



FIRST NATIONS AND INUIT ADVISORY COMMITTEE ON THE LABOR MARKET

Formal opinion to support the Employment Development of First Nations and Inuits in Social Economy

Dominique Normand, artiste de souche Malécite



A contribution to
the development
of Québec 

September 2019

Commission
des partenaires
du marché du travail

Québec 



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PREAMBULE

Tapping the source of its cultural identity

For First Nations and Inuit (FNI), cultural identity is defined primarily by its link to the territory, by the knowledge and expertise from this, as well as in the languages, guardians of this heritage, and document the history transmitted from generation to generation through oral tradition (stories and legends). In the ideological conception of FNI, the Earth is the mother of all living beings. This is why the elders conceive the territory as being as important as the beings, because the territory protects, nourishes and makes the world live.

Solidarity, sharing, personal autonomy, respect for ecosystems and land are fundamental values for Aboriginal. These values attached to the social economy were already confused with the values previously advocated by the FNIs. Historically, social and cultural structures of indigenous people worked on the basis of collaboration and cooperation¹

From then on, the indigenous people ensured their subsistence by cooperating with each other. In small or larger groups, each had its role in the economic, social, and cultural functioning of the family clan or community. Cooperation has thus played a very important role in the survival of the people. On the other hand, aboriginal people place a high value on group and collective harmony.²

To date, the links between the social economy and the FNIs are increasingly highlighted because, we dare to say that the social economy is inspired by the vision of First Nations and Inuit. Without necessarily naming the term social economy in the economic actions of indigenous communities, the values and benefits envisaged by communities engaged in local development stem directly from the same goals on which the foundations of the social economy³ are based.

Today, the social economy is part of a context in which socio-community development is rooted in an approach based on democracy, cooperation (partnership), creativity and support for FNIs. For these social and cultural values, similar to the traditional values of indigenous, social economy becomes for FNIP a model of development where their culture and identity are the anchors to the achievement of socio-cultural development goals and economic their community.

¹ Source: Karine Awashish, brief, 2013

² Social Economy and First Nations KA via FNQLHSSC

³ Source: Karine Awashish brief,2013

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1. THE FIRST NATIONS AND INUIT LABOR MARKET ADVISORY COMMITTEE

This review was written and presented by the four signatories of agreements of the Aboriginal Skills and Employment Training Strategy (ASETS) and its associate members in employment. The Commission des partenaires du marché du travail endorsed the creation of the Advisory Committee of the First Nations and Inuit in December 2009 and the committee has been in operation since February 2010. The committee is composed of four permanent members of organizations invited to sit on, associate members as well as governmental and para-governmental organizations.

The four permanent members who signed the Aboriginal Skills and Employment Training Strategy (ASETS) agreements are: the Cree Nation Government (CNG), the First Nations Human Resources Development Commission of Quebec (FNHRDCQ), the Kativik Regional Government (KRG) and the Algonquin Nation Human Resources Development Corporation (ANHRDC).

The eight current associate members are entitled to vote and consist of: The First Nations School Board in Adult Education, the United Steelworkers Affiliated with the FTQ, the Regroupement des centres d'amitié autochtones du Québec (RCAAQ), Native Women of Quebec (NWQ) the First Nations of Quebec and Labrador Health and Social Services Commission (FNQLHSSC), Comité sectoriel de main-d'œuvre Économie Sociale Action Communautaire (CSMO ÉSAC), the Conseil du Patronat of Quebec, (CPQ), and the First Nations of Quebec and Labrador Economic Development Commission (FNQLEDC).

The four current observer members are; le Ministère de l'Éducation, de l'Enseignement supérieur (MEES), le Secrétariat des Affaires Autochtones (SAA) et Service Canada. The Commission des partenaires du marché du travail (CPMT) has observer and supervisory positions on the Committee

Historically, the four jurisdictional groups of First Nations and Inuit provide labour market programs and services to all First Nations and Inuit communities in Quebec. They have become the benchmark for Aboriginal employment development. Urban Aboriginal people in Quebec receive labor market programs and services as part of the federal government's Urban Strategy, which is under the responsibility of the First Nations Human Resources Development Commission of Quebec. First Nations and Inuit communities also provide additional funding to serve their respective populations living in urban areas.

