

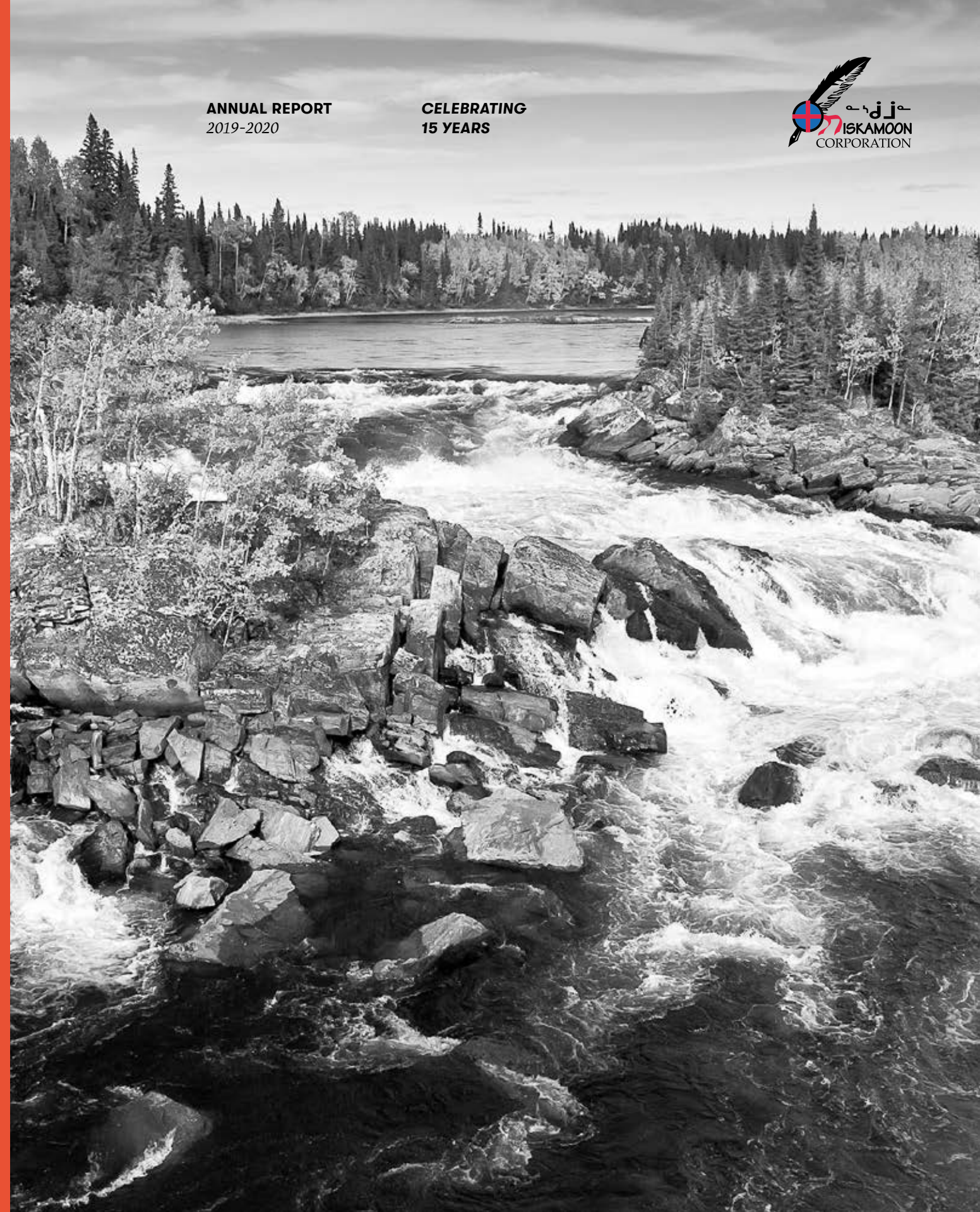
*Celebrating
15 Years*



*Annual Report
2019-2020*

ANNUAL REPORT
2019-2020

CELEBRATING
15 YEARS



Photography
Réal Courcelles
(except where indicated otherwise)

Design and Illustration
DESIGN IS YUMMY

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About Niskamoon

Message from the Chairperson



Kwei! Watchiya! Greetings! Bonjour!

I am proud to submit to you the 2019-2020 Niskamoon Corporation Annual Report. This past year was a busy one for our organization, as we marked the 15th anniversary of our founding. It also marks my second year as Chairman of the organization.

I have been lucky to meet many people who have benefited from Niskamoon support over the years, in all of the Cree communities we serve. One comment that often comes up is that people think the funds that Niskamoon manages will one day end. This is not at all the case! Indeed there are some funds that have come to an end, such as the support for the TEHQ program, which ended in March 2017. However, there are other funds that we manage that will, for all intents and purposes, be in place so long as there is hydroelectric infrastructure on our territory. These funds exist to support current and future generations of Cree land users.

The long-term funds we manage allow our organization to take a very strategic view of how we can continue to support Cree land use into the future. To do this, we finance many activities which may not provide benefits over the short-term but instead are investments into the future. One of these is the Coastal Habitat Comprehensive Research Program. This is a large-scale project over the entire eastern James Bay coast. The work being carried out will help us better understand different aspects of a complex ecosystem, including our own Cree Knowledge on the area and its many resources that have sustained families for generations. Our intention is to use the information gathered in this project, and the complex links between the different factors, to inform future remedial works along the coast. Another example is the Eeyou-Eenou Ituun training program we are implementing with the Cree Trappers' Association. This accredited education program will provide an opportunity to any Cree youth interested in developing the complex skills required to live and thrive in the bush, with special emphasis on safety. Again, we believe that this program is an important investment in the future.

Finally, I could not end this note without mentioning the COVID-19 pandemic that hit all of us at the end of the 2019-2020 fiscal year. This was both unexpected and devastating to everyone. However, its coincidence with the spring goose hunt has shown us the importance of continuing to use the land that has sustained our people, our culture and our identity for thousands of years. There was never a doubt at Niskamoon that the healthiest solution to this virus was to go on the land, and so we quickly put in place an emergency fund to provide support for all Crees to access hunting territories. I thank the Cree Trappers' Association for working closely with us on this.

I invite you to read about our many other programs discussed in this report. This is your Corporation! We look forward to continue serving the Cree communities for many years to come.

Ginskumidinaan! Megwetch! Thank you! Merci!

William MacLeod, M.S.M.
Niskamoon Corporation Chairperson



Message from the Vice-Chairperson



Kwei! Watchiya! Greetings! Bonjour!

Welcome to our report. Niskamoon Corporation witnessed important internal changes in 2019-2020. Among the changes, Daniel Lauzon, one of Hydro-Québec's representatives on the Board of Directors, has stepped down. We thank Daniel for his contribution to the organization over the years. The Cree Nation Government upon recommendation from Hydro-Québec has since named Mr. Luc Duquette to the Board. Luc has been a member of the aboriginal affairs team at Hydro-Québec for many years and is no stranger to Eeyou Istchee. I would like to welcome him to the team.

As one of three Hydro-Québec representatives on the Niskamoon Corporation Board of Directors, we help oversee the implementation of the many Impact-Benefit Agreements signed between Hydro-Québec and the Cree Nation under Niskamoon's responsibility. To do this, we need to regularly evaluate Niskamoon's internal structure to ensure that benefits flowing from these agreements are easily accessed by its beneficiaries. Being a small organization, we are strongly impacted whenever we lose a staff member. However, these can also be opportunities to re-organize ourselves to improve our performance for our key stakeholders. Thanks to the structure of two specific agreements for which Niskamoon will receive an annual payment for many years to come, the organization has the financial means to develop long-term strategies targeting the next generation of Cree land users.

Lastly, it is important to mention the recent COVID-19 outbreak. I am particularly proud of Niskamoon's emergency financial support for the spring goose break. This \$1.6M package was meant to encourage Crees to participate in the spring hunt as much as possible, knowing that Cree hunting camps are the best place to practice social distancing, not to mention the many other health, social and cultural benefits of practicing the hunt. The speed at which we were able to get these funds into the hands of community-members is a testament to our dedication to assist land users when they need it most.

Thank you for your on-going support and stay safe!

Mathieu Boucher
Niskamoon Corporation Vice-Chairperson



15th Anniversary

Over the past 15 years of our existence, Niskamoon Corporation has worked hard to implement the many agreements under our responsibility in a manner that our mandate and core values are well understood across all of Eeyou Istchee. The leadership of our organization over the last 15 years, Dr. Billy Diamond, Mrs. Violet Pachanos and presently Mr. William MacLeod have contributed greatly to the vision and direction of our organization. Niskamoon has fostered and maintained positive working relationships between Hydro-Québec and the Cree communities to ensure that obligations are met and concerns are heard.

Along with current and past members of the Board of Directors, Niskamoon's staff and Local Officers have been vital in carrying out Niskamoon's important role in delivering much needed support to the Land Users and Tallymen of Eeyou Istchee. As we look forward to our next 15 years, we also take this time to look back and remember those who are no longer with us, most notably past Chairman Dr. Billy Diamond and past Board Member Lawrence Jimikin. These men helped build Niskamoon to where it stands today and is a reflection on their legacy to the Cree Nation.

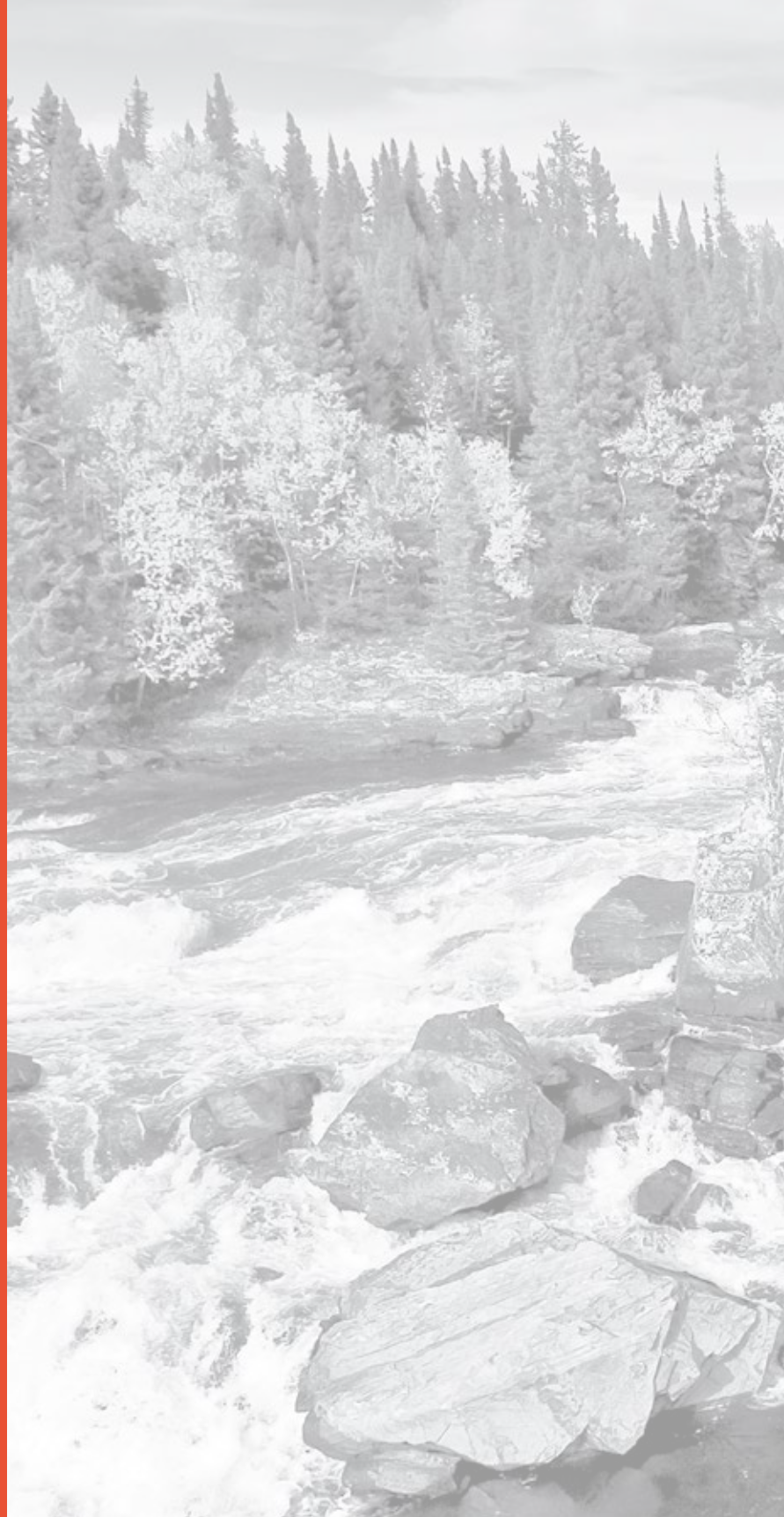
Everyone at Niskamoon is dedicated to continue building to make our organization stronger and better in the future.



Niskamoon Agreement

This Agreement calls for the creation of our not-for-profit organization, Niskamoon Corporation (*herein 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.



Mandate

Niskamoon Corporation provides an efficient framework for cooperation between the Crees and Hydro-Québec.

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.

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.

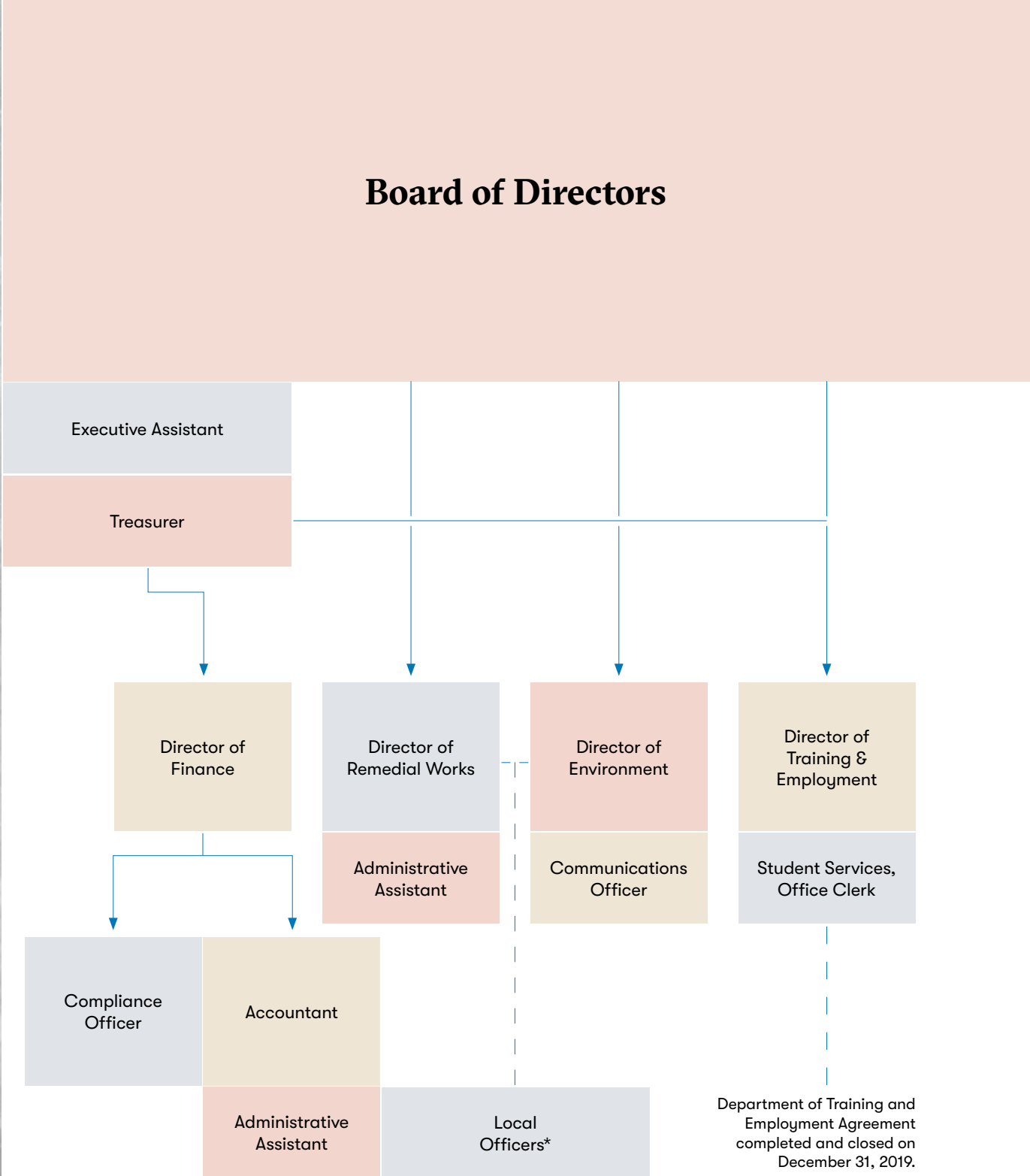


Operating Budget and Administrative Agreement

with the Cree Nation Government

Niskamoon approved a total operating budget of **\$1,895,816** for the financial year of April 1, 2019 to March 31, 2020. 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.

Organizational Chart



**The Local Officers are officially hired and remunerated by the local band councils, as per the Community Contribution Modified Agreement (p. 46)*

Board of Directors



Directors appointed by the Cree Nation Government:



William MacLeod
Chairperson



Matthew Wapachee
Director



Emily Whiskeychan
Director



George Bobbish
Director



Ryan Erless
Director

Directors recommended by Hydro-Québec and appointed by the Cree Nation Government:



Mathieu Boucher
Vice-Chairperson



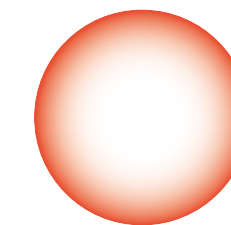
Réal Courcelles
Director



Daniel Lauzon
Director
(Up to February 2020)



Luc Duquette
Director
(As of March 2020)



Staff



Mathew Swallow
Treasurer



Leo Parent-Sirois
Corporate Secretary



Denise White
Director, Finance



Diane Thibault
Director, Training
and Employment



Marc Dunn
Director, Environment



Robbie Tapiatic
Director, Remedial Works



Eli Moore
Communications Officer



Marie Anne Wapachee
Accountant



Noreen Moar
Compliance Officer



Diane Moar
Administrative Assistant



Shirley Chiskamish
Administrative Assistant



Linda Corston
Executive Assistant



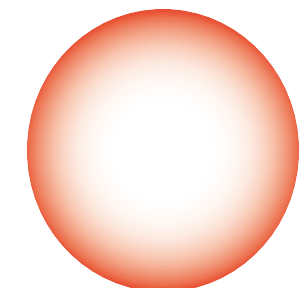
Julie Sylvestre
Office Clerk
Student Services
(Up until December 31, 2019)



Ernie Rabbitskin
Coastal Habitat
Comprehensive Research
Project Field Coordinator



Laura-Lee Sam
Assistant Field Coordinator





*Year
In Review*

Calendar 2019 - 2020

Overview of Board Meetings of the Board of Directors in the accounting year for 2019-2020



Holiday

Meeting of the Board of Directors of the Niskamoon Corporation

Deadline for the Local Coordinators to submit the proposals (**The Tuesday 3 weeks prior to board meeting**)

Deadline for the Regional Directors to send the list of proposals to be tabled at the upcoming board meeting (**The Tuesday 1 week prior to board meeting**)

Managed Funds

A. Hydro-Québec and Eeyou 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 2019-2020 was **\$9,091,003.24**.

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. The Agreement came to an end on March 31, 2017. Hydro-Québec’s final contribution of **\$5,909,900** was in 2016-2017. An amount of **\$657,000** was carried forward into the 2019-2020 fiscal year.

