



**FIRST NATIONS OF QUEBEC
AND LABRADOR ECONOMIC
DEVELOPMENT COMMISSION**



ANNUAL REPORT 2018-2019

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FNQLEDC'S MISSION AND VISION

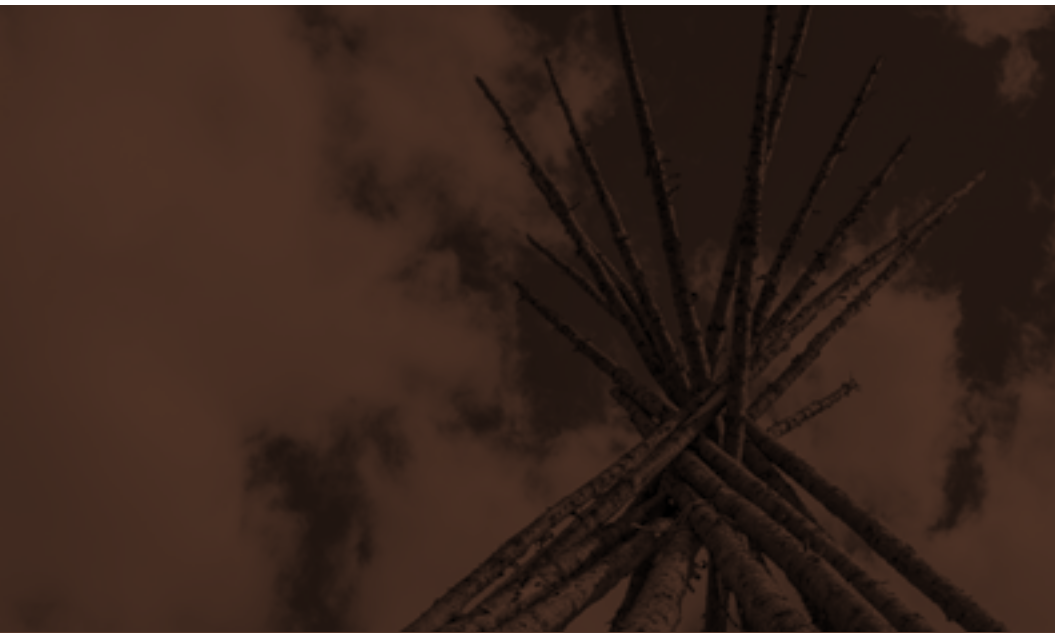
Mission

In consultation with all the community stakeholders and in accordance with the cultures and local autonomy of the communities, the mission of the FNQLEDC is to represent, promote, support and defend the interests of the First Nations of Quebec and Labrador in socio-economic development, thus contributing to their overall development.

Vision

Recognized as a major leader in First Nations socioeconomic development, the FNQLEDC has distinguished itself through the quality and the added value of its achievement and the support it provides to First Nations, as well as through its capacity to unite and mobilize all stakeholders for the achievement of common objectives. Thanks to its outreach work, the FNQLEDC continues to improve the entrepreneurial capacities of the First Nations, while helping them to reach greater economic independence and diversity.





A WORD FROM THE PRESIDENT OF THE BOARD OF DIRECTORS

Kuei Kassinu,

Hi everyone,

Bonjour à tous,

It is my pleasure to submit our Annual Report for 2018-2019. This year has been a year for strengthening the governance structure. It is a fact that several Community Economic Development Officers are called to sit on different board of directors; therefore, a special training course covering the aspects of the roles and responsibilities of a Board of Directors, was offered to them. This gave them an opportunity to further enhance their knowledge in the area. It was also an occasion for our Board Members to optimise their positioning. In fact, working committees were set up to update the Human Resources policy, create a toolkit for the directors and draft a Code of Ethics. These documents should be finalized during the next year. I am convinced that, not only will these tools promote a better understanding of our organization, but it will enable the directors to have a holistic view of the policies needed for practicing sound management. In addition, the changes brought to our Contract of Association make it possible to fill nearly every seat on the Board, and that is something I am particularly proud of.

