



FIRST NATIONS OF QUEBEC
AND LABRADOR ECONOMIC
DEVELOPMENT COMMISSION



2021-2022 ANNUAL REPORT

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Commission – FNQLEDC

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FIRST NATIONS OF QUEBEC
AND LABRADOR ECONOMIC
DEVELOPMENT COMMISSION

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2021-2022 ANNUAL REPORT



TABLE OF CONTENTS

MISSION AND VISION	6
VALUES	7
A message from the President	8
A message from the Acting Director General	9
01 The operations	10
02 Major projects	25
03 Board of Directors	27
04 Our team	29
05 The FNQLEDC in numbers	32
06 Summarized financial statements	34





The FNQLEDC



MISSION

The mission of the First Nations of Quebec and Labrador Economic Development Commission is to advise, accompany and support the First Nations in achieving their socioeconomic objectives.



VISION

The FNQLEDC is the reference in socioeconomic and entrepreneurial development with its knowledge of its environment and range of services tailored to the needs of the First Nations.

It stands out for the quality of its interventions, which significantly contribute to the achievement of the individual and collective objectives of the First Nations.



VALUES



Respect

We are proud to say that respect is at the heart of our actions, not only with our customers and partners, but also with each member of the team, including respect for the autonomy and local cultures of the communities.



Commitment

Day after day, we're working hard to use our ideas and skills to their fullest to achieve the mission and vision of the FNQLEDC. We refuse to be a passive bystander and commit ourselves in the success of the organization with pride and enthusiasm.



Collaboration

Collaboration is at the heart of our practices, both with our customers, our partners, and between team members to promote sharing of knowledge and know-how on a daily basis.



Creativity

We bring our creativity to life through our adaptability and flexibility to constantly find new solutions tailored to the needs of our customers.



Discipline

We demonstrate discipline, determination and proactivity in all our interventions by ensuring unparalleled quality of work and respecting deadlines to constantly meet the expectations of our customers.

A message from the President

Kuei Kassinu,

Hi everyone,

I am very pleased to present to you our 2021-2022 annual report. This was a year that allowed us to stand out and make ourselves better known at the provincial level through the holding of our various events in a hybrid format in order to comply with the public health directives in force due to the pandemic which continues to be part of our lives.

The past year was an extremely busy one for the First Nations of Quebec and Labrador Economic Development Commission (FNQLEDC). Among other things, we can highlight the immeasurable contributions of a significant portion of the team to the coordination and organization of the *Grand Economic Circle of Indigenous Peoples and Quebec (GECIPQ)*. The realization of this event was a major challenge, and I can say that it was done with professionalism and attention to detail. This event brought great and high-quality visibility to the organization. This will lead to significant benefits for the FNQLEDC, which will notably allow us to continue our growth and the development of our service offer.

In the fall of 2021, the FNQLEDC demonstrated innovation by launching a community of practice and networking dedicated specifically to economic development officers (CEDOs). This platform was carefully programmed to be able to share various information and present conferences and training intended for CEDOs, among other things. On several occasions, I had the opportunity to attend various activities that turned out to be very interesting and constructive. I continue to believe that this platform will be of great use to our members and that we must move forward with it and promote its development and use.

Moreover, also with the aim of improving our services and meeting the expectations of our clients and partners, we have carried out a new strategic planning exercise for 2022-2027. The process, which was conducted in collaboration with an external firm, was carried out over a period of several months during which numerous meetings, surveys and interviews with various stakeholders were held to gather information. The FNQLEDC now has an action plan on which it can base its decisions and actions, thus enabling it to carry out its mission, which has also been reviewed.

In conclusion, the sustained efforts of all FNQLEDC employees once again allowed the organization to maintain its reputation in the economic development community. I am proud to be able again this year to continue my experience as President of this organization which is constantly evolving.

Have a pleasant read!



François Rompré,
President of the Board of Directors

A message from the Acting Director General

Kwe kákina,
Hello everyone,

The year 2021-2022 has been a wonderful showcase for the FNQLEDC. Several events allowed the organization to shine this year and be better known at both the regional and national levels. The most important of these events is undoubtedly the *Grand Economic Circle of Indigenous Peoples and Quebec (GECIPQ)*, which was held on November 25 and 26, 2021 in Montreal. More than just an event, it was the starting point for a movement fostering a greater economic inclusion of Indigenous Peoples. Presented by the Assembly of First Nations Quebec-Labrador and the Quebec government and co-organized by the FNQLEDC team and the Secrétariat aux affaires autochtones (SAA), this major meeting was a resounding success.



One of the highlights of the Grand Economic Circle, and even of our year, was definitely the unveiling of the Identification First Nations (IDIN). This official brand featuring a bear logo, an original creation by artist Frank Polson, will allow consumers to identify the products and services delivered by Indigenous artists and businesses, but especially to fight against the identity-based appropriation of our cultures. Our brand is something to be proud of, as it offers proof of our presence, identity, and values. To wrap up a very busy fall, we marked Social Economy Month by organizing the very first Rendezvous of Culture with the Social Economy at the end of November, an event which sparked the interest of participants thanks to efficient proceedings as well as specific and original themes.

