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PREMIÈRES NATIONS
DU QUÉBEC



FIRST NATIONS
HUMAN RESOURCES
DEVELOPMENT COMMISSION
OF QUEBEC

ANNUAL REPORT 2019-2020



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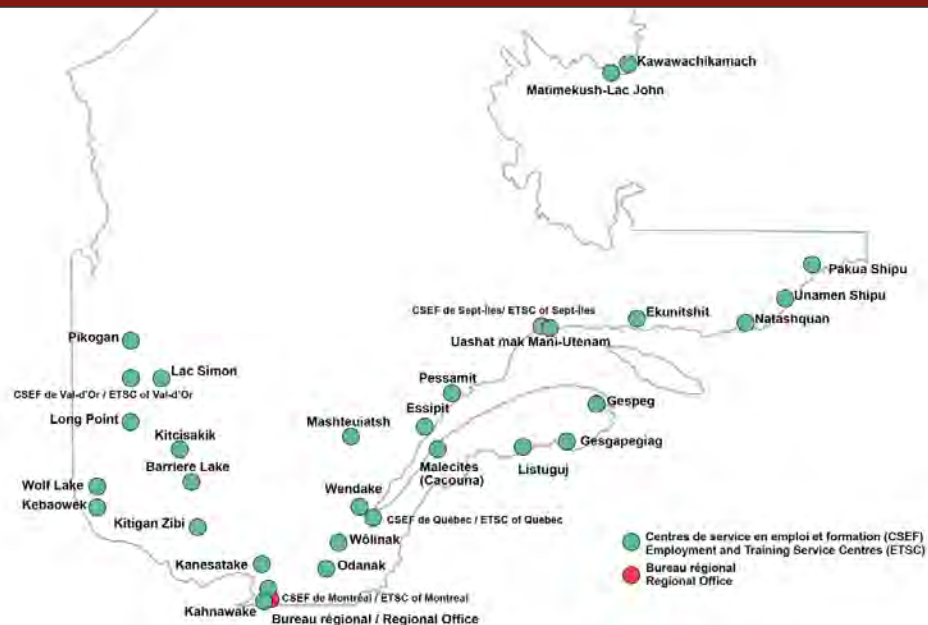


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Message from the Executive Committee

Kwe,

The FNHRDCQ Executive Committee members are pleased to present the 2019-2020 Annual Report.

The year started with the election of three new members to the five-seat Executive Committee. The renewed Committee provided support to Management through important challenges, notably in matters of Human Resources. The Commission was thus able, by the end of the summer, to carry on with its restructuring to strengthen its organizational capacity and improve its service offering to the Collective. Also driven by the desire to continually move forward, the member community representatives decided, at the November 2019 Regional Meeting, to form a working committee to review the Budget Allocation Model.

We would like to thank all the members of the Commission for their hard work and involvement in the various files. Your contribution and your relentless work help the organization accomplish its mission, and make the necessary changes leading to evolution and growth.

Lise Kistabish, Marie-Doris Bellefleur, Pauline Bellefleur, Angie Marquis and Lorna Sook.



Message from the Executive Director

Kwe,

On behalf of the First Nations Human Resources Development Commission of Quebec (FNHRDCQ) team, I am very excited to present the 2019-2020 Annual Report. This year marks the beginning of the 10-year agreement for the new federal Indigenous Skills and Employment Training Strategy (ISET) Program. Thanks to its optimal capacity assessment, the FNHRDCQ is enjoying greater operational flexibility.

Moreover, in 2019 the mobilization initiated by the Chiefs to rethink the governance of the AFNQL and its commissions and organizations (ROCs) prompted the FNHRDCQ to reflect on its own governance structure.

In this context, the Commission is also updating its operational framework and procedures. Thanks to well-established partnerships with government agencies, the updated Focus Initiative, and the newly formed Executive Committee, the organization is in full transition to the FNHRDCQ 2.0.

Although there was an important staff turnover this year, the team remains united to meet the challenges ahead and dedicated to implementing the necessary changes.

Enjoy reading our Annual Report!
Susane King

AN OVERVIEW OF THE FNHRDCQ

KEY STATEMENTS

Vision

In a culturally adapted environment, First Nations achieve prosperity through meaningful employment.

Mission

To contribute to the personal and professional fulfilment of First Nations by actively supporting their path to employment.

Mandate

The FNHRDCQ accomplishes its mission by carrying out the following mandate:

Values

Respect, Identity, Integrity, Solidarity and Commitment



GOVERNANCE STRUCTURE

34 Training and Employment Service Centres

The First Nations Human Resources Development Commission of Quebec (FNHRDCQ) is an administrative entity established by the Assembly of First Nations of Quebec and Labrador (AFNQL) through a resolution adopted by the Chief's Assembly (Resolution no. 03/96). The FNHRDCQ is responsible, for administering the Indigenous Skills and Employment Training Program (ISETP) and the Urban ISETP, which supports First Nations, Métis, and Inuit living in urban areas across Québec. Through its 31 Employment and Training Service Centres (ETSC), located in 27 First Nations communities and four cities (Montréal, Québec, Val-d'Or, and Sept-Îles), the FNHRDCQ helps clients enter the labour market through a variety of employment and training measures.

The decisional authority of the Commission is comprised of the representatives of 27 member communities. As such, and in the collective interest of all members, they have the opportunity to express their views on the directions of the organization three times a year at the Commission's regional meetings (in June, October and March). However, the meeting scheduled for March 2020 was cancelled due to COVID-19.

Executive Committee

The Executive Committee is composed of:

- Angie Marquis, Kahnawake
- Pauline Bellefleur, Ekuanitshit
- Lorna Sook, Listuguj
- Lise Kistabish, Pikogan – Abitibiwinni
- Marie-Doris Bellefleur, Unamen Shipu

The Executive Committee met eight times over the fiscal year 2019 - 2020.

Directors Committee

The Directors Committee is composed of:

- Susane King, Executive Director
- Shannon Goedike, Director of Urban Strategy
- Christopher Cote, Director of Finance and I.T.

OFFER OF SERVICES

CAPACITIES DEVELOPMENT

Support

The Regional Office has offered 24 basic training courses to 12 Service Centres on the following topics:

- The functioning of the FNHRDCQ;
- Management of Part II of the Employment Insurance Funds;
- Urban Strategy Operating procedures;
- Client Action Plan;
- Employability Measures and Interventions;
- ALMASS.

The Regional Office team will pursue the Focus initiative in 2020–2021 through the following activities:

- Development of a new strategy to carry out the consultations while respecting COVID-19 prevention measures;
- Data Collection and Results Analysis.

Focus initiative

With the hiring of a project manager, the following Focus initiative activities were continued:

- ETSCs' needs survey questionnaire revision and update;
- ETSC consultation planning;
- Online questionnaire creation with Voxco survey design tool;
- Preparation of the deployment teams for the consultations;
- Obtaining funding from ESDC to conduct the consultations;
- Networking and promotion of the project to specific partners in order to develop a multi-organizational partnership strategy;

The launch of the consultations that was planned for the end of March unfortunately had to be put on hold due to COVID-19.

INCLUSION OF PERSONS WITH DISABILITIES







Through its projects for the inclusion of persons living with a disability, the Commission wishes to rehabilitate their role within the communities and to demonstrate that they can contribute significantly to various areas of their environment. In doing so, the FNHRDCQ takes on, through its employability agents, the role of ambassador of this rehabilitation.



