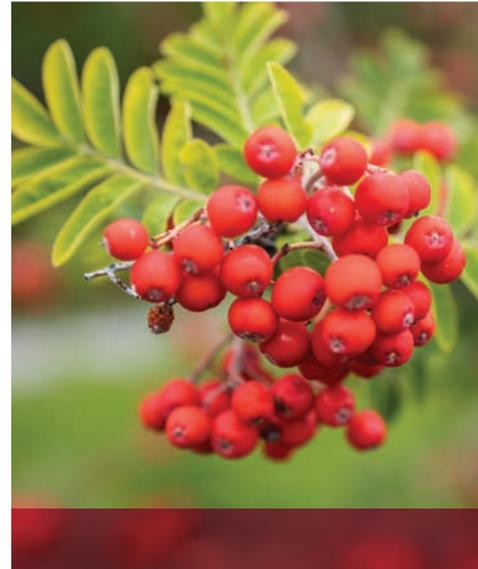




**FIRST NATIONS OF QUEBEC
AND LABRADOR ECONOMIC
DEVELOPMENT COMMISSION**



ANNUAL REPORT 2019|2020





Photo credits:
Mathieu Dupuis (cover, pages 4, 12, 15 and 19)
Public Cité (page 17)

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FURUNO

JAPAN

STORMIN NORMAN 2011

PERIGNONNES

ENTREE

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 First Nations of Quebec and Labrador Economic Development Commission (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 of the socio-economic development of the First Nations, the FNQLEDC stands out for its achievements, the quality and added value of its support to the First Nations, and its ability to consult and mobilize all stakeholders to achieve common goals. Through its interventions, the FNQLEDC helps to enhance the entrepreneurial capacity of the communities and helps them achieve greater autonomy and economic diversity.



“A year that has been **very busy and productive** at the FNQLEDC.”

A MESSAGE FROM THE PRESIDENT



Kuei Kassinu,

Hi everyone,

Bonjour à tous,

I am pleased to present to you our 2019-2020 annual report, which provides an assessment of a year that has been very busy and productive at the FNQLEDC. In recent years, a lot of work has been done by the members of the Board of Directors to strengthen the FNQLEDC's governance. This work has continued in recent months, in particular with the development of a new tool: a code of ethics and professional conduct intended for the Board members. With the addition of this tool, the FNQLEDC's Board members can now rely on a complete documentary kit to guide their actions for the duration of their terms.

Throughout the year, the achievement of the various objectives and actions foreseen in the 2016-2021 strategic planning continued to progress so well that the exercise is almost complete. We therefore plan to carry out a new strategic planning exercise in 2020-2021 in order to have new directions on which the development of our organization will be based in the years to come.

In the second half of the year, the entire FNQLEDC team was mobilized in the preparation of a retreat type of event that was organized for the Community Economic Development Officers (CEDOs), which was supposed to take place in May 2020. Thus, a complete program of workshops and activities was developed entirely by the employees in order to promote exchanges between the CEDOs and the sharing of experiences and knowledge. Unfortunately, due to the COVID-19 pandemic, this event had to be canceled, but this is only a postponement as it will return in 2021 if the situation allows.

In closing, I would be remiss if I did not emphasize the excellent work of all the employees of the FNQLEDC. Since I am in regular contact with the organization, I was able, again this year, to see the commitment and professionalism that characterize this team. It is therefore with confidence that I look forward to the year ahead.

Enjoy your reading!

A handwritten signature in blue ink that reads "François Rompré". The signature is written in a cursive, flowing style.

François Rompré

President of the Board of Directors



**“More than 2,000 people
were thus affected** by the
FNQLEDC’s interventions
throughout the year.”

A MESSAGE FROM THE DIRECTOR GENERAL



Dear readers,

The month of March 2020 will forever be remembered. Indeed, we have all been struck by the impacts of the COVID-19 pandemic and it goes without saying that it has caused great upheaval that will be felt for a long time. Even though it is difficult to find the good in such a disastrous situation, I believe that the FNQLEDC has nonetheless been able to find ways to help its clientele and adapt to the new realities imposed by the pandemic. In the midst of uncertainty in the face of an unprecedented situation, the FNQLEDC's team was quick to take action. First, mandatory confinement measures led to the implementation of telework overnight. This required a quick migration to the Microsoft Office 365 environment, which greatly simplifies remote collaboration. The employees of the FNQLEDC contributed to the exercise with enthusiasm and openness, which greatly facilitated the transition. Meanwhile, several team members worked together to develop an online application to help our clientele navigate the many assistance programs that have been established by governments and financial institutions. Proactive calls were also made to Community Economic Development Officers (CEDOs). For their part, the advisors who work with the entrepreneurial clientele organized discussion groups with entrepreneurs, a place where they were able to share their experiences and solutions in relation to the pandemic. The generosity of our participants enabled us to better understand the needs on the ground and we are very grateful.