Throughout the year, training and conferences on a multitude of themes were developed and presented by our officers and advisors. Despite the pandemic situation, participation in these activities was greater than we could have imagined, which clearly reflects the relevance of the chosen themes. The FNQLEDC also continued its involvement in various important files in the socioeconomic development ecosystem. In the spring of 2021, we were entrusted with the mandate to oversee the creation of an Innu Committee to Maximize Economic Benefits (COMAX) as part of the Apuiat wind project. We also continued the work undertaken as part of the housing catch-up project. These two projects will continue over the next year and will enable the FNQLEDC to develop new competencies, from which its clientele and all First Nations communities will be able to benefit.

Since its creation, the FNQLEDC has always been able to rely on the close 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 community economic development officers who dedicate their time and energy to ensuring the smooth running of our organization. I would be remiss if I did not emphasize the tremendous work that has been done by the FNQLEDC team to keep our clientele informed while brilliantly organizing all of our scheduled events. Our organization's success is certainly due to the immeasurable contributions of all of the FNQLEDC's employees.

Finally, I would like to sincerely thank our members, clientele, collaborators and financial partners for their trust and contributions. You are all part of the FNQLEDC's success.

Mikwetc, thank you, and enjoy reading!


Jinny Thibodeau Rankin,
Acting Director General

01 The operations

Information and communication

This second year of teleworking has not stopped our team. On the contrary, it was an opportunity for us to stand out by presenting different events developed in a hybrid fashion. We have continued our activities with the same efficiency in order to be able to inform and help community economic development officers and entrepreneurs as much as possible. Traffic data from our social networks shows us that the information presented has created wide-scale interest.



12

Nikan newsletters
published during the year



27

articles published in our
blog



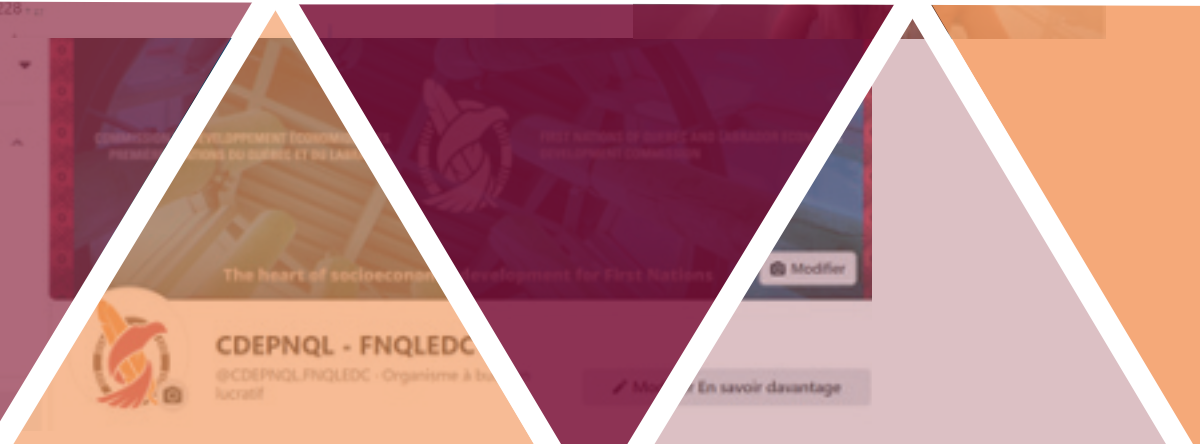
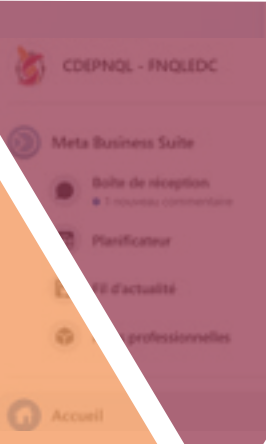
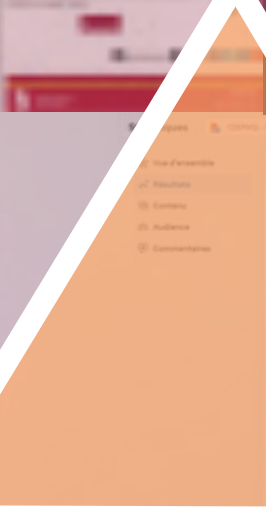
22 915

people viewed content on
our Facebook page during
the year



51 401

clicks on content published
on our Website

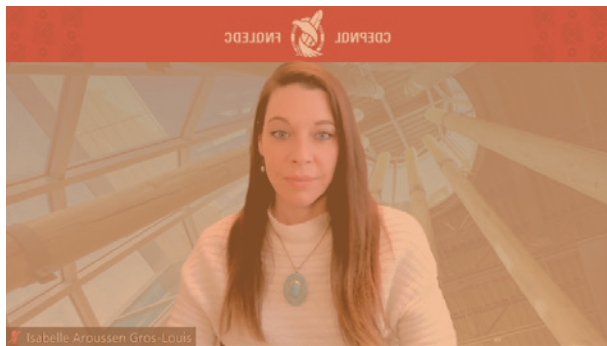


❖ Creation of a community of practice and networking

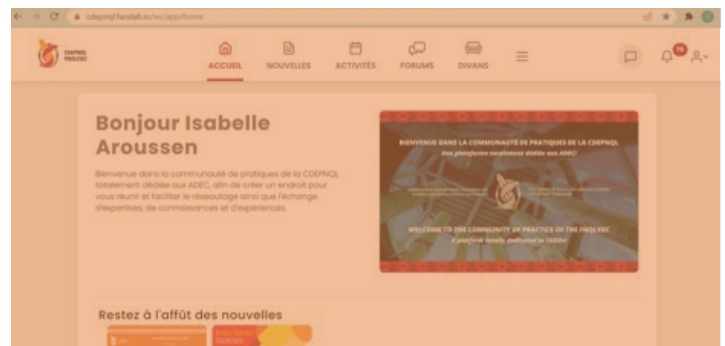
Work to create a community of practice and networking for community economic development officers (CEDOs) began in the spring of 2021. On September 28th, the community was officially launched during an event that took place to coincide with our annual general assembly. Subsequently, a calendar of activities with different themes was offered each month on the Fanslab platform, which hosts the community.