Consultation with the target group and community workers

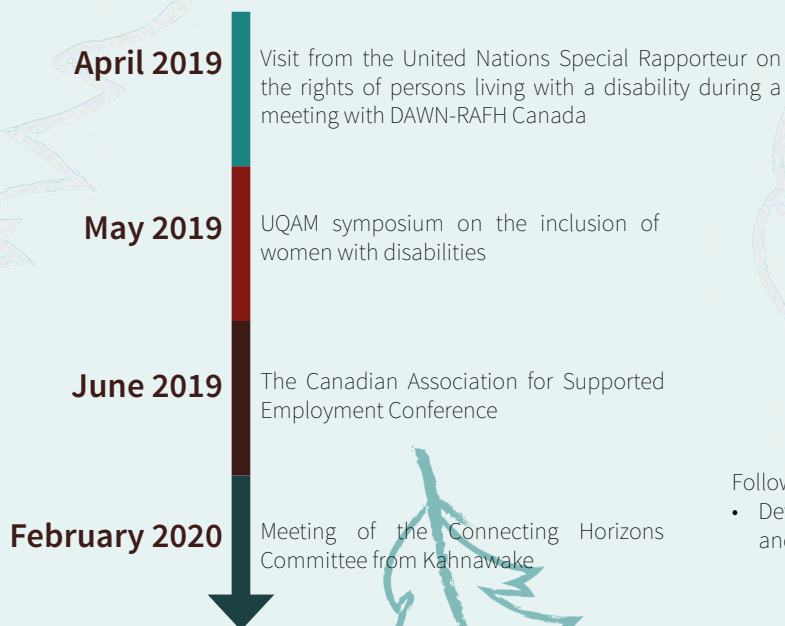
This consultation, held in 2019, was intended to identify the barriers encountered and the various resources available on the subject. The analysis and consolidation of the results made it possible to conclude that disability is greatly stigmatized in communities, leaving a significant impact on people living with disabilities.

Given these findings, the FNHRDCQ and the CRISPESH proceeded to develop the following tools to support the awareness campaign announced in last year's report:

	awareness video		video testimonials "Voices from the communities"
	virtual library		simulation-based interactive learning tool
	interactive map		online experiment tool in the form of a game board

This work will continue into 2020-2021 and once completed, these tools will be made available to the employability agents through the FNHRDCQ website.

Presentation of the project at the following events:



Mutual Support Project



CRISPESH
Centre de recherche pour l'inclusion des personnes en situation de handicap

CRISPESH is a collegial research center resulting from a partnership between the Cégep du Vieux Montréal and Dawson College, whose mission is to “contribute to the inclusion of people with disabilities in Quebec society by supporting organizations in the advancement of knowledge, and the development and promotion of innovative social practices.”

Follow-up to the project:

- Development of a knowledge transfer strategy to foster ownership and the use of tools in targeted/concerned parties.

Through the Skills Link Program, the Commission was able to provide work experience for three young people from the target group as part of the awareness campaign’s development.

This experience, carried out under the supervision of the FNHRDCQ, allowed them to improve their self-confidence and to discover their great potential for leadership within the framework of these activities:

- Participation in the collection and recording of testimonials
- Time-stamping of videos and interviews
- Scenario building of video testimonials on different topics (such as self-representation) from the time-stamp activity
- Testimonial on their own experience
- Writing and layout of small texts taken from the testimonials
- Suggesting artwork related to disabilities and First Nations to be used in the campaign
- Creation of a poster to increase awareness on self-advocacy

The COVID-19 pandemic might have hampered the implementation of the campaign, but not the development and enthusiasm of these young employees. They improved themselves, learned from this experience and provided us with a better understanding of the reality of First Nations living with disabilities and of their own reality.

URBAN STRATEGY

The year 2019-2020 was memorable for the Urban Strategy Department as we faced various challenges, but I am proud to report that our team came out stronger and more united. Aside from the work undertaken by the entire team, I worked throughout the year with the FNHRDCQ Management Committee on various phases of the restructuring plan as well as on revamping the Human Resources policies. I am pleased to share the undertakings of the Department with you. Enjoy your reading!

Shannon Goedike
Director of Urban Strategy

Standardization of Internal Working Processes

The standardization of internal working processes for the Urban Department is continuous and progressing well. The Urban Strategy Working Committee met various times to analyze the different revisions and improvements needed to the Guide to Urban Strategy Employment & Training Measures.

Because of the many changes and updates suggested at the November 2019 Regional Meeting, the Director asked for representatives to join a working committee to pre-approve the upcoming proposed changes and present the final version to the Table. Donna Kistabish (Pikogan), Janet Brascoupe (Kitigan Zibi) and Myriam Bacon (Pessamit) graciously volunteered to join the Committee.

Overall, this work was undertaken to:

- reflect the renewed funding agreements;
- improve the administrative workload on the staff;
- reduce the number of forms; and
- alleviate some of the stricter rules imposed on the participants wishing to take part in an urban measure.

Once finalized, the Guide underwent a major linguistic review to make it clearer and more concise. This file is set to be finalized in 2020.

Continuum of Services with Urban Indigenous Organizations and Services Québec

The Director initiated a series of steps to eliminate working in silos and to bring back the Urban Strategy's mission and mandate to the forefront.



June 2019

She made a presentation at the AFNQL Mobilization to raise awareness of off-community issues and to request a Chief Portfolio holder to help at the political level.

October 2019

She coordinated a joint meeting between the association of Native Friendship Centres of Quebec (RCAAQ) and the FNHRDCQ. Directors from each centre as well as their respective field agents participated in this historic meeting and created action plans that are still in progress. The two organizations continue to work on their partnership.

March 2020

She planned a meeting with the External Resource Management and all Regional Branch representatives of Services Québec to discuss the issues arising from the government's decentralization and to bring forward suggestions for a better partnership. She was also seeking to develop new collaborations and healthy working relationships based on the complementarity of both services for the well-being of First Nations, Métis and Inuit. Unfortunately, this scheduled meeting was postponed due to the pandemic.

ETSC of Québec

REGIONAL PARTICULARITIES

The ETSC serves a vast territory covering five administrative regions: Capitale-Nationale, Chaudière-Appalaches, Saguenay-Lac-Saint-Jean, Centre-du-Québec and Mauricie. More than half of the clientele, or 59%, is spread over the four regions apart from the Capitale-Nationale. Therefore, to better meet the needs of all clients, the Follow-up Agents and Employment Counsellors share the clientele of the five regions amongst themselves.



“DIVERSITY AMBASSADORS” PROJECT

The ETSC of Québec has participated, through its Employment Development Officer (EDO), in the “Diversity Ambassadors” project of an organization called GIT services-conseils en emploi (GIT Employment Counselling Services). This project aims to respond to the labour shortage through the promotion of diversity (people who are immigrant, in the legal system, Indigenous, living with disabilities, over the age of 50, etc.). As one of eight ambassadors from employability organizations, the EDO participated in various networking and promotional activities, including company visits, with potential employers.

In February 2020, she also attended the Méritas 2020 Excellence Gala, where this project was up for the Innovation Award. This event was held as part of AXTRAS’ QUARIERA symposium, which is the annual meeting of employment professionals.

These activities, during which she presented the Commission’s services and programs, allowed her to establish a connection with more than 20 employers.

This collaboration has proven to be beneficial for the ETSC. Indeed, it has gained in visibility and continues to carve out a place of choice as a reference for organizations specializing in employability in the province of Québec.

ETSC of Val-d’Or

REGIONAL PARTICULARITIES

The language barrier persists for the English-speaking clientele. The team has therefore organized several meetings to raise awareness of the realities of this clientele with partners in the region. In addition to the ETSC team, these meetings brought together the Regional Branch and teams of Services Québec, Outaouais region, the Local Employment Centre of Val-d’Or and a representative from Rouyn-Noranda’s Regional Branch. Through these successful meetings, the parties were able to find ways to overcome this important barrier, including hiring a new bilingual officer at the Services Québec office in Maniwaki. This is great progress in terms of service delivery to English-speaking clients in this region.

