

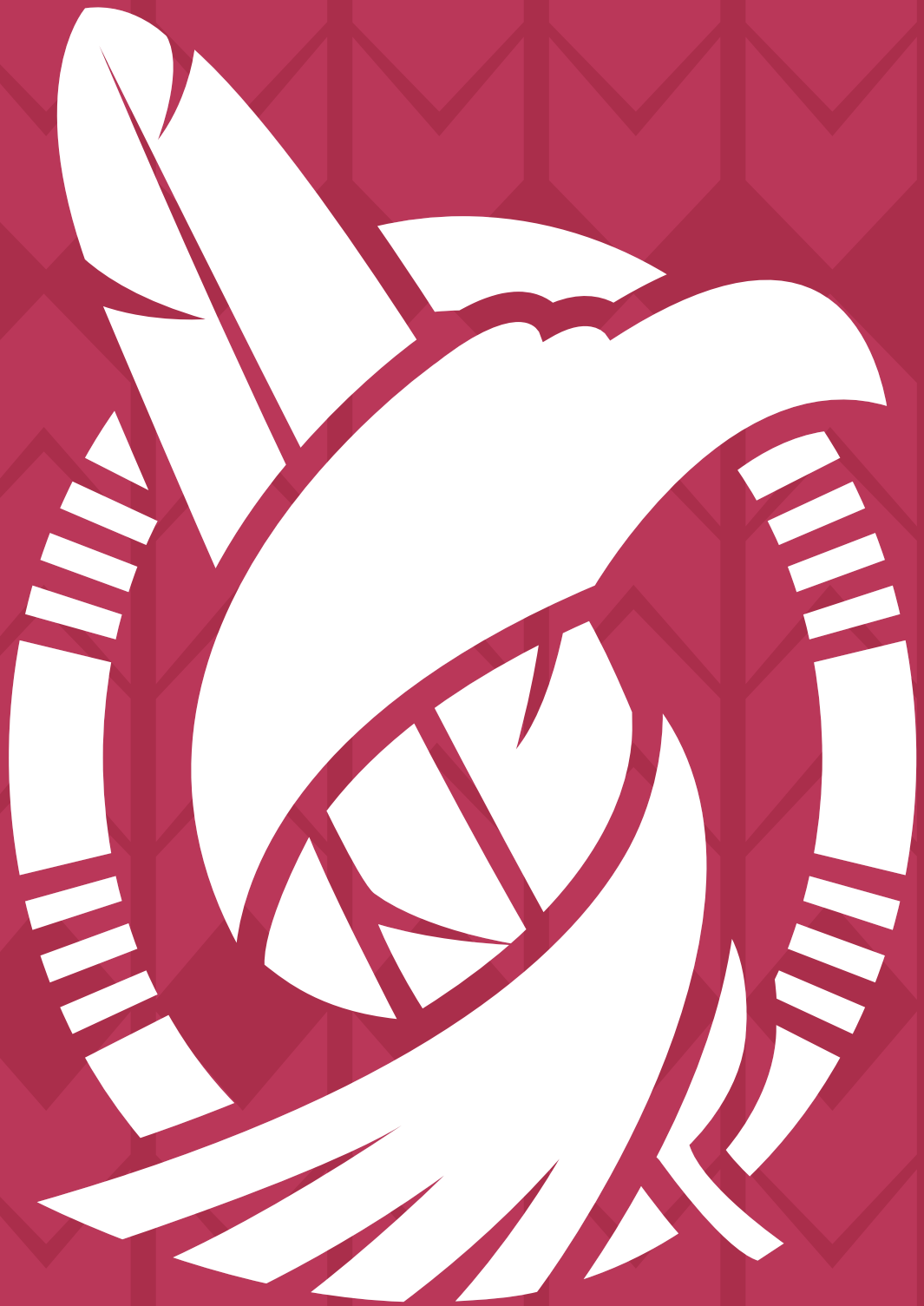


FIRST NATIONS OF QUEBEC
AND LABRADOR ECONOMIC
DEVELOPMENT COMMISSION

ANNUAL REPORT

2020- 2021





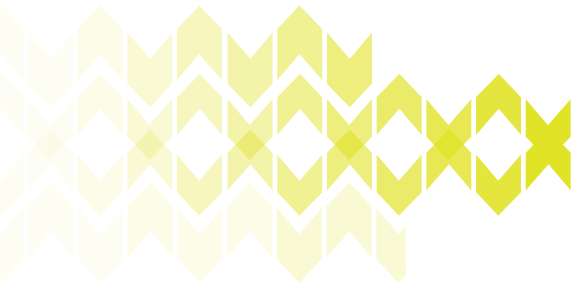
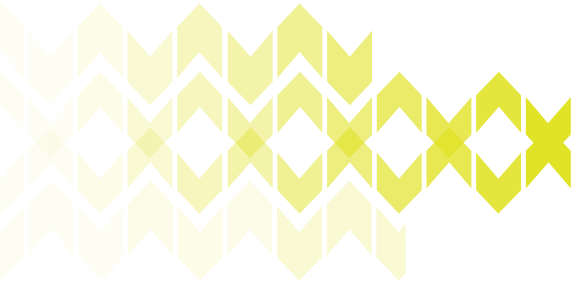


TABLE OF CONTENTS

4	Mission and Vision
5	Message from the President
6	Message from the Director General
9	Annual Activity Report: The Operations
13	Support for Members: Projects and Activities
20	Board of Directors
21	Our Team
22	The FNQLEDC in Numbers
24	Summary Financial Statements



FNQLEDC'S MISSION AND VISION



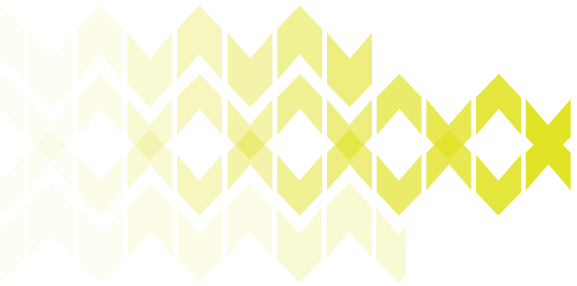
Mission

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 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.



MESSAGE FROM THE PRESIDENT



François Rompré
François Rompré

President of the Board of Directors

Kuei Kassinu,

Bonjour à tous,

Hello everyone,

It is with great pleasure that I present to you our 2020-2021 annual report. This year has allowed us to solidify our service offer and integrate a whole new way of working virtually.