The end of the year that we were faced with should not, however, cause us to forget the very good year that the FNQLEDC team experienced. The year started with the launch of our new website. It is user-friendly, adaptive and includes a blog to which the communications team has regularly contributed over the year. This blog allows us to disseminate articles intended for our clientele on an ongoing basis and will gradually replace the Nikan Bulletin. These changes have resulted in an increase in subscribers and engagement on our Facebook page.

The FNQLEDC's influence was not limited to the Internet in this past year. The FNQLEDC team conducted several visits to communities to participate in local events and provide training and support to CEDOs and entrepreneurs. Members of the team also participated in numerous events to represent the organization and share the knowledge and experience of the First Nations in Quebec in terms of economic development. The FNQLEDC also had the privilege of being the host and organizer of an international event in collaboration with Canada Economic Development for Quebec Regions (CED) and the Organization for Economic Co-operation and Development (OECD). More than 2,000 people were thus affected by the FNQLEDC's interventions throughout the year. It goes without saying that we are very proud of that.

The pandemic will continue to require the FNQLEDC team to adapt over the coming year. We obviously want to be there for our clientele to help mitigate the negative economic impacts of the pandemic. For this reason, our regular support, information and representation activities will be carried out this coming year under the theme of economic recovery.

In conclusion, I would like to thank all the members of the FNQLEDC team who once again this year contributed to the influence and success of the FNQLEDC. I would also like to thank you, our clientele, partners, members, funders and directors, because our successes are also yours. The trust you place in us is key to our success.

Enjoy your reading!

A handwritten signature in blue ink, appearing to read 'Mickel Robertson'.

Mickel Robertson
Director General

2019-2020 ANNUAL ACTIVITY REPORT

OPERATIONS

Information and communication

This year, one of the most important information and communication achievements is without a doubt the complete overhaul of our website. It is now up to date and available in a mobile version. With a blog and a toolbox section, the website is regularly updated by our team and is now at the centre of our organization's communications. Over the course of the year, three issues of the Nikan Bulletin were produced and many other articles relating to community socio-economic development were published on our website. Finally, we continued to post on our Facebook page on a daily basis in order to present our activities, demonstrate our presence and involvement in the field and showcase our expertise.



3

issues
of the Nikan Bulletin



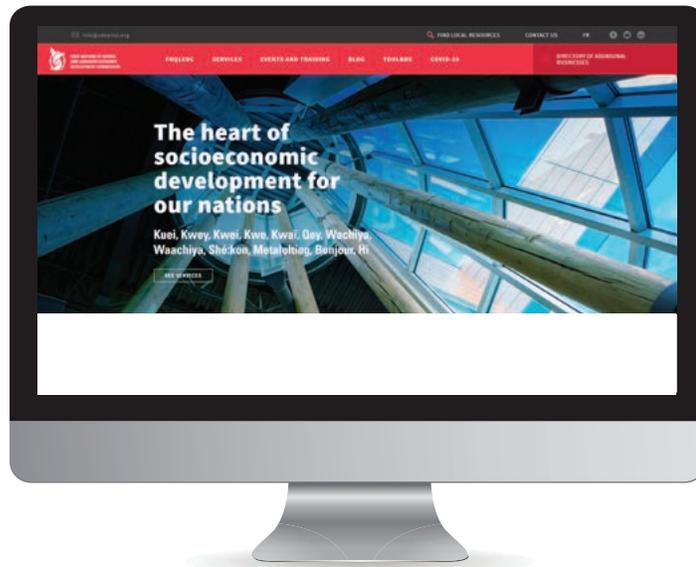
1,687

Facebook
followers



1

new modern and adaptive
website





Over 65
meetings by telephone,
videoconference or in person
with CEDOs

6
conferences
presented

Support to CEDOs / Economic Development Advisor

In the past year, our Economic Development Advisor travelled strategically so that he could meet with several CEDOs at the same time. The events in which he took part were also chosen for the same purpose. In addition, in order to stay in contact with the CEDOs despite the distance, he conducted regular follow-ups with each of them by telephone or videoconference. He also created a toolbox-style newsletter intended for newly-hired CEDOs. The contents of this newsletter are adapted according to the needs expressed by each person during the first telephone interview with our Advisor. All the changes made in the way we support CEDOs are bearing fruit as our entire team is receiving more and more requests for information and support from our members.