“HIRING A FIRST NATION” RECRUITMENT CAMPAIGN

Once again this year, the Centre’s team devoted a great deal of effort towards the campaign, which aims to increase First Nations’ participation in the labour market.

18 Participating companies/
Stickers displayed in
windows

10 Job
placements



ETSC of Montreal

REGIONAL PARTICULARITIES

During 2019-2020, the Montreal Employment and Training Service Centre (ETSC) noticed a significant increase in the number of released convicts which were being referred to their Centre for support. Consequently, the team had to assess the scope of the ETSC service offering and create partnerships with organizations offering complementary services. In the spirit of offering a continuum of services, referral procedures were put in place with the First Peoples Justice Centre of Montreal and employees of La Boussole, a program administered by the YMCA. Both these organizations serve Indigenous peoples previously incarcerated, and their respective expertise and services have the potential to help our current or potential participants.

OPEN HOUSE ON GOVERNMENT SERVICES

Again, this year, the Centre collaborated with Service Canada, Native Montreal and the NETWORK to hold the second edition of the event "Open House on government services for Indigenous peoples living in Montreal". The event, meant to reduce barriers to accessing government services for the urban Indigenous population, took place on November 19, 2019, at the Ashukan Cultural Space in the Old Port of Montreal.

Various organizations offered information on their services (i.e., Employment Insurance, health insurance, taxes, etc.) and supported those needing to obtain government documents like a social insurance number, Certificate of Indian Status, or birth certificate.

Participation Summary:



50 Visitors

5 Community Indigenous Organizations

1 Cegep

2 Provincial Organizations

3 Federal Organizations

3 Municipal Organizations

ETSC of Sept-Îles

REGIONAL PARTICULARITIES

A demographic decline and an aging of population are contributing to the growing labour shortage in Côte-Nord. The sectors of activity most affected are restaurants, businesses providing services to individuals, manufacturing companies and health care.

However, new training programs such as cooking, trucking, and residential care have been introduced in the region. The ETSC of Sept-Îles is therefore counting on this training offer to make up for the shortage by creating partnerships with employers to match them with candidates who will have graduated in one of these fields.



SEPT-ÎLES CHAMBER OF COMMERCE (CCSI) EMPLOYABILITY TABLE

The name change of the Sept-Îles Chamber of Commerce, to include Uashat mak Mani-utenam, reflects the great willingness of indigenous and non-Indigenous people to work together for the development of the region and to alleviate the labour shortage. Through its participation at this table, the ETSC team supports the development of new projects, including the Uashat Job Fair, maintains partnerships with the various players in the labour market and contributes to the implementation of the Ministerial Strategy.

Events

22 October 2019	Workshop on future relations and collaborations – RCAAQ and FNHRDCQ, in Longueuil
19 November 2019	Open House on Government Services at the Ashukan Cultural Space (Montreal)
23 August 2019	Indigenous Role Model Recognition Gala: Sept-Îles (11 graduates)
14 June 2019	Indigenous Role Model Recognition Gala: Québec (39 graduates)
15 June 2019	Indigenous Role Model Recognition Gala: Val-d'Or (27 graduates)

Client Success Stories

Roxanne Larivière Lacroix is naturally determined and driven, no matter what obstacles she encounters. She obtained her Diploma of Vocational Studies (DVS) in Accounting while successfully balancing her family life and studies! She now works as a payroll and accounts payable officer for Forages Orbit Garant. Congratulations!

Paula Grégoire is a young mother who wanted to obtain the prerequisites to follow training in Trucking transportation in order to obtain her DVS. Thanks to the Urban Strategy measures, she was able to complete her training in 2020 and return to her home community of Uashat mak Mani-utenam, where she secured a job as a big rig driver with Innu Construction. With our support, she was able to have a permanent position, as an Indigenous woman, in a non-tradition occupation.

Shayne Dubé holds a DVS in Carpentry. However, employment opportunities in this field are limited in his region. He made a career change and obtained his DVS in Horticultural Production in October 2018. Through a Business Start-up Intervention, he became an agricultural entrepreneur. It goes without saying that his carpentry experience was very useful all the same. Indeed, it allowed him to fence and develop the four hectares of land he owns to operate a small fruit orchard. He now hires local First Nations workers during summer.

Successes

Testimony from a client of the ETSC of Montreal:

“It seems like only yesterday when I came into the office seeking guidance on how to improve my professional status and my family’s quality of life. I was welcomed with open arms and sympathetic ears as I discussed my decision to go back to school. I was informed that if I were serious-minded about the path I had chosen, the First Nations Human Resources Development Commission would do everything it could to help me succeed. I didn’t realize it at the time, but your organization’s commitment and generosity would allow me the opportunity to turn my life around [...] Without the relentless support of the First Nations Human Resources Development Commission of Quebec, I would not be where I am today. I’m happy, I have a new career and my family is in a better place than I could have ever imagined. From the bottom of my heart, I thank you.”

– Gregory Southward



CONTINUUM OF SERVICES



Both commissions have implemented several actions towards these goals:

- The development of the terms of reference and update of the detailed action plan of results to achieve (May 2019);
- The validation of documents by community representatives (joint meeting in November 2019);
- The assignment of a resource by each commission for the following tasks: follow-up of the action plan, planning of future activities, and sharing of relevant information to match activities.

To facilitate the continuum's operations, the FNHRDCQ and the FNHSSCQL have developed several tools to make communications more effective. Therefore, they opted for the Teams platform to communicate and share documentation with one another. In addition, they issue a newsletter four times a year, each season, to inform representatives of the member communities of any developments and activities carried out. In this same spirit, both organizations are planning to create a working committee which will improve collaboration between their sectors of activity, particularly by sharing expertise, best practices, and resources.

The continuum of services aims to contribute to the wellness of clients and the prosperity of First Nations in general. It supports and fosters collaboration, as well as complementarity of services and expertise in terms of pre-employability and employability at local and regional levels.

To do so, the FNHRDCQ and the FNHSSCQL have set three specific goals:

- To contribute to an improved shared knowledge of the services of the concerned local and regional organizations with regards to their mandate, programs and clientele targeted by each;
- To foster networking and sharing of expertise and best practices; and
- To support cross-sectoral partnerships that will optimize the services to address client needs.



EMPLOYMENT INSURANCE

TRANSITION TO THE LMDA

The Government of Canada has Labour Market Development Agreements (LMDAs) with provinces and territories so they can support Canadians with Employment Insurance (EI)-funded skills training and employment assistance. A nation-wide computer system, referred to as the LMDA system is a crucial tool for providing this assistance. The FNHRDCQ also has access to this system to provide assistance to the ETSCs in accompanying their clients and managing their local Employment Insurance Funds (EIF).

In 2019, the Commission has encouraged the ETSCs to gain their own direct access to this system. Centres who have access can immediately view all the information in their EI client files and monitor their progress.

The transition to the sLMDA system in certain ETSCs is a work in progress, while all four urban Centres have already begun the process. Among other member communities, Kebaowek has successfully gained access to the LMDA and has begun to work with the system to better serve their clients.

CNC

The National Council of Unemployed Men and Women (CNC) is organized similarly to a union, as their goal is to improve wages, working conditions and to inform the public of their rights as unemployed individuals. They have created a working group formed of stakeholders from the Provincial, Federal, and Indigenous levels to advocate and to push for the political parties to make changes to the Employment Insurance Act.



NEW PARTNERSHIP

The FNHRDCQ's Employment Insurance Agent has developed a partnership with the Conseil national des chômeurs et chômeuses (National Council of Unemployed Men and Women [CNC]) following a lunch conference even held in October 2019. During this event, Regional Chief Ghislain Picard presented the challenges our members are faced with regarding the Employment Insurance Act. Both parties concluded that the use of a geographical region as the sole factor in establishing the unemployment rate is a significant disadvantage for First Nation communities. Indeed, this causes a discrepancy in the data when the rate of employment on reserve is much lower than that of the surrounding area.

