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Air Creebec is an air transportation company dedicated to providing safe, convenient and efficient service; being profitable enough to sustain long term viability and to contribute to the development of the Cree Nation.

Air Creebec est une société de transport aérien qui a pour mandat de fournir un service sécuritaire, pratique et efficace et qui vise la rentabilité afin de soutenir la viabilité à long terme et de contribuer au développement de la Nation crie.

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hoto Cover



The concept for the cover design was conceived by Air Creebec President Albert Diamond. He wanted a Dash 8 flying over a satellite picture of James Bay – as far east as Mistassini Lake. Publisher and Editor John Farrington was talking to Chris Wellen (left) a Masters student at McGill University studying Geography and Geographic Information Systems, during a stopover in the summer of 2007 at Waskaganish Airport. One of the things they discussed was satellite photography. Farrington mentioned the 25th anniversary project and Chris said he could provide a picture of the James Bay from space. This one is taken from about 100 kilometres over the earth. Bringing the whole concept to life was Andrew Breithaupt, a graphic artist who lives in Belgium and assists farringtonmedia with design and graphics work for Destinations magazine. Chris Wellen has been working in Wemindji for two years as part of the Paakumshumaau-Maatuskaau Protected Area project, a joint project between McGill University and Wemindji. His research concerns geographical categories in the Cree language and how they can be used to design usable Geographic Information Systems for Cree people. He is finalizing an online map of Cree placenames and stories of Wemindji territory. When published online, it will be accessible through the protected area project's website:

http://www.wemindjiprotectedarea.org

FIRSTS

- First meeting between Stan Deluce, of Austin Airways and Grand Chief Billy Diamond to talk about creating an airline together was held in 1979.
- One of the first employees hired:
 David Bertrand, June 1, 1982. He is now the Director General
- First flight: Flight 101 July 5, 1982, from Val d'Or to Great Whale (now Whapmagoostui), stopping at Matagami, Rupert House, Eastmain, Wemindji and Fort George (Chisasibi).
- First airplane owned by Air Creebec was a bright orange Twin Otter.
 Now (in 2007) Air Creebec owns 17 airplanes.
- First all-Cree crew (both pilots) on Quebec side, pilots Richard Lebizay and Willard Petagumskum. The year is not known, but it is believed to be in 1998 or 1999.
- First all-Cree crew (two pilots and flight attendant) took place in 1992 on the Ontario side. Pilots were Ernest D. Sutherland and Terry Jones-McLeod and the flight attendant was Marina Lebrun (formerly Shisheesh).



Air Creebec's name, logo and colours were developed by Billy Diamond and Jim Morrison, the first Vice-President.

The logo is a goose taking off over a stretched hide and the colours represent a sunset over the horizon.

FACTS

- 130,000 passengers travel on Air Creebec flights every year, including charters
- Seven million pounds of mail and freight are carried by Air Creebec every year
- One Timmins grocery store owner shipped 3,470 planeloads of goods in a 35 year period – starting with a box of oranges in 1961
- Air Creebec makes 15,000 departures every year
- Four million miles traveled each year by Air Creebec airplanes
- Shortest scheduled flight in commercial aviation worldwide – Fort Albany to Kashechewan five minutes (about 15 kilometres).
- In February 1980 Quebec Premier Rene Levesque told Grand Chief Billy Diamond, "Indians don't run airlines, Billy." He went on to say that if the Crees started an airline, he (the premier) would destroy it.
- Ninety-seven percent of Air Creebec's SEBJ contract charter flights fly on-time – that's involving more than 5,000 flights over the past five years.



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AIR CREEBEC 25TH ANNIVERSARY

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Billy Diamond in front of the first airplane owned by Air Creebec, a bright orange Twin Otter. Billy, who never did get a chance to go to university, was 18 when he first heard about Cree rights and land claims from his dad, who was Chief of Waskaganish at the time. That was 1968. Three years later, at 21, Billy was Chief of Waskaganish. At 23, he was the first Grand Chief of the Crees, and was still a few years short of 30 when he succeeded in helping the Crees to win the fight for their rights. He was only 33 when he became President of Air Creebec.

The Ministe



This certificate is presented to

Air Creebec

in recognition of your twenty-fifth business anniversary.

It gives me great pleasure to extend to you warmest greetings
and best wishes on this special occasion. My colleagues in the Government of Canada
join with me in recognizing this significant achievement and wish your business
many more years of continued success.

The Rt. Hon. Stephen Harper, P.C., M.P. Prime Minister of Canada Ottawa 2007

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· DONG STAN SILLIAN DONLOS (DAG DIC)

Grand Council of the Crees (Eeyou Istchee) Grand Conseil des Cris (Eeyou Istchee)

At OVERS CREE REGIONAL AUTHORITY ADMINISTRATION RÉGIONALE CRIE

http://www.gcc.cs

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Albert Diamond

President Air Creebec Inc. P.O. Box 430 101 7th Street Val d'Or, Quebec 19P 4P4

Dear Mr. Diamond

This is the 25th anniversary of Air Creebec and on behalf of the Grand Council of the Crees/Cree regional Authority I thank all of the staff at Air Creebec for your efforts in providing the high level of service and safety that everyone now enjoys when they fly with Air Creebec. It is not so many years ago that it took three hours to fly to Eastmain in the old Otter and Beaver aircraft of the day. Today we enjoy the presence of the professional flight staff and we know that there is an excellent ground crew that inspects and maintains the equipment.

You, the staff of Air Creebec have brought this company a long way in a few short years. The management of Air Creebec have always made decisions with the clientele in mind. Providing safe and quality service in a climate such as we have here in James Bay requires a staff dedicated to making it work. We at the Grand Council/Cree Regional Authority appreciate the accomplishments that you have made and we send you our best wishes for success in the years to come.

Thank You, Merci, Meegwetch, Kwe Kwe

Grand Chief Matthew Mukash



OFFICE OF THE NATIONAL CHIEF

BUREAU DU CHEF NATIONAL

Assembly of First Nations

Assemblée des Premières Nations



Message from National Chief Phil Fontaine and the Assembly of First Nations

Since your beginnings on July 1, 1982, Air Creebec has become one of the most successful airlines in the world.

It is a pleasure for me to extend our sincere congratulations on your 25th Anniversary and best wishes from all of us at the Assembly of First Nations.

This is a tremendous achievement worthy of celebration. It is an honour to celebrate it along with you.

We wish you all the best as you embark on the next 25 years of successful travel and business. Your amazing achievements and successes are an inspiration and example to us all.

Meegwetch!

Phil Fontaine National Chief





remier



Message du premier ministre

Voilà déjà 25 ans qu'Air Creebec fait voler ses avions sur le territoire Eeyou Istchee et au-delà. Vingt-cinq ans que cette société aérienne établit un succès toujours croissant et une réputation des plus honorables.

Ce succès et cette réputation, ils sont les fruits d'un savoir-faire, d'une expérience et d'une vision remarquables. Ils reposent sur une philosophie d'entreprise tournée vers l'excellence, le respect et la confiance.

Je lève mon chapeau à ce modèle inspirant d'entrepreneuriat de la Nation crie, à monsieur Albert W. Diamond ainsi qu'à tous les administrateurs et au personnel de la grande équipe qui l'entoure. Au nom du gouvernement du Québec, je vous adresse de chaleureuses félicitations pour votre contribution à la vitalité économique et sociale de votre communauté, de votre région et du tout Québec.

De Olant

Jean Charest

Already 25 years since Air Creebec first took to the skies over Eeyou Istchee and beyond. Twenty-five years of ever-growing success and a sterling reputation for this airline company.

Your success and reputation stem from your remarkable know-how, experience and vision. Their underpinning is a corporate culture geared to excellence, respect and trust.

I take my hat off to this inspiring model of Cree entrepreneurship, to Albert W. Diamond, and to all the administrators and staff of the great team that surrounds him. On behalf of the Government of Québec, heartfelt congratulations on your contribution to the economic and social vitality of your community, your region and all of Québec.

Jac Dagt

Jean Charest

Québec **



The Premier of Ontario - Le Premier ministre de l'Ontario

November 2007

A Personal Message from the Premier

On behalf of the Government of Ontario, I am delighted to congratulate the founders, management and staff of Air Creebec as they mark this fine organization's 25th anniversary.

Air Creebec began with more than the aim to provide quality air transportation service to remote areas — it also set out with the laudable aim of contributing to the Cree Nation's development and self-sufficiency. This highly successful 25-year milestone is a testament to the hard work and determination that have led to the fulfillment of that goal.

For a quarter of a century, Air Creebec has been true to its mission of providing safe, reliable and efficient air transportation to Cree communities in Ontario and Québec. I commend Air Creebec for its vision and commitment. As one of Canada's major Aboriginal businesses, this airline is a symbol of the strength of the Cree Nation, and of its vital contributions to the economy of Ontario and Québec. Your success is an inspiration to aspiring Aboriginal entrepreneurs and to all Ontarians.

Please accept my renewed congratulations on your anniversary and my best wishes for much ongoing success.

Oale, Marfrit

Dalton McGuinty
Premier







MUSHKEGOWUK COUNCIL

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Moose Factory, On. P0L 1W0

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From the Office of the Grand Chief

Attawapiskat First Nation June 22, 2007

Kashechewan First Nation Mr. Albert W. Diamond President P. O. Box 430

Fort Albany First Nation J9P 4P4

Dear Mr. Diamond:

Val-d'Or, Quebec

Moose Cree First Nation

On behalf of the Mushkegowuk Council of Chiefs, it gives me great pleasure to offer Air Creebec Inc. sincere congratulations on its 25th Anniversary in July 2007.

New Post First Nation

Chapleau Cree First Nation

NC.

Missanabie Cree First Nation The service Air Creebec has provided to the communities along the James Bay coast is a necessary link to the south and having a Native organization provide the service is commendable. It is also good to see pilots and other employees of First Nation ancestry working for your company.

Again congratulations and I look forward to continued dependable service for the peoples of the Mushkegowuk region.

Sincerely

Stan Louttin

Nishnawbe Aski Nation

Office of the Grand Chief



On behalf of the people and communities of Nishnawbe Aski Nation (NAN), I recognize and congratulate Air Creebec on 25 years of outstanding commitment to meeting the needs of the many customers the company serves throughout Ontario and Quebec.

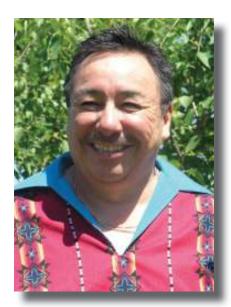
Air Creebec has shown dedication in tailoring its services to meet the needs of the Far North, benefiting many NAN communities in the process.

The company's success is based on strong leadership, diverse and skilled staff, and a goal to serve the people.

Congratulations on 25 years of excellence and all the best for continued success!

Meegwetch!

Stan Beardy, Grand Chief Nishnawbe Aski Nation



Mayor



Cabinet du maire

Jeudi 28 juin 2007

M Albert W. Diamond Président Air Creebec Inc. Case postale 430 101, 7e Rue Val-d'Or (Québec) J9P 4P4



En mon nom et au nom de mes collègues du conseil de ville, j'offre toutes mes félicitations à Air Creebec pour ses 25 années d'existence.

Sans aucun doute, Air Creebec joue un rôle considérable dans le bon fonctionnement des affaires et de l'économie valdorienne. L'entreprise renforce nos liens privilégiés avec les communautés du Nord et assure un accès sécuritaire et nécessaire à l'ensemble du territoire.

Suite à ses 25 années d'expérience, la compagnie aérienne s'illustre comme citoyen corporatif exemplaire et démontre sa volonté de constamment améliorer ses services. Pour tous ses accomplissements, je félicite Air Creebec et lui souhaite du succès pour plusieurs autres années à venir!

Le maire,

Fernand Trahan





Mayor Congratulations upon your 25th Anniversary Please know how much your years of dedicated service and your strong commitment to the City of Timmins have contributed towards making our community and the surrounding area a better place to live. We know that you have much to be proud of in your past and much to look forward to in the future. mmins Grow toles



 Γ he Air Creebec story is inspiring.

Its true value to the Cree Nation, indeed to the Quebec Nation will probably not be appreciated or recognized for a few more generations when historians look back at how the airline started.

They will look at this $25^{\hbox{th}}$ anniversary book, as well as other documents . . . including those that go back to the start when we partnered

with Austin Airways, owned by the Deluce family in Timmins . . . those that preceded the days of 100 per cent ownership . . . and those that have not yet been written or created . . . as they try to piece together the success of the Crees of the Eeyou Istchee.

They will want to find out how we changed from living a traditional hunting, trapping and fishing existence to learning how to run businesses successfully.

Air Creebec is just a part of the story, albeit a major part. There will be other successes in the years to come. Cree Construction, Gestion ADC (1996) Inc., our catering and janitorial services arm, are two other Cree-owned companies that continue to make their mark in a very competitive world.

But let me give you a little history about our Cree Nation since the days of a group of newly-educated leaders in their early 20s, led by Grand Chief Billy Diamond and

directed by the spiritually-gained knowledge of our Elders, who grew up in the bush, close to nature, unaware of the rest of the world. They were concerned only for the welfare of their own family and happy to gather with extended family every year when their frozen land gave way to the summer sun, making travel and visiting more easy. Remember that our ancestors lived in the bush and did not have the use of snow machines in the winter so that travel in the fall before the lakes and rivers froze was by foot and by canoe and there were many portages. When we reached our winter camp that is where we stayed. We didn't move, the weather and the conditions were not conducive to travel.

The amazing thing about this story is that many of us today can remember living in the bush with our families – the kind of lifestyle that our forefathers had enjoyed and endured for thousands of years.

So let's look at how we have switched from our traditional lifestyle into

the 20th century - and now the 21st century - in such a relatively short period of time. When you consider the development of civilizations is usually measured in hundreds of years, if not thousands, and our tiny Cree Nation (we are still less than 20,000 people) has trained itself to be competitive in less than 40 years, it is remarkable.

During the early years of the Cree Regional Authority – in the 1970s - various discussions were held at different levels regarding economic development.

A few studies were commissioned by the Cree Regional Authority, acting through the Board of Compensation, to aid it in determining the steps necessary to assist in developing the economic development file for and on behalf of the Cree communities.

One of the studies was entitled *A Preliminary Outline of a Cree-controlled Development Financing Scheme and Holding Company*. This study reviewed - and elaborated - on a previous study entitled *Report and Recommendations on Cree Co*. Both reports indicated - among other issues - the need to create a holding company to assist in economic development of the Cree communities. In all the discussion papers submitted there was a general understanding that whatever organization was to be set up it would not directly compete with local initiatives and local business.

The company to be created would have the objective of developing regional business opportunities for the benefit of

JACK BLACKSMITH

the Crees.

Finally, in 1982, the Cree Regional Economic Enterprises Company (CREECO) was incorporated with the mandate to be a holding company and to oversee and help regional economic development opportunities. As with some cases of new companies, CREECO experienced growing pains in the beginning. But it has evolved and played a part in the economic development activities required by the Cree Nation.

Also in 1982, the Air Creebec company was incorporated and was a joint venture between two partners – the Crees of Quebec and Austin Airways.

In essence, the Crees have been flying with their own planes since 1982. This represents our 25th year anniversary and through those years a lot of people participated in the successes of Air Creebec.



CREECO President Jack Blacksmith presents a painting to Dr. 'Chief' Billy Diamond after speaking at a regional economic development meeting in Ouje-Bougoumou in the fall of 2007. On the right is Rodney W. Hester. of CREECO.

I will not try to name each individual who has had a hand in the development and success of this airline, but I personally thank the many who have served on the Board of Directors of the airline and the entire Air Creebec staff who have given their all to ensuring the success of the company.

My thanks also go to the many Crees and non-Crees alike who have been loyal patrons to the airline over the years and who have consequently contributed to the success of Air Creebec.

In its short history Air Creebec has continuously provided air service to the communities that were considered isolated and continued to provide the service, even when roads linked the Cree communities with the south.

As Crees, I think we should be proud of our airline for providing the air service and, after all, it is an airline that belongs to us all as Cree people. If I had one wish it would be that more Crees would look at Air Creebec as a career – not just as pilots and flight attendants, but as mechanics, avionics experts, dispatchers and administrators.

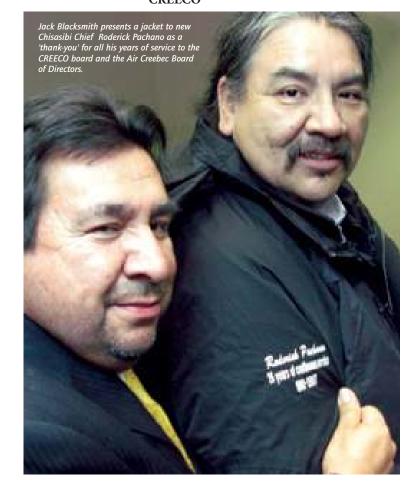
I look forward to the future of Air Creebec and I see an airline that grows in size and continues to provide air service and works with other First Nations to provide expertise in starting other airlines in joint venture

formats.

The 25^{th} anniversary is no time to sit back and relax. But we can pat ourselves on the back, take a moment to admire the journey that we traveled in the last little while and hope that our young people of today . . . and their children . . . and their children's children . . . will be inspired by their Elders, just as our ancestors had confidence to share their vision with us.

I hope you'll enjoy this book about the history of Air Creebec to date. I know I will.

Jack R. Blacksmith President CREECO



Like any anniversary, one tends to take the time to reminisce and think back what has happened and what has changed over the period of the anniversary. It certainly is no different with me when I look at the 25 years that Air Creebec has existed.

One of the first things that I think about is how it all started - with a single Twin Otter flying from Val d'Or up to the Cree communities on the Quebec coast of James Bay and then to Great Whale and returning to

Val d'Or. With such humble beginnings I don't think there was anybody who thought that we would be where we are today.

I also always think about how the Cree leadership at the time decided to get into aviation by forming a partnership with the owners of Austin Airways. I always felt and continue to feel that this was such an astute decision, in the sense that the Crees had never owned or managed an airline and needed the time to learn. The decision made by the Cree leadership to get into the aviation industry through a partnership with people who were already in the airline business tells me that the leadership that we had at the time certainly knew what they were doing.

I also think about the importance of our political leadership in the establishment of the airport program that enabled the communities of Waskaganish, Eastmain and Wemindji to construct the necessary facilities in their communities. It was the Cree leadership that negotiated with the Federal Government to provide the funding that made sure that the airports and other facilities were there in the Cree communities. Imagine how difficult it would

have been for our airline, not only to get established, but to be successful if such a program had not been negotiated.

From an operational point of view, one of the biggest changes that I've seen is the type of aircraft that we've used over the years. We went from a Twin Otter to the Hawker Siddeley 748, to the Beech 1900D and finally to the Dash 8-100. When you look at the Hawker Siddeley 748 and you look at the facilities that were in place at some of the communities that we served, it certainly was the aircraft to use

at that time. And as progress ensued in the Cree communities in Quebec, after the access roads were constructed, the transportation of goods was done primarily by road so Air Creebec became more of a passenger operation and it was at that time that the Beech 1900Ds were introduced as part of the fleet. When you look at trying to meet the expectations of our passengers for comfort and service, it was an easy decision for us to say that we should introduce Dash 8 service. Though

we have other types of aircraft, our principal aircraft in our fleet to this day is the Dash 8-100.

I also want to mention that the decision makers are the Board of Directors of the company and after the termination of the partnership, those decision makers were Cree individuals from our communities. There have been many difficult decisions but they've always had the interest of the passengers, along with safety, as a priority. When they had the information available to them and decisions had to be made, they made them without hesitation.

When you look at the operations of Air Creebec over the years, one cannot help but think of the number of people that have worked for the company. In the start up year, I was told there were a total of 14 employees and 25 years later, we are over 270 employees. There were many that have moved on to pursue their careers with other companies. I wonder sometimes just how many people actually did work for Air Creebec. And of

course they made a great contribution in making Air Creebec the success that it is.

Personally, it has been the most gratifying experience of my life to serve as President of the company for 15 years. Many of those years were difficult but they were certainly made easier by the decisions made by the Board of Directors, by the hard work and dedication of our staff and certainly the support and encouragement of the Cree people of Quebec.



ALBERT W. DIAMOND
President / Président



Air Creebec President Albert Diamond with Aboriginal film star Gordon Tootoosis at the Mushkegowuk Youth Golf Tournament at Spruce Needles in Timmins in 2007.

hen I look back at what has happened to the Cree Nation in the past 40 years I am amazed.

I suppose I shouldn't be when I think of the quality of people that were in the right place at the right time to stand up and be counted.

For years our forefathers were frustrated by government officials who kept telling them that they could never build proper housing on the land we had lived, trapped and hunted on for thousands of years before the Europeans arrived.

They told us it was their land. It was Crown land they used to tell our chiefs when they asked for proper housing.

Our Cree ancestors were patient people. They knew there would come a time when we would be recognized as the real owners of the land.

Education was the answer. I can't tell you which Cree made that decision first. But many families made decisions to give their children the chance of an education. It was not an easy decision because our families lived in our own little world. We lived in the bush, providing for ourselves. We each had responsibilities. We respected our parents and they listened to wisdom of their parents. Elders are revered in our society. Always have been, always will be.

When young ones were sent away to go to school it was devastating for the families and for the young people. Imagine kissing your seven-year-old in August, then not seeing him or her again until June. It was hard on us all, but it was part of the sacrifice that our people made to make sure that we were able to preserve our lifestyle, our dignity and ultimately, our rights.

I remember a conversation with my father in

1968 just after I had finished high school in Sault Ste. Marie. He told me that a Cree Chief had come to Waskaganish to help form the Indians of Quebec Association and we were going to fight for Indian rights and land claims.

I asked dad, "What are Indian rights and what are land claims?" My dad said 'I don't know, but we are going to have them. Things are going to change with hunting, fishing, trapping, reserve land, housing and more welfare. We can't believe the government any more.'

The following day, I went down to the airplane dock to see this Cree Indian Chief from Fort George. The airplane arrived and the Cree Chief did not show up. The airplane taxied out of the dock and made its take off run on the



DR. BILLY DIAMOND

river and flew north. After the airplane was gone from our visibility, the Cree Chief from Fort George arrived in his brush cut hairstyle, white shirt and a tie, and a dark suit and he was carrying a brief case which must have been full of important papers and secret documents.

"Where's the airplane?" the Cree Chief asked.

"It's gone! Took off, eh! You know, that way!" we answered.

"We will see about that!" the Cree Chief said as he turned and walked toward the airplane office. Within minutes, the airplane was heading back to Waskaganish. When the airplane was tied up the pilot got out and apologized to the Fort George Chief, who then got on the airplane and again it took off and headed north.

I watched this in amazement and thought to myself that this is power for a Cree Indian Chief to turn an airplane around and get it to pick him up. That day I gave my respect to Chief Robert Kanatewat and I loved his determination to get things done for his people.

Shortly thereafter, I was asked to attend my first Indians of Quebec Association and there I met men and women that would influence and change my life forever.

The Cree Regional Chief Josie Sam Atkinson would take me and mentor me.

Chief Robert Kanatewat from Fort George would school me in the ways of the governments and how to get things done through the system.

Chief Andrew Delisle would become one of my teachers in Indian rights and advocacy for better Indian conditions. I wanted to be like him.

Chief Max Gros-Louis would become one of my closest teachers on Indian rights and land claims and on how to approach the government of Ouebec.

Chief Smally Petawabano was not small in anyway. He had to be the biggest stature of a man who I ever met and he would embrace me like a little brother and I learned to love him like an older brother.

It is these leaders who shaped my thinking and direction in the late sixties as the Indian rights movement in Canada began to get

heated up through the stubborn policies of the governments.

The issues haven't changed much, such as housing, education, health, employment and training and land claims.

Speak up. Participate. Equip yourselves with understanding and knowledge. Know the facts. Be passionate about what you believe in and be not afraid to express what your dreams and visions are for yourself and the people that you represent. I came to realize over time that from the foundation years to now that I was always groomed for leadership. Everything that has happened to me from birth until now was my destiny to be in a position of leadership and it is I who must use the resources that are available to me.

My parents, my brothers and sisters, my community, our Elders and leaders, my mentors, my teachers, my friends and the circumstances would all be part of what we do with our lives and our situation. These are the greatest resource that we have and we have to use them wisely.

The Cree Elders taught me to seize the opportunity and to make it a Cree issue. It is not about you but about the Cree people.

Leadership is not in the title of the position that you hold, but leadership is in your ability to stretch your imagination and use it for the benefit of your people. Look inside you and see the resources that are available for you. Be not afraid because in the end you will find out the fear is only of your own demons inside you, but allow your resources and abilities to come out from within. It is inside you where there is the greatest battle and never under-estimate the power of yourself.

Harness it and use it for your benefit.

Nation building is like searching for your soul and then building from the strengths of your

people. I do not know how many Cree lives that I have impacted, but all I wanted was my Cree people to be honored, respected and recognized for who they were and still are...the gatekeepers and stewards



Billy with his wife and family

of the lands, waters, and air of the North, as the Creator God had commissioned them to do so.

Today, I am still pursuing my own goals and aspirations for an economic self-sufficiency for the Cree Nation. After all these years I am still involved and will continue to be involved in building and developing a Cree Nation.

I was told that 'Crees do not own airlines, Billy,' and then I proceeded to set up Air Creebec and other Cree-owned companies to bring us into a more modern society. There is opportunity only if you dare to dream.

I learned from my teachers, mentors, Cree Chiefs, Cree Elders, and from my dad, to always be innovative. Always look for challenges. Always look for something different. Don't be afraid to take a risk.

Air Creebec was a big risk. But when decisions needed to be made we were ready to take the risks. We knew to really be self-sufficient that we needed to own an airline. While it was a big risk it really wasn't a difficult decision, not when vou consider what we had just come through in our fight for our rights.

Air Creebec went through some tough times, but I am pleased with what Air Creebec's employees, management, board and Cree leaders have accomplished.

I know that my dad and other Cree leaders who have passed on are also pleased that we have been able to bring their dreams to fruition, and set a course for the Cree Nation that can benefit every single Cree in Eeyou Istchee, whether they want to live a traditional lifestyle on the land, or be a pilot with Air Creebec. And I am so thankful that I have been able to play a part in all of this success.



Billy and his wife Elizabeth when he became the first person inducted into the Canadian Aboriginal Business Hall of Fame in the Spring of 2005 in Toronto.

EDITOR'S NOTE: On the next four pages, Dr. Billy 'Chief' Diamond tells his own story about WHY I BECAME A GRAND CHIEF OF THE CREES? From his birth and childhood spent away from home in residential schools . . . to learning the plight of the Crees from his dad and then leading them on a journey to nationhood and then prosperity . . . creating Air Creebec . . . and finally earning the respect of a premier who earlier had not given him the time of day. It's a story of hardship, heartache, patience and politics. It's a story that few Canadians know - a story of a nation builder who followed his heart, his Elders and his traditional knowledge.

was born on the shores of Rupert River about four miles west of the

Cree Village of Waskaganish. It was called Rupert House back in 1949. There was no doctor or nurse at my birth so my dad had to do the delivery.

My foundation years included the times of going up the Nottaway River to get to our family hunting and trapping grounds. Our mother carried us on her back through the long portages. Sometimes, I helped pull a rope to assist in getting the loaded canoe up the swift, fast currents of the rivers. I remember



Billy's dad, Malcolm Diamond

Billy, in the centre, with his brothers Billy and Albert's mom, Hilda, prepares a meal Albert, left and George of moose nostrils, a Cree delicacy.

dad and the other men would leave at first light with a load of supplies and equipment in a canoe and then they would return to get the women and children. You were instructed to paddle and work with the grown-ups, but sometimes laziness got the best of you and I took it easy at the bottom of the canoe. I felt the sense of safety and security with my dad at the stern of the canoe and my mother at the bow of the canoe as we kids played and laughed - or sometimes a fight would break out - at the bottom of the canoe. A stern warning was barked out by dad and that is all it took to keep us in place. On one occasion while traveling through treacherous and difficult waters, my younger brother Albert grabbed George's rubber boot and threw it overboard and we all watched in amazement on how fast that boot disappeared in the white

fast water. We laughed about it while George cried for his boot, but dad got a red willow at the next rest stop and when we got punished, we all got punished.

My parents and family remained together through the fall and winter with fishing, hunting and trapping. Short days and long nights kept the winter lodge full of laughter, stories and intimacy with family members. Safety, security and a sense of belonging were well established in those years and you knew your role as a future hunter and provider to a group of people.

did not understand why my parents left for the family trapline without me. I was asked to stay with my sister Annie and go to school.

One day in the third week of October on a beautiful autumn day with

golden colors of leaves along the banks of the Rupert River, one of the community Elder leaders asked me to go home and change clothes and have my sister bring me to the airplane office. I changed into the best clothes that my mother had bought for me at Mrs. Watt's store and my sister took my hand and walked with me down to the airplane dock. Relief and happiness flooded me as I saw that it was the same airplane that had rescued us and brought my mother to

the hospital when she took sick after the birth of my youngsest brother. Now it was here to take me to my parents on the trapline.

My oldest sister bent over and kissed me and told me to be a good boy and grow up to become somebody and then she gave me a brown paper bag with some candy. I never suspected anything or became aware that there were other plans for me. I had no idea of what took place next on that airplane dock.

The pilot of the airplane shouted as he read from a piece of paper, "Billy Diamond for Indian Residential School!"

One of the big strong community leaders lifted me up and forcibly

put me on the airplane with me coming to realization that I was being sent away from my home and I began to scream, yell for mom and dad and cry for my world was shattering on that airplane. It was absolutely devastating, for every safety, security and sense of belonging was being destroyed as I was tied into my seat by force. There were three of us that day and when the door was slammed shut; it was then tied with a huge rope to prevent any of us any escape.

It was the longest airplane ride of my seven-year life. My parents had

given me away. I was flown to Moose Factory Indian Residential School where I received my first hair cut. Crying, I was escorted to my dormitory and all my wonderful clothes that mother had given me were removed and thrown in the garbage can. My candy bag was confiscated and I never saw the candy again. Stripped naked, I was led to a steaming room which I learned later was a shower and not a cooking pot. Then I was escorted to the boys' dining room where a plate of food which I did not recognize was placed before me and there was some colored stuff which was red, green, and yellow on my plate which I did not know so I did not eat the vegetables. To this day I still do not eat vegetables!

I saw my older sister Gerti on the girls' side of the dining room, but I was not allowed to go to her or to speak to her. I only knew Cree, but I was not allowed

to speak Cree and immediately I got into trouble. The supervisor grabbed me by the back of the collar of this new shirt that I got and pushed me back to the dormitory.

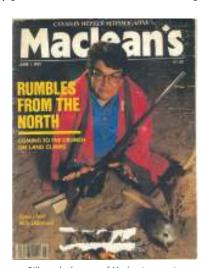
I learned quickly to speak English because each time I spoke Cree I had my mouth washed out with soap. I learned the rules and prayed like hell to get out of there, but I began to develop interests in history, geography, mathematics and to speak for others. Keep an eye out for one other. Use the skills that I learned in the bush to survive in the residential school system. I won leadership awards in school and spoke up in class and learned to participate to get ahead. In the six years that I was at Moose Fort Indian Residential School, the best thing that I learned was to forge friendships and relationships that you carry for a lifetime.

In the six years that I spent at Moose Fort Indian Residential School, there was absolute destruction of my foundation years and my identity and my sense of belonging were all destroyed. My sense of purpose was unknown to me. Instead I had anger, bitterness, hostility, hatred, maliciousness, vengefulness, and a very deep seeded racist attitude against organized religion, government and white people in general.