Representation

Each year, the FNQLEDC organizes several events and training sessions that are intended for its clientele. In addition, members of its team participate in many events as speakers, panelists or exhibitors. As a whole, these activities are all opportunities for our organization to present its services and achievements as well as what is being done in terms of socio-economic development in our communities.



2,065
people directly
reached
by our interventions
in 2019-2020





Research and development

Throughout the year, the FNQLEDC continued its efforts in the context of the work focused on closing the gaps in terms of housing. Moreover, in the middle of the year, a series of findings and recommendations relating to the financial management of community housing on reserve were presented. As part of a completely different file, the FNQLEDC coordinated a research project on the entrepreneurial ecosystem of the First Nations, a project that was carried out in collaboration with the Université du Québec à Montréal. The results of this study were notably presented during the CANDO 26th Annual National Conference.



1

presentation

at the regional meeting on housing



1

presentation on the results
of the study on the entrepreneurial
ecosystem

SERVICES TO CEDOs AND ENTREPRENEURS

The services offered by the FNQLEDC are aimed mainly at CEDOs as well as private, community or collective entrepreneurs. However, they are also accessible to all First Nations people who are interested in entrepreneurship.

Training-conferences

In the past year, our team organized three conference days, which were intended for both CEDOs and entrepreneurs. These three events were all very successful with an even higher participation rate from CEDOs than in 2018-2019. Only one traditional training session was presented, but on the other hand, our team was in great demand this year to present conferences on various topics related to entrepreneurship. Our Advisors therefore took part in some thirty events that were organized by CEDOs or Indigenous organizations, which contributed to the increased presence and visibility of the FNQLEDC in the communities.

3 conference days:

Indigenous tourism
The transfer, purchase or sale of a business
The social economy

1 training session on project management and networking

Participation in 30 events as facilitators or speakers

204 people participated in the training activities





Youth entrepreneurship

In 2019-2020, our Youth Entrepreneurship Advisor presented several conferences and workshops at the request of First Nations organizations and CEDOs. She also contributed to the organization and facilitation of three entrepreneurial “bootcamps” aimed at young people of different ages, in addition to actively participating in the creation and presentation of training intended for CEDOs. Moreover, she continued to support the 17 young entrepreneurs registered for support services, who are actively in the process of creating or developing a business. Finally, in November 2019, she accompanied a delegation of young people to the Young Entrepreneurs Symposium 2019 in Richmond, British Columbia.

3
new registrations
for support services

14
conferences
or workshops presented

17
active support
files

3
entrepreneurial
bootcamps

20
interventions
or meetings with
entrepreneurs

Women’s entrepreneurship

In 2019-2020, our Women Entrepreneurship Advisor continued to support women entrepreneurs registered for support services. In parallel, he also presented eight workshops or conferences at the invitation of First Nations communities or organizations. This visibility helped raise awareness of the service and, as a result, we were able to see a gradual increase in the number of registrations throughout the year. In the fall, our Advisor coordinated the organization of the launch activity for an international report that was published by the Organization for Economic Co-operation and Development (OECD), which took place in Wendake. The title of this report is “Linking Indigenous Communities with Regional Development in Canada”. The holding of this event allowed the FNQLEDC to benefit from good visibility at the national level. Finally, throughout the year, our Advisor continued his advocacy efforts aimed at increasing the financial envelope allocated to young people and women through the Aboriginal Initiatives Fund III.



55 active support files

69 interventions
with women registered for support

8 workshops or conferences
presented

1 launch event
for an international report



Social economy

In the past year, two major files have kept our two human resources dedicated to the social economy very busy. The first was the organization and holding of the second edition of StartUP Nations, an event that mobilized approximately sixty young people around the theme of collective entrepreneurship. Then, a lot of work was done as part of the project to create a service offer for First Nations seniors with decreasing independence. In particular, interviews were carried out among seniors in order to conduct the market study of the project, the report of which was drafted during the winter of 2020. Through these two files, workshops and conferences on the social economy were presented and many advocacy efforts were made among various non-Indigenous social economy organizations in order to continue to develop this enterprise model among the First Nations.