This new partnership aims to

- remedy some of the consistent challenges members experience;
- establish that First Nation communities should be protected;
- set criteria of 420-hour eligibility and divisor of 12.

The FNHRDCQ also took part in the Commissioner for Workers Employment Insurance Forum in the winter of 2020, in Gatineau, where Andrew Brown, Director General, EI Policy examined the Government's EI agenda and mandate letter.

The Employment Insurance Department will continue to develop publications with the CNC and its participation in the working group.

ALMASS

The Aboriginal Labour Market Adaptation Support System (ALMASS) is a web-based application developed and owned by the Collective, and used by the ETSCs to manage their operations in accordance with the accountability requirements of the various agreements administered by the FNHRDCQ.

The Regional Office provides ongoing training and technical support to users to help them in carrying out their duties. However, each community uses the application at different levels. Some use it at full capacity for managing their operations, even for post secondary studies, income security and band registrar. Others use it only to meet the minimum reporting requirement of the ISETP. As an organization, we therefore want to encourage each community to make optimal use of ALMASS while demonstrating all the advantages it offers.

That is why we will focus on holding more training and best practices sharing sessions. Moreover, all new development will be analyzed before being authorized, while taking into account what is best for the organization and the available budget.



NEW FEATURES

The application is a constantly evolving tool. Several improvements were made during the 2019–2020 fiscal year, including:

- Integration of new fields to the Results Tracking file in accordance with the new Indigenous Skills and Employment Training Program (ISETP) requirements;
- the option of attaching as many related documents to the project as desired (notice of decision, letter to the promoter, etc.);
- the launch of a new chat tool directly in the platform;
- the automatic updating, in active projects, of the allocation rates, since they are subject to change from one year to another.

THE CUBE

The Cube is an online analytical tool for managing the ALMASS database to produce statistics, the goal being that each ETSC can access it in order to produce performance indicators according to their own database.

With the collaboration of the Listuguj Mig'Maq Development Council, the Cube is still being developed and the work will continue in the next fiscal year with the development of a dashboard that will be accessible to each community directly in the ALMASS. Communities will be able to consult the graphs produced from their respective databases. However, updating the databases is key in this process, and The Regional Office is working to have everything available in early 2021.

ALMASS IN NUMBERS

34 ETSCs of the FNHRDCQ have access to the application

170 People roughly use it on a regular basis;

10 100 Clients approximately have an active action plan currently in the platform.

OPERATIONAL CAPACITY

PARTNERSHIPS AND GOVERNMENT RELATIONS

ISET Program Agreement

Since 1992, multi-year agreements signed by the AFNQL with the federal government provide member communities of the FNHRDCQ the financial basis allowing them to operate Employment and Training Service Centres (ETSC) and to actively support their members wishing to pursue their journey toward employment.

In 2019-2020, the Commission entered into a new agreement under the Indigenous Skills and Employment Training Program (ISETP). This is the first federal agreement concluded for a period of ten years. It offers new stability to local and urban ETSCs and the opportunity to plan over a longer timeframe.

Over the course of the year, the three Atikamekw communities withdrew from the AFNQL's ISETP agreement to sign their own separate agreement. The urban ISETP agreement, however, continues to cover all Indigenous clientele living in Quebec's urban regions. Relations with the Conseil de la Nation Atikamekw (CNA) (Atikamekw Nation Council) remain excellent and they have been offered high quality assistance throughout the transition period.

Service Canada

Service Canada is the federal agency mandated by ESDC as the contact for the ISETP agreement holders. As such, it ensures ongoing relations with the FNHRDCQ.

Access to training from Service Canada College

- Various training sessions that are usually reserved to Service Canada personnel may be made available from now on to local, urban and regional personnel of the FNHRDCQ.
- These training sessions cover topics such as employment insurance, human resources management, performance, intellectual property and project management.

Capacity development resource

During the upcoming financial period, Service Canada agreed to sharing a part time resource with the FNHRDCQ, for capacity development initiatives.

Resumption of talks on:

- The sharing of data pertaining to local and urban ETSC clients limited to a strict minimum and improved framing.
- The strengthening of relations between the Commission and ESDC, through Service Canada or not, in order that the decision-making spheres of the department are made more directly accessible to First Nations.

Implementation of the Ministerial Strategy

The Ministerial Strategy for Labour Market Integration of First Nations and Inuit People (hereinafter the Strategy) was launched in 2017 and aims to showcase and increase their participation in the labour market by fostering access to public employment services and by advocating cooperation among the various partners.

One of the roles of the Commission in this initiative is to ensure the uniform implementation of this Strategy throughout the various regions of Quebec, while respecting each's particularities.

To this end, the Ministère du Travail, de l'Emploi et de la Solidarité sociale (MTESS), the Commission and other organizations providing employability services have joined together in Joint Regional Committees (hereinafter the Committees) in Côte-Nord, Abitibi, Témiscamingue, Saguenay-Lac-Saint-Jean, Montreal and Quebec City, while various consultations have been set up in the other regions.

Joint Regional Committees

This year, the Committees focused their efforts on the following three activities:

- Development of a plan for the implementation of the Strategy (hereafter referred to as "the Plan");
- Mapping of employability programs and services in their respective administrative regions;
- Fine tuning of the user flow process for First Nations and Inuit accessing Services Québec's public employment services.

It is worth mentioning that all the steps taken by the Committees converge towards the complementarity of services, while also avoiding duplication of client financial support between the different funding agencies.

Project for the creation of Workforce Development Liaison Officer positions (WDLO)

The Commission is continuing its efforts to create 31 positions, one for each service centre, in part to fill the staffing gap for the successful and effective implementation of the Strategy. These officers will assist with carrying out the activities of the Joint Committees.

They will support the communities, in concrete terms, by promoting and rallying their workforce to the needs of businesses within the territory, by supporting existing government programming for post-COVID economic recovery and by consulting with the various Indigenous, provincial, federal, private and public stakeholders on labour market issues.

The application for funding was first submitted to Service Canada and Services Québec in February 2020. It is also expected to be submitted to the Associate Deputy Minister of Emploi-Québec and the Secretary General of the Commission des partenaires du marché du travail/Labour Market Partnership Commission (CPMT) in the spring of 2020.

Aboriginal Liaison Officers

The Aboriginal Liaison Officers are as committed as ever to the communities and partners of the FNHRDCQ. In addition to supporting and liaising with them on projects for the professional development of community members, they are actively involved in the joint committees.

ROBERVAL

At the request of the Regional Director of Services Québec, the Officer produced the above-mentioned programs and services mapping for the region.

In terms of support to the communities, she participated in setting up of a training course in the construction of prefabricated buildings in Unamen Shipu and in the preparation of the financing application to Société Plan Nord and in the financial package. She also coordinated the first project partners meetings.

This training enabled seven local workers to acquire the necessary skills recognized by the Ministère de l'Éducation et de l'Enseignement supérieur to work on building construction projects in the community. This project is a success since the target of seven participants was reached and two houses were built in the community.

SEPT-ÎLES

In May 2020, the Liaison Officer promoted the Guide for Best Practices

in First Nations Employment Integration and Retention by distributing it, initially, by e-mail to targeted businesses. She then solicited the participation of the Sept-Îles Chamber of Commerce at certain promotional activities. The Chamber responded to the call by distributing the Guide on its website. These initiatives enabled the ETSC team to reach more than 200 Côte-Nord businesses through the chambers of commerce of Sept-Îles, Uashat mak Mani Utenam, Forestville, Port-Cartier, Fermont and Manicouagan.