It was with this background that I was sent away again to another city which I did not choose ... Sault Ste Marie, Ontario, where there was an Indian Residential School called Shingwauk. I resided there while I attended a public school in the city. It is here that I met "competi-

tiveness." While attending a non-native education environment in the city, I learned that I had to excel to get ahead and study to get the grades that I needed for high school. While I lived at Shingwauk Indian Residential School and saw the abuse and lived in a tense atmosphere, attending school in the city was a thankful escape for me that I looked forward to each day. It is at Shingwauk that lifetime friendships and relationships would be made for me to call on from time to time later in life. Leadership skills were also starting to emerge when I got involved in the Student Council and extracurricular activities, such as the drama club, to gain the skills in public speaking. A number of the First Nations students got together in Sault Ste. Marie and started the Indian Student Association which promoted activities for First Nations students instead of just hanging out on Queen Street. I was elected to the Executive Committee

of the Association and we started to look at what the students could do in their spare time. The Indian Student Association started a newsletter, and I became the editor of the newsletter. My first editorial was about extending the curfew hours by two hours on the weekend for all First Nation students. The editorial was circulated to all the boarding parents and the Student Services of the Department of Indian Affairs and I was called into the INAC counselors offices to defend it and asked what gave me the right to try to change government policy about curfew hours. I got verbally rebuked for writing such an editorial and with the support of the Indian Student Association of Sault Ste. Marie, I won my first battle against government bureaucracy with a pen. With some research, argument, and support you can win small battles before fighting a major fight.



Billy made the cover of Maclean's magazine



April 28, 1971 is a very important date in the history of Quebec and the Cree of Northern Quebec. Premier Robert Bourassa announced the project of the century, the James Bay Hydro-electric project which involved the harnessing of 11 major rivers flowing into James Bay and Hudson Bay.

There was no visit from anyone to the Cree communities to explain the proposed hydro project and there was no material available and there was no consultation. I heard about it on the CBC radio news and a few weeks later I met James Stewart from the Montreal Star and at the back of the Watt Memorial Hall I outlined my thoughts and opinions. The story made front page headlines and thus began my long fight to get Cree rights recognized and Cree interests respected.

The Cree Elders taught me to seize the opportunity and to make the Cree Grand Council's logo it a Cree issue. It is not about you but about the Cree people. To build an opposition you need some people who will believe in your idea that we Crees have rights.

Philip Awashish, then going to school at McGill University, was the first to answer the call with a letter. Now the friendships and relationships made at Moose Fort Indian Residential School would be tested and honored as we begin to build the team on how to fight this awesome project that we had very little information about.

June 28, 1971 the Cree leadership met with the Indians of Quebec Association and we began to outline a plan to get Cree rights recognized and Cree interests respected as we started with history lessons from the Cree Elders and Cree community members.

Many times I was told some 35 years ago, "You have no rights. You are not citizens, just squatters who can be removed without any notice or consultation."

Uring the start on the opposition to the project of the century, I came to realize that we needed alliances and friends on our side. So I studied our opposition as the Cree do when they set the trap for the animal. Read the water my dad used to say. So I studied Robert Bourassa and learned of his strengths and weaknesses. One major weakness was that for a leader, he was very distant and uncommunicative to the people. So let us use this weakness to our benefit. I began

a public-education program about the project of the century and the Cree people of northern Quebec. Travel and speaking engagements to colleges, universities, clubs and public interest groups welcomed us to listen and to learn our story, while at the same time preparing to spring the main trap when the final answer from Robert Bourassa would be "NO."

Stanley and Mildred Ryerson, of McGill University, mentored and privately tutored me on the history of Quebec and Canada. Dr. Ryerson took me in as he gave me the university history education that I missed out when my dad and the Cree Elders asked that I take some time off from school. I am grateful to their kind spirits and hearts as we enjoyed tea on many occasions.

It was through these private lessons that I came to the conclusion that conditions to extend the boundaries of Quebec that were put into law in 1898 and 1912 had not been met and

therefore we had legal grounds to challenge the validity of the law to build a hydro project in Cree territory.

W ith no success of any negotiations and hearing the same repeated arguments from government officials that we can not change history or policies of the government, I knew the time was approaching to go to court to defend our rights and to take the risk of losing everything.

This is quite a burden on a leader who is only 23 years old. Yet the government said that we do not have anything, so what do we have to lose? Our Elders said to try and speak to Robert Bourassa in one last meeting before we give our final decision on the court case. A meeting was arranged in Quebec City and we would have one hour with the Premier of Quebec. The Cree Chiefs asked that a Cree Elder speak first to explain the importance of the land and our way of life. The Cree Elder who was chosen to speak was my father, Malcolm Diamond.

The meeting with Robert Bourassa was held in the third week of October 1972 and after the usual protocol of introduction, my dad began his arguments and then to our surprise, without waiting for a translation, the Premier packed his papers and told us that he did not have time for this and walked out of the meeting. We were stunned and shocked at what had happened and I dared not look at my dad for I felt the shock and humiliation that the Premier would act in this

way. I stared straight ahead and could not believe in the turn of events. My dad slowly walked toward me and in quiet voice said to me "We have raised you up for this purpose. I sent you to school and the people chose you to lead. So lead and use the whiteman's law to stop this hydro project and get our rights recognized. It is up to you young people now. We will be there to advise you and help you."

With those words, I asked everyone to sit down and that we needed to make some decisions for our people. Right there in the bunker office of the Premier of Quebec, we had a meeting to proceed with the court case

and James O'Reilly was given the legal instructions to go to court.

On December 2, 1972, after legal arguments before Justice Malouf, the judge said that after studying the legal arguments, he came to the conclusion that the Cree people showed that they have apparent rights and therefore, Mr. O'Reilly, you may call your first witness...

James O'Reilly rose in the Montreal court room and faced the bench and said "If it please the court, I call Chief Billy Diamond to the stand."

Air Creebec's first airplane - the bright orange Twin Otter

History was being made and history does not necessarily pick you, but you pick the time and place to change history. You can change history with boldness and fortitude if you know where you want to go and what you want to achieve.

When I look back now there was a time when we couldn't use some terminology such as aboriginal, First Nation, Cree Nation, Nation building, but over time these words became synonymous with the Land Claims policy.

I was negotiating with Cree rights and Cree title that had been recognized by the courts and it was my vision that these rights would never again be questioned or I never want to see another government official sit across the table from my children or grandchildren and state that they have no rights, but just privileges that can be taken away at any time. I wanted to succeed so that the Cree rights must be put into provincial legislation after the James Bay and Northern Quebec

Agreement. Therefore, when the Agreement was signed in 1975 the Cree rights were also rights in the Agreement and when the provincial and federal legislation came into force then those Cree rights also became legislative rights.

hen the Canadian Constitutional negotiations started, I saw this as another opportunity to further enshrine and entrench Cree rights into the highest law of the land. From 1980 to 1983, I was involved in the negotiations and credited with negotiating Section 25 and Section

35 amendment of the Canadian Constitution with Prime Minister Trudeau who years earlier in 1968 had stated that there were no Indian rights in Canada and now the highest law of the land has entrenched aboriginal rights.

Honor is not taken, honor is bestowed and on December 19, 1986, Premier Robert Bourassa bestowed upon me the

Order of Quebec in the presence of my mother, Hilda because my father, Malcolm was "walking on" on his journey. The ceremony was in the Red Room of the National Assembly and when Mr. Bourassa, who was once an enemy but who became a respected and mutual friend, put upon me the Order of Quebec medal, I took back the honor of Malcolm Diamond. It is this honor that I am able to pass to my sons and my daughter, Lorraine, who graduated with a B.Ed degree at McGill University and realizing both our dreams and goals of university education.

I did not start with the dream that I should build the Cree Nation of Quebec but the Cree Chiefs and I and many other Cree leaders had to fight many battles in the 50s, 60s, 70s, 80s, 90s, and now into this new century, to win the war and now the dividends are coming to pass as we see the emergence of the Cree Nation.

0 Alway:

Albert Diamond took the reins of Air Creebec when it was awash in red ink.

He has guided it to be one of the most successful airlines in North America. But he won't take any credit for that – publicly, or privately.

Albert, always gracious, ever humble, gives all the credit for the success of Air Creebec to the all-Cree Board of Directors who had the same faith he did in believing the airline management and employees could accomplish the turnaround.



Albert Diamond has been a member of the board of the Cree Outfitters and Tourism Association for many years. Irene Neeposh is with Cree Human Resources Development.

Albert says that the board understood that it would take two years to make changes and see deficits change to profits. During that time they were interested in what was happening, but there were no requests to wander from the two-year plan.

Albert says in the end it did not take two years - it took only 14 months to see the first profit. Then it was only \$2,000, but it was a profit.

The board had been patient – and it had paid

off. Difficult decisions had been made. The company had restructured. There had been layoffs. The fleet had changed. New airplanes had been purchased. Money had been spent, but it had been done wisely.

Those who were there through the restructuring talk of doing several jobs, as well as the one they were hired to do. Multi-tasking was the word of the 90s in many boardrooms and Air Creebec was no different.

Albert never reached for the panic button and his calming influence gave the confidence to the board that they had the right man for the huge task . . . and also gave the employees the quiet assurances they needed to know that there would be a career with Air Creebec in the future.

Albert's leadership skills, much of which are based on the traditional ways of the Crees and their untiring efforts to support each other, to listen and respect their elders, take responsibility and interest in most

things, but take little or no credit for the work that is accomplished, are appreciated by everyone.

He is playing a leading role in the development of aboriginal business in the country. Economic development groups - Cree and others respect his views, appreciate his insight. He is sought after as a guest speaker, inside and outside the Cree community.



Albert with a model airplane in the office during the 20th anniversary. in 2002

He enjoys life. He values family. He

likes nothing more than to be around his children. He is a big believer in education. An avid reader, he always carries a book with him.

He sees a great future for Air Creebec. With more hydro projects and other kinds of mining and economic development activities all around

James Bay he thinks Air Creebec will continue to be the airline of choice. He doesn't see jets on the horizon, but he does expect the bigger Dash 8-300s to be on all schedules within five years.

He would like to see more Cree youngsters choosing to have a career with Air Creebec. But he is also very mindful of the fact that Crees like to stay close to home – and to work in the airline industry requires relocation to a non-Cree community.

Albert's same quiet resolve that pulled the airline through the

restructuring days of the late 1990s also helped play a big role in Air Creebec rebounding quickly from the problems that 9/11 created for airlines all over the world. Albert took a proactive look at what Air Creebec could do to gain business while other airlines were content to sit back and wait for things to happen.

Albert's challenge sparked the management team and board of directors

to look for new business. They determined that contract charters could be the answer to new revenue. They have been successful in getting a number of new agreements, primarily with SEBJ in Quebec and De Beers in Ontario, and 9/11 affected Air Creebec for only two months!

While Albert won't take all credit for these successes at Air Creebec there are close to 300 employees who are glad he is their President, and many of the 17,000 Crees who live in Eeyou Istchee are proud to call Air Creebec their own.



Albert and his wife Janie.



Albert and Billy Diamond not only brought air travel to the Crees, they also had a hand in the introduction of communications to Eeyou Istchee. They helped create the James Bay Communications Society in 1981. Albert talks with CREECO's Rodney W. Hester, left, who is leading the drive to start Cree TV and Jean LaRose, CEO of APTN (Aboriginal Peoples Television Network).



win-win

he seeds of Air Creebec were planted in 1979 when Austin Airways was keen to expand into northern Quebec.

Stan Deluce, the President of Austin Airways met with Billy Diamond, Grand Chief of the Grand Council of the Crees.

Deluce was looking for support from the Crees to take advantage of all the activity connected with the James Bay hydro project.

Billy said the Crees were looking at starting their own airline.

Both men realized that they needed each other to make their dreams come true. Billy needed the expertise of Stan and his Austin Airways fleet; Stan needed the influence of the Crees to stand any chance of getting a contract in Ouebec.

Stan later said it was not a case of him wanting to rewrite any history books, it was "strictly business" when he made the decision to start a joint venture with the Crees.

It was a win-win business deal. It worked well for both of them. In fact, to this day they are both shareholders of Moosonee Transportation and even though Stan is the chair he often asks Billy to conduct the business at the meetings.

Stan says he has enjoyed "a friendship with Crees. We dealt with them. I fished with them, hunted with them and got to like them. It was only fair to them. The passengers were coming from their country, and why shouldn't we take them on as a partner?"

Stan said the move to partner with Billy and the Crees was protectionist in nature. "By affiliating ourselves with the natives while the Quebec government wouldn't do anything for us, they couldn't get us out of there.



Air Creebec finally gets off the ground following a ceremony at Val d'Or Airport in July 1982. Stan Deluce makes his speech with Grand Chief Billy Diamond, head bowed and arms folded, just behind him.

"So really it was a defensive move in the province of Quebec," Stan said.

The provincial government in the early 1980s was led by Premier Rene Levesque who wasn't the least bit happy that an Ontario carrier – Stan's Austin Airways – was operating a freight service up the shore of James Bay into the

northern Quebec Cree communities.

The Quebec government was insisting that Quebec interests be given first opportunity when it came to operations within its boundaries.

The partnership with the Crees went ahead and Air Creebec was created, with the Crees having 51 per cent of the partnership and Austin the remaining 49 per cent.

"Being associated with the Crees, and the Crees owning 51 per cent, they (the Quebec government) couldn't even force their language

deal on us. We just told them to go to hell. Which I enjoyed," said Stan.

The deal was that the Crees would eventually take 100 per cent ownership of Air Creebec. Austin was to run it for five years, then it would become the responsibility of the Crees.



Billy Diamond and members of the Deluce family, along with politicians and other guests, got Air Creebec off to a flying start.,



All Aboard. Passengers climb aboard the Twin Otter.





t was July 5, 1982 when Air Creebec finally got into the air. The first scheduled flight left from Val d'Or and traveled to Great Whale, with stops in Matagami, Rupert House, Eastmain, Wemindji and Fort George.

A bright orange Twin Otter, the only plane in Air Creebec colours at the time, was used. And the Air Creebec check-in counter in Val d'Or was a tiny thing on wheels, more reminiscent of a child's lemonade stand than an airline counter.

But it worked. It did the job. The airline was a big success. It was a hard struggle with harsh words - bordering on bullying tactics from the Quebec government - before Air Creebec finally got in the air.

"Indians don't run airlines, Billy."

Those few words from Quebec Premier Rene Levesque were enough to push Grand Chief Billy Diamond to find a way for the James Bay Crees to launch their own airline.

"No one tells me I can't do anything," says Billy, reflecting on that meeting back in February 1980.

He said the Premier came on strong and warned Billy that if he insisted on running an airline that he (the Premier) would destroy it.

The matter was coming to a head because the Crees were looking to a joint venture with Timmins-based Austin Airways, a long-time carrier of cargo and passengers to communities throughout the north, particularly on both sides of the James Bay coast and the eastern shores of Hudson Bay.

Billy realized that the Crees needed the expertise, the experience and the reputation that Austin had earned in the north. That's why





he was going after the partnership.

In one way the Premier was right, the Crees did not know how to run an airline. But Billy knew it could be done by creating a business relationship that could see the Crees putting up the money to be the majority owner.

Besides telling Billy that the Crees couldn't run an airline, Levesque infuriated him even

more by telling the Grand Chief that he did not want the Crees getting into a business partnership with any Ontario business – in any kind of business, let alone aviation.

"At that moment I knew I needed to get aviation experts. Someone who could transfer knowledge and technology to the Crees."

It didn't happen overnight, and it eventually went to a court case with the Crees fighting the Quebec government.

However, the federal government withdrew its opposition to the Crees running an airline when the Conservative government of Joe Clark fell on a non-confidence motion.

Bill Namagoose, Executive Director of the Grand Council of the Crees was on the witness stand at the time the government fell. "Minister Don Mazankowski surprised everyone when – as one of his last acts in office - he changed his previous decision and ruled that Austin Airways could operate in Quebec," said Bill.

That reversal of thinking allowed the Austin/Air Creebec plan to fly.

There were turbulent times after a few years when Air Creebec took 100 per cent control of Austin Airways, but with an emphasis on customer service, safety, and an aggressive plan to seek out contract work to add to its successful passenger, cargo and charter operations, Air Creebec has grown dramatically where other airlines have struggled in the post 9/11 world.

Today, Air Creebec is led by Albert Diamond, Billy's younger brother.

And as Billy is quick to point out, referring to Premier Levesque's threats, "Air Creebec is still flying and Quebec's government-run airline isn't."

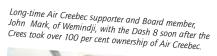


Grand Chief Billy Diamond with several guests, at the ceremony in Timmins when the Crees took full control of Air Creebec. Matthew Coon Come, a member of the board of directors at the time, is second from the right.





The first all-Cree crew to fly on the Quebec coast was Richard Lebizay and Willard Petagumskum.







E

More Crees could have a career with Air Creebec

he Crees learned a lot during the hard times that Air Creebec faced in the 1990s.

Matthew Happyjack, who is vice-chair of the Board of Compensation, says, that faced with the difficulties created by growing too quickly, the direction of the company had to change.

He said difficult decisions were made that resulted in jobs being reduced, management needed to plot a different course and even the fleet needed to be changed.

Very much a man with a passion for looking after the dollar, with a financial career that has included being manager of the Caisse Populaire in Waswanipi, Community Education Administrator for Cree School Board, and Waswanipi Band treasurer for seven years, Matthew appreciated the efforts that were made by management, employees and board members to turn around the fortunes of Air Creebec.

"They were able to maximize operations and profits, even in troubled times in the aviation industry," says Matthew, who thinks that the lessons learned will benefit all Cree entities and businesses in time.

He said at one time the airline was successful because of the remoteness of some of the communities and the fact that everyone used the airplane because there were no roads. Even when access roads were built the air travel was still profitable.

Now, says Matthew, those who are responsible for the success of Air Creebec today are continuing to learn the lessons from the difficult



MATTHEW HAPPYJACK

times and understand that they have to be always looking out for new business opportunities. He said he was pleased to see that Air Creebec is helping those who are involved in mining on both sides of James Bay.

He is pleased with the annual objectives that are set and met for pilots, maintenance and administration, but thought there was room for improvement in the number of Crees on the Air Creebec payroll. He said he recognized that many of the jobs were of a technical or specialized nature – such as a pilot, or avionics engineer – or required relocation from the community to one of the urban centres – Val d'Or, Timmins or Montreal. But he thought that more Crees could have a satisfying career with Air Creebec.

'The employees are fabulous'

Two years on the board of Air Creebec have been very interesting and very educational for Reggie Neeposh, of Ouje-Bougoumou.

"I commend the work of Albert Diamond and his management team for making Air Creebec successful.

"The employees are fabulous and I enjoy their courtesy. They are very professional and they are proud of what they are doing and I commend them for their hard work," says Reggie.



REGGIE NEEPOSH

"We make decisions and they make it run – it is a great team."

Reggie, who went back to school at 23 to attend college and again at 38 to go to university, firmly believes "education is not an age. You learn every day."

A hockey coach for the past 12 years, Reggie loves to volunteer his services in his community.

He has worked for the Cree Nation of Ouje-Bougoumou for 17 years and is currently the President and CEO of the new OJ Enterprises

which oversees the economic development of the community.

EMILY

Only woman on the board 25 years ago

Emily Whiskeychan had to make some tough decisions in the early days of her political career - juggling responsibilities of a young family and committing time away from home to attend meetings.

She was breaking a new trail for women. She was the only woman on the Board of Compensation.



EMILY WHISKEYCHAN

She first was named to the Board of Compensation in 1979-80 and for 25 years has served on a number of different occasions on the board and on CREECO, representing Eastmain.

"I tried to make commitments to the board, but it was difficult with a job back home and three young kids," says Emily.

"When I was the only woman on the board I had mixed feelings about continuing," says Emily. But one meeting of the board was held in Ouje-Bougoumou when Abel Bosum was the Chief and he presented the entire management team with gifts. "That touched me so much," says Emily that she decided to continue to offer her services to the Board of Compensation.

"Today I am glad that I did because it is a lot easier now the kids are grown up," says Emily, "But it was difficult years ago."

"Today I have a lot of respect for the women who have children and work in the home, but still have time to offer their services on a board or on a band council," says Emily.

Emily has been on the Air Creebec board of directors for the past two years. She is pleased with the number of Cree pilots and flight attendants who work for Air Creebec, but she would like to see more Crees work for the airline.

Emily was born at Old Factory, the previous home of the Wemindji band members, and moved to Eastmain in 1959.

Crees investing in India and China

The soaring success of Air Creebec and Cree Construction's booming building business have set the stage for more Cree businesses, says Tanya Pash.

And there will be more . . . many more!

Born on Fort George Island, Tanya now treasurer for Air Creebec - and her family moved to Val d'Or when she was a little girl and she moved away from home for the first time to attend school when she was 15.

At 14 she took her first bookkeeping course and a year later worked as a student at KEPA Transport as a bookkeeper. She was right about her passion being in accounting and soon

had opportunities at Cree Energy and Servinor to work in accounts payable and accounts receivable.

She later worked for the Cree Regional Authority as a Financial Officer in Cree Human Resources Department and then was promoted to Coordinator. After majoring in accounting at Ottawa University she obtained a Certified Management Accountant (CMA) designation, which gives her the credentials to run a company, as well as oversee the financial operations.



TANYA PASH

She joined the Board of Compensation/ CREECO as the Financial Analyst and now is the Controller, which means she is involved in the financial operation and administration of all of the CREECO subsidiaries like Air Creebec, Cree Construction & Development Company (CCDC), Gestion ADC and Valpiro.

The Board of Compensation is the body that was created by the Cree Regional Authority in 1982 to administer and invest the monies being received from the James Bay and Northern Quebec Agreement.

"At the moment our investment strategy at the Board of Compensation is diversified

to reduce risk and includes areas like India and China," says Tanya.

It is not the first time that Cree funds have been used abroad. Air Creebec has been involved with many international contracts, leasing airplanes, flight crews and aviation mechanics to airlines in Gabon and the British Virgin Islands.

She is the appointed Treasurer of Air Creebec and CCDC and sits as part of the management team and participates at the board meetings.

Annie pays tribute to former Director of Finance

Annie Cheechoo had some kind words for Air Creebec's Chief Financial Officer Alain Laplante.

Annie said she had been close to Air Creebec "in bad times and now in good times." She said Alain, who left Air Creebec earlier this fall to be the Vice-President of a Val d'Or company, "always provided the members of the board with the figures they could work with. Besides being good at what



ANNIE CHEECHOO

he does he was a hard worker," says Annie. "We are going to miss him, for sure."

Annie was first elected to the Board of Compensation in 1990 and is currently Director of Finance at the band office and treasurer to the Cree Nation of Mistissini.

Annie left Mistissini to attend residential school and later further her education in Ottawa. "I decided to move back in 1988 because I wanted to help my community," says Annie.



Rod had to leave board to be the new Chief of Chisasibi

It has been about 30 years since Roderick Pachano retired from politics – or so he thought.

He had spent nine years on Fort George band council and was nearing 30.

Roderick was ready to get on with his life . . . but the draw of helping his people build the Cree Nation as it faced the challenges of Hydro Quebec wanting to build dams on traditional Cree territory, was too much to pass up.

He had been at residential school with Billy Diamond, Albert Diamond and Ted Moses. When they were looking for Crees to negotiate with Hydro Quebec and the federal and provincial governments of the day, they went to those they had known at school.

Roderick had gone to McGill University, first in a general arts program and then in the education department. He left before graduation to go home to Fort George to work in construction.

His education was useful to the Crees in the early years. His experience over the past three decades as a negotiator, as a board member, chairperson, politician, friend and mentor has been invaluable.

His knowledge of the brief, but illustrious history of the Cree Nation is appreciated today by the next generation of leaders. But he is far from retired. His analytical mind, his negotiating techniques, his ability to make decisions are still very much a part of the work that goes on every day.

He has retired a number of times since he left his seat on the Fort George Band Council.

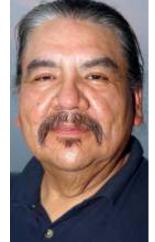
But his deep devotion to his people keeps him from staying in retirement. And today he is back again as the newly elected Chief of his beloved Chisasibi. His election in the fall of 2007 meant that he

had to relinquish his seat on the Air Creebec board, a position he had held for many years

It's not that he can't say 'no.'

He never forgets the help the elders were when he was in the early days of negotiations. He credits the vision of the older chiefs, like Malcolm Diamond, of Waskaganish (Billy and Albert's father), Matthew Shanush of Eastmain, and the Petagumskum brothers, John and Joseph of Whapmagoostui, for the lifestyle enjoyed by the Crees today.

"These leaders did not speak English. They spoke only Cree. But they gave us a lot of direction. They wanted the Cree people to have a choice on how they lived their lives – carry on the traditional way on the land . . . go into whatever mainstream society was fitting for them . . . or a combination of both .



RODERICK PACHANO

"There's nothing wrong, of course, with being an educated trapper," said Roderick.

He said the elders and the leaders felt it was important to promote education and to maintain cultural and social values that the Crees had abided by and passed down from generation to generation for hundreds of years.



ALLAN HAPPYJACK

'A once-in-a-lifetime experience'

Allan Happyjack, of Waswanipi, remembers being on the Air Creebec board of directors in the early 90s when the airline was experiencing financial difficulties.

"The amazing challenges for Air Creebec were new purchases and the expansion into Ontario.

"I recall the Crees in control and for me the key element was the patience of the leadership. It had a slow-paced plan that had to be right and careful. And, it's nice to know that they were right and made it work."

"It was a once-in-a-lifetime experience for me," says Allan.





KATHLEEN BLACK

'A respected airline'

Kathleen Black is 'proud' of what Air Creebec has done for the Cree people.

Born in Cochrane, Kathy grew up in Moosonee and moved to Waskaganish where today she is the financial administrator for the band for the general operating funds and special projects.

She was on the Board of Compensation and part of the Air Creebec board in the mid-90s. "Air

Creebec has come a long way. It is a respected airline.

"I enjoyed my time on the board. I think that I also appreciated that when I didn't like anything I saw, I was able to talk to the people because I knew them and as a Cree person we could say almost anything to the president."

'Tourism will be part of the future'



WILLIAM KAWAPIT

Air Creebec has a good future, says William Kawapit, of Whapmagoostui.

He has served on the Board of Compensation for more than 20 years, but his direct involvement with Air Creebec had been limited to a few months on the board and as part of the executive committee until he was reappointed to the board in December 2007.

He believes that as long as there is

economic development happening in the Cree communities there will be a need for Air Creebec to be flying.

Born in the bush about 50 miles inland from Whapmagoostui, William, who attended high school in Ottawa, also expects that Air Creebec will eventually benefit from tourism in the Cree communities.

Those who have served on the board

Mistissini

George Blacksmith
Matthew Coon Come
William MacLeod
Henry Mianscum
Buckley Petawabano
Thomas Coon

Nemaska

Phillip Awashish Eddie Diamond Josie Jimiken Matthew Swallow George Wapachee

Waskaganish

Kathleen Black Billy Diamond Simeon Trapper Bill Namagoose

Val d'Or

Richard Brouillard John Ryan

Montreal

Norm Hawkins

Eastmain

Rusty Cheezo Edward Gilpin Ted Moses

Wemindji

Tony Gull John Mark

Chisasibi

Robert Kanetawat George L. Pachanos

Whapmagoostui

Abraham Kawapit (deceased) William Kawapit

Waswanipi

Glen Cooper Allan Happyjack Abel S. Kitchen Robert Kitchen Marcel Martin Romeo Saganash



The late Abraham Kawapit with his wife Madeline and daughter Kayleigh.



Three of the Grand Chiefs of the Crees have all played a prominent role on the board of Air Creebec - Ted Moses, left, Billy Diamond and Matthew Coon Come.

gell

DIRECTOR GENERAL

David Bertrand



One of the first employees

David Bertrand was one of the first employees hired by Air Creebec.

He went on payroll on June 1, 1982 – a month before Air Creebec's maiden flight on July 5.

Today Dave is the Director General of Air Creebec, and looks back at those early days with a great deal of fondness.

It wasn't unusual back then for airline employees to tackle a number of jobs. That was the way that Austin Airways operated, so it was just the way to do things when Air Creebec started its joint venture with Austin.

Dave was the dispatcher, the ticket agent, the cargo loader, the ramp marshaler, and he loved every minute of it. It was his first job with an airline and it wasn't long before he caught a vision of the future of Air Creebec – and the possibility

that he could also have a career with the airline.

When he was checking-in passengers at the tiny kiosk that he used to wheel out for every flight he didn't dream that one day he would be the Director General. But that happened in 1996 when Air Creebec was going through its darkest days.

It was Dave who had the task of taking Air Creebec in a different direction. He had built up a team that included many of his old friends from high school in Val d'Or. Those relationships, and a quiet, genuine modus operandi earned the confidence of the Air Creebec board and its holding company members at CREECO.

His team, with the support of the Crees and the board, turned around the fortunes of the airline and made it into one of the most successful airlines in the country – and a business which the Cree Nation is proud to call its own!

HUMAN RESOURCES MANAGER

When Josee Falvo joined Air Creebec there were 19 employees.

Today there are close to 300 on the Air Creebec payroll.

Josee has been in her current position as Human Resources Manager since 1992, but she knows what it is to wear multiple hats in a growing company. She was originally hired as Executive Secretary to the Vice-President and General Manager, but soon added payroll and payables to her duties.



JOSEE FALVO

Josee says Air Creebec would like to see more Crees on the payroll. She says there have been many Cree pilots and flight attendants who have furthered their career at other companies. "If all the Cree pilots and flight attendants had stayed with us I think there would be more than 50 per cent Cree in these jobs."

CHIEF FINANCIAL OFFICER

Sylvain Dicaire is the newest member of the Air Creebec management team - even though he first worked in the accounting department almost 20 years ago. Back then he spent a couple of summers in payables while he was home from university in Hull. Born and raised in Val d'Or, Sylvain is currently living in Amos until the end of the school year when he will move to Val d'Or with his wife and three children.



SYLVAIN DICAIRE

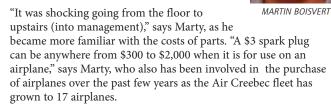
Sylvain has been in the forestry industry for 15 years, the last five as controller of a paper mill and three sawmills with Abitibi Consolidated in the Amos area.

He likes to hunt, and coach his children in minor hockey and curling. He is also a member of the board of directors of the curling club in Amos.

DIRECTOR OF MAINTENANCE

Martin Boisvert has been the Director of Maintenance at Air Creebec for five years.

He joined Air Creebec 18 years ago, right out of the aircraft maintenance program at Canadore College in North Bay. Marty accepted promotions as a supervisor and inspector before being appointed the Director of Maintenance.



Marty, who grew up in Cobalt, loves to fish. He has his own airplane, a Stinson, to take his family from their home in Timmins to quiet lakes throughout the north.

MARKETING AND OPERATIONAL SUPPORT MANAGER

The person who was training Anne-Marie Farrington during her first week on the job said, "You know this place is closing within two weeks?" That was the fall of 1990.

"I was hired as Executive Assistant by Timmins base manager Bob Bileski at the height of the most challenging time of the company. Restructuring had just begun with the selling of the Pickle Lake operation," says Anne-Marie. "However, I liked what I was doing and decided to stay as long as Air Creebec stayed in business."



ANNE-MARIE FARRINGTON

A year or so later, she was appointed Marketing and Operational Support Manager with responsibilities for all aspects not directly involved with maintenance and flight operations in Timmins, Montreal and the Ontario James Bay coastal bases.

Anne-Marie provides customer service for the transportation of passengers and cargo, as she liaises with First Nation entities and local community leaders, as well as regular charter users, travel agents and other airlines. She is involved in community projects, airport committees and sponsorships, as well as booking charters.

OPERATIONS MANAGER

Denis Prevost has been Operations Manager at Air Creebec for 14 Years.

He is responsible for the entire flight operations of the airline. The chief pilot, the manager of flight attendants and the chief dispatcher each report to Denis.

While he has the responsibility for the safety management system at Air Creebec, Bob Bouchard, the manager who handles day-to-day safety operations and training, reports directly to the president of the company.



DENIS PREVOST

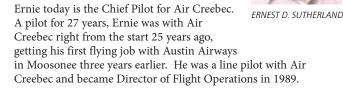
Denis was a line pilot for two years when he joined Air Creebec and was Chief Pilot for another two years before being named Operations Manager in 1993.

