>  | \$ 935,936                                | \$ (935,936)                   | \$ (122,102)             | \$ (122,102) | \$ (4,953,641) |
| <b>(Deficiency) excess of revenue over expenditures<br/>for the year</b> | (15,418)                                  | (1,634,771)                    | 1,772,291                | 122,102      | 4,831,544      |
| <b>Invested in capital assets</b>  | 6,769                                     | (6,769)                        | -                        | -            | -              |
| <b>Interfund transfers (Note 14)</b>                                     | -   | 1,650,189                      | (1,650,189)              | -            | -              |
| <b>Balance, end of year</b>  | \$ 927,287                                | \$ (927,287)                   | \$ -                     | \$ -         | \$ (122,102)   |

The accompanying notes are an integral part of these financial statements.

## Niskamoon Corporation Statement of Cash Flows

| For the year ended March 31   | 2018                 | 2017                 |
|---|----------------------|----------------------|
| <b>Cash flows from operating activities</b>                             |                      |                      |
| Excess of revenue over expenditures for the year                        | \$ 122,102           | \$ 4,831,544         |
| Items not involving cash and cash equivalents                           |                      |                      |
| Amortization of capital assets  | 15,418               | 24,263               |
| Unrealized loss on investments  | 226,008              | 111,044              |
|   | 363,528              | 4,966,851            |
| Changes in non-cash working capital balances                            |                      |                      |
| Accounts receivable   | 1,135,559            | (484,977)            |
| Accounts payable and accrued liabilities                                | 24,211               | 52,146               |
| Projects expenditures payable   | 452,389              | (229,289)            |
| Deferred revenue  | (2,616,974)          | (304,958)            |
| Contributions received in advance                                       | (11,695,215)         | 11,695,215           |
|   | (12,336,502)         | 15,694,988           |
| <b>Cash flows from investing activities</b>                             |                      |                      |
| Purchase of investments   | 9,300,089            | (1,491,112)          |
| Purchase of capital assets  | (6,769)              | (63,547)             |
|   | 9,293,320            | (1,554,659)          |
| <b>Cash flows from financing activity</b>                               |                      |                      |
| Due to Cree Nation Government   | 4,648                | (17,761)             |
| <b>(Decrease) increase in cash and cash equivalents during the year</b> | <b>(3,038,534)</b>   | <b>14,122,568</b>    |
| <b>Cash and cash equivalents, beginning of year</b>                     | <b>14,830,175</b>    | <b>707,607</b>       |
| <b>Cash and cash equivalents, end of year</b>                           | <b>\$ 11,791,641</b> | <b>\$ 14,830,175</b> |

The accompanying notes are an integral part of these financial statements.

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# Niskamoon Corporation

## Notes to Financial Statements

March 31, 2018

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### 1. Significant Accounting Policies

#### Nature of Business

Niskamoon Corporation, was incorporated under Part III of the *Québec Companies Act* on August 24, 2004. Niskamoon Corporation is a non-profit corporation without share capital and without pecuniary gain to its members and is based in Nemaska, Québec. The Corporation was created in accordance with the Agreement concerning the Administration of Cree-Hydro-Québec Agreements and the Niskamoon Corporation.

Niskamoon Corporation's activities mainly consist in the implementation of the Cree-Hydro-Québec Agreements (the Opimiscow Agreement, the Mercury Agreement (2001), the Apatisiwin-Cree Employment Agreement, the Nadoshtin Agreement, the Boumhounan Agreement, and the Agreement concerning a new relationship between Hydro-Québec / SEBJ and the Crees of Eeyou Istchee) which provides for the management of the Opimiscow Indoho Fund, the Nadoshtin Archaeology Fund, the Nadoshtin Training Fund, the Nadoshtin Indohoun Fund and the Hydro-Québec and Eeyou Fund and the control of the Employment Fund, the Mercury Funds (Nameess and EM-1 Mercury Funds), the Nadoshtin Remedial Measures Fund, the Boumhounan Archaeology Fund, the Boumhounan Training Fund, the Boumhounan Indohoun Fund, the Boumhounan Remedial Works Fund, the Re-appropriation Funds for Continued Use, the Re-appropriation Funds for Specific Navigation and the Re-appropriation Funds for Specific Training.

#### Basis of Accounting

The Corporation has prepared its financial statements in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO").

#### Funds Details

Revenue and expenses related to program delivery and administrative activities are reported in the Administration Fund.