HAVRE-SAINT-PIERRE

The Officer acted as a liaison between the community of Ekuanitshit, Services Québec and Hydro-Québec, which wanted to carry out a diagnostic of profile of the Innu workers at the Romaine Complex Project. This exercise made it possible to draw up a portrait of the workers' employability needs, with the intent of developing their employability and preparing them for future employment at the end of this project. The consultation of 93 Innu workers made it possible to demonstrate the existence of a potential First Nations labour pool. This finding represents valuable information for the Côte-Nord communities and businesses.

Services Québec

Our partnership with Service Québec has existed for several years and has evolved over time. It aims to remedy the difficult and complex situation faced by FNI people to access the labour market.

The Challenges

- Lack of resources specifically dedicated to the Ministerial Strategy
- Devolution to the province of federal programs for youth and persons with disabilities
- Limited partnership accessibility to the English-speaking and remote clientele

Possible Solutions

- Clear reiteration of First Nations' expectations so that they are understood
- Conducting a joint evaluation of past and current work
- Raising partners' awareness of employment barriers inherent to First Nations communities

THE REFERENCE GUIDE TO FIRST NATIONS EMPLOYMENT INTEGRATION AND RETENTIONS

The Commission developed the Reference Guide to First Nations Employment Integration and Retention intended for communities and businesses wishing to hire First Nations workforce. It contains plenty of practical information and reliable advice.

The launch took place on November 22, 2019 during a cultural evening organized as a side event to the Commission's regional meeting. This event was a great networking opportunity for everyone.

Our partner, Université Laval also presented the results of their research: *Regards sur les attitudes et comportements des employeurs à l'égard de la diversité de la main-d'œuvre autochtone* (Attitudes and behaviors of forestry employers toward the Indigenous workforce), which greatly inspired the development of this Guide.

Presentations to promote the Guide at the following events:

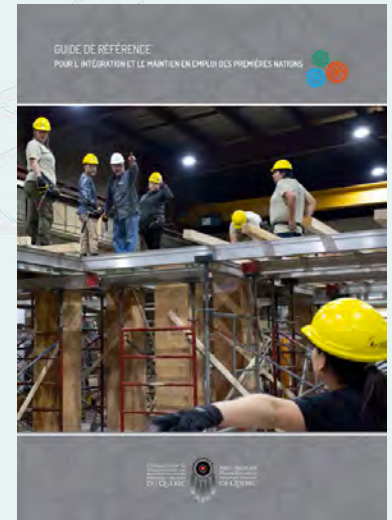
- The annual symposium of the Sectoral Workforce Committee in forest management
- The Québec Mines + Énergie convention
- The symposium on Aboriginal forestry from the Leadership Chair in Aboriginal forestry education, Université Laval

Distribution in the Haute-Côte-Nord region

The Regional Office team developed a distribution plan of the guide, of which the first phase targeted the businesses of the Haute-Côte-Nord region, via the chambers of commerce. It will then be distributed in other regions of Quebec, including Abitibi-Témiscamingue, where the joint committees planned to use it as an awareness tools as part of the implementation of the Ministerial Strategy.

Training

For the Commission, the next phase of this initiative is about developing training intended for the Reference Guide's target audience



The partnership with CCQ aims to develop a collaborative approach in order to identify best practices favorable to the long-term inclusion of First Nations and Inuit in the construction sector in Quebec.

To this end, consultations with the communities officially began after the first advisory committee meeting on December 19, 2019. Meeting with community elected officials, employers and the workforce

allows the CCQ to better understand First Nations' issues in this sector. However, the approach adopted by the CCQ during the project departs from the overall collaborative approach initially agreed upon by both parties. FNHRDCQ is discussing with the CCQ to plan the second advisory committee meeting to readjust the methodology before continuing ongoing consultations..



As a member of the FNILMAC, the FNHRDCQ collaborates with other First Nations and Inuit organizations to promote the interests of the clientele from these groups and support their integration and job retention.

The FNHRDCQ has participated in the following achievements:

- Updating of the socio-economic portrait of FNI clients within the Quebec labour market (June 2019);

- Tabling of a notice to support employment development of FNI in social economy (September 2019);
- Drafting of an opinion on language difficulties for FNI in Quebec;
- Joint event to raise awareness of the FNI clientele amongst several advisory and sectoral committees (October 2019);
- Development of an operational process to serve all clients during meetings for the implementation of the Ministerial Strategy.

ORGANIZATIONAL RESTRUCTURING

This year brought significant staff turnover, as well as major unforeseen changes which required considerable time on the part of Management. The departure of the Human Resources Director in mid-February led to the implementation of a new human resources team in mid-March, requiring a great deal of support.

PROGRESS IN THE FIRST FIVE STAGES

PLANNING AND IDENTIFYING THE DESIRED SITUATION

- Evolution of the organizational chart depicting the new structure adapted to the needs of communities and a better understanding of employees' skills

MAPPING OF CURRENT SKILLS IN THE ORGANIZATION

- Predictive Index (PI) skills questionnaire filled by all employees
- Job analysis questionnaire filled by most employees

ASSESSMENT OF GAPS BETWEEN THE CURRENT AND DESIRED SITUATIONS

- Updating of the current governance structure's organizational chart
- Regular meetings with the Directors Committee
 - Creation of a new structure based on the three areas of the strategic planning: Organizational Capacity, Service offer, Communications

IDENTIFICATION OF STRATEGIC ACTIONS TO BE TAKEN

- Regular meetings of the Directors Committee
 - Updating of the HR policy
 - Work towards more community-driven regional operations
 - Harmonization with the new governance structure of the AFNQL

TRANSITION TO THE NEW ORGANIZATIONAL STRUCTURE

- Administrative restructuring: reorganization of the three administrative assistant positions

MONITORING AND ADJUSTMENTS

UPCOMING:

- Finalization of the new organizational chart
- Determination of the total cost for the optimal structure
- Transition to the new structure once approved
- Follow-up and periodical necessary adjustments
- Updating employee records

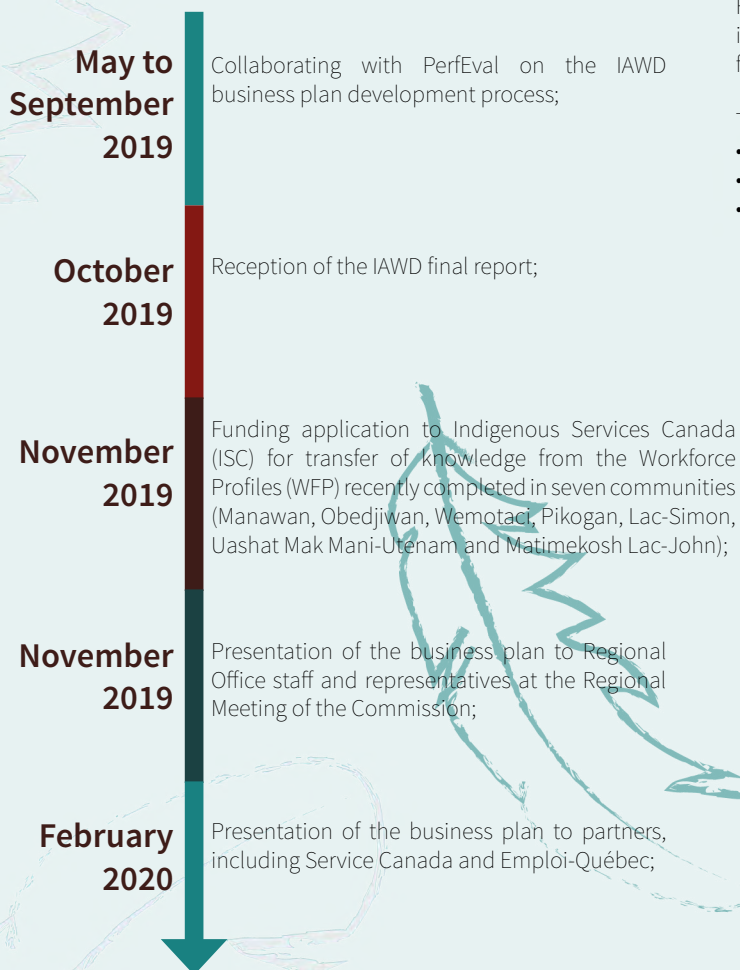
The Management and the new team took advantage of this major project to create or acquire new management tools for human resources, of which an online performance assessment device.