The Advisory Committee has in-depth knowledge of the constraints and needs of those at risk of underemployment and is therefore well placed to formulate opinions and proposals to the Commission des partenaires du marché du travail at the Ministère du travail de l'Emploi et de la Solidarité sociale et à l'Agence Emploi-Québec, on strategies, measures and services to offer or expand so that Aboriginal people improve their status and improve their condition and their employability in accessing and staying in employment.

This brief falls within the scope of the mission and responsibilities of the four jurisdictional organizations of the Advisory Committee

« As an indication, the framework document of the Commission des partenaires du marché du travail indicates that the advisory committee is thus the preferred contact to promote the interests of First Nations and Inuit clients who are far from the labor market and to support, through their opinions and their proposals, the integration, the reintegration or the maintenance of these people. These clientele require interventions by the public employment services or social solidarity services given their personal situation in the labor market, the presence of obstacles or limitations, the social condition of the person, the requirements and the conditions of the labor market, changing situations of each individual, available resources and support necessary for each to enter the labor market. For this purpose, the committee:

- Provide new avenues of actions, strategies, initiatives in area of labour and employment to experiment or implement;
- Proposes sub-groups that require, priority, assistance from the public employment services by their labor and employment problems;
- Participates in monitoring and evaluating intervention methods used.

Given the significant challenges to the employment integration of members of the Aboriginal communities of Québec.

Given the economic development needs in collective entrepreneurship in Aboriginal communities.

Given the limitations and complexity of social economy development programs currently offered.

Given the needs related to the challenge of a labour shortage in Quebec and in our territories.

Given the economic development needs in collective entrepreneurship in Aboriginal communities.

Given the importance of ensuring the coherence and relevance of programs and services in collective entrepreneurship and social economic development to make them accessible to Aboriginal communities.

Given that the social economy affects several departments and institutions in Quebec.

It is essential to develop a concerted and specific strategy to meet the needs of First Nations and Inuit who wish to invest and work in the employment sector of the social economy.

The development and implementation of an inter-ministerial strategy for social and professional integration of First Nations and Inuit in CASS must fill the current gaps in favor of the inclusion of Aboriginal populations. Adequate support measures to facilitate their integration into Quebec society, the inclusion of First Nations and Inuit populations in the world of work should be a recognized priority.

The majority of our population lives in the resource regions and wants to stay there. These regions are experiencing a labour shortage.

Although the signing of specific agreements as well as agreements resulting from major hydroelectric work in Quebec have led to the implementation of special measures to include First Nations and Inuit citizens in the labor force. Quebec companies retained, all too often these partnerships are based more on the orientation of a company to take a new market share than on a principle of social inclusion.

The inclusion of the First Nations and Inuit populations in the Quebec labor market commands a strong and collective desire of all the actors of Québec society to take the necessary actions to achieve it. This element is in itself a social project for which the Ministère du Travail, de l'Emploi et de la Solidarité sociale must provide leadership.

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1. SOCIAL ECONOMY IN QUEBEC

For reference, according to section 3 of the Social Economy Act,

“Social economy” means all the economic activities with a social purpose carried out by enterprises whose activities consist, in particular, in the sale or exchange of goods or services, and which are operated in accordance with the following principles:

The purpose of the enterprise is to meet the needs of its members or the community;

- the enterprise is not under the decision-making authority of one or more public bodies within the meaning of the Act respecting Access to documents held by public bodies and the Protection of personal information (chapter A-2.1);
- the rules applicable to the enterprise provide for democratic governance by its members;
- The enterprise aspires to economic viability;
- The rules applicable to the enterprise prohibit the distribution of surpluses generated by its activities or provide that surplus earnings be distributed among its members in proportion to the transactions each of the members has carried out with the enterprise;
- The rules applicable to the legal person operating the business provide that in the event of its dissolution, the enterprise’s remaining assets must devolve to another legal person sharing similar objectives.

For the purposes of the first paragraph, a social purpose is a purpose that is not centred on monetary profit, but on service to members or to the community and is characterized, in particular, by an enterprise’s contribution to the well-being of its members or the community and to the creation of sustainable high-quality jobs.