Before coming to Air Creebec, Denis was a pilot with a non-profit group called Wings of Hope in Peru, flying medevac emergencies and operations all over the world.

CHIEF PILOT

Ernest D. Sutherland wanted to be a pilot after seeing his first airplane.

Ernie, originally from Moose Factory, took his first flight in a small plane on skis at a winter carnival in Moosonee. "For \$5 we flew around the community. I knew before then that I wanted to be a pilot. This just made me even more sure," says Ernie, who was nine years old at the time.



He left Air Creebec for awhile to fly for Nishnawbe Aski Police Services, but returned in 1997.

Even as Chief Pilot Ernie still keeps himself on the flight schedule every month - he hasn't lost the love of flying. And he would like to see more Crees involved in aviation. "The future is very bright for any young native pilot who wants to work at Air Creebec," says Ernie.

TREASURER

Tanya Pash is the appointed Treasurer of Air Creebec and CCDC and sits as part of the management team and participates at the board meetings. "I am not part of the daily operation of Air Creebec, but I am there to oversee things and make sure that financial decisions are made so they are compatible with the plans of the Board of Compensation," says Tanya.

"We will see many more companies created," says Tanya, who also wants to see more Crees employed in all of the Cree businesses and entities.

She says the success of the Cree companies "has been the result of leaders listening to the elders. As long as we continue to listen we will be fine"

As more Crees become educated in the professions and skilled in the trades, she sees the reputation and success of the Cree Nation growing.



TANYA PASH

Tanya is also a member of the Cree Heritage Fund investment committee, and

therefore is part of the team that has been given the task of making sure that all of the money coming into the Cree Nation as a result of the agreements with the Quebec government is invested wisely.

The Crees are committed to investing money so that by the time the agreement ends there will be a fund that will provide \$70 million every year without touching the principal. Not a small task, but one that she is helping with.

"We must preserve this capital for our future generations," says Tanya, adding that every year 15 percent of the \$70 million coming from the agreement is being invested for future generations.

Tanya Pash, the Controller of the Board of Compensation, and the Treasurer of Air Creebec, says, with no pun intended, "Right now, the sky's the limit" for Cree business.

25 Years Sarvice

Name	Location	Start date	Position
MANAGEMENT TEAM			
David Donald Bertrand	Val d'Or	1/06/82	Director General



Name	Location	Start date	Position
MANAGEMENT TEAM			
Josee Falvo	Val d'Or	24/02/86	Human Resources Manager
STAFF			
Eddy Dziedzic	Val d'Or	8/02/84	Special Projects Manager
Arthur Wargala	Val d'Or	9/04/84	AME/Stores
Terry Nauss	Val d'Or	15/01/87	Stores person
Alain Roy	Montreal/ Val d'Or	25/02/87	Materials Manager



Name	Location	Start date	Position
MANAGEMENT TEAM			
Denis Prevost	Val d'Or	16/02/88	Operations Manager
Martin Boisvert	Timmins	15/05/89	Director of Maintenance
Anne-Marie Farrington	Timmins/ Montreal	9/10/90	Marketing and Operational Support Manager
Albert Diamond	Val d'Or	2/11/92	President



David Bertrand 25 years service



Josee Falvo 22 years service



Eddy Dziedzic 23 years service



Art Wargala 23 years service



Terry Nauss 21 years service



Alain Roy 21 years service

15 Years Service

Name	Location	Start date	Position
STAFF			
Dean Pretty	Timmins	4/07/88	Avionics AME
Patricia Lefebvre	Val d'Or	12/09/88	Executive Secretary
Michel Portelance	Montreal	8/10/88	Pilot
Daniel Plourde	Timmins	8/12/88	Cargo/Ramp Attendant Supervisor
Marc Cote	Timmins	6/12/88	Fueller
Brian Fletcher	Timmins	10/12/88	AME
Frank Hart	Timmins	10/12/88	AME
Clayton Richard	Timmins	10/12/88	Ramp Services Manager
Rodney Smyth	Timmins	10/12/88	Cargo/Ramp Attendant Supervisor
Brian Bozzer	Timmins	10/12/88	Cargo Clerk
Carl Lehto	Timmins	10/12/88	AM Planner
Shelly Hueston	Moosonee	10/12/88	Ticket Agent
Edmund Mudd	Attawapiskat	10/12/88	Ticket Agent
Helene Vincent	Timmins	12/12/88	Revenue Accounting
			Senior Clerk
W. Carl Briggs	Timmins	28/12/88	Fueller
Yves Leroux	Val d'Or	27/12/88	Chief Dispatcher
Robert Bouchard	Timmins	15/01/89	Quality, Safety. Security and Environmental Manager
Juliette Ciarrocca	Timmins	1/02/89	Manager
			of Flight Attendants
Debbie Simpson	Val d'Or	15/02/89	Reservation Supervisor
Terrence Jones-McLeod	Timmins	1/07/89	Pilot
Marina Lebrun	Timmins	1/07/89	Flight Attendant
Gabriel Fragassi	Timmins	1/07/89	AME
Manon Halle	Val 'd'Or	19/02/90	Payroll Clerk
Real Alfred Beaudoin	Timmins	22/05/90	Ground Service Equipment
Alice Wesley	Moosonee	6/06/91	Janitor

Name	Location	Start date	Position
John Duffenais	Timmins	6/08/91	Shop Technician
John Barker	Val d'Or	8/08/91	Assistant Chief Dispatcher
Jerry Okimaw	Moosonee	26/10/91	Fueller
Johanne Leblanc	Val d'Or	28/01/92	Revenue Accounting Clerk
Robert A. Koosees	Kashechewan	4/08/92	Ticket Agent

10 Years Service

Name	Location	Start date	Position
MANAGEMENT TEAM			
Ernest D. Sutherland	Timmins	1/12/97	Chief Pilot
STAFF			
Russell Hunter	Timmins	3/05/93	Pilot
Douglas Medd	Moosonee	31/05/93	Station Supervisor
Richard Linklater	Timmins	23/08/94	Avionics AME
France Dorval	Val d'Or	6/12/94	Revenue Accounting Clerk
Michael Blahey	Timmins	9/02/95	Pilot
Sylvie Rivest	Val d'Or	6/07/95	Revenue Accounting Supervisor
Michael Davis	Montreal	7/12/95	Pilot
James MacDonald	Moosonee	30/01/96	Ticket Agent
Erik Zours	Timmins	13/05/96	Inspector
Wayne Wapachee	Waskaganish	22/05/96	Base Supervisor
Eric Beaule	Val d'Or	27/06/96	Dispatcher
Willard Petagumskum	Montreal	27/07/96	Pilot
Janet Wright	Timmins	12/09/96	Stores Person
John A. Wheesk	Attawapiskat	27/02/97	Fueller/baggage/ramp
Diane Munger	Val d'Or	17/03/97	Receptionist
Maurice Lauzon	Timmins	12/05/97	Apprentice Mechanic
Kevin Etherington	Timmins	11/08/97	Pilot
Mehair (Mike) Kelendjian	Montreal	2/01/98	Ticket Agent

Working with Billy and Albert for 30 years

hat's it like being the personal secretary to the Diamond brothers, Billy and Albert?

Patricia Lefebvre has had the pleasure of working with these two Cree leaders since 1978.

She was hired when Billy was Grand Chief of the Crees and stayed with him until Albert took over as President of Air Creebec.

Patricia has been Executive Secretary on the Air Creebec payroll since September 1988 and still enjoys going to work every day.

She describes both Billy and Albert as generous and caring people. In fact, she has nothing but good to say about the Crees, going right back to her job interview in 1978 with Violet Pachanos, who is still a well known Cree leader. "I was on vacation on a motorcycle trip in Ottawa when I had to go for an interview with the Crees," says Patricia.

She took a bus back from Ottawa for the interview and was hired and then Violet said that Patricia should go back and finish her holiday and then start working for the Crees. "That touched me very much," says Patricia, "And their generosity has continued right to this day."

She stayed with Billy when he was the Grand Chief and also with Cree Housing Corporation and Cree School Board, as well as during his start-up of Air Creebec when he was the President.

When Albert took over as President of Air Creebec he said he wanted Patricia to be his Executive Secretary. Billy, who was very protective of Patricia, was happy that Patricia was going to continue with Air Creebec.

"I have a lot of respect for both of these men. In fact, to this day I always call him Chief Diamond, I could never call him Billy. He told

> me years ago that he was not Chief Diamond any more, but that didn't matter. He'll always be Chief Diamond to me."

"Both are very generous and Chief Diamond used to bring me a gift, a trinket, from every trip he made. Even when he went to the Vatican and met with The Pope he brought me back a beautiful scarf. He always brought me beautiful mementoes," she said.

"I remember one time I was going to visit my parents in North Bay and Chief Diamond surprised me by paying my way there.

"He was a father figure to me. He always had time for me and for others, I noticed. He has a place in my heart and always will," said Patricia, who still gets to talk to Billy when he calls to speak to Albert. Billy's son, Phillip also calls her "at least once a month" just to chat.

"Albert is a very interesting person to work for," says Patricia. "There's never a dull moment. I could sit with him for days and never tire of what he has to say. He is

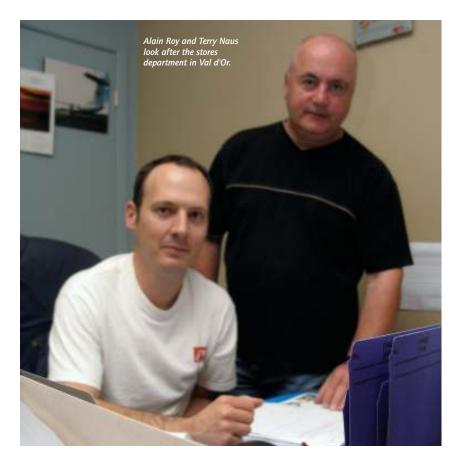
PATRICIA LEFEBVRE

very witty."

"Albert is so family-oriented. It's so touching. I just love it when he is talking about his children. I know they are all close to their dad. His social life revolves around his family," she says.

She attended the wedding of Chief Diamond's daughter Lorraine in Waskaganish and a couple of years ago she went to Albert's son Justin's wedding in Val d'Or and got to meet many of the people she had previously only spoken with over the telephone. "I felt a real part of the family," said Patricia. "I felt so at ease at the weddings."

Debbie Simpson. reservation supervisor, with the office staff in Val d'Or. From left, Mary Ann Chan, Supervisor of the SEBJ Reservation Department. and reservations and counter agents Marie Paule Lavoie, Tracy Daigle, Krystel Turmel, Annick Cornet and Tina Rousseau.





Air Creebec 'Good to me' says Debbie

Debbie Simpson has worked in the travel business most of her life.

When she returned from Calgary to get a job in Val d'Or she met an old friend at the airport. He was behind a tiny counter on wheels.

He told me that he worked for an airline that flew up to James Bay.

That person was Dave Bertrand, who today is the Director General of Air Creebec.

Debbie soon found herself accepting the job of setting up the reservation system at Air Creebec and today – 20 years later – she is the supervisor of reservations.

"Air Creebec has been really good to me," says Debbie. "I have worked in a lot of places and I have never been this well treated."



Terrence Jones-McLeod, a member of the Moose Cree band, has been a pilot with Air Creebec since 1989.



HELENE VINCENT

Deluce family 'so friendly'

Helene Vincent has worked at Timmins Airport since 1978. She remembers the days of Austin Airways and the members of the Deluce family who were all "so friendly. Even their mother would come into the office and work at times, but often it was just to say 'hello." Helene left for a while, but she returned to work for Air Creebec in 1988. She remembers when the accounting department in Timmins was head office for Air Creebec.

Repairing an engine at 40 below in the bucket of a front-end loader



Gabe Fragassi is one of those guys that has the knack of being able to fix things.

He was a licensed auto mechanic working on a Rambler for

Austin Airways Chief Engineer Bob Kerr.

Bob asked him if he would like to try his hand at fixing airplanes.

Gabe went to take a look at the Austin Airways operation at Timmins Airport and has been working in the same hangar for all his 31 years in aircraft maintenance.

He started as an apprentice, of course, and today he is Maintenance Supervisor for Air Creebec.

Not all of his work took place in the Timmins hangar. He remembers going to repair an airplane at Paint Hills (now Wemindji).

The engine had to be repaired, new parts ordered and then replaced. It was done over a period of seven days – working

in the bucket of a front-end loader because there was no way to take the engine out of the aircraft.

"I remember it was 40-below while we were working in the bucket of that front-end loader," says Gabe.

When the work was done, pilots were sent to Paint Hills to fly the DC-3. Word came in that a family needed to be picked up from their camp at a distant lake. Gabe went with the plane and the family was located and they climbed aboard with dogs and canoes.

Just as the airplane was approaching Paint Hills an engine quit. The pilot brought the plane down on one engine, landing safely on skis on the river. However, it was back in the front-end loader bucket for Gabe to get the other engine working before taking off the next day for Timmins.



Standing with a propeller in the hangar at Timmins are: Brian Davidson, Dean Pretty and Erik Zours.



Russel Hunter, a Cree from Moose Factory, has been a Pilot with Air Creebec since 1993. Here he is checking over flight plans at Cochrane Municipal Airport before a carao trip north.



Corrine Wabano moved from Moosonee in August 2006 so her children could go to high school in Timmins. Corrine works as an agent at the Timmins counter and her husband, Brian Wabano, is employed at the Victor Project.

Staff Montrea

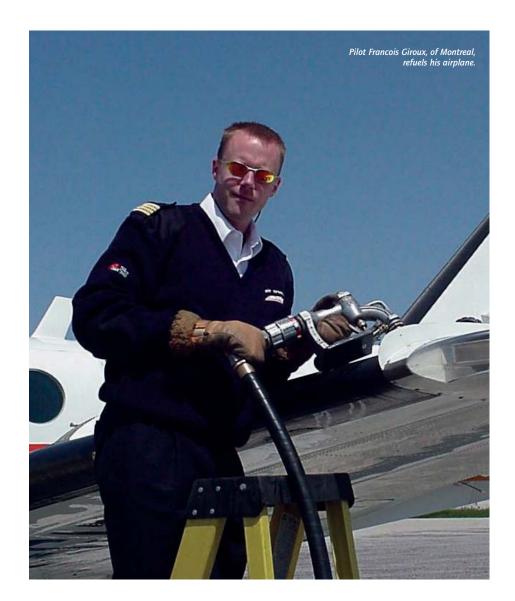
Montreal agents at the counter at Gate 21 at Pierre Elliott Trudeau International Airport are, from left, Jennifer Mercurio, Anna Koziol, Lijeri Sivaridis and Denis Riccio.



Willard Petagumskum, from Whapmagoostui, is a pilot based in Montreal.



It was at a counter very similar to this that Dave Bertrand, now the Director General, first started checking in passengers 25 years ago in Val d'Or. This podium is used by staff at Pierre Elliott Trudeau International Airport in Montreal to help with passenger check-in each morning. Montreal Base Supervisor, Connie Ragusa is with ticket agent Mehair (Mike) Kelendjian.





It's only 7 a.m. but this Air Creebec crew is all smiles as it prepares to get ready for the SEBJ charter. From left, Val d'Or pilot Michael Davis, flight attendant Fawn Iserhoff and Montreal pilot Martin Crevier.



Montreal agents, from left, Christina Roumeliotis, Denis Riccio, Elvira Redda, Anita Ilkiw, Lijeri Sivaridis and Jennifer Mercurio.



staff Shibougamau



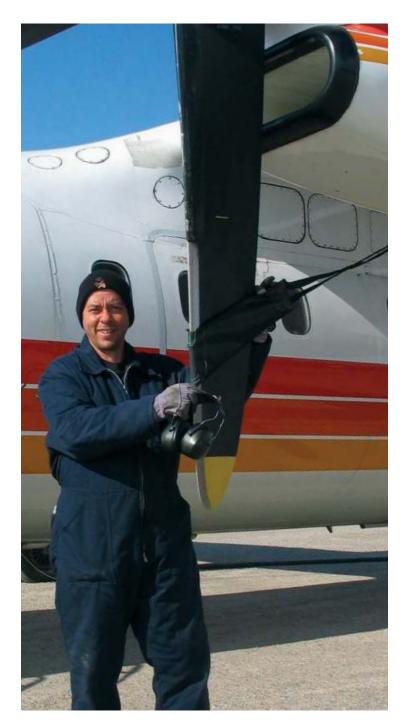
Suzanne Desgagne is a ticket agent and security agent at Chibougamau Airport for Air Creebec. With her are Montreal pilots, Michel Portelance and Ivan Faust.

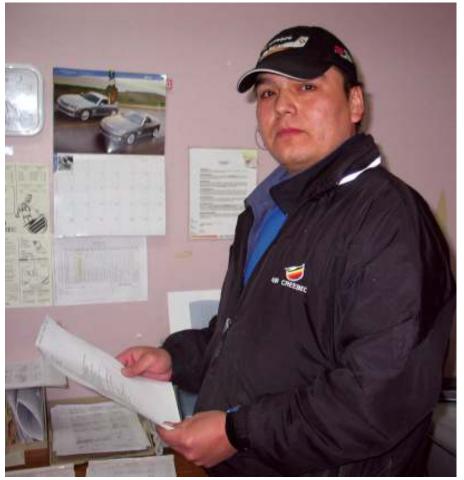
Nemaska agents



Agents for Air Creebec in the terminal in Nemaska include, from left, Jessica Wapachee, Gloria Tanoush and Sabina Mianscum.

staff Waskaganish





Wayne Wapachee is the base supervisor in Wasakaganish.

Boyd Berryman is a fueller, baggage handler and ramp attendant at Waskaganish.



Rusty no stranger to airplanes

Rusty Cheezo has been a Ticket Agent in Eastmain for the past year, but he is no stranger to airplanes - or Air Creebec for that matter!

In fact, in 2005-06 he was President of CREECO, the organization that oversees the Air Creebec operation. During his term as president, he was part of the management team that approved the joint venture with CreeWest to fly passengers to the De Beers Victor Project near Attawapiskat.

He is believed to be the only person who has been President of CREECO and then been on the payroll at Air Creebec. His airplane experience involves surviving a plane crash in Eastmain. He was one of 13 to walk away from a plane that crashed just off the runway while taking off. It was not an Air Creebec flight.

Rusty was also at the inaugural Air Creebec flight in 1982 when he was Chief of Eastmain.

And he remembers being one of a number of snowmobilers who used to go out to the Eastmain airport in the winter and shine their headlights on the runway so that pilots could land safely at night - even though there were no lights on the runway.

He and his wife, Margaret, have three children, Renata, Sophia and Russell.



Dorothy Tomatuk is a Ticket Agent at Eastmain Airport for Air Creebec. She also works in public security and has been a foster parent for five years. . \exists

staff Wemindj

Elmer Visitor has been a Ticket Agent in Wemindji since 2002. Here he poses on the ramp with a Dash 8-100 crew, Pilot Rita Rabbitskin, Stephanie Belanger, flight attendant and Pilot Pierre Godlewski.

Albert Diamond likes paintings by Cree artists and many gifts from Air Creebec are often a painting. This one at Chisasibi Airport was donated by Albert, on behalf of Air Creebec, at the official opening of the new airport in 2006. In the picture are Air Creebec's staff in Chisasibi, from left, James Rupert, Kathy Wasipabano, Mark Rupert and James Shecapio.

Peter Wasipabano retired in 2005 after almost 20 years as the Ticket Agent at Chisasibi. However, Peter can often be seen at the airport - even working. He goes there to see his wife Kathleen (Kathy) who has been a Ticket Agent since 1999.

Sas



Audrey Visitor has been a Ticket Agent at Whapmagoostui since 2000, but has been in aviation jobs for 14 years. She recently earned a degree in social services, but wants to stay on as a Ticket Agent.



Yvonne Jane (Janie) Mamianskum has been a Ticket Agent since 2002.



Lucassie (Lucas) Angatookalook is a baggage and cargo handler at Whapmagoostui for Air Creebec. Bom in Moose Factory, like many of the Inuit along the James Bay and Hudson Bay coastal communities because that was the nearest hospital, Lucas has lived in Kuujuarapik - the Inuit twin community to Whapmagoostui, which is Cree - all his life. On his days off he likes to fly to Val d'Or which he calls 'my special home.'

Moosonee sta-

Shelly Hueston has been Ticket Agent in Moosonee since 1988



Ticket agents at the Moosonee counter are: Catherine Gull, James MacDonald and Victor Linklater.

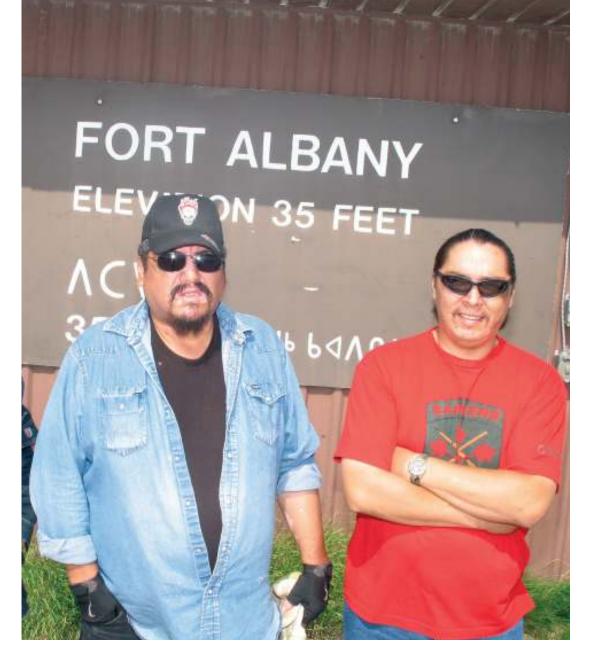


Doug Medd, Station Supervisor at Moosonee Airport with part-time cargo handler Mike Rueben, who is a full-time paramedic in Moosonee.



Fern Fournier foreground, is Station Supervisor for Air Creebec at Moosonee airport. Unloading cargo are, from left, Gord McComb, Adam McLeod, Myles Linklater and Albert MacDonald.

staff Fort Albany



Air Creebec staff at Fort Albany include Steve Kebokee and Mike Hookimaw.

Kashechewan staff

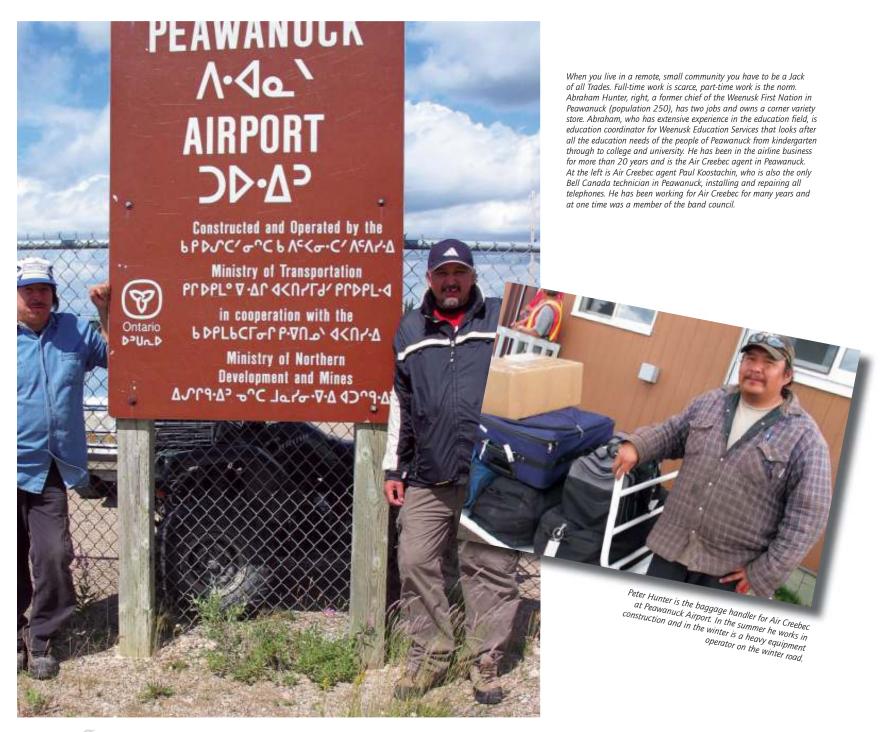




Robert A. Koosees is the Ticket Agent in Kashechewan.
He has been doing the work for more than 15 years.
Kashechewan has experienced several flooding
evacuations. On one occasion, Robert returned to his
home from Peawanuck to find that his community
was being evacuated. He started immediately, worked
through the night until 5 a.m. and did not leave the
community until ensuring that every community member
had been evacuated.



IICKET Agent Pauline Nakogee stands in front of the impressive 'Welcome to Attawapiskat' sign at the airport.



Peawanuck sta-

The dispatcher of all dispatchers

here was a time – just a few years ago – when a pilot flew into Chibougamau Airport and could not buy gas on the Air Creebec credit card.

The pilot had to use his own credit card to be able to fill up and continue to his destination.

This story is told by long-time Air Creebec board member John Mark to illustrate the dire straits that Air Creebec reached when they were going through financial difficulties in the early 1990s.

The pilot, Ernest D. Sutherland, who today is the Chief Pilot for Air Creebec, based in Timmins, confirms the story, adding, "That wasn't the only time I used my own credit card." Airport fuellers would not extend credit to Air Creebec because they did not think they would ever be paid.

"I did it because I had faith in the company. I never for a minute thought that I would never be paid for the gas. The company was having a difficult time and we all did what we could to help it make it through," says Ernie. "It was all worthwhile."

John Mark, 62, who retired a couple of years ago after 30 years in Cree politics is one of the names that can be traced through the life of Air Creebec, right from the early struggles led by Grand Chief Billy Diamond.

Billy affectionately calls John Mark "the dispatcher of all dispatchers" paying tribute to the amazing ability he had to get people from their home communities along the coast to meetings in Montreal and Quebec City as the Grand Council was toddling through its infancy and Air Creebec was being born.

It was an all day journey to get to Montreal before Air Creebec started flying.

Cree leaders would take a charter from their own communities to travel to Timmins, and then they took a flight to Toronto, via Sudbury or North Bay, then another airplane to Montreal or to Quebec.

> John was the man who had the patience and the knowledge to put itineraries together at short notice. He did everything – booked hotels, flights, ground transportation, meals, and he even arranged for translation. Many of the Crees spoke only their own language, others spoke only English

> It wasn't an easy task, but someone had to do it and John Mark was the ideal person. He knew the leaders, he knew the communities and he knew the Elders. And, what's more, he had the confidence of them all, so they trusted him to get them from home to where they needed to be for meetings and back home again.

Sometimes they were away from their community for three or four weeks at a time, Cree leaders – many of them, like Chief Billy the hydro dam negotiations and the creation of

such was the demand on the time of these young Diamond, in their early 20s during the height of

Air Creebec. The Elders from each community were on hand to advise the young leaders.

When the Grand Council was up and running and Air Creebec was finally in the air, John Mark stayed with the airline industry.

He was 20 years with the Board of Compensation, representing his home community of Wemindji, always with responsibilities to serve on the Air Creebec board. And his day job was as a weather and communications expert with the federal government. For 19 years he worked at Wemindji Airport, providing weather reports for aircraft in northern Quebec.

When Air Creebec was going through its financial difficulties, John



JOHN MARK,,,ON AIR CREEBEC ROAD IN WEMINDJI

Mark says he was part of the decision to create a new company (Air Creebec 1994). "That's when we (the Crees) became the real owners of Air Creebec," says John.

"We sat on the management committee and we appointed ourselves as a major part of the board.

"We decided we could turn the company around. The loan financiers wanted to liquidate Air Creebec, but we knew that it had a future.

"We took over the loan of millions of dollars – and we made it work. When I look back it was an amazing feat that we accomplished, but we knew it could be done. We had the faith that we could run the airline and make it a success," he said.

One of the roads to success involved building up – and keeping modern - the fleet of aircraft. "We had one Dash 8 and were leasing another and we knew that these were the aircraft that we needed for passengers.

"The (Hawker Siddeley) 748 was ideal for cargo and we also had two 1900Ds.

"When we decided to standardize the fleet, that was a major step forward, too," said John.

John Mark's abilities, patience, confidence and faith that Air Creebec could succeed have been instrumental in the growth of Air Creebec. He gives much of the credit for the success to "the loyal employees and those who stayed with Air Creebec," even when the company was using a lot of red ink in its financial statements.

"I have seen the very bad times and now the very good times," says John. "And I know that the future of Air Creebec is set. It will go from strength to strength – and it is all thanks to those who had faith that Crees could run a successful airline." he said.

There were many other employees like Ernie Sutherland, the pilot who used his own credit card to put gas in an Air Creebec airplane so he could get it back to the base in Timmins.

You don't build a successful company without faithful, talented employees, said John.



We salute our Retirees

Laurent Beaulne, Director of Maintenance, March 1990
Gaston Lemay, Property Manager, March 31, 1992
Milutin Miljatovich, Fueller, Dec. 29, 1995
Patrick Orr, Field Supervisor, January 1, 1999
Ron Keyes, Avionics Engineer, Dec. 31, 2001
Peter Wasipabano, Ticket Agent, July 5, 2005
Pierrette Saumur-Nelson, Accounting Clerk, Dec. 30, 2005
Clarence Hester, Cargo-Ramp Attendant, June 30, 2007

Clarence Hester retired in 2007 after handling baggage and freight for 36 years at Moosonee Airport. More than 300 people attended the retirement dinner in Moosonee Arena including many co-workers. Albert Diamond, Air Creebec President, said at the dinner that Air Creebec was a 'young family' pointing out Clarence was only the eighth person to retire in the 25-year history of the airline. He was presented with a snow blower by Air Creebec so that he can keep the skating rink cleared at his house for Moosonee children to use. The cake was made with eight cake mixes, 24 eggs, and four big bags of icing sugar by his sister-in-law Charlotte Henry, standing next to him in the black dress. From left, Clarence's wife, Sally, and some of his Air Creebec co-workers, Anne-Marie Farrington, Fern Fournier, Clayton Richard, Doug Medd, Marina Lebrun, Albert Diamond, Art McComb and Kathy Black (red dress), Clarence's sister-in-law and a former member of Air Creebec board of directors.

3

We salute our friends who have passed on

Willie Cheezo, Ticket Agent, Eastmain

Isaiah Salt, Ticket Agent, Waskaganish

Andre Thibodeau, Pilot, Montreal, Jan. 29, 1996

Rodolphe (Rudy) Villeneuve, Timmins, Jan. 24, 2001

Richard Lebizay, Pilot, Montreal, Nov. 2, 2001

Ronald Trottier. Pilot, Montreal, March 18, 2002

Charlie Wynne, Ticket Agent, Kashechewan, Aug. 24, 2005

Joanne Begin, Revenue Accounting, Val d'Or, Dec. 18, 2005

Denis Dubeau, Val d'Or, Pilot, Oct. 25, 2007

Paul David Couto, Montreal, Pilot, Oct. 25, 2007



Ron loved natures' beauty

n his days off, Air Creebec pilot Ron Trottier would hitch a ride in the jump seat and fly into the James Bay communities.

Ron was passionate about photography and loved to get out on the tundra and with his camera. "Photography has never been a hobby for me, it has always been a form of artistic expression; an extremely important, driving passion in my life."

He described himself as a landscape photographer. "I want to convey the beauty and solitude of the north; to move people with my work by evoking the same emotions of awe, reverence and tranquility that I feel when I look through the camera lenses and capture a millisecond of natures' existence between the eternity that preceded it and, hopefully, the eternity that lies ahead."

A story in Destinations magazine in 1999 ended , "If, years after I have left this earth, people can look at my work and be touched by the lands' beauty as I saw it, then my time here will have been well spent."

Ron, who was a pilot and captain for Air Creebec for five years, died after a brief illness on March 18, 2002.

IEEB

RICHARD LEBIZAY

Death of young pilot shocks Air Creebec staff

The death of a young pilot, Richard Lebizay shocked everyone at Air Creebec.