##### *Program Funds*

The Apatisiwin-Cree Employment Fund is to be used for the purposes of funding the hiring initiatives.

The Nameess Mercury Fund is to be used for the purposes of monitoring and research program.

The Opimiscow Indoho Fund is reserved for the exclusive use of the Cree Nation of Chisasibi (70%) and the Cree Nation of Wemindji (30%).

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## Niskamoon Corporation Notes to Financial Statements

March 31, 2018

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The Hydro-Québec and Eeyou Fund is used for remedial, mitigation measures, works and programs of benefit to the Crees as well as training for Crees in order to access employment and contract opportunities resulting from the operation of Le Complexe La Grande (1975). This fund was also used for the funding of the Chisasibi House Replacement Program, which consists essentially of the construction or replacement of 163 housing units in the community of Chisasibi for a maximum amount of \$35,000,000. To date, \$35,000,000 (2017 - \$33,000,000) has been disbursed under the program to the Cree Nation of Chisasibi, as a result, Niskamoon Corporation has paid its full commitment towards the Chisasibi Housing Replacement.

### *Nadoshtin Programs*

This Agreement provides for the following funds:

The Nadoshtin Remedial Measures Fund is to be used to finance the types of works and programs to help alleviate the negative impact of hydro-electric development (including infrastructure) while enhancing the traditional Cree pursuits.

The Nadoshtin Archaeology and Cultural Heritage Fund is designed to ensure the inclusion of information about Cree perceptions, knowledge, history, and use of the environment in archaeological work.

The Nadoshtin EM-1 Mercury Fund is held and disbursed by Hydro-Québec but controlled by the Corporation to fund the restoration of Cree fisheries through programs that respond to Cree aspirations and needs. The Fund is also used to support Public Health Authorities in the development and delivery of programs related to the risk management of human exposure to mercury.

The Nadoshtin Eenou Indohoun Fund is primarily designed to create opportunities for the trappers of Eastmain, Mistissini, Nemaska, and Waskaganish directly affected by the Eastman 1 Project. The Fund promotes traditional activities and provides the means to mitigate the effects of the Project.

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## Niskamoon Corporation Notes to Financial Statements

March 31, 2018

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### *Boumhounan Programs*

This Agreement provides for the following funds:

The Boumhounan Remedial Works Fund is to be used to finance the types of works and programs to help alleviate the negative impact of hydro-electric development (including infrastructure) while enhancing the traditional Cree pursuits.

The Boumhounan Archaeology and Cultural Heritage Fund is used to carry out the Archaeology and Cultural Heritage Program (ACHP). The ACHP is designed to document and protect various aspects of the cultural heritage of the area affected by the EM-1 and EM1A Rupert River Partial Division / La Sarcelle Projects. This includes archaeological and burial sites as well as the knowledge and stories of families from the four communities affected by the Projects: Waskaganish, Eastmain, Nemaska and Mistissini.

The Boumhounan EM-1A Mercury Fund is held and disbursed by Hydro-Québec but controlled by the Corporation to fund the restoration of Cree fisheries through programs that respond to Cree aspirations and needs. The Fund is also used to support Public Health Authorities in the development and delivery of programs related to the risk management of human exposure to mercury.

The Boumhounan Eenou Training Fund is to be used to provide supplementary support as required, such as language courses and support for social activities to assist with adjustments.

The Boumhounan Eenou Indohoun Fund is very similar to the Nadoshtin Eenou Indohoun Fund and is also primarily designed to create opportunities for the trappers of Eastmain, Mistissini, Nemaska, and Waskaganish directly affected by EM1A Rupert River Partial Diversion / La Sarcelle Projects. The Fund promotes traditional activities and provides the means to mitigate the effects of the Project.

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## Niskamoon Corporation Notes to Financial Statements

March 31, 2018

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### Financial Instruments

#### *Re-appropriation Funds*

This Agreement provides for the following funds:

The Continued Use Fund is to be used for projects, works, studies, programs, remedial and enhancement measures to be carried out within the Territory affected by the EM1A Rupert River Partial Diversion / La Sarcelle Projects. The fund allows for the continued use and re-appropriation of the Territory.

The Specific Navigation Fund is to be used to benefit the Waskaganish community due to the partial diversion of the Rupert River which resulted in a decrease in the access to the Rupert's Bay via the Northern channel.

The Specific Training Fund is to be used for the environmental training programs.