A social economy enterprise is an enterprise whose activities consist, in particular, in the sale or exchange of goods or services, and which is operated, in accordance with the principles set out in the first paragraph, by a cooperative, a mutual society or an association endowed with legal.)⁴

Social economy enterprises greatly contribute to the well-being of Quebeckers and their communities. These companies support our daily lives in many ways. They provide early

⁴ Online source on: legisquebec.gouv.qc.ca

childhood services and home care, run convenience stores and gas stations, or run cultural, community or recreation centers.

The basis of any social enterprise, there is a willingness to take concrete action in our communities. There is also a strong will to undertake and succeed. The legal form of these companies may be that of a non-profit organization (NPO), a cooperative or a mutual. But in all cases, the company is the result of a collective mobilization and partnership. Like all enterprises, those in the social economy offer goods or services to meet needs. They create jobs, invest in their infrastructures, and innovate in their ways. They must be profitable to ensure their sustainability, finance their development and reinvest in their activities.

The 2015-2020 Social Economy Government Action Plan aims to provide social economy enterprises with the tools they need, to meet their needs, to develop and contribute to Québec's economic growth and our collective enrichment. This action plan will support them in their efforts to conquer new markets and innovate, and help them finance their investments, particularly in capital investments.

Some Data

Québec's social economy comprises over 11, 200 collective enterprises with overall sales exceeding \$47,8 billion, or more than the construction, aeronautic, and mining industries combined. Over 220,000 people work in the social economy every day, in all sectors of activity from retail to the emerging technologies.

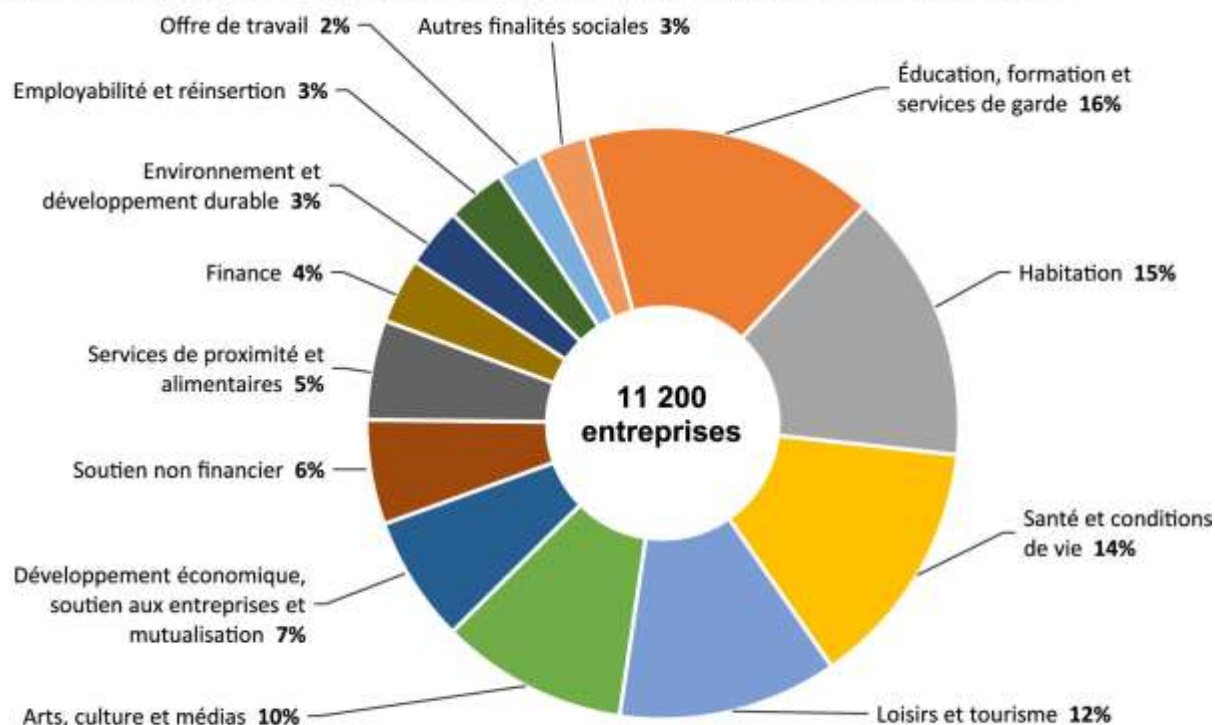
Quebec counts approximately 11 200 social economy enterprises, which together, generate 47, 8 G\$ in revenue and employ 220 000 individuals throughout Quebec⁵.