C. Nadoshtin Agreement and Funds

They 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.

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

Nadoshtin Remedial Measures Fund

This fund was established to address the negative impacts of the Eastmain-1 Project. The Fund is designed to enable Cree communities people living in the impacted area to pursue traditional activities as well as to support community-level projects to enhance culture and social unity.

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

Community	%
Eastmain	47.0
Mistissini	23.5
Nemaska	23.5
Waskaganish	6.0

Nadoshtin Eenu Indohoun Fund

The Fund was created to foster opportunities for land users of Eastmain, Mistissini, and Nemaska directly affected by the Eastmain-1 Project. It promotes traditional activities and provides the means to mitigate direct effects of the Project on the Trapline. Its initial endowment was **\$3,900,000** (in 2002 dollars), and funds are allocated as such (allocations are defined in each community between impacted traplines):

Community	%
Eastmain	50.0
Mistissini	25.0
Nemaska	25.0

Nadoshtin EM-1 Mercury Fund

This fund is in place to restore and strengthen the Cree fisheries in ways which respond to Cree aspirations and needs, but which also adequately take into account the health risks associated with human exposure to mercury in fish, as these issues specifically pertain to the Eastmain-1 Reservoir.

The initial endowment for this fund was **\$3,000,000** (in 2002 dollars).

Nadoshtin Archaeology and Cultural Heritage Fund

This fund is to ensure the participation of Cree entities, communities and families in the documenting and possible relocation of culturally significant sites within the area impounded by the Eastmain-1 reservoir. The initial endowment for this fund was **\$2,500,000** (in 2002 dollars).

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 Eenu Indohoun Fund, and (3) the Boumhounan Eastmain 1-A Rupert Mercury Fund.

Boumhounan Remedial Works Fund

This fund was established to address the negative impacts of the Eastmain 1-A Rupert River Partial Diversion and La Sarcelle Project. The Fund is designed to enable Cree communities to pursue traditional activities as well as to support community-level projects to enhance culture and social unity. The Fund’s initial endowment was **\$32,000,000** (in 2002 dollars).

Boumhounan Eenu Indohoun Fund

This Fund is similar to the Nadoshtin Eenu 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 direct impacts of the Project on the traplines (see table below). The Fund’s initial endowment was **\$3,900,000** (in 2002 dollars).

Boumhounan EM-1A Mercury Fund

This fund is in place to restore and strengthen the Cree fisheries in ways which respond to Cree aspirations and needs, but which also adequately take into account the health risks associated with human exposure to mercury in fish, as these issues specifically pertain to the Rupert Diversion Bays and the partial diversion of the Rupert River. The initial endowment for this fund was **\$3,000,000** (in 2002 dollars).

Boumhounan Archaeology and Cultural Heritage Fund

This fund is to ensure the participation of Cree entities, communities and families in the documenting and possible relocation of culturally significant sites within the area impounded by the Rupert Diversion Bays as well as below the point of diversion on the Rupert River. The initial endowment for this fund was **\$2,500,000** (in 2002 dollars).

Boumhounan Training Fund

This fund is to assist in the hiring of Crees on the EM-1A/Sarcelle Powerhouses and Rupert Diversion Project as well as the development of training programs to satisfy potential hiring requirements. The initial endowment for this fund was **\$1,500,000** (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 Indocho Fund

It 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 2019-2020 was **\$792,286.31**, allocated as follows:

Community	%	Amount
Chisasibi	70	\$534,116
Wemindji	30	\$228,907

F. The Re-appropriation and Continued Use Agreement

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 (**Mistissini, Nemaska and Waskaganish**). 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 2019-2020 fiscal year was **\$3,059,632.48**.

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. 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.

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.

As of March 31, 2020, no amounts have been expended from the Navigation Fund. A kick-off meeting was held on February 20, 2020, in Waskaganish, with appointed members of the Navigation Committee. These members are:

Samson Wischee
Ernie Moses
Clarence Happyjack
Bert Moar
James Jonah Jr.

Several other invited community-members were present to assist in discussions. The Committee agreed to examine the feasibility of several different types of works to address present and future navigation issues in the Rupert River estuary and Rupert Bay. Discussions will continue in the 2020-2021 fiscal year.

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. No funds were expended in the 2019-2020 fiscal year.



The 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 below.

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 below.

Funded Projects - 2019

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 1920-031/1920-287 – 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. The budget for the 2020 fishing season was passed within the 2019-2020 fiscal year.

Resolution 1920-132/1920-291 – Waskaganish – Construction of Scooping Weirs

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 re-construction of fishing sites on both sides of the rapids. The work to be carried out over the summer 2020 was approved at the March 2020 board meeting.

Resolution 1920-134 – Waskaganish – Traditional Fishing at Kachikasuuk Fishing Site (Nottaway River)

Resolution 1920-130/1920-285 – Waskaganish – Traditional Fishing at Kaapeshii Bay (Rupert River)

Resolution 1920-129/1920-284 – Waskaganish – Fishing and Fish Distribution at Mouth of Rupert River

Resolution 1920-133 – Waskaganish – Smokey Hill Community Fishing - 2018

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 (note that the budget for the 2020 fishing programs for Kaapeshii Bay and for in front of the community were passed within the 2019-2020 fiscal year).

As in previous years, a community fishing project was carried out at Smokey Hill during the cisco migration in fall 2019. The program focuses on training youth in the harvesting, cleaning, preparing and cooking of fish and their various parts employing traditional methods.

Resolution 1920-172 – Waskaganish – Smokey Hill Gathering

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 Corporation.

Resolution 1920-030 – Waskaganish – Voluntary Cisco Registry 2018

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 2018, 15,438 cisco and an additional 350 walleye and whitefish were caught during the fall run. This marks the fourth year in a row that the cisco catch exceeded 15,000 fish for the year.

In 2019, a small project was undertaken to reinterpret the data collected since 2017 regarding the voluntary cisco catch registry in Waskaganish. The result has been a re-orientation of the story this data tells, from tracking fish catches in light of the partial diversion of the Rupert River, towards a story of food security, adaptation and, ultimately, resilience. Nowhere is this more evident than when we look at fish catches as a result of a new technique previously not used at the Smokey Hill, but which was introduced by elders themselves when they came to know the new hydraulic conditions on the river. In English, this technique would be called “seining”, but in fact the Cree technique is much more refined. It is known locally as *E Kwaaspahiipaanuuch*. Catches using this strategy have steadily grown over the last few years, and in 2019 reached a peak of over 23% of the total fall fishery catch.

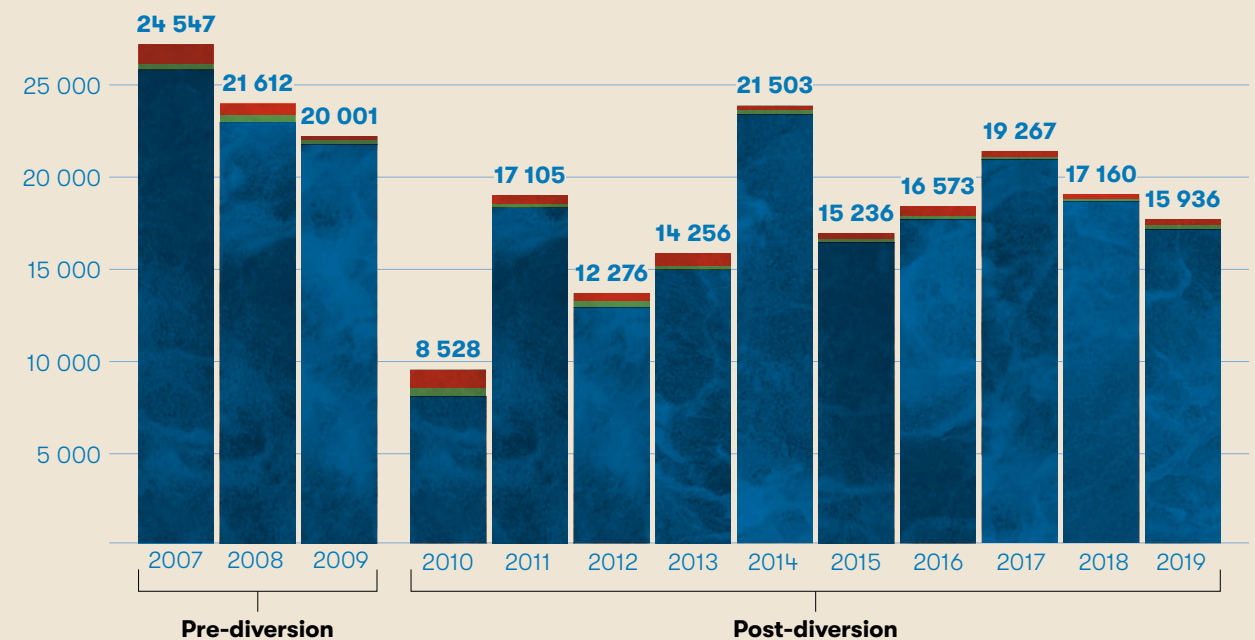


Figure 1: Fall fishery at Smokey Hill by fish species. Anadromous cisco make up over 96% of the total catch over the 13 years of the registry.

Whitefish Walleye Cisco

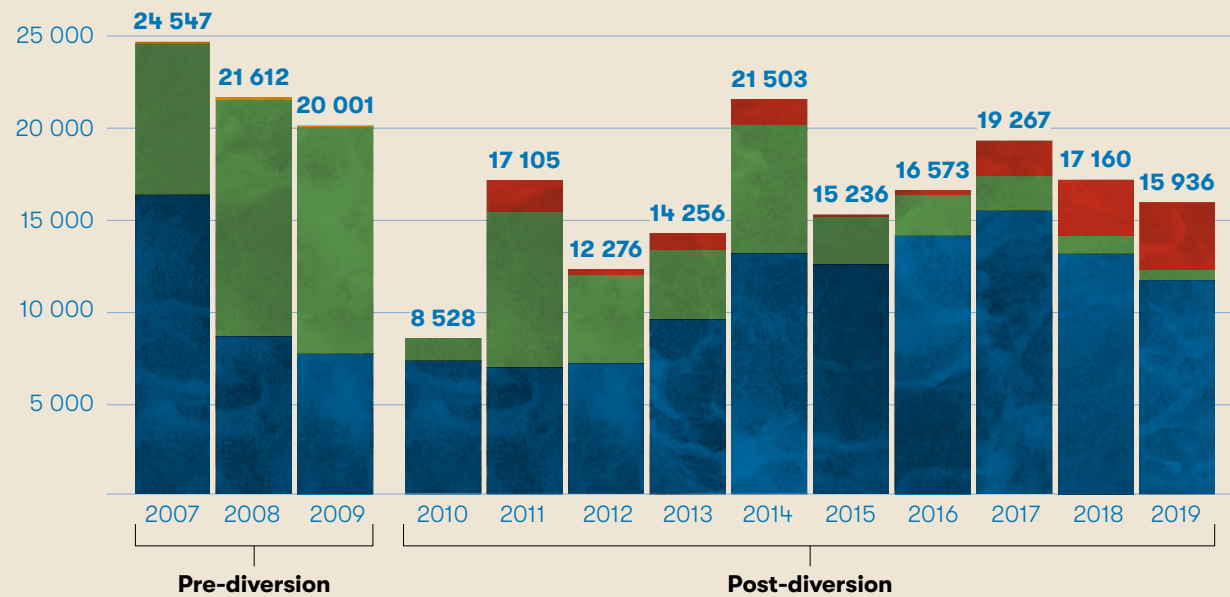


Figure 2: Total catch at Smokey Hill during fall fishery by fishing technique. Note that the seine technique has grown in popularity over the last four years.

Seine Scooping Gill Nets Unknown

Lake Sturgeon Harvesting

Condition 5.26; Boumhounan Agreement Section 4.2(c)

Resolution 1920-122 – Nemaska – Voluntary Registration of Lake Sturgeon Catches, 2019

Resolution 1920-29 – Waskaganish – Voluntary Registration of Lake Sturgeon Catches, 2019

A total of 79 lake sturgeon were caught along the Rupert River in Waskaganish territory. This is the lowest total since the beginning of the registry. 76% of this catch was harvested in the upper Rupert River zone. Thus continues the decline of the lake sturgeon catch in Waskaganish over the past four years. Several sturgeon harvested were released due to their small size.

Cree Fisheries Rejuvenation and Enhancement

Conditions 6.5 & 6.10

Resolution 1920-137 – Waskaganish – R-04 Fishing Project

Resolution 1920-123 – Nemaska – N-24 Genawmee Fishing Project

Resolution 1920-124 – Nemaska – M-33 Summer Fishing Project

Resolution 1920-125 – Nemaska – R-17 Summer Fishing Project

Resolution 1920-234 – Nemaska – R-20 Winter Fishing Project

These projects seek to train youth in traditional fishing. 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.

Canoe Brigades

Condition 6.18

Resolution 1920-033/1920-277 – Waskaganish – Youth Canoe Brigade

Resolution 1920-116 – Nemaska – Youth Canoe Brigade
Resolution 1920-120 – Mistissini – Youth Canoe Brigade

The Waskaganish canoe brigade traveled in 2019 along the Rupert River, the Nemaska brigade traveled between Champion Lake and Old Nemaska, located on the Rupert River, and the Mistissini brigade occurred on 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. Note that the 2020 Waskaganish canoe brigade was approved in the 2019-2020 fiscal year.

Navigation along Reduced Flow Sector of the Rupert River

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

Resolution 1920-032/1920-288 – Waskaganish – Channel Markers Along Rupert River and Rupert Bay

This project involves marking the most commonly used navigation routes along the Rupert River, the Rupert River estuary and Rupert Bay. Channels are marked using a combination of floating buoys, commercial (red and green) buoys and traditional Cree trees. The budget for the summer 2020 buoys was also passed within the 2019-2020 fiscal year.

Monitoring of Ice Conditions

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

Resolution 1920-175 – Waskaganish – Ice Monitoring Program

Resolution 1920-236 – Waskaganish – Hummocked Ice Pilot Project – Phase II

Resolution 1920-240 – Nemaska – Ice Monitoring

In 2018/2019, monitoring was carried out in both Waskaganish and Nemaska to verify the safety along the main travel routes in both communities. Special concern was given to routes prior to the spring goose hunt.

Following the completion of a pilot project in 2018-2019 done jointly between Groupe LaSalle and Sibi Development Corporation, phase II was conducted in 2019-2020 to implement some of the recommendations made the previous year in the development of tools for land users to mitigate and adapt travel across ridges of hummocked ice that form near the community.

Maintenance of Portages

Condition 6.22; Boumhounan Agreement Section 4.8(h)

Resolution 1920-138 – Waskaganish – Trapline R-13 – Portage Clear Cutting

This project was carried out to maintain and extend portages between the Rupert River towards the North and East.

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 1920-037 – Nemaska – Trapline R-18 – Boat Ramp and Parking

This work was carried out at the request of the Cree Nation of Nemaska based on land users' concerns that the existing boat ramp was not safe due to its close proximity to the KP223 weir. All permits were obtained from government entities, based on requests prepared jointly by Hydro-Québec, Niskamoon Corporation and the Cree Nation of Nemaska. The new boat ramp is located approximately 1-km upriver from the weir.



Resolution 1920-141 – Nemaska – Trapline N-24 – Snowmobile Trail

Resolution 1920-281 – Nemaska – Trapline N-24 – Traditional Dwelling

This project is a continuation from previous years, with a goal of enhancing existing goose hunting sites and shifting land use towards the Marten River from the Rupert River. Once the spring instream flow regime is activated, land users lose significant hunting habitat along the Rupert River due to high water levels.

Trapline Projects to Enhance and Promote Continued Use of Impacted Lands

Condition 6.10

Resolution 1920-034 – Waskaganish – Trapline N-1 – Resurfacing and Repairs to Access Roads

Objective: To repair main access roads to they hydraulic structures at KP33, KP49 and KP85 of the Rupert River on N-1 trapline.

Resolution 1920-035 – Waskaganish – Trapline N-2 – 5 Crossings

Objective: To improve access to harvesting areas on the N-2 trapline. The project was carried out by trapline land users.

Resolution 1920-178 – Waskaganish – Trapline N-2 – Goose Pond

Objective: To enhance waterfowl harvesting on the trapline.

Resolution 1920-284 – Waskaganish – Trapline N-2 – Traditional Lodge

Objective: To promote land-based activities by providing a space to deliver training as well as gatherings.

Resolution 1920-135 – Waskaganish – Trapline R-4 – Replacement Cabin

Resolution 1920-136/1920-289 – Waskaganish – Trapline R-4 – Shoreline Protection Measures (Phase I and II)

Resolution 1920-180 – Waskaganish – Trapline R-4 – Snowmobile Trail

Objective: These works were carried out to promote the continued use of Poplar Point, located across from the Rupert River estuary from the community of Waskaganish. In the first case, the cabin was built to replace one that was lost during works carried out in past years to clean the area. In the case of shoreline protection, this consists of a physical barrier from seasonal high tides, which have caused flooding and erosion in previous years. All work was carried out by hand.

Resolution 1920-290 – Waskaganish – Trapline R-5 – Snowmobile Trail

Objective: To improve access to harvesting areas on the R-5 and neighboring traplines (approved by tallymen).

Resolution 1920-181 – Waskaganish – Trapline R-11 – Walking Trail

Resolution 1920-182 – Waskaganish – Trapline R-11 – Crossing

Objective: To improve access to harvesting areas on the R-11 trapline.

Resolution 1920-131/1920-237 – Waskaganish – Trapline R-12 – Parking Area for Land Users

Objective: To ensure safe access to camps and hunting lands adjacent to KP85 of the Rupert River (note that work is carried out on N-1 trapline with the approval of Tallyman).

Resolution 1920-139 – Waskaganish – Trapline R-13 – Goose Corridor

Resolution 1920-140 – Waskaganish – Trapline R-13 – Goose Pond

Resolution 1920-307 – Waskaganish – Trapline R-13 – Snowmobile Trail

Objective: To enhance access and waterfowl harvesting on the trapline.

Resolution 1920-241 – Nemaska – Trapline R-16 – Snowmobile Trail

Objective: To improve access for land users.

Resolution 1920-038 – Nemaska – Trapline R-18 – Goose Corridor

Objective: To improve goose hunting conditions for hunting groups on the trapline, in particular along the reduced flow sector of the Rupert River.

Resolution 1920-186 – Nemaska – Trapline R-21 – Solar Panels for Cabins

Objective: This project aims to improve living conditions for land users on the traplines.

Resolution 1920-183 – Nemaska – Trapline N-24 – Snowmobile Trails

Objective: This project aims to improve safe access to camps and hunting areas located on the trapline.

Resolution 1920-036 – Nemaska – Trapline N-24A – Snowmobile Trails

Objective: This project aims to improve safe access to camps and hunting areas located on the trapline.

Resolution 1920-184 – Nemaska – Trapline N-25 – Brushcutting Access Trail

Objective: This project aims to improve safe access for a large number of land users who access inland from the Route du Nord.