#### *Measurement of Financial Instruments*

The Corporation initially measures its financial assets and liabilities at fair value. The Corporation subsequently measures all its financial assets and liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the statement of revenue and expenditures.

Financial assets measured at amortized cost include cash and cash equivalents and accounts receivable.

Financial assets measured at fair value include investments.

The Corporation elected to measure guaranteed investment certificates and bonds and debentures at fair value.

Financial liabilities measured at amortized cost include accounts payable, projects' expenditures payable and due to Cree Nation Government.

#### *Impairment*

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is not greater than the amount that would have been reported at the date of reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net income.



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## Niskamoon Corporation Notes to Financial Statements

March 31, 2018

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### *Transaction Costs*

The Corporation recognizes its transaction costs for financial instruments at fair value in net income in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption. Unless otherwise noted, it is management's opinion that the organization is not exposed to significant interest, currency or credit risks arising from its financial instruments and the carrying amounts approximate fair values.

### **Pension Plan**

The Corporation is a sponsor in a contributory, multiemployer defined benefit pension plan for all their employees who satisfy certain eligibility conditions. Defined contribution plan accounting is applied to the multiemployer defined benefit pension plan as information to apply defined benefit plan accounting is not available. The cost of defined contribution pensions is expensed as earned by employees.

### **Use of Estimates**

The preparation of financial statements in accordance with ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Significant items subject to estimates and assumptions include, but are not limited to, the estimated useful life of assets and accruals. Actual results could differ from management's best estimates as additional information becomes available in the future.

### **Revenue Recognition**

The Corporation follows the deferral method of accounting for contributions. Under this method, contributions restricted for future period expenses are deferred and are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Interest income is recognized when earned. Interest is allocated between the administration fund and the various program funds based on several criteria. The criteria involved in the determination of the allocation include the following: current and prior year deferred revenue and accounts receivable balances; and the specific investments made for each of the fund surpluses.

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## Niskamoon Corporation Notes to Financial Statements

March 31, 2018

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|  |  |                        |                               |                                |                              |                    |                              |
|--|--|------------------------|-------------------------------|--------------------------------|------------------------------|--------------------|------------------------------|
| <b>Cash and Cash Equivalents</b>               | Cash and cash equivalents include cash on hand, bank balances and short-term liquid investments with original maturities of three months or less from the date of acquisition and which are readily convertible into known amounts of cash.  |                        |                               |                                |                              |                    |                              |
| <b>Capital Assets and Assets Held-for-Sale</b> | <p>Capital assets are stated at cost less accumulated amortization. Cost is net of related government grants, if any. Amortization based on the estimated useful life of the asset is calculated as follows:</p> <table><tr><td>Leasehold improvements</td><td>10 years straight-line method</td></tr><tr><td>Office furniture and equipment</td><td>20% declining balance method</td></tr><tr><td>Computer equipment</td><td>30% declining balance method</td></tr></table> <p>Assets held-for-sale are measured at the lower of their carrying value amount and fair value less costs to sell. They are not amortized while classified as held for sale.</p>   | Leasehold improvements | 10 years straight-line method | Office furniture and equipment | 20% declining balance method | Computer equipment | 30% declining balance method |
| Leasehold improvements                         | 10 years straight-line method  |                        |                               |                                |                              |                    |                              |
| Office furniture and equipment                 | 20% declining balance method   |                        |                               |                                |                              |                    |                              |
| Computer equipment                             | 30% declining balance method   |                        |                               |                                |                              |                    |                              |
| <b>Long-lived Assets</b>                       | Long-lived assets are tested for recoverability when events or changes in circumstances indicate that their carrying amount may not be recoverable. The carrying amount of a long-lived asset is not recoverable when it exceeds the sum of the undiscounted cash flows expected from its use and eventual disposal. In such a case, an impairment loss must be recognized and is equivalent to the excess of the carrying amount of a long-lived asset over its fair value.   |                        |                               |                                |                              |                    |                              |
| <b>Foreign Currency Translation</b>            | <p>Foreign currency accounts are translated into Canadian dollars as follows:</p> <p>At the transaction date, each asset, liability, revenue and expense is translated into Canadian dollars by the use of the exchange rate in effect at that date. At the year-end date, monetary assets and liabilities are translated into Canadian dollars by using the exchange rate in effect at that date. The resulting foreign exchange gains and losses are included in income in the current period except for the foreign currency gains and losses on long-term monetary items which are deferred and amortized over the remaining terms of the related items.</p> |                        |                               |                                |                              |                    |                              |

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## Niskamoon Corporation Notes to Financial Statements

**March 31, 2018**

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### 2. Service Agreement - Cree Nation Government

On November 17, 2016, the Corporation entered into an agreement with the Cree Nation Government entitled Agreement Respecting the Executive Assistant Position Cost-Sharing and Nemaska Offices Rental. This Agreement was retroactive to September 15, 2016 as provided by Section 6 of this Agreement.