The social economy combines entrepreneurship and social purpose

Social economy enterprises are organizations that combine economic profitability, social mission and response to the needs of a community of members or users, while being democratically governed. Together, these enterprises have 13 million members or members, derive 88% of their revenues from the sale of goods and services and pursue various social goals grouped into 13 major areas, as illustrated in the following figure.

⁵ The social economy in Québec - 2016 statistical portrait published by the Quebec Institute of Statistics (2019).

Répartition des entreprises d'économie sociale selon le domaine de finalité sociale, Québec, 2016



Source : Institut de la statistique du Québec, *Enquête auprès des organismes à but non lucratif, des coopératives et des mutuelles*.

Characteristics of social economy enterprise⁶

Among the social economy enterprises, 75% are non-profit organizations (NPOs), 22%, are non-financial cooperatives, and 3%, are financial cooperatives or mutual insurance companies.

The majority of social economy enterprises are small businesses:

- 65% have less than 10 salaried employees;
- 64% have revenues below \$ 500,000.

There are also big enterprises:

- 2.3% have 100 or more payroll employees;
- 3.5% have revenues of \$ 10 million or more.
- A relatively large proportion of social economy enterprises have existed for over 30 years (39%), while 15% have been in existence for less than 10 years, and 46%, for 10 to 30 years.
- According to the CSMO-ASCA National Staff Survey (2018), 2% of organizations in the sector have Aboriginal human resources. When this is the case, we speak of three

⁶ Les repères en économie sociale et en action communautaire édition 2018

(median 1) employees on average per organization. In more than half (65%) of the organizations, these human resources are full-time, 26% of the organizations are part-time and 9% of the organizations are casual.

-
- On average, these human resources have been employed by the organization for two and a half years.
-
- In almost all (95%) of organizations, at equivalent positions and with equal responsibilities, Aboriginal human resources receive the same salary as their colleagues, which is not the case in 5% of organization⁷.

In 70% of the organizations that have one or more Aboriginal people as their human resources, these employees hold a position of responsibility and 29%⁸ occupy a position attached to the branch or coordination.

Specific human resources (in% of organization and in average and median numbers)⁹

Staff members	As% of organizations	Average number of employees
People aged 50 and over (experienced workers)	39%	5 (median 2)
Aboriginal people	2%	1
People from immigrant (from another country)	18%	5 (median 2)
Disabled people	10%	4 (median 1)

WHAT DOES ONE MEAN BY CORPORATE SOCIAL ECONOMY?

Taken as a whole, "the field of the social economy brings together all the activities and organizations, stemming from collective entrepreneurship, which are organized around the following principles and operating rules:

Note: A more detailed frame of reference is in progress by the Chantier de l'ÉS.

- The purpose of [the organization] of the social economy is to **serve its members or the community** rather than simply generating profits and aiming for financial performance; It therefore meets a need
- It has management autonomy over the state.

⁷ Only one manager explained the reason for a difference in salary. In its organization, this difference is related to the sex of the employees.

⁸ Some managers have not answered the question.

⁹ CSMO-ÉSAC, *Les repères en économie sociale et en action communautaire*, Panorama du secteur de sa main-d'œuvre, Edition 2018, 145 pages. Online on:

https://www.csmoesac.qc.ca/assets/medias/documents/CSMOesac_lesreperes_2018.pdf

- It incorporates in its statutes and ways of doing a **democratic decision-making** process involving users and users, workers and workers.
- It defends the **primacy of people** and work on capital in the distribution of its surplus and income.
- It bases its activities on the **principles of participation**, empowerment and individual and collective responsibility.

For social economy enterprises, a large percentage of revenue is self-generated by the sale of products and services related to their economic mission and meeting the needs of the community.

A WELL ANCHORED AREA

Two major networks include social economy enterprises (NPOs and cooperatives). The Chantier de l'économie sociale (CES) and le Conseil québécois de la coopération et de la mutualité (CQCM).

Moreover, there are many regional support organizations in the territories.