Resolution 1920-146 – Mistissini – Trapline M-25 – Snowmobile Trails

Resolution 1920-257 – Mistissini – Trapline M-25 – Snow Removal

Objective: These projects aim to improve safe access to camps and hunting areas located on the trapline.

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

Resolution 1920-028/1920-282 – Waskaganish – Spring Airlift 2019 & 2020

Resolution 1920-174 – Waskaganish – Elders Wood Cutting

Resolution 1920-176 – Waskaganish – Snow Removal to Campsites

Resolution 1920-179 – Waskaganish – Snowmobile Trail Grooming

Resolution 1920-235 – Waskaganish – Community Stanley Boat (Chi-Man)

Resolution 1920-283 – Waskaganish – Community Walking Trail

Resolution 1920-238 – Nemaska – Wood Supply for Elders

Resolution 1920-239 – Nemaska – Snow Removal to Campsites

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

Resolution 1920-232 – Nemaska – Winter Journey 2020

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

Resolution 1920-115 – Nemaska – Old Nemaska Gathering

Funds were also used to provide a subsidy for land users on impacted traplines to allow them to adapt to the land and to better understand the changes brought about by the Diversion project.

Note that the 2019-2020 and 2020-2021 programs were approved in the 2019-2020 fiscal year. In addition, in 2019, a mandate was given to WSP consultants to compile the data collected by land users since 2013 into an internal report:

Resolution 1920-040/1920-295 – Waskaganish – Re-appropriation and Navigation on the Reduced Flow Sector of the Rupert River

Resolution 1920-041/1920-296 – Nemaska – Re-appropriation and Navigation on the Reduced Flow Sector of the Rupert River

Resolution 1920-042/1920-297 – Nemaska – Re-appropriation and Navigation in the Rupert Diversion Bays

Resolution 1920-043/1920-298 – Mistissini – Re-appropriation and Navigation in the Rupert Diversion Bays

Resolution 1920-187 – Niskamoon Corporation – Compilation of Navigation Maps, 2013-2019

Finally, funds were used for the development of cultural and social innovation programs designed to train the next generation of Cree land users:

Resolution 1920-022 – Waskaganish – Snowshoe Making Course

Resolution 1920-023 – Waskaganish – Moose Hide Preparation Course

Resolution 1920-039/1920-293 – Waskaganish – Youth Spring Hunting Outings 2019/2020

Resolution 1920-177 – Waskaganish – Youth Fall Hunting Outings 2019

Resolution 1920-305 – Waskaganish – Digital Radio Land-based Communications

Resolution 1920-025/1920-279 – Mistissini – Chiseinuu Chiskutahmaachewun Program (Funded in part by Boumhounan Remedial Measures Funds)

Remedial Works Program

Another successful year has passed in assisting Land Users of altered lands, water bodies and streams in Eeyou Istchee from Hydro-Electric Development. Remedial Works is an integral program for continued use of the territory.

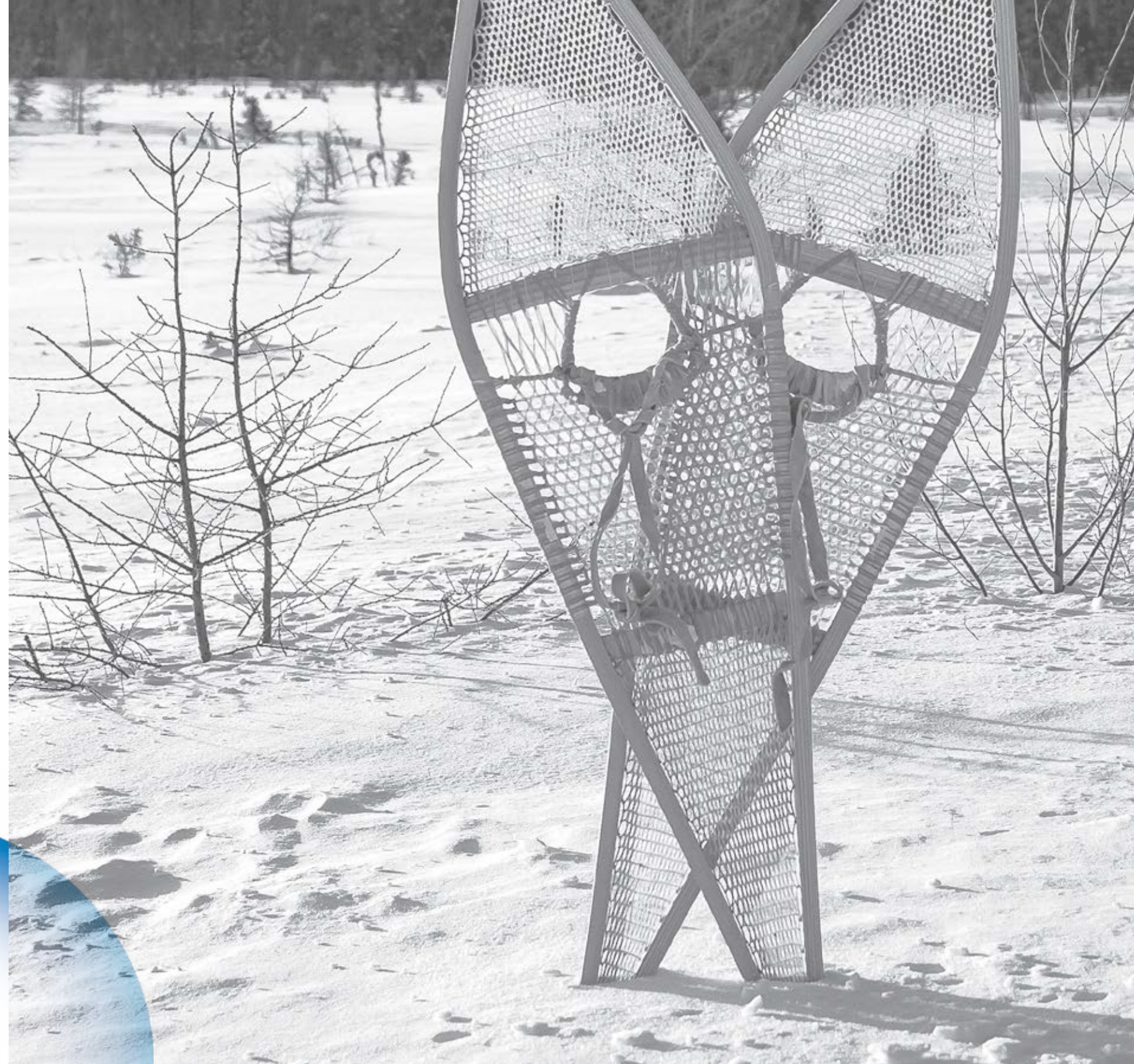
Many land users have learnt to continue passing on the traditional ways within changing environments and times. The older generation pass on the traditional ways and the younger generation come up with new and innovative ways of harvesting and use of lands. We the Crees will not allow development to stop us from practicing our ways, which is a positive mindset. Niskamoon Corporation is there to assist as long it protects the Cree Ways of Traditions and Practices. As long as we have Hydro-Québec facilities' existing in Eeyou Ischtee the Funding Program will always exist.

With continued input from the public, the Local Officers, the Board of Directors and the rest of the Niskamoon Team we will always be successful in accommodating the needs and aspirations of you, the land users.

A big thank to all that were involved in passing on our Cree traditions with program. Keep your requests coming, even if it's a new idea for continued use of territory. Please do not hesitate to go and see your Local Officers.

Wachiya, let us look forward to another new year.

Robbie Tapiatic
Director of Remedial Works



Remedial Works Program: Projects in 2019-2020

▼ COMMUNITY	▼ CATEGORY OF PROJECTS				TOTAL ▼
	Improvement of Access	Amelioration of Shelter	Elder's Wood Supply	Enhancement of Hunting Conditions and Habitat	
Whapmagoostui					
Amount of Projects	3	--	2	--	5
Budget Allocated (CAD)	\$605,000	--	\$50,000	--	\$655,000
Total Employment in Person-days	N/A	--	200	--	200
Chisasibi					
Amount of Projects	5	--	--	12	17
Budget Allocated (CAD)	\$1,788,130	--	--	\$195,050	\$1,983,180
Total Employment in Person-days	N/A	--	--	697	697
Wemindji					
Amount of Projects	--	1	--	1	2
Budget Allocated	--	\$44,814	--	\$28,263	\$73,077
Total Employment in Person-days	--	84	--	100	184
Eastmain					
Amount of Projects	4	--	1	6	11
Budget Allocated (CAD)	\$428,981	--	\$25,000	\$118,277	\$572,258
Total Employment in Person-days	156	--	75	225	456
Waskaganish					
Amount of Projects	5	--	--	3	8
Budget Allocated (CAD)	\$343,774	--	--	\$46,162	\$389,936
Total Employment in Person-days	260	--	--	132	392

Nemaska					
Amount of Projects	1	7	--	1	9
Budget Allocated (CAD)	\$9,975	\$134,787	--	\$21,960	\$166,722
Total Employment in Person-days	N/A	273	--	48	321
Waswanipi					
Amount of Projects	10	1	1	--	12
Budget Allocated (CAD)	\$200,424	\$14,745	\$25,000	--	\$240,169
Total Employment in Person-days	150	48	14	--	212
Oujé-Bougoumou					
Amount of Projects	2	2	1	3	8
Budget Allocated (CAD)	\$140,000	\$39,116	\$25,000	\$104,752	\$308,868
Total Employment in Person-days	N/A	122	56	245	423
Mistissini					
Amount of Projects	10	22	1	3	36
Budget Allocated (CAD)	\$275,078,00	\$597,892	\$25,000	\$42,296	\$940,266
Total Employment in Person-days	840	1034	20	80	1974
Washaw Sibi					
Amount of Projects	--	--	1	--	1
Budget Allocated (CAD)	--	--	\$25,000	--	\$25,000
Total Employment in Person-days	--	--	50	--	50
TOTAL					
Amount of Projects	40	33	7	29	109
Budget Allocated (CAD)	\$3,791,362	\$831,354	\$175,000	\$556,760	\$5,354,476
Total Employment in Person-days	1,406	1561	415	1,527	4,909

Community Contribution Modified Agreement

At the beginning of each fiscal year, Niskamoon Corporation signs a Community Contribution Modified Agreement with each of the nine Cree communities. This Agreement provides funding for the Local Officer position, and defines the roles and responsibilities of these very important positions.

Core Functions:

Under the direction of Niskamoon, the Niskamoon Officer shall carry out the following duties and responsibilities:

- a) report regularly to the Chief and Council and members of the community on the progress of the activities of Niskamoon for example: status of specific projects, funds available for projects, etc.
- b) inform the Chief and Council and members of the community on the nature of the projects that can be eligible from the different Funds managed by Niskamoon through reports, information sessions and or the holding of community workshops.
- c) assist proponents of projects in their preparation of proposals and in the preparation of reports required under project approval agreements or conditions.
- d) act as a liaison with the other Niskamoon Officers.
- e) direct proposals for projects to the right Niskamoon Regional Director for approval by the Board of Directors of Niskamoon, including assuring that the proposals respect the guidelines provided by Niskamoon for a specific program and that the required information is included in submission.

- f) coordinate and organize all communication between his/her community and Niskamoon including those with other Niskamoon Officers working for Niskamoon.
- g) facilitate the participation of persons of his/her community in the activities of Niskamoon.
- h) monitor approved projects for reporting to the Board of Directors of Niskamoon.
- i) perform duties and tasks as directed by the Board of Directors of Niskamoon from time to time.

Note that, since 2017, Local Officers in the communities of Mistissini, Nemaska, Waskaganish, Eastmain and Wemindji have, in addition to the responsibilities listed above, the additional responsibilities of representing their respective communities on the EM-1A/Sarcelle/Rupert Project. These additional tasks include:

- a) developing and implementing the administrative structures and procedures to ensure that all Cree Nation Government staff are kept informed of the information exchanges between Niskamoon and Hydro-Québec in the implementation of the various environmental monitoring programs of Hydro-Québec projects in Eeyou Istchee.
- b) facilitating the participation of all persons in the deliberations related to information and consultation.
- c) coordinating the communication and release of information received from Hydro-Québec on the various environmental monitoring programs of Hydro-Québec projects in Eeyou Istchee.
- d) reporting regularly to the Board of Directors of Niskamoon on the progress of the various environmental monitoring programs of Hydro-Québec projects in Eeyou Istchee.
- e) coordinating the information to all other Cree nations and Cree entities not involved in the Monitoring Committee.
- f) performing all other work as directed by Niskamoon from time to time in connection with the Monitoring Committee.

In 2019-2020, Niskamoon identified additional opportunities to strengthen the relationship with local governance structures regarding the support necessary for the Local Officers. As such, the Collaboration Agreement will be further modified for the 2020-2021 fiscal year.

Local Officer Reports

Whapmagoostui
Chisasibi
Wemindji

Eastmain
Waskaganish
Nemaska

Mistissini
Oujé-Bougoumou
Waswanipi

Whapmagoostui

As the Local Officer for Whapmagoostui, I have found it a pleasure to serve my community. I look forward to the new fiscal year as more and more project proposals are submitted by other organizations and individuals.

Of those projects carried out over the last year, two that stand out for me are:

Whapmagoostui Canoeing and Paddle Making Workshop

The Whapmagoostui Canoeing and Paddle Making Workshop was the first project to be funded under the heading of "social innovation"—and was actually funded the previous year. However, difficulties forced a delay of the project's start-time, which was ultimately pushed into the 2019-2020 fiscal year.

The instructor brought the paddle-making module of the workshop to the Badabin Eeyou School. There, Cree culture teachers invited the instructor to take his demonstration of the process of making paddles to students at a different grade levels. Subsequently, the instructor took the youth for introductory paddling on a small lake located on top of the hills. Students learned the basics of paddling around the lake.

The Canoeing and Paddle Making Workshop project was a success even in its first year of implementation. Following on this year's positive experience, we hope to continue developing more innovative projects in the coming years.

Whapmagoostui Transportation Subsidy

This project is popular among our community members, who benefit from the subsidy covering transportation costs associated with hunting, trapping, fishing, and other traditional activities out on the land.

Since Whapmagoostui is more isolated than the other Cree communities, setting out on the land to hunt, trap, and fish is more challenging. The price of fuel alone, for instance, is much higher, to say nothing of how that price affects all other prices.

As a result, the Transportation Subsidy provides a necessary level-up to our trappers, hunters, and land users. By increasing Whapmagoostui land users' access to the land in the face of costly barriers to travel and traditional activities, we have helped give our land users the means to more easily practice the Cree way of life.

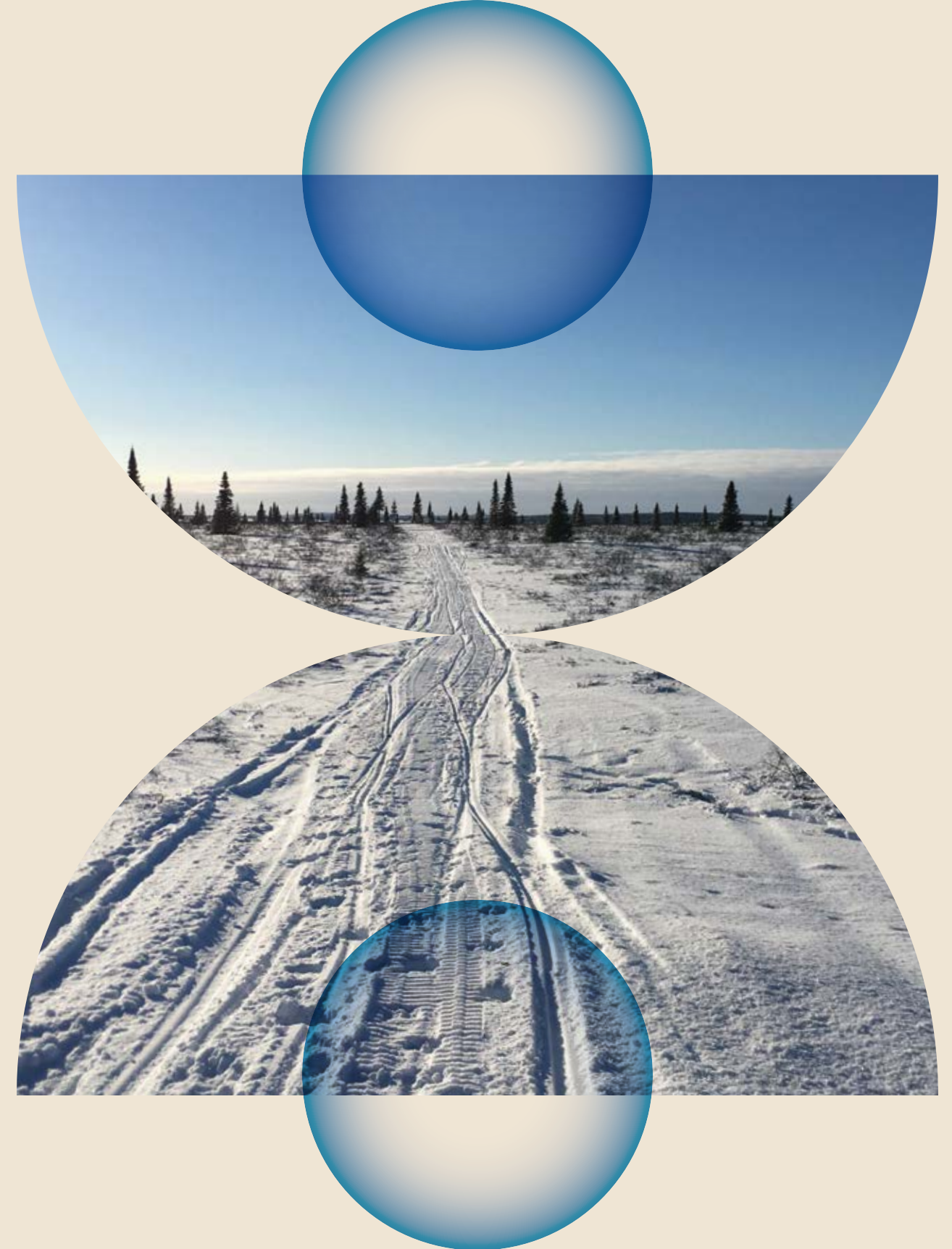
I look forward to the upcoming fiscal year, as we have received some exciting, innovative project proposals from different organizations and individuals. My hope is the more expansive these projects become, the more they will provide new skills and experiences for our community members.

Allan George

Local Officer, Cree Nation of Whapmagoostui

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Chisasibi

During 2019, the most submitted and successful projects for the community of Chisasibi remained remedial works. Along with remedial undertakings, the major project was providing flights assistance to the local Cree Trappers' Association during the fall and winter seasons.

Under the heading of remedial works, projects consisted of:

- Constructing Goose Ponds and Dams;
- Cutting And Clearing Goose Corridors;
- Managing Hunt Sites; and,
- Maintaining Portages and Crossings within the Territory.

Goose Ponds and Crossings

With the number of hunters increasing annually on certain trap lines, goose ponds are necessary and we must build them. Due to high water levels on small creeks and rivers, we also build crossings to provide hunters easier access for traditional hunting activities. These are equally necessary to hunters in bad areas, such as where there are small rapids, or where water temporarily appears in early spring.