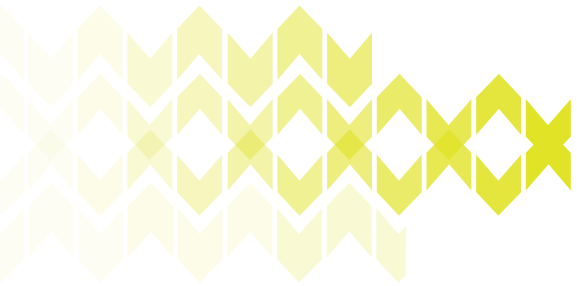
Notwithstanding the pandemic, the past year has been very busy at the FNQLEDC. Indeed, from the first moments of the impacts of COVID-19, the team has developed several tools and services to help First Nations economic development officers, economic development organizations and enterprises to “navigate” more effectively in these extraordinary times. For example, various supports and tools have been put in place to better guide Indigenous economic stakeholders regarding the various support programs related to COVID-19.

In addition, the FNQLEDC carried out the organization’s digital transition to Microsoft Office 365. This migration allowed us to work as a team despite distance and to ensure contact with our clientele. We achieved all the objectives included in our strategic planning and are starting a new exercise in 2021-2022 in order to set new targets to achieve for ourselves and improve our actions.

This year was full of challenges, but it allowed the FNQLEDC team to develop new skills. With the intention of always presenting professional content, we converted our conference room into a recording and broadcast studio and acquired specialized equipment. This studio allowed us to organize various virtual training sessions to promote our economic development services in the communities. Our fall activities were all focused on how businesses can adapt to the pandemic context and prepare for the coming economic recovery. As for the winter activities, they addressed the digital transformation of businesses.

In closing, I would like to highlight the excellent work of all the employees of the FNQLEDC. Being in regular contact with the organization, I was able to admire everyone’s goodwill, seriousness and skill level. All these qualities give me the possibility to admire the strength of this extraordinary team. It is with great confidence that I again acted as the organization’s President this year.

Happy reading!



MESSAGE FROM THE DIRECTOR GENERAL




Mickel Robertson
Directeur général

Dear readers,

Despite the pandemic situation which has continued, 2020-2021 was a busy year for the entire FNQLEDC team. Indeed, many projects moved forward or were completed and the year 2021-2022 promises to be just as busy.

Faced with all the changes that have occurred over the past year, the FNQLEDC team has demonstrated its determination and capacity for rapid adaptation. Without wasting time, we transformed our work environment to facilitate teleworking. We also reviewed the way we hold events in order to continue to serve our clientele during the pandemic. Thus, various training events and conferences were held virtually on the themes of economic recovery and digital transition. Also, I am proud to say that despite the fact that it was not possible to travel to the communities, there were no interruptions in our economic development and entrepreneurship services intended for our communities. In addition, despite the lockdown, our support services received many new registrations. The number of entrepreneurs supported therefore continued to grow and our advisors were able to continue to offer them support throughout the year thanks to the various means of communication now available to us.

The FNQLEDC also continued its involvement in various important issues, including that of the Regional Housing Strategy, which is led by the Regional Tripartite Housing Committee. It was thus able to table a report entitled "Paving the Way" in order to contribute to the Regional Housing Strategy. The dissemination and implementation of the report's recommendations have the potential to keep the FNQLEDC busy throughout 2021-2022.

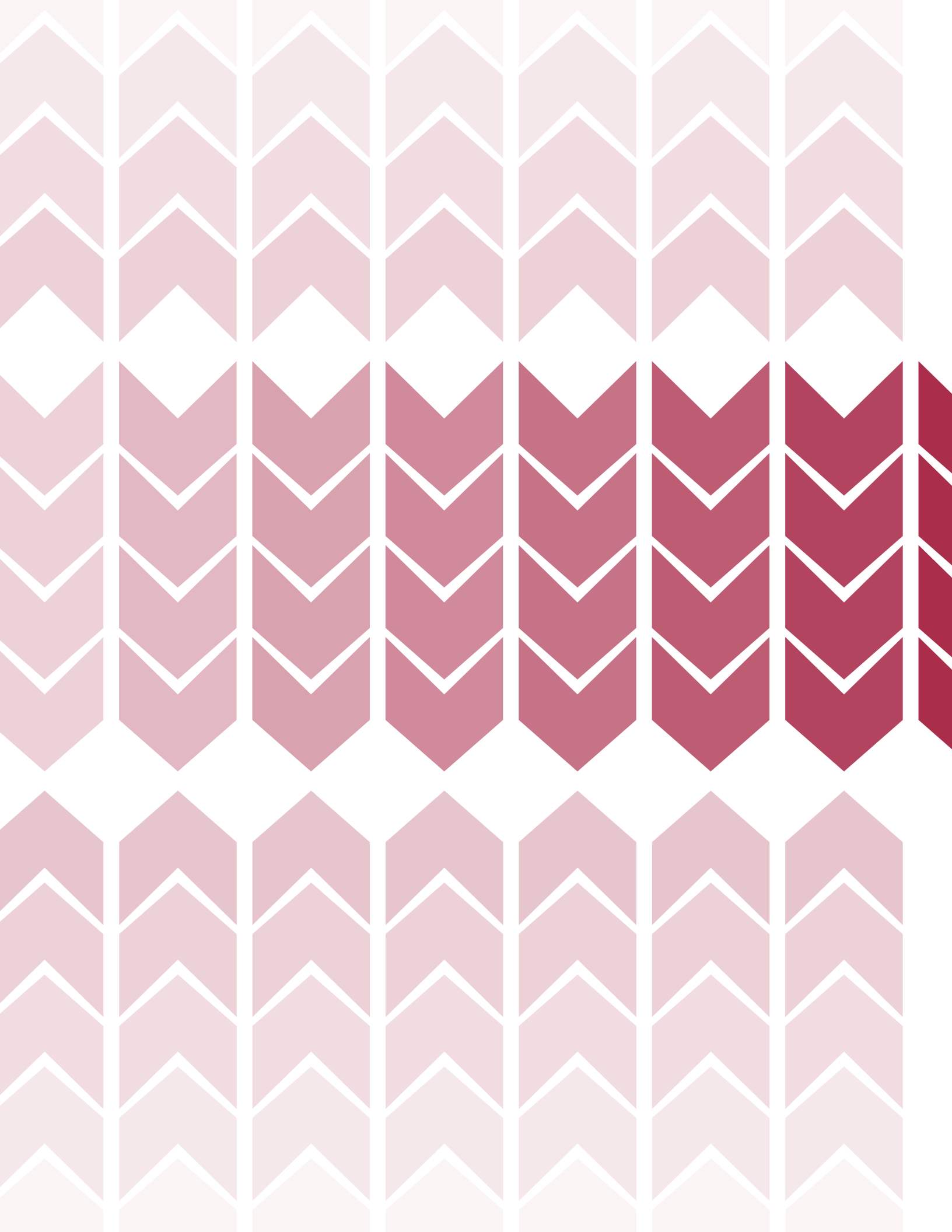
The pandemic has not slowed down the efforts of the FNQLEDC in the area of social entrepreneurship. In May 2020, the Quebec Native Women team asked the FNQLEDC to develop a social economy training program that is specifically intended for First Nations women. The FNQLEDC was pleased to oblige and developed an entirely online course for the target clientele. The formula was so popular that a second cohort of women began the StartUP Nations Ikwe journey in March 2021.