The Board of Directors has paid particular attention to the implementation of the 2016-2021 Strategic Planning. Although some items have been left out in order to concentrate on organizational objectives and those relating to the CEDOs' needs and on those in the field, I can say that we are very well advanced. We have successfully increased the utilization rate of our services in a significant way. We have strengthened our partnership agreements and increased our recurring revenues. I believe the time has come to initiate a new strategic planning exercise without further delay.

In terms of Human Resources, a review was conducted of the position of Controller. Ms. Jinny Thibodeau Rankin has thus been promoted to the post of Director, Finances and Administration. In addition, two new resources have joined the FNQLEDC team, respectively in August 2018 and mid-March 2019. They are, Ms. Véronique Édé, Communications Officer, and Ms. Annick Tremblay, Social Economy Officer, bringing the number of employees to 11. All employees are doing an excellent job with their work. Our members can therefore rely on a dynamic and dedicated team always at your service!

Enjoy your reading!



François Rompré
President of the Board of Directors



A WORD FROM THE DIRECTOR GENERAL

Dear Readers,

Again this year, the momentum for change initiated by the implementation of the 2016-2021 Strategic Plan, has continued. The image of the FNQLEDC was completely overhauled to make way for a more colourful and modern identity. This new image shows the renewal that we have engaged in. Building on this momentum, our Aboriginal Business Directory also had a facelift. New features were added to make it more complete and user-friendly. This rebranding process has been completed with the total redesign of our web site, which will be launched at the beginning of the 2019-2020 fiscal year. The changes introduced clearly reflect the dynamism of our organization, and this gives great pride to the entire team of the FNQLEDC!

Another important project that kept the team very busy in 2018-2019 was the change to the concept of trainings that are provided to the Community Economic Development Officers (CEDO). Instead of using the services of outside consultants or educational institutions to develop the content of our trainings, we are now using the expertise of our own advisors and experts. They are the ones who developed and presented a large portion of the training courses during the past year. This formula gave them the opportunity to put forward their experience in guidance and mentoring, in addition to fostering the creation of links with the CEDOs, who, by the same token, were given the opportunity to get to know them. This renewed relationship resulted in the establishment of a new type of training, in the form of bootcamps. These trainings, which are also internally-developed, are provided in the communities, at the request of the CEDOs; they aim to foster the development of local entrepreneurship.

At the end of the day, all these changes in the fulfilment of our mandate to provide training, along with the regular contacts of our Economic Development Advisor and other team members with the CEDOs, enabled us to provide increased support and accompaniment. These efforts have resulted in a significant rise in the use of our services and in the number of entrepreneurs registered for support and mentoring services. Also, we feel that the CEDOs are more and more committed to the FNQLEDC and its mission. We note that the improvement of our image has a significant influence on our partners. In fact, we have noticed increasing demands for our advice and our expertise.

All this would not have been possible without the professional and totally dedicated work of the FNQLEDC Team.

Enjoy your reading!



Mickel Robertson
Director general



2018-2019 ANNUAL ACTIVITY REPORT

OPERATIONS

INFORMATION AND COMMUNICATION

This year, the Communications Team has put a lot of energy into revamping the image of the FNQLEDC. To this end, the logo was revised and modernized and a more dynamic colour scheme was chosen to enhance it. This new visual identity was then applied to a number of promotional materials. Throughout the year, much effort has gone into the promotion of our expertise and services. This entailed the creation of several promotional tools, including a brochure in which all our services are presented. A social media strategy was also prepared to reinforce our presence in these networks. And finally, the interface of the *Aboriginal Business Directory* was completely transformed to improve its functionalities and facilitate its use.

NIKAN
 Québec Mines + Énergie
 PROMOTING FIRST NATIONS
 ECONOMIC DEVELOPMENT
 AND CULTURE

Networking cocktail held on November 20, 2018

From November 20th to the 22nd 2018, the FNQLEDC partnered for a fourth consecutive year with the congress Québec Mines, to which was added an Energy segment. Following is a summary of the activities organized by our team during this large-scale event.