Goose Corridors

The purpose of the goose corridors that we have been cutting and clearing is to provide geese better access to decoys at hunting sites, with the goal of coaxing geese into flying through the corridors when they take off from their feeding grounds to fly north. Ideally, hunters may then wait for geese at particular areas, knowing after they leave their take-off points, they will be flying much lower through or among the trees.

Portages

The portages we build and maintain guarantee access to the network of old portage trails between lakes, rivers, and small creeks. As many become overgrown by vegetation, trees and willows, they must be cut back each season.

The total amount spent on remedial projects in 2019 was \$189,281.

Fall and Winter Flights

The fall and winter flights we offer are a lifeline for trappers and hunters travelling to their trap lines to practice their traditional activities in the bush. These hunters embark out onto the land around October and come out again for Christmas, then return in January until the end of March and the close of trapping season. In some cases, trap lines are only accessible by air or by snowmobile. However, climate change has made weather unpredictable, which affects both the traplines themselves and the process of flying hunters out to their traplines.

The total amount spent on this year's flights was \$260,000.

Niskamoon's combined contributions toward these projects was **\$449, 281.00**.

Samuel Cox

Local Officer, Cree Nation of Chisasibi

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Wemindji

Wow! What an end to the fiscal year! Crazy times we are living in, and I am pretty sure I am not the only one who is enjoying the “work-from-home” deal. It may be a little hectic, but it’s better to be safe!

During the 2019-2020 fiscal year, Wemindji was busy on the Coastal Habitat Comprehensive Research Project (CHCRP). We also completed six projects from proponents and community departments.

I returned to work at the end of April 2019 following maternity leave. By that time, the CHCRP was in full swing with researchers scheduling visits to our community to consider six different COMPONENTS of research.

The collaboration we’ve had with our coastal Tallymen and land users has been excellent. At the beginning of the summer trips, we still had to contend with ice out in the bay preventing travel. However, thanks to the knowledge and experience of boaters and land users, the delay was no longer than two weeks. The Cree workers and the research teams really began to find their working momentum over this year, allowing each other to listen, learn and respect the day’s capabilities. The introduction of the Traditional Knowledge research was scheduled to begin late in the fall and we hoped it would continue into spring 2020. However, due to the pandemic, that research is being reassessed.

In the fall, CHCRP researchers organized high school visits. In Wemindji, they held sessions with Secondary 1-4 students during their science classes. During these sessions, researchers shared information about the project, and explained the CHCRP using visual aids such as equipment and samples of various natural materials (like eelgrass and plankton) to show students the processes they use in collecting research data.

Throughout the summer and fall, researchers set up a table at the coffee shop and invited the local people who wanted more information to stop by. A variety of participants offered their knowledge, providing history about mapping, and sharing the things they've seen and learned over the years. All in all, the CHCRP remains a project that Wemindji is excited about. We look forward to seeing and hearing more about the future of this research. The learning has been immense... on both sides!

Geraldine Mark

Local Officer, Cree Nation of Wemindji

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Eastmain

The major project Niskamoon funded in Eastmain for the 2019-2020 fiscal year was the Elders' Woodcutting Program. Defining "Elders" as those in the community aged 50 years and older, the Elders' Woodcutting Program gathered wood for eligible community members. This year, the number of eligible Elders was 98, each of whom received a full cord of dry wood. In order to carry this project out, my co-workers and I cut and gathered the 98 cords over a four-week period ranging from February 3 to February 28, 2020.

Gregory Mayappo

Local Officer, Cree Nation of Eastmain

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Waskaganish

It is with great pleasure that I submit my part of the Annual Report. I came into the office as interim Local Officer in November 2019, to replace Ernest Moses, who was on medical leave. I previously worked with Ernie during my time as a Field Coordinator in the summer of the 2018-2019 fiscal year, and replaced him from the beginning of his medical leave to the end of fiscal 2019-2020.

Becoming accustomed to the steering committee meetings held in many different locations was a learning process for me. Over the course of my time as Local Officer, I have met quite a few colleagues and staff and have become familiar with the funding structures and overall operations of Niskamoon Corporation.

During July 2019 I worked with the Coastal Habitat Comprehensive Research Program (CHCRP), and in December 2019 I attended an eye-opening conference in Halifax, Nova Scotia, on discussing the effects of climate change in the Arctic.

In February 2020, I worked on annual proposals and submitted projects for the Sibii Development Corporation Inc., including the following projects:

- Cisco fishing (preservation and support) at Smokey Hill (2020)
- Rupert river fishing and local fish distribution,
- Gillnet fishing at Kaapehschii (2020)
- Buoy and channel marker–installation (2020)
- Construction of a scooping weir for the cisco on the north shore of Smokey Hill
- Upkeep of the community walking trail
- Resurfacing and repairs at KM 85

Waskaganish Community and Land User Projects for the Fiscal Year:

- Spring Airlift (2020 – C.T.A.)
- Black Radio Communication System (C.T.A.)
- Annual Youth Canoe Brigade (2020)
- Waskaganish Youth Spring Hunting Program (2020)
- R13 - Ski-Doo Trail
- N-02 - Traditional Lodge Cabin
- R-05 – Ski-Doo Trail
- Sr R-04 – Barricade for Campsite (Phase 2)

From the perspective of the work culture and diversity, I have found this work very interesting, and have gotten to know a lot of people. These have ranged from the staff of the Niskamoon Corporation, research teams across the Nation, resource people, suppliers and especially the land users. We have maintained a close working relationship with all these people and strive to continue building a better organization by enhancing the projects we undertake.

Thank you! Meequetch!

Ernest Moses

Local Officer, Cree Nation of Waskaganish

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Clarence Happyjack

Assistant Local Officer, Cree Nation of Waskaganish

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Nemaska

Happy 15th Anniversary to Niskamoon in 2019. It has been a learning and rewarding experience to work for the organization. My activity report for this fiscal year from April 2019 to March 2020 summarizes the projects coordinated and monitored throughout the year.

Key projects included:

- Construction of Cabins with Patios/Porches;
- Enhancement of Hunting Sites;
- Management of Summer Fishery Projects;

The other community programs we administered were:

- The Sturgeon Registry Program
- Studies on Navigation and Fish
- The Wood Supply Program for Elders
- Campsite Snow Removal

Cabins/Patio/Porches/Sheds

New cabins were constructed for land users of Traplines R16, R19, R20, R21, N24 and N24A. Specifically, the cabins are located on PK 170 Road, Mountain Lake, EM-1 Road, the Old Nemaska site, Marten River and Lac Legoff. These projects were carried out by a field supervisor overseeing a team of carpenters/laborers, and the construction period ran from May to October 2019, with 14 days spent working on each cabin.

Our suppliers for cabin materials were Mistissini's R&D lumber and Matagami's C. Caron. A total of 16 plywood cabins with porches or patios were built during the summer and fall period. Porches and sheds alone were constructed on Traplines R17 and R-18.

Goose Ponds and ATV Trail Crossings

A team of three manual labourers carried out two enhancement projects for goose hunting sites on Traplines R18 and N-23. The construction period ran over the months of May and June 2019.

Summer/Fall Fishery Projects

Over the course of the fiscal year, we carried out three fishery projects across Trapline N24 at the Old Nemaska site, Trapline R17 at Lac Joliette, and Trapline M33. Each project required one supervisor overseeing two general helpers and five trainees, working for a total of 14 days. Along with contributing to the fisheries, the projects teach youth members how to set, check and clean nets; develop youth familiarity with navigation routes; and expand the geographical understanding of fishing sites. Trainees also learn various cleaning and preparation methods for cooking harvested fish, along with other activities such as woodcutting and helping maintain the water supply. The construction period ran between July and September 2019.

Wood Supply for Elders and Landusers

Our wood supply program ran from January to March 2020, serving Elders and land users on campsites located along the Route du Nord, Nemaska Road and the JBHWY. Over this fiscal year, we formed three groups to organize cutting, transporting and piling wood for a total of 20 beneficiaries from the program.

Campsite Snow Removal

The NEC carried out snow removal for camps located on the Route du Nord. For camps located on James Bay Highway, the work was carried out by FELCO (Excavations Michel Paradis Inc). In the 2019-2020 fiscal year, the program ran for a five-month period from November 2019 to April 2020, on an as-needed basis.



This concludes my activity report for this year. It has been a very productive year, and I would like to express appreciation to everyone who helped make the year's projects and programs real and lasting contributions to our community.

Stella Jolly
Local Officer, Cree Nation of Nemaska

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Mistissini

Over the course of 2019-2020 fiscal year, the Cree Nation of Mistissini saw many projects approved by the Niskamoon Corporation. Two of the most important to the community were the **Mistissini Chischeinuu Chiskutamachwein Project** and **Mistissini Eenou Etukwinn Kanuhtataau**. Additionally, the **Trans Eeyou Istchee Trails Project** is an important project proposal for trapline users.

Both Chischeinuu Chiskutamachwein and Eenou Etukwiin Kanuhtataau are projects that were submitted to Niskamoon through the Health and Social Development Department under the Cree Nation of Mistissini. The objective of these projects is to transfer knowledge from the Elders to the youth, particularly information about how best to retain our way of life, and good health. Additionally, we aim to develop a process of healing through our traditional culture that we can apply as a program we may offer other community members. Those who have participated in the program have reported they've come out of it with new knowledge for which they feel grateful. Some land users have said these programs help them connect with who they are and where they come from.

Another undertaking land users have appreciated is the Trans Eeyou Istchee Trail Project, under which Cree land users can apply for funds toward projects on their traplines that mitigate the effects of hydroelectric development. A total of four Tallymen submitted proposals this past year. One tallyman began work in the fall and the other three were scheduled to begin in March 2020.

In fact, the programs compliment one another. Chischeinuu Chiskutamachwein teaches Cree traditions, while the Trans Eeyou Istchee Trails open up the land for people to practice those traditions. Projects like these provide important opportunities to the community to continue learning—and expanding—our traditional ways.

I hope projects like these can continue to grow and continue providing future generations with learning tools for our Cree culture.

Johnny Matoush

Local Officer, Cree Nation of Mistissini

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Oujé-Bougoumou

Wachiya!

It is the time of the year again for me to submit my annual report for 2019-2020. First of all, I would like to thank Niskamoon Corporation for their continued funding contribution to projects that serve our members and the trappers of Oujé-Bougoumou. Many of the year's funded projects were the trappers' projects.

Throughout the 2019-2020 fiscal year, we used our funding to carry out the following projects,

- Goose Corridors
- Traditional Dwellings
- Traditional Log Dwellings
- Traditional Facility
- Portages
- Winter Snow Removal
- Youth Excursions
- OBCN Traditional Gathering and Training
- Chiiwehdow 2019
- Cultural Department Projects
- Goose Camp Snow Removal
- Woodcutting Program
- Mahgahigann Project
- Traditional Log Cabin

We received a total of **\$453,360** funding over the 2019-2020 fiscal year.

An audit on projects for Oujé-Bougoumou was carried out in November 2019, and the projects selected were on Traplines 0-48B and 0-55. Tallyman David Gordon of 0-48B and Tallyman Wesley Mianscum of 0-55 boarded the helicopter alongside the Director of Remedial Works to inspect previously implemented trails. We could see and follow the trails from the air, which impressed us all and signaled a job well done by David, Wesley, and their crews.

Winter Snow Removal and Woodcutting Program

Winter snow removal is an annual community-based project that ordinarily starts in late December. This year we had to begin the snow removal earlier, thanks to an early snowfall in late September. Over the past winter, the snow accumulation was significant. Contractors complained they had difficulty removing snow from goose camps because of the amount that had fallen.

The woodcutting program is geared specifically for the Elders who reside in their winter camps within the Oujé-Bougoumou territory.

These two projects usually receive the most annual attention, along with the annual Cultural Department projects.

In conclusion, I would once again like to thank Niskamoon for their support.

Meegwetch.

Tommy Rabbitskin
Local Officer, Cree Nation of Oujé-Bougoumou

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An audit on projects for Oujé-Bougoumou was carried out in November 2019, and the projects selected were on Traplines 0-48B and 0-55. Tallyman David Gordon of 0-48B and Tallyman Wesley Mianscum of 0-55 boarded the helicopter alongside the Director of Remedial Works to inspect previously implemented trails. We could see and follow the trails from the air, which impressed us all and signaled a job well done by David, Wesley, and their crews.



Waswanipi

Campsite Snow Removal

The Waswanipi Natural Resource Department administered the snow removal program for camps located throughout the Waswanipi Traplines, including those located in Senneterre, those along both the north and south side of Highway 113, those located along the James Bay Highway and those on the south side of Chapais.

The work was carried out by three different companies, and the program ran throughout March and April 2020 on an as-needed basis.

Other efforts funded by Niskamoon Corporation during the 2019-2020 fiscal year were

- An Elders' Woodcutting Program,
- Traditional dwellings,
- Trans-Eeyou Istchee trails, and
- the traditional fishing program.

I would like to express my appreciation to everyone who took part in our projects and programs.

Johnny Awashish
Local Officer, Cree Nation of Waswanipi

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Chisasibi Coastal Goose Habitat Enhancement Project

For many years, Cree land users have noticed a decrease in the abundance of migratory geese in the coastal areas. The Coastal Goose Enhancement Project is intended to allow land users to develop small-scale projects on their traplines with the goal of attracting and retaining more geese on the territory, thus improving the goose harvest. Most land users choose to clearcut fields to expose the roots of shrubs to attract more geese. All of the sites were chosen by the land users themselves.

With the help and support of the Local Officer, the coastal land users continued to access enhancement funds in 2019-2020. All work was carried on by their own terms based on what land users felt would work the best.

In 2019, there was a renewed interest in using the Ski-Dozer from different land users. Note that this machine was purchased by Niskamoon in 2017. Although some challenges were encountered with this machine, it will be used by CH34 land users in fall 2020. A team of land users, neighboring traplines and a special mechanic have worked to get the machine ready for the next project. It was a great teamwork on all parties!

Fall 2019 marked the busiest season for this project. Some of the works in this project included clear cutting for future spring goose hunts and exposing the roots, easier access to potential future goose ponds, water diversion from coastal tides. All of the work was carried out by small machineries such as chainsaws, brush cutters, ATVs, Argos, and homemade plows. All of the equipment was owned by the land users.



photo: Jimmy Sam

The following table shows the traplines that participated in the project:

Trapline	Number of Projects	Employed	Amount in CAD
CH04	1	5	\$3,049
CH05	2	8	\$28,745
CH06	1	6	\$11,911
CH03	1	2	\$3,607
CH38	1	6	\$13,657
--	Other (Labour)	5	\$3,054
Total	6	32	\$64,022

This project will continue for 2020-2021 and Wemindji coastal traplines have been added to the project.

Traditional and Cultural Activities

Niskamoon Corporation funds a wide range of traditional and cultural activities in the different communities. These can include any non-denominational pursuit that promotes Cree culture and the teaching of traditional and cultural customs. This may include, but is not limited to, canoe brigades, winter journeys, and summer gatherings.

In 2019-2020, Niskamoon funded 50% of the total cost of traditional and cultural activities up to a maximum of \$50,000 for one year per community. Due to the timing of board meetings, the table below includes projects approved for the 2020-2021 fiscal year.

Niskamoon also funds cultural enhancement projects carried out locally. There are no budgetary limits on these projects. These are listed on the following page.

Community	Amounts approved in CAD
Whapmagoostui	\$70,000
Chisasibi	\$50,000
Wemindji	\$80,000
Waskaganish	\$101,500 (All under Reappropriation)
Nemaska	\$125,000 (All under Reappropriation)
Waswanipi	\$41,922
Oujé-Bougoumou	\$40,000
Mistissini	\$449,419
Washaw Sibi	\$10,000
Regional	\$142,860
Total	\$1,110,701



photo: Jimmy Sam



photo: Jimmy Sam

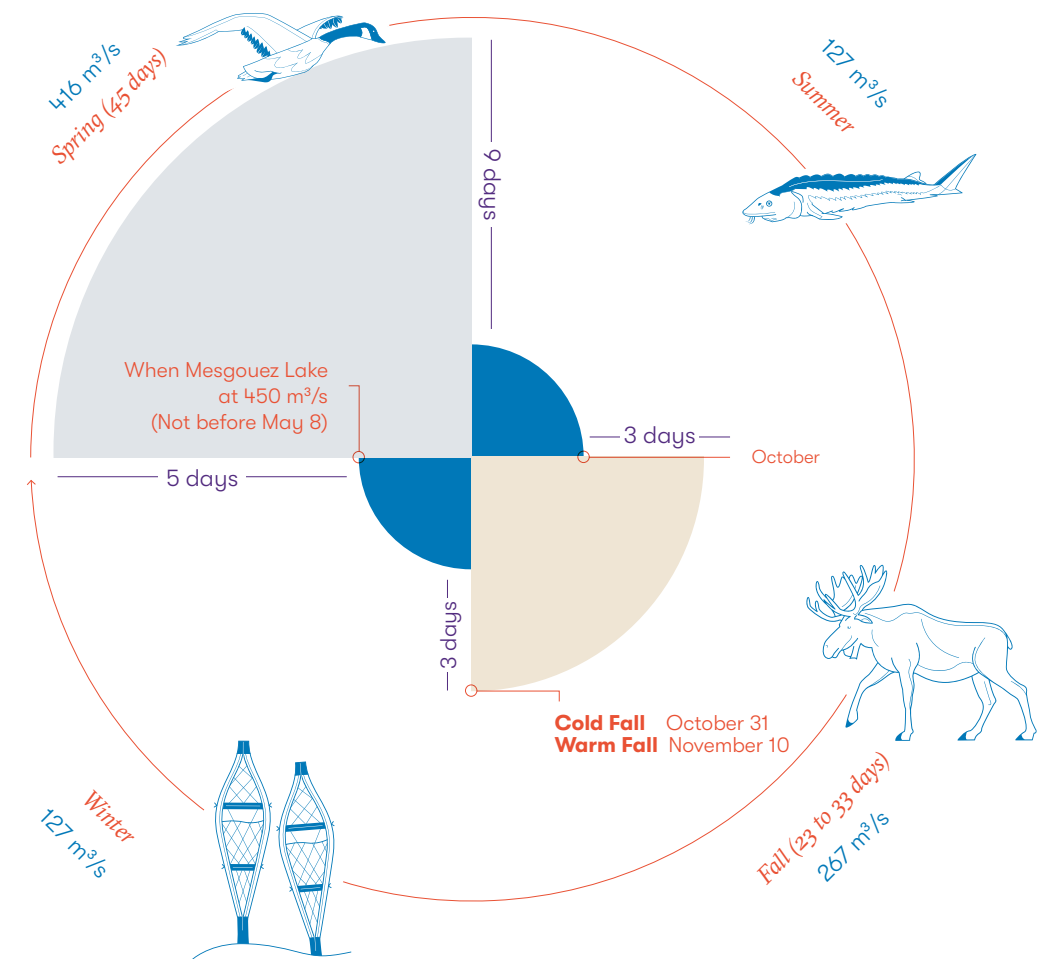
The Monitoring Committee for the Eastmain-1-A and Sarcelle Powerhouses and Rupert River Partial Diversion

The following section resumes 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, 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 30%), 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.

