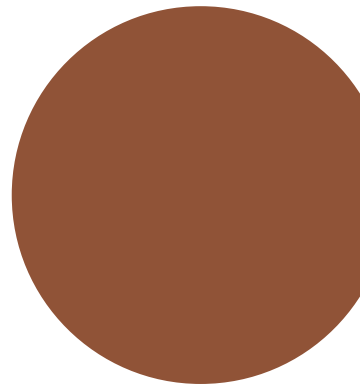
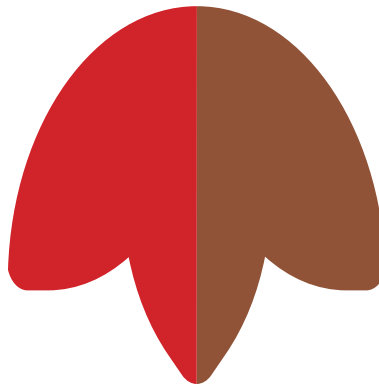
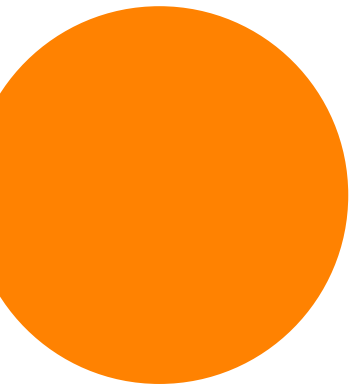
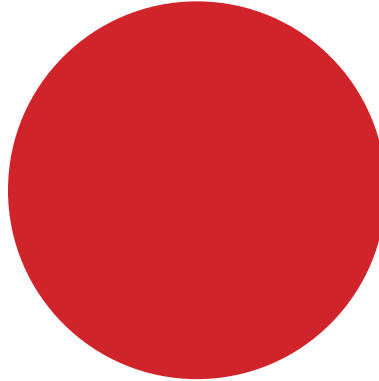
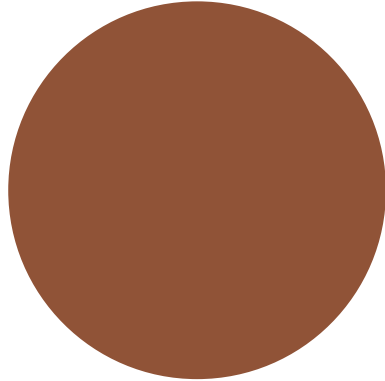
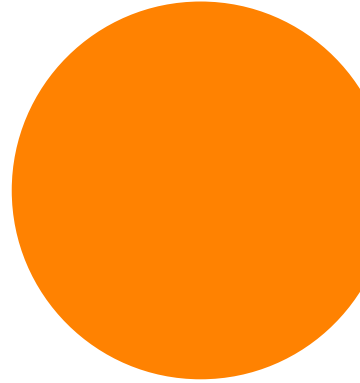
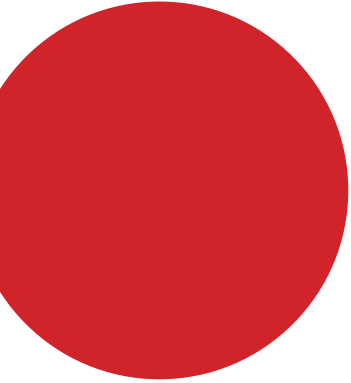




FNQLEDC



ANNUAL REPORT
2022 2023





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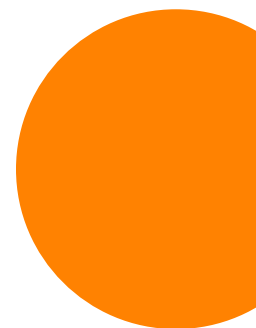
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MISSION

The FNQLEDC's mission is to advise, accompany and support First Nations in achieving their socioeconomic objectives.