► Steve Laveau in person



► Isabelle Aroussen Gros-Louis in virtual



❖ Training

Here is a summary of the training activities that took place:

- 1 training on the analysis of economic development projects;
- 2 conferences on Indigenous taxation;
- 1 edition of StartUP Nations Ikwe;
- 3 strategic reflection workshops presented to businesses benefiting from our website creation project;
- 1 conference day focused on young entrepreneurs;
- 1 online training on the business plan, which took place as part of a business launch course in Wemindji;
- 1 workshop on Indigenous taxes and taxation for a group from Gesgapegiag.

❖ Representation

This year, we presented various virtual trainings, particularly via the community of practice, in order to be able to continue to fulfil our training mandate. Given the relaxation of public health guidelines, we were fortunate enough to be able to create two events in a hybrid format. These two events attracted many more registrations than we could have imagined, which shows that the themes addressed were chosen while considering the needs of our clientele.



hybrid events



virtual event presented to entrepreneurs



conferences presented to CEOs



trainings for CEOs



3125

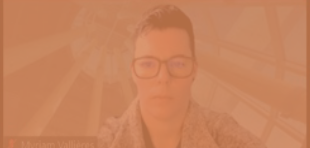
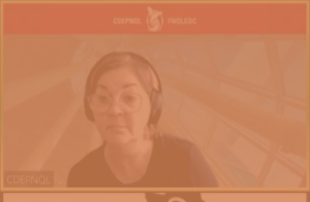
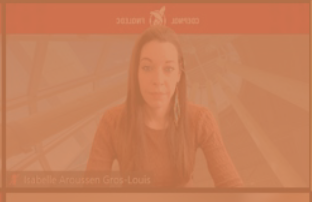
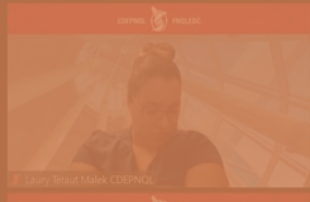
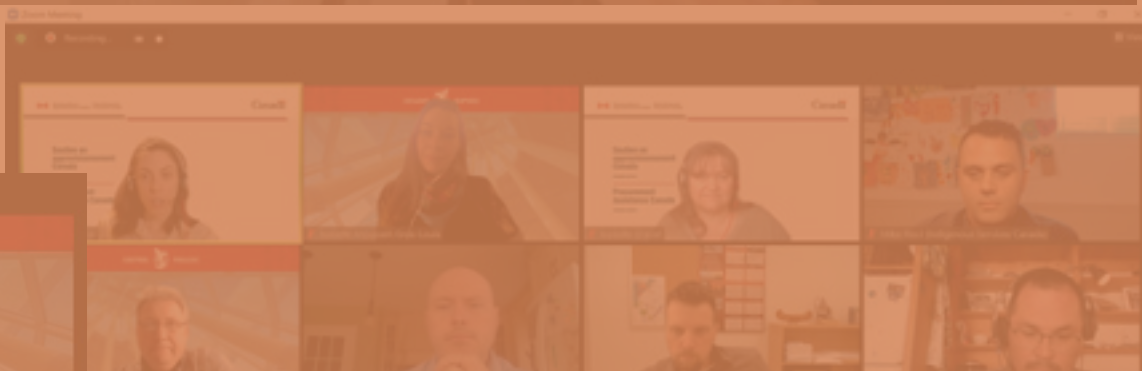
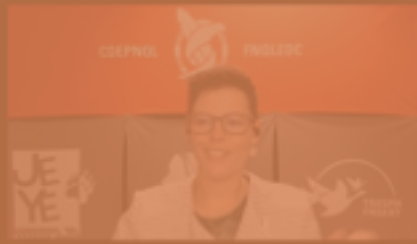
people reached by our interventions in 2021-2022





JE YE Présentation

1. L'entrepreneuriat, c'est quoi? L'entrepreneur, c'est qui?
2. Pourquoi devenir entrepreneur?
3. Les mythes de l'entrepreneuriat
4. Présentation d'entrepreneurs modèles de nos communautés
5. Pistes pour trouver des idées de projets entrepreneuriaux