Annual Instream Flow on Rupert River at the Site of the Rupert Dam, Located 314 Upriver From the Mouth into Rupert Bay



In addition to the instream flow regime, ten hydraulic structures (seven 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 seven Hydro-Québec representatives and eight Cree members representing each of the five communities impacted by the EM-1A/Rupert Diversion Project as well as one representative from Chisasibi and two regional representatives nominated by the Niskamoon Corporation, with one regional representative on loan from the Cree Nation Government (CNG). Secretarial services are provided by Hydro-Québec. The members are:

Member	Representing
Robbie Tapiatic	Cree Nation of Chisasibi
Geraldine Mark	Cree Nation of Wemindji
Norman Cheezo	Cree Nation of Eastmain
Ernest Moses/Clarence Happyjack	Cree Nation of Waskaganish
Stella Jolly	Cree Nation of Nemaska
Matthew Longchap/Johnny Matoush	Cree Nation of Mistissini
Marc Dunn	Niskamoon Corporation
Emily Sinave	Niskamoon Corporation (CNG)
Valérie Groison	Hydro-Québec
Carine Durocher	Hydro-Québec
Réal Courcelles	Hydro-Québec
René Dion	Hydro-Québec
Jimmy Lavoie	Hydro-Québec

Work of the Committee has progressively decreased since 2013. This continued into 2018. The Committee convened five times between January 2018 and March 2019, a decrease from seven meetings held the year before.

As a result of the gradual decrease of the workload, the Monitoring Committee representative position has been abolished and the responsibilities have been gradually transferred to the local Niskamoon Officer over the past year. However, in recent years, Local Officers from the four coastal communities have been active members of the Coastal Habitat Comprehensive Research Program, which is presented in a separate section of this report.

Date	Meeting Number	Location
March 19-20, 2019	116	Mistissini
November 19, 2019	117	Montreal
March 19, 2020	118	Conference Call

Monitoring Committee Mandate

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

- **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.
- **Study Period:** Comments are brought to the attention of the Committee, and adjustments may be made wherever necessary.
- **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.



As planned in the Environmental Impact Assessment for the EM-1A/Sarcelle/Rupert Diversion Project, the environmental monitoring program would progressively decrease in time, to be completed in 2023. Thus, work of the Monitoring Committee has progressively decreased since 2013. This continued into 2019, with the committee meeting only 3 times, a decrease from five from the year before.

	Rupert Diversion Bays	Reduced Flow Sector	Increased Flow Sector	Multiple Sectors	
	Mistissini & Nemaska	Nemaska & Waskaganish	Nemaska, Eastmain, Wemindji & Chisasibi	All	
Natural Environment	<i>Study Report</i>	--	Bank Dynamics (upstream from Hydraulic Structures) – 2018 Target fish species – juveniles (additional study) – 2018	--	
	<i>Terms of Reference</i>	Follow-Up on the Integrity and Use of Natural and Developed Lake Trout Spawning Grounds – 2020	Follow-up on the KP 170 Multispecies Spawning Ground – 2020	Follow-up of Eelgrass along the Northeast Coast of James Bay – 2019 Artificial Multispecies Spawning Grounds Downstream from Sarcelle Powerhouse – 2019	Follow-up on the Use of Developed Lake Sturgeon Spawning Grounds in the Rupert Diversion Bays and at KP290 of the Rupert River – 2020
Human Environment	<i>Study Report</i>	Navigation Conditions in the Rupert Diversion Bays - 2018	--	--	--
	<i>Terms of Reference</i>	--	--	--	--

Monitoring Program Results

The following is a brief synopsis of the main findings of monitoring program results reviewed by the Monitoring Committee in 2019/2020.

Natural Environment

Reduced Flow Sector (Rupert River, Estuary and Rupert Bay)

1. Bank Dynamics Upstream from Hydraulic Structures

This follow-up monitors the evolution of the banks along the Rupert located directly upstream of the hydraulic structures. The structures were designed to maintain summer levels, such that in the spring water levels tend to be higher upstream than under natural conditions. This in turn can put an erosion pressure on already unstable banks. This study marks the fourth year of observations, the previous studies having been carried out in 2011, 2013 and 2015.

The most active shores tend to be concentrated in the lower river, most notably upstream from the weir at KP33 (10.6% of active banks). The other high concentrations are found upstream from KP110 (5.7%). The other important sector consists of two 2-km stretches upstream from KP223 that are notable due to the presence of Cree spring hunting camps in the vicinity. This area was subject to a specific site visit described below. The remainder of the study area is, for the most part, stable, with erosion concentrated in a few areas where banks were already unstable prior to the project.

2. Juveniles of Target Species (Additional Year) – 2018

The five targeted species of this follow-up are: sturgeon, walleye, suckers (white and longnose) and lake whitefish. Fishing is carried out in two areas: KP230, located at the junction of the Rupert and Marten Rivers and KP205, located at the entrance of Lake Nemiscau. These two areas offer some of the most productive fish habitat throughout the lower Rupert River. Since the beginning of the study, sturgeon has been the most abundant of the five species at KP205 while walleye is more dominant at KP230.

For lake sturgeon, catch-per-unit-effort (CPUE) slightly increased following the partial diversion but has since come back down to levels comparable to the baseline. Year-class-strength Index results show, at KP205, three dominant years: 2008, 2009 and 2014. The latter is most significant since it shows that among the most dominant cohorts is one born after the partial diversion. At KP230, the most dominant years are 2008, 2019 and 2015, again showing the importance of at least one cohort born in diversion conditions.

Also notable is the high rate of recapture for sturgeon tagged in previous years at both sites, showing that the movement that was strongly believed by elders to have occurred immediately following impoundment and during construction of the hydraulic structures, appears to have stabilized.

For the remaining four species, although no baseline was collected for walleye and suckers, data suggests low overall abundance of each of these species in the study area (except walleye), but consistent catch rates from year to year. Furthermore, fish were caught in a variety of micro-habitats, which is considered a good sign.

Rupert Diversion Bays Sector

1. Navigation Conditions in the Rupert Diversion Bays – 2018

This follow-up seeks to monitor changes in the Rupert Diversion Bays to ensure that the navigation corridors developed in the area to facilitate travel for land users are free of hazards and obstacles 10 years after the impoundment of the Diversion Bays. Note that this follow-up was requested by the Monitoring Committee due to the fact that adaptation to these new areas was slower than the timeline planned by the original follow-up. These corridors were developed in collaboration with the land users prior to the impoundment.

Results show that the corridors remain in relatively good condition, with a few minor obstacles caused by floating debris and pieces of bogs that have floated to the surface in some locations. Furthermore, some boat ramps have wood debris found at their entrance, although it appears that land users are able to move these by hand. In general, land users seem to be using these waterbodies as part of their land use patterns increasingly each year.



Fisheries Enhancement and Cree Health

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 projects were funded in 2019 - 2020:

Waswanipi – Traditional Fishing at Lac Father – **\$13,470**

Resolution #1920-126

Waswanipi – Traditional Fishing at Chiiwetau 2019 – **\$10,627**

Resolution #1920-129

Waswanipi – Youth Fishing Expedition – **\$31,625**

Resolution #1920-128



The 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:

- 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)).
- To review funding programs related to community fishing programs carried out to address the issue of mercury in fish.
- To make recommendations regarding the funding process for points 1 & 2.

The Fisheries and Health Committee did not meet in 2019.

Coastal Habitat Comprehensive Research Project

The Coastal Habitat Comprehensive Research Project is a large-scale research program carried over the entire eastern coast of James Bay, involving all four Cree communities located along this coast.

The research project was developed to answer the following Research Questions:

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

Recall that a marked decline of eelgrass was documented in the 1990's and populations have yet to recover from it twenty years later.

The project proposes to integrate various disciplines as well as Cree Traditional Knowledge, which is viewed as equal to western science. In fact, the research project proposes that by combining western scientific methods as well as Cree Knowledge, results will be more complete than from any one individual approach.

The Research Project is overseen by a Steering Committee appointed and overseen by Niskamoon Corporation.

Steering Committee Mandate

The mandate of the Steering Committee, as established by the Agreement signed between the Grand Council of the Crees, Niskamoon Corporation and Hydro-Québec in August 2016 shall be to:

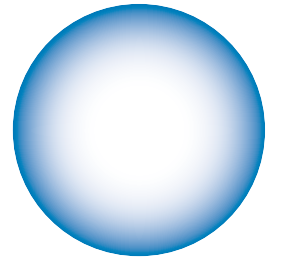
- Elaborate a Comprehensive Program in connection with purpose of this agreement pursuant to Section 1 herein;
- See to the implementation of the Comprehensive Program
- Review and comment specific aspects of each individual component of the research program, including terms of reference, results and conclusions in a constructive format lending to the credibility of the research



Members of the Steering Committee

Member	Representing
Marc Dunn	Niskamoon Corporation
Robbie Tapiatic	Niskamoon Corporation/ Cree Nation of Chisasibi
Ernie Rabbitskin	Niskamoon Corporation
Ernest Moses/Clarence Happyjack	Waskaganish
Norman Cheezo	Eastmain
Geraldine Mark	Wemindji
James Bobbish	Cree Nation of Chisasibi
John Lameboy	Cree Nation of Chisasibi
Louie Kanatewat	Cree Nation of Chisasibi
Roderick Pachano	Cree Nation of Chisasibi
Emily Sinave	Cree Nation Government
Jean-Phillippe Gilbert	Hydro-Québec
Alain Tremblay	Hydro-Québec
Carine Durocher	Hydro-Québec
Mhaly Bois-Charlebois	Hydro-Québec
Real Courcelles	Hydro-Québec
Jean Rodrigue/Josée Lefebvre	Canadian Wildlife Service

Meetings 2019-2020



There was a total of 12 meetings from January 2019 to March 2020. Below is the list of the meetings and their locations:

Location	Date
Montreal	February 5-6, 2019
Montreal	February 28, 2019
Conference Call	March 15, 2019
Montreal	April 11-12, 2019
Montreal	April 25, 2019
Chisasibi	June 18-19, 2019
Chisasibi	August 20-21, 2019
Conference Call	October 25, 2019
Montreal	November 21, 2019
Halifax, Nova Scotia	December 2, 2019
Wemindji	January 21-22, 2020
Conference Call	March 18, 2020

On December 3-6, the Steering Committee members participated in the Arctic Change Annual Conference. This is a gathering of researchers undertaking research throughout the arctic. Note that the James Bay is considered part of the arctic region since its waters originate in the Arctic Ocean. The Conference features significant participation from First Nations and Inuit communities.

A Community Tour was planned for the March 30-April 2 and April 6-9, 2020, to present the research results in each of the four coastal communities. However, this was postponed due to the Public Health emergency to a date not yet determined.

Research Components

The research components are overseen by different teams, headed by the Principal Investigator. Once again in 2019, research was coordinated by the Niskamoon Field Coordinator, Mr. Ernie Rabbitskin, with assistance in the summer by Ms. Laura-Lee Sam. Niskamoon would like to extend its sincerest appreciation for the hard work of this team.

Following the retirement of Dr. Fred Short, Niskamoon Corporation named a new team to lead the eelgrass research. This is made up of a consortium of researchers from McGill University, University of British Columbia, University of New Brunswick and Université du Québec à Rimouski (UQAR). This team began their fieldwork in summer 2019.

Rivers

- To assess the nutrients and sediments the rivers bring in to James Bay
- Under the responsibility of Dr. Paul del Giorgio of University of Québec at Montreal (UQÀM)

Oceanography

- Studying the properties of the coastal waters and the tides and circulation along the coast in summer and winter
- Under the responsibility of Dr. Urs Neumeier of University of Québec at Rimouski (UQAR/ISMER), with collaboration from the University of Manitoba

Waterfowl

- Geese surveys to count and track the geese that use the coastal area and where they go when they are not here
- Under the responsibility of Dr. Jean-François Giroux (UQÀM)

Eelgrass

- Assessing the distribution, abundance and ecosystem of eelgrass beds
- Under the responsibility of Dr. Murray Humphries (McGill University), with collaboration from the University of British Columbia, University of New Brunswick and L'Université du Québec à Rimouski.

Cree Traditional Knowledge and Coastal Land Use

- Understanding and documenting Cree use and understanding of coastal habitat and ecology
- Under the responsibility of Dr. Julian Idrobo (no university affiliation)

Results to Date

The water composition in the marine region of eastern James Bay has two major inputs: rivers draining mainly on the eastern part of the coast, coming from different parts of Eeyou Istchee, and the ocean currents that circulate in a counter-clockwise direction, bringing with it waters from the Arctic Ocean, Hudson Bay, the western part of James Bay (from Ontario) and the many rivers that drain into those areas.

With regards to the rivers of Eeyou Istchee, an extensive historical data-set exists for the major rivers, and water gauging stations have been installed on several secondary rivers, allowing us to reconstruct water flow here. Over the 1990's, water levels were significantly lower than they currently are. This drop in generalized flow coincides roughly with the completion of the La-Grande project. In terms of water quality, there is a clear gradient from south to north as waters draining the southern rivers are strongly turbid and coloured, while northern rivers are generally clearer.

The coast of James Bay becomes increasingly complex (i.e. lots of bays, coves and inlets) particularly going from south to north, resulting in variable movement and subsequent mixture of salty water (coming from the Bay through tides) and freshwater (coming from rivers and streams, namely the La-Grande River). This will have a very important impact on salinity in areas where eelgrass is present, and will vary tremendously over the year. Understanding how this dynamic plays out will be an important component of the research.

Another important variable that varies across the eastern coast of James Bay is nitrogen content. Nitrogen is a very important for plants to grow. In many parts of the coast, nitrogen is depleted due to algal blooms, making it less available for eelgrass. Here we see that algae is an important competitor for resources with eelgrass.

The growth of eelgrass is also highly variable up and down the James Bay coast. In some areas, this growth is strongly influenced by different types of algae, thus confirming the statement above, while in others, the substrate seems to be playing a role. Again, making general conclusions across the region is very difficult, and instead will depend on the specific dynamics in each bay found throughout the coast.

The Canada goose population that is found in the James Bay region is evolving. Maxima subspecies, or moult migrants, also known as "long-necks", are taking a more and more imposing role on the territory, arriving earlier every year and leaving later. This seems to be having an effect on the movements of migrants, although it is not yet clear what this effect is, and how it may be influencing habitat use.

Cree coastal land users have been dealing with strong environmental change in this region for nearly 40 years. The relationships between these different types of change vary in time and space, but in general have created greater challenges to carry out the traditional lifestyle, and as such the subsistence economy has declined. Again, how these changes have occurred vary across the entire region.

Mélanie-Louise LeBlanc

Eelgrass Team Coordinator
PhD student, McGill University
Supervisor Murray Humphries

I, Mélanie-Louise LeBlanc, am part of the eelgrass team on the Coastal Habitat Comprehensive Research Project. The eelgrass team aims to characterize the different factors influencing the growth and productivity of eelgrass and assess the current and past distributions of eelgrass. The team is comprised of academic researchers and graduate students from four different universities across Canada. My role in the team is to provide assistance to researchers by helping coordinate fieldwork, facilitating communications between research teams, and participating in scientific paper writing. Along with other members of eelgrass team, I participated in the fieldwork of the summer of 2019, sampling eelgrass in many coastal communities, from Waskaganish to Chisasibi.

During fieldwork, the Land Users shared their knowledge and perspectives about what they have observed in their traplines. The Cree traditional ecological knowledge of coastal ecosystems, as well as all the changes that certain habitats have undergone over the past few decades is truly impressive, and will most certainly provide insights into the eelgrass research. Because it was important for the knowledge exchange to be reciprocal, we took great care to explain as clearly as possible how we measure eelgrass. To do so, we organized a few workshops and initiated discussions in the field.

The Coastal Habitat Comprehensive Research Project is perhaps one of the largest collaborative research projects in eastern Canada where a wide range of expertise and perspectives are joined together, and I am grateful to be part of such a project. I look forward to return to Eeyou Istchee to work with the Land Users and embark in the final stages of the eelgrass research.



Land Users shared their knowledge and experience of eelgrass in Wemindji.



UBC professor Dr. Mary O'Connor explaining how eelgrass sampling material works to Land Users, Wemindji.



I had the opportunity to conduct waterfowl surveys in Chisasibi in September 2019. Here I'm with John Sam looking for Canada geese in his trapline.



Innovation Café

As part of Niskamoon Corporation's continued commitment to improving its way of working, a series of workshops were held in 2019 among Board members, regional staff and Local Officers. The workshops were facilitated by Dr. Sofiane Baba, professor in Management at Université de Sherbrooke and long-time collaborator. The objective of the workshops was to identify priorities for the organization, and to address internal challenges. In addition, participants were encouraged to work together to come up with innovative ideas that could be implemented by the organization in the future.



Whapmagoostui Local Officer, Allan George and Nemaska Local Officer, Stella Jolly get creative!



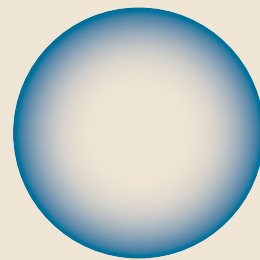
We took a break to sing Happy Birthday to Oujé-Bougoumou Local Officer, Tommy Rabbitskin.

Technical Employment with Hydro-Québec

"TEHQ Program"

It is against the surreal backdrop of COVID-19 (physical distancing, lockdown, uncertainty) that we review the events that marked the year 2019-2020. Faced with this complex situation, we must, more than ever, rely on one another. We add our voice to those paying tribute to the people delivering essential services here and around the world. Seven days a week, they work around the clock to ensure we remain safe and healthy. Thanks to their professionalism, we are able to take care of ourselves and our families. They deserve all our appreciation and gratitude. Closer to home, we spare a thought for our Cree workers and their colleagues at Hydro-Québec who are also on the front lines, ensuring our comfort and well-being. It is only by working together that we will overcome this challenge.

In this report, we will present the latest results of the Technical Employment with *Hydro-Québec (TEHQ) Program*. We will also share some insights stemming from the appreciative study submitted during the year. Finally, we will provide some information regarding the program's closure and the questions this raises, and say a few thank-yous.



Karine Duchesne,
Tyson Mark-Stewart

Last but certainly not least.

In August, Mr. Tyson Mark-Stewart, originally from Eastmain, successfully completed his probation period at Hydro-Québec and obtained permanent employee status as an apparatus electrician. Like many of his colleagues, in order to meet Hydro-Québec's hiring criteria, Tyson had to leave his community and family behind, including his children, move to an unfamiliar city, learn French and—in his third language—pursue his studies in one of the four programs targeted by the Cree Employment Agreement. He is the 101st and final candidate enrolled in the TEHQ Program to achieve this goal. The final female candidate to succeed in this endeavour is Ms. Norma Wabanonik, originally from Lac-Simon in Abitibi-Témiscamingue. This newly minted apparatus electrician is the single mother of three children. Congratulations to Tyson, Norma and everyone who took part in the TEHQ Program. We wish them all much-deserved success in both their personal and professional lives.



Norma Wabanonik

Cree Employment Agreement

Commitment, Innovation, Evolution, Revolution

Following the announcement of the renewal of the Cree Employment Agreement in February 2002 and the implementation of the TEHQ Program, many efforts were deployed towards achieving the target of 150 Cree workers permanently employed by Hydro-Québec on the James Bay territory. It is important to remember that the history of the Cree Employment Agreement goes back quite some way.



Late Dr. Billy Diamond was an important supporter of the TEHQ program during his term as Niskamoon Corporation President.