VISION

With its knowledge of its environment and its range of services that is adapted to the needs of First Nations, the FNQLEDC is the reference in socioeconomic and entrepreneurial development. It stands out due to the quality of its interventions, which contribute significantly to the achievement of the individual and collective objectives of First Nations

VALUES

Respect

Engagement

Collaboration

Creativity

Rigour

MESSAGE FROM THE PRESIDENT

Kuei kassinu, Hi everyone, Bonjour à tous,

Over the past seven years, I have had the opportunity to observe all the work done by the team and directors of the FNQLEDC with a view to positioning it as the essential organization in terms of socioeconomic development among First Nations. I am proud to say that all these efforts have borne fruit since today the FNQLEDC is growing and in good financial health. Our expertise is also increasingly in demand in several fields and projects.

These developments came with their share of challenges and, to be able to overcome them without slowing down the growth momentum of the FNQLEDC, a major restructuring exercise proved necessary. With that in mind, a team made up of senior management, a few directors and certain members of the team was formed. Carrying out this work required several months of efforts but the FNQLEDC now has a solid organizational structure, which will allow it to continue its evolution.

In 2022-2023, the Board of Directors also updated certain internal policies, including the Human Resources Management Policy and the Travel Policy. In the coming year, we want to carry out work with a view to implementing a risk management policy. This will enable us to be better equipped to pursue our development objectives without being faced with major obstacles.

In closing, on behalf of the Board of Directors, I would like to emphasize the quality of the work being done by the employees and manage-



ment team of the FNQLEDC. All the development opportunities that have arisen in recent years are the result of the efforts of each of you. Furthermore, I would be remiss if I did not mention the growing commitment of our network of community economic development officers, which is at the heart of the FNQLEDC's mission.

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

MESSAGE FROM THE DIRECTOR GENERAL

Kuei, Hi everyone,

The year 2022-2023 was marked by the continuation of large-scale projects launched last year and by the completion of promising new projects. The Grand Economic Circle of Indigenous Peoples and Quebec movement continued to move forward with the holding of three regional economic circles. These circles have aroused such interest that they are now recognized as essential events for networking and exchanges between businesspeople and elected officials, both Indigenous and non-Indigenous alike. This year alone, more than 600 people took part in the movement, which will continue to unfold over the next few years. The First Nations Identification is another promising initiative whose deployment began this year, and which attracts attention due to its mission as well as its magnificent logo.

In the fall of 2022, after three years of postponement due to the pandemic, all the conditions were finally met for us to be able to organize an event that we all had in mind: a strategic planning session-style retreat for our community economic development officers (CEDOs). This event was an opportunity for us to strengthen the ties of our CEDO network in an atmosphere conducive to exchanges. The organization of this retreat required the involvement of the entire FNQLEDC team, which, in addition to managing the various logistical aspects of the event, also ensured the facilitation of all the activities on the program. This resounding success reflects the versatility and complementarity of our team.

Once again, this year, our entrepreneurial support services were in high demand. Many entrepreneurs were able to benefit from the support



and advice of our team of entrepreneurship advisors and officers. To expand our range of services, we also launched the First Nations Business Transfer Service at the end of the year. The relevance of this service in a context of shortage of buyers is clear and we are very confident regarding the initiative's success. We are very proud to see entrepreneurs with varied backgrounds carrying out their projects and joining the ranks of a growing Indigenous entrepreneurial community.

In conclusion, I would like to thank all the members of the FNQLEDC Board of Directors whose involvement made it possible to successfully carry out a major administrative restructuring exercise. I would also like to thank the entire FNQLEDC team who, again this year, rose to the challenges they faced.

A handwritten signature in blue ink, appearing to read 'Mickel Robertson', with a long horizontal line extending to the right.

Mickel Robertson
Director General

**FINANCE AND
OPERATIONS DIVISION**
PAGE 8 & 9



**COMMUNICATIONS &
STRATEGIC PROJECTS
DIVISION**
PAGES 10 & 11



**SERVICES FOR
COMMUNITIES DIVISION**
PAGES 12 TO 14



**SERVICES FOR
ENTREPRENEURS
DIVISION**
PAGES 15 & 16



FINANCE AND OPERATIONS DIVISION

The finance and operations team is responsible for the financial management of all FNQLEDC projects and related accountability exercises. This team also manages both the human and material resources of the FNQLEDC.