This year, the team of the Québec Ministry of Environment and Natural Resources targeted an in scope of A21-A22 that, which we could accommodate at our convenience. We therefore decided that this space would be a venue to showcase the economic development and the culture of the First Nations. To this end, we invited partnering organizations, such as the Québec Aboriginal Tourism and the First Nations of Québec and Labrador Sustainable Development Institute to participate in the convention as exhibitors. On November 20th and 21st, we invited counterparts who were pleased to demonstrate their art while making a drum and a bark canoe.

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Ministère de l'Énergie et des Ressources naturelles Québec
 Canada

FIRST NATIONS OF QUEBEC AND LABRADOR ECONOMIC DEVELOPMENT COMMISSION

OUR SERVICES

4 issues
of the Nikan Newsletter

1 promotional
brochure
on services

1 459 Facebook
subscribers



Redesigning
of the Aboriginal Business Directory

FNQLEDC
 COMMISSION

ABORIGINAL BUSINESS DIRECTORY

SUPPORT SERVICES TO CEDOs

The arrival in office of a new Economic Development Advisor allowed us to develop and consolidate our relationships with the CEDOs. Since then, there are regular contacts with each member, either by phone or in person, where possible. An information tool was also produced to welcome the new CEDOs upon their arrival and provide them with information adapted to their needs; it's a tool to assist them in their new mandates. Our Advisor is also involved in six special projects carried out in cooperation with some of the CEDOs and which will continue in 2019-2020. Among those projects, is the establishment of an economic development corporation in Kanesatake. And finally, our CEDOs can, at any time, rely on the support of our entrepreneurship advisors in the execution of their mandates.



Over 55 phone
or face-to-face meetings with the CEDOs

6 special projects achieved

12 communities visited

Participation in **17 events**



REPRESENTATION

Throughout the year, the employees of the FNQLEDC were very active on the ground. We organized or worked closely on several events, in addition to attending a number of meetings and events of all kinds. Therefore, we consider that our different interventions were an opportunity to talk about the FNQLEDC and introduce our services to some 1 300 people.

**Our interventions have reached
over 1 300 people**



RESEARCH AND DEVELOPMENT

In the past year, the FNQLEDC was particularly active in a new file, the housing sector. We played an active role in the meetings of the Working Group on First Nations housing needs, a file spearheaded by the AFNQL. We have been given the mandate to conduct a financial and economic analysis within the scope of the *Regional Housing and Infrastructure Strategy*.

**Participation in more than 12 meetings
in this file**

**1 consultation session
during the Regional Housing Meeting**

SERVICES

Services provided by the FNQLEDC are targeted primarily at the CEDOs and entrepreneurs of the private, community or collective sectors. Nonetheless, all First Nation members interested in entrepreneurship may use them.

TRAININGS-CONFERENCES

Every year, the FNQLEDC organizes trainings and conferences for the CEDOs, entrepreneurs and First Nation members in general. Besides their learning aspect, these events also aim at fostering and encouraging entrepreneurship. In 2018-2019, there was a complete redesigning of the formula used to organize and present the events. In light of these changes, the FNQLEDC is now developing most of its training content, and this brings huge visibility on the expertise of its team. This new formula is a way of presenting trainings with a content that is more adapted to the CEDOs' needs. Additionally, from now on, it will be possible to offer special thematic training modules in communities, as long as the request is presented by a CEO. All the changes that have taken place seem to have been appreciated, given that the rate of participation of the CEDOs to our various activities has increased substantially.