Programme embauche autochtone Horizon 1986-1996

Historically speaking, the agreement began in 1975 with the signing of the James Bay and Northern Québec Agreement (JBNQA). However, it was not until a decade later that the *Programme embauche autochtone Horizon 1986-1996* was introduced. With this program, Hydro-Québec was responsible for both training and employment. A state-of-the-art training centre was even built at LG-3. The program was managed by the Formation et intégration de la main d'œuvre autochtone (FIMA) division and targeted three specific jobs: apparatus mechanic, apparatus electrician and office clerk. According to the people and archives consulted, 91 candidates went through this general and technical training program. Of these, 50 were awarded a certificate and 44 were hired.

In 1993, with Hydro-Québec unable to meet its commitments in accordance with the agreement's terms and conditions, it was announced that the program would be brought to an end. Fortunately, despite the tense political climate, discussions continued between the Cree parties and the state-owned company. In 1995, when the program and the training centre were shut down, ten candidates had achieved permanent employee status, of which seven were still employed at Hydro-Québec. There were also 13 workers with temporary employee status, which could still have an effect on the number of permanent employees. The program had therefore achieved 7% of its objective.

In 2002, when the new agreement was signed, the data showed that 17 workers had obtained permanent employee status, of which 14 were still employed at Hydro-Québec. They were apparatus electricians and mechanics, none whom were women. In the end, close to 12% of the agreement's objective had been achieved. At that time, Crees represented less than 2% of Hydro-Québec's total workforce in the James Bay region. The program was considered by some a limited success, given the human and financial investment that had been put into it. However, all agreed that the effort had been worthwhile. Reports were placed in the private archives of the Niskamoon Corporation and Hydro-Québec.

Technical Employment with Hydro-Québec Program

It was in the wake of the *Agreement Concerning a New Relationship Between Le Gouvernement du Québec and the Crees of Québec*, commonly known as the Paix des Braves, that the renewed Cree Employment Agreement (Eeyou Apatisiwin Niskamon) was signed in 2002. Note that an agreement in principle had been reached in 2001, in which Hydro-Québec reiterated its commitment to employ 150 Cree workers at its James Bay facilities. This target was to be achieved by March 31, 2017. The relevant job categories were as follows: apparatus electrician, apparatus mechanic, automation technician and telecommunications technician. In this new agreement, the parties proposed a different division of responsibilities. One of the major changes was that Hydro-Québec was relieved of its obligation to train the candidates. It was therefore up to the Cree parties to provide Hydro-Québec with the candidates for hiring.



In order to meet Hydro-Québec’s hiring requirements, candidates had to:

- Be a beneficiary of the James Bay and Northern Québec Agreement (JBNQA)
- Have a diploma from a recognized educational institution in one of the four selected occupations
- Pass a French test
- Hold a valid driver’s licence
- Be willing to work on the James Bay territory

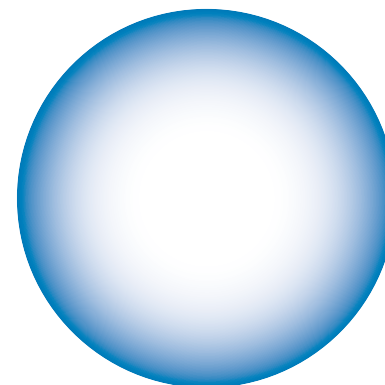
For the Cree parties—the Cree School Board in particular—this was an unprecedented challenge. In order to be eligible for one of the jobs targeted by the agreement, candidates were required to complete one of the following programs: a two-year diploma of vocational studies (DVS) in Automated Systems Electromechanics (apparatus electrician) or Industrial Construction and Maintenance Mechanics (apparatus mechanic), or a three-year diploma of college studies (DCS) in Industrial Electronics Technology (automation technician) or Electrical Engineering and Telecommunications (telecommunications technician).

During the negotiations surrounding the signing of the agreement, the parties commissioned a feasibility study (Latraverse, 2002). The results showed that it would be difficult to recruit a sufficient number of candidates, taking into account the French language requirements and specific academic prerequisites needed to access high-tech programs. Furthermore, it revealed that the Cree School Board would not be able to provide the general and technical training within its communities—at least in the short to medium term. At that time, it had neither the infrastructure nor the expertise to meet its obligations. The Cree School Board would therefore have to sign service agreements with other school boards for the DVS programs and with cégeps for the DCS programs. Other service agreements, with adult education centres and language schools, would also be necessary.

During the first two years, the agreement was managed by the Apatisiwin Corporation. In 2004, this was dissolved and replaced by the Niskamoon Corporation, which was responsible for managing all the funds and all the agreements between the Crees and Hydro-Québec. Various departments were created, such as the Training and Employment Department. An infrastructure was put in place to ensure the success of the TEHQ Program, including the Niskamoon Student Centre in Rouyn-Noranda and access to French proficiency and prerequisite programs, pre-training activities, summer jobs, accommodation, childcare, etc. Numerous incentives were also offered. Nothing would be left to chance when it came to ensuring the safety and well-being of the candidates and their families.

Applications and Enrollment

Over the years, 722 applications¹ were received, however only 220 candidates eventually enrolled in one of the four programs covered by the agreement. The difference between the number of applications and the number of enrollments is partly due to the fact that the candidates did not meet the enrollment criteria at the time, whether that was insufficient fluency in French or academic shortcomings. Other explanations include files that were never completed, family commitments, concerns about leaving the community, differences of opinion on the agreement within the family or the community, etc.



Year	Number of Admissions	Number of Enrollments
2003-2004	14	12
2004-2005	123	39
2005-2006	35	1
2006-2007	71	18
2007-2008	38	12
2008-2009	39	9
2009-2010	50	18
2010-2011	80	12
2011-2012	65	31
2012-2013	39	13
2013-2014	64	18
2014-2015	50	17
2015-2016	54	20
Total	722	220

Every year, a recruitment campaign was organized by the Niskamoon Corporation and Hydro-Québec in conjunction with the Cree School Board. Local coordinators within each community’s band council were also involved. In the long run, word-of-mouth from candidates who had completed the program contributed to its success. For example, there are at least 13 families in which two or more members are known to have taken part in the program. In 2008, the Cree School Board amended clause 3.2.7 of the JBNQA, allowing Cree persons not living on the agreement territory to access the program as well as student financial aid. This decision had a major impact on the program’s development, causing growing pains that the actors were not prepared for. The learning clientele became more diverse and the organizations had to contend with unfamiliar issues. This was a critical phase, which prompted numerous organizational changes.

Training

Training started in August 2003 and ended in June 2017. Although the agreement officially terminated on March 30, 2017, the parties agreed that any students who had completed their training by June 30, 2017, could be hired. This extension made it possible to accept an extra cohort of students in the two DVS programs. The table below shows how the number of students enrolled in the programs and the number of graduates evolved over time.

Program	Number of Enrollments		Number of Graduates		Graduation Rate	
	Men	Women	Men	Women	Men	Women
Automated Systems Electro-Mechanics	105	40	66	26	63%	65%
Industrial Construction and Maintenance Mechanics	34	16	26	11	76%	69%
Electrical Engineering and Telecommunications	11	9	4	2	36%	22%
Industrial Electronics Technology	4	1	3	0	75%	0%
Total	154	66	99	39	64%	59%
Combined Total	220		138		63%	

As mentioned previously, a total of 220 candidates were enrolled in the four programs targeted by the agreement. Of this number, 138 received a diploma, or 63%. In the DVS programs, an extension of approximately 30% (450 hours) was granted to support French language learning and the acquisition of math and science prerequisites. This additional time included an opportunity for job-shadowing at Hydro-Québec, equivalent to one work shift of eight days, which was not initially part of the program.

As such, 72% graduated within the expected time frame for the DVS programs. With respect to the DCS programs, only one out of nine candidates graduated within the expected time frame. The majority took two extra years. There were a variety of reasons why candidates required additional time, including health, maternity, family situations and falling behind academically. It is important to note that, in the case of prolonged absences, the pedagogical structure of the vocational and technical training did not allow candidates to make up for lost time during the same term or even the same year. This situation forced some candidates to leave the training program and return later or to take an atypical route.

The reasons for candidates dropping out were numerous: academic difficulties and/or falling behind, absenteeism, change of focus, difficulty adapting, inability to balance school and family life, behavioural issues, homesickness, etc.

From 2006, a total of 111 candidates took advantage of the prerequisite acquisition program. Close to 65% of these went on to pursue their studies in vocational or technical training. Meanwhile, of the 63 candidates who took advantage of the French proficiency program, 78% went on to the training. It should be mentioned that all candidates whose first language was not French had access to support throughout the program.

In all, some 20 graduation ceremonies were organized by the educational institutions, in conjunction with the Cree School Board and the Niskamoon Corporation. Unforgettable moments full of pride for the candidates and their partners and families.

Employment

The first candidates were hired in the fall of 2005 and the process continued until the end of 2017. The table below shows hiring and retention figures by year.

Year	Number of Employees Hired by Hydro-Québec	Number of Employees as of Sept. 30, 2019
2003	0	0
2004	0	0
2005	8	4
2006	14	10
2007	0	0
2008	5	4
2009	9	4
2010	1	1
2011	6	4
2012	8	7
2013	7	6
2014	16	13
2015	13	11
2016	9	8
2017	26	21
Total	122	93

As you can see, 122 candidates were hired by Hydro-Québec, or 88% of those who graduated. It is important to point out that the candidates who enrolled in the program were not obligated to work at Hydro-Québec after completing their studies. Some preferred to work in their community or elsewhere. However, others did not meet Hydro-Québec's hiring requirements as of June 30, 2017.



Hydro-Québec also created a structure to support Cree workers' socio-professional integration. It began by forming a Cree employee integration committee (CIDEQ). Then both Cree and non-Cree personnel were given intercultural relations training. Each new employee was paired with an experienced worker (coach) during their probation period, which lasted six months—or longer, if necessary. Some candidates were granted additional time to achieve permanent employee status. Industrial psychology services were offered and an advisor position was created for the integration of Cree personnel.

To date, 93 candidates remain employed at Hydro-Québec (25 women and 68 men), for a retention rate of 76%. Of the 29 candidates who left Hydro-Québec, either voluntarily or involuntarily, eight had achieved permanent employee status. The retention rate for permanent employees is 92%.

Today, Cree workers represent about 11% of the total workforce at Hydro-Québec's James Bay facilities. In the job categories targeted by the agreement, this proportion climbs to 24%². Note that, having figured prominently in the program, today women represent 25% of Cree employees at James Bay. Furthermore, of the 41 women currently working in the four job categories targeted by the agreement, 25 are Cree, or 61%. This is a revolutionary advance, considering these are traditionally male occupations³.

2019 IAIA Annual Conference

The conference this year was held in Brisbane, Australia, with the following theme: Evolution or revolution. The delegation consisted of Ms. Melissa Saganash of the Grand Council of the Crees and the Cree Nation Government, Ms. Diane Thibault of Niskamoon Corporation and Mr. Daniel Lauzon of Hydro-Québec, member of the Board of Directors. In a workshop on Aboriginal rights, the delegation presented the partial results of the Technical Employment with Hydro-Québec component of the Cree Employment Agreement (Eeyou Apatisiwin Niskamon). The experience was a success, although, as always, too short. In one of the meetings, the participants from various Aboriginal communities reiterated the importance of maintaining sessions dedicated to the issues affecting Aboriginal people.

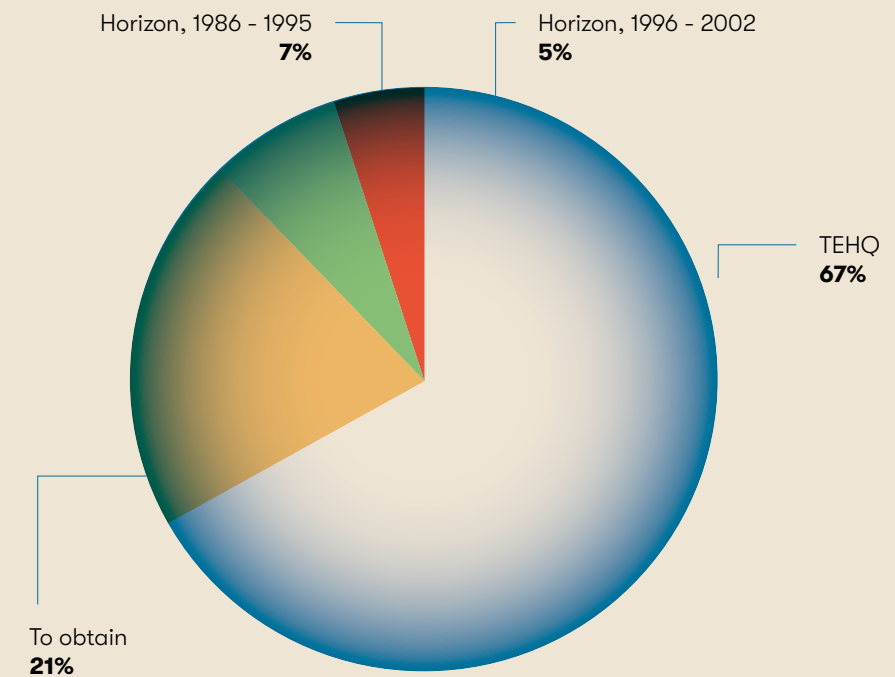
2018-2019 Appreciative Study

At the end of the program, an internal study was conducted by Émilie Deschênes, PhD. The objective of this study was to record and report the events that marked the implementation of the program and to draw some insights. As we wanted to give those who were directly involved the opportunity to express their views, it contains a wealth of testimony.



The study highlights the novel challenges and issues faced by the actors in carrying out the program. While the target figure of 150 permanent jobs was not achieved, the study shows that giant strides were made in terms of understanding Cree people's socio-professional integration in a vocational and technical training setting and in the workplace. The study made us realize that, for many of the candidates, the program represented an opportunity to improve their living conditions over and above establishing a career. Focusing on cultural safety appears to be one of the key factors in the program's success. Finally, the study encourages us to see cultural difference within an organization as a strength and an added value. It invites us to continue exploring and discussing so that the expertise developed and the skills acquired by both the individuals and the organizations involved can have lasting benefits. To date, no plans have been made to follow up on the program or to make use of the results of the research. In the current context, it is understandable that priorities may lie elsewhere.

Objective of 150 Permanent Jobs



Acknowledgments

We could not conclude this report without saying a few thank-yous. First of all, thanks to all the past and present managers and members of the board of directors of the Apatissiwiin Corporation and the Niskamoon Corporation for believing in the program and supporting it over the years, even through the more chaotic times. We would also like to thank each member of the Niskamoon Corporation's personnel for their dedication and loyalty right to the very end⁴.



To the many partners: the communities of Eeyou Istchee, the band councils and their local coordinators, and the municipalities. To the school boards, particularly the Cree School Board and its representatives based in various regions and communities across the province. To the managers, professional staff and teachers in the vocational and technical training centres and cégeps for their commitment and pedagogical creativity. To Hydro-Québec and its employees, at James Bay and elsewhere, for agreeing to step off the beaten path and learn side-by-side with us. Finally, to the candidates and their families for their trust, their tenacity, their resilience, their insights and their friendship.

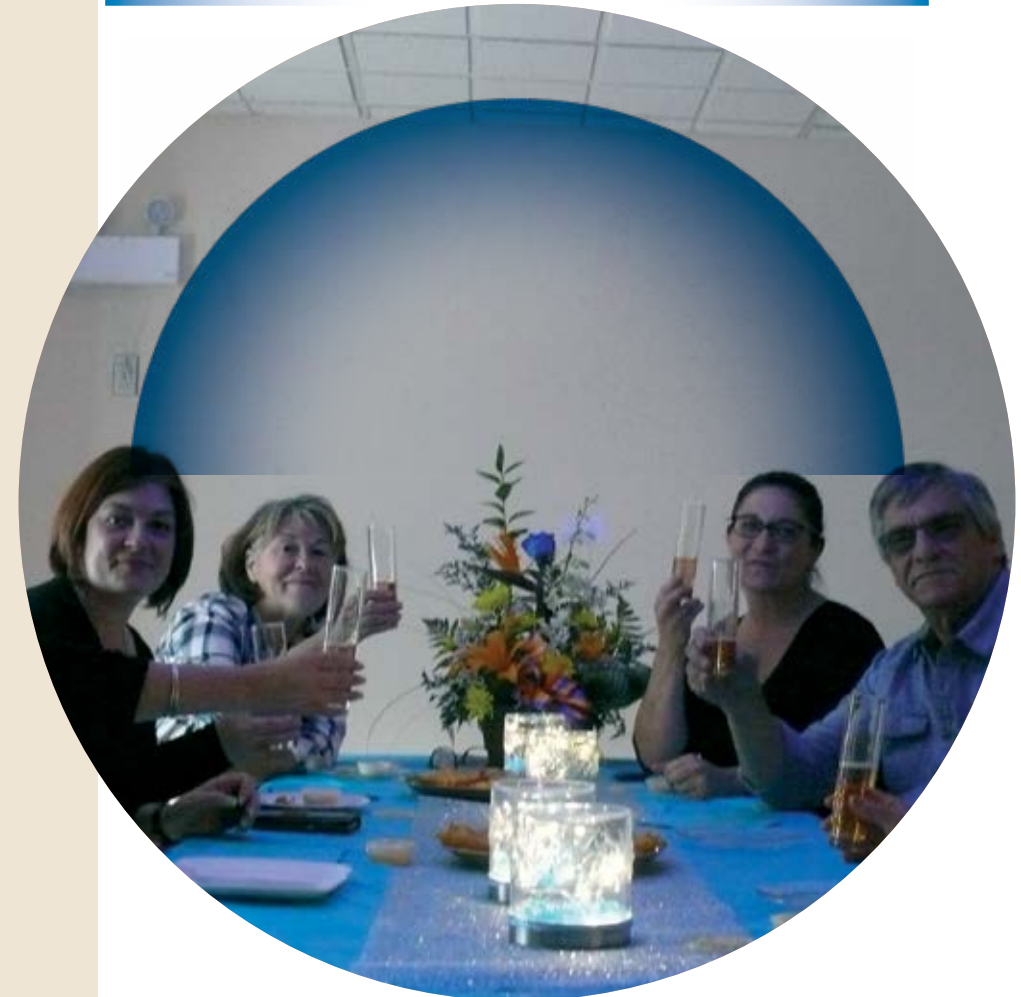
As Billy Diamond said in 2005, *"Together, we have done the impossible!"*

¹ It is estimated that approximately 15% of candidates applied more than once

² This percentage includes six people from the Programme embauche autochtone Horizon 1986-1996 program who are still employed here

³ An occupation is considered to be traditionally male when less than 33¹/₃% of those who practice it are women

⁴ The Niskamoon Student Center in Rouyn-Noranda officially closed December 31st, 2019



Eeyou-Eenou Ituun Training Program

"Professional Cree Land Steward"

A Joint Initiative by:

- Regional Cree Trappers' Association
- Niskamoon Corporation
- CEGEP Saint-Félicien

The Eeyou Ituun Training program aims to offer high quality, government accredited training in the art and science of Cree Traditional Pursuits. The program will be given in Cree by highly qualified Cree elders. The 900-hour course will last one year with 80% of content delivered in the bush.



Historical Context

This program stems from a partnership between the Regional Cree Trappers' Association, Niskamoon Corporation and CEGEP Saint-Félicien. The program achieved full accreditation as an Attestation of Collegial Studies ("Attestation d'études collégiales") in 2017. Note that this is the first time in Québec that a training program offered in a language other than English or French has received such an accreditation.