60 young people

present at the 2nd edition of StartUP Nations



7 workshops or conferences

on the social economy were presented





Entrepreneurship technical support

Our Entrepreneurship Technical Advisor offers consulting and technical services to CEDOs and entrepreneurs. As such, he works in close collaboration with our various Entrepreneurship Advisors in order to enhance the support provided to entrepreneurs, particularly in the preparation of financial forecasts and the search for financing. These same services are also offered to CEDOs. He is also involved in the preparation of various training or conference contents, which are presented by him or other Advisors at various events. Finally, in the last year, he was involved in the development of three one-off projects intended for First Nations: the home services project for seniors, the study on the entrepreneurial ecosystem and the project to create a First Nations pharmacy.

32
interventions
with entrepreneurs

12
interventions
with CEDOs

7
conferences
presented

3
projects
supported

First Nations Taxation Service

In 2019-2020, the main activities carried out as part of this project consisted of responding to requests for information made by CEDOs and entrepreneurs. In addition, three conferences on taxation were presented in Val-d'Or, Kanesatake and Wemindji.



27
tax-related requests
processed

3
conferences
presented

ACTIVITIES

Québec Mines + Énergie 2019

This year, as part of the event, we organized a business networking activity (speed meeting), which was a great success. In total, 20 Indigenous businesses and 21 non-Indigenous businesses took part in the six meeting waves of our activity, generating 120 business meetings. About 200 people took part in the cocktail reception that followed the networking activity. In addition to these activities, we chaired a conference session under the theme “First Nations as a solution to the labour shortage in the mining sector”. The room was full for the duration of the five conferences, which attracted more than a hundred people. The conference also provided an opportunity to present our directory of Indigenous businesses and our services to more than 250 people.



120
business
meetings



200
participants
at the cocktail
reception



1
full-room
conference
session



250
visitors
to our booth





35

participants



Launch of an OECD report on economic development

From January 21 to 23, 2020, representatives of several First Nations organizations and communities in Canada gathered in Wendake to participate in a discussion in connection with the launch of the report entitled “Linking Indigenous Communities with Regional Development in Canada”. This report, which was produced by the Organization for Economic Co-operation and Development (OECD), is the result of nearly three years of consultations. During the event, which was coordinated by the FNQLEDC team, two days were reserved for discussions related to the recommendations made in the report. The first day was reserved for discussions between representatives of First Nations organizations and communities, who the following day were able to discuss with representatives of various federal departments related to economic development. As the event’s organizer, the FNQLEDC was able to benefit from great visibility at the national level. Moreover, our Director General had the opportunity to make several representations to economic development organizations and stakeholders as well as to representatives of federal departments.

Coming in 2020-2021

The COVID-19 crisis is certain to have an impact on our activities in the coming year. Travelling to the communities may be more difficult, and activities and communication via videoconference or telephone will be prioritized until the situation recovers. In the same vein, the trainings and conferences presented by our team will be disseminated in the form of online conferences. If the situation improves and gatherings are allowed again without social distancing, we will hold the CEDO retreat which was supposed to be held in May 2020. Finally, we will complete all the work that began in 2019-2020 to set up a support structure for entrepreneurs.

FNQLEDC 2019-2020 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
Justin Roy	Director	Algonquin
Adam Jourdain	Director	Atikamekw
Étienne Pilon-Choquette	Director	Cree
Jean-Philippe Vincent	Director	Huron-Wendat
Sandra Tremblay	Director	Maliseet
Tracey Bonspiel	Director	Mohawk
Theresa Chemaganish	Director	Naskapi