As has always been the case since its creation, the FNQLEDC was able to count on the collaboration and involvement of the members of its board of directors to assist it in carrying out its mandates and projects. I would like to personally thank all these people who dedicate their time and energy to ensuring the smooth running of the FNQLEDC.

I would be remiss not to mention the colossal work that has been done by the FNQLEDC team to keep our clientele informed. Whether it is through the development of an application listing assistance programs, by writing articles facilitating the understanding of said programs or by sharing external articles or articles written by our team on our blog and Facebook page, the FNQLEDC has used all the means at its disposal to inform its clientele.

In conclusion, I would like to acknowledge the efforts and proactivity of the FNQLEDC team, which once again this year contributed to the development and success of the organization. The year has been exceptional, as has the contribution of every member of the team. I would also like to express my sincere gratitude to our clientele, partners, members, funders and board members for their trust and active collaboration. Our successes are also yours!

Happy reading!





2020-2021 ANNUAL ACTIVITY REPORT

The operations



INFORMATION AND COMMUNICATION

As in all situations, there is always a positive side, and it must be said that the COVID-19 pandemic has allowed us to realize the digital transition of our organization at high speed. This project had been in the works for many months but was always postponed due to lack of time to fully dedicate to it. Our entire team quickly started working with Microsoft Office 365, a change that allowed us to continue working as a team despite distance and maintain the precious contacts established with our clientele over the years.

- ◆ A Nikan newsletter published on a monthly basis since April 1st
- ◆ 42 articles published in our blog, including 18 related to COVID-19
- ◆ 1,884 subscribers and 1,766 Facebook likes

Tools created in the pandemic context:

- ◆ A COVID-19 application listing government assistance programs
- ◆ 7 newsletters published in the form of a toolbox
- ◆ 1 COVID-19 toolkit section on our website

1
Nikan newsletter

42
articles published


1 application created

1,884
subscribers

7
infolettres publiées


1 toolkit created



CDEPNQL FNOLEDC

Vous êtes affectés par la crise de la COVID-19?
Que vous soyez...

ENTREPRISE **TRAVAILLEUR autonome** **Gouvernement LOCAL** **INDIVIDU salarié** **ORGANISATION A BUT non lucratif**

Évaluez rapidement votre admissibilité aux programmes et initiatives qui peuvent vous aider!
covid19.cdepnql.com



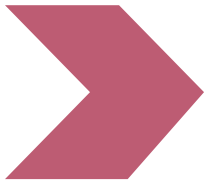
3
conferences

3
training courses for CEOs

4
workshops on the
business continuity plan


recording and
broadcast studio

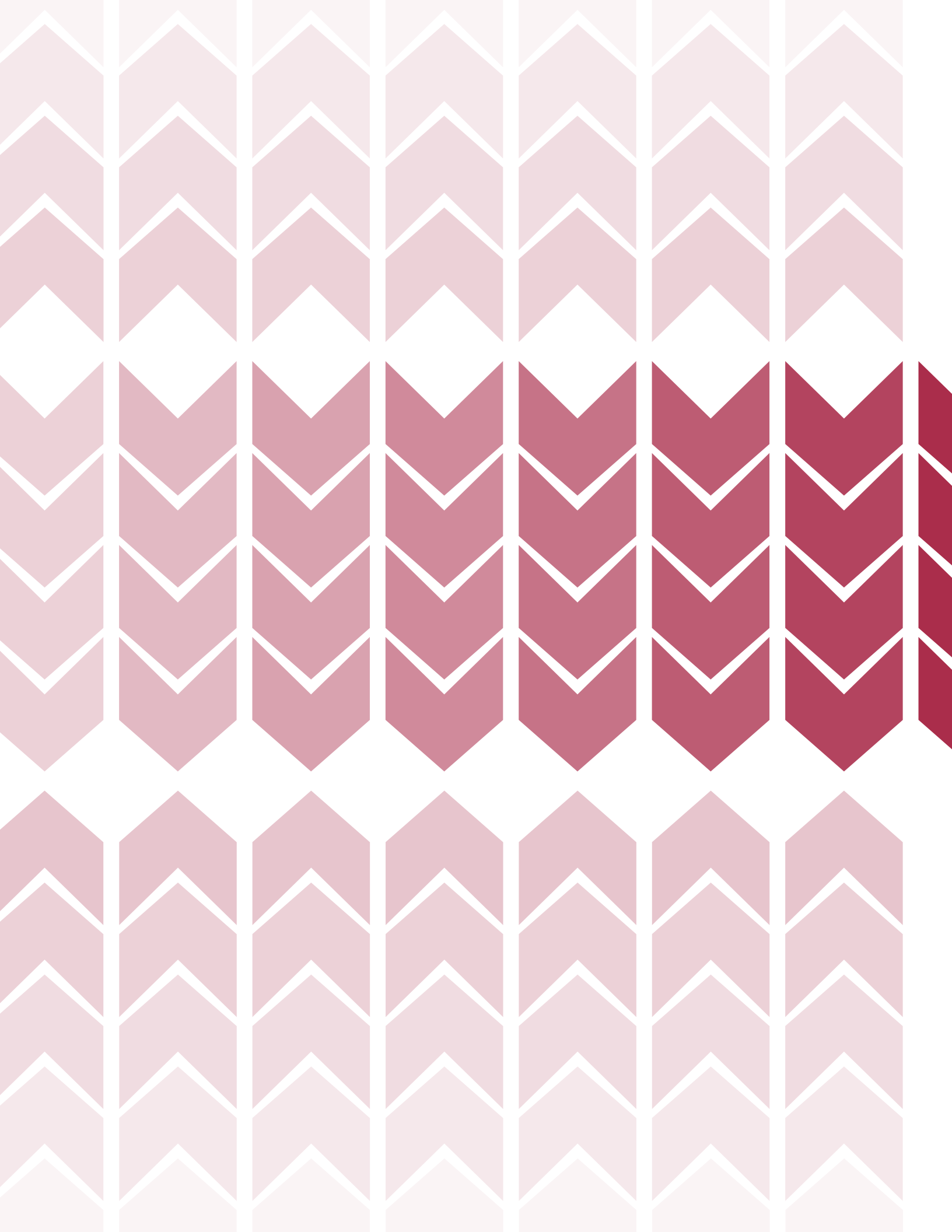
2,065
people reached by our
activities in 2020-2021