Internal restructuring exercise

Over the past year, we have restructured the way we operate with a view to preparing our organization to welcome several new employees. In tandem with this exercise, an analysis of our salary policy was conducted to ensure that the conditions offered to our employees are competitive. At the end of the process that was carried out, our team was structured into four distinct divisions that fall under the umbrella of senior management. These divisions are as follows: finance and operations, communications and strategic projects, services to communities and services to entrepreneurs. Each of these divisions is headed by a manager who reports to senior management. In the following pages, a summary of the 2022–2023 activities for each of these divisions is provided.

20 FULL-TIME EMPLOYEES
AS OF MARCH 31, 2023

4 NEW SERVICE DIVISIONS

27 PROJECT ACTIVE
IN 2022–2023



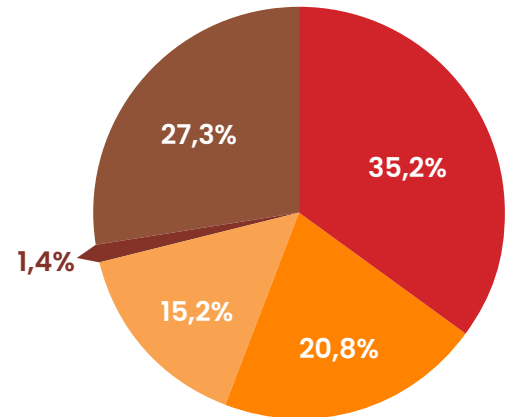
FLAGSHIP PROJECT

In June 2022, Hydro-Québec announced that it would provide significant financial support to the FNQLEDC spread over a period of five years. This financial contribution from the Crown corporation has enabled us to hire new resources dedicated to supporting women’s entrepreneurship and to increase the amounts offered under the Nikanewin Bursaries, which is an entrepreneurial competition aimed at encouraging the creation of private enterprises. Additional services will be developed and offered to our clientele starting in 2023–2024.

THE FNQLEDC IN FIGURES

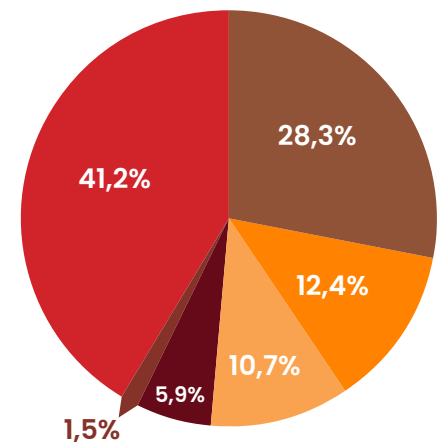
SOURCES OF FUNDING FOR 2022-2023

Federal government	1 555 188 \$	35,2%
Provincial government	920 701 \$	20,8%
First Nations organizations and NPOs	673 117 \$	15,2%
Other	61 461 \$	1,4%
Revenues carried over from 2022-2023	1 207 198 \$	27,3%
TOTAL	4 417 665 \$	100,0%



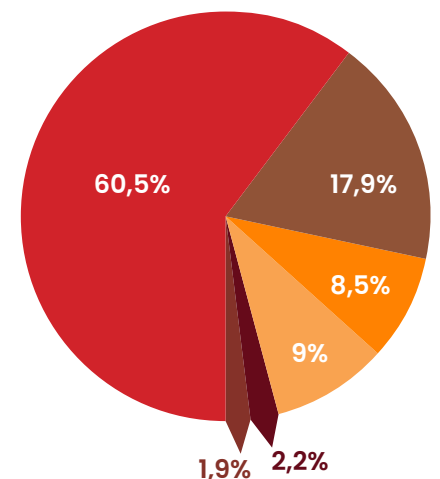
USE OF FUNDING FOR 2022-2023

Payroll	1 205 765 \$	28,3%
Travel and activity costs	525 523 \$	12,4%
Professional fees	455 548 \$	10,7%
Operating fees	252 823 \$	5,9%
Official languages	63 631 \$	1,5%
Revenues deferred to 2023-2024	1 750 856 \$	41,2%
TOTAL	4 254 146 \$	100,0%