The Agreement provides for the service of an assistant to the treasurer position referred to in subsection 1.1 of this Agreement for the period between April 1<sup>st</sup> to March 31 of any given year starting on September 15, 2016. The individual occupying the above-mentioned position remains an employee of the Corporation and their service shall be shared as provided by subsection 1.2 of the Agreement.

Sections 2 and 3 of this Agreement provides for the rental of office spaces at Nemaska's Cree Nation Government offices. The Cree Nation Government invoices the Corporation on an annual basis for the expenditures incurred by Cree Nation Government on behalf of the Corporation to be paid 30 days following March 31 of every year and are non-interest bearing.

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### 3. Cash and Cash Equivalents

|                   | <u>2018</u>          | <u>2017</u>          |
|-------------------|----------------------|----------------------|
| Cash              | \$ 4,582,517         | \$ 11,989,596        |
| Money market fund | 7,209,124            | 2,840,579            |
|                   | <u>\$ 11,791,641</u> | <u>\$ 14,830,175</u> |

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## Niskamoon Corporation Notes to Financial Statements

**March 31, 2018**

### 4. Investments

|   | 2018                 |                      | 2017                 |                      |
|---|----------------------|----------------------|----------------------|----------------------|
|   | Cost                 | Fair Value           | Cost                 | Fair Value           |
| Bonds and debentures (i)                | \$ 26,595,087        | \$ 26,583,474        | \$ 31,489,419        | \$ 31,738,692        |
| Guaranteed investment certificates (ii) | 5,940,000            | 5,940,000            | 10,602,833           | 10,602,833           |
| Marketable securities                   | 1,051,464            | 1,288,039            | 956,517              | 1,158,215            |
| Mutual Funds                            | 162,130              | 162,130              | 956,517              | -                    |
|   | <b>\$ 33,748,681</b> | <b>\$ 33,973,643</b> | <b>\$ 44,005,286</b> | <b>\$ 43,499,740</b> |

(i) March 31, 2018 - interest rates ranging from 1.77% to 3.07% and maturing between December 2018 and July 2022;

March 31, 2017 - interest rates ranging from 1.97% to 6.17% and maturing between April 2017 and June 2022.

(ii) March 31, 2018 - interest rates at 1.3%, maturing in April 2018;

March 31, 2017 - interest rates ranging from 1.35% to 1.5%, maturing between April 2017 and February 2018.

### 5. Accounts Receivable

|                                    | 2018                | 2017                |
|------------------------------------|---------------------|---------------------|
| Accrued interest                   | \$ 1,623,439        | \$ 2,500,533        |
| Projects' expenditures recoverable | 106,476             | 234,546             |
| Sales taxes receivable             | 56,986              | 176,399             |
| Travel advances                    | -                   | 10,982              |
|                                    | <b>\$ 1,786,901</b> | <b>\$ 2,922,460</b> |

## Niskamoon Corporation Notes to Financial Statements

March 31, 2018

### 6. Capital Assets

|                                | 2018              |                             | 2017              |                             |
|--------------------------------|-------------------|-----------------------------|-------------------|-----------------------------|
|                                | Cost              | Accumulated<br>Amortization | Cost              | Accumulated<br>Amortization |
| Leasehold improvements         | \$ -              | \$ -                        | \$ 150,000        | \$ 150,000                  |
| Office furniture and equipment | 130,669           | 112,007                     | 130,669           | 107,341                     |
| Computer equipment             | 101,762           | 73,288                      | 94,993            | 62,536                      |
|                                | <b>\$ 232,431</b> | <b>\$ 185,295</b>           | <b>\$ 375,662</b> | <b>\$ 319,877</b>           |
| Net book value                 |                   | <b>\$ 47,136</b>            |                   | <b>\$ 55,785</b>            |

### 7. Assets Held-for-Sale

The Corporation owns land and building located in Montréal, Québec which are classified as held-for-sale. At March 31, 2018, there were circumstances beyond the Corporation's control that extended the period required to complete the sale beyond one year. The Corporation continues to meet the criteria to classify the building as asset held-for-sale at March 31, 2018.