Richard, just 28, was killed in a motor vehicle accident.

He was not employed by Air Creebec at the time of his death, but he had been a pilot for five years and from comments from family and friends he was born to fly.

He was survived by his wife, Betsy, and two children, Vanessa, and Vinny, who were 7 and 4 in 2001. He was the only son of Suzanne and Yves Lebizay and the brother of Karen (Georgekish) Swallow.

After the premature passing of

Richard Lebizay, Air Creebec President Albert Diamond circulated the following letter expressing his sentiments about Richard.

n behalf of the Board of Directors and staff of Air Creebec, I extend sympathies and condolences to the family, relatives and friends of Richard Lebizay. For all of us it is very difficult to accept that his life has ended at such an early age.

There are some thoughts and memories of Richard that I would like to share with you. The first would be that he loved to fly. Like many pilots, he had a passion for it. And I believe he

understood and accepted the responsibilities that came with it, to those who flew with him, for those he worked with and the company he worked for.

Another point would be his dedication to succeed in becoming a pilot. After they've finished flying school, most pilots have to wait before they have a chance to actually fly.

This was true with Richard. His patience in waiting truly exemplified his character. When many would have quit, he stayed and waited for his chance.

I think accomplishing what he wanted to do in life is noteworthy. It takes time, a lot of effort, dedication, patience and hard work to become a pilot. And I think Richard showed a lot of our young people what one could accomplish when you pursue your dreams.

By the time he left Air Creebec, Richard was on his way to becoming an excellent pilot.

Recently, his last employer terminated his duties and he expressed an interest in coming back to Air Creebec. We were making plans how we could do that when his life ended. I was glad to hear he wanted to come back and I was looking forward to having him as one of our pilots again.

God bless, Yours very truly,

ALBERT DIAMOND.



Andre Thibodeau was killed in a car accident near Rouyn in January 1996. Andre was driving to Val d'Or from Timmins where he was a pilot with Air Creebec. After his funeral service near Montreal, there was a fly past by an Air Creebec airplane.

Charlie - entrepreneur and agent

Charlie Wynne was a friendly and familiar face at Kashechewan airport where he worked as a part-time agent for many years.

He was a loyal, hard-working Air Creebec employee with a good sense of humour who was very well liked by his co-workers, customers and community members.

Charlie was also an entrepreneur and for many years ran a goose camp on the north side at the mouth of the



CHARLIE WYNNE

Albany River. In the early 1990s he brought in airplane loads of goose hunters from Germany, Italy, and the United States, using Air Creebec for his charter flights.

He also bought furs from members of his community and he sold them in North Bay. Charlie also served as a band councillor for two years with the Kashechewan First Nation.

Charlie was survived by his wife of 38 years, Elsie, and their three children and eight grandchildren.

Dtre





MONTREAL - Pierre Elliott Trudeau International Airport

Formerly: MONTREAL - Dorval International Airport

Passengers every year:

11 million

City of Montreal

Population: 3.7 million

Cultures: 80 distinct ethnic cultures

Leading industries:

Aeronautics, information technology, biotechnologies,

Location: Montreal-Trudeau International Airport is located 20 kilometres from downtown Montreal. Both major east-west highways - the 20 and the 40 - pass close to the airport. An express rail service linking the airport to downtown has been approved. The station is being constructed under the hotel that is currently being built adjacent to the air terminal.

History: Montreal's Saint-Hubert Airport, in operation since 1927, was showing signs of not being able to cope with the increasing aviation needs of the growing city in the early 1940s. The federal government purchased the old Dorval Race Track land and Montreal-Dorval was opened Sept. 1, 1941 with three paved runways. By 1946 it was handling a quarter of a million passengers a year. By the mid-50s it was more than a million. By 1961 a new terminal opened and Dorval became the businest airport in Canada. It was renamed in honour of

Canada's former Prime Minister Pierre Elliott Trudeau on January 1, 2004. Montreal-Trudeau is the main Canadian Airport east of the Great Lakes, serving Quebec, Atlantic Canada, Eastern Ontario and Northern New England. Each year 40 carriers transport more than 11 million passengers. There are 120 regular and seasonal destinations in Canada, the United States and internationally. Montreal is a major hub for air traffic between Canada and Europe.



VAL D'OR

Pronounced: Val-door

French Meaning: Valley of gold.

Population: 32,000



Location: It is in the Abitibi-Temiscamingue region near the Verendrye provincial nature preserve. It is on Highway 115, 100 kilometres east of Rouyn and 526 kilometres west of Montreal. **History**: Gold was discovered in the area in 1923 and is still mined today, along with other ores and minerals. In 1979 the area was declared a provincial historic site due to its major role in the history of mining in Quebec. An airport was built five kilometers from downtown in 1949 at a cost of \$25,000. Millions of dollars have

been spent since then. Air Creebec made its maiden voyage from Val d'Or in July 1982 and when the new airport building was unveiled in 1987 the Air France supersonic jet, the Concorde landed and was the star attraction.





Timmins

Pronounced: Timm-inns **Named after**: Noah Timmins
who founded the town in 1911

Population: 45.000

Location: On Highway 101, 735 kilometres north of Toronto. It is about 75 kilometres south of the northern route of the Trans-Canada Highway.

Timmins Airport was recently renamed Victor M. Power Airport after the city's longest-serving mayor.

History: Gold was discovered in 1909 when a prospector, Harry Preston, slipped on a rocky knoll and the heels of his boots stripped the moss to reveal a vein of gold. In 1911 Noah Timmins started the community to house the employees of the Hollinger Mine. In 1973 Timmins – known as the City with a Heart of Gold

 became the biggest community in North America when it amalgamated many surrounding communities. It is more than 80 kilometres wide. Country singer Shania Twain calls Timmins home, and many NHL stars, including Frank Mahavolich, grew up there.

Chief, stands beside a painting by his wife, Betty Albert Linez. The painting, When Two Spirits Find Each Other, is one of many of Betty's creations that hang in the mayor's office. Lawrence, an accomplished singer and JUNO award winner, is a member of the Moose Cree Band. In 2003 he became only the second aboriginal to be elected mayor of a non-aboriginal community in Ontario. He was re-elected as mayor of Cochrane in 2006. The first aboriginal to be a mayor in Ontario? It was Lawrence, when he won the election in Sioux Lookout in the mid-90s.

Cochrane

Pronounced: Coc - ran

Named after: A former Mayor of Sudbury and Ontario Lands and Forestry Minister, Frank

Cochrane

Population: 5,487

Location: On Highway 11B, the northern route of the Trans-Canada Highway through Ontario. It is the gateway to the north for Ontario Northland Railway. Trains leave several times a week for Moosonee. Air Creebec uses Cochrane Municipal

Cochrane Mayor Lawrence Martin, a former Mushkegowuk Grand

Airport for cargo flights to coastal communities several times a week.

History: Cochrane was founded as a railway town in 1910. It is the birthplace of Tim Horton, the former Toronto Maple Leaf, probably better known now for starting the Tim Hortons coffee

and donuts empire. For several years it has been known unofficially as the 'Polar Bear Capital of Ontario,' thanks to the Polar Bear Express that has taken tourists to Moosonee for 40 years. Now there is a polar bear habitat - a big attraction year-round.

You can get up close and personal with the polar bears at the Polar Bear Conservation and Education Habitat in Cochrane. In fact, you can even 'Swim with the polar bears' on the warmer days. There is a wading pool separated by plexiglass. Kids love

it. The less adventurous settle for this close-up.

ouga



Chibougamau

Pronounced: Shee-boo-ga-moo **Cree Meaning:** Crossed by a river

Population: 7,950

Location: On Lake Gilman it serves as the regional centre for a number of smaller communities in the area, including Chapais and the Cree communities of Mistissini and Ouje-Bougoumou. Chibougamau Airport is about 15 kilometres south-west of town on Highway 113.

History: The area has been Cree traditional hunting grounds for hundreds of years. French explorers and traders were in the area in the 1600s, but no permanent settlements were located at that time. After gold was discovered in 1903 there was a lot of mining activity, but still no permanent settlement. It was not until the

1950s when a multi-metallic mine opened in the area that a company town was incorporated as the town of Chibougamau. Today it is a major logging centre.



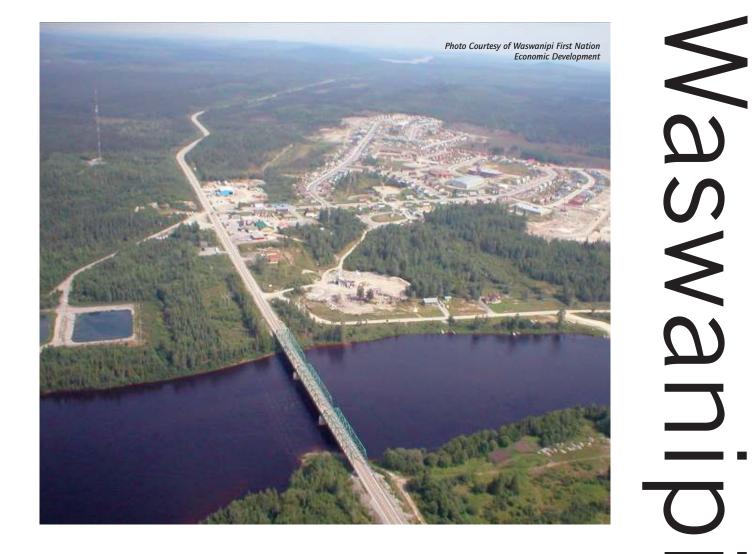
Waswanipi

Pronounced: Wa-swa-nee-pee

Cree Meaning: Light over the water.

Population: 1,200

Head offices: Sabtuan Regional Vocational Training Centre.



Location: On Highway 113 near the confluence of the Chibougamau and Waswanipi rivers. Between Lebel-sur-Quevillion and Chibougamau, Waswanipi is the most southerly of the James Bay Cree communities. It is a one hour drive to Chibougamau Airport.

History: The Cree name Light Over the Water refers to a traditional way of fishing – holding a lantern or fire over the water at night to attract fish. The village used to be located with an Anglican Mission on an island in Lake Waswanipi. When the Hudson's Bay Company

trading post closed in 1965 the Waswanipi residents dispersed until 1978 when the new village of Waswanipi was built about 47 kilometres upstream from the old location on the Waswanipi River.



ongonmor



Location: On Lake Opemiska in the James Bay Territory between the 49th and 50th parallels, 45 minutes from Chibougamau and a 25-minute drive to Chibougamau Airport.

History: The people of Ouje-Bougoumou were moved seven times in 50 years in the 20th century when mining and forestry companies - with the blessing of provincial and federal governments – caused the Crees to abandon their homes. They moved

to their present location in 1989 and built a community in 1995 that has won a number awards including one from the United Nations.



Ouje-Bougoumou

Pronounced: Ojay-boo-ga-moo

Cree Meaning: The place where people gather

Population: 650

Head offices: Cree Regional Economic Enterprises Company (CREECO), Cree Outfitting and Tourism Association (COTA), Cree Native Arts and Crafts Association (CNACA).



Mistissini

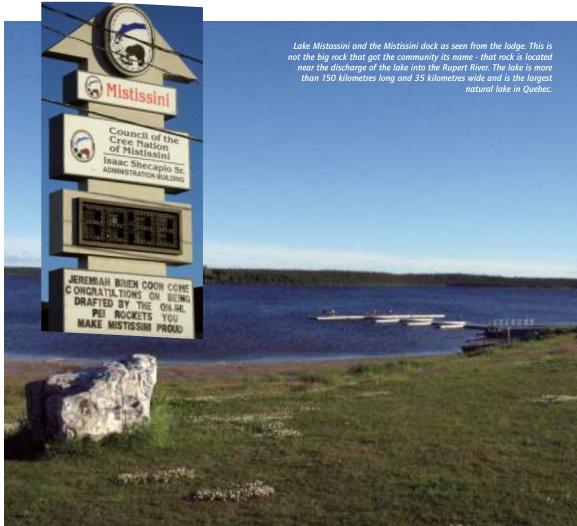
Pronounced: Mist-iss-in-nee

Cree Meaning: Big rock.

Population: 3,200

Head offices: Cree School Board, James Bay Cree Communications Society, Cree

Health Board Inland Office.



when the Hudson's Bay Company settled in what is now the present location of Mistissini.

Location: On Lake Mistassini (120 kilometres long and 32 kilometres wide), the largest fresh water lake in Quebec. 90 kilometres north-east of Chibougamau and a 105-kilometre drive to Chibougamau Airport.

History: Crees have lived around Lake Mistassini for centuries. French explorers and traders were first seen in the area early in the 17th century and it was later that century that a trading post was set up on the lake. The post moved around the lake until 1821



aska **E**



Location: On the shores of Champion Lake, Nemaska is often referred to as the heart of Eeyou Istchee because of its central location.

History: Nemaska was originally located on the shores of Nemiscau Lake - about 60 kilometres from the current settlement - where a trading post was established in the early 1700s. It was moved to its present location in 1978 and in the early stages of resettlement suffered many hardships with access to only one telephone, only one generator, no running water and no indoor toilets. Prior to

the Europeans arriving, Nemaska residents led a nomadic life, hunting, fishing and harvesting within their traditional hunting grounds that are the same today as they were hundreds of years ago. The nearby Hydro-Quebec substation and the airport are both called Nemiscau, the name of the old settlement, and many maps incorrectly refer to Nemaska as Nemiscau.



Nemaska

Pronounced: Nem-ska

Cree Meaning: Where the fish

abound

Population: 642

Head offices: Grand Council

of the Crees

and the Cree Regional Authority.



Waskaganish

Pronounced: Wos-kag-an-ish **Cree Meaning:** Little house.

Population: 2,150

Head offices: Home of the Chief Malcolm Diamond Institute that offers vocational and professional training.



Location: It is at the mouth of the Rupert River near to where the Rupert, Nottoway, Broadback and Pontax rivers meet. The airport is the hub of the daily Air Creebec operation. Both airplanes that fly from Montreal to Chisasibi – 921 which goes through Val d'Or and 927 that goes to Chibougamau and Nemaska – meet in Waskaqanish on the way north

and on the way back south. And three days a week they also meet the flight from Moosonee. It is 113 kilometres west of the James Bay Road.

History: In 1668 it was the site of the first trading post established by Pierre-Esprit Radisson. Formerly known as Rupert House it was a popular gathering place for communities established in the

interior. Over the years it has also been called Fort Charles, Fort Rupert and Fort St- Jacques. It is also recognized as the homeland of the Nomad (Cree) hunters and trappers.



Eastmain



Location: Eastmain is on the south shore of the Eastmain River a little way inland from James Bay. It has had an airport for many years and has been served by Air Creebec since its inception.

History: Hudson's Bay Company set up its first permanent trading post called East Main House in 1723. It was a place where the aboriginals traded caribou pelts for birch bark which they used to make canoes. Hudson's Bay Company was first in the area

in 1690 and moved to several locations before establishing its permanent post.



Eastmain

Pronounced: East-main

Cree Meaning: Hudson's Bay Company referred to the entire eastern shore of James Bay and Hudson Bay as the "East Main." It is also known by its Cree name, Wapanoutauw, which means 'lands east of James Bay

Population: 550

Head offices: Cree Trappers

Association.



Wemindji

Pronounced: Wa-min-gee

Cree Meaning: Wemindji is from the Cree 'wiimin uchi', which means 'red ochre mountain.'

Population: 1,200

Head offices: Wemindji is the major community for mining, prospecting and diamond drilling in Eeyou Istchee.



Location: Wemindji is at the mouth of the Maquatua River on the east coast of James Bay. It is west of the James Bay Road and a 1,400 kilometre drive to the nearest major city, Montreal.

History: Wemindji was first established in 1951 on an island – known as Old Factory - about 25 kilometres south of the present location. The Crees of Wemindji call themselves 'lyiyuuch' which means 'the people.' In 2004

Wemindji was the first Cree community to have paved streets, sidewalks, curbs and gutters.

S



Chisasibi

Pronounced: Chas-ee-bee

Cree Meaning: Great

river.

Population: 4,000

Head offices: It is the new home of Cree Construction and Development Corporation and its catering and cleaning arm, Gestion ADC.

Location: Chisasibi is on the south shore of the la Grande River, less than 10 kilometres from the mouth of the river as it runs into James Bay. Chisasibi is at the northern end of the James Bay Road, about 900 kilometres from Val d'Or. Chisasibi is the largest of the nine Cree communities that are part of the Grand Council of the Crees and also part of the Municipality of James Bay – the largest municipality in the world at 350,000 square kilometers (135,136 square miles),

even though population is only 4,000.

History: The Crees have lived in this area for many centuries, but were nomadic. In 1803 the Hudson's Bay Company created Fort George, a trading post on the north shore of the la Grande River, near James Bay. It was relocated to an island in the mouth of the la Grande River in 1837 and the Crees abandoned their nomadic way of life and settled near the trading post on the island, known as Governor's Island, but later referred

to mainly as Fort George Island. When the James Bay hydro-electric project began in the mid-1970s upstream rivers were diverted into the la Grande River watershed, increasing its flow significantly, resulting in erosion of Fort George Island. The Fort George Relocation Corporation built a new community with 200 houses in 1981 and the village was relocated to the present location and renamed Chisasibi.

ALA DO NATION

Whapmagoostui

Pronounced: Wop-mack-stoo

Cree Meaning: Place of the

beluga.

Population: 700

Head offices: The Grand Chief of the Crees, Matthew Mukash, lives in Whapmagoostui.



Location: The most northerly of the Cree communities in Eeyou Istchee, Whapmagoostui is located at the mouth of the Great Whale River where James Bay ends and Hudson Bay begins. Whapmagoostui is the only Cree community that does not have road access to the south. The Inuit village of Kuujjuarapik (population 525) is next to Whapmagoostui. But both have their own Chief and Council, schools and municipal offices and

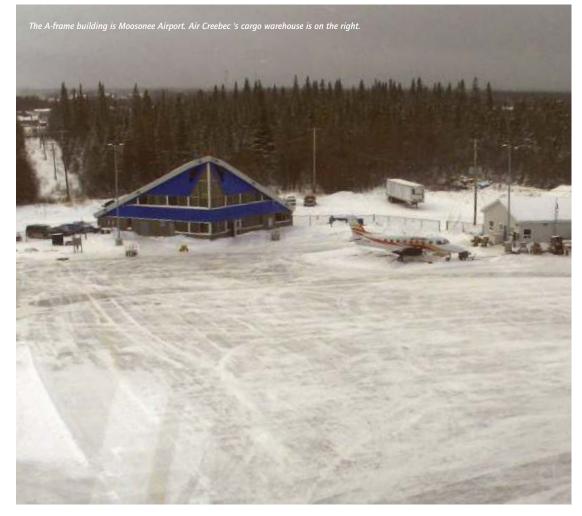
services. Besides Whapmagoostui and Kuujjuarapik (which means Small Great River in Inuktitut), the community is also known by its English name of Great Whale and its French name Post-de-la-baleine.

History: A permanent settlement was first created in 1955 when the federal government located a station on the Mid-Canada Defence Line. The first school was opened in 1958. For centuries the Crees had been coming

to the area to harvest beluga whale for their meat and oil which they carried inland to supplement their diet of caribou and fish in the winter. Hudson's Bay Company established trading posts at Great Whale from 1813-16 and 1856-69 and then continuously from 1878 for the commercial purpose of hunting beluga whale. It was in the late 19th century that a large number of Inuit hunters moved into the area.



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Location: On the Moose River, 12 miles south of James Bay. The townsite is in the Hudson Bay Lowlands, the largest wetland area on earth. Moosonee is led by a Mayor, not a Chief. It is across the Moose River from Moose Factory. Moosonee is also known as 'the Gateway to the Arctic.'

History: Moosonee was a fur trading post operated by Revillion Freres of Paris in 1903. Even though it is not connected to the Ontario road system, Moosonee is a transportation centre for the region. Since 1923 it has been served by Ontario Northland Railway from Cochrane and for many years the airport has

been the hub of passenger and cargo service to the James Bay communities of Fort Albany, Kashechewan, Attawapiskat and Peawanuck. Air Creebec operates a base at Moosonee Airport.



Moosonee

Pronounced: Moo-son-ee **Cree Meaning:**The name

Moosonee derives from
the Moose River and was
adapted from the Cree
words 'Moosoneek' which
means 'at the Moose.'

Population: 3,000





Fort Albany

Pronounced: Fort Ol-bonnie

Named after: A Hudson's Bay fort on the Albany river, established in 1679.

Population: 700

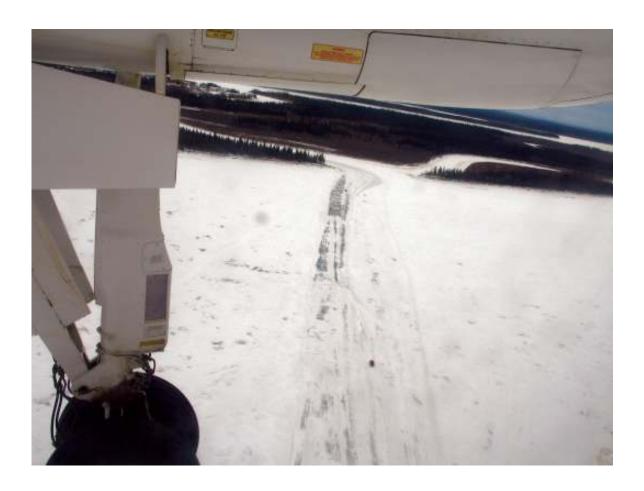


Location: On the southern shore of the Albany River and partly on Anderson's Island and Sinclair Island, where most of the community resides. Fort Albany is 450 kilometres north of Timmins and accessible only by air and a winter ice road which is 128 kilometres north-west of Moosonee.

History: Originally known as Old Fort Albany, it was established as a fur trading post by the Hudson's Bay Company in 1679. Until the 1970s, Fort Albany and Kashechewan shared the same Chief and Council. Fort Albany was the Catholic settlement and Kashechewan, the Anglican settlement. The communities are about 12 kilometres apart.

They are accessible by airplane year-round (a five-minute ride, the shortest scheduled air flight in the world), by canoe in the summer and by snowmobile and automobile for several weeks in the winter over the winter road, originally built in 1974 over the frozen muskeg with ice. It connects all the coastal communities in the winter.

cto



Location: On the Moose River, 13 miles south of James Bay and three miles across the Moose River from Moosonee on the mainland. The island is three miles long and two miles wide and covers 1,300 acres.

History: Moose Factory was the first English-speaking settlement in Ontario. Originally it was a fur-trading post set up by the

Hudson's Bay Company who built a fort there in the 1670s. The fort changed hands between the English and French a number of times until it was destroyed in 1696. Hudson's Bay Company rebuilt in 1730 and stayed in operation until 1987 when HBC was purchased by the North West Company which today operates a grocery and general goods store, as well as a convenience store with

a fast food outlet on the island. Most Crees on both sides of James Bay and Inuit from the eastern shores of Hudson Bay in Quebec were born in the hospital at Moose Factory. At one time it was the only hospital to serve the north. Moose Factory is the home of Jonathan Cheechoo, the leading scorer in the NHL in 2005-06 season, who plays for San Jose Sharks.



Moose Factory

Pronounced: Moose Factory

Origin of name: There are two thoughts about the unusual name. Both say that 'Moose' comes from its proximity to the Moose River, but one claims that 'Factory' was named after the officer in charge of the trading post who was called a 'factor' and the other thought is that it was named because there was a furniture factory on the island at one time.

Population: 2,700 (1,500 are members of Moose Cree First Nation), and around 1,000 are members of MoCreebec Council of the Cree who are attempting to obtain full status as members of the Grand Council of the Crees of Quebec.



MoCreebec (resides on Moose Factory Island)

Pronounced: Mo-Cree-bec

Population: 500 members live on Moose

Factory Island and Moosonee.



Location: On the Moose River, 13 miles south of James Bay and three miles across the Moose River from Moosonee on the mainland. The island is three miles long and two miles wide and covers 1,300 acres.

History: Historically, the people of MoCreebec have been in the Moosonee/Moose Factory area on the Moose River for many generations. The MoCreebec people speak with the Y dialect which is the same as the Crees on the eastern James Bay coast. MoCreebec has been organized as a chief and council for 27 years. MoCreebec is affiliated with the

Grand Council of the Crees and the Nishnawbe Aski Nation. It is currently in a legal fight to determine its eligibility to claim funds from the James Bay and Northern Quebec Agreement. MoCreebec stopped receiving funds in 1986 due to a clause that states if you live outside of the territory for 10 years you are not eligible to claim benefits.

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Location: Kashechewan is located on the northern shore of the Albany River, 10 kilometres upstream from James Bay and about 12 kilometres from Fort Albany. While it takes about five minutes by air to get between the two communities, it takes about one hour by boat.

History: Kashechewan has been evacuated a number of times due to flooding. The land is flat around Kashechewan and each spring ice floes jam the river, causing it to burst the banks of a five kilometre dyke around the community. A provincial government report suggested that the population should be relocated to either

Timmins or Smooth Rock Falls. Another suggestion was to move further upstream to higher ground. When the community voted on the matter they decided to stay in their present location. Kashechewan

Pronounced: Kash-esh-oo-wan

Cree Meaning: When the community of Kashechewan was formed, the people chose the name 'Keeshechewan' which means 'where the water flows fast.' However, when the sign arrived for the post office it was spelled Kashechewan. This became the official name of the community. It has no meaning in Cree.

Population: 1,561

Attawapiskat First Nation

Attawapiskat

Pronounced: Atta-wop-iss-cat **Origin of name:** Named after the river where it is located.

Population: 1,300



Location: Attawapiskat is an isolated community at the mouth of the Attawapiskat River that drains into James Bay.

History: The area has been the gathering place for Crees from along the James Bay coast for centuries. It was a camp that was visited every spring and summer when the fishing was great. In

the winter, families lived in other traditional gathering sites where they hunted and trapped. It was not until the 1950s that permanent housing started to replace the traditional tents and teepees.

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/ictor

Photo courtesy of De Beers Canada

This is the site of the Victor Project, west of Attawapiskat, where De Beers Canada's diamond mine is going into production in 2008. The airstrip, where Air Creebec lands daily with passenger and cargo charters through joint ventures with the Cree communities, is at the left in the middle of the photograph.

Weenusk First Nation



Peawanuck

Pronounced: Pee-waa-nuk

Cree Meaning: Flintstone. Ancestors used to collect flint stones in the area that they used for arrowheads and for starting fires.

Population: 266.



Sam Hunter, a Peawanuck entrepreneur took this photo on one of his many treks into Polar Bear Provincial Park where he guides visitors looking to get photographs of the polar bear on Hudson Bay, about 25 kilometres from Peawanuck - the jumping off spot for polar bear 'hunters' in Ontario. Polar Bear Provincial Park covers 16,000 square miles.

Location: Peawanuck is an isolated community served twice a week - Tuesday and Thursday - by Air Creebec from Timmins. Three days a week - Monday, Wednesday and Friday - Peawanuck is served by the Weeneebayko hospital charter provided by Air Creebec. Peawanuck is 324 air miles from Moosonee. It is interesting to note that while it is one of the most

northerly communities in Ontario - more than 1,700 kilometres north of Toronto - it is closer to Mexico than it is to the North Pole. It is located at the confluence of the Winisk and Shamattawa rivers.

History: Peawanuck is 32 miles inland from Weenusk First Nation's original settlement called Winisk. Winisk was situated at

the mouth of the Winisk River on Hudson Bay. It was a Mid-Canada Line radar site and was under the threat of flood each spring breakup. On Friday, May 16, 1986, a flood claimed two lives and the community of Winisk was moved upsteam to higher ground - and the community of Peawanuck was born.

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(2000) (2 When you handle seven million pounds of cargo every year it provides its challenges.

Not everything is packed in neat little cardboard boxes, easy to carry and stack.

One year Air Creebec, never a company to say 'no' took on a federal Department of Agriculture charter to fly llama and alpaca from Halifax

to Saint-Pierre and Miquelon, a French-owned group of islands in the Atlantic Ocean south of Newfoundland.

Air Creebec's ramp services manager in Timmins, Clayton Richard, always up for a challenge says, "Every day is unusual in cargo. That's what drew me to the job."

There was no manual for how to handle the llamas, so he went about taking the seats out of the Hawker-Siddeley 748 and covering the floor with straw. With the help of some Air Creebec employees he created a number of stalls in the airplane with rolls of plastic, so that the llamas would have a pleasant ride.

We don't know how the llamas liked the trip, but they all arrived safely. However, the pilots were not too happy – the llamas were not familiar with the small washrooms

in the airplanes. "I didn't think the pilots would ever forgive me," says Clayton. "When the plane came back to Timmins – and don't forget these pilots had to fly it all the way back from the east coast – we had to fumigate it. It was a terrible smell."

Another challenge is the crows at Timmins Airport. In the summer of 2007 there were problems with egg cartons arriving opened at the De Beers Victor Mine site.

"De Beers thought we had a rodent problem at our warehouse and wanted

to come down to train us on how to handle that kind of problem," said Clayton.

Clayton knew the problem was not on the ground, but in the air!

He invited De Beers officials to visit the cargo ramp and they were amazed at the ability of the crows to tackle boxes that were on the back of a truck waiting for a lift-truck to take them in to the warehouse.

"They sit on the fence and watch us work and do not bother us," says Clayton, "But in the few seconds it takes to drive the lift-truck into the warehouse and come out again, the crows have struck."

Their timing is perfect and their selection of boxes to attack with their beaks is always something they like. They don't waste their efforts on foodstuffs they can't enjoy, canned goods, or on boxes of non-foodstuffs.

The De Beers folks were satisfied that Air Creebec is doing everything it possibly can to move the foods without incident.

There really doesn't appear a way to cure it, short of building a warehouse big enough to accommodate a big 18-wheeler.

A system that makes the sound of guns going off at the airport is

meant to keep the runways free of birds, but it does not appear to scare the crows at all.

Occasionally, Clayton says he gets complaints about broken eggs from customers and that decorated birthday cakes have arrived upside-down. "Those are really unfortunate situations and very rare," says Clayton. "And, of course, they upset you because you know how important it is when you have a birthday and how young and old just love that birthday cake.



"If our birthday cake (in Timmins) gets damaged you can just go out and get another one from the supermarket," says Clayton, "but when you are in these Cree communities there is no place to go to get another cake – they have to wait until the next day when the airplane arrives again. Then it's too late. The party is over."

Few people are disgruntled with the service and everyone is happy with an Air Creebec policy that has been in effect as long as everyone can remember – and that is that everything must be delivered from the warehouse by Christmas Day.

"Our friends up the coast rely on us for their food and their Christmas gifts. If we don't get it there, it just doesn't get there."

So the cargo crews work overtime at Christmas putting in extra flights, just to get everything to its destination.

"It is not unusual for our 748 cargo plane to arrive home (in Timmins) at 9:30 p.m. Christmas Eve," says Clayton. "I feel good – and I know our pilots and crew feel good - when we know we have delivered everything so our friends in the north can enjoy Christmas."



The llamas settle down for their ride aboard the Air Creebec flight in the Maritimes



A faithful friend to Air Creebec

Lloyd Richards mixed his love for flying with his entrepreneurial passion and has created a huge business dealing with Cree needs.

Like Uncle Bill (Blahey) before him, Lloyd has enjoyed many years of business with the Cree communities on the Ontario side of James Bay and has been a faithful supporter of Air Creebec.

He started in 1966 with a \$600 Chevy truck. Today he owns more than 50 vehicles, including transporters, refrigeration trucks, moving trucks and vans. He has the Timmins market covered, owning most of the moving companies in the city.



Lloyd with Cochrane Airport terminal manager Gerry Courville.



Lloyd Richards loves to fly his own airplane and occasionally travels from Timmins to Cochrane to monitor the freight he ships daily to the James Bay coast from the airport and the train station in Cochrane.

Every day his vehicles arrive on the tarmac at Cochrane airport ready to have their loads moved into the 748 Hawker that flies north with vital food supplies to all the remote communities.