The following tools are also under development:

- Administrative Policies (and procedures)
- Remuneration policy
- Systematic adherence to the Code of Ethics and confidentiality
- Counseling report
- Weekly Deliverable Report
- Employees Manual
- Filing and archiving system

INTEGRATED APPROACH WORKFORCE DEVELOPMENT (IAWD)

The following activities were carried out:



The Integrated Approach to Workforce Development (IAWD) is FNHRDCQ's new approach to address the labour market participation issue effectively. It moves from the silo approach previously used and favours a holistic approach.

The next IAWD steps are the following:

- Continued promotion of IAWD to partners and ETSCs;
- Identification of all potential funders;
- Organization of a partners' conference for the Integrated Approach to Workforce Development for First Nations in Quebec.

Workforce Profiles

Between April 2019 and March 2020, the Regional Office team finalized the WP for Kitigan Zibi and started the ones for Kebaowek, Lac-Simon and Winneway. The first two are being finalized.

Data collection is complete for the community of Kawawachikamach. This exercise has been put on hold for Wolf Lake while efforts are redirected towards finding a resource to coordinate the work.

Thus, the respective participation rate in the communities for which the reports are finalized or well underway is:

The relatively low participation rate in some communities can be explained in particular by:

- The duration of the survey (three months instead of the five months usually required to get a good rate);
- Difficulty reaching members living outside the community;
- The reluctance of some members to participate due to the multiple of population surveys in the communities;
- Insufficient promotion prior to the project and during collection operations.

30% à Kitigan Zibi

26,2% à Lac-Simon

67,6% à Kebaowek

COMMUNICATION

The Communications services are being restructured, including both internal and external communications. In compliance with the objectives of the Strategic Plan, this exercise aims to improve communication practices within the Commission, ultimately ensuring the consistency of its messaging and professional image.

To this end, Management retained the part-time services of a communication resource and a consultant to produce a Communications Policy, Plan and Strategy for the FNHRDCQ.

Additionally, tools have been developed or redesigned to facilitate communications within the Collective, as well as with the clientele.



This effort took shape, particularly, through:

- the revitalization of the website;
- an update of the FNHRDCQ's social media accounts.

They resulted in:

- a more dynamic and interactive website;
- more accessible information.

Expected effects:

- a more coherent online presence;
- a better broadcast of the Commission's message
- production of a recurring newsletter.

EVENTS

The Management team participated in several major events to strengthen its position as a key partner in the area of employment and training for First Nations, First Nations commissions and organizations, governments and employers.

Regional Mobilization on Issues and Governance Associated with the Federal Transformation

JUNE 10-12, 2019, MONTREAL

The AFNQL launched a regional and local mobilization initiative to highlight the governance of First Nations within Quebec, in which the Management team participated. The objectives of this gathering were to:

- Engage the communities in a collective mobilization effort involving the various AFNQL organizations with a view to modernizing First Nations governance in Quebec;
- Assess the impacts of the federal government's transformation on communities' local administration;
- Establish a process to keep communities abreast of the federal transformation.

On the second day, the FNHRDCQ was invited to present the Focus initiative, designed for ETSC capacity development, to the Chiefs and General Directors.

FEBRUARY 19-20, 2020, WENDAKE

An ad hoc committee comprised of four Chiefs and Vice-chiefs undertook to review the AFNQL's entire structure and operations. Every regional commission and organization (RCOs) appeared before the committee to present in detail their structure, governance and accountability to First Nations governments. It was also an opportunity for the FNHRDCQ to shed light on the organizational challenges it overcame in the last two years.



FEBRUARY 25-27, GATINEAU

The Chiefs in Assembly have adopted by motion the document entitled The AFNQL: Relationships, Operations and Accountability. In doing so, they established the AFNQL's operating rules, as proposed by the Chiefs' Ad Hoc Committee on Governance – which were implemented immediately.

2nd Summit of First Nations and Municipalities on the theme of Reconciliation, August 29-30, 2019, Wendake



The 2nd Summit of First Nations and Municipalities on the theme of Reconciliation was held in Wendake on August 29 and 30, 2019.

The purpose of this meeting was to pursue exchanges and foster close collaboration between First Nations and Inuit Chiefs and the mayors and wardens of Quebec municipalities.

The objectives of the projects developed within these partnerships are mutual cultural enrichment and innovative economic development; to respond to social and environmental issues in our society to ensure a prosperous and inclusive future for our youth. The FNHRDCQ hosted a panel on labour and youth during the event. The communities of Pessamit and Kahnawake were invited to present their respective projects on youth employment opportunities.

The event was also an opportunity for reconciliation between Oka and Kanasatake

RESULTS

ETSC SUCCES STORIES

Communities and clients are key in making the vision of full employment for First Nations a reality. Here are three inspiring partnerships and projects initiated by communities that deserve our attention.

The Innu of Pessamit want to remedy Baie-Comeau's labour shortage

In the spring of 2019, the Manicouagan Chamber of Commerce and the Income Assistance, Employment and Training sector of the Pessamit Innu Council decided to develop a strategy to counter the labour shortage on the territory of the MRC Manicouagan. To this end, the Council has set up a round table aimed at placing community members in the labour market. Members of the Council, representatives of the social economy, as well as representatives of Education and Culture and Heritage also participate in this concerted effort. This project foresees the hiring of a liaison officer whose mandate will be to promote networking between the community and businesses.



Kahnawake Women in Construction Trades

The ETSC of Kahnawake provided support to women enrolled in vocational training programs to learn a construction trade. Those women are now successfully working in their fields, which range from Carpentry, Electricity, Welding and Fitting, Rodbuster, Ironwork to other different constructions trades. Participants are completing their vocational training in local training centres, such as Châteauguay Valley Career Education Center, Centre de formation des métiers de l'acier (CFMA) and NOVA Career Center.

The Mashteuiatsh ETSC concludes a partnership with Agro Forestry Coop of Pointe-Bleue

The ETSC of Mashteuiatsh has partnered with the Coop Agro Forestière de Pointe-Bleue to provide community members with the job skills required to work in forestry.

Five students took the pre-commercial thinning training and passed the final exam in brush cutting (Sheldon Boivin, Warren Charlish-Thisselmagan, Nathan Connolly, François Launière and Jacob Raphaël). Six students also completed the training and received their diploma in manual clear-cutting (Lenny Charlish, Warren Charlish-Thisselmagan, Nathan Connolly, François Fontaine-Dominique, François Launière and Jacob Raphaël).

The community is appreciative of this partnership, as the employer and his team are fully committed to coaching the participants. This experience allowed participants to get to know themselves better, to trust their abilities and to realize that they have the necessary qualities for manual labour. It is not uncommon to see young people returning to school after their time at the cooperative and we are proud of the work that they have accomplished.



Partnership between the community of Gesgapegiag and the MRC of Avignon

The ETSC of Gesgapegiag has entered into a tourism workforce development partnership with the d'Avignon MRC, the Community Economic Development and Employability Corporation (CEDEC) and the Gesgapegiag Satellite Centre of the Listuguj Adult Education Regional Centre, which has led to the creation of a tourism customer service training program in the spring of 2019 that includes a workplace internship.