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



Frédéric Martel
Entrepreneurship
Technical Advisor



Karine Awashish
Social Economy Advisor



Marie Hanquez
Social Economy Advisor



Annick Tremblay
Social Economy Officer

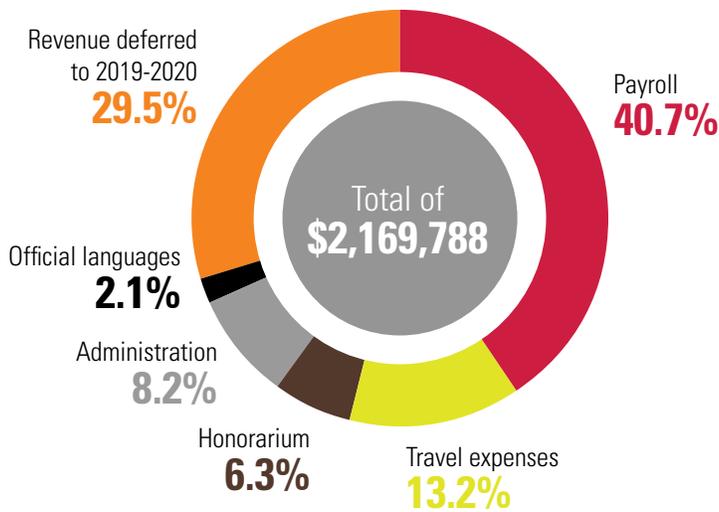
THE FNQLEDC IN TERMS OF FIGURES

Source of Funds for 2019-2020

Total of
\$2,181,411



Use of Funding for 2019-2020



Important Data



Administration of the FNQLEDC

Total of
\$604,461



SUMMARIZED FINANCIAL STATEMENTS



This financial information is an extract from the audited financial statements of the FNQLEDC for the fiscal year ended March 31, 2020. The financial statements audited by the firm Raymond Chabot Grant Thornton were sent by email to our members, the community economic development officers.

STATEMENT OF OPERATIONS FOR THE YEAR ENDED MARCH 31, 2020

	2020	2019
	\$	\$
REVENUES		
Indigenous Services Canada	716,212	727,015
Assembly of First Nations of Quebec-Labrador	30,000	171,925
Secrétariat aux affaires autochtones	159,370	145,000
Secrétariat à la condition féminine	198,290	10,510
Ministère de l'Économie et de l'Innovation	102,500	122,500
Canada Economic Development	206,991	185,131
Status of Women Canada	111,000	111,254
First Nations of Quebec and Labrador Sustainable Development Institute	-	18,881
Chantier de l'économie sociale	30,000	60,000
Inscriptions	4,250	2,800
Others	38,830	29,733
	1,597,443	1,584,749
Deferred revenues, beginning of year	583,968	413,549
	2,181,411	1,998,298
Deferred revenues, end of year	640,259	583,968
	1,541,152	1,414,330

STATEMENT OF OPERATIONS FOR THE YEAR ENDED MARCH 31, 2020

	2020	2019
	\$	\$
EXPENSES		
Salaries and fringe benefits	883,769	718,519
Rent	27,794	27,407
Insurance	3,659	4,878
Consulting and professional fees	126,363	174,847
Rental expenses	2,254	2,651
Travelling expenses	224,688	234,448
Translating expenses	44,868	31,830
Training fees	13,680	-
Telecommunications	6,961	4,496
Website expenses	6,952	150
Advertising, promotional and printing expenses	20,473	20,922
Entertainment expenses and registration fees	19,491	11,086
Meeting room rental and meals	40,825	35,889
Booth	-	10,082
Computer supplies	3,672	962
Office supplies and expenses	22,834	29,530
Maintenance	6,800	6,676
Audit fees	9,803	8,100
Support to young entrepreneurs	2,109	-
Interest paid to the controlled not-for-profit organization	2,525	2,500
Miscellaneous	4,497	3,178
Remittance (recovery) -		
Indigenous Services Canada	-	(4,510)
Assembly of First Nations Quebec-Labrador	-	11,611
Secrétariat aux affaires autochtones	1,910	4,127
Ministère de l'Économie et de l'Innovation	27,369	-
	1,503,296	1,339,379
EXCESS OF REVENUES BEFORE AMORTIZATION & INVESTING ACTIVITIES	37,856	74,951
Amortization -		
Tangible capital assets	9,359	11,533
Intangible asset	6,062	3,627
Investing activities -		
Net investments of tangible capital assets	10,812	36,206
	26,233	51,366
EXCESS OF REVENUES OVER EXPENSES	11,623	23,585

BALANCE SHEET AS AT MARCH 31, 2020

	2020	2019
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash	347,266	451,706
Grants receivable -		
Indigenous Services Canada	490,773	242,081
Others	379,998	330,782
Accounts receivable -		
Controlled not-for-profit organization	3,000	3,000
Commodity taxes payable	25,585	32,132
Deferred expenses	4,221	4,221
	1,250,843	1,063,922
LONG-TERM ASSETS		
Tangible capital assets	64,923	63,470
Intangible asset (website)	12,136	18,198
	1,327,902	1,145,590
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable -		
Trade accounts payable and others	284,944	181,358
Deferred revenues	640,259	583,968
Advances from the controlled not-for-profit organization	50,000	50,000
	975,203	815,326
NET ASSETS		
INVESTED IN CAPITAL ASSETS		
	77,059	81,668
UNRESTRICTED		
	275,640	248,596
	352,699	330,264
	1,327,902	1,145,590

SIGNED ON BEHALF OF THE BOARD



Director



Director



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Wendake (Québec) G0A 4V0

Tel.: 418 843-1488 | Fax: 418 843-6672

cdepnql.org



FNQLEDC