TRAINING

This year, we set up various virtual training activities in order to be able to continue to meet our training mandate. We decided to convert our conference room into a recording and broadcast studio and purchased equipment that allows us to present content in a professional manner.

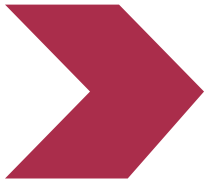






SUPPORT FOR MEMBERS

Projects and activities



ECONOMIC DEVELOPMENT ADVISOR

This year, our Economic Development Advisor had to take on files beyond the scope of his mandate and adapt his role to the pandemic situation. As he was unable to travel, he quickly developed a network of contacts with governments and established privileged communication and information channels in order to learn about the eligibility of First Nations for various initiatives and programs. It is also worth noting that he participated in various seminars, discussion tables and presentations, which allowed him to remain at the cutting edge of information, while advocating on behalf of the First Nations. This initiative enabled the FNQLEDC to become a reference in terms of information for other regional commissions and organizations, as well as communities and entrepreneurs. Throughout the year, our Advisor also held quarterly virtual meetings and regular follow-ups with all CEDOs and all communities while using a tailor-made approach adapted to their situations, issues and challenges.

Results:

- ◆ 40 meetings, webinars or phone calls to learn more about government assistance programs
- ◆ 31 meetings with CEDOs
- ◆ Participation in 20 webinars or presentations on topics related to economic development
- ◆ Writing of an article aiming to promote the Indigenous Community Business Fund
- ◆ 8 meetings with people responsible for procurement in various federal departments
- ◆ Co-facilitation training on optimizing telework: tools and best practices



**participation in 20
webinars or presentations**



writing of an article

31

meetings with CEDOs

40

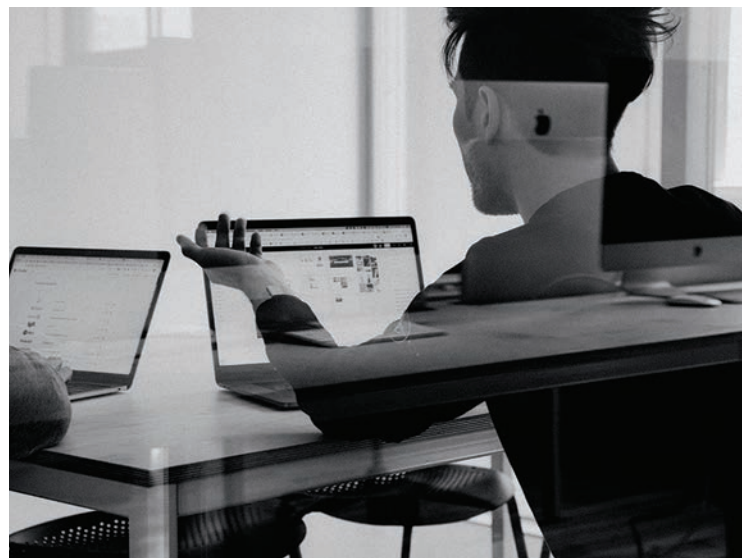
**meetings, webinars or
phone calls**

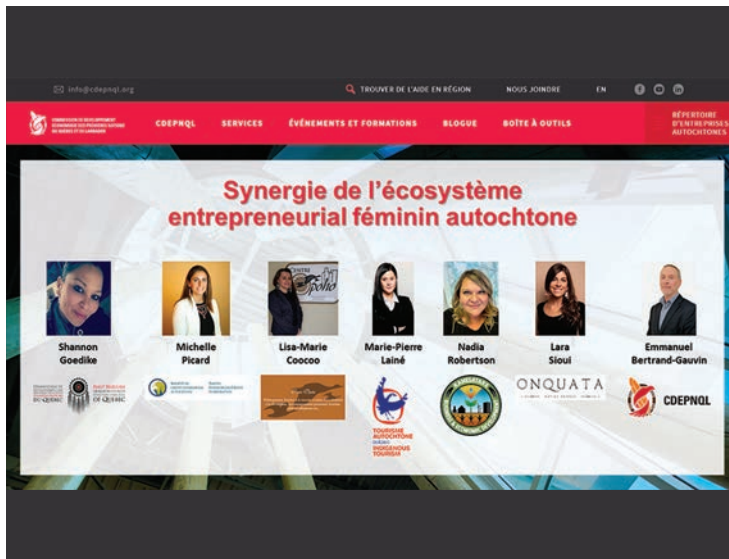


co-facilitation training



8 meetings





27
new registrations

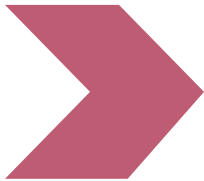
26
interventions

39
follow-up meetings

10
telephone or
videoconference meetings



participation
in 9 videoconference
meetings

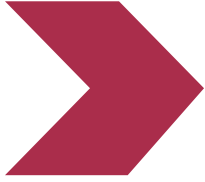


WOMEN ENTREPRENEURSHIP ADVISOR

This year, the Women Entrepreneurship Advisor has not been idle. He supported a large number of women in the design and implementation of strategies that have enabled them to diversify and expand the economic and business opportunities available to them. In addition to launching the Nikanewin Bursaries, he also worked closely with the Group of Elected Women of the AFNQL on a project aiming to create a new official trademark, which will be affixed to the products and services created or delivered by First Nations people. We would also like to emphasize his significant involvement in the organization and presentation of the StartUP Nations Ikwe.