PARTICIPANT RESULTS

Each participant's action plan includes a few distinct interventions that mark their employment process. These can be grouped into three categories of measure: Support and Counselling (commonly referred to as Measure A), Training and Development (Measure B) and Employability (Measure C). Measures B and C are said to be funded because both involve expenses. All interventions included in the participant's action plan are monitored and the achieved results are recorded by each ETSCs, allowing the FNHRDCQ to produce the overall portrait of its clientele. Detailed tables and charts follow below, but, first, here are some figures illustrating the total volume of programs and services delivered to the Commission's clients in 2019-2020.

Combined local and urban clients - 2019-2020

9,000 + interventions carried out

1,100 Vocational Training

1,050 Skills Development

650 Employability

1,100 in vocational training

4,700 Employment Counselling

Results by Community ETSCs

		Measure Status at March 31, 2020			Positive Results After the Measure		Positive Results (%)	
Interventions		Number	Completed	In Progress	Employed	Self-Employed	Returned to School	(W+X+Y)/(T-V)
Support and Guidance	(A1) Career Research and Exploration (#1)	187	187	0				
	(A2) Diagnostic Assessment (#2)	246	246	0				
	(A2) Employment Counselling (#3)	2662	2662	0				
	(A2) Job Search Preparation Strategies (#15)	286	286	0				
	(A2) Job Start Supports (#16)	2	2	0				
	(A2) Employer Referral (#17)	0	0	0				
	(A2) Referral to Other Agencies (#19)	15	15	0				
	Total - Support and Guidance	3398	3398	0				
Training	(B1) Occupational Skills Training - Certificate (#9)	164	115	38	51	4	6	48,4%
	(B1) Occupational Skills Training - University Degree (#11)	30	5	19	1	0	7	72,7%
	(B1) Occupational Skills Training - Apprenticeship (#12)	149	91	52	16	0	2	18,6%
	(B1) Occupational Skills Training - Diploma (#13)	489	254	185	139	2	19	52,6%
	(B2) Skills Development - Essential Skills (#4)	88	36	50	1	0	4	13,2%
	(B2) Skills Development - Academic Upgradings (#5)	522	350	101	89	0	93	43,2%
Employability	(B2) Skills Development - Industry Recognized (#10)	54	24	27	10	0	4	51,9%
	(C1) Work Experience - Job Creation Partnerships (#6)	96	80	11	14	0	1	17,6%
	(C1) Work Experience - Wage Subsidy (#7)	146	123	19	43	0	3	36,2%
	(C1) Work Experience - Student Employment (#8)	194	192	0	3	0	82	43,8%
	(C1) Employment Retention Supports (#18)	29	20	9	2	0	0	10,0%
	(C2) Self-Employment (#14)	138	21	117	4	8	1	61,9%
Total - Training and Employability	2099	1311	628	373	14	222	41,4%	
		Distribution (%)	62,5%	29,9%	25,4%	1,0%	15,1%	
			92,4%		41,4%			

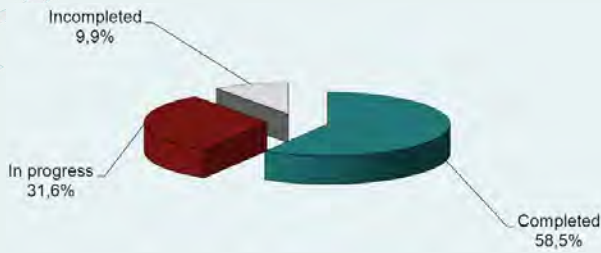
* Results also include those - as of September 30, 2019 - of the three Atikamekw communities who exited the AFNQL's ISETP agreement at mid-financial year.

2,099 measures funded locally through the ISETP Agreement

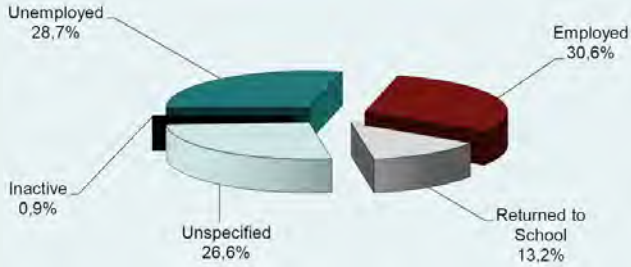
71% were in Training and Development (Measure B)

29% in Employability (Measure C)

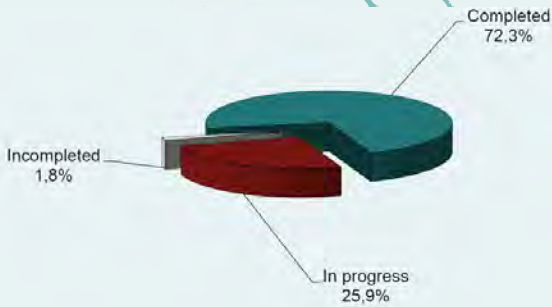
Measure Status at March 31,2020



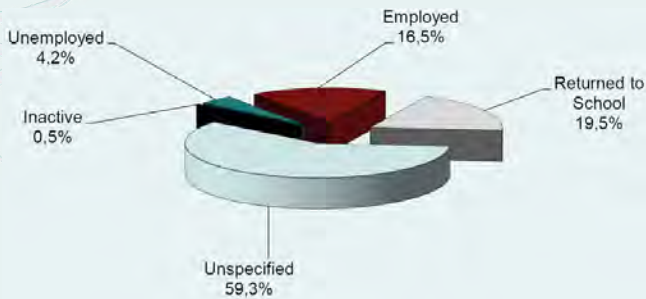
Outcome after the Measure



Measure Status at March 31,2020



Outcome after the Measure



TRAINING

The Training – Measure Status at March 31, 2020, chart indicates that 90% of the training measures were either completed or still in progress at March 31, 2020, with a 10% incomplete measure rate. The Training – Post-Measure Results chart shows a rate of at least 44% for positive results (Employed, Returned to School). It should be noted that no results were entered for 27% of the measures, mainly due to the lack of resources to conduct systematic client follow-up.

EMPLOYABILITY

The Employability – Measure Status at March 31, 2020, chart indicates that 98% of the employability measures were either completed or in progress, with an incomplete measure rate of only 2%. According to the Employability – Post-Measure Results chart, at least 36% of the results were positive (Employed, Returned to school). However, this proportion should be considered slightly higher in light of the 59% of missing results.