He got involved in aviation in 1979 when Jamie Deluce wanted a cargo component to Austin Airways. Lloyd jumped on the airplanes himself and soon had an agent in every place they landed right up the James Bay and Hudson Bay coast. Many of those agents still represent Lloyd.

Lloyd, forever looking for new ways to add to the revenue stream, saw ways to not only send loaded planes to the far north but also have them come back loaded, or at least carrying something that would help pay the costs.

By traveling with some of his flights – and through making relationships in the tiny communities that surround Hudson Bay – Lloyd soon had artists and artisans putting their works on the planes. Distributors in the south jumped at the chance to get original aboriginal works to sell, and a new niche business was created.

Lloyd also made arrangements to fly fresh cod and shrimp to Timmins when his business deals took him to Greenland. This was successful until the Canadian Department of Fisheries shut down the operation because the fish had not been approved by government inspectors.

But Lloyd's most enduring connection in the north has been his relationship with Air Creebec. His self-taught knowledge of the north, his hands-on approach to business, his understanding of the Cree and his ability to treat all shipments, large or small with the same care and concern, have made him the go-to person when individuals, families, service providers, businesses and Bands want shipments delivered.

3,470 planeloads of goods started with a box of oranges

All the Crees on the James Bay coast knew Bill Blahey simply as Uncle Bill.

To Air Creebec he was one of their best customers . . . sending tonnes of groceries to Cree communities over a 36-year period.

It all started in 1961 when a couple of teachers in one of the Cree communities casually lamented in a conversation with an Austin Airways pilot that they couldn't get fresh fruit in the community where they were working.

The pilot, Ray McLean mentioned it to Bill Blahey, the owner of Blahey's grocery store in downtown Timmins.

Bill sent along a case of oranges. They went quickly. He sent up a box of bananas, then fresh eggs. And a tremendous business was started.

By the time he retired in 1997, Bill had become well known in every community on the coast.

Uncle Bill shipped 3,470 planeloads of groceries. Between 2,000 and 3,000 pounds of food was included with every flight and he also sent along a lot of other merchandise. Nothing was too much trouble for Uncle Bill.

He used to get up in the middle of the night to prepare his goods for his friends along the coast. He personally handled a lot of the preparation and packing duties himself and was also involved in

loading the airplanes.

Nothing was too big or too small for Uncle Bill when it came to doing things for his Cree and Inuit friends.

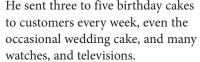
Over the years everyone knew him as 'Uncle Bill'. It was a name that he earned. He was like an uncle to everyone. He took care of many of their needs.

While he was a grocer, he did not supply only groceries.

> One time he and his wife, Evelyne, who worked with him for 47 years in his store, had to go shopping for a wedding ring for one of their customers.

On another occasion they had to purchase six black topcoats for a funeral.

He sent three to five birthday cakes to customers every week, even the watches, and televisions.



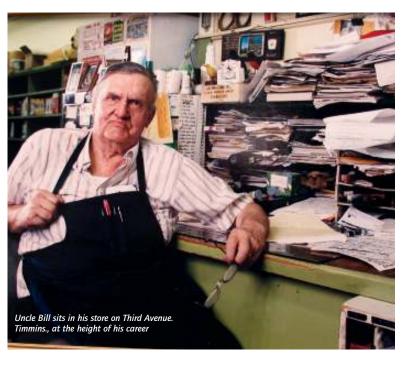
He often purchased pizza, Kentucky Fried Chicken and even Big Macs from McDonalds.

He was paid in cash. The money was given to the pilots in an envelope and they would place it in a box in the cockpit and fly back to Timmins.

Uncle Bill, who is now 87, lives in Timmins with his wife and loves to talk about his grocery business and particularly those years when he supplied goods to Crees and the Inuit people in the north.



RAY McLEAN



Uncle Bill . . . THEN and NOW







Air Creebec's success has been accelerated over the years by its ability to offer charter services.

While the regularly scheduled routes are the bread and butter of any airline, charter flights help the bottom line – and charter contracts provide a boost that enables the airline to grow.

After 9/ll when most airlines were parking airplanes and struggling to

entice passengers, Air Creebec President Albert Diamond challenged management to find new ways to do business.

They came up with the idea that more contracts were needed.

Since then a number of these kinds of charters are part of the Air Creebec business as the airline has taken advantage of the economic development taking place on both sides of James Bay.

There is a contract with SEBJ for daily flights from Montreal to Quebec, Baggotville and Val d'Dor taking passengers to Nemaska to work on the Hydro Quebec projects.



There was plenty of excitement on the ramp in Timmins when Air Creebec's first flight with joint venture partner, CreeWest, took off for the De Beers Victor Project construction site in 2006.

On the Ontario side there is a joint venture with CreeWest, a group representing the First Nation communities of Fort Albany, Kashechewan, Attawapiskat and Peawanuck, flying workers five days a week to and from the De Beers Victor Mine site from Timmins and Thunder Bay. Another airplane flies five days a week from Moosonee to the Victor project, stopping at Fort Albany, Kashechewan, and Attawapiskat.

There is also a cargo joint venture with Attawapiskat Resources with a 748 Hawker flying food and materials to the mine site at least twice a week.

A staple of the contract charters for Air Creebec has been Weeneebayko Health Ahtuskaywin. Weeneebayko is Cree meaning 'of the two bays' and Ahtuskaywin means 'authority, board or council.'

Air Creebec provides a charter service for patients to travel to and from their community to the hospital in Moose Factory or Hotel Dieu Hospital

> in Kingston. The Beech 1900D travels three a days to and from Kingston to all the communities and the Embraer 110 flies twice a week from Moosonee to the communities.

> Every second week Air Creebec works with a group called Business Wings to take workers into the Red Lake Mine with a Dash 8.

There are cargo charters five days a week to take food and furniture and others goods for the North West Company. These cargo flights originate in Moosonee and Cochrane after Cochrane Town Council made arrangements for Air Creebec to fly from its municipal airport a few years ago.

Air Creebec also has an

airplane configured to haul gasoline or diesel fuel into Attawapiskat and Peawanuck twice a week and in the past also flew fuel to Fort Albany and Kashechewan.

Other contract charters include a weekly provincial court charter to the Inuit communities in northern Quebec. Lawyers, judges and Crown prosecutors, as well as police, usually fill a Dash 8.

Another contract with the Quebec provincial government is a medevac operation with a King Air permanently dedicated to this service.

In the past, contract charters were also enjoyed with Canada Post, delivering parcels and mail, and with the Catholic school board in Timmins when special needs children were flown out each week to attend school in Ottawa.



and boards of the Cree Regional Authority are regular charter users with Air Creebec. Deputy Grand Chief Ashley Iserhoff arrives in Chisasibi with his family and Grand Chief Matthew Mukash's wife and family for the inauguration of the new Grand Chief in 2005. Standing in the front is Saige Mukash and Jade Mukash. From left, Lillian Pitawanikwat, a friend of Ashley's family from Manitoulin Island, two-year-old Rain Iserhoff, held by Ashley's father, Matthew Iserhoff Sr., Ashley, Ashley's mom, Annie N. Iserhoff, his aunt Julie Iserhoff, and Natazia Mukash-Iserhoff. Standing on the steps of the airplane are Pakesso Mukash and Danielle Mukash, the Grand Chief's wife.

Captain on the flight to the inauguration of the new Grand Chief in Chisasibi
was Cree pilot, Willard Petagumskum. Laughing with him as they talk to another
was Cree pilot, Willard Petagumskum, Director of Child and Family Services for
passenger is Tina Petawabano, of Mistissini, Director of Child and Family Services
Cree Regional Authority.

charters

Fires, floods and funerals

Porest fires, floods and funerals are regular charters with Air Creebec.

The Ontario and Quebec governments use Air Creebec to transport fire fighters during the summer season to forest fires all over the country.

Mother Nature also causes problems when flood waters inundate some of the communities. Kashechewan has been evacuated several times in recent years and is in the process of trying to find a permanent solution to the problem. Flooding has also affected Fort Albany, on the other side of the Albany River, in the past, and it got so bad in Winisk that the community was relocated about 30 miles upriver from the James Bay coast and is now known as Peawanuck. There have also



Hundreds of youngsters like these are benefitting from the sports camps that Cree Health Board has been staging the past few years. Gord Hudson has been inviting sports stars from the NBA, the NHL and the CFL to put on clinics and talk to the children about the benefits of leading a drug-free life. Gord uses Air Creebec to fly in the stars from Toronto,

Ottawa and Montreal. Air Creebec is also one of the sponsors of these sports camps. From left, at Mistissini in 2006 are: Adrian Coonishish, Sebastian Coon Come, Synee Coonishish and Jonathon Petawabano.

been evacuations from Attawapiskat, due to flooding, in the past.

And while there was water, water everywhere in Kashechewan there wasn't any water to drink, so Air Creebec flew in many planeloads of bottled water.

Charters are organized to get mourners to funerals because there are no roads between the Cree communities in Ontario, and a charter allows

more people to attend a funeral and travel home again afterwards.

Cree School Board, Cree Health Board and the Grand Council of the Crees are regular charter users in Quebec, flying administrators and board members to meetings and special events.

Charters are also used to get students to school and to special events like the annual regional science fair, public speaking contest, art shows, and sports tournaments and games.

Christmas shoppers on the Ontario side also organize eight to 10 charter planes a year to Timmins to purchase gifts and then fly them home again.

Santa Claus has also been on charters when Timmins businessmen took gifts to several communities.

When Shania Twain took her world tour into her hometown of Timmins more than 15,000 packed into the downtown Hollinger Park – and an Air Creebec charter made sure more than a dozen contest winners from Cornwall, Ontario, got to the show on time.

In the past there have been bingo charters to Attawapiskat for fundraising for the construction of the Reg Louttit Arena.

Several charters took coastal Crees to the casino in Sault Ste. Marie.

Hockey fans used to make an annual trip from Timmins to see the Montreal Canadiens, usually on a weekend when the Canadiens played two home games.

Skiers have chartered Air Creebec to fly them to Jay Peak in Vermont . . . Brinks guards used to fly aboard a charter to and from a mine . . . the Mushkegowuk Council uses Air Creebec to transport administration and chiefs to the annual assembly . . .

and Creefest, which is held in a different Ontario community each year, always uses Air Creebec charters to get entertainers, guests, participants and sound equipment to the weeklong traditional funfest.

Years ago, before 9/11, Air Creebec used to fly charters into the U.S. Oshkosh Air Show was one place visited and a planeload of country



Air Creebec was a major sponsor and the charter airline for a group called On The Tip of the Toes Foundation that improves the lives of teenagers living with cancer. The group, with youngsters from hospitals in Toronto, Montreal and Ottawa, flew into Cree territory and rode snow machines from Moose Factory to Waskaqanish, about 200 kilometres, on some of the coldest days of the winter of

2004. Their leader, general manager Annick Dufresne, on the right, was named the Most Dynamic Woman in Canada in 2006 in awards organized by the French fragrance company, Clarins and Chatelaine managine

and western fans went to the Grand Ole Opry in Nashville.

And when the 748 Hawker, now used exclusively for cargo, was still flying passengers, goose hunters and caribou hunters were taken from Montreal, Toronto and Timmins to favourite spots in northern Ontario and northern Ouebec.



Eastmain-1 Powerhouse under construction

Air Creebec has an impressive on-time record with its SEBJ contract.

Ninety-seven per cent of the time its flights are leaving on-time from Montreal.

Impressive when you consider that the figures are based on more than 500 flights a year for almost five years!

The figures were released by Denis Lalonde, Manager of Transport, Corporate Services and Asset Management for SEBJ (Societe d'energie de la Baie James) the group that is constructing the huge hydroelectric project on the Rupert River near Nemaska.

Denis points out that Air Creebec has been flying workers from Montreal, Baggotville, Quebec City, and Val d'Or to the job site since the spring of 2002. "The 97 per cent on-time figure represents departure time from Montreal.

"When you leave on time from the start you stand a much better chance of being on time the rest of the way," said Denis, who added that the on-time departure when taking in departures from all airports during the trips is 90 per cent efficiency.

And this is based on total travel now of more than 16,500 kilometres a week and close to one million kilometres a year – that's like making more than 30 trips around the world and represents more than three one-way flights to the moon.

And according to Denis, SEBJ is nowhere near its peak for these flights – that won't come until 2009 and will then last for almost two years.

Then, he says, besides the Dash 8-300 that is used now to fly twice a day – sometimes three times a day – six days a week, from Montreal to

Nemaska, SEBJ will be using a least one more Dash 8. "We may even need two Dash 8-100s when we are at the peak," says Denis.

By the time the job ends in 2012, Air Creebec will have flown more than 300,000 passengers to and from the job site.

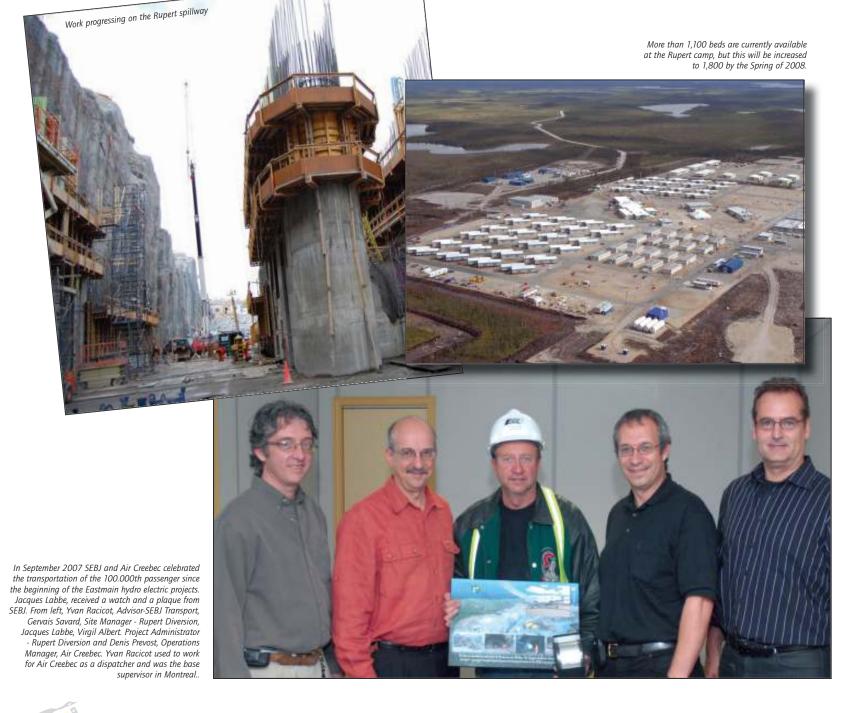
Currently around 35,000 passengers are on the charters each year.

Air Creebec is also getting good comments about the meals served on the SEBJ flights.

"Many of our passengers travel all over the world and use the big commercial airlines, but they are telling us that the meals on Air Creebec flights are much better than those on trans-Atlantic flights," says Denis.

"We are proud when we hear comments like this, and Air Creebec should be proud, too," says Denis.

S F B



CreeWest's joint venture with Air Creebec appears to be a big success.

CreeWest is a company created by the First Nation communities of Attawapiskat, Kashechewan, Fort Albany and Peawanuck, to offer passenger air service to the De Beers Victor Mine site west of Attawapiskat.

The communities began looking for ways to benefit from the De Beers project in 2004. They went to Wakenagan, the development company based in Moose Factory that helps Cree businesses with funding needs,

Leonard Rickard-Louttit was at Wakenagan at the time and helped with the early funding requirements of CreeWest. As the company began to proceed it needed a full-time person to

Our Ancestors are **GOLD**

CreeWest placed

the advertisement

at the right to announce that the Ontario Crees

were prepared to

change the way they have lived for

the past 10,000 years, but were not

intending to give up their traditional

way of life entirely.

Our future is **DIAMONDS**

The CreeWest board of directors and First Nations shareholders with Air Creebec President Albert Diamond. From left, Agathe Nakogee, Fort Albany Chief Andrew Solomon, CreeWest CEO Leonard Rickard-Louttit, Attawapiskat Chief Theresa Hall, Dorothy Hookimaw, Albert Diamond, Kashechewan Chief Jonathan Solomon, and CreeWest chairman Luke Hunter.

guide it and Leonard became the Chief Executive Officer.

Air Creebec is not the only joint venture that CreeWest has, "but it is the cornerstone" says Leonard.

"The first nation communities along the James Bay coast in Ontario have wanted to have a stake in aviation for some time," says Leonard. "This was the right time and Air Creebec was the ideal partner."

Leonard said the joint venture was made easier because it was Cree dealing with Cree.

"Right from the start, Albert (Diamond, President of Air Creebec) was able to appreciate where we were coming from because we are both Cree," said Leonard.

Also, Albert had gone through the same thing in the 1970s that we are going through now," said Leonard, alluding to the James Bay hydro electric project in the northern Cree communities in Quebec.

Attawapiskat Chief Mike Carpenter signs the agreement in December 2005 to form the partnership between Air Creebec and the James Bay Cree communities which created CreeWest. The partnership involves Air Creebec flying workers daily to the diamond mine construction site. From left is Anne-Marie Farrington, Marketing Manager for Air Creebec, Kashechewan Chief Leo Friday, Jeremy Wyeth, Vice-President of the De Beers Victor Project, Leonard Rickard-Louttit, representing the First Nations partners in CreeWest and Fort Albany Chief Mike Metatawabin. Chief Carpenter is holding a huge fake diamond. He carried it everywhere and called himself 'the King of Diamonds.'



Albert Diamond with Keitha Robson, manager of Timmins and District Chamber of Commerce and Leonard Rickard-Louttit, CEO of CreeWest, at an economic conference in Timmins. Keitha was a counter agent for Air Creebec at Timmins Airport before she moved to the chamber of commerce.

"We were sitting at the table with other Crees who had been through what we were about the experience," said Leonard. "I am not sure that there would have been any other business – and certainly no other airline in the world – that would have been able to help us like Air Creebec."

He says that this joint venture with Air Creebec has put

He says that this joint venture with Air Creebec has put CreeWest in a good position and the First Nation communities involved now feel better equipped and prepared to deal with future De Beers-type projects in northern Ontario. "There are other projects on the horizon, huge projects for hydro electric development on the Ontario side. And there will be other mines. I feel confident that we will be able to work better deals in the future.

"The Crees in Quebec made their first agreements in the 1970s, so they have had more than 30 years experience. I am just so thankful that our friends from Quebec, and particularly Albert (Diamond) at this time, have been willing to steer us in the right direction," said Leonard.

Air Creebec 'enormous benefit' to Attawapiskat

Attawapiskat Resources Inc., or ARI as it is known, is an Attawapiskat Band-owned company that is mandated to look after the business interests of the community, arising as a result of the successfully negotiated Impact Benefits Agreement (IBA) signed between Attawapiskat First Nation and De Beers Canada. ARI is the general partner of Attawapiskat Limited Partnership (ALP). ALP and ARI were both created upon successful negotiation of the IBA by the Attawapiskat First Nation.

A section of the IBA focuses on the creation of business opportunities for the Attawapiskat First Nation. One of ARI's most important roles is to ensure the community capitalizes on these opportunities. Success is based upon business, employment, and training targets which extend to all Attawapiskat Band members.

One method used to take advantage of the business opportunities has been the creation of Joint Ventures (JV) between ARI and various business partners. ARI goes through a thorough due diligence process to find safety conscious, customer

service driven, culturally sensitive, successful business partners to deliver a vast array of services currently being delivered at the Victor Site.

Currently ARI has JV's with companies at the Victor camp delivering many of the services. ARI's joint venture partners include ACMS, ESS, Heli Transport Inc. Air Creebec, SRQ, SecureCheck, Medic North, North American, and Industrial Systems.

ARI strives to bring value and benefit to its JV partners and to De Beers. ARI endeavors to take this opportunity to develop a sustainable business model that will continue to bring benefits to the Attawapiskat First Nation long after the Victor mine has run its successful course. ARI, along with it's JV partners, also hope to create a blueprint for success.



Leonard Rickard-Louttit, CreeWest CEO, with Albalina Metatawabin, of De Beers, Air Creebec's Eva Metatawabin, and Joe Gaboury, CEO of Attawapiskat Resources Inc., at the Nishnawbe Aski Nation Business Awards in Timmins in 2006.

ARI views the Victor project as the foundation to an economic model that will grow and bring benefit to Attawapiskat and other coastal communities. Success depends on the positive relationships developed and the strength of ARI's partners, and to date, these partners have delivered.

The JV that stands out the most for ARI is the one we have with Air Creebec. The ARI/Air Creebec JV was formed to provide heavy freight air services to De Beers Canada at the Victor Mine site. Due to winter road conditions in the first year of construction, De Beers Canada re-evaluated the logistical challenges of moving all the freight to the Victor Site (located 90 kilometers west of the community of Attawapiskat) and moved forward with a plan to expedite the

shipment of construction materials with hopes of moving up the start of production by six months. To do this a heavy air freight campaign was considered. ARI was asked to find a potential partner to create a JV who could provide this service. If ARI was successful in finding a partner, De Beers was willing to accept a proposal to perform this service. ARI commenced its search for a partner and looked no further than Air Creebec. Air Creebec had already established itself as a reliable service provider to De Beers and specifically the Victor site. As well, Air Creebec already had a JV in place with a company called CreeWest to provide light freight and passenger service to the Victor camp. CreeWest is a regional JV shared and managed on behalf of four Mushkegowuk communities.

Another factor for choosing Air Creebec was that it was a Cree owned company operating out of Val d'Or, Quebec. Being a Cree owned company with a proven track record made the choice of this partner quite easy. Other attributes that Air Creebec brings to the JV is 25 years of air service to the Cree communities on the east and west shores of James Bay.

The JV has been in existence for over one year and has enjoyed success to date. The parties were successful in structuring an agreement, and then securing the heavy freight contract with De Beers Canada. The first year of the contract was very busy, as De Beers challenged the JV to deliver over 1,000 loads of heavy freight to the Victor site. The JV delivered the materials on time and without any safety incidents.

From the business perspective, working with Air Creebec has been an enormous benefit to ARI and Attawapiskat. Being a 100% First Nation (and Cree) JV has been very beneficial. Air Creebec has the business experience and expertise to know what it takes to survive and thrive. This business mentality has been transferred to ARI and given ARI the confidence to succeed not only with this JV but with all our others as well.

Air Creebec with its experience has provided the confidence and led by example when it comes to being a successful First Nation and Cree business. They have "been there, done that" so to speak, and are more than happy to transfer that confidence and experience to ARI. Air Creebec, along with its other affiliated Cree companies operating on the east coast of James Bay, has been a very good partner to date and are a big reason for not only the success of the ARI/Air Creebec JV, but also for other business successes experienced to date within ARI and the Attawapiskat First Nation.

Air Creebec and ARI work well together

Achievement in business - Services include heavy air freight services to the Victor Mine. The market at present consists of one customer, De Beers Canada, with the opportunity to expand to other potential customers should the market develop. Customer Service is of the utmost importance and the JV has reacted to the needs of the customer by arranging all flights when requested and being flexible in the timing of the flights. Air Creebec and by extension the ARI/ Air Creebec JV employs First Nation pilots. Air Creebec provides the management of the JV through our agreement. Financial performance to date has been exceptional due to volume of work and control of costs.

Commitment to community – Both companies independently and together contribute a great deal to the community of Attawapiskat. This is done through donations to various cultural and/or recreation events within Attawapiskat. ARI held a community feast this fall, and the JV contributed by providing freight services to deliver the food to the community at a reduced cost. Air Creebec has made contributions to all coastal communities for various, sporting, recreation, and cultural events.

Commitment to personal development – Board of director training was conducted for all the members of ARI board. Air Creebec has mentored the CEO of ARI and assisted in the development of the CEO, with specific details on how to operate a Cree owned company. Air Creebec provides extensive training and personnel development to all its employees and thus to all the employees operating the JV.

Ethical Business Practice – Ethical business practice is the cornerstone to any successful enterprise. ARI conducted a thorough due diligence process prior to approaching Air Creebec to form a JV. Safety records, financial performance, and customer service were all part of the due diligence process. Air Creebec's 25 years of service was also a determining factor in the selection of a JV. Also, as previously mentioned, Air Creebec is a 100% Cree owned company.

- Written by Joe Gaboury, CEO of ARI.

-300 ash



Capacity: 46 passengers Cargo and freight Transport Length: 84 ft 3 in (25.7 m) Wingspan: 90 ft 0 in (27.4 m) Height: 24 ft 7 in (7.5 m) Cruise speed: 330 mph MAXIMUM PAYLOAD:

- 46 passengers
- 3,100 pounds of checked baggage, cabin baggage and freight.
- Range 470 miles (572 kilometres) in 1 hour 35 minutes

MAXIMUM PAYLOAD RANGE:

- 21 passengers
- 1,365 pounds of checked baggage, cabin baggage and freight
- Range: 1,840 miles (2,944 kilometres) in 6 hours 15 minutes.















ash



Capacity: 29 passengers

Passenger Transport Length: 73 ft 0 in (22.3 m) Wingspan: 85 ft 0 in (25.9 m) Height: 24 ft 7 in (7.5 m) Cruise speed: 305 mph

MAXIMUM PAYLOAD:

- 29 passengers
- 2,400 pounds of checked baggage, cabin baggage and freight.
- Range 500 miles (800 kilometres) in 1 hour 40 minutes

MAXIMUM PAYLOAD RANGE:

- 25 passengers
- 1,250 pounds of checked baggage, cabin baggage and freight.
- Range: 990 miles (1.584 kilometres) in 3 hours 20 minutes.

MAXIMUM PAYLOAD:

- 37 passengers
- 755 pounds of checked baggage, cabin baggage and freight.
- Range 500 miles (800 kilometres) in 1 hour 40 minutes

MAXIMUM PAYLOAD RANGE:

- 28 passengers
- 560 pounds of checked baggage, cabin baggage and freight.
- Range: 990 miles (1.584 kilometres) in 3 hours 20 minutes.



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Hawker-Siddeley 748 Series 2A Cargo and freight Transport Length: 67 ft 0 in (20.42 m) Wingspan: 102 ft 5.5 in (31.23 m) Height: 24 ft 10 in (7.57 m) Cruise speed: 281 mph

MAXIMUM PAYLOAD:

- 12,900 pounds
- Range: 460 miles (800 kilometres) in 1 hour 45 minutes.

MAXIMUM PAYLOAD RANGE:

- 9,400 pounds
- Range: 960 miles (1,536 kilometres) in 3 hours 40 minutes.









Capacity: 12 passengers Passenger Transport Length: 49 ft 7 in (15.1 m) Wingspan: 50 ft 3 in (15.4 m) Height: 16 ft 2 in (4.9 m) Cruise speed: 212 mph MAXIMUM PAYLOAD RANGE:

- -15 passengers
- -100 pounds of checked baggage, cabin baggage and freight.
- -Range: 750 miles (1,200 kilometres) in 3 hours 20 minutes.





Beechcraft 1900D Capacity: 18 passengers Passenger Transport Length: 57 ft 10 in (17.63 m) Wingspan: 58 ft 0 in (17.67 m) Height: 15 ft 6 in (4.72 m) Maximum speed: 285 mph MAXIMUM PAYLOAD:

- 18 passengers
- 637 pounds of checked baggage, cabin baggage and freight.
- Range 268 miles (439 kilometres) in 50 minutes

MAXIMUM PAYLOAD RANGE: 7 (seven) passengers 303 pounds of checked baggage, cabin baggage and freight. Range: 1,072 miles (1,717 kilometres) in 3 hours 20 minutes.



















Beechcraft King Air 100

Capacity: 8 passengers Passenger Transport Length: 39 ft 11 in (12.7 m) Wingspan: 45 ft 11 in (14.0 m) Height: 15 ft 5 in (4.7 m) Maximum speed: 307 mph.

MAXIMUM PAYLOAD:

- 8 (eight) passengers
- 350 pounds of checked baggage, cabin baggage and freight.
- Range: 600 miles (960 kilometres) in 2 hours 20 minutes.

MAXIMUM PAYLOAD RANGE:

- 2 (two) passengers
- 350 pounds of checked baggage, cabin baggage and freight.
- Range: 1,120 miles (1,792 kilometres) in 4 hours 25 minutes.

MAXIMUM PAYLOAD RANGE:

- 3 (three) passengers
- 299 pounds of checked baggage, cabin baggage and freight.
- Range: 1,120 miles (1,792 kilometres) in 4 hours 25 minutes.

MAXIMUM PAYLOAD RANGE:

- 4 (four) passengers
- 109 pounds of checked baggage, cabin baggage and freight.
- Range: 1,120 miles (1,792 kilometres) in 4 hours 25 minutes.



Medevac

AACAN AA'TITEGE NYTH CABIN SIGN START BRT BOTH

Beechcraft King Air 100 Medical Transport

Length: 39 ft 11 in (12.7 m) Wingspan: 45 ft 11 in (14.0 m) Height: 15 ft 5 in (4.7 m) Maximum speed: 307 mph.

MAXIMUM PAYLOAD:

- 1 (one) patient with 1 (one) medical attendant and 1 (one) or 2 (two) additional companions
- 350 pounds of baggage and medical equipment.
- Range: 840 miles (1,345 kilometres) in 3 hours 20 minutes.

MAXIMUM PAYLOAD RANGE:

- 1 (one) patient with 1 (one) medical attendant and 1 (one) additional companions
- 182 pounds of baggage and medical equipment.
- Range: 1,120 miles (1,792 kilometres) in 4 hours 25 minutes.

AIR CREEBEC 25TH ANNIVERSARY

112









Favourites Past Fleet



King Air 200



Cessna 402







Dash 8-100

HS 748



board

Many famous people have flown Air Creebec.

World champions, Olympic medalists, NHL and NBA stars, Premiers and politicians, educators, entertainers, business leaders and national sports heroes are among those who have travelled on Air Creebec.

Most were flying as guests of groups, and were traveling into communities to coach or motivate the young people.

Others came to meet Cree leaders and the politicians usually fly Air Creebec at election time so they can reach Cree voters.

Usually, Air Creebec is delighted to carry these celebrities, but one famous professional wrestling group who used Air Creebec to fly its wrestlers to several dates in the maritimes, won't likely be welcomed again because they continued their stage

performance and personna on the Air Creebec flight.

But the good times far outweigh the bad. In fact, Air Creebec officials can't remember any other time when celebrities acted obnoxiously.

They are usually happy flights enjoyed by the crew and the other passengers, who take advantage of the short stopovers to speak with the celebrities and get their autograph.



Former Toronto Maple Leafs captain Rick Vaive, now a commentator with Leafs TV, with Air Creebec flight attendant Marina Lebrun. Both were on their way to making presentations at career fairs in Moosonee and Moose Factory.



An astronaut lands in Chisasibi

Canada's first female astronaut Roberta Bondar was the guest at Quebec's Third Aboriginal Science Fair in Chisasibi in 2003. She flew on Air Creebec's King Air from Pearson Airport in Toronto and met up with several of her old school friends from Sault Ste. Marie, including L. George Pachanos, below, President of Chee Bee Construction and formerly a member of the Air Creebec Board of Directors.. Roberta said the last time she 'visited' the area was when she was aboard the space shuttle Discovery in 1992. "Seeing the land from so far away, however, robbed me of the experiences of seeing the people who live here."



Roberta signed many autographs for the children, and was a big hit when she visited each classroom in Chisasibi. In one room nine-yearold Alexander MacDonald asked her if astronauts were diapers in space. She said they do for blast off and for the return to earth, but not while in space. She explained that astronauts lie on their backs, suited up for about seven hours from their last pit stop on earth until they can take off their suits and helmets and relax in space. "It's difficult to hold it," she said, describing the pressure on the bodyspecifically the kidneys - at blast off as like having a 300-pound man sitting on you. Grade 2 students had 50 questions posted around their classroom. Roberta did a lot of mingling in Chisasibi and the kids loved it. Here she is posing for pictures with Patrick Capissisit-Lacroix and Caleb Gull-Wapachee of Ouje-Bougoumou and Petra and Lily Lokhorst of Chisasibi.