The net book values of the assets held-for-sale are distributed as follows:

|          | 2018                |                             |                   | 2017              |  |
|----------|---------------------|-----------------------------|-------------------|-------------------|--|
|          | Cost                | Accumulated<br>Amortization | Net Book<br>Value | Net Book<br>Value |  |
| Land     | \$ 102,192          | \$ -                        | \$ 102,192        | \$ 102,192        |  |
| Building | 932,450             | 154,491                     | 777,959           | 777,959           |  |
|          | <b>\$ 1,034,642</b> | <b>\$ 154,491</b>           | <b>\$ 880,151</b> | <b>\$ 880,151</b> |  |

## Niskamoon Corporation Notes to Financial Statements

March 31, 2018

### 8. Projects' Expenditures Payable

|  | 2018                | 2017              |
|--|---------------------|-------------------|
| Cree Nation of Nemaska projects                | \$ 325,461          | \$ 38,268         |
| Whapmagoostui First Nation projects            | 263,514             | 88,479            |
| Cree Nation of Chisasibi projects              | 103,514             | 191,598           |
| Cree Nation of Mistissini projects             | 103,514             | 17,452            |
| Cree Nation of Eastmain projects               | 103,514             | 5,439             |
| Crees of the Waskaganish First Nation projects | 103,514             | -                 |
| Ouje Bougoumou Eenuch Association              | 103,514             | -                 |
| Siibii Development project                     | -                   | 214,934           |
| Waswanipi First Nation projects                | -                   | 97,924            |
| Cree Nation of Wemindji projects               | -                   | 62                |
|  | <b>\$ 1,106,545</b> | <b>\$ 654,156</b> |

### 9. Deferred Revenue

|  | 2018                 | 2017                 |
|--|----------------------|----------------------|
| Apatisiiwin - Cree Employment Fund     | \$ 3,515,087         | \$ 5,092,098         |
| Names Mercury Fund                     | 3,129,618            | 3,139,095            |
| Opimiscow Indoho Fund                  | 803,002              | 796,290              |
| Hydro-Québec Eeyou Fund                | 978,211              | -                    |
| Re-appropriation Fund                  |                      |                      |
| Continued Use Fund                     | 5,786,232            | 4,997,109            |
| Specific Navigation Fund               | 11,177,486           | 11,141,509           |
| Specific Training Fund                 | 352,775              | 359,905              |
| Nadoshtin Funds                        |                      |                      |
| Remedial Works Fund                    | 1,002,024            | 1,301,699            |
| Archaeology and Cultural Heritage Fund | 94,236               | 94,236               |
| EM-1 Mercury Fund                      | 245,687              | 228,871              |
| Eenou Indohoun Fund                    | 2,648,114            | 2,682,700            |
| Boumhounan Funds                       |                      |                      |
| Remedial Measures Fund                 | 10,787,485           | 12,827,234           |
| Archaeology and Cultural Heritage Fund | 110,384              | 83,335               |
| EM-1 A Mercury Fund                    | 168,659              | 157,115              |
| Training Fund                          | 709,530              | 660,967              |
| Eenou Indohoun Fund                    | 1,486,971            | 1,854,343            |
| Deferred revenue - Program Funds       | 42,995,501           | 45,416,506           |
| Niskamoon Administration Fund          | 4,078,014            | 4,273,983            |
| Total deferred revenue                 | <b>\$ 47,073,515</b> | <b>\$ 49,690,489</b> |

## Niskamoon Corporation Notes to Financial Statements

**March 31, 2018**

### 10. Commitments

The Corporation has an operating lease for its premise in Rouyn-Noranda, Québec expiring on June 30, 2019 and another operating lease in Chisasibi, Québec expiring September 30, 2021.