ADMINISTRATION OF THE FNQLEDC

Payroll	495 748 \$	60,5%
Contributions to projects	146 670 \$	17,9%
Administration	69 888 \$	8,5%
Professional fees	73 341 \$	9,0%
Travel fees	18 404 \$	2,2%
Official languages	15 312 \$	1,9%
TOTAL	819 363 \$	100,0%



COMMUNICATIONS & STRATEGIC PROJECTS DIVISION

The communications and strategic projects team is responsible for the FNQLEDC's communication activities (*written communications, Web and social media, promotion, etc.*) as well as the organization of its activities and major events. The team also coordinates large-scale projects and initiatives that fall under the responsibility of the FNQLEDC.

22
BLOG
ARTICLES

2 300
FACEBOOK
FOLLOWERS



SPOTLIGHT ON A FEW PROJECTS

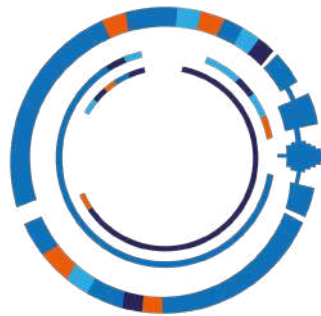
Grand Economic Circle of Indigenous Peoples and Quebec (GECIPQ) movement

The GECIPQ movement took off in 2022-2023 with the holding of three regional economic circles. These unifying events allowed the Indigenous and non-Indigenous business communities to forge ties in a context conducive to discussions. Elected officials from Indigenous communities and Quebec municipalities were not left out as an event specifically dedicated to them took place in Gatineau. These events were excellent opportunities for participants to get involved in the movement by making commitments of various kinds.

3 REGIONAL ECONOMIC CIRCLES
Mashteuiatsh, Val-d'Or and Gatineau

94 COMMITMENTS
MADE

600 MORE THAN 600
PARTICIPANTS



Grand Economic Circle
of Indigenous People
and Quebec

First Nations Identification (IDIN)

Two important milestones in the development of IDIN were reached in 2022-2023. The first was the launch of its website and registration module during the First Nations Regional Economic Circle of Mashteuiatsh in June 2022, which allowed First Nations business and individuals to register and proudly display the magnificent Identification logo. The second step consisted of the approval of IDIN as an official trademark. This last step made it possible to officially begin the marketing and promotion phase of IDIN, by making a few representations and participating in various events.

240 REGISTERED FIRST NATIONS
ENTERPRISES AND INDIVIDUALS



Identification
Premières Nations
First Nations

SERVICES FOR COMMUNITIES DIVISION

The services for communities team offers and develops services for community economic development officers (CEDOs) and, more broadly, First Nations communities. It also leads the CEDO community of practice, a platform focused on the sharing of best practices and networking.

OUR CEDO NETWORK

45 CEDO
25 MALE, 20 FEMALE

43 COMMUNITIES

10 NATIONS

ACTIVITIES FEATURED IN OUR COMMUNITY OF PRACTICE

20 CEDO CAFÉS

23 PRESENTATIONS
OR CONFERENCES

2 GROUP DISCUSSIONS
led by CEDOs

TRAINING FOR CEDOS

2 TRAININGS WERE
OFFERED TO CEDOS



SPOTLIGHT ON A FEW PROJECTS

CEDO retreat

From September 21 to 23, 2022, CEDOs were invited to participate in a strategic planning session-type retreat at the Manoir du Lac Delage, an activity entirely organized and led by the FNQLEDC team. On the program, several activities and workshops were aimed at allowing CEDOs to get to know each other better, but also get them to reflect on their work and the environment in which they operate. At the end of this event, which was a resounding success, the CEDOs really felt as though they were part of a network whose members share the same realities and that they were there to help each other.