There was a colourful welcome for Roberta at Chisasibi Airport. In the welcoming party were elders Lily and Charles Pepabano. Lily wore the colourful traditional Cree dress that her mother had treasured until her death at age 97. Air Creebec agent, Peter Wasipabano is on the left.

Roberta is on stage with elders Lily and Charles Pepabano, in traditional dress and William Ratt, With the drum. Dr. Darlene Kitty, the first Cree female medical doctor, is on the right. Roberta captured the attention of everyone at the closing banquet when she referred to Chikapash, who, Cree legend says, went to the moon many years ago - long before U.S. astronaut Neil Armstrong in 1969. The legend, still passed down from generation to generation, tells of Chikapash, a Jack-in-the-Beanstalk character who walked on the moon.

FROM SNOW TO SUN MOOSE FACTORY TEEN DRAFTED BY THE SAN JOSE SHARKS

Moose Factory has yet another claim to fame. It is now home to a National Hockey League player. Jonathan Cheechoo, a right winger with Ontario Hockey League's Belleville Bulls, was picked by the San Jose Sharks in the NHL draft in June.

For Cheechoo, who just turned 18 on July 15, it is the culmination of a 16-year journey that started on a backyard rink created by his father. And even back then, the talented forward had his eye on the NHL.

"I think so. Definitely, I always had it in my mind. I think every kid dreams of it,"

"I really got serious when I got older, wanting to make that goal a reality."

The right-winger was drafted 29th overall, the second player picked in the second round of the draft. He turned heads during his first OHL season, amassing 76 points - 31 goals and 45 assists – in 64 games, and winning MVP for the Don Cherry team in the league's top 40 prospects game.

"I think I had a really good year with Belleville. I think I finished second in the league in rookie scoring," Cheechoo said. It will be a challenge for Cheechoo to crack the San

Jonathan Cheechoo

Jose lineup first try, but then again, the Moose Factory resident is accustomed to challenges.

He has been an underage player in pretty much every team he has played on, since joined the Triple A bantams in Timmins at the

age of 14.

"I just usually have a little adjustment period, but I usually pick everything up and get going," Cheechoo said. It is possible he will crack the Sharks' line up first try this fall. The right wing positions on the third and fourth lines are "wide open", he said.

"I definitely have a shot at making it, I have to see," he said. It will also be an adjustment, moving from the James Bay area all the

way south to San Jose.

"It's going to be a change, I think. I'm

going to have to get used to no snow."

If he does not crack the line up this time, he will likely sent back to Belleville for another year of junior. Playing one more year of junior is not Cheechoo's preference, but it is

something he can live with.

"I guess I'd make the best of it and work really hard to get back to San Jose."

Jonathan Cheechoo on the cover of Destinations magazine with Air Creebec pilot Terry Jones-McLeod. The photo was taken by Bob Bouchard, Air Creebec's manager of quality, safety, security and the environment. Air Creebec's Marketina Manager Anne-Marie Farrinaton received a call savina the Air Canada Jazz flight from Toronto was going to be arriving late and a request was made to hold the Air Creebec flight to Moosonee for a few minutes so that Jonathan Cheechoo would be able to travel to an event in his home community of Moose Factory. Jonathan thanked Air Creebec for holding the flight and

cheerfully posed for this picture with the flight crew.

Air Creebec was following the career of Jonathan Cheechoo even before he hit the NHL. These stories are from past issues of Air Creebec's Destinations magazine.

You can't get a ticket on a flight south when Jonathan plays in Montreal, Ottawa and Toronto. Unfortunately, his team the San Jose Sharks have not played in these Canadian cities for the past two seasons.

He has not been back to his home town of Moose Factory since he won the NHL goal scoring title in the 2005-06 season. When he does return Moose Cree band is ready to rename a street on Moose Factory Island in his honour.



Jonathon Cheechoo's early goal

As a little boy in grade school, Jonathon Cheechoo set himself a goal.

He would be playing in the National Hockey League by the year 2002.

He was reminded of that goal when he was the keynote speaker at the community feast attended by 650 in Moose Factory during the Gathering of Our People 2003.

Moose Cree First Nation Deputy Chief Charlie Cheechoo read an essay written by Jonathon many years ago when he set the goal to play in the NHL by 2002.

Jonathon, a right-winger, made his NHL debut October 10, 2002 for the San Jose Sharks against Detroit and scored his first NHL goal October 24, at Nashville.

Twenty-three-year-old Jonathon, who scored nine goals and had seven assists with San Jose in 66 games last season and who has just signed a new deal with the Sharks, aimed his remarks at the youth, encouraging them to "work hard" and "set goals" and "never give up on your dreams."



Janathan Cheechoo with Air Creebec pilot Terry Janes-McLead and flight attendant Noella Lefebvre. (Photo by Bob Bauchard)

A role model for aboriginal people across Canada, Jonathon, chosen by San Jose in the second round (29th overall) in the 1998 NHL entry draft, gets many invitations to speak and visit communities in all provinces. His homecoming to Moose Factory was no different – most of the communities represented at the Gathering, including the Inuit people, all gave him an open invitation to travel to their community and speak to their youth.

The Gathering has become a event where annual community awards are handed out to Moose Factory residents. In 2001 tribute was paid to the past Chiefs and war veterans, and last year the theme was to recognize youth leaders and community volunteers.

This year those honoured included heroes as well as youth, volunteers and athletes. The winners were Greg Rickard (youth), Daisy Turner (elder) and John Delaney (community volunteer).

Eighteen people were recognized for their heroic efforts during the year, many of them had saved people from potential drowning. Also, the local Search and Rescue team was recognized for their tireless work during what is known as the James Bay Tragedy of 1999 when eight people drowned.

His dream is still alive





Toronto Raptor P.J.
Tucker wears a pair of
gloves he received as a
gift from the Crees for
taking time to be at the
Mistissini basketball/
literacy camp. in 2006.
P.J. is with Gordon
Blackned, Chairman of
Cree School Board.



Former star of Kashtin, Claude McKenzie, in the red shirt, with Ted Moses at a special event in Eastmain to thank the former Grand Chief for more than 30 years of public service. The snow shoes were a gift from the people of Eastmain.

Well known Aboriginal actors Glenn Gould, Dakota House and Nathaniel Arcand, and filmmaker Shirley Cheechoo, at the Air Creebec counter in Timmins with agent Eva Metatawabin. They were on their way to an annual week-long film festival in Moose Factory which Air Creebec helps to sponsor.



Safety

In trying to explain our corporate safety policy, I think it is a good idea to go back to the reasons why the Crees of Northern Quebec decided to invest in an airline.

At that time, the air transport service to their communities was through charters and very costly. The leadership of the Cree Nation felt that if they could have some say on the transport services, it could lead to improving the quality of life of their people by making sure that there was a good air transport network that connected their communities and to points south where they had to convene their meetings.

In the early years, the majority of the passengers were the Cree people and the freight and cargo that had to be transported was for the benefit of the Cree communities.

With the ownership structure of Air Creebec, it is the Cree people who are the shareholders of the company.

There is also a Cree traditional value to look out for each other and to care for each other. My

father used to tell me stories of how the Crees would visit each other at their hunting camps – or on their trap lines - just to check on each other. And they did it even if it meant traveling for over a day by dog team or by snowshoes.

It was therefore very easy for the Board of Directors who were, and still are, Cree individuals, to make safety a priority.

To this day, the majority of our passengers are still the Cree individuals who work for their communities, their organizations and their companies. And the freight and cargo that we transport is still

for the benefit of the Cree people. It is also true that there are substantial numbers of non-Native passengers, but everything that we do as a company is extended to them, on the same basis as those that are Cree.

In having safety as a priority, the Board of Directors of Air Creebec essentially took the position that we are flying our people and for our people and that we must do everything in our power to ensure their safety. We must ensure that we get them to their destinations so that they can do their business on behalf of their people and then get them home safely.

It is our responsibility as a company that we think the same way as our Shareholders, who are represented by our Board of Directors and that safety be foremost on our minds as we manage the operations of Air Creebec.

This is the way it has been and this is the way it must be.

This is why I fully support and respect our ISMS Program and all of the policies it contains in Chapter 9, and why, I just as fully expect that you will support and respect it also.



PRESIDENT ALBERT DIAMOND AT HIS DESK.

ALBERT W. DIAMOND

One-day safety training may soon be 8 days

What it takes to run Air Creebec

t one time each new Air Creebec employee had to go through one day's safety training. Now it is five days. Soon it may be eight days.

And this is not job-specific training. This is just basic training. Pilots, flight attendants and others go through more days of training that are related to their jobs.

Bob Bouchard, Air Creebec's Quality, Safety, Security, Environment Manager, says, "Some of the courses are very intense." Many of the

courses last a full day, some are one-on-one and Air Creebec has developed most of them in-house.

Bob says, "We would like to be a model for other transportation companies. We are already that in some ways because some companies come to us looking for guidance."

He says in some cases even the government regulator looks to Air Creebec.

Bob started in aviation with Austin Airways, as a crewman and dispatcher in 1980, joined Air Creebec in 1989 as company safety officer with



responsibilities for the operations in Ontario

Security training of course, was increased following the events of 9/11 and the environmental aspect of his responsibility is increasingly taking on a larger role as the population becomes more aware of the need to protect our environment.

and Quebec.

"Air Creebec wants to be a good corporate citizen," says Bob, providing services that will not harm the environment. Recycling and the prevention of spills, contamination and pollution are all part of the concerns of Air Creebec.

Looking after the training component at Air Creebec are:, from left, Siafred Estensen, Ground Safety Officer. Chantale Fortier, secretary and Bob Bouchard, Quality, Safety, Security and Environment Manager.

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here's a lot more to being a flight attendant than making on-board announcements and offering drinks and snacks.

The in-flight announcements and the on-board customer service are what the passenger sees.

The ability to speak in English and French are necessary on all Canadian flights. Air Creebec has also had a number of Cree-speaking flight attendants who make the flights that much

more pleasurable for elders who only speak Cree.

Air Creebec's flight attendant instructor, Marina Lebrun (formerly Shisheesh), is Cree, and the company is always looking to attract more Crees – both male and female – to become flight attendants.

It is not an easy job, but it is very satisfying, says Marina, especially when an elder, who may be not used to flying, realizes that he, or she, can speak to someone in their own language. "You can see it makes the trip that much more enjoyable for them," says Marina, who is based in Timmins.

make the flights that much announcements and how and w

Julie Ciarrocca. Manager of Flight Attendants for Air Creebec with Marina Lebrun, who trains the flight

Julie Ciarrocca, Manager of Flight Attendants, remembers when Marina first visited Air Creebec as a co-op student from high school in Timmins. "She was very quiet and shy, but now she is the instructor – and a very good one."

Julie would like to see more Crees become flight attendants. "It is not easy," says Julie, "But we have never had anyone fail the training."

You need a minimum Grade 12 (Secondary 5, in Quebec) to become a flight attendant, and you need to be able to speak English and French.

Air Creebec has its own training program that starts with three

weeks of ground school in the classroom, then two weeks of flying with a fully-trained flight attendant, before getting a chance to be supervised on a flight by the manager.

"Not everyone is ready to be on their own after that," says Julie, "But most of them are. If some require additional in-flight training we give it to them."

The ground school training deals with learning the announcements and how and when to serve drinks and snacks,

but the majority of the training involves specialized and specific training that prepares the attendants for possible in-flight and on-board emergencies, as well as medical emergencies.

Because Air Creebec has designed its own course for flight attendants they are among the best trained in the industry.

Canadian regulations, such as the handling of dangerous goods, how to deal with persons with special needs, carry-on luggage regulations,

how to practice good ramp and apron safety and handling surface contamination are all part of the classroom courses before anyone puts a foot inside an airplane.

The 21 eight-hour days of classroom training are intensive. But that isn't the end of the education. All employees have to take annual one-day (12-hour) courses, every second year there is a two-day course dealing with fire safety, and every third year there is a two-day refresher on first-aid.



Montreal flight attendant Andrea Maria Campeanu with Canadian Football League's well travelled former quarterback and coach, Joe Paopao and Montreal Alouettes Offensive Coordinator and Running Backs coach, Marcel Bellefeuille. They flew into Chibougamau on an Air Creebec charter from Ottawa to put on a football camp in Mistissini that attracted more than 300 youngsters.



Airplanes don't move unless dispatch is involved.

The chief dispatcher for the past 14 years has been Yves Leroux, who joined Air Creebec in December 1988 as a dispatcher and counter agent.

After six months he became a full-time dispatcher, later on was promoted to Chief Dispatcher and has enjoyed the work - and the challenges that it brings - ever since. In the early days there were only a couple of airplanes to monitor, then it grew to eight or nine, and now there are 17.

Dispatch is the nerve centre of the airline, scheduling the regular flights as well as the charters and medevacs.

Monitoring the weather is a big part of the job of the dispatcher. They need to be aware of the extent of the weather. "We would rather delay a flight than have to fly to an alternate airport when we are once in the air," says Yves.

Dispatch does all of the flight planning for the pilots, says Yves, as well as giving the flight crews the amount of fuel necessary for a trip, taking into account all conditions. Storms, headwinds, tailwinds, fog can all influence the performance of the airplane.

The job of the dispatcher does not end with the flight planning. That's really just the beginning.

The dispatcher monitors the flight while the airplane is in the air and their job is not complete until it is back safely at home base.

Dispatch also helps with crew scheduling, knowing where to contact on-call pilots and crew, and the status of flights – departure times, arrival times - are always available for crews and management.



Vol	Départs /	Depair	Partira Will depart	Porte Gate	Remarques Remarks
Flight	Departing for	WHAPMAGOOSTU			12345
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Being on-time for anything is a quality that is quite often not given the importance - and respect - it deserves in our modern society. If you are late for a meeting, a date, even work, there's a lot of understanding - and forgiveness

... except if you run an airline! Passengers understand if there is a delay, due to weather or mechanical issues. But don't let it happen again. Air Creebec understands the importance of getting passengers to their destination on time - no matter the circumstances. In fact, the airline has a slogan 'Always on time' which leaves no doubt in anyone's mind what the Cree board of directors and management expect. Our passengers respect the necessities of delay sometimes due to the remoteness of the area into which we operate. But we want everyone to know that everything is done every day and every flight - to ensure that our airplanes take off on time - and keep to schedule along the way. We know how important it is to our passengers to get to their destination on time. We value your time like it is our own.

What it takes to run Air Creebec

On-time



hen Air Creebec wants to add a new airplane to its fleet it turns to Martin Boisvert, the Director of Maintenance.

He just doesn't just go to the latest list of airplanes in the classified ads. It is a long, drawn out process that involves checking sources all over the world.

After 9/11 when airlines were taking airplanes out of service as passengers chose to keep both feet firmly on the ground, airplanes were much easier to pick up.

The biggest 'for sale' sign was on the Mojave Desert. Hundreds of airplanes had been parked. Marty had the chance to see that amazing

sight of airplanes in the desert, but did not buy any. Today most of those planes are back in the air.

Purchasing an airplane is a long and tedious task. It takes weeks, sometimes months just to identify a possible candidate.

It's not just a matter of picking the right model, the perfect colour and kicking the tires. You have to spend time poring over the logbooks of flight time and mechanical maintenance.

When you have made sure there are no recurring problems, that all major service work was done on time and correctly, it is also important to determine that scheduled major maintenance requirements are not imminent. After so many thousand hours all airplanes face costly maintenance bills.

For instance, there may be nothing wrong with the propellers but because they have turned for so many hours they must be replaced. That could be \$200,000. Just like that! Or the nose gear has reached the number of hours prescribed by the manual. That could be a \$175,000 bill.

An HS748, the airplane Air Creebec uses for cargo, needs an overhaul after 1,500 hours or two years. The Dash 8 faces a major maintenance after 5,000 hours, and then the airplane is out of service for three full weeks.

What's happening now is that Air Creebec and other airlines are purchasing airplanes to use for spare parts to keep costs in line.

Like most articles in the retail world that we are all more familiar with, rather than purchase brand new replacement parts from the manufacturer – parts that are expensive and often not readily available on the shelf - airlines are purchasing complete airplanes to use for parts. They are not playing with safety when this happens, but they are managing the business wisely.

For instance, table trays that fit in the back of a seat cost as much as \$1,200 each – but you can't buy just one from the manufacturer, you have to buy in multiples of 20 or more.

Marty has been the Director of Maintenance at Air Creebec for five years, joining Air Creebec 18 years ago right out of the aircraft maintenance

program at Canadore College in North Bay. He has bought 11 airplanes in the last five years for Air Creebec. This past year he

bought a King Air and three Hawker-Siddeley 748 aircraft from West Air Sweden. One had been used by the Australian Air Force for flying around VIPs. The 748 has such low flying time that it has the lowest flying time of the Air Creebec fleet – and he expects that at present usage it will be delivering cargo to the Cree communities for the next 20 years. The other two 748s were German field calibration aircraft.

Every Air Creebec airplane goes through an exhaustive maintenance check at the end of every day when it returns to base, whether it is in Timmins, Val d'Or or Montreal. The oil, the tire pressures, the lights are all part of the check. And the airplanes are groomed every night.



AIR CREEBEC 25TH ANNIVERSARY

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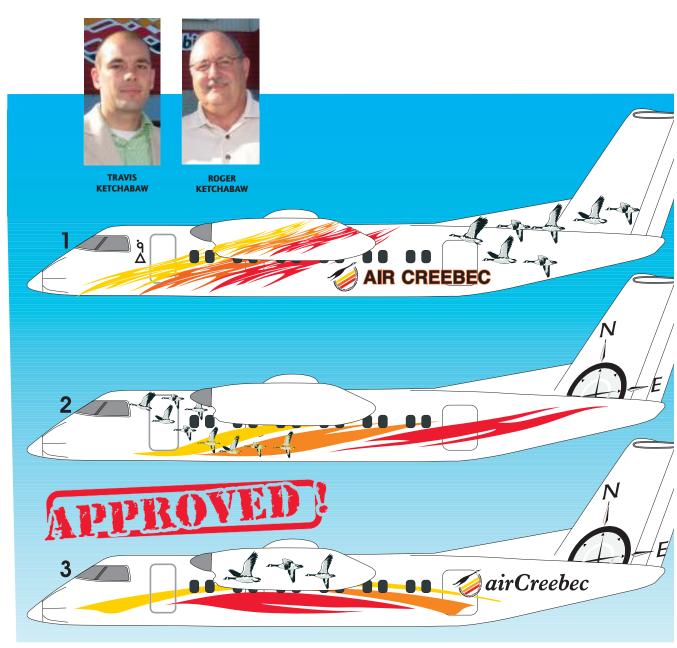


1

When Air Creebec gets a new airplane it needs to be painted in the airline's colours. The process is that Director General Dave Bertrand calls the owner of 3M Trim-Line in Val d'Or, Roger Ketchabaw. He gets his son, Travis to do the graphics work and produce some ideas. On the right are three of the latest designs - and, of course, the one marked APPROVED is the one Dave chose.

2

The graphic is not painted on the airplane. It is made to size on a very durable plastic-type material that won't fade and resists the elements that an airplane faces. The problem is that the body of an airplane is not smooth - it is a series of rivets every few inches. At each rivet heat has to be applied so that the graphic bubbles slightly and fits tight to the rivet. It takes as much as 30 hours to apply a graphic to an Air Creebec airplane.





When a design has been chosen by Air Creebec, Travis sets about showing how it will actually look on the airplane. He uses a program on his computer that will make it look real. Neither of these photos - top or bottom - is real. The airplane is a Dash 8, but not one belonging to Air Creebec. Travis found the photograph on the Internet and uses it to 'paint' it in AIr Creebec colours. You can see that there is a technique to making it look real. If you look at the top picture you can see that the colours on the aircraft do not look real. However, below, he has applied a special shadow effect to the colours that make it look very real. It is at this stage that the final decision is made to go ahead with the 'painting' of the aircraft. Painting an airplane can cost around \$50,000, but using the graphics technique is around \$10,000.



The check-in counter at Chisasibi Airport is bright and colourful. Not too many years ago passenger check-in was done from the cab of the Air Creebec truck behind a gas tank!



This is the computer graphic for the huge sign on the Air Creebec hangar at Timmins Airport.





Debbie Simpson, Reservations Supervisor, has seen a lot of changes in the reservations department at Air Creebec.

When Debbie started in February 1989 there was no reservation system. She started what became known as the reservec book, named after Air Canada's computerized reservec system.

Debbie's system was quite a bit less high-tech. Air Creebec did not have a computer. The reservations were made by hand, written into the book as they were phoned in.

Each flight took up one page in the book and there was one book for Ontario flights and another for the Quebec side.

Air Creebec agents at the airports in the communities had to phone to Val d'Or when they had a passenger booking. Debbie came up with the idea of putting in fax machines and the Air Creebec reservation system took a major leap forward. The faxes were kept in a new accordion file.

"Our workload was reduced almost immediately," said Debbie.

Then computerization came to Air Creebec and to the northern Quebec agents.

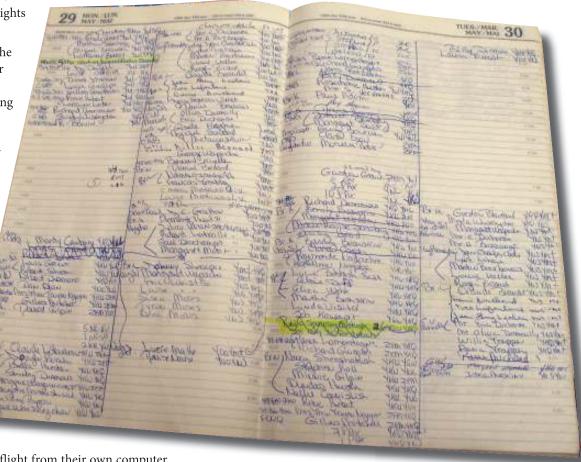
It won't be long before all agents are linked to the Air Creebec computer so that E-ticketing (the paperless ticket) can be made available at all community airports.

And the next step after E-ticketing will be web booking. Some airlines – including Air Canada – offer

passengers the opportunity to book a flight from their own computer and pay with a credit card.

Debbie says that Air Creebec computer technicians and the company that has created the Air Creebec web site are designing a web-based booking system. "I don't know when it will come on line," says Debbie, "I just know that it will happen soon."

This is one of the original reservation books used by Air Creebec



Air Creebec is one of only a few airlines that provide food on board – free of charge.

Breakfast and dinner are provided on the two longest Air Creebec legs from

Montreal to Val d'Or and Montreal to Chibougamau.

Every morning passengers get a cold breakfast consisting of a bagel, fruit, cream cheese and crackers and a yogurt, and in the evening it is a cold dinner - a chicken breast, salad, cheese and crackers and a dessert.

There is a rotation of three different meals, so regular travelers do see a change in the menu.

All other Air Creebec legs on both sides of James Bay provide opportunities for flight attendants to supply a snack or a cookie and a soft drink, juice, water, or hot drinks of tea or coffee. These snacks are also provided free of charge and are offered at the discretion of the



Montreal flight attendants Alexandra Soumain and Andrea Maria Campeau show the breakfast and dinner meals available on the Quebec flights.

Photo by Christina Roumeliotis

flight attendant on each leg depending on the weather and the safety of the flight attendant to move about.



The only leg where snack service is not offered is between Fort Albany and Kashechewan, which only takes five minutes, and is believed to be the shortest regularly scheduled flight in the world.

Timmins flight attendant Jennifer Bienias gets the snacks ready.

Photo by Sigfred Estensen

What it takes to run Air Creebec

mmis



Air Creebec's first all-Cree flight crew on the Ontario coast of James Bay west was in 1992.

Ernest D. Sutherland was the pilot, Terry Jones-McLeod was the co-pilot and Marina Lebrun (formerly Shisheesh) was the flight attendant.

Ernie and Terry are both originally from Moose Factory and Marina is a member of the Attawapiskat band.

Ernie today is the Chief Pilot for Air Creebec and Marina is the instructor for all flight attendants. All three continue to fly with Air Creebec.

Ernie, a pilot for 27 years, was with Air Creebec right from the start 25 years ago, but left for awhile to fly for Nishnawbe Aski Police Services and returned in 1997.

Marina and Terry both started on the same day, July 1, 1989.

Ernie has always been interested in flying. "It was my goal in life," he says, having taken his first flight in a small plane on skis at a winter carnival in Moosonee. "For \$5 we flew

around the community. I knew before then that I wanted to be a pilot. This just made me even more sure."

Even as Chief Pilot, Ernie still keeps himself on the flight schedule every month - he hasn't lost the love of flying.

He said the pilots work 15 12-hour days or 20 six-hour days each

month. Not all that time is in the cockpit. He points out there is more to being a pilot than flying. You have to do a lot of work to prepare for each flight, such as studying weather patterns in the area where you are going to be flying, making sure you file a flight plan with dispatch, ensuring the aircraft is ready for flight, walking around the airplane

before starting the engines just to ensure that there are no obvious problems, and you also have to calculate the total weight of crew, passenger and cargo and make sure that it is evenly distributed throughout the plane.

Ernie has seen many changes in his 27 years in the business. He started like most pilots, working on the ramp marshalling aircraft, handling baggage and cargo. He did his ramp work with Austin Airways in Moosonee where he also had to take tickets and did a few shifts in the weather office.

Most pilots accept this early 'training' as part of the journey to becoming a pilot. While it is tough to have your license and not be flying, it was such a big thrill just to be "in the business" that he had the patience to wait his turn in the cockpit.

It never comes soon enough for these young pilots. It can take several months before they get

their chance. But the work on the ground prepares them well for their career in the air.

"Aviation was just in my blood," he says. "By learning all the different aspects of the airline, it would eventually make my job as pilot easier."



AIR CREEBEC 25TH ANNIVERSARY

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It never comes soon enough for these young pilots. It can take several months before they get their chance. But the work on the ground prepares them well for their career in the air.

"Aviation was just in my blood," he says.
"By learning all the different aspects of the airline, it would eventually make my job as pilot easier."

Willard Petagumskum in the cockpit

S

'Working in below zero at 2 a.m. not unusual'

Erik Zours switched from repairing cars to working on airplanes because he thought airplanes would be cleaner.

"While I enjoyed working on cars I wanted to do something that was more technically demanding," says Erik, who today is Production Manager for Air Creebec.

"Also, airplanes always look clean and I used to get so dirty when I repaired cars. I thought working on airplanes would be much cleaner. Well, I was mistaken. You can get pretty filthy repairing an airplane."

He also didn't take into consideration that repairing cars was pretty much a 9 to 5 job, but airplanes need to

be fixed at all times of day and night and in all kinds of weather. Working in below zero temperatures and at 2 o'clock in the morning is not unusual, but it is something that Erik has grown accustomed to. "Every time it is an adventure because you never know what you are getting in to, or what you are going to face when you go to work. Every day is different, says Erik, who credits all his aviation expertise to his colleagues in Timmins. "They taught me everything I know about aviation," says Erik, who started as an apprentice, got his Aircraft Maintenance Engineer's license in 1998, later became crew chief, then Chief Inspector in 2001 and is now Production Manager.



ERIK ZOURS

Every time an airplane gets back to home base it goes through a rigorous check of key components - all part of a proactive maintenance policy at Air Creebec.

300 relays on Dash 8

There are 300 electrical relays on a Dash 8. When there's a problem, Dean Pretty is the avionics engineer who gets out the wiring diagrams to detect the fault.

Dean, who learned his avionics at Canadore College in North Bay, started work with Air Creebec in Val d'Or in 1988 and got his avionics license in 1990.



DEAN PRETTY

The electrical on board a Dash 8 mainly runs the navigational system and communications. With all the wires, electrical boxes and relays running through the plane it is not easy to pinpoint the problem, even with the expertise of technicians like Dean.

"Sometimes it is a matter of detecting a broken wire. Other times there are parts to replace," says Dean. "There have been times when it has taken two days to find the problem."

R-E-S-P-E-C-T.

Pilots demand it.

Airplanes demand it.

Responsible for making sure that pilots are happy and the airplanes are in A-1 shape at Air Creebec is the Operations Manager Denis Prevost.

Denis, has been at Air Creebec for almost 20 years, starting in 1988 as a pilot. Two years later he was Chief Pilot and two years after that he became Operations Manager.

Flight operations are very regulated in Canada, and Air Creebec has always been among the first to meet – and beat – government-set standards.

It all starts at the top, says Denis. Air Creebec president Albert Diamond and the board of directors have stressed that they want Air Creebec to do more than meet the minimum requirements of the law.

Denis says he encourages every staff member to be proactive. It means that everyone is not only put through the training provided by Air Creebec – but that they understand it. "We have to make sure that everyone understands it," says Denis.

"We need everyone to commit to the training," he says. "Everyone has to understand the commitment. That's how important it is to us as a company."

"This really does come right from the top. Right from the president and the board of directors.

"Management not only tells us they want to do this training and they have to hold us to their standards," he says.

For instance, if an airplane is 100 pounds over weight on a flight, management supports the





DENIS PREVOST

persons making the decision to take off 100 pounds.

That's the way it is. That's the way it has to be. If the management insisted the training was important, but didn't respect the decisions made by the staff and support

the staff when decisions are made, it would soon go around the company that Air Creebec was not serious about things.

"The airline is part of the development of the plans," says Denis, "So when you once have

people who know and understand that, it makes operations much easier.

"When we hire people we have to make sure that they will fit in. They have to feel good about working here," he says, and the company has to make sure that there is a good working environment.

He said that when everyone not only understands what they should be doing, but understands why they are doing it, it makes it easy for right decisions to be made.

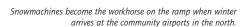
He said while dispatch tells a pilot how much fuel to put on board a flight based on the their knowledge of distance, weather and weight, the pilots also do their own calculations and make the final decision.

"I try to have everyone work as a team," said Denis. "We don't want one person making the decisions." What it takes to run Air Creebec





Each of the small Cree airports in Quebec has a weather office, like this one at Waskaganish. The weather is checked every hour on the hour and the information is sent to Montreal so that pilots have the most up-to-date weather reports. The weather information from these airports is then fed into the national weather network. The hourly weather report filed by the weathermen along the coast includes first-hand observations of the obvious - snow, wind, hail, fog, the cloud ceiling, visibility and the temperature.



Airport committe

Air Creebec plays a part in the development of airport policy in communities it serves.

Director General David Bertrand is on the airport committee at Val d'Or Airport and Anne-Marie Farrington, Marketing and Operational Support Manager looks after the interests of Air Creebec at Timmins and Montreal.

Timmins Airport has an operations committee and the Timmins and District Chamber of Commerce also talks about the airport on its Transportation committee.

At **Pierre Elliott Trudeau Airport** in Montreal, Anne-Marie takes part on the Airline Operators Committee, which looks after daily operations, as well as security issues and screening; the Airline Consultative Committee, which studies the budgeting process at the airport as well as terminal fees and landing fees; and a common airport as well as terminal fees and landing fees; and a common use committee that has responsibilities for the counters, computers, use committee that has responsibilities for the counters activity kiosks and the automated baggage system. With so much activity at Trudeau Airport these days one of the things this common use committee does is make sure all counter space is used to maximum benefit.

For instance, Air Creebec uses its counter for two flights a day and by 7:30 a.m. each day has no further use for the counter space. Now, as soon as Air Creebec flights have been checked in the Air Creebec signs are removed and another airline takes Air Creebec's spot.

Air Creebec has always been a big supporter of the Cree communities.

It helps to sponsor all sorts of events and good causes on both sides of James Bay.

Air Creebec baseball caps are visible in all the communities – reminders of the extent Air Creebec is involved in supporting many sports tournaments, educational events

and meetings.

But Air Creebec's promotion is not all baseball caps, golf shirts, pens, notepads, and key chains.

In 2006 Air Creebec stepped into the big leagues of sponsorship by having the Val d'Or arena named the Air Creebec Centre.