2 trainings

- Business Plan : tools and approaches for the CEDOs
- Market Study and Marketing Plan



1 Conference-Day

on *Indigenous Governance: the roles and responsibilities of administrators*

1 Conference-Day on Aboriginal tourism

1 training session in business planning, in Mistissini

181 people attended the training activities

YOUTH ENTREPRENEURSHIP

This service is directed at young Indigenous people between 15 and 35 years of age. It is intended to raise awareness about entrepreneurship and stimulate the establishment of new businesses in the communities. To achieve this goal, our Youth Entrepreneurship Advisor has been very active on the ground with the presentation of workshops in First Nations schools and organizations. Also, she accompanies many young people in their early stages of pre-start-up, start-up or expansion of enterprise, in addition to attending *bootcamps style* trainings, in the capacity of collaborator and trainer. All those activities and interventions aim to develop the entrepreneurial spirit and capacities of young Indigenous people.

30 young entrepreneurs were assisted

12 presentations of entrepreneurship awareness workshops

Participation in **3** entrepreneurial *bootcamps*

15 meetings with community entrepreneurs and stakeholders



WOMEN'S ENTREPRENEURSHIP

The objective of the Women's Entrepreneurship unit is to mobilize women and interested parties, and accompany them in the designing and implementation of strategies that will enable them to diversify and expand economic and business opportunities made available to them. As part of his work, our Women's Entrepreneurship Advisor presents awareness and information workshops in communities with the goal of encouraging women to go into business. He also offers support tailored to the needs of entrepreneurs throughout all phases of their business project. He also works closely with the AFNQL Elected Women group promoting reflection on economic development. To this end, an application was launched during the year to facilitate networking between the Elected Women and stimulate their thinking. And finally, he provides support in the realization and implementation of various projects from women's groups, such as the *Osekwan Minic*, a project initiated by Association Nikawi of Wemotaci.

130 ongoing files involving support to entrepreneurs

9 workshops on entrepreneurship awareness

1 training and networking event for the Elected Women

1 video clip on Women's Entrepreneurship



SOCIAL ECONOMY

Several large-scale initiatives have been undertaken in 2018-2019 in the Social Economy service. As a first step, a market and feasibility study was undertaken in the fall of 2018 to determine the potential in creating a social economy enterprise in homecare for elders living in an aboriginal setting. During the same period, a research project entitled *First Nations Entrepreneurial Ecosystem*, completed in partnership with Université du Québec à Montréal, was also undertaken. In addition, the Youth Incubator project in social economy (SEI) and the organization of the 2nd edition of StartUP Nations have made significant progress in 2018, and this, thanks to the collaboration of Chantier de l'économie sociale, the First Nations of Quebec and Labrador Youth Network, and Concordia University. Throughout the year, the social economy Advisor ensured the coordination of the First Nations Social Economy Regional Table. And finally, towards the end of the fiscal year, an additional resource holding the position of social economy agent was hired to promote social economy in communities and accompany the collective entrepreneurs in the creation of a business venture.

Publication of the *Portrait of the First Nations Social Economy*

3 presentations of the conference on Social Economy in First Nation communities

Participation in the *World Social* Economy Forum

2 Major projects under way



TECHNICAL BUSINESS ADVICE

The Entrepreneurship Technical Advisor provides technical advisory and financial services to the CEOs, First Nation enterprises and promoters. In 2018-2019, he provided support to several files involving entrepreneurial mentoring that were led by the other advisors of our team, more particularly regarding the business plan drafting, financial forecasts and the search for funding. He also played an active role in the preparation and presentation of trainings for the CEOs and entrepreneurs, in addition to being involved in the execution of regional projects. He also developed two working tools that can be used by the CEOs and the entrepreneurs: an outreach program to raise awareness of the *Prévipro* financial forecasts software, and an *Excel* document making bookkeeping simple and easy for the entrepreneurs. And finally, it is also the Technical Advisor who responds to all tax-related requests for information received by the FNQLEDC.

16 new entrepreneurs were mentored

5 communities visited

4 trainings presented to the CEOs and the entrepreneurs



FIRST NATIONS TAX SERVICE

This service comprises two elements: awareness and education and assistance. In 2018-2019, the main activities conducted under this project were the publishing of tax chronicles in the Nikan Newsletter, and responses to enquiries. A conference-supper on taxation was also held in the Innu community of Mashteuiatsh to respond to the questions of local entrepreneurs.