30 CEDOS PARTICIPATED
IN THE RETREAT

16 WORKSHOPS AND
ACTIVITIES

Procurement

This file allows the FNQLEDC to contribute to maximizing the economic benefits for Indigenous communities and businesses by helping them participate in the procurement of the governments of Canada and Quebec and major community or private projects. As of next year, a maximization officer position will be created to support and develop the capacities of Indigenous entrepreneurs so that they can access contracts from public markets. The officer's role will be to support and train Indigenous entrepreneurs to develop their capacity to access contracts resulting from public procurement while identifying relevant opportunities and accompanying them at all stages of the tendering process. In addition, the officer will facilitate networking between Indigenous and non-Indigenous businesses.



Accès entreprise Québec network

This year, we were able to hire a liaison officer who is a member of the Accès Entreprise Québec (AEQ) network. This officer's mandate is to provide support to CEDOs and entrepreneurs with a view to developing their entrepreneurial skills. To do this, the officer has access to a range of tools and training through the AEQ platform that they can share with the CEDOs. If necessary, she can also adapt the contents of the available resources so that they better align with the realities of the Indigenous context.

Committee to Maximize Economic Benefits (COMAX) – Apuiat wind power project

The Apuiat project was launched in the spring of 2021, but it really started in February 2023 with the announcement of the choice of general contractor. From the start, we have been involved in the COMAX project, which is coordinated by our Community Services Manager. In February 2023, a speed-meeting activity was organized in Sept-Îles. More than thirty meetings took place, thus allowing Innu businesses and entrepreneurs to make themselves known to the project's general contractor. A directory of Innu businesses was also created, and constant relations are maintained with key players in the Apuiat project with a view to staying informed of job opportunities and contracts that could be of interest to Innu businesses and workers.

First Nations Centre of Expertise on Financial Literacy and Housing

In December 2022, a Financial Literacy and Housing Awareness Officer was hired. At the end of 2022-2023, she worked on designing the contents of the financial literacy and housing workshops that will be presented in the communities. These workshops were tested for the first time with a group from a multi-service centre for Indigenous people. A little later, a first trip was made to the community of Mistissini to present a workshop in an adult training centre. Now that the adjustment period for the workshops has been completed, the Centre will be able to officially begin operations in 2023-2024 and implement a component aimed at local governments wishing to improve housing management in their communities.



SERVICES FOR ENTREPRENEURS DIVISION

The entrepreneur services team specializes in entrepreneurial support and has developed expertise over the years in women and youth entrepreneurship as well as in the social economy. This division also develops and facilitates training courses and workshops to promote and raise awareness of entrepreneurship.

INTERVENTIONS CARRIED OUT BY THE DIVISION TEAM



31 NEW REGISTRATIONS

534 SUPPORT INTERVENTIONS

10 REQUESTS REGARDING INDIGENOUS TAXATION

13 COLLABORATIONS WITH CEDOS

9 TRAININGS FACILITATED BY THE DIVISION

SPOTLIGHT ON A FEW PROJECTS

Gathering of Indigenous Peoples on the Social Economy

The Gathering took place on November 8 and 9, 2022 in Montreal under the theme Inspire, Unite, Undertake. Thanks to a varied program and the expertise of its guest panelists and speakers, the event offered an overview of the diversity of forms that the social economy can take. As a portion of the event was reserved for networking, the participants were able to meet different organizations and players from the ecosystems of the social economy of Indigenous Peoples and Quebec. At the end of the Gathering, everyone was invited to express their vision of the future of the social economy, which was a very inspiring moment that was appreciated by all.

115 PARTICIPANTS

22 CEDOS

19 COMMUNITIES REPRESENTED

9 NATIONS



Launch of the First Nations Business Transfer Service (FNBTS)

Creating a new business is not the only way to become an entrepreneur, acquiring an existing business is another option available to First Nations people. The FNBTS was created to meet existing needs and to support Indigenous buyers and sellers in their business transfer projects. The service was officially launched in March 2023, in collaboration with the Centre de transfert d'entreprise du Québec. Along with this new service, the FNQLEDC also established the Indigenous Acquisition Support Program (IASP), which aims to financially help clients access the professional resources necessary for the smooth running of a transaction.