This involves an agreement over the next few years with the Val d'Or Major Junior A hockey team, the Foreurs, who call the Air Creebec Centre home, also using Air Creebec charters to fly to some of their league games in the Maritimes.

Air Creebec also has a corporate booth at all games and the Air Creebec logo is painted on the ice at the Centre.

not get a chance to go home unless they fly because they have to be in treatment in Chibougamau, Timmins, Val d'Or or Montreal, several days a week and can only get home - and back again - if they fly.

Many patients over the years have been provided confirmed space, free of charge, to get home for a birthday party, or other special occasion.

Fire victims have had clothes flown in free of charge. Also, a lot of sports equipment, Christmas toys and winter clothing donated by

others in the south, has been flown free of charge.

The former Lt. Governor of Ontario James Bartleman put out a call to all Ontario residents to provide books for libraries with bare shelves in northern Ontario communities. More than one million books were received which provided the pleasant problem of how to get them delivered.

Canadian Forces and the Ontario Provincial Police volunteered to get the books north, and Air Creebec also took books into the communities that could not be reached by road.

Many individuals have been granted reduced fares to travel to attend meetings and sporting events to further assist their development.

cantre
airCreebec

Air Creebec President Albert Diamond stands outside the arena in Val d'Or that has been renamed Centre Air Creebec. Air Creebec's naming rights are for five years and part of the deal is that the Val d'Or Foreurs hockey team will fly with Air Creebec to some of the Quebec Major Junior A League games, particularly those in the Maritimes. The stylized 'E' in 'Centre' is based on the three stripes in the goose and stretched hide logo. The goose logo on the arena is 12 feet high and 12 feet wide.

Air Creebec offers many flights for prizes at sports events and meetings.

The airline has also been involved in many cases where it offers free flights to those in need, or in emergencies.

For instance, dialysis patients in some of the remote communities do

For instance, a motorcycle racer and snowmobile racer in Quebec was helped with reduced fares so that he could travel from his community to Montreal. Hockey players and teams have also benefited over the years.

Air Creebec presented this big cheque to help the dialysis unit become a reality at the Weeneebayko Hospital in Moose Factory.





Albert Diamond, representing the Secretariat, presents a jacket to Grand Chief Matthew Mukash who spoke at the annual Business Exchange Day in Val d'Or in 2005.













Marsha Smoke, representing the National Chief's Office of the Assembly of First Nations, with Mushkegowuk Grand Chief Stan Louttit and Air Creebec Marketing Manager Anne-Marie Farrington at the 100th anniversary commemoration of Treaty 9 in Timmins.



Albert Diamond and Timmins Mayor Tom Laughren get ready to tee it up in a charity golf event in Timmins.



Air Creebec helped sponsor these Chisasibi students on their trip of a lifetime to Mali, Africa. From left, Dawn Grant, Salvej Houle-Bourassa, teacher Gerald Cote, Viviane Snowboy, Elizabeth Bobbish, Juliana Ottereyes and Gabriel Audlarock.



The Crees were well represented at the Prospectors and Developers Association of Canada's annual international convention and trade show in Toronto when two Cree mining projects - both from Wemindji - were featured in presentations. Albert Diamond, representing Air Creebec, is with Jim MacLeod of J.A. MacLeod Exploration, of Mistissini, Robert L. Ottereyes, Director General of Forage Eenou Drilling, of Waswanipi, Anthony MacLeod, of Gestion ADC, and James Lazoere, who was with CREECO at the time.

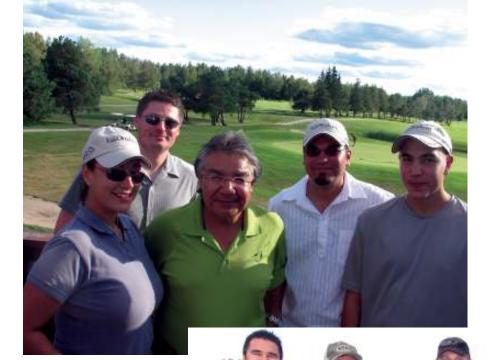


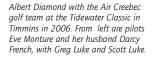
Dialysis patients were often flown back to their communities for special events - such as birthdays and anniversaries - free of charge by Air Creebec and with a confirmed seat both ways. Now many Crees only have to go as far as Moose Factury for their dialysis treatment thanks to these folks who helped raise funds for four dialysis machines. Air Creebec also helped with fundraisers over the years. Sitting at one of the new dialysis machines

is the chair of the group, Fred Rickard. From left are Stella Schimmens, Christine Dobson and Pauline Rickard.



self-confidence has done a lot of workshops on both sides of James Bay and Air Creebec has been a regular sponsor. Turtle owner Dave Jones is at the right at the Canadian Aboriginal Festival with Ron Robert, festival coordinator, Deputy Grand Chief of the Crees, Ashley Iserhoff, and Amos Kay Jr., director of Woodland Cultural Centre in Brantford. Not every five-year-old gets a larger-than-life poster of themselves hanging at the Rogers Centre in Toronto. Sierra Jones-McLeod, of Timmins, stands in front of the poster that hung at the centre during the 2005 Canadian Aboriginal Exhibition. Sierra was the youngest model with Turtle Concepts, a group that is sponsored by Air Creebec. She is with her dad, Terry Jones-McLeod, a pilot with Air Creebec, and mom Cheryl.







Air Creebec pilot Willard Petagumskum talked at a career fair in Chisasibi about all the jobs available to Crees at Air Creebec Willard and to schools on both sides of James Bay. With Resources and Kim Quinn, a Harvard grad from Mistissini.

Former CREECO president Rusty Cheezo, second from left. and current CREECO president Jack Blacksmith, far right, were part of this golf team at the Eastmain tournament in Val d'Or.



An Air Creebec Dash 8 was contracted for use in a 10-part mini series on television in Quebec in 2001. Director General Dave Bertrand was not in the movie, but did go along to Val d'Or Airport to meet the star, the popular Quebec actress Marina Orsini. The series was called l'Or (Gold) and was the story of a geologist and a real estate businessman who undertake an adventure to search for gold - and ultimately discover more than they anticipated.



Air Creebec flight attendant Rose Marie Raymond knew there was a film shoot going on when she went to work - but she didn't think she would be in the movie. Rose Marie ended up playing a flight attendant, serving the stars. She didn't have any lines, but here she receives some direction from the crew.





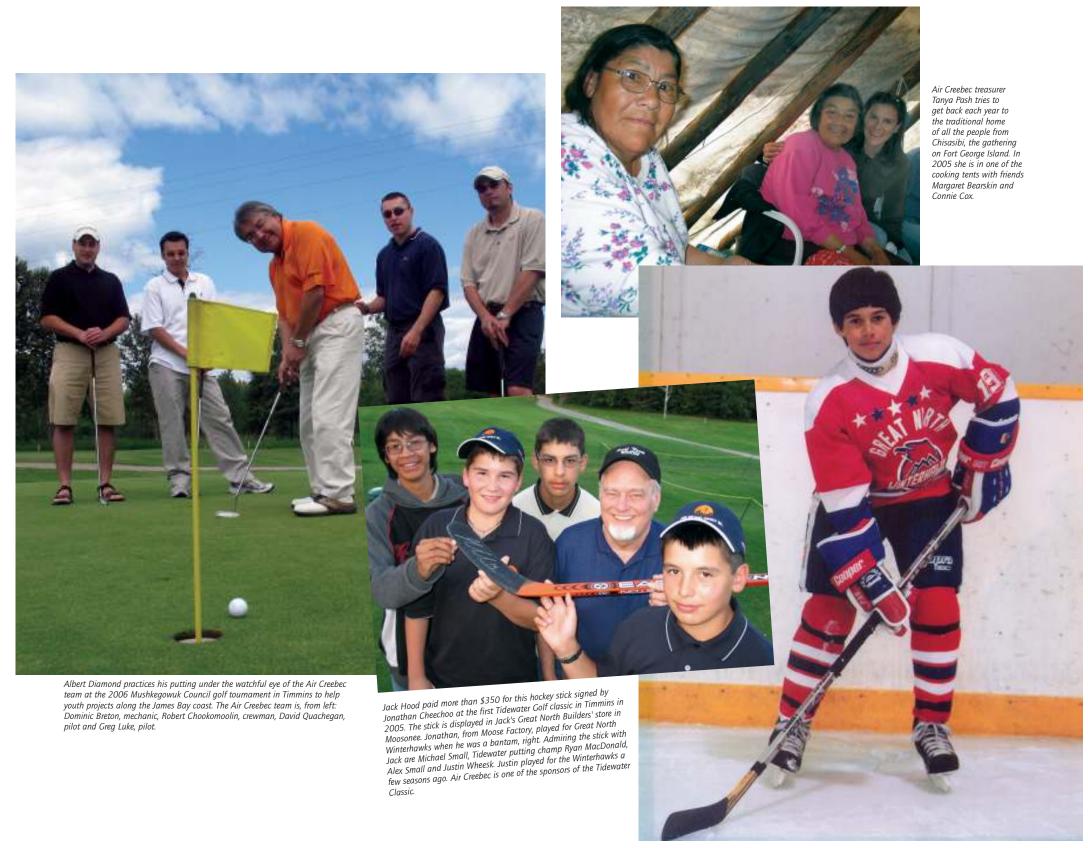
Rohrbach, of Montreal, was the

The Winter Chill.

production manager on Paul's film

Air Creebec President Albert Diamond and CREECO President Jack Blacksmith at the head table at the 2006 Business Exchange Day luncheon in Val d'Or. Albert, who is also President of the Secretariat to the Cree Nation Abitibi-Temiskamingue Economic Alliance - the organizers of the event - was the co-chairman of the event. From left, Claude Daneau, Service Manager, Infrastructure and Related Services at Rupert Diversion for SEBJ, Albert Diamond, Richard Brouillard, Director General of PetroNor, Guy Baril, President of ComaxAT, and co-chairman of the event, Pierre Ouellet, Coordinator of the Secretariat, Val d'Or Mayor Fernand Trahan, Jack Blacksmith, President of Cree Mineral Exploration Board, Aline Sauvageau, political attachee to Pierre Corbeil, Val d'Or MP and Minister of Natural Resources and Wildlife, and Janet Mark, who is in charge of aboriginal programs at UQAT campus in Val d'Or.





Awards



Air Creebec has walls in Val d'Or and Timmins filled with plaques and certificates for contributions to good causes of all kinds for many years throughout the Cree Nation. At left, Albert Diamond receives an award on behalf of Air Creebec as the best company with more than \$1 million in new investments in 2006. The award is part of the annual business awards organized by Val d'Or Chamber of Commerce. Making the presentation of the filon is Claudine Levesque, of Claudine Levesque C.A. Inc., of Val d'Or, a member of the executive board of the Order of Chartered Accountants of Quebec, sponsors of the award.

Air Creebec was named the First Nations Business of the Year at the 1995 Northern Ontario Business Awards. George Hugh, left, of Ontario Hydro, the sponsor of the First Nations award, is with Air Creebec's Marketing and Operational Support Manager Anne-Marie Farrington and Air Creebec Director General Dave Bertrand who were in Timmins to receive the award. Northern Ontario Business Awards judge Jim Thomson said, "People think of Air Creebec as an airline that just flies people and cargo up the James Bay coast. In fact, it does engine overhauls for other airlines all over the world and it provides jobs in all areas of the airline, from pilot to the office, for Aboriginal people."





Moose Factory Ministek School

P.O. Box 150, Moose Factory, Onterio POL 1990 (709) 558-4535

April 13, 1994

Dwar Anne Marie and Clayton,

Thank you so much for your support of the Ministak School Choir. Your departed to ship freight free of charge balped us to meet our fineredsal goal.

The choir enjoyed their stay in Memindji, Quebuc and were well received at the concept. Thank you againt

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17 July 1994

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PROSPECTING GEOPHYSICS LTD

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May 28/1980

Air Creebec. P.O. Box 430 Val d'Or (Quaber) 39F 494

Attention: Mr Jin Marriage

Dear Ma.

mank Air Creater on their charter flight to Schaffer-ville for La Fossa Plotiana Group Inc. I would like to congratulate and

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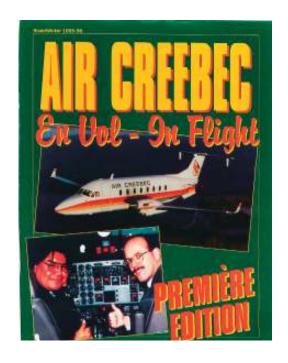
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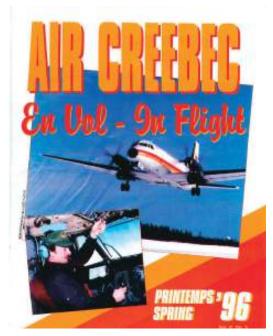
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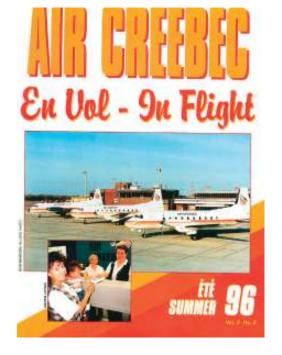
Air Creebec's in-flight magazine has changed a number of times since it was launched in the WInter of 1995-96. Back then it was called Air Creebec En Vol - In Flight and was eight pages.

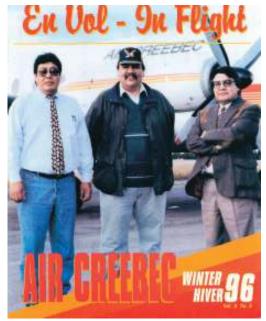
Today it is called Destinations and the most recent issue in the Fall of 2007 was 96 pages. In the next few pages every cover from the past 12 years is reprinted.

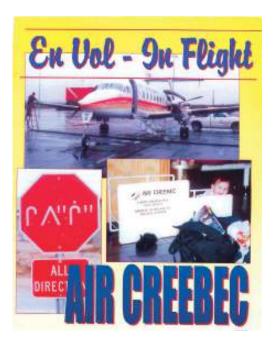
In 2008 it is hoped that each magazine in its entirety will be available on the Air Creebec website at www.aircreebec.ca

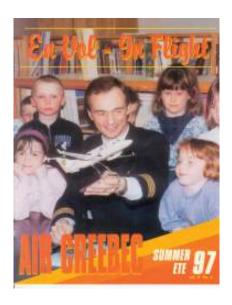


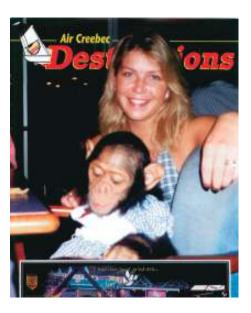




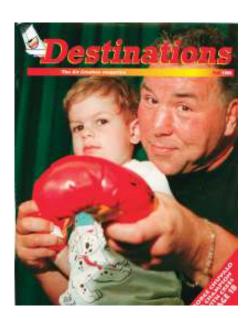


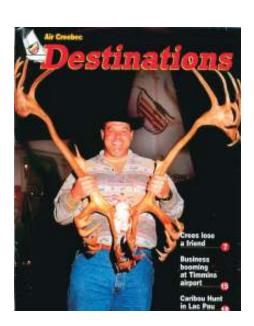


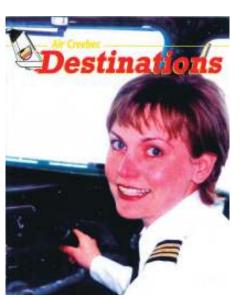


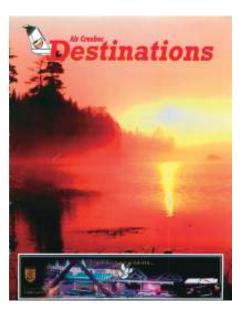


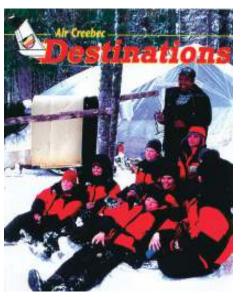


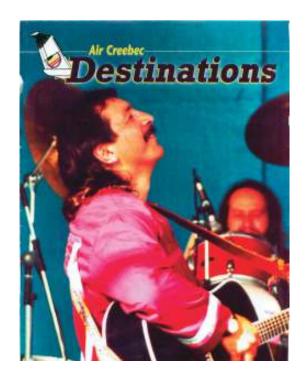


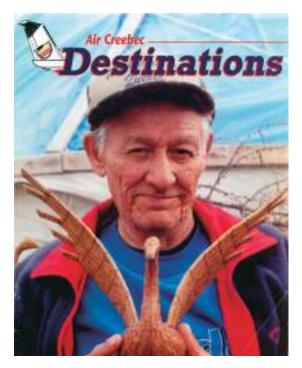




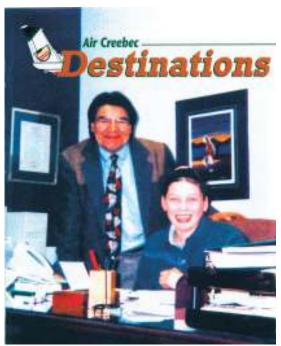


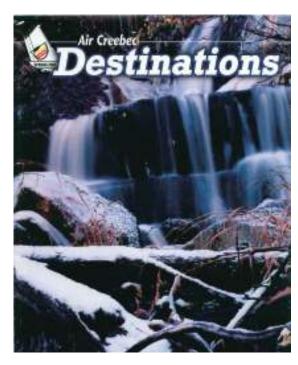


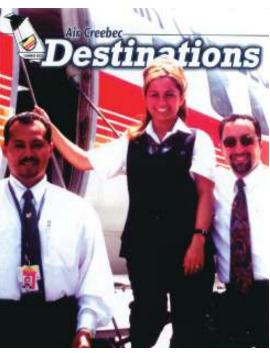


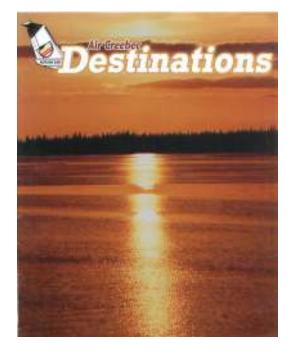


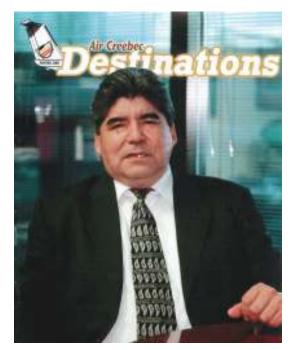


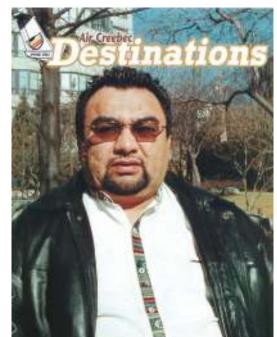


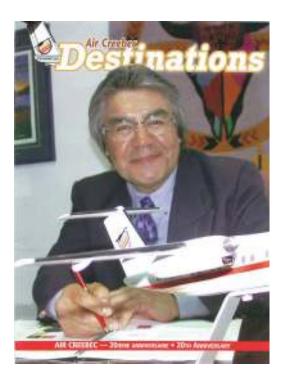




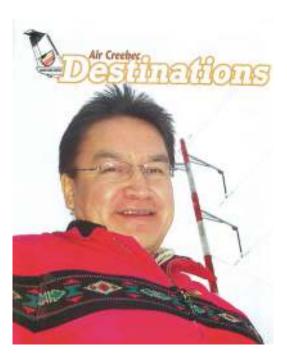


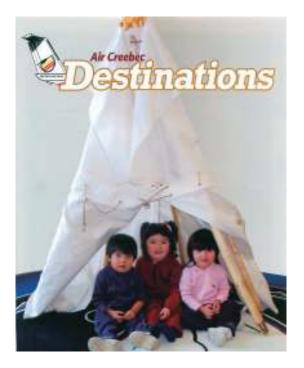




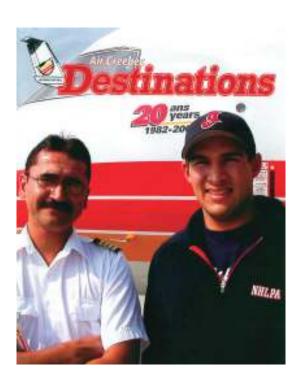


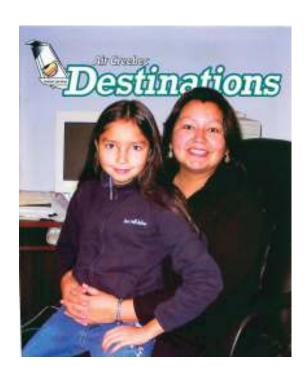


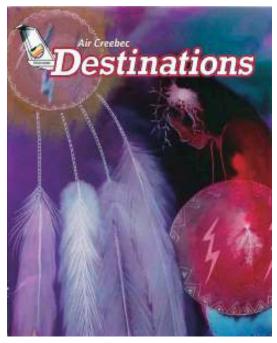


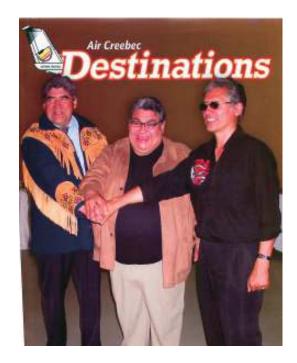


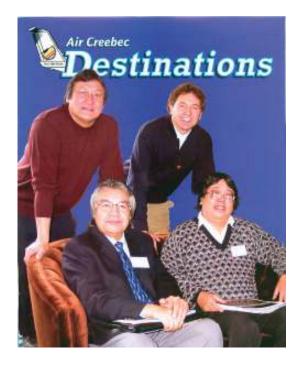




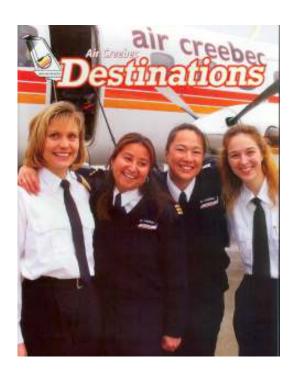


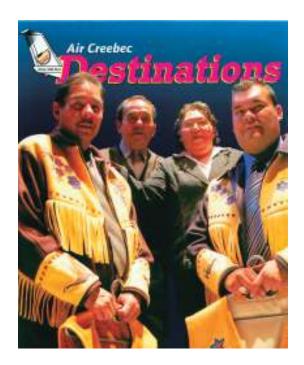


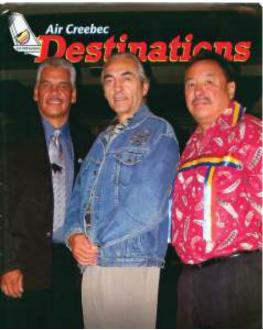




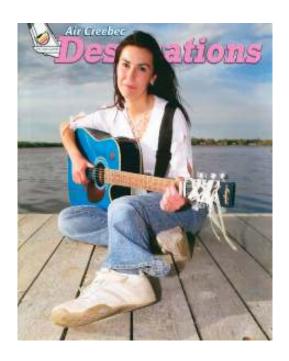


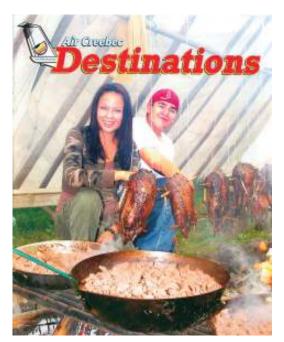






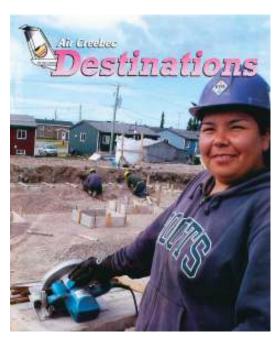


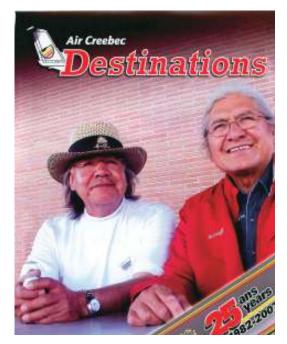












A Timmins optometrist, Dr. Michael Flondra is Air Creebec's most frequent flyer. For almost 20 years he has been flying close to 45,000 kilometres a year on Air Creebec flights from Timmins to the Cree communities on the Ontario side of James Bay. Dr Flondra used to be known by the Cree as Kishkeshik Tookoloon (the Eye Doctor). Now they just call him Mike. Every week he spends Monday and Friday in his office in Timmins. Tuesday he leaves on the morning Air Creebec flight to one of the Cree communities. It takes him about morning Air Creebec flight to one of the Cree communities. It takes him about an hour to set up and he then works through until 9:30 p.m. seeing patients. Wednesday he helps patients from 8:30 a.m. to 9:30 p.m. Thursday he starts at 8:30 and sees patients until the early afternoon when he catches the Air Creebec sked back to Timmins. He has been doing this weekly schedule since 1998. For the first 10 years he went out for 10 days at a times and visited a couple of communities. Total distance flown by him on Air Creebec flights now is well over half-a-million kilometres.

quent tlye

celebration 5th

The Crees had a lot to celebrate in October 2007 in Chisasibi. Air Creebec was 25 years old, Cree Construction, who moved the head office of their operation to Chisasibi, was 30 years old, Gestion ADC, the janitorial and catering arm of Cree Construction was 10 years old, and CREECO, the group that oversees these successful Cree businesses was 25 years old itself. ADC catered a by-invitation-only meal to several hundred people. From left, Jack Blacksmith, President of CREECO, Angela Moar, of Waskaganish, the Cree pastry chef who made all the cakes, Albert Diamond, Air Creebec, William MacLeod, Cree Construction and L. George Pachanos, Chee Bee Construction.





Ξ

PASSSENGERS HAD TO PUSH A DC-3

A few years ago passengers were in their seat belts and waiting for take-off when they were asked to get off the plane and give it a push!

As the pilots were getting onto the DC-3 they noticed that the rear tire was flat. They called for a mechanic who arrived only to notice that the valve - where the air would by pumped in - was right up against the wheel rim of the airplane so there was no clearance to fit the pump.

Eddy Dziedzic, Special Projects Manager, who was an agent and dispatcher at the time, says the passengers were asked to get off the airplane.

When they were outside all 26 passengers were asked to line up behind the wings. "Someone said, 'one, two, three, push' and the airplane moved just about an inch,' says Eddy.

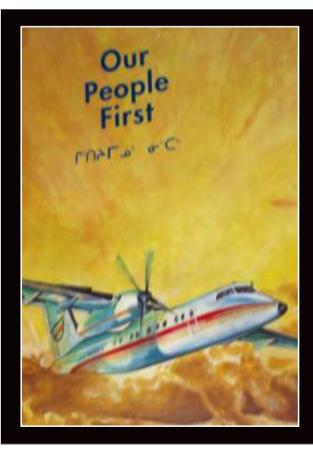
But that was enough for the mechanic to get to the valve and inflate the tire.

"The passengers were in a happy mood," says

Eddy, "They didn't mind pushing the airplane. They thought it was great and got back onto the plane when the tire was inflated."

The plane took off and 26 passengers had a great story to tell.

"I don't know if we could - or even would - ask passengers today to do something like that," says Eddy. "People have changed, airline restrictions have changed. But back then it was okay."



Discrimination - Cree-style!

A construction company owner called Air Creebec one Friday night upset that he had not been given a seat on the flight south from Eastmain.

Eddy Dziedzic, Special Projects Manager, was the person who answered the call. "He was so mad. He was yelling and screaming and upset that he had a confirmed seat, but he was not given a boarding pass, yet he kept saying several Crees had boarded," says Eddy.

Eddy called the late Willie Cheezo, the agent at the time at Eastmain. He asked why the man had not been given a boarding pass, even though he was a regular passenger with Air Creebec and all his workers had been boarded.

Willie told Eddy he was just following the suggestions of the company. And the conversation went something like this:

"What do you mean, Willie? The wishes of the company."

"Well, you sent me that poster last week that told me what to do."

"What poster?"

"The one that says, Our People First."

The construction worker stayed in Eastmain for the weekend because this was the Friday night flight and there were no weekend flights.

Cassandra Rodrique is back as a Ticket Agent in Fort Albany and continuing to offer the same personalized service she did several years ago when this story first appeared in Destinations magazine. Her husband, Mike Hookimaw, is also a Ticket Agent in Fort Albany.



No wrong number in customer service

Only an illness or a busy signal prevents residents living in this James Bay coastal community of 500 people from arriving at the airport well before the scheduled takeoff of their Air Creebee flights.

As well as overseeing passenger and cargo operations as the agent in charge of the airline's Fort Albany station, Cassandra Rodrique makes a point of calling all of her neighbors on the reservations list to remind them that their plane will be landing shortly.

It's not part of the job description for station agents along the Air Creebec routes, but Cassandra - "a people person" - figures the telephone calls are the least she can do to help the people she grew up with.

Since joining the airline two years ago, the mother of two has learned from experience that devoting a little time to planning a ahead can do a lot to prevent unwelcome surprises from happening at the last minute.

"Sometimes things can get really busy, but you have to keep calm and let it flow because people are depending on you," says Cassandra, 25, in describing the demanding job. "But, at the end, you feel good because you made the schedule.

"You know you've done a good job."

Cassandra, who holds the distinction of being the last baby born at the Fort Albany hospital (both her son Luke, now 8, and daughter Star, 4, were born at the James Bay General Hospital in Moosonee), became a familiar figure in Fort Albany long before joining Air Creebec. Not only did she spend several years working at the post office, Cassandra also continues to provides a hairstyling service from the home she shares with her children and husband Mike, a Bell Canada technician.

Air Creebec used to bump co-pilot to sell an extra seat

Air Creebec co-pilots in the early days sometimes flew only one way – the co-pilot's seat was sold to a paying passenger for the return trip!

Eddy Dziedzic says that the first time he informed a co-pilot he was bumped to make way for a passenger he did not believe it.

It happened when Air Creebec flew an 11-seater Cessna 402 on a flight from Val d'Or to Lebel-sur-Quevillon, Chibougamau and Nemaska. It was on the return from Nemaska that sometimes the extra seat was sold and the pilot was left behind until the next flight the next day.

"Of course, if the weather was bad we would leave the co-pilot in his seat," says Eddy, "But the Cessna was a plane that did not require a co-pilot so that it was okay to fly with just one pilot."

One of the problems of being bumped for the co-pilot was that the community of Nemaska was on the other side of the river, so the pilots had to arrange for a canoe ride to get across to stay overnight in the village. "There were no taxis, we had to rely on the kindness of passers-by most of the time to get the pilot to the village so that he could get to where they stayed," says Eddy.

Pilots liked the strippers charter

One of Air Creebec's most popular charters with pilots was the weekly trip bringing strippers from Montreal to Quebec bars.

"The pilots used to like it when we had a full airplane and we had to put one of the girls in the co-pilot's seat and fly with just one pilot," says Eddy Dziedzic, Special Projects Manager for Air Creebec.

Air Creebec would fly strippers weekly from Montreal to many communities in the Abitibi and Temiskaminque regions including Lebel-sur-Quevillon, Amos, LaSarre and Val d'Or.

Eddy says he used to run into problems checking in the strippers each week. "They didn't like giving me their real names. I used to have to tell them, "I know your name isn't 'Candy Delight' I need your real name, or we can't fly you. They always tried to get on board using their stage name, but reluctantly gave me their proper name eventually when they realized we were serious."

Another challenge was the props some of the strippers used in their acts, says Eddy. One of the girls used a boa constrictor. It travelled in a cage, and while there was never any *Snakes On A Plane*-type escapes, the heat on the plane had to be turned way up to keep the snakes alive. "It was a hot house in there," says Eddy.

Mohawks wanted Air Creebec to land on the highway

At the height of the tensions on the Kahnawake reserve near Montreal one of the Mohawk protesters called Eddy Dziedzic at home.

He said he had been talking to Billy Diamond, who was President of Air Creebec at the time, and he had approved a planeload of food to be delivered to the protesters.

Eddy took down some details and then asked, "Which airport do you want us to land at?"