The minimum annual base lease payments for the next three years are as follows:

|      |    |         |
|------|----|---------|
| 2019 | \$ | 70,385  |
| 2020 |    | 49,183  |
| 2021 |    | 24,591  |
|      |    | 144,159 |
|      | \$ | 144,159 |

### 11. Legal Fees

|                                       | 2018      |    | 2017   |
|---------------------------------------|-----------|----|--------|
| Chisasibi House Replacement Program   | \$ 29,616 | \$ | 33,386 |
| Real property and leasehold agreement | 8,554     |    | 1,560  |
| Head office                           | 4,052     |    | 2,278  |
| Community coordinators                | 880       |    | 8,642  |
| Remedial works                        | -         |    | 550    |
|                                       | 43,102    | \$ | 46,416 |
|                                       | 43,102    | \$ | 46,416 |

### 12. Interfund Borrowing

In prior years, the Hydro-Québec Eeyou Fund ("HQ Fund") borrowed money from the Boumhounan Remedial Works Fund ("BRW Fund") to assist it with the financing of the Chisasibi House Replacement Program expenditures. The HQ Fund pays interest to the BRW Fund at an average rate of approximately 2.59% (2017 - 2.59%) on any outstanding balances. The interest rate is established by calculating the average rate of return on the investments restricted solely for the Boumhounan group of funds. There is no specified date of repayment. During the year, Niskamoon paid its full commitments towards the Chisasibi Housing Replacement program.

|                            | 2018 |    | 2017    |
|----------------------------|------|----|---------|
| Year-end interfund balance | \$ - | \$ | 122,102 |
| Interest charged           | \$ - | \$ | 48      |

There was no interest paid in 2018, while in 2017 interest was included in the BRW Fund interest revenue and in the HQ Fund projects expenditures.

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## Niskamoon Corporation Notes to Financial Statements

March 31, 2018

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### 13. Risks Arising From Financial Instruments

#### *Credit Risk*

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Corporation is exposed to credit risk in relation to cash and cash equivalents, investments and accounts receivable. For cash and cash equivalents and investments, the Corporation mitigates this risk by dealing with creditworthy financial institutions and counterparties. With respect to accounts receivable, the Corporation reduces this risk by dealing primarily with Hydro-Québec. Total credit risk is limited to the amounts recorded in the statement of financial position.

#### *Market Risk*

The market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: interest rate risk, currency risk and other price risk. As the Corporation does not hold significant foreign denominated balances, it is not exposed to currency risk.

#### *Interest Rate Risk*

The Corporation is exposed to interest rate risk associated with investments in bonds and debentures and money market funds. The yield and fair value of these investments will vary in response to changes in the prevailing market interest rates. The value of other bonds will generally rise if interest rates fall and fall if interest rates rise. The Corporation believes that this risk is limited since these assets are derived from a portfolio of investments from a large number of issuers which are from government or government guaranteed entities and institutional banks.

#### *Liquidity Risk*

Liquidity risk is the risk that the Corporation will encounter difficulty in meeting obligations associated with financial liabilities. The Corporation is exposed to this risk mainly in respect to its accounts payable and accrued liabilities.

#### *Other Price Risk*

Other price risk arises from changes in market prices other than those arising from interest rate risk or currency risk. Investments are subject to market volatility risk. The investments of the Corporation are susceptible to market price risk arising from uncertainties about the future prices of the instruments.

There has been no change in the Corporation's risk management strategies during the year.

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## Niskamoon Corporation Notes to Financial Statements

March 31, 2018

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### 14. Interfund Transfer and Contributions

In 2018, the Corporation's Board of Directors transferred \$1,650,189 (2017 - \$2,570,928) from the Program Funds to the Administration Fund in order for the Administration Fund to manage the Corporation.

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### 15. Retirement Benefits

The Corporation is a member in a contributory, multi-employer defined benefit pension plan with 24 different participating employers for all their employees who satisfy certain eligibility conditions. The plan is called James Bay Cree-Naskapi Quebec Pension Plan.

At the date of the last actuarial valuation of the plan, December 31, 2015, there was a solvency deficit of approximately \$12,745,000 (2014 - \$10,254,000) according to the plan's actuaries. It is not possible to determine the Corporation's share of the solvency deficit as well as additional past service contributions since the information was not available as at the date of authorization of issuance by the Board of Directors. Additionally, the plan exposes the participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, plan assets and cost to individual entities participating in the plan.

Significant long-term actuarial assumptions used in the last annual actuarial valuations issued the following:

|                                    | <u>2016</u> | <u>2015</u> |
|------------------------------------|-------------|-------------|
| Asset rate of return (net of fees) | 5.35%       | 5.25%       |
| Inflation                          | 2.00%       | 2.00%       |
| Salary escalation rate             | 4.00%       | 4.00%       |
| Indexation of retirement income    | 2.70%       | 2.70%       |

The Corporation made contributions totaling \$189,097 (2017 - \$124,575) during the year with respect to this plan.

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