Results:

- ◆ 27 new registrations for the support service
- ◆ 26 interventions were carried out by the Entrepreneurship Technical Advisor among the entrepreneurs registered for support, in support of the Women Entrepreneurship Advisor
- ◆ 39 follow-up meetings were held virtually with entrepreneurs registered with the support service
- ◆ 10 telephone or videoconference meetings with representatives of First Nations organizations
- ◆ Participation in 9 videoconference meetings with representatives of ministries or partner organizations concerning certain projects and files, including the berry project and a business sale file
- ◆ Assistance offered to a CEDO supporting an entrepreneur in their community
- ◆ On January 18, 2021, the Nikanewin Bursaries were launched in order to be awarded to business projects still in the ideation stage. This process was a success beyond expectations. In fact, 76 applications were received and 75% of them were submitted by women, demonstrating the interest of Indigenous women in entrepreneurship. At the time of this writing, the analysis of the files is set to begin. The names of the bursary recipients will be announced during the next quarter.



YOUTH ENTREPRENEURSHIP ADVISOR

In the context of the COVID-19 pandemic, visiting communities is not possible. As a result, our Advisor was unable to present entrepreneurship awareness workshops in schools. For this reason, in 2020-2021, she devoted more time than usual to the training component. In addition, she invested time in the presentation of the StartUP Nations Ikwe and was involved in a project led by the New Pathways Foundation aimed at producing capsules on the social economy intended for First Nations youth. Finally, she offered her support to the communities as part of the 2nd component of the Indigenous Community Businesses Fund (ICBF).

Results:

- ◆ 35 interventions were carried out among entrepreneurs registered for support
- ◆ 15 meetings were held with entrepreneurs registered with the support service
- ◆ 9 new registrations for the support service
- ◆ 6 presentations of the training on optimizing telework: tools and best practices
- ◆ 2 training sessions on project management presented to employees of Native Friendship Centres
- ◆ 19 young people registered for support, in addition to one-off requests for information, in particular for the process of submitting applications for the bursaries

6
presentations on
optimizing telework: tools
and best practices

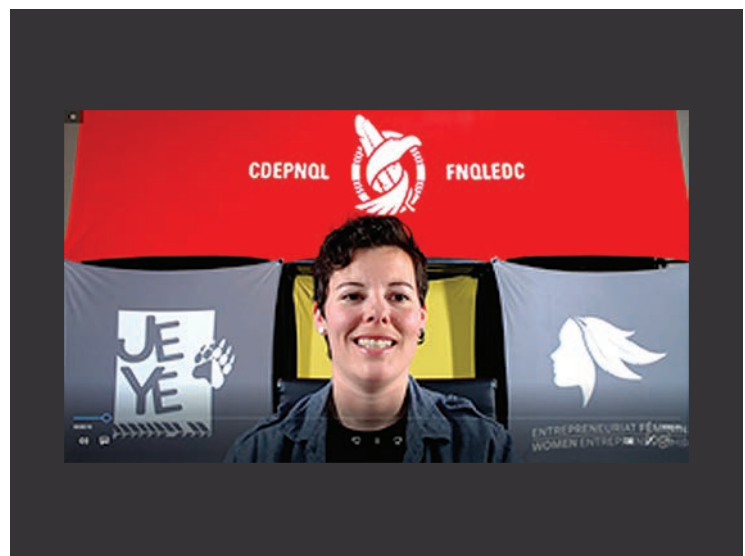
19
young people
registered for support

35
interventions

15
meetings

9
new registrations

2
training sessions



**67**

interventions were carried out with the women entrepreneurship service

30

interventions or follow-ups were carried out with the youth entrepreneurship support service

16

interventions or follow-ups were carried out among social economy projects

19

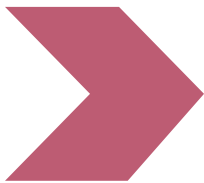
various requests for information



publication of 8 articles



drafting and submission of the feasibility study

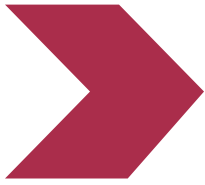


ENTREPRENEURSHIP TECHNICAL ADVISOR

Our Entrepreneurship Technical Advisor advised and supported First Nations CEDOs, entrepreneurs and organizations on many occasions during the year. In addition, he provided technical, financial, accounting and/or tax-related advisory services. He was significantly involved in various projects such as the organization of an optimized service offer intended for First Nations seniors, the First Nations pharmacy project and the Financial Literacy and Housing Centre. He was also involved in the provision of training on project management and in the implementation of a project carried out in partnership with the Mallette firm which allows for assessing the eligibility of Indigenous businesses for assistance programs. Our Advisor also greatly contributed to the dissemination of information on the various government assistance programs, and he helped the communications team find information and popularize it before disseminating it to the various clientele of the FNQLEDC.

Results:

- ◆ 19 various requests for information from CEDOs were processed
- ◆ 67 interventions were carried out among 24 entrepreneurial projects registered with the women entrepreneurship service
- ◆ 30 interventions or follow-ups were carried out among 12 entrepreneurial projects registered with the youth entrepreneurship support service
- ◆ 16 interventions or follow-ups were carried out among 4 social economy projects
- ◆ Drafting and submission of the feasibility study for a social economy enterprise providing services to seniors in a First Nations context
- ◆ Publication of 8 articles on financial assistance programs related to COVID-19



SOCIAL ECONOMY

This year, the team dedicated to the social economy continued to implement the action plan of the First Nations Social Economy Regional Table (FNSERT). In addition, the team continued to represent the First Nations in matters of social economy and was active in the development of partnerships (with Indigenous and non-Indigenous partners). In particular, the team continued its efforts to oversee and monitor challenges related to social inclusion and professional integration, the circular economy and food security. In closing, the organization of a fully virtual edition of StartUP Nations Ikwe dedicated to women kept the team busy for several weeks.