8 PROJECTS SUPPORTED BY THE ADVISOR IN BARELY 3 MONTHS

1 FINANCIAL CONTRIBUTION MADE WITH THE IASP

Indigenous Peoples Arts and Cultures Collective (IPACC)

In 2021, cultural businesses and organizations suggested the creation of a collective that could meet their needs in terms of funding, training and access to government programs. It is to respond to this request that the First Nations Social Economy Regional Table, which is coordinated by the FNQLEDC, formed a provisional committee of representatives from the Indigenous cultural community in the spring of 2022. Accompanied by the Services for Entrepreneurs Division team, the committee worked throughout the year to validate the relevance of such a collective and define its mission, legal structure, etc. All the work done in 2022-2023 will culminate in the official launch of the IPACC, which is expected to take place in 2023-2024.

5 CULTURAL ORGANIZATIONS FORMED THE PROVISIONAL COMMITTEE



COMING IN 2023-2024

Beginning of the activities of the First Nations Centre of Expertise in Financial Literacy and Housing

Following a running-in period of a few months, the Centre's activities will be officially launched in the fall of 2023. The Centre's name and logo will be unveiled in addition to its website and Facebook page. At that point we will be able to begin presenting awareness and education workshops and supporting activities in the communities related to financial literacy and housing.

CONTINUED GROWTH OF THE FNQLEDC

Several positions will be staffed in 2023-2024 to enhance our team. Entrepreneurship office and advisor positions will be posted throughout the year. We also want to start meeting with our clientele again by traveling to the communities. Virtual activities are very practical and easily accessible, but the fact remains that a first in-person contact is the most effective way to begin support efforts or to hold awareness-raising or informative activities.



2022-2023 BOARD OF DIRECTORS



François Rompré
President
Innu Nation



Sandra Tremblay
Vice-President
Wolastoqey Nation



Justin Roy
Secretary-Treasurer
Algonquin Nation



Denys Bernard
Director
Abenaki Nation



Nicky Petiquay
Director
Atikamekw Nation



Sydney Orr
Director
Cree Nation



Maxime Picard
Director
Huron-Wendat Nation



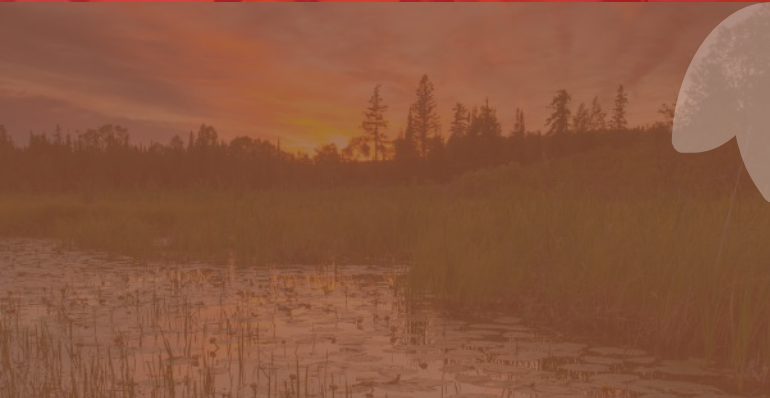
Hollie Larocque
Director
Mi'gmaq Nation



Tracey Bonspiel
Director
Mohawk Nation



Jimmy Shecanapish
Director
Naskapi Nation



FINANCIAL STATEMENTS

The following financial information is an extract from the FNQLEDC's audited financial statements for the year ended March 31, 2023. The financial statements, audited by Raymond Chabot Grant Thornton, were sent by email to our members, the community economic development officers.