Program Coordinator

A Program Coordinator was hired in October 2019, Mary Jane Salt based out of Waskaganish. Her first job was to define her role within the program and to develop the Pilot Project, which is presented below. The hiring of a Program Coordinator has been essential to move this project forward, and the program partners agree that this program will require a full-time coordinator for many years to come.

Pilot Project

The most noteworthy event in 2019-2020 was the delivery of the Pilot Project. This was a two-week intensive course given in Waskaganish. The goal was to replicate the full program to identify the main challenges that are best identified in practice. Instructors were hired and trained as if they would be delivering the full program, and potential locations were scouted out in the Waskaganish territory. Instructors also followed a Bush Kit training given by the Cree Board of Health and Social Services of James Bay (CBHSSJB).

Ten students followed the course (4 females and 6 males), which was given by four Cree instructors and one co-instructor from Saint-Felicien CEGEP between Feb. 24- March 7, 2020. The Program Coordinator visited the site regularly to observe the progress of the course and to identify and resolve any issues as they arose. During the two-week course, the students were taught 15 different competencies, all part of the regular curriculum, although not as advanced as what they would learn in the full program.

A feast was held in Waskaganish on March 10, 2020, to salute the great work by all those involved in the program.



Overall, the program was well appreciated by both students and instructors, although many felt that two weeks was not long enough to fully learn many topics. Nevertheless, the future bodes well for this exciting new program!

Partnership Development

Discussions continued with potential partners to identify synergies and opportunities. This included a meeting on February 27, 2020. Representatives from the Cree School Board, Société Plan Nord and Apitsiiwiin Skills Development were present, in addition to the CTA, Niskamoon and CEGEP St-Felicien. Discussions revolved around the Pilot Project and the initiation of the program.

Next Steps

The Program will be presented to each Cree community during their upcoming LAGA's, to gather feedback on the program and to communicate it's progress. The target date for the initiation of the program remains September 2020, although this will likely be delayed due to the COVID-19 public health emergency.

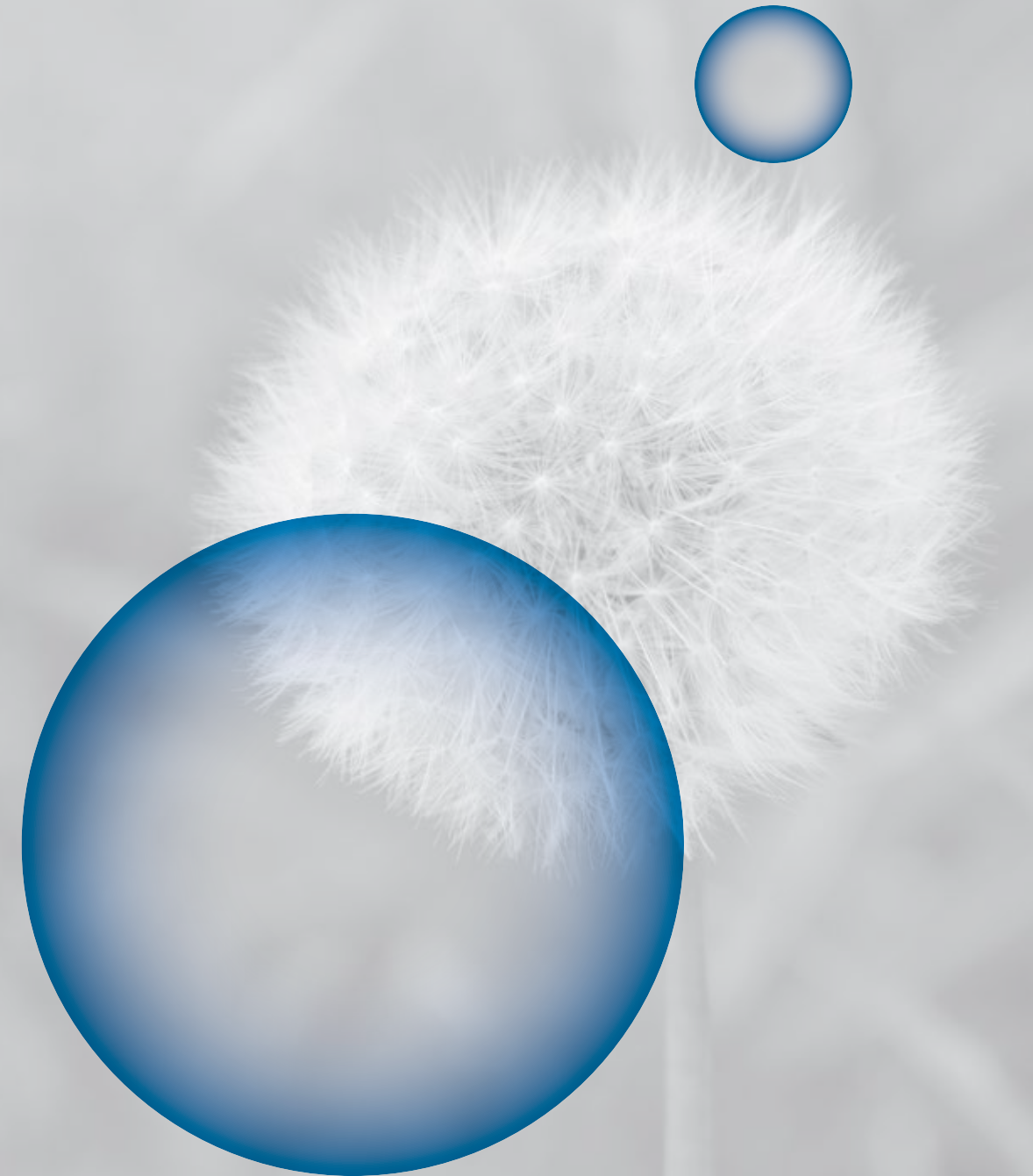


Database and Management Systems

Niskamoon maintains an online database for its projects, referred to as the Niskamoon Information Management System (NIMS). It is an integrated platform, such that it also serves to submit new projects for funding, to manage projects in progress as well as to submit final reports when the projects are complete. The NIMS is connected to the Cree Geo-Portal, a broader geo-referenced platform which allows all relevant spatial data to be held and shared through one application. This way, for example, when the Cree Trappers' Association makes any changes to existing trapline boundaries, the maps are updated in real time for the benefit of all the other entities.

Niskamoon has also developed a Customer Relationship Management Platform, the Niskamoon Interactive Consultation Database (NICD), which is directly linked with the NIMS. This platform has now been integrated in all nine communities.

In 2019-2020, no major modifications were made to the NIMS. We continue to work actively with our service provider, Strata360, to make this system perform as well as possible.





Financial Information

Funded Projects in 2019-2020

Funding Source	Community	Description	Resolution
Bomhounan Indohoun	Nemaska	N-25 Walter Jolly Outboard Motor Repairs	EC 1920-005
Hydro-Québec Eeyou	Niskamoon Corp.	CHCRP Specific Study on Eelgrass	EC 1920-006
Hydro-Québec Eeyou	Regional	Fostering Indigenous Small-scale fisheries for Health, Economy, and food Security (FISHES) Research Project	EC1920-007/ 1920-007
Hydro-Québec Eeyou	Chisasibi	CERRI CH-5 Research Project	EC 1920-009
Hydro-Québec Eeyou	Washaw Sibi	Wood Cutting Project 2019	EC 1920-010
Bomhounan Remedial	Mistissini	R-20 Matthew Wapachee Cabin Project	EC 1920-012
Re-Appropriation	Niskamoon Corp.	Budget 19/20	1920-013
Hydro-Québec Eeyou	Chisasibi	Fort-George Island Shore Protection Project	EC 1920-013
Bomhounan Remedial	Niskamoon Corp.	Operating Budget 19/20	1920-013
Hydro-Québec Eeyou	Niskamoon Corp.	Operating Budget 19/20	1920-013
Eeyou Namess	Niskamoon Corp.	Operating Budget 19/20	1920-013
Opimiscow	Niskamoon Corp.	Operating Budget 19/20	1920-013
Hydro-Québec Eeyou	Whapmagoostui	Cultural Events & Activities	1920-017
Hydro-Québec Eeyou	Wemindji	CNW Old Factory Visit 2019	1920-018
Hydro-Québec Eeyou	Wemindji	Old Factory Summer Camp	1920-019
Hydro-Québec Eeyou	Wemindji	Annual Canoe Expedition 2019	1920-020
Hydro-Québec Eeyou	Wemindji	COOL Science Summer Camps	1920-021
Re-Appropriation	Waskaganish	Snowshoe Making Course	1920-022
Re-Appropriation	Waskaganish	Moose Hide Preparation Course	1920-023
Hydro-Québec Eeyou	Oujé-Bougoumou	OUMOU Mikahiigaan Project	1920-024

Re-Appropriation	Mistissini	Chisheinu Chiskutahmaachewun Project	1920-025
Bomhounan Remedial	Mistissini	Chisheinu Chiskutahmaachewun Project	1920-025
Hydro-Québec Eeyou	Regional	CBHSSJB & CTA Cree Medical Care Bush Kit Program	1920-026
Hydro-Québec Eeyou	Regional	James Bay Cree Cultural Education Centre - Cree Cultural Gathering	1920-027
Re-Appropriation	Waskaganish	Spring Airlift 2019 Project	1920-028
Re-Appropriation	Waskaganish	Voluntary Lake Sturgeon Registry 2019	1920-029
Re-Appropriation	Waskaganish	Voluntary Registry of Cisco Catches 2019	1920-030
Re-Appropriation	Waskaganish	Preservation & Support for Cisco Fishing at Smokey Hill Project	1920-031
Re-Appropriation	Waskaganish	Rupert Bay Buoys & Channel Makers Project 2019	1920-032
Re-Appropriation	Waskaganish	Annual Youth Canoe Brigade 2019 Project	1920-033
Re-Appropriation	Waskaganish	N-01 Allan Georgekish Resurfacing and Repairs to Connecting Roads	1920-034
Re-Appropriation	Waskaganish	N-02 Gordon Weistche 5 Crossings	1920-035
Re-Appropriation	Nemaska	24A Samuel Mettawaskum Skidoo Trails	1920-036
Re-Appropriation	Nemaska	18 Luke Tent Boat Ramp, Parking Lot & Camp Extension	1920-037
Re-Appropriation	Nemaska	18 Luke Tent Goose Corridor	1920-038
Re-Appropriation	Waskaganish	Youth Spring Hunting 2019 Project	1920-039
Re-Appropriation	Waskaganish	Rupert River Navigation & Exploration Subsidy Program 2019-2020	1920-040
Re-Appropriation	Nemaska	Rupert River Navigation & Exploration Subsidy Program 2019-2020	1920-041
Re-Appropriation	Nemaska	Rupert Diversion Bays Navigation & Exploration Subsidy Program 2019-2020	1920-042
Re-Appropriation	Mistissini	Rupert Diversion Bays Navigation & Exploration Subsidy Program 2019-2020	1920-043
Hydro-Québec Eeyou	Whapmagoostui	WFN Transportation Subsidy	1920-045
Hydro-Québec Eeyou	Whapmagoostui	WFN Snow Removal Project	1920-046
Hydro-Québec Eeyou	Whapmagoostui	WFN Wood Cutting Project 2018-2019	1920-047
Hydro-Québec Eeyou	Whapmagoostui	WFN Wood Cutting Project 2019-2020	1920-048

Hydro-Québec Eeyou	Chisasibi	CTA Spring Airlift 2019	1920-049
Hydro-Québec Eeyou	Chisasibi	CTA Bush Radio System	1920-050
Hydro-Québec Eeyou	Eastmain	Spring Airlift 2019	1920-051
Hydro-Québec Eeyou	Eastmain	Snow Removal Project	1920-052
Hydro-Québec Eeyou	Eastmain	RE-05 Brunelle Stocken Trans Eeyou Trail Phase II	1920-053
Re-Appropriation	Nemaska	N-23 Abel Wapachee Moose Strip Clearing	1920-054
Hydro-Québec Eeyou	Nemaska	M-02 Rene Neeposh Snow Removal	1920-055
Bomhounan Indohoun	Nemaska	R-16 Charles Cheezo Cabin Extension Porch	1920-056
Bomhounan Remedial	Nemaska	R-16 Redfern Cheezo Cabin & Patio	1920-057
Bomhounan Remedial	Nemaska	R-16 Wayne Cheezo Cabin & Patio	1920-058
Bomhounan Remedial	Nemaska	R-21 Jonathan Jolly Cabin & Porch	1920-059
Bomhounan Remedial	Nemaska	R-21 Ruth Jolly Cabin & Porch	1920-060
Hydro-Québec Eeyou	Waswanipi	W-01 Charlie Ottereyes Trans Eeyou Trail	1920-062
Hydro-Québec Eeyou	Waswanipi	W-02 Abel Happyjack Trans Eeyou Trail	1920-063
Hydro-Québec Eeyou	Waswanipi	W-03 Freddie & James Ottereyes Trans Eeyou Trail Phase II	1920-064
Hydro-Québec Eeyou	Waswanipi	W-13 Lawrence Otter Trans Eeyou Trail	1920-065
Hydro-Québec Eeyou	Waswanipi	W-14 John Happyjack Trans Eeyou Trail	1920-066
Hydro-Québec Eeyou	Waswanipi	W-17A Joe & David Happyjack Trans Eeyou Trail	1920-067
Hydro-Québec Eeyou	Waswanipi	W-21B Benoit & Jimmy Gull Trans Eeyou Trail	1920-068
Hydro-Québec Eeyou	Waswanipi	W-52 Andre & Johnny Diamond Trans Eeyou Trail	1920-069
Hydro-Québec Eeyou	Waswanipi	W-54 Kevin Gull Trans Eeyou Trail	1920-070
Hydro-Québec Eeyou	Oujé-Bougoumou	OBCN Snow Removal to Goose Camp 2019	1920-071
Hydro-Québec Eeyou	Oujé-Bougoumou	O-54 Charlie Capassisit Cabin Construction	1920-072
Hydro-Québec Eeyou	Oujé-Bougoumou	O-54 Johnny Capassisit Goose Corridors	1920-073

Hydro-Québec Eeyou	Oujé-Bougoumou	O-61 George Shecapio Blacksmith Goose Corridors	1920-074
Hydro-Québec Eeyou	Mistissini	M-09 Rene Blacksmith Traditional Dwelling	1920-075
Hydro-Québec Eeyou	Mistissini	M-10 William Swallow Trans Eeyou Trail	1920-076
Hydro-Québec Eeyou	Mistissini	M-12 Alex Brien Traditional Dwelling	1920-077
Bomhounan Remedial	Mistissini	M-18 Robert Jimiken Camp Renovations	1920-078
Hydro-Québec Eeyou	Mistissini	M-22 Isaiah Voyageur Traditional Dwelling	1920-079
Hydro-Québec Eeyou	Mistissini	M-23 Ernest Brien Trans Eeyou Trail Part 3	1920-080
Bomhounan Remedial	Mistissini	M-25 Darlene Neeposh Cabin Construction	1920-081
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Bomhounan Indohoun	Mistissini	M-18 Robert Jimiken ATV Subsidy	1920-224
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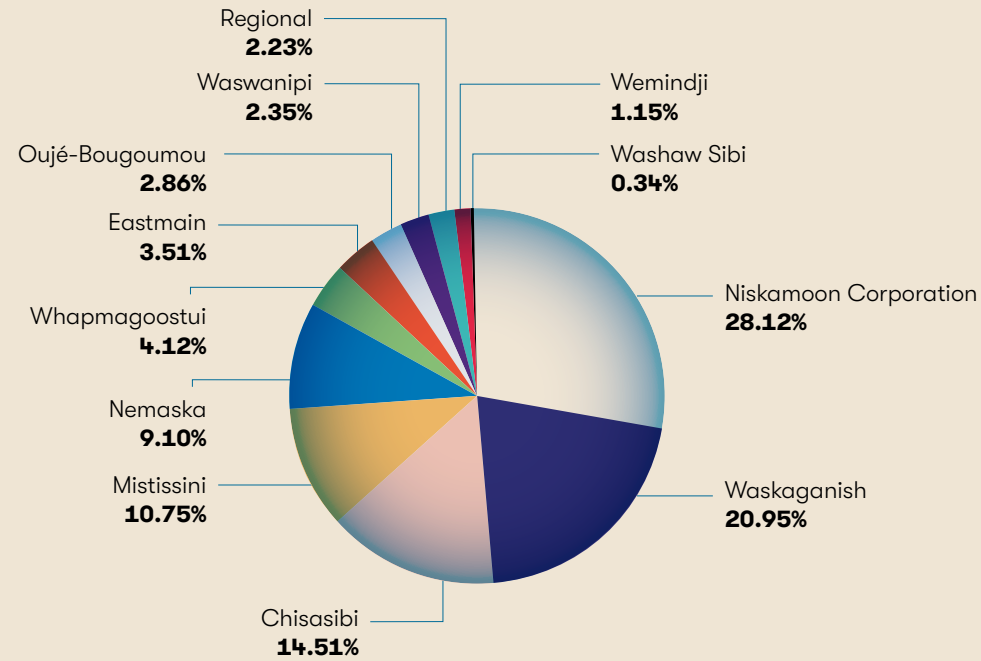
Hydro-Québec Eeyou	Chisasibi	Chisasibi Heritage & Cultural Center Iyjuu Iyimihtaa	1920-242
Hydro-Québec Eeyou	Eastmain	Wabannutao Eeyou School Sif Project	1920-243
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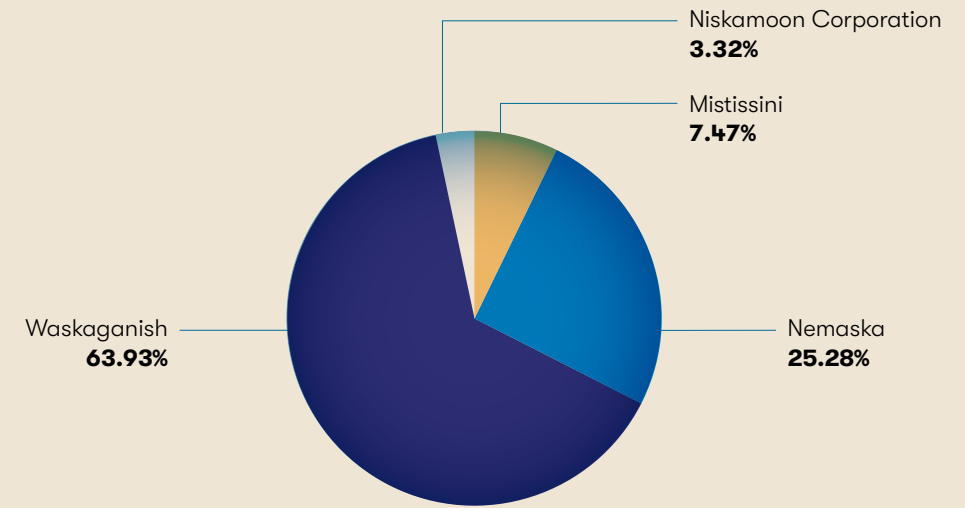
Hydro-Québec Eeyou	Chisasibi	Spring Flights 2020	1920-300/ 2021-002
Nadoshtin Remedial	Eastmain	Spring Airlift 2020	1920-301
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Bomhounan Indohoun	Nemaska	N-25 Walter Jolly Mechanical Repairs Skidoo	1920-318
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Data Charts