Poles of social economy

Present throughout Québec, the 22 regional social economy poles are groups of businesses and support groups dedicated to maximizing the contribution of the social economy to territorial development. They carry out actions to support entrepreneurial development based on the needs of companies and according to the respective mandates of their partners. There are three Aboriginal poles: Cree Pole, Nunavik Pole and Table de concertation en économie sociale des Premières nations.

The poles create tools (e.g., socio-economic portraits, product directories and services) and organize regional events to publicize and promote collective entrepreneurship within their region (e.g. corporate tours conferences). In addition, many of them equip business managers with a training offer adapted to the reality of the collective organizations they represent. They also contribute to the development of entrepreneurial skills by offering training sessions or by leading communities of practice. An important component of the clusters is to contribute to the development of the collective business model by creating analysis and management tools, entrepreneurial paths and research activities. In this respect, the Chantier de l'économie sociale and the poles developed the SISMIC project. This is an incubation course in 3 stages to enable young people aged 18 to 29 to start their collective enterprise project. It is an accompaniment developed with the design thinking approach in order to systematically apply creativity and innovation within the business project. In short, Sismic is a way for you to: Formalizes the idea and structures a collective project (pre-start-up);

- Formalizes the idea and structures a collective project (pre-start-up);
- Acquire knowledge specific to the development of a collective enterprise (NPO or COOP);
- May have support for the co-construction of the entrepreneurial team.

This incubation course also aims to:

- Increase the emergence and creation of collective enterprises in the territory;
- Encourage and support the entrepreneurial ideas and initiatives of potential promoters and validate their interest in the collective model;
- Offer the opportunity to potential promoters to validate their entrepreneurial qualities;
- Raise awareness and support promoters to acquire knowledge and skills specific to the collective model for the pre-start up their business projects in collective;
- Follow up to the success of the business plan for the first year following the start of the incubation path.

For all the details concerning the Sismic course and the Québec network of incubators, consult the Sismic page of the Chantier de l'économie sociale website.

Finally, they play a monitoring role in order to optimize the development of the social economy by region.

<https://chantier.qc.ca/sismic/>

Corporations Régionales de Développement du Québec (CDRCQ)

At the coop level, the ***Corporations Régionales de Développement du Québec (CDRCQ)*** with its regional offices aims to be a major player in cooperative entrepreneurship. We provide support to your co-op for start-up, growth and recovery to maximize the chances of success. It consists of a head office, located in Quebec City, and regional offices covering the whole of Quebec. CDR offers specialized and diversified training on several aspects of a cooperative enterprise, but also tailor-made training according to your needs and your reality.¹⁰

A job sector supported by the sectoral committee of labor of the social economy and community action

Le Comité sectoriel de main-d'œuvre de l'économie sociale et de l'action communautaire (CSMO-ÉSAC) is mandated to foster and consolidate dialogue and partnership in order to solve common labor problems to businesses and organizations in the sector. It aims to ensure the development of the workforce and employment on a sectoral basis through the mobilization and consultation of the main actors concerned, through a thorough knowledge of the labor market and the development of strategies for action and continuing education.¹¹

¹⁰ <https://cdrq.coop/la-cdrq>

¹¹ <https://www.csmoesac.qc.ca/>



3 PORTRAITS OF POLES ÉSAC FNI AND COOPERATIVE NETWORKS AND INDIGENOUS

3.1 Portrait of the social economy among the First Nations of Quebec - 2018

The First Nations Regional Social Economy Table is composed of the FNQLHSSC and the FNQLEDC.

- In September 2016, the FNQLHSSC and FNQLEDC have identified 131 social enterprises First Nations spread across Quebec and from eight nations.
- The valorization of language and culture is supported by 80% of companies participating in the portrait
- First Nations social economy enterprises participating in this portrait are active in all the administrative territories of Quebec, and nearly 40% of them have economic activities on the North Shore.
- Nearly a third of participating companies (31%) of local level activities, and nearly one in four (23%) of the provincial or regional activities. Some companies are international or pan-Canadian in scope.
- In total, participating enterprises employ just over 1,000 people, 93% of whom are First Nations.

In the last fiscal year, one in two participating businesses had a total income of \$ 800,000 or more, and a few had an income of \$ 1 million or more. The main needs expressed by participants are related to training, access to funding and recognition (management autonomy).