Approvisionnement auprès des entreprises autochtones

Présentation à la CDEPNQ

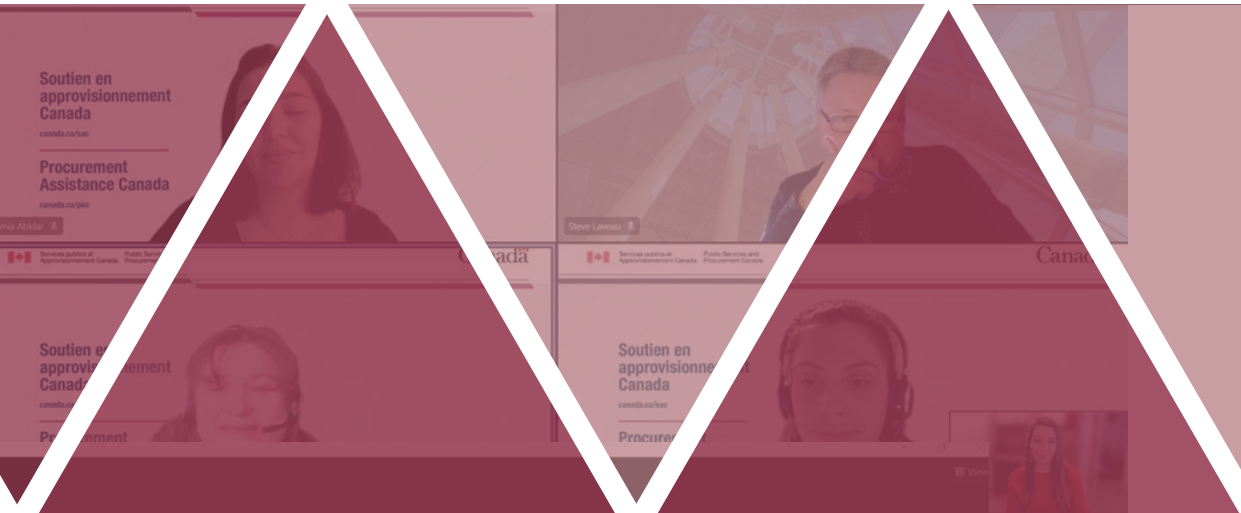
2022



Canada

Law of public procurement and opportunities for SMEs

Procurement Assistance Canada
canada.ca/PAC



POMERLEAU

22.03.22

Construction Projects and Indigenous Capacity Study

Presented to the CDEPNQ





**MEMBER
SUPPORT**



❖ Economic Development Advisory Service

The main tasks of the Economic Development Advisor are to provide technical support to community economic development organizations and officers (CEDOs) by providing them with a range of front-line advisory services. He is also responsible for coordinating and consolidating the network of community economic development organizations and officers (CEDOs).



CONSEIL EN DÉVELOPPEMENT ÉCONOMIQUE
ECONOMIC DEVELOPMENT ADVISORY

Results:

- ❖ **35 CEDOs** met during the year on a regular basis. The holding of our annual general assembly was also a good opportunity for him to meet with some CEDOs in person.
- ❖ Our Advisor is part of the team that worked to create and implement a community of practice and networking for CEDOs. The platform was launched in October 2021. Since then, a theme has been chosen each month and activities are organized with guests and speakers, in addition to a variety of presentations to facilitate and mobilize the CEDO network.
- ❖ He participated in the establishment of a Committee for the Maximization of Economic Benefits (COMAX) as part of the Apuiat wind project. This project is being carried out in collaboration with the Corporation de développement économique montagnaise (CDEM). As its name suggests, this Committee aims to maximize the benefits of the wind project for all Innu communities and businesses. In total, **6 committee meetings** were held and about fifteen meetings took place with various stakeholders.
- ❖ He participated in **13** business development and representation events held by Indigenous organizations. He also participated in 12 events organized by non-Indigenous organizations to collect information to distribute to CEDOs.
- ❖ He participated in **16** meetings with representatives of various provincial and federal departments related to the procurement file.

❖ Women Entrepreneurship Advisory Service

The mission of the Women Entrepreneurship Advisory Service is to mobilize women and interested parties and support them in designing and implementing strategies that will diversify and expand the economic and business opportunities available to them.



ENTREPRENEURIAT FÉMININ
WOMEN ENTREPRENEURSHIP

Results:

- ❖ **15 new registrations** for the women entrepreneurship support service.
- ❖ **61 interventions** were carried out by the Entrepreneurship Technical Advisor among female entrepreneurs registered for support, in support of the Women Entrepreneurship Advisor.
- ❖ **3 follow-up meetings** were held virtually with entrepreneurs registered in the support service.
- ❖ **10 telephone and videoconference meetings** with representatives of First Nations organizations took place.
- ❖ **16 meetings** were held with CEDOs to help them directly or to assist them in supporting entrepreneurs in their respective communities.
- ❖ **16 meetings** were held with external organizations, including Quebec Native Women, the Chaire de recherche en foresterie Université Laval, Hydro-Québec and the Secrétariat aux affaires autochtones. The meetings with Hydro-Québec served to lay the groundwork for a partnership agreement for women entrepreneurs.
- ❖ Our Advisor was very involved in the presentation of the second cohort of StartUP Nations Ikwe. He was notably responsible for supervising the team from the Mohawk community of Kanésatake.
- ❖ The analysis of the files for the **76 applications received** as part of the first edition of the Nikanewin Bursaries was carried out. The names of the bursary recipients were announced on June 15th. Also in connection with the bursaries, three meetings were held with CEDOs related to the application evaluation process.



❖ Youth Entrepreneurship Advisory Service

The Youth Entrepreneurship Advisory Service aims to develop the entrepreneurial culture of young Indigenous people to lead to the creation of new businesses both inside and outside the communities. On the one hand, it makes it possible to present entrepreneurship awareness workshops to First Nations youth and, on the other hand, to support Indigenous youth aged 15 to 35 years who are in the pre-startup or startup phases of their businesses.