"We don't want you to land at the airport," said the protester, "We want you to land on the main highway."

Eddy said that there was no way that was going to happen.

The Mohawk protester insisted that permission had been granted by the authorities to land on the highway.

Eddy was equally firm and said that Air Creebec would not land on a highway.

It turned out that the person had not talked to Billy Diamond and neither did they have permission to land a plane on the highway on the reserve.

A sad day for the Crees when lawyer Bill Grodinsky died

The Cree community lost a big friend and ally when Montreal lawyer Bill Grodinsky died suddenly at Chisasibi in 1998.

Grodinsky, who was only 48, was personal advisor to Billy Diamond, chief negotiator for the Crees in their dealings with the Quebec government over implementation of the James Bay agreement.

"Everyone has been hit with a certain loss in Bill's sudden death. It was just not expected," Billy said at the time.

"The man was a walking encyclopedia of information about all the Cree companies," said Billy, who noted that Bill was also involved in a lot of the economic development projects in Eeyou Istchee following the agreement.

Bill was the son of Polish-Jewish immigrants who came to Canada to flee the Holocaust. "Bill was brought up to respect life and respect individuals and fight for those



The likeable Montreal-area lawyer Bill Grodinsky is on the extreme right in this photo taken at an Air Creebec event in the early 90s. It is thought that it was at the celebration of the first Dash 8 service in Timmins. Billy Diamond is second from the left. Joe Petruska, a Kapuskasing businessman, is between Billy and Bill. On the left is Mike Kierans, who did a feasibility study for Air Creebec. He was with Peat Marwick Mitchell at the time.

people who don't have very much," said Billy. "He had a passion for international rights," which included a seat on the International Bar for Indigenous people.

"He loved helping others and he loved going out and getting information. He was an information hound," said Billy.

Bill's son, Michael, said his father's work with the Cree blended perfectly with his other passion – flying.

He was a frequent subscriber to aircraft magazines and also loved to attend air shows. He even survived a serious air crash in 1979. He was one of seven survivors in a crash that killed 23 people shortly after takeoff on a flight from Ouebec to Montreal.

The crash robbed him of his sense of smell and taste, gave him epilepsy and caused a permanent limp, the result of a broken leg and hip.

"But it did not rob him of his joy for life," said Billy. "He had a certain smile, that twinkle in his eye. And that is how we remember him."

His son Michael said that of all his father's accomplishments, it was his relationship with the Cree people that he cherished the most. "It's almost like he grew a second family."



It was minus 23 when they left Timmins and plus 37 when they got to their destination. And for six weeks in the late 90s while Timmins was going through the last blasts of winter in February and March, Air Creebec had a Dash 8-100 and a flight crew in Gabon, equatorial Africa. The airplane was a wet lease, which means that the crew is contracted with the airplane. It was leased to Shell Oil to service the camp at an oil field.

Billy 'wins' for wit at Halloween party

Jim Morrison remembers going to an Air Transport Association meeting with Billy Diamond.

It happened to be Halloween 1984 or 1985 and the ATA had invited members to come in costume.

Jim, who was Vice President of Air Creebec at the time, walked into the meeting with Billy.

Airline operator Max Ward asked Billy, who was wearing a blazer with a shirt and tie, 'who are you dressed as, Billy?'

Billy responded, without a thought, "A white businessman."

He didn't win a prize.

"Billy had a tremendous wit," said Jim, who today is Vice President with Bob Deluce's Porter Airlines that flies out of Toronto City Centre Airport.. Page 8-The Freighter, May 31, 1995

Bald Eagle Rescued

office of the Ministry of Natural Resources (MNR) recently had the pleasure of assisting with the rescue of a 2 year old bald eagle. John Ivan Etherington of Moosonee found the eagle at the Moose River Crossing dump while on a family fishing trip during the May long weekend. The bird was able to fly only short distances, so he captured it. made a crate, and began feeding it walleye. He contacted MNR, and brought the eagle back to Moosonee by train on

May 22(1)
MNR staff examined the bird, and found it to be in very poor physical condition, although there was no evidence of broken bones. The veterinary clinic at the University of Guelph was contacted, and they were immediately interested in trying to rehabilitate the bird.

Robert McIntyre of Moosonee Northern Store donated fish to feed the bird until it could be shipped to the university. The eagle appeared to be thankful for the free meals, and ate the fish as fast as it was provided.

Shelly Miller and Ann-Marie Farrington of Air Creebec offered to transport the bird to Timmins free of charge, while Deb Scheeler of Air Ontario made the same offer for the trip to Toronto, where the staff from Guelph were waiting to pick it up.



MNR official with the hald eagle before its flight to Guelph.

The eagle made the journey on May 24th, and is currently undergoing a thorough examination at the University of Guelph. Once the reason for its condition is known and treated, the bird will be held until it is strong enough to fly again. It will then be released into the wild, either here in Moosonee or further south, depending on the time of year.

MNR would like to thank John Ivan Etherington for taking the time and trouble to lend a helping hand to this magnificent bird, and Io Moosonee Northern Store, Air Creebec, and Air Ontario for their help in ensuring that it made the trip south in record time. We'll keep 'freighter readers posted on the progress of this very lucky bird.

Air Creebec flies eagle to the vet



Air Creebec was one of the sponsors at a Mushkegowuk golf tournament in 2006 to help youth. From left, Albert Diamond, Mushkegowuk Grand Chief Stan Louttit, CREECO President Rusty Cheezo and Fort Albany Chief Mike Metatawabin.



Air Creebec President Albert Diamond, left, with Charles Fox, Assembly of First Nations Regional Chief for Ontario at the NAN 100th anniversaary commemoration in Thunder Bay. Chief Fox said First Nations people should not have to defend not having to pay

taxes. He said, "Tax exemption was a right, but we get beaten up day after day after day because we don't pay taxes - and that's not right." He said he believes the First Nations people can co-exist with non-aboriginals, but it requires "a will to work together."

Baby on Board - 'Roger' The only baby born on an Air Creebec airplane was named as

a result of the pilot signing off his message to dispatch with the

'Roger' was used by all radiophone operators from the earliest days of wireless communications to mean "Yes. Okay. I

That's what the pilot was saying to someone over the radio in the cockpit of the Air Creebec Cessna 420 on a medevac from Waskaganish to hospital in Val d'Or.

Dr. Billy "Chief' Diamond says "After the baby was born on board the flight the mother heard the captain use the word Roger' and that's the name she gave her new little boy."

Billy thought that happened during the first year of the operation of Air Creebec. The baby, now close to 25 years old, is Roger Jolly, who lives in Waskaganish. Roger received a lifetime Pass on Air Creebec.

Japanese musician lands in Fort Albany - instead of Albany, N.Y.

This is the story of a young woman from a far away land who found herself a lot closer to Hudson Bay than her intended destination of the Hudson River - and she made some new friends in the process.

Air Creebec agent Eva Metatawabin was finishing up the paperwork from the flight that had just stopped at Fort Albany when she noticed a passenger was still waiting.

She asked her if she had a ride into Fort Albany. The lady said she did and in her broken English said that she was in Fort Albany for the music festival.

Eva said Fort Albany did not have a music festival, but the young woman did not appear to understand. Eva was joined by her husband Mike Metatawabin and they tried to solve the mystery.

Eventually, the woman picked up the word 'Canada'. It turned out that she did not know that she was in Canada, let alone Fort Albany.

She was to appear in a music festival in Albany, New York.

However, her travel agent in Japan had made the error. The young woman was booked to fly from Osaka to Toronto and on to Timmins, spend the night there and then take the Air Creebec flight the next morning to Fort

So, the musician was just using the ticket correctly – and now she was in Fort Albany.

When she landed in Albany she expected to see the New York state capital, as her ride picked her up for a trip to the music festival in Vermont. She had never been to the United States before so when she got off the airplane in Fort Albany she still thought she was in the right spot.

With no flight out from Fort Albany until the next morning, the young musician was helped by Air Creebec agent Eva, who has moved to Timmins and is an Air

Creebec agent at Timmins Airport.

Chikage Yoshihara was treated well in Fort Albany. She was given a tour of the community and the store manager gave her maps and souvenirs.

She stayed the night with nurses and the next morning took the flight back to Timmins and on to Toronto.

Chikage made it to the Vermont music festival in time to perform and sent Eva and Mike a postcard thanking them for all their help.

CBC picked up the story and the director of the music festival offered to play a free concert in Fort Albany if someone would pick up the cost of getting the orchestra there.

That concert has not taken place. And probably never will be held. But the day Chikage Yoshihara ended up in Fort Albany won't ever be forgotten by the young musician and her new friends in Fort Albany.



Air Creebec's golf prize for 2007 was a golf bag. Winning it at the Tidewater Classic in Timmins was Tom Ormsby of De Beers. Albert Diamond made the presentation while Willard Small, one of the tournament organizers is on the right.

Elizabeth Manning, Canada's silver medalist in women's figure skating at the 1988 Olympics in Calgary, traveled to help the figure skaters in Chisasibi. This page is reprinted from a Destinations magazine in the 1990s.

Elizabeth Chisasihi shawwas the sales in more de-

Chisasibi show was the calm in my storm Chisasibi, c'est comme le calme dans la tempête

lizabeth Manley, l'une des grandes vedettes du patinage artistique au Canada, a participé à une expérience vraiment à son goût récemment.

Ele a pris pan à deux spectacles organisés par le Club de parràge artistique de Chisas bi pour marquer la fir de la première sason

Je sus heureure d'être venue, c'est vialment formidade a de e'le déclaré à la fin d'un spectacle, pendam qu'elle signat des autographes

la patresse a pluseus explois à son actif dont une médalle d'argent remparée aux jeux alympiques de 1988 et deux Champonnas canadiens.

Rayonarie opis le prenier des deux speciacles au programmi, ville à affirmé proi craisme l'ure des qui l'eures petro marces de sa certale : las cottations deux des donnes speciacle : de l'appendie de l'appendie d'arts le maguée comercie, losqu'an lui à often de se produite d'arts le Nord. Je ne seis dit que ce serait une expérier la produite d'arts le

Son esca à Chisaibi est à ce pont respecte de l'Asse, la commandée parier la se se se de la la capité dont le titre de reure à détermine.

la patrevat est en ellet ties solicitée cendant ses tounées et ses engagement pour la télévision.

to, c'est different, je me sera combe as aum le tout le monde est referent d'en d'égards.

Mine Marier, que lon a puvar sent in procurrire des jeures, à presemente de la potroire, à louvient que aux les entres y son pour beaucaup dans l'intest de de montre. Le Cub de parage artisque de Orisanti. I dans être près de jeures, die e, car ce sont eux, notre avent.

Agéa de 10 aris et totre perce. El sobeh Marley a commerce à patiner à l'escrita des aris : El sobeh Marley a commerce de service de l'estrat son empherenn à Chary perdant ser moi sa le préadration aux Charalgues. Den 10 aris, elle est avec l'apparent les crist fou at Charalgues.

Aprèl Duraib de de la companya de se maise port de gagner la côte quest caracierne en compagnie de sa fixir de mais de de palgose une la mile appeles. Dans te Nation avec fuit à pounting jusée Charled et Brian Chier.

lizabeth Manley, one of Canada's premiere tigure skaters, was in neaven.

In Chicasto for two performances or a show organized by the Chicasto Skating Class to mark the end of its first season, she was just learn a.

I think this is great. This is just such an experience for me, the said, while signing autographs after her performance.

Manley has had some prety memorable experiences during her career including a siner medal or the 1988 Olympics and tree Conciden championships.

A bearing and bubbling Manley and other her that of two performances and Chiesebis that this area of the bear strong she has ever about 10 and 10 and

"I said. This is something I would never target." So memorable was the experience, that she will be writing about it in her settle benamed second autobiography. Markey found the ris to the Clear community was a

berating experience

"It's like coming book to my roots, because I come from a small town."

"21 kind of the file calm in my storm."

Surpointed constantly by people during her touring and production of television specials, she said Chicagos was a selecting change. "It's very tamily like. Everyone up here has been so kind to me.

Manley, who could be seen admining the young states rounted from the link's end the right of her but performance, said the children were a big part of the attraction to Childrelli.

"I lave being around kids. I love being where the lature is begins from."

or 32 yeards, who stated skaling at the tendir age of two to, spent the post 10 years touring with Ice Capades and the 1 wild Gup of Champions. Her this to Chin the way but a short respire in the factor

reduced, or Marier, who trew up in the Belleville area and lead are trained in Coming buring her Diversity years. After the surjan Colored II, the was heading back to law Vegas, where she same then up to the Comadian west account with law marker in preparation for the Swar the Nation tour, with Kurt Browning, Josee Chaulmard and Brian Green.



Former board member talks about Cree world before airplanes

Early airline service changed his life

WALTER PACHANOS

A Cree businessman owes his education to one of Air Creebec's predecessors, Georgian Bay Airways.

L. George Pachanos, President of Chee Bee Construction, and a former member of CREECO and Air Creebec Board of Directors, says his father, Walter Pachanos, had called him home to Fort George from school in Sault Ste. Marie as he finished Grade 8.

It was 1963 and his dad, Walter, wanted help on his trap line.

L. George says that soon after he arrived home in Fort George, his father obtained a job as an agent for Georgian Bay Airways. That meant he didn't need to maintain the trap line any longer and soon his son was able to go back to school.

L. George went back to school for another 10 years.

In the early days, Walter and his wife Hannah, who died in 1998, left their home in Fort George to hunt, traveling south of

Wemindji, about 80 kilometres from Fort George where they were born. "He led a very exciting life," says his son.

At 16, he was on the freighter canoe brigade, delivering Hudson's Bay supplies throughout the area. Sometimes they escorted the manager out. The managers got used to camping out and roughing it with the boys, said L. George,

His father went on to become an outpost manager for the Hudson's Bay Company at their Roggan River Camp, about 100 kilometers north of Fort George. That was in 1949, and brother Simeon was born there. He lived in a house, and even had a maid, while at Roggan River, but they continued to enjoy meals of ptarmigan. "It was our staple diet. He loved to eat ptarmigan. We all did," said L. George.

It was 1950 when the father started his trap line and for the next 13 years he would go away for the winter, with his wife and young family, trapping beaver, otter, muskrat, marten and other fur-bearing animals, to sell to the Hudson's Bay Company.

He spent the summer of 1956 in Great Whale working on the DEW (Distant Early Warning) Line, and brother David was born there.

One of his dad's favourite stories about his life in the bush featured a man who had blown off his kneecap while loading shotgun shells. The man didn't go to the hospital, not because the nearest hospital was hundreds of kilometers away, but because he was afraid that would be the end of his time in the bush. "So he suffered through the pain until the wound healed itself.

"He could never walk again, so he crawled on all fours," said L. George. When his

father used to tell the story, L. George says he remembers seeing the man take care of the dogs by himself. He would tie the dogs, crawl into the store to get supplies, then load the sled, hitch up the dogs one by one, and then go back to his trap line.

As the kids got older, they didn't go out with their parents to the trap line. They were placed in the St. Phillip's Anglican Residential School in Fort George and did not see their parents for several months.

L. George's father knew English, and was often used by Fort George Chief John Napash to read his mail for him. He was also involved as a translator in many meetings, including one in particular, where there were many arguments with the Federal Minister of Indian Affairs.

Walter was a believer in the hydro dam, and had an opportunity to fly over his old trap line in 1975 or 1976.

In his early days with Georgian Bay Airways he flew in Norsemen and Beaver aircraft to



L. George Pachanos, President of Chee Bee Construction for many years, owes his education to his dad getting a job with an airline.

the trap lines, helping pilots to track down the trappers, bring out their furs, and take in supplies. He knew the area well. And everyone knew him.

Not going on the trap line to work with his dad, being able to go back to Grade 9, then on to high school and college, helped L. George onto his path to success as a Cree businessman and community leader.

After graduating in electronics from Northern College in Kirkland Lake he went to work in Ottawa and later met with Montreal Canadiens great Dick Duff, who was a counselor for Indian Affairs in his home town of Kirkland Lake.

He worked for Bell Canada at the LG2 project and let everyone know that he would like to stay permanently at LG2, which was near to his home in Fort George. L. George went back with Bell to Ottawa, doing telephone installation.

He got married and moved back home to Fort George with his wife Nellie where he taught general science and mathematics to Grade 7 and 8 students.

He has been the President of Chee Bee Construction in Chisasibi for many years.

Accounting office so small it needed two shifts

Lir Creebec was so cramped for space in 1989 that the accounting department had to run two shifts.

There were 23 in the department. A year or so earlier there had been just four or five, with nine more in Timmins. It grew after Air Creebec had purchased the Ontario operation entirely in 1987 and was then

100 per cent owned by the Crees.



ALAIN LAPLANTE

Alain Laplante, the Chief Financial Officer since 1992, joined the company in February 1989 as Chief Accountant and then had to start making things work on the balance sheet. The 1988 year-end report took four or five months to complete before a clear picture emerged of the depth of the Air Creebec financial woes

It took a lot of effort to stop the bleeding. "Some days we worked 35 hours straight. We were in a kind of crisis. We were losing money and we needed to recover," said Alain.

"The Crees realized there was a problem, but they wanted to keep the airline going and they gave us the support and the task of finding a way to make it happen.

"The Crees were patient, as well as supportive, and we kept making improvements, even though we were using a lot of red ink," said Alain. "The owners realized that we needed to spend more to make money and they did not restrict us. We respected them for that freedom, and it made us want to find a lasting solution," he said.

But it took almost four years of closely managing the expense while trying to maximize the revenue to get to the first profit after the takeover.

Alain, a fixture on the Air Creebec management team for 19 years, left the company in the fall of 2007 to become the Vice President and Chief Financial Officer of a drilling company. He will be staying in Val d'Or, but will be traveling to company offices in Quebec, Ontario and Brazil, the United States and Suriname.

"While I am looking forward to my new challenge, my heart will always be with Air Creebec," said Alain just before he left.



Milutin Miljatovich, who retired from Air Creebec in 1995 as a fueller in Moosonee . . . walks to his fuel truck

WILL THE REAL MR. SCHMIDT PLEASE FLY!

A few years ago Air Creebec had a pilot named Schmidt.

When he had not reported for work an hour-anda-half before flight time, a new dispatcher was asked to call the hotel where he was staying.

The dispatcher talked to the person at the reception desk at the hotel and asked for "Mr. Schmidt."

Schmidt answered and the dispatcher asked why he wasn't at the airport.

Schmidt said he didn't have to be at the airport for another hour.

The dispatcher said that his boss was upset and if he didn't get to the airport right away and do his flight plans he would probably be fired.

Schmidt said he had a ticket and he didn't need to do a flight plan. He added that he did not know how to fly.

The dispatcher said, "I know you fly the left seat (the co-pilot's seat), so you don't really do anything, but you need to be here."

Schmidt was emphatic and said he did not know how to fly an airplane.

It turned out that there were two persons named Schmidt staying at the hotel – one was the pilot, the other was a passenger traveling on the same plane that morning. The dispatcher had been talking to the passenger.

Air Creebec 'flagship of the Cree Nation'

Air Creebec is the flagship of the Cree Nation, says Bill Namagoose, "everyone is proud of it." Bill, Executive Director of the Grand Council of the Crees, has been close to the development of Air Creebec right from the beginning.

In fact, Bill was in the witness box giving evidence at a hearing to determine whether the Crees should be allowed to go into partnership with Austin Airways of Timmins, Ontario, when word came in that the Joe Clark government had lost a non-confidence vote. As one last act in power the Transportation Minister of the day, Don Mazankowski withdrew the objections and that paved the way for the Crees to go into their joint venture with Austin Airways – and the rest, as they say, is history.

"Air Creebec took off from that courtroom," says Bill. "Prosperous nations around the world need an airline. It's a symbol of nationhood. Canada has Air Canada, and Air Creebec provides it for

the Cree Nation.

(66)

BILL NAMAGOOSE

"Nationhood is not measured in concrete, you need symbols. Air Creebec is our symbol of our Cree nationhood," says Bill.

He was just seven years old when he left his home in Waskaganish aboard a flight to the residential school in Moose Factory. Apart from graduating from Grade 6 in Waskaganish all his education was out of his home community.

He was away at high school in 1975-76 with Matthew Coon Come (who went on to become the Grand Chief) when they discussed what was happening in the Cree territory with the hydro-electric development along the Grand River.

"We discussed that (the development) in one way it would be wonderful, but in another way we were afraid.

 ${\rm ``I'}$ went home in the summer and got a job working for Albert (Diamond) who was the band manager in Waskaganish.

One year later Bill became the band manager. That was 1978. Five years later he was the Chief in Waskaganish and when the Cree Neskapi Act came into being he had to make a decision on whether he wanted a life in politics or in administration.

"I chose administration and that's probably the best decision I ever made. Everything was new in those days," he said.

Bill was appointed Executive Director to the Grand Council in 1988 when his old high school buddy, Matthew Coon Come was elected Grand Chief.

"I thought I would give it a few years and it has been 18 years so far," says Bill, still enjoying his work with the Grand Council.





You are cordially invited

to attend the

Dedication and Inaugural Flight

of Air Creebec's exclusive

Dash 8 service to the North

Wednesday, November 28, 1990

Air Creebec Hangar

Timmins Airport

Opening scremonies 9:00 p.m.
Complimentary local flight 3:15 p.m.
Reception following

R.S.V.P. to Anne Marie 264-9521, Ext. 115

Billy Diamond biography first written as fiction

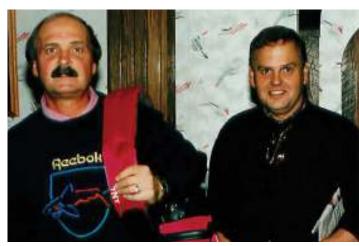
Roy MacGregor's book *Chief – The fearless vision of Billy Diamond* at first was fiction.

Billy said that MacGregor was originally commissioned to write a fictionalized book based on the life of Billy Diamond. But when the editors at Penguin Books Canada read the fictional version they didn't think people would believe it, so they asked MacGregor to write about the real person.

Billy read the book on a nine-hour flight

from Vancouver to Japan. "I was really peeved off because a lot of the stuff (about family and personal struggles) that was written in the book was really private. I didn't expect it to be in the book."

When he got home Billy was invited by the late Peter Gzowski to go on his popular coast-to-coast talk show on CBC Radio. "He didn't tell me Roy was going to be on the same show," said Billy, "but later he told me it was the best show he ever did."



Former Timmins base manager Bob Bileski with Vice-President Jim Morrison.

It was THE RIGHT right leg!

One of the most unusual calls Billy Diamond received when he was President of Air Creebec was from a passenger who lost an artificial leg during a flight.

Billy called his friend, John Mark, who told him the Ontario Provincial Police in Timmins had found a leg.

It was a right leg – and turned out to be the right leg. No-one knows how the leg ended up in Timmins.



Philip the 'miracle baby'

Doctors said Philip Diamond would never talk. Today he speaks three languages -English, French and Cree.

They said he would never walk. For years he has been walking without assistance.

They said he would never be a productive member of society because he would be in a vegetable state all his life. Philip beat the odds and proved the doctors wrong again.

Philip has been the 'weatherman' in Waskaganish for many years . . . he has a tremendous interest in airplanes -- even learning how to fly simulators - and is one of the most passionate fans of the Montreal Canadiens.

His older brother, Ian, describes Philip as "a miracle baby."

Philip is the youngest son of Dr. Billy and Elizabeth Diamond. He was born in Val d'Or on Nov. 15, 1979 and moved with the family to Waskaganish in 1980.

Philip caught "a number of Third World diseases" says Ian, because of the lack of a clean water system and the open sewage in the community. He said several residents of Waskaganish died because of the water-borne problems.

Their father, who was Grand Chief of the Crees at the time, took the plight of the community to the Pope, drawing world attention to the living conditions of the Cree. In time, the problems were fixed, but by then Philip had developed epileptic seizures. He takes medication to control the seizures and lives at home with his mom and dad.

Since a young age he has had an interest in airplanes, particularly Air Creebec airplanes. He draws planes and there are dozens of pictures all over his house. In the past he has also made calendars with his Air Creebec drawings - like those on this page - and presents them to Air Creebec pilots.

















'Crees had a vision' and made right choices

Lt was not until Air Creebec built the 30,000 square foot hangar at Val d'Or Airport that many people realized that the airline was here to

Richard Brouillard, manager at Val d'Or Airport, said the people of Val d'Or never really realized what Air Creebec was doing - until the hangar was built.

"When they could see the building, that's when they realized Air Creebec was here to stay," said Richard, who has been involved with Air Creebec right from the early days of the joint venture with the Deluce family.

Richard was controller of the Board of Compensation and Vice-President of CREECO for eight years when Albert Diamond was Chairman of the Board of Compensation and President of CREECO.

He said he was not involved in the day-to-day operation of Air Creebec, but as Vice-President of the holding company, he had a good working relationship with the former Vice-President Iim Morrison and he said he did a lot of the work when the Crees looked at the option in the contract to purchase the shares owned by the Deluce family in the airline, working closely with the lawyers, the accountants and getting the approvals for the financial agreement.

He said the aviation field is a "very exciting field" to be in. He realized it way back at the start of Air Creebec and still marvels today at the success of the airline, as well as the development of aviation infrastructures not only in Val d'Or, but in all the communities along the coast of James Bay.

He says it seems so obvious today that creating an airline and flying into the smaller communities was the right thing to do, but in the years when it was being talked about you needed to be optimistic and have a vision.

"The Crees had that vision," he said. "But they were careful how they handled things. There were a lot of fly-by-night operations around and did make right choices."

The same optimism and vision has made sure that Val d'Or kept the previous military airport at a level that meets its needs today, and into the future.

The airport has a 10,000-foot runway that accommodated an Airbus 330 in an emergency last year. In fact, it could also handle the huge 800-passenger Airbus 380, if necessary. And no one will ever forget when the Air France Concorde landed. Thousands were at the airport that day.

> Military airplanes, particularly the F18 fighter jet are regular visitors to Val d'Or for refueling and last year even the British air force's Vulcan bomber stopped at the airport.

He says the airport has all the facilities an airport of its size needs and it is interesting to note that the same financial mind that worked out such a good deal for the Crees is still capable of getting maximum performance for every cent spent. For instance, he says in 1994 there were 34 employees at the airport, including firemen, when it was run by the federal government, whereas today the are only nine, with three extra in the winter to handle the snow removal and keep the runways clear.

Asked about the location of the company, Richard says that in the past he has been involved in discussion to have Air Creebec operation moved to one of the communities, and Waskaganish was

considered.

RICHARD BROUILLARD

He understands the reasons why the Crees would like their airline to be in one of their communities, but added that it would probably be financially difficult considering the cost of new installations and having the necessary experienced people move to a community, at least in the first years after the move.





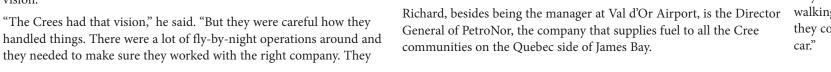
Air Creebec mechanics treated like NHL scouts

Aviation mechanics Frank Hart and Rick Linklater, who are based in Timmins, remember the time they felt like NHL hockey scouts.

They were sent to Chibougamau to repair one of the Embraers. They had to stay over the weekend waiting for a part to arrive from Florida.

Learning that the Quebec Regional Hockey Playdowns were taking place in Chibougamau and Chapais they were given the company car at Chibougamau Airport. "We felt like NHL scouts," said Frank, "being paid to watch the young hockey stars."

When the part arrived and the airplane was repaired they saw two Air Creebec pilots at a restaurant in Chibougamau. Frank says, "We asked how their weekend had been and they said they had spent it walking everywhere because they couldn't find the company



PRIZES FOR PASSENGERS

Air Creebec has had a number of successful promotions.

One of the biggest was for Diamond Dollars where passengers could use vouchers - that looked like paper money - with Albert Diamond's picture on them. The idea was that the dollars could be given as gifts and then used to help pay for tickets.

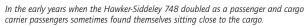
Air Creebec also appreciated frequent flyers by offering Air Creebec merchandise, suchs as hats, shirts and jackets depending on the number of flights taken by the passenger.

And then there was a prize for the one millionth passenger on Air Creebec flights.









Gord Hudson, the person in charge of the sports camps organized by Cree Health Board, is with Toronto Raptors Fred Jones and PJ. Tucker, at Mistissini in 2006.



Flight attendant Kimberly Pash with Albert Diamond in front of one of the Dash 8s, a favourite of Air Creebec passengers.



With the airplane they fly in the background at Timmins Airport these female pilots were part of the Air Creebec flight crew in 2003. From left, Marisol Gelinas-Brisbois, Heidi Laine-Farrington, Eve Monture and Tara Kohoko.



Cree pilot Eve Monture, right, proudly wore her flight suit when she first joined Air Creebec in 1998 with Heidi Laine-Farrington.



Albert Diamond looks at a Cree painting with Manon Richmond, Administrative Assistant to Cree Native Arts and Crafts Association. Albert often purchases Cree art for use as gifts and prizes from Air Creebec.



Billy Diamond was the first person named to the Canadian Aboriginal Business hall of fame in 2005. From left is Ted Nobbs, a lawyer who has acted for Air Creebec for the past 25 years, Albert Diamond, Billy and Robert J. Deluce, the son of Stan Deluce, who owned Austin Airways.



fishermen into remote areas of Northern Ontario in 1951 with a Stinson aircraft. In 1974 he purchased Canada's oldest airline, Austin Airways and moved to Timmins. At that time he owned more than 40 aircraft and almost doubled his fleet

in Ottawa. Even though he retired in 1988, Stan still enjoys a business relationship with Billy Diamond in Moosonee Transportation.

ext

hen one thinks of the future of Air Creebec, it has to include

the future of the Cree Nation of Quebec and that future certainly looks bright and promising. One of the biggest indicators of what may happen to the Cree Nation of Quebec is their growth in population. At the present rate, our birth rate is twice the national average and if our population growth continues, then certainly the need for air transport services will continue. And in fact, the number of Crees that will fly will increase. Just that statistic alone could ensure the continued success of Air Creebec in the years to come.

You also have to look at what may happen on the development in the Cree territory, especially in the development of natural resources. At the present time, there is a boom in mining exploration in the Cree territory and chances are that mineral deposits will be found. When you look at what

mining companies are doing to extract the mineral resources, they are not building permanent towns but are constructing work camps for their workers. These workers are flown in and out with specific work schedules and regular visits home to be with their families. It will probably happen that there will be agreements between the mining companies and the Crees on future mining projects. Each mine that is developed will require air transport services and of course, the Crees will continue to support Air Creebec and many of those agreements will include the provision of air transport services by Air Creebec.

Another sector that has the potential for major development is tourism. The Crees have just started to develop tourism projects and facilities. Although they are predominantly for outfitting operations, I believe there will come a time that we will have many visitors who will want to see and experience our culture, our traditional way of life.

It is just a matter of time before we have many tourists who will want to see and experience the natural beauty of the Cree territory and of

course, our way of life. Air Creebec is well positioned to meet all of the needs of the tourists from any part of the world as they experience what the Crees have to offer in tourism.

Another contributing sector in the growth and the need for air transport services will be the development of the Cree communities. With the signing and implementation of the Paix des Braves Agreement and the signing and implementation of the Canada-Cree Agreement, the financial resources that the Crees need to develop their communities will be there. As our population grows, our communities will need more services and more facilities. There will always be a need for those people involved in developing the communities and implementing the agreements to travel to and from our communities.

Finally, there will be the implementation of the Cree Governance clauses of the Cree Canada Agreement. Once these sections are negotiated and finalized, there is going to be a Cree Regional Government. The leadership and representatives that get elected/appointed, and the subsequent development of a Cree Civil Service will certainly require air transport services. The Cree leadership and all those that work for the Crees, their organizations and companies have always supported their airline.

Air Creebec was established primarily to meet the needs of the Cree Nation on air transport services. I believe that this need will continue to be there. I also believe that the Cree people, as they always have, will continue to support their airline.

ALBERT W. DIAMOND

President



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