27 tax-related enquiries were addressed

1 conference-supper on taxation



ACTIVITIES

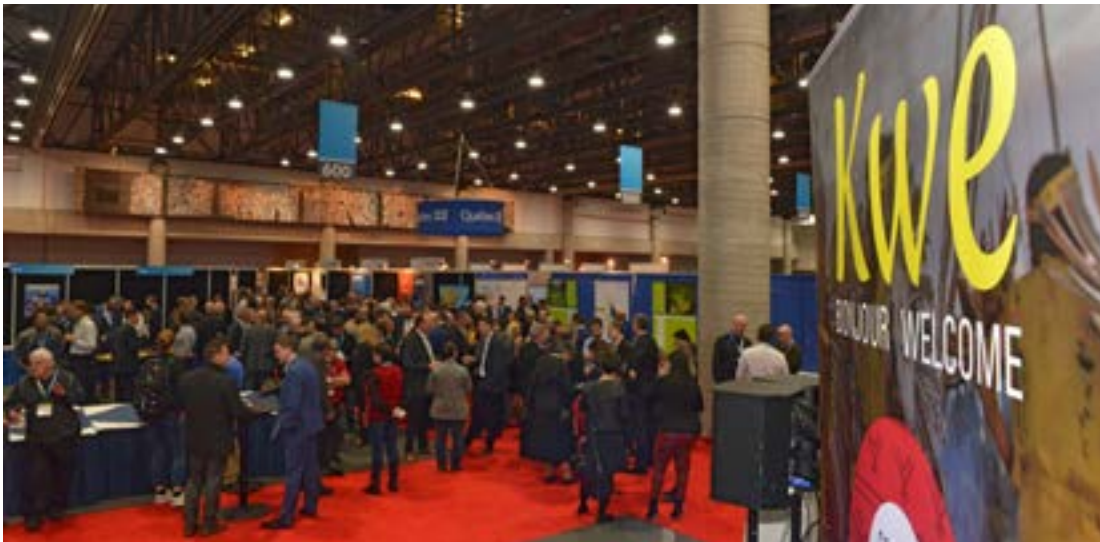
QUÉBEC MINES + ÉNERGIE 2018

From November 20th to the 22nd of 2018, the FNQLEDC partnered for a fourth consecutive year with the Congrès Québec Mines which saw an addition for the very first time: the presentation of an Energy component. As part of this event, we hosted the Espace Premières Nations (*First Nations Space*), a place in which First Nations' culture and economic development are showcased. A networking cocktail reception was also organized and a block of conferences was presented. Its theme was First Nations are vital players!

550 interactions at the First Nations Space

More than 200 participants at the cocktail reception

3 conferences presented



TRAINING SESSION ON ACCOUNTABILITY

Just as in the past two years, we hosted two days of training on accountability. This year, a special component dealing specifically with the 10-year grant was added to the training. It was designed for the directors general of First Nations communities. The content of the training was developed in collaboration with *Conseil tribal Mamuitun* and was presented by an advisor of the *First Nations Financial Management Board (FNFB)* and by representatives of the firm *Lemieux Nolet*.

2 days of training

38 participants in training sessions



2019-2020 UPCOMING ACTIVITIES

In addition to the services currently offered, our entire team always remains attentive to the needs expressed by our clientele and by First Nations communities. It is very important for us to ensure that there will be coherence between the services we offer and the needs identified on the field. There are many projects on the drawing board for the year 2019-2020. First of all, we wish to host a reflection and networking event that will gather all of the CEDOs during a few days. Early next year, we will have a new working and promotional tool at our disposal: a brand new website, including a host of new features which will enable us to put at the disposal of our clientele useful tools along with information and educational content. This is but brief overview of an eventful year!

FNQLEDC 2018-2019 BOARD OF DIRECTORS

Both First Nation communities and Community Economic Development Organizations in Québec and Labrador may become members of the FNQLEDC with the right to attend the general assembly. Community Economic Development Officers (CEDOs) and Representatives meet at the General Assembly to appoint a board of directors consisting of one representative per nation: Abenaki, Algonquin, Atikamekw, Cree, Huron-Wendat, Innu, Maliseet, Mi'gmaq, Mohawk and Naskapi.