Results:

- ◆ 1 edition of StartUP Nations Ikwe 2020
 - ▲ 22 activities of the women's collective entrepreneurship training course
 - ▲ 13 participants for 41 hours of training
 - ▲ 3 collective projects developed
- ◆ 9 active support files
- ◆ 1 virtual conference with 174 participants on the theme of Indigenous perspectives on territorial and socio-economic development that was presented as part of Social Economy Month
- ◆ 4 interventions with CEDOs who are supporting developing social economy projects in their respective communities
- ◆ 3 virtual training presentations intended for team leaders of the second edition of StartUP Nations Ikwe that was launched in March 2021



1 edition of StartUP Nations Ikwe 2020

1

virtual conference with 174 participants

13

participants

3

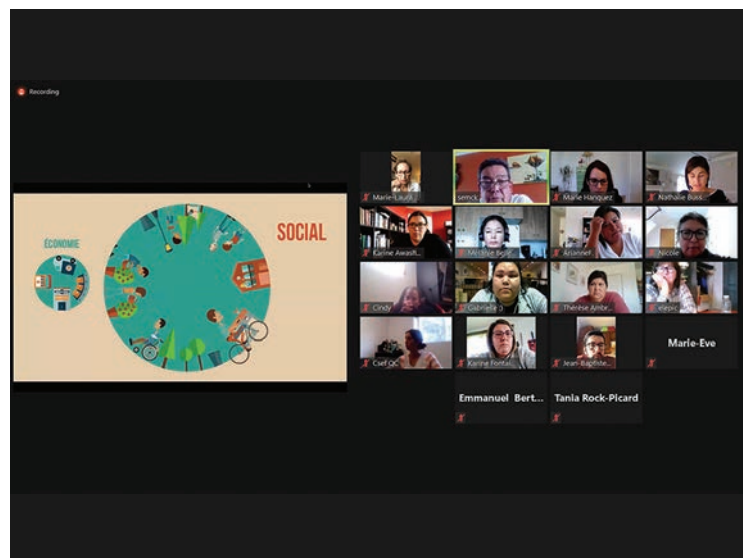
collective projects

22

activities

9

active support files





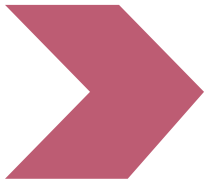
4
interventions

3
virtual training
presentations

46
requests for information

26
requests for information
from CEDOs

20
requests for information
from entrepreneurs

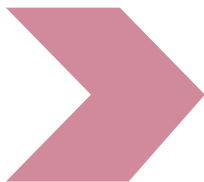


FIRST NATIONS TAXATION SERVICE

This service has two components: awareness and education and support. As the funding for this service ended in March 2016, the activities carried out are very limited. However, the FNQLEDC team, and more particularly the Entrepreneurship Technical Advisor, continues to respond to the requests for information it receives. The FNQLEDC is also involved in the AFNQL-Revenu Québec taxation table and offers its support to the Chief responsible for this file.

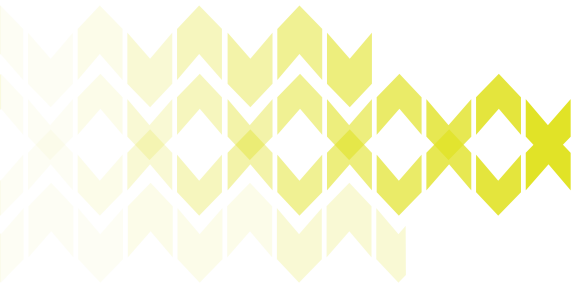
Results:

- ◆ 46 requests for information related to Indigenous taxation were processed, 26 of which were from CEDOs and 20 from entrepreneurs



COMING IN 2021-2022

Over the next year, we want to carry out a new strategic planning exercise and promote our directory of Indigenous businesses. In addition, we will proceed with the creation of a community of practice and networking for CEDOs and organize a retreat for them. Finally, our new entrepreneurial support structure will be put into operation.



FNQLEDC 2019-2020 BOARD OF DIRECTORS



FRANÇOIS ROMPRÉ
PRESIDENT
Innu Nation
Term of office: 2020-2022



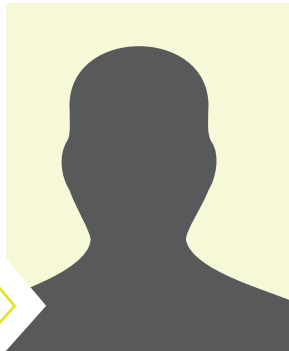
DELPHINE METALLIC
VICE-PRESIDENT
Mi'gmaq Nation
Term of office: 2019-2021



DENYS BERNARD
SECRETARY-TREASURER
Abenaki Nation
Term of office: 2020-2022



JUSTIN ROY
DIRECTOR
Algonquian Nation
Term of office: 2019-2021



ADAM JOURDAIN
DIRECTOR
Atikamekw Nation
Term of office: 2019-2021



ÉTIENNE PILON CHOQUETTE
DIRECTOR
Cree Nation
Term of office: 2019-2021



JEAN-PHILIPPE VINCENT
DIRECTOR
Huron-Wendat Nation
Term of office: 2020-2022



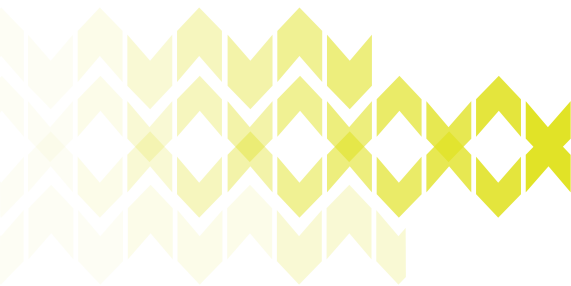
TRACEY BONSPIEL
DIRECTOR
Mohawk Nation
Term of office: 2019-2021



THERESA CHEMAGANISH
DIRECTOR
Naskapi Nation
Term of office: 2020-2022



SANDRA TREMBLAY
DIRECTOR
Wolastoqiyik Wahsipekuk Nation
Term of office: 2020-2022