Results by Urban ETSCs

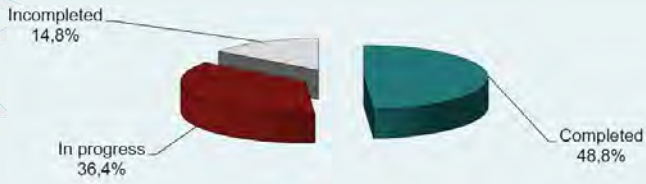
		Measure Status at March 31, 2020			Positive Results After the Measure		Positive Results (%)	
		T	U	V	W	X	Y	Z
Interventions		Number	Completed	In Progress	Employed	Self-Employed	Returned to School	(W+X+Y)/(T-V)
Support and Guidance	(A1) Career Research and Exploration (#1)	326	326	0				
	(A2) Diagnostic Assessment (#2)	146	146	0				
	(A2) Employment Counselling (#3)	2042	2042	0				
	(A2) Job Search Preparation Strategies (#15)	317	317	0				
	(A2) Job Start Supports (#16)	10	10	0				
	(A2) Employer Referral (#17)	8	8	0				
	(A2) Referral to Other Agencies (#19)	13	13	0				
Total - Support and Guidance		2862	2862	0				
Training	(B1) Occupational Skills Training - Certificate (#9)	121	51	53	26	2	6	50,0%
	(B1) Occupational Skills Training - University Degree (#11)	0	0	0	0	0	0	0,0%
	(B1) Occupational Skills Training - Apprenticeship (#12)	111	39	58	11	0	7	34,0%
	(B1) Occupational Skills Training - Diploma (#13)	22	4	15	0	0	1	14,3%
	(B2) Skills Development - Essential Skills (#4)	24	10	8	0	0	9	56,3%
	(B2) Skills Development - Academic Upgradings (#5)	357	203	99	13	0	136	57,8%
Employability	(B2) Skills Development - Industry Reconized (#10)	5	5	0	1	0	0	20,0%
	(C1) Work Experience - Job Creation Partnerships (#6)	19	14	2	4	0	1	29,4%
	(C1) Work Experience - Wage Subsidy (#7)	9	5	3	1	0	0	16,7%
	(C1) Work Experience - Student Employment (#8)	32	32	0	0	0	16	50,0%
	(C1) Employment Retention Supports (#18)	4	3	1	0	1	0	33,3%
	(C2) Self-Employment (#14)	5	4	1	0	1	0	25,0%
Total - Training and Employability		709	370	240	56	4	176	50,3%
Distribution (%)			52,2%	33,9%	11,9%	0,9%	37,5%	
			86,0%		50,3%			

709 funded measures for the clients through the ISETP Agreement

90% were in Training and Development (Measure B)

10% in Employability (Measure C)

Measure Status at March 31,2020



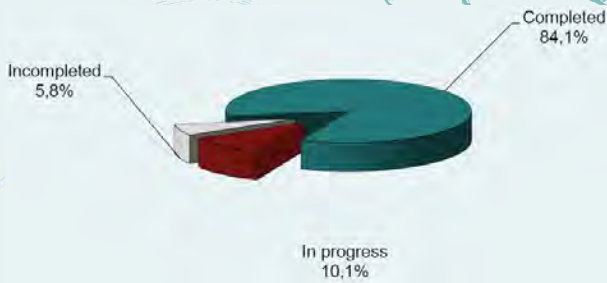
Outcome after the Measure



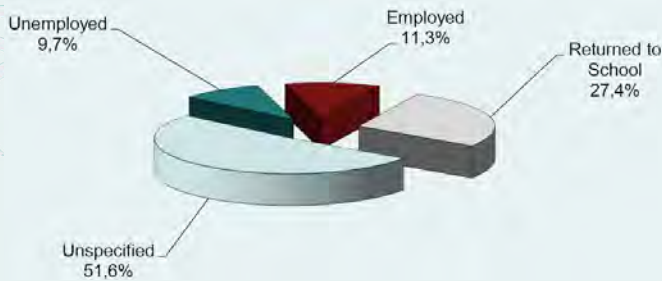
TRAINING

The Training – Measure Status at March 31, 2020, chart indicates that approximately 85% of training measures were either completed or in progress at March, 31, 2020, with an approximate 15% rate of incomplete measures. The Training – Post-Measure Results shows that at least 52% of the results were positive (Employed, Returned to school), with a missing results rate of 32%, also due to insufficient resources to conduct systematic client follow-up.

Measure Status at March 31,2020



Outcome after the Measure



EMPLOYABILITY

The Employability – Measure Status at March 31, 2020, chart indicates that 94% of the Employability Measures were either completed or in progress, with an incomplete measure rate of only 6%. According to the Employability – Post-Measure Results chart, at least 39% of the results were positive (Employed, Returned to school). However, this proportion should be considered slightly higher in light of the 52% of missing results.

FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT

To the Member Communities of First Nations Human Resources Development Commission of Québec:

Opinion

We have audited the financial statements of First Nations Human Resources Development Commission of Québec (the "Organization"), which comprise the statement of financial position as at March 31, 2020, and the statements of operations and accumulated surplus, changes in net financial assets, cash flows and the related schedules for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Montréal, Québec

December 1, 2020

MNP SENCRL, ST¹

STATEMENT OF FINANCIAL POSITION (BALANCE SHEET)

	2020	2019
Financial assets		
Cash	1,732,425	3,797,675
Contributions and accounts receivable (Note 4)	973,185	813,120
Commodity taxes receivable	57,162	30,618
Total financial assets	2,762,772	4,641,413
Financial liabilities		
Accounts payable and accrued liabilities (Note 5)	1,066,068	3,393,085
Deferred revenue (Note 6)	408,689	159,793
Total liabilities	1,474,757	3,552,878
Net financial assets	1,288,015	1,088,535
Contingent liabilities (Note 7)		
Commitments (Note 8)		
Non-financial assets		
Tangible capital assets (Note 9)	66,646	88,861
Accumulated surplus (Note 10)	1,354,661	1,177,396

Approved on behalf of the Assembly of First Nations of Québec and Labrador



Grand Chief

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS (INCOME STATEMENT)

	Schedules	2020 Budget (Note 15)	2020	2019
Revenue				
Employment and Social Development Canada (Note 11)		22,549,764	22,549,764	21,856,633
Indigenous Services Canada (Note 11), (Note 16)		2,194,095	1,894,395	2,304,175
Ministère de l'Emploi et de la Solidarité sociale (Note 11)		1,528,216	1,528,216	1,379,645
Secrétariat aux affaires autochtones (SAA) (Note 11)		-	-	5,000
Miscellaneous		26,025	100,602	96,772
Interest income		-	96,077	27,264
Cegep Marie-Victorin		46,815	46,815	111,920
Deferred revenue - prior year		152,513	159,793	273,987
Recovery of funding paid in prior year from LFNCs		-	-	12,043
Deferred revenue - current year		(171,680)	(408,689)	(159,793)
Repayment of government funding		(77,283)	(77,283)	(171,171)
		26,248,465	25,889,690	25,736,475
Program expenses				
Regular Employment and Training Strategy	3	1,973,812	1,921,309	1,788,269
Urban Employment and Training Strategy	4	6,049,300	5,434,521	4,834,992
ISC - Skills Link	5	21,589	21,589	23,604
Other Employment and Training Measures	6	962,315	904,595	930,068
Capital	7	22,215	22,215	22,215
Total expenses (Schedule 1)		9,029,231	8,304,229	7,599,148
Surplus before direct payments to LFNC's		17,219,234	17,585,461	18,137,327
Direct payments to LFNC's		(17,408,196)	(17,408,196)	(18,324,939)
Surplus (deficit)		(188,962)	177,265	(187,612)
Accumulated surplus, beginning of year		1,177,396	1,177,396	1,365,008
Accumulated surplus, end of year		988,434	1,354,661	1,177,396

NOTES TO THE FINANCIAL STATEMENTS : ACCUMULATED SURPLUS

10. Accumulated surplus

Accumulated surplus consists of the following:

	2020	2019
Urban strategy - CRF - general		
Balance, beginning of year	-	109,941
Surplus (deficit)	346,293	(109,941)
	<u>346,293</u>	<u>-</u>
Urban strategy - other		
Balance, beginning of year	29,746	348
Surplus	34,548	29,398
	<u>64,294</u>	<u>29,746</u>
Regular - CRF - general		
Balance, beginning of year	52,503	192,357
Surplus (deficit)	-	(139,854)
	<u>52,503</u>	<u>52,503</u>
Regular - EIF - general		
Balance, beginning of year	279,209	393,035
Deficit	(279,209)	(113,826)
	<u>-</u>	<u>279,209</u>
Other		
Balance, beginning of year	815,938	669,327
Surplus	36,876	146,611
	<u>852,814</u>	<u>815,938</u>
Urban strategy - EIF - general		
Surplus	38,757	-
	<u>1,354,661</u>	<u>1,177,396</u>

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