The Board of Directors set the priorities to be implemented by the Executive Office of the FNQLEDC. It also appoints the Executive Committee, consisting of the President, the Vice-President and the Secretary-Treasurer who are responsible for the efficient execution of the mandates.

Members of the Board of Directors

NAME	TITLE	NATION
François Rompré	President	Innu
Delphine Metallic	Vice-president	Mi'gmaq
Denys Bernard	Secretary-Treasurer	Abenaki
Theresa Chemaganish	Administrator	Naskapi
Roy Mamianskum	Administrator	Cree
Larry Whiteduck	Administrator	Algonquian
Sandra Tremblay	Administrator	Maliseet
John Canatonquin	Administrator	Mohawk
Jean-Philippe Vincent	Administrator	Huron-Wendat
Vacant	Administrator	Atikamekw

GOVERNANCE

During 2018-2019, the members of our Board of Directors have been hard at work improving the governance structure of the FNQLEDC. This entailed the establishment of working committees tasked with conducting a review of the human resources policy, creating a toolkit for the directors and drafting a Code of Ethics. The work mandated to these committees will be finalised during the year 2019-2020. Changes have also been brought to our Contract of Association, which made it possible to fill nearly every seat on the Board.

3 Board meetings

3 Working Committees were established

OUR TEAM



Mickel Robertson
Director General



Jinny Thibodeau Rankin
Director Finances
and Administration



Lorraine Rhéaume
Secretary



Marie-Christine Tremblay
Communications and
Public Relations Advisor



Véronique Édé
Communications Officer



Steve Laveau
Economic Development
Advisor



**Emmanuel Bertrand-
Gauvin**
Women Entrepreneurship
Advisor



Myriam Vallières
Youth Entrepreneurship
Advisor



Frédérick Martel
Entrepreneurship
Technical Advisor



Karine Awashish
Social Economy Advisor



Annick Tremblay
Social Economy Officer

THE FNQLEDC IN TERMS OF FIGURES

SOURCE OF FUNDS FOR 2018-2019

Total of \$1,998,298



51%

FEDERAL
GOVERNMENT



14%

PROVINCIAL
GOVERNMENT



12%

FIRST NATIONS
ORGANIZATIONS
AND NPOs



2%

OTHERS

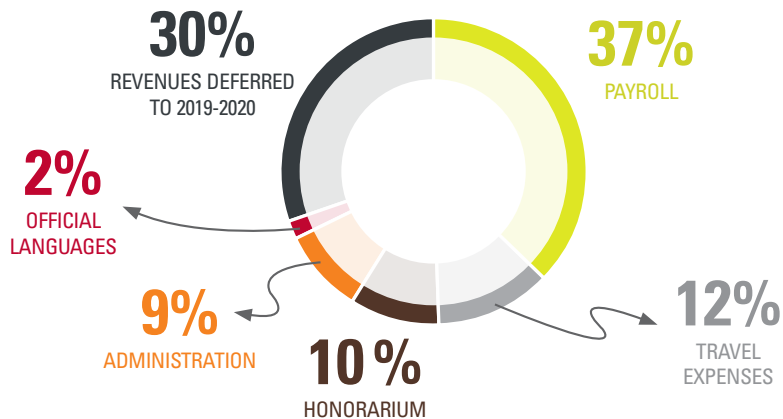


21%

DEFERRED REVENUE
FROM 2017-2018

USE OF FUNDING FOR 2018-2019

Total of \$1,926,347



ADMINISTRATION OF THE FNQLEDC

Total of \$511,352



61%

PAYROLL



17%

CONTRIBUTIONS
TO PROJECTS



11%

ADMINISTRATION



6%

HONORARIUM



3%

TRAVEL
EXPENSES



2%

OFFICIAL
LANGUAGES



FNQLEDC

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