**JEUNES ENTREPRENEURS
YOUTH ENTREPRENEURS**

In the context of the COVID-19 pandemic, travelling to the communities in 2021-2022 was not possible. For this reason, in parallel with her entrepreneurial support work, our Advisor dedicated herself to carrying out various internal and external projects in addition to helping advisors from other departments with other projects.

Results:

- ❖ **60 meetings** by videoconference were held with entrepreneurs registered for support.
 - ❖ There were **11 new registrations** for the support service.
 - ❖ Our Advisor was part of the team that organized consultation sessions that were held in connection with a call for briefs launched by the Secrétariat aux affaires autochtones (SAA) in anticipation of the new edition of the Indigenous Initiatives Fund. She also co-facilitated the first two days of consultations with our Economic Development Advisor.
 - ❖ **Our Advisor participated in several training sessions as a trainer:**
 - ◀ Presentation of project management training to the three teams that participated in the StartUP Nations Ikwe.
 - ◀ Participation as a panelist in the women entrepreneur camp held virtually by the Société de développement économique Innu de Mashteuiatsh on October 19, 2021. 5 women took part in this camp.
- ❖ **Our Advisor was involved in various projects, including:**
 - ◀ A video project to present the results of the Strategic Partnerships Initiatives (SPI), Forest Full Value and the True North Treasure Initiative, a project that required 11 trips for filming purposes.
 - ◀ A video project promoting the social economy (in collaboration with the New Pathways Foundation).
 - ◀ A video project summarizing the virtual editions of StartUP Nations.
 - ◀ The organization of the Grand Economic Circle, namely by filming a video to explain to participants the functionalities of the online platform. She also traveled to Montreal to supervise the filming of videos presenting the commitments made by companies.
 - ◀ The development of an entrepreneurial support structure, particularly by developing a guide and various tools, as well as customer relationship management (CRM) software to be able to better coordinate the support offered to entrepreneurs.

❖ Technical Entrepreneurship Advisory Service

The Entrepreneurship Technical Advisor acts as a reference who provides advice and support to the Advisors of the FNQLEDC in their entrepreneurship support role. In addition, he offers technical advisory services to First Nations CEDOs, entrepreneurs and organizations in areas such as finance, accounting and taxation. He also develops tools and frameworks for the production of business plans, forecasts and financial analyses as well as related teaching materials. Finally, he takes a critical look at the projects submitted to the attention of the FNQLEDC.



CONSEIL TECHNIQUE EN ENTREPRENEURIAT
TECHNICAL ENTREPRENEURSHIP ADVISORY

Results:

- ❖ **28 requests** for various information from CEDOs were processed.
- ❖ **33 interventions or follow-ups** were carried out among female entrepreneurs registered with the women entrepreneurship service.
- ❖ **30 interventions or follow-ups** were carried out among entrepreneurs registered with the youth entrepreneurship support service.
- ❖ **19 interventions or follow-ups** were carried out among social economy entrepreneurs.
- ❖ Implementation of the Own-Source Revenue in Indigenous Communities Initiative (OSRICI) in partnership with Indigenous Services Canada (ISC).
- ❖ Orientation, training and support for our new Entrepreneurship Officer as she takes up her duties.
- ❖ Development of a business transfer service at the FNQLEDC, in partnership with the Centre de transfert d'entreprise du Québec (CTEQ).
- ❖ Facilitation of a training course intended for CEDOs on the theme of economic development project analysis.

❖ Social Economy Advisory Service

Our team dedicated to the social economy coordinates the activities of the First Nations Social Economy Regional Table (FNSERT), whose mission is to promote collective entrepreneurship (social economy) as a means of socioeconomic development among First Nations.



Our social economy team also provides social economy support to Indigenous CEDOs and collective entrepreneurs. It has also supported the development of three women's collective entrepreneurship projects through its StartUP Nations Ikwe 2021 training course.

Finally, our team represents First Nations among various bodies of the social economy support ecosystem and government partners.

Results:

- ❖ **13 active support files**, including 4 new registrations.
- ❖ **41 interventions** carried out among collective entrepreneurs registered for support.
- ❖ **22 meetings** were held with entrepreneurs registered for support, as well as 3 exploratory meetings for new projects.
- ❖ **6 interventions carried out among CEDOs** supporting social economy projects in progress in their communities.
- ❖ **12 women** participated in the second edition of StartUP Nations Ikwe 2021 from March 16 to June 5, 2021: they were from the Mi'gmaq, Kanien'kehá:ka and Atikamekw Nations. Our team coordinated the entire training course in addition to providing support to the three teams of participants and their coaches.
- ❖ **5 social economy training sessions** were organized by our Advisors for our First Nations CEDOs or organizations.
- ❖ **Our Advisors organized and co-facilitated** a consultation session specific to the social economy, in connection with the call for briefs launched by the SAA for the review of the Aboriginal Initiatives Fund. 12 CEDOs and managers of Indigenous collective enterprises participated in this consultation, which took place on May 13, 2021.
- ❖ **11 meetings** were held with representatives of partner departments or organizations, including the Pôle des entreprises d'économie sociale de la région de la Capitale-Nationale, the Chantier de l'économie sociale and Filaction.