OUR TEAM



MICKEL ROBERTSON
Director General



JINNY THIBODEAU RANKIN
Director Finances
and Administration



LORRAINE RHÉAUME
Secretary



VÉRONIQUE ÉDÉ
Digital Communications Officer



ISABELLE GROS-LOUIS
Communications and Public
Relations Officer



STEVE LAVEAU
Economic Development Advisor



**EMMANUEL
BERTRAND-GAUVIN**
Women Entrepreneurship Advisor



MYRIAM VALLIÈRES
Youth Entrepreneurship Advisor



FRÉDÉRIK MARTEL
Entrepreneurship Technical Advisor



KARINE AWASHISH
Social Economy Advisor



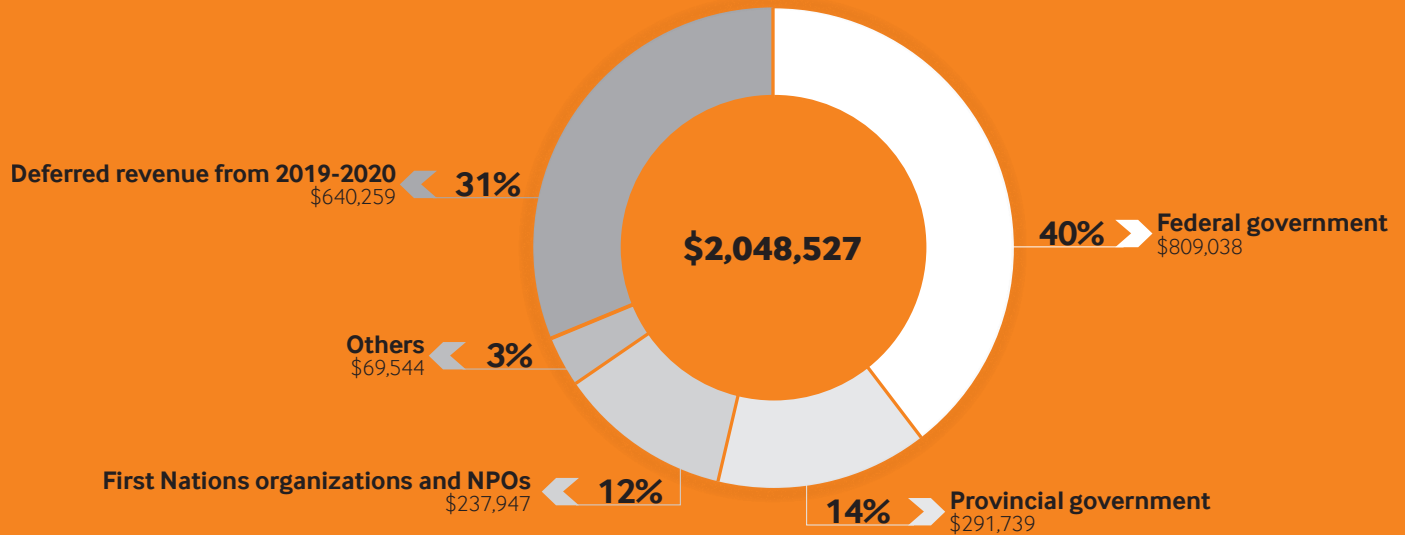
MARIE HANQUEZ
Social Economy Advisor



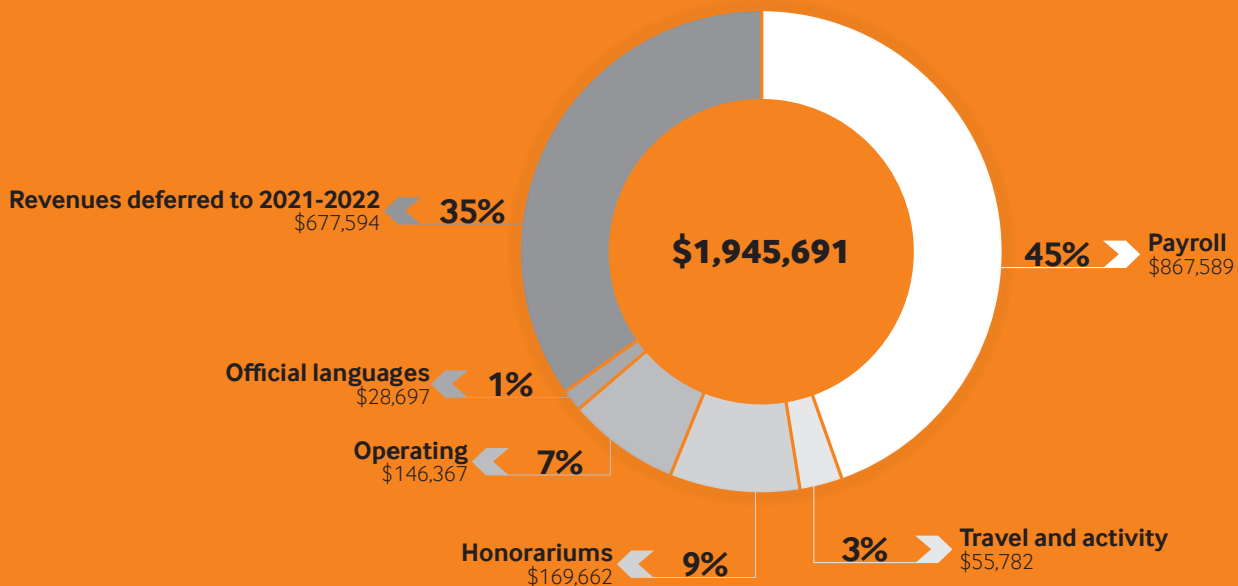
**MARIE-CHRISTINE
TREMBLAY**
Strategic Advisor