RESULTS FOR THE YEAR ENDED MARCH 31, 2023

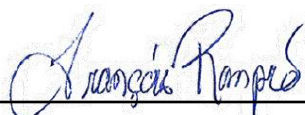
	2023 \$	2022 \$
REVENUES		
Indigenous Services Canada	1 343 047	1 540 339
Ministère de la Culture et des Communications	46 000	-
Ministère des Affaires municipales et de l'Habitation	20 500	-
Ministère des Relations internationales et de la Francophonie	37 500	-
Assembly of First Nations of Quebec-Labrador	234 350	6 1 750
Secrétariat aux relations avec les Premières Nations et les Inuit	393 728	648 081
Secrétariat à la condition féminine	120 000	100 000
Ministère de l'Économie, de l'Innovation et de l'Énergie	302 973	410 000
Canada Economic Development	212 141	147 159
Le chantier de l'économie sociale	92 000	92 000
Native Commercial Credit Corporation	104 035	-
Corporation de développement économique montagnaise	82 732	-
Société de développement des entreprises culturelles	10 000	-
The McConnell Foundation	150 000	-
Registration	200	3 595
OTHERS	61 261	74 284
	3 210 467	3 077 208
Deferred revenues, beginning of year	1 207 198	677 594
	4 417 665	3 754 802
Deferred revenues, end of year	1 750 856	1 207 198
	2 666 809	2 547 604

**RESULTS FOR THE YEAR ENDED
MARCH 31, 2023**

	2023 \$	2022 \$
EXPENSES		
Salaries and fringe benefits	1 205 765	1 017 320
Rent	31 006	29 884
Insurance	9 604	5 055
Consulting and professional fees	435 881	513 444
Rental expenses	8 426	50 781
Travelling expenses	294 526	85 505
Translating expenses	63 631	48 950
Training fees	13 711	4 160
Telecommunications	18 175	16 022
Website expenses	22 431	19 279
Advertising, promotional and printing expenses	42 982	21 546
Entertainment expenses and registration fees	9 931	3 912
Meeting room rental and meals	188 566	123 232
Prizes	32 500	28 004
Computer supplies	6 146	-
Office supplies and expenses	64 837	29 140
Maintenance	11 266	7 200
Audit fees	19 667	18 132
Support to young entrepreneurs	2 202	175
Interest paid to the controlled not-for-profit organization	-	2 550
Transfer of funds – Indigenous Tourism Québec – gala	-	118 500
Miscellaneous	7 655	8 675
Remittance <i>Secrétariat aux relations avec les Premières Nations et les Inuits</i>	14 382	47 676
	2 503 290	2 199 142
 EXCESS OF REVENUES OVER EXPENSES BEFORE AMORTIZATION	 163 519	 348 462
Amortization		
Tangible capital assets	1 4 486	11 891
Intangible asset	1 798	2 697
	16 284	14 588
 EXCESS OF REVENUES OVER EXPENSES	 147 235	 333 874

A S S E T S	2023 \$	2022 \$
CURRENT ASSETS		
Cash	1 027 379	494 720
Grants receivable -		
<i>Indigenous Services Canada</i>	1 350 012	1 123 241
<i>Others</i>	796 210	659 824
Accounts receivable -		
<i>Controlled not-for-profit organization</i>	4 850	3 850
<i>Others</i>	89 707	92 014
Deferred expenses	996	4 238
	3 269 154	2 377 887
LONG-TERM ASSETS		
Tangible capital assets (Note 3)	95 049	81 638
Intangible asset (Note 4)	3 596	5 394
	3 367 799	2 464 919
LI A B I L I T I E S		
CURRENT LIABILITIES		
Accounts payable -		
<i>Trade accounts payable and others</i>	665 423	403 436
Deferred revenues (Note 5)	1 750 856	1 207 198
Advances from the controlled not-for-profit organization, 5%	-	50 000
	2 416 279	1 660 634
N E T A S S E T S		
INVESTED IN CAPITAL ASSETS	98 645	87 032
UNRESTRICTED	8 52 875	717 253
	951 520	804 285
	3 367 799	2 464 919

SIGNED ON BEHALF OF THE BOARD



director



director

NOTES



Lined area for notes, consisting of horizontal orange lines.



NOTES

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NOTES

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NOTES



A series of 25 horizontal orange lines spanning the width of the page, providing a template for writing notes.