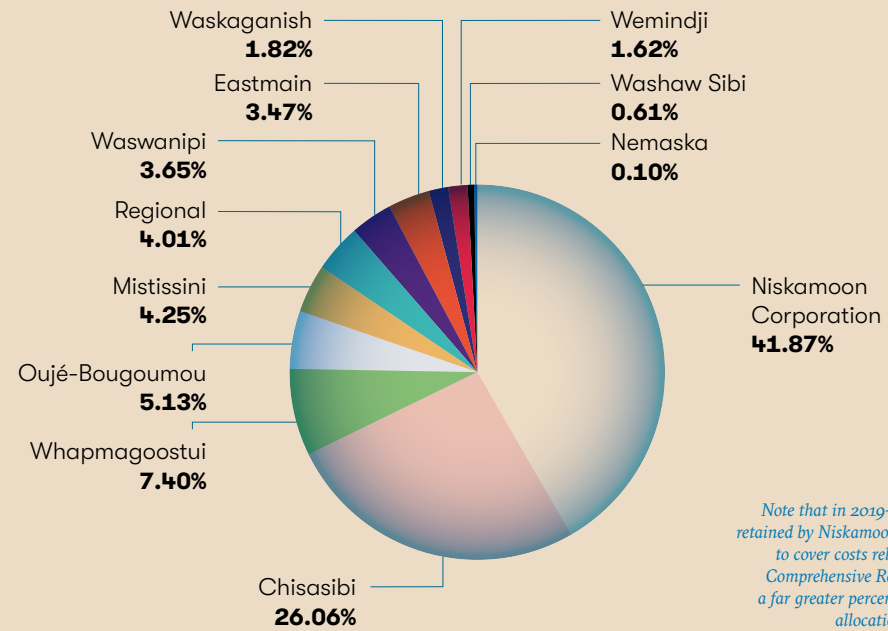
All Funded Project Allocations
2019-2020



Re-appropriation Funds
Allocations, 2019-2020

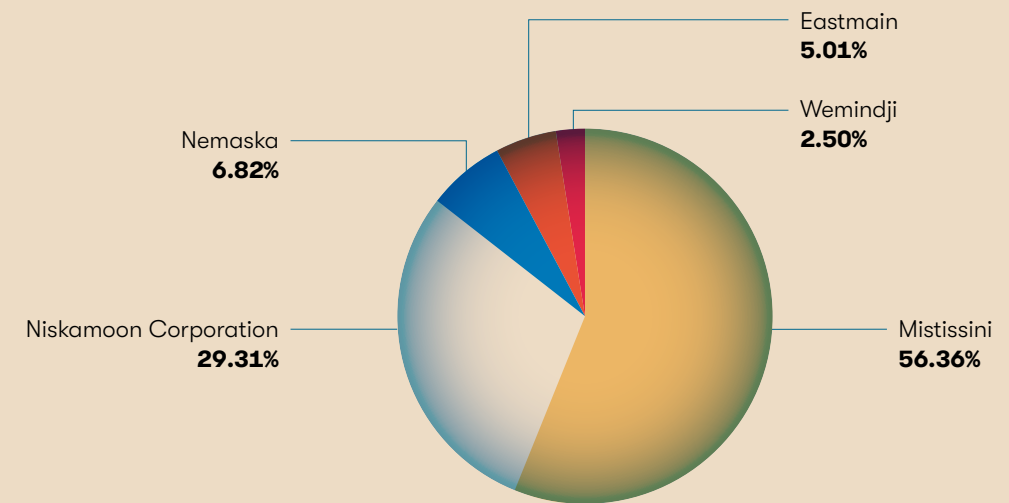


Hydro-Québec and Eeyou Fund Allocations
2019-2020



Note that in 2019-2020, financial allocations retained by Niskamoon Corporation were mainly to cover costs related to the Coastal Habitat Comprehensive Research Project, resulting in a far greater percentage relative to all funding allocations compared to past years.

Boumhounan Remedial Measures Fund Allocations,
2019-2020



Niskamoon Corporation
Financial Statements
For the year ended March 31, 2020

Niskamoon Corporation
Financial Statements
For the year ended March 31, 2020

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Independent Auditor's Report

To the Members of Niskamoon Corporation

Opinion

We have audited the financial statements of Niskamoon Corporation (the "Corporation"), which comprise the statement of financial position as at March 31, 2020, and the statements of revenue and expenditures, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Niskamoon Corporation as at March 31, 2020, 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.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Niskamoon Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.



Independent Auditor's Report

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.

Independent Auditor's Report

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Corporation to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the Corporation audit. We remain solely responsible for our audit opinion

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada s.r.l./S.E.N.C.R.L./LLP¹

Montréal, Québec
June 17, 2020

¹ CPA auditor, CA, public accountancy permit No. A128349

Niskamoon Corporation Statement of Financial Position

March 31	2020	2019
Assets		
Current		
Cash and cash equivalents (Note 3)	\$ 15,551,623	\$ 10,196,269
Investments (Note 4)	35,704,177	36,593,353
Accounts receivable (Note 5)	1,455,841	2,806,013
Assets held-for-sale (Note 7)	898,668	-
	53,610,309	49,595,635
Capital assets (Note 6)	25,896	34,862
Assets held-for-sale (Note 7)	-	898,668
	\$ 53,636,205	\$ 50,529,165
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities (Note 8)	\$ 497,035	\$ 206,145
Project expenditures payable (Note 9)	1,182,852	540,385
Due to Cree Nation Government (Note 2)	18,031	14,690
Deferred revenue (Note 10)	51,938,287	49,767,945
	53,636,205	50,529,165
Net assets		
Invested in capital assets and assets held-for-sale	924,564	933,530
Administration fund	(924,564)	(933,530)
	-	-
	\$ 53,636,205	\$ 50,529,165

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	2020			2019
	Administration Fund	Program Funds	Total	Total
Revenue				
Contributions				
Hydro-Québec	\$ 4,244,932	\$ 12,738,230	\$ 16,983,162	\$ 14,220,172
Cree Nation Government	-	-	-	1,162,500
Investment income	110,589	1,140,922	1,251,511	1,035,100
Transferred to deferred revenue (Note 10)	(4,094,737)	-	(4,094,737)	(4,244,932)
Unrealized (loss) gain on financial instruments	(17,791)	(183,030)	(200,821)	198,725
Other revenue	23,831	-	23,831	7,273
	<u>266,824</u>	<u>13,696,122</u>	<u>13,962,946</u>	<u>12,378,838</u>
Expenditures				
Project expenditures	-	11,352,202	11,352,202	10,003,469
Contribution to Niskamoon Officers	-	986,355	986,355	965,000
Salary and fringe benefits	561,301	-	561,301	374,706
Professional fees	286,689	-	286,689	350,960
Travel	260,922	-	260,922	211,170
Legal fees (Note 12)	98,069	-	98,069	41,303
Corporate fees	92,913	-	92,913	80,765
Rent	86,510	-	86,510	61,449
Office expenses	58,727	-	58,727	85,354
Administration charges	56,448	-	56,448	48,962
Advertising and promotion	37,423	-	37,423	21,027
Telecommunications	27,598	-	27,598	26,981
Service Agreement - Cree Nation Government (Note 2)	17,616	-	17,616	14,347
Insurance	15,524	-	15,524	8,508
Monitoring Committee	12,449	-	12,449	67,764
Amortization of capital assets	8,966	-	8,966	12,274
Bank charges	2,834	-	2,834	3,819
Annual report	400	-	400	980
	<u>1,624,389</u>	<u>12,338,557</u>	<u>13,962,946</u>	<u>12,378,838</u>
(Deficiency) excess of revenue over expenditures for the year	\$ (1,357,565)	\$ 1,357,565	\$ -	\$ -

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

**Niskamoon Corporation
Statement of Changes in Net Assets**

For the year ended March 31	2020	2019		
	Invested in Capital Assets and Assets Held-for-Sale	Administration Fund	Program Funds	Total
Balance, beginning of year	\$ 933,530	\$ (933,530)	-	-
(Deficiency) excess of revenue over expenditures for the year	(8,966)	(1,348,599)	1,357,565	-
Interfund transfers (Note 14)	-	1,357,565	(1,357,565)	-
Balance, end of year	<u>\$ 924,564</u>	<u>\$ (924,564)</u>	<u>-</u>	<u>-</u>

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

Niskamoon Corporation Statement of Cash Flows

For the year ended March 31	2020	2019
Cash flows from operating activities		
Excess of revenue over expenditures for the year	\$ -	\$ -
Items not involving cash and cash equivalents		
Amortization of capital assets	8,966	12,274
Unrealized loss (gain) on investments	200,821	(198,725)
	209,787	(186,451)
Changes in non-cash working capital balances		
Accounts receivable	1,350,172	(1,019,112)
Accounts payable and accrued liabilities	290,890	(87,478)
Project expenditures payable	642,467	(566,160)
Deferred revenue	2,170,342	2,694,430
	4,663,658	835,229
Cash flows from investing activities		
Disposal (purchase) of investments	688,355	(2,420,985)
Purchase of capital assets	-	(18,517)
	688,355	(2,439,502)
Cash flows from financing activity		
Due to Cree Nation Government	3,341	8,901
	3,341	8,901
Increase (decrease) in cash and cash equivalents during the year	5,355,354	(1,595,372)
Cash and cash equivalents, beginning of year	10,196,269	11,791,641
Cash and cash equivalents, end of year	\$ 15,551,623	\$ 10,196,269

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

Niskamoon Corporation Notes to Financial Statements

March 31, 2020

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%).

Niskamoon Corporation Notes to Financial Statements

March 31, 2020

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, the full amount 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.

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.

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Niskamoon Corporation Notes to Financial Statements

March 31, 2020

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.

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.

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Niskamoon Corporation Notes to Financial Statements

March 31, 2020

Financial Instruments

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.

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.

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Niskamoon Corporation Notes to Financial Statements

March 31, 2020

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.

Cash and Cash Equivalents

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.

Capital Assets and Assets Held-for-Sale

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:

Leasehold improvements	10 years straight-line method
Office furniture and equipment	20% declining balance method
Computer equipment	30% declining balance method

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**Niskamoon Corporation
Notes to Financial Statements**

March 31, 2020

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.

Long-lived Assets

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.

Foreign Currency Translation

Foreign currency accounts are translated into Canadian dollars as follows:

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.

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.

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.

**Niskamoon Corporation
Notes to Financial Statements**

March 31, 2020

3. Cash and Cash Equivalents

	2020	2019
Cash	\$ 11,959,167	\$ 1,098,539
Money market fund	3,592,456	9,097,730
	\$ 15,551,623	\$ 10,196,269

4. Investments

	2020		2019	
	Cost	Fair Value	Cost	Fair Value
Bonds and debentures (i)	\$ 34,221,700	\$ 34,342,964	\$ 27,003,150	\$ 27,157,422
Guaranteed investment certificates (ii)	-	-	7,930,000	7,930,000
Marketable securities	1,092,590	1,194,194	1,072,158	1,341,575
Mutual Funds	167,019	167,019	164,356	164,356
	\$ 35,481,309	\$ 35,704,177	\$ 36,169,664	\$ 36,593,353

(i) March 31, 2020 - interest rates ranging from 1.85% to 3.07% and maturing between April 2020 and October 2024;

March 31, 2019 - interest rates ranging from 1.85% to 3.07% and maturing between April 2019 and July 2022.

(ii) March 31, 2020 - All guaranteed investment certificates have matured;

March 31, 2019 - interest rates at 2%, maturing in April 2019.

5. Accounts Receivable

	2020	2019
Accrued interest	\$ 1,179,958	\$ 2,156,683
Project expenditures recoverable	275,883	517,402
Sales taxes receivable	-	131,928
	\$ 1,455,841	\$ 2,806,013

**Niskamoon Corporation
Notes to Financial Statements**

March 31, 2020

6. Capital Assets

	2020		2019	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Office furniture and equipment	\$ 130,669	\$ 118,725	\$ 130,669	\$ 115,739
Computer equipment	101,762	87,810	101,762	81,830
	\$ 232,431	\$ 206,535	\$ 232,431	\$ 197,569
Net book value		\$ 25,896		\$ 34,862

7. Assets Held-for-Sale

The Corporation owns land and building located in Montréal, Québec which are classified as held-for-sale. The Corporation continues to meet the criteria to classify the building as asset held-for-sale at March 31, 2020.

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

	2020		2019	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	\$ 102,192	\$ -	\$ 102,192	\$ 102,192
Building	950,967	154,491	796,476	796,476
	\$ 1,053,159	\$ 154,491	\$ 898,668	\$ 898,668

As at March 31, 2020, the Corporation classified the asset as a current asset (2019 - non-current) as all sale requirements have been fulfilled.

8. Accounts Payable and Accrued Liabilities

	2020	2019
Trade and accrued liabilities	\$ 258,903	\$ 206,145
Sales taxes payable	227,715	-
Advances payable	10,417	-
	\$ 497,035	\$ 206,145

**Niskamoon Corporation
Notes to Financial Statements**

March 31, 2020

9. Project Expenditures Payable

	2020	2019
Cree Nation of Chisasibi projects	\$ 114,647	\$ 120,385
Cree Nation of Eastmain projects	103,141	125,000
Cree Nation of Mistissini projects	74,968	-
Cree Nation of Nemaska projects	112,831	-
Oujé-Bougoumou Cree Nation	85,000	85,000
Cree Nation of Waskaganish projects	253,136	-
Cree First Nation of Waswanipi projects	103,598	85,000
Cree Nation of Wemindji projects	118,788	125,000
Whapmagoostui First Nation projects	86,995	-
Due to Hydro-Quebec on behalf of the Communities	129,748	-
	\$ 1,182,852	\$ 540,385

10. Deferred Revenue

	2020	2019
Apatisiwin - Cree Employment Fund	\$ 2,026,753	\$ 2,726,117
Names Mercury Fund	2,941,939	3,054,128
Opimiscow Indoho Fund	2,147,741	1,579,783
Hydro-Québec and Eeyou Fund	8,613,069	4,729,499
Re-appropriation Fund		
Continued Use Fund	6,171,599	6,619,884
Specific Navigation Fund	11,746,966	11,502,632
Specific Training Fund	360,411	362,723
Nadoshtin Funds		
Remedial Works Fund	711,159	779,525
Archaeology and Cultural Heritage Fund	94,236	94,236
EM-1 Mercury Fund	259,188	253,748
Eenou Indohoun Fund	2,574,903	2,574,055
Boumhounan Funds		
Remedial Measures Fund	8,010,072	8,934,739
Archaeology and Cultural Heritage Fund	85,384	110,384
EM-1 A Mercury Fund	177,701	173,982
Eenou Training Fund	748,191	732,505
Eenou Indohoun Fund	1,174,238	1,295,073
Deferred revenue - Program Funds	47,843,550	45,523,013
Niskamoon Administration Fund	4,094,737	4,244,932
Total deferred revenue	\$ 51,938,287	\$ 49,767,945

**Niskamoon Corporation
Notes to Financial Statements**

March 31, 2020

11. Commitments

The Corporation has an operating lease in Chisasibi, Québec expiring September 30, 2021.

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

	2021	\$	49,183		
	2022		<u>24,591</u>		
		\$	<u>73,774</u>		

12. Legal Fees

	<u>2020</u>		<u>2019</u>
Chisasibi Housing Replacement Program	\$ 65,625	\$	19,512
Head office	4,121		15,300
Real property and leasehold agreement	23,831		5,315
Executive Committee	185		1,176
Niskamoon Officers	4,307		-
	<u>\$ 98,069</u>	\$	<u>41,303</u>

**Niskamoon Corporation
Notes to Financial Statements**

March 31, 2020

13. Risks Arising From Financial Instruments

On March 11, 2020, the World Health Organization declared the outbreak of COVID-19 a pandemic resulting in economic uncertainties impacting the Corporation's risks. These risks and related management practices employed by the Corporation are discussed hereafter:

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.

Niskamoon Corporation Notes to Financial Statements

March 31, 2020

14. Interfund Transfer and Contributions

In 2020, the Corporation's Board of Directors transferred \$1,357,565 (2019 - \$1,459,321) from the Program Funds to the Administration Fund in order for the Administration Fund to manage the Corporation.

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, 2018, there was a solvency deficit of approximately \$10,173,000 (2017 - \$12,745,000) 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:

	2019	2018
Asset rate of return (net of fees)	5.20%	5.35%
Inflation	2.00%	2.00%
Salary escalation rate	3.50%	4.00%
Indexation of retirement income	2.70%	2.70%

The Corporation made contributions totaling \$138,946 (2019 - \$149,042) during the year with respect to this plan.

Niskamoon Corporation Schedule of Revenue and Expenditures - Program Funds

	For the year ended March 31										2020	2019					
	Re-appropriation					Necessities					Beauharnois						
	Apatisiw- Cree Employer Fund	Names Mortgage Fund	Opitacow Mortgage Fund	Hydro- Quebec Eeyou Fund	Continued Fund	Specific Navigational Fund	Specific Threading Fund	Remedial Mortgage Fund	Archaeology and Cultural Heritage Fund	EM-1A Mortgage Fund	Enou Indigenous Fund	Enou Threading Fund	Enou Indigenous Fund	Total	Total		
Revenue																	
Deferred revenue, beginning of year (Note 10)																	
Contribution from Hydro-Quebec Special contribution from Hydro-Quebec for Research Program Comprehensive on Coastal Habitat Contribution from Cree Government Deferred revenue, end of year (Note 10)	\$ 2,726,117	\$ 3,054,128	\$ 1,575,783	\$ 4,729,499	\$ 6,619,984	\$ 11,602,632	\$ 362,723	\$ 779,525	\$ 94,236	\$ 265,748	\$ 2,574,085	\$ 8,934,739	\$ 110,384	\$ 173,982	\$ 45,623,013	\$ 42,995,501	
Investment income																	
Unrealized gain (loss) on investments	699,364	112,188	240,174	7,307,433	3,507,917	(244,334)	2,312	68,386		(5,440)	(848)	924,667	25,000	(3,719)	(15,686)	120,835	
Total revenue	29,065	70,409	-	280,131	199,304	293,713	9,248	8,486		6,521	58,853	129,579	4,462	18,810	1,140,922	942,178	
Excess of revenue over expenditures for the year	(19,668)	(14,598)	-	12,970	(22,471)	(49,379)	(1,560)	(5,695)		(1,081)	(7,661)	(57,719)	(743)	(3,124)	(183,030)	(180,954)	
Project expenditures	708,761	167,999	240,174	7,610,534	3,684,750	-	10,000	71,227		-	50,344	996,527	25,000	-	130,806	13,696,122	
Contribution to Niskamoon officers	708,761	40,884	224,328	6,430,614	3,259,307	-	10,000	472,158		-	50,344	472,158	25,000	-	130,806	11,352,202	
Contribution to Administration Fund (Note 14)	-	-	-	726,370	260,985	-	-	-	-	-	-	-	-	-	-	866,355	965,000
Total expenditures	-	127,115	15,846	454,550	164,458	-	71,227	524,369		-	-	-	-	-	1,357,565	1,459,321	
Excess of revenue over expenditures for the year	708,761	167,999	240,174	7,610,534	3,684,750	-	10,000	71,227		-	50,344	996,527	25,000	-	130,806	13,696,122	
Excess of revenue over expenditures for the year	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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