THE FNQLEDC IN NUMBERS

SOURCE OF FUNDS FOR 2020-2021

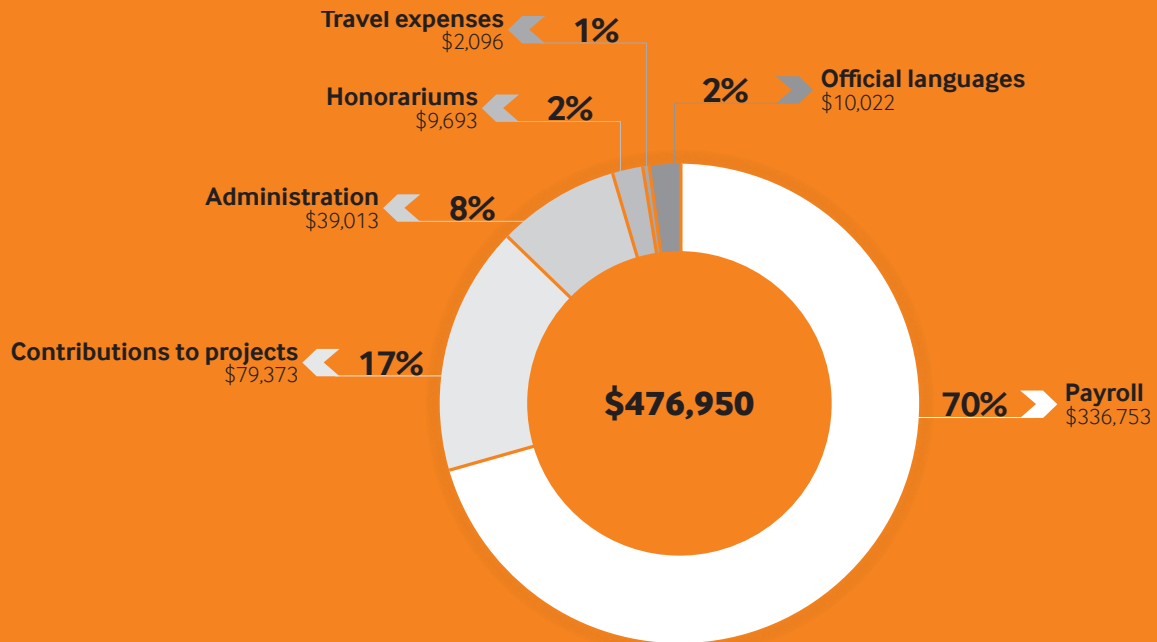


USE OF FUNDING FOR 2020-2021



THE FNQLEDC IN NUMBERS

ADMINISTRATION OF THE FNQLEDC

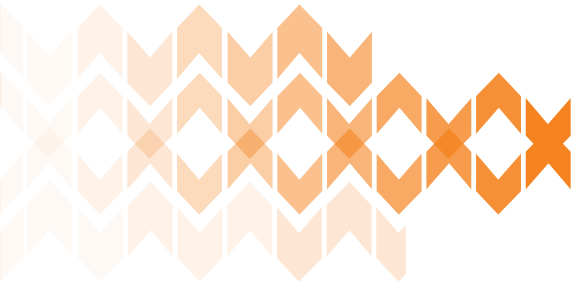


12 FULL-TIME EMPLOYEES



18 MAJOR PROJECTS





SUMMARIZED FINANCIAL STATEMENTS

This financial information is an extract from the audited financial statements of the FNQLEDC for the fiscal year ended on March 31, 2021. The financial statements, which were audited by the Raymond Chabot Grant Thornton firm, were sent by email to our members, namely the Community Economic Development Officers.

STATEMENT FOR THE YEAR ENDED MARCH 31, 2021

	2021 \$	2020 \$
REVENUES		
Indigenous Services Canada	659,038	716,212
Assembly of First Nations Quebec-Labrador	125,750	30,000
Secrétariat aux affaires autochtones	131,739	159,370
Secrétariat à la condition féminine	-	198,290
Ministère de l'Économie et de l'Innovation	160,000	102,500
Canada Economic Development	150,000	206,991
Women and Gender Equality Canada	-	111,000
Le Chantier de l'économie sociale	92,000	30,000
Quebec Native Women	20,197	-
Registration	3,900	4,250
Others	65,644	38,830
	1,408,268	1,597,443
Deferred revenues, beginning of year	640,259	583,968
	2,048,527	2,181,411
Deferred revenues, end of year	677,594	640,259
	1,370,933	1,541,152

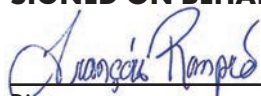
STATEMENT FOR THE YEAR ENDED MARCH 31, 2021

	2021 \$	2020 \$
EXPENSES		
Salaries and fringe benefits	867,589	883,769
Rent	28,215	27,794
Insurance	5,201	3,659
Consulting and professional fees	161,096	126,363
Rental expenses	1,440	2,254
Travelling expenses	10,293	224,688
Translating expenses	28,697	44,868
Training fees	15,886	13,680
Telecommunications	15,075	6,961
Website expenses	2,601	6,952
Advertising, promotional and printing expenses	6,628	20,473
Entertainment expenses and registration fees	3,692	19,491
Meeting room rental and meals	7,297	40,825
Bursaries	34,500	-
Computer supplies	445	3,672
Office supplies and expenses	27,045	22,834
Maintenance	5,400	6,800
Audit fees	8,566	9,803
Support to young entrepreneurs	-	2,109
Interest paid to the controlled not-for-profit-organization	2,575	2,525
Miscellaneous	6,628	4,497
Remittance –		
Secrétariat aux affaires autochtones	-	1,910
Ministère de l'Économie et de l'Innovation	-	27,369
	1,238,869	1,503,296
EXCESS OF REVENUES OVER EXPENSES BEFORE AMORTIZATION	132,064	37,856
Amortization –		
Tangible capital assets	10,307	9,359
Intangible asset	4,045	6,062
	14,352	15,421
EXCESS OF REVENUS OVER EXPENSES	117,712	22,435

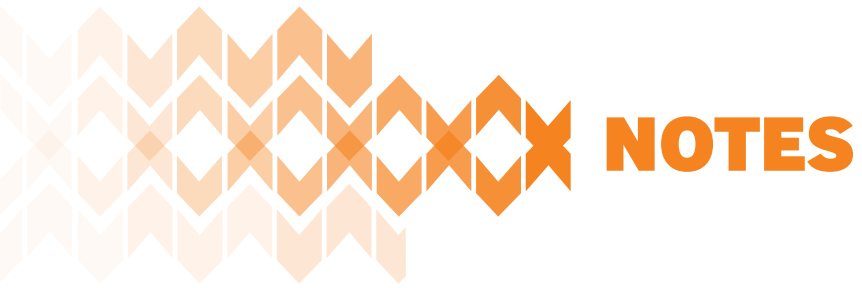
BALANCE SHEET AS AT MARCH 31, 2021

	2021 \$	2020 \$
ASSETS		
CURRENT ASSETS		
Cash	681,790	347,266
Grants receivable –		
Indigenous Services Canada	312,734	490,773
Others	345,812	379,998
Accounts receivable –		
Controlled not-for-profit organization	2,850	3,000
Others	3,444	25,585
Deferred expenses	4,231	4,221
	1,350,861	1,250,843
LONG-TERM ASSETS		
Tangible capital assets (note 4)	69,492	64,923
Intangible asset (note 5)	8,091	12,136
	1,428,444	1,327,902
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable –		
Trade accounts payable and others	230,439	284,944
Deferred revenues (note 6)	667,594	640,259
Advances from the controlled not-for-profit organization, 5%	50,000	50,000
	958,033	975,203
NET ASSETS		
INVESTED IN CAPITAL ASSETS		
UNRESTRICTED	77,583	77,059
	392,828	275,640
	470,411	352,699
	1,428,444	1,327,902

SIGNED ON BEHALF OF THE BOARD


Director


Director



Lined area for notes, consisting of approximately 25 horizontal orange lines.

265, place Chef Michel Laveau, suite 200
Wendake (Quebec) G0A 4V0

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

cdepnql.org



FIRST NATIONS OF QUEBEC
AND LABRADOR ECONOMIC
DEVELOPMENT COMMISSION