❖ Social Economy Month 2021:

- ◀ Publication of the “Changing the World, One Project at a Time” kit. Presented in a turnkey formula, the facilitation tools and video in this kit can be used by teachers, socioeconomic workers, advisors, and youth workers who want to integrate a social economy awareness activity into their calendar of activities.
- ◀ Online presentation of the first edition of the First Nations and Inuit Food Security Forum, which was presented by the First Nations and Inuit Food Security Table, of which our social economy team is a part. This event intended for community workers interested in food self-sufficiency attracted nearly 195 participants each day. During the event, 5 social economy enterprises and programs presented their initiatives, and our Social Economy Advisor made a presentation to promote the services of the FNQLEDC regarding food self-sufficiency projects.
- ◀ Presentation of two training sessions on the choice of social economy legal form intended for CEDOs. 7 of them took part in these sessions, which were offered in collaboration with the Réseau Coop organization.
- ◀ Presentation of a one-day conference entitled Rendezvous of Culture with the Social Economy. Organized in collaboration with the Pôle des entreprises d'économie sociale de la région de la Capitale-Nationale, this event had around thirty participants in person and around sixty online. The objective of the event was to discuss the challenges faced by Indigenous and non-Indigenous cultural organizations.



❖ Indigenous Taxation

This service has two components: awareness and education, and support. As the funding for this service ended in March 2016, the activities carried out under this service are very limited. However, the FNQLEDC team, and more specifically 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 portfolio holder.



CONSEIL EN DÉVELOPPEMENT ÉCONOMIQUE
ECONOMIC DEVELOPMENT ADVISORY

Results:

- ❖ **2 conferences** were presented on Indigenous taxation.
- ❖ **10 requests** for information were processed regarding Indigenous taxation.
- ❖ **2 panel participations** as a guest expert.
- ❖ **1 provision of support** for an Indigenous entrepreneur in their process with Revenu Québec.



02 Major projects

❖ Grand Economic Circle of Indigenous Peoples and Quebec

Our team co-organized the Grand Economic Circle of Indigenous Peoples and Quebec (GECIPQ), an event that was focused on getting Quebec businesses and organizations to make public commitments to foster a better inclusion of Indigenous peoples in the economy. In addition to coordinating the various logistical aspects of the event and everything related to programming, we also developed an engagement strategy through which the Quebec business community was encouraged to make commitments. Our team was rewarded for its efforts since the event was a resounding success and the FNQLEDC gained great visibility.



❖ The official brand

In November 2021, during the Grand Economic Circle of Indigenous Peoples and Quebec, the FNQLEDC unveiled Identification First Nations to great fanfare. This official brand, the logo for which is symbolized by a bear created by Anishinaabe artist Frank Polson, supports and protects First Nations entrepreneurs and communities in all areas of economic development.

In addition, Identification First Nations makes it possible to quickly recognize the authenticity of the products and services produced and delivered by First Nations. And this is just the beginning, as many developments are planned for 2022-2023!



❖ Coming in 2022-2023

Our team is working on many projects, which will be launched or carried out in 2022-2023. These projects include the launch of a service dedicated to business transfers, the holding of a retreat for CEOs and the presentation of the second edition of the Gathering of Indigenous Peoples on the Social Economy. Also, the development and deployment of the First Nations Identification brand will continue. Finally, the coming year will be synonymous with major changes for the FNQLEDC, which will welcome many new employees.



03 Board of Directors



François Rompré (President)
Innu Nation
2020-2022



Sandra Tremblay (Vice-President)
Wolastoqiyik Wahsipekuk Nation
2020-2022



Justin Roy (Secretary-Treasurer)
Algonquian Nation
2021-2023



Tracey Bonspiel (Director)
Nation Mohawk
2021-2023



Denys Bernard (Director)
Abenaki Nation
2020-2022



Hollie Larocque (Director)
Mi'gmaq Nation
2021-2023



Nicky Petiquay (Director)
Atikamekw Nation
2021-2023



Maxime Picard (Director)
Huron-wendat Nation
2021-2022



Theresa Chemaganish (Director)
Naskapie Nation
2020-2022



Sidney Orr (Director)
Cree Nation
2021-2023



04 Our team



Mickel Robertson
Director General



Jinny Thibodeau Rankin
Director Finances and
Administration



Lorraine Rhéaume
Secretary



Marie-Christine Tremblay
Strategic Advisor



Steve Laveau
Economic Development
Advisor



Emmanuel Bertrand-Gauvin
Women Entrepreneurship
Advisor



Myriam Vallières
Youth Entrepreneurship
Advisor



Frédérick Martel
Entrepreneurship Technical
Advisor



Marie Hanquez
Social Economy
Advisor



Annick Tremblay
Social Economy Officer



Laury Tétout Malek
Entrepreneurship Officer



Isabelle Gros-Louis
Communications and
Public Relations Officer



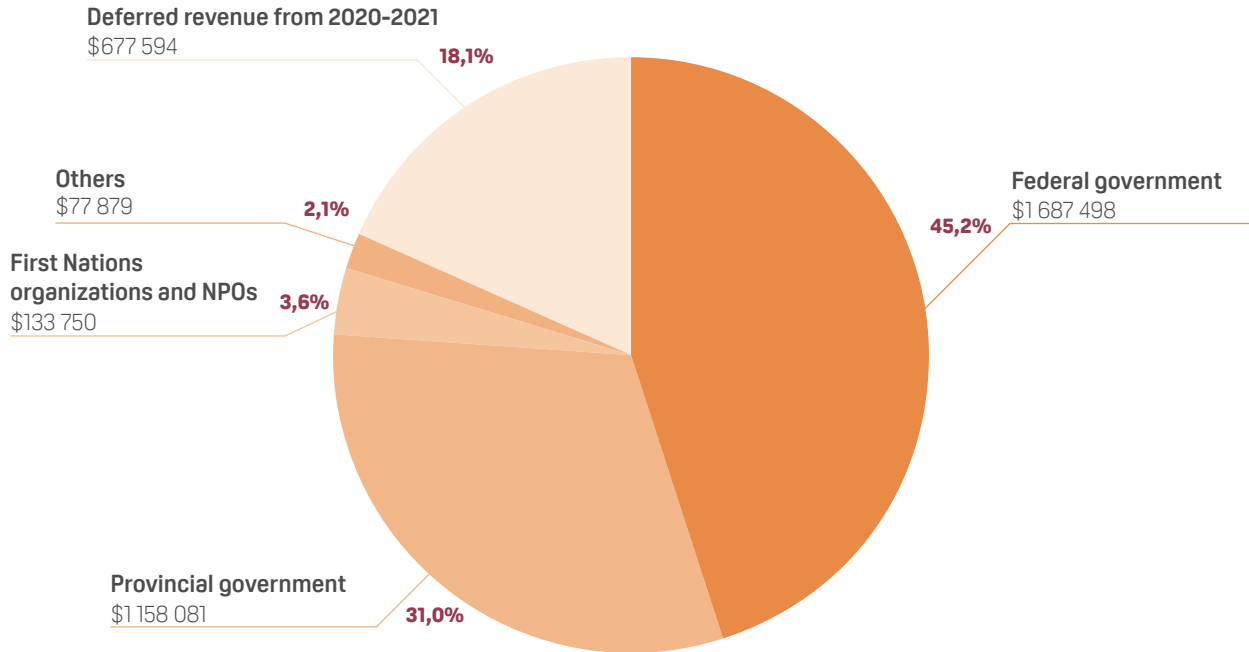


FINANCES

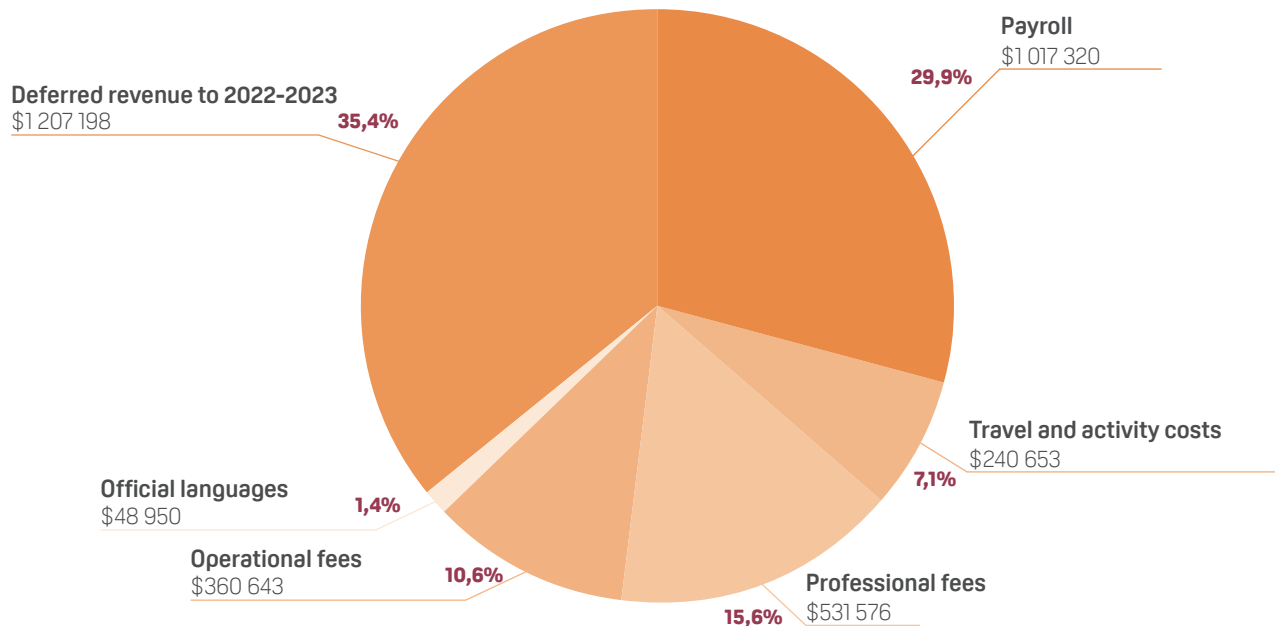


05 The FNQLEDC in numbers

Funding sources for 2021-2022 \$3 734 802

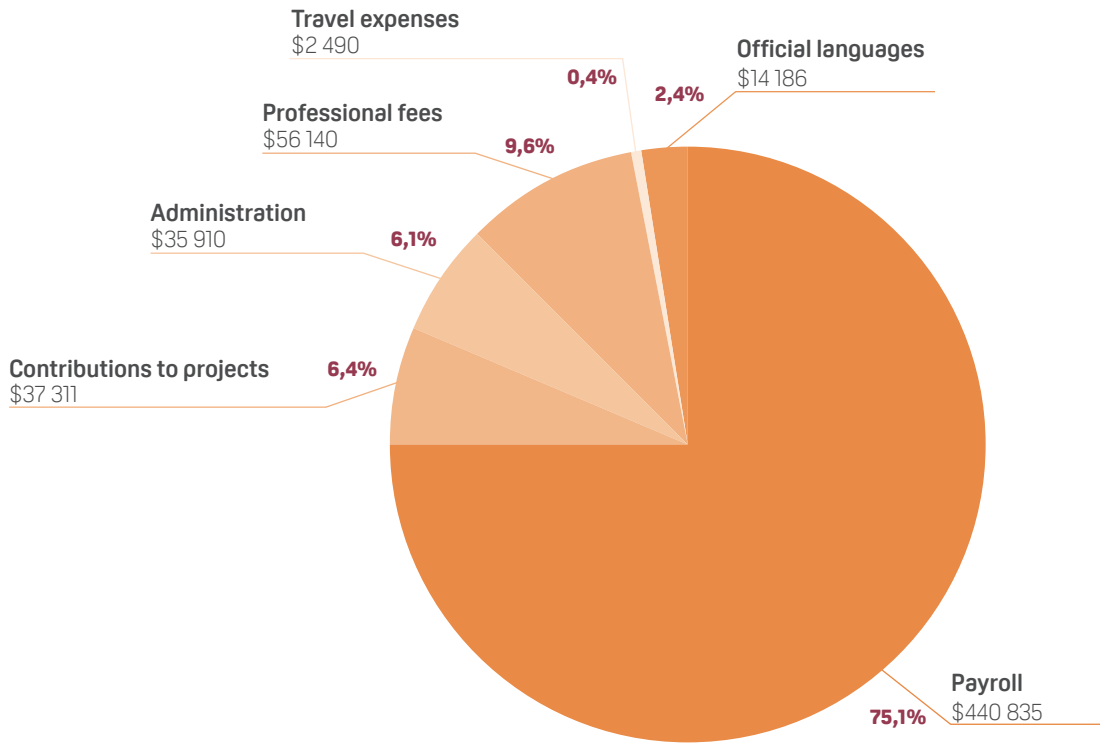


Use of funding for 2021-2022 \$3 406 340





Administration of the FNQLEDC \$586 872



Important data



12

12 full-time employees as
of March 31, 2022



22

22 active projects during
the year 2021-2022

06 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, 2022. 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.

Statements for the year ended March 31, 2022

2022
\$

2021
\$

Revenues

Indigenous Services Canada	1 540 339	659 038
Assembly of First Nations of Quebec-Labrador	61 750	125 750
Secrétariat aux affaires autochtones	648 081	131 739
Secrétariat à la condition féminine	100 000	-
Ministère de l'Économie et de l'Innovation	410 000	160 000
Canada Economic Development	147 159	150 000
Le Chantier de l'économie sociale	92 000	92 000
Quebec Native Women Association	-	20 197
Registration	3 595	3 900
Others	74 284	65 644
	3 077 208	1 408 268
Deferred revenues, beginning of year	677 594	640 259
	3 754 802	2 048 527
Deferred revenues, end of year	1 207 198	677 594
	2 547 604	1 370 933

Statements for the year ended March 31, 2022

2022
\$

2021
\$

Expenses

Salaries and fringe benefits	1 017 320	867 589
Rent	29 884	28 215
Insurance	5 055	5 201
Consulting and professional fees	513 444	161 096
Rental expenses	50 781	1 440
Travelling expenses	85 505	10 293
Translating expenses	48 950	28 697
Training fees	4 160	15 886
Telecommunications	16 022	15 075
Website expenses	19 279	2 601
Advertising, promotional and printing expenses	21 546	6 628
Entertainment expenses and registration fees	3 912	3 692
Meeting room rental and meals	123 232	7 297
Prizes	28 004	34 500
Computer supplies	-	445
Office supplies and expenses	29 140	27 045
Maintenance	7 200	5 400
Audit fees	18 132	8 566
Support to young entrepreneurs	175	-
Interest paid to the controlled not-for-profit organization	2 550	2 575
Transfer of funds – Indigenous Tourism Quebec – gala	118 500	-
Miscellaneous	8 675	6 628
Remittance - Secrétariat aux affaires autochtones	47 676	-
	2 199 142	1 238 869
EXCESS OF REVENUES OVER EXPENSES BEFORE AMORTIZATION	348 462	132 064
Amortization -		
Tangible capital assets	11 891	10 307
Intangible asset	2 697	4 045
EXCESS OF REVENUES OVER EXPENSES	333 874	117 712

Balance sheet as at March 31, 2022

2022

2021

\$

\$

Assets

Current assets

Cash	494 720	681 790
Grants receivable -		
Indigenous Services Canada	1 123 241	312 734
Others	659 824	345 812
Accounts receivable -		
Controlled not-for-profit organization	3 850	2 850
Others	92 014	3 444
Deferred expenses	4 238	4 231

2 377 887 1 350 861

Long-term assets

Tangible capital assets (note 4)	81 638	69 492
Intangible asset (note 5)	5 394	8 091

2 464 919 1 428 444

Liabilities

Current liabilities

Accounts payable -		
Trade accounts payable and others	403 436	230 439
Deferred revenues (note 6)	1 207 198	677 594
Advances from the controlled not-for-profit organization, 5%	50 000	50 000

1 660 634 958 033

Net assets

Invested in capital assets

87 032 77 583

Unrestricted

717 253 392 828

804 285 470 411

2 464 919 1 428 444

Signed on behalf of the Board



Director



Director



FIRST NATIONS OF QUEBEC
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