You will find in Appendix 2, the detailed portrait of ESAC pole for First Nations not under agreement.

3.2 The social economy pole for Nunavik (Inuit) established the diagnosis of the social economy in Nunavik in order to know its place in the regional GDP.

The social economy has 546 regular full-time jobs in Nunavik. According to the latest data, there are 3189 regular full-time jobs in Nunavik. Thus, with the data available at this time, the social economy creates 17% of regular full-time jobs.

It must also be considered that social economy enterprises have repercussions that go far beyond the financial and job-creating elements. Indeed, the presentation of the mission of each company shows that they have social impacts including by working to preserve the language, culture and traditions, the provision of educational services that have significant impacts on the development of children, the protection of Inuit rights and interests, the establishment of means of communication, the reduction of domestic violence. They also have a mobilizing effect by allowing Inuit to participate in their own development.

You will find in Appendix 3, the complete picture of the social economy pole in Nunavik.

3.3 Regarding the social economy pole of the Cree Nation, the Department of Trade and Industry (DCI) is responsible for creating conditions favorable to the development and growth of wealth and prosperity for all economic sectors of the Eeyou / Eenu Nation. The Cree Regional Social Economy Dialogue Table (TCRCES) is composed of 12 different organizations.

One thing is certain: the social economy is doing well in Eeyou Itschee! At the time of writing the 2014 Cree Social Economy Toolkit, we already had twenty-nine social economy enterprises and eight emerging social projects that create value in their communities. Early childhood centers, community radios and other initiatives in many sectors of the economy, from crafts and food to natural resources, are just some of the initiatives responding to the local needs of our population.

You will find the complete picture of the Cree social economy in Appendix 4 of the report

3.4 Le Regroupement des centres d’amitié autochtones du Québec (RCAAQ) has the social economy and its development as a priority area of action for the Friendship Centers for the past seven (7) years. This vision of community is part of the Social Transformation process of the Friendship Center Movement for the search for a collective well-being for a more inclusive society. The consultations with the Friendship Centers for the writing of this memoir reveal that more than 86% of the Friendship Centers will develop a social economy project before 2022. (RCAAQ: 2016, p.27).

Priority intervention axes
Axis 1 - Valorization, promotion and recognition of the ÉSA
Get the recognition necessary for the establishment of appropriate conditions for the development of the RSE, including: <ul style="list-style-type: none"> ➤ Enhancing the full potential of the AES in a variety of sectors. ➤ Promoting and highlighting the impacts and specificities of urban ÉSA.
Axis2 - Increasing the development of the ÉSA
Foster the creation, development and sustainability of ÉSA initiatives, including: <ul style="list-style-type: none"> ➤ Reviewing and adapting in a culturally relevant way policies and programs to support entrepreneurship. ➤ Optimization of co-construction approaches in partnership with public institutions.
Axis 3 - Management optimization and strengthening governance of the RSE initiatives
Strengthen the capacity of promoters and stakeholders to act, including by: <ul style="list-style-type: none"> ➤ Support for the acquisition of management skills and development of collective entrepreneurship. ➤ Analysis of training needs and skills development strategies for the workforce. ➤ The ownership and control of the instruments of social finance. ➤ The design and application of social and economic impact measures. ➤ Strengthening the organizational democratic foundations. ➤ Diversification and optimization of partnerships. ➤ (Terms of Reference, ESA Site, RCAAQ, 2016)

You will find a detailed portrait of the social economy of the Native Friendship Centers in Appendix 5 of the report.

3.5 To complete this portrait of the First Nations and Inuit social economy, the First Nations of Quebec and Labrador Economic Development Commission (FNQLEDC) and the Conseil québécois de la coopération et de la mutualité (CQCM) mandated the *Consortium de ressources et d'expertises coopératives (CREC)* to conduct a study whose results were published in January 2019. You can find the complete results of the *l'Étude en innovation sociale par l'insertion socioprofessionnelle dans les réseaux coopératifs et autochtones* in Annex 6 of the report.

The results of the study¹² show that most stakeholders solicited, both in cooperative sector in Aboriginal communities and organizations, have a great interest for socio-professional integration. Indeed, the study reveals that several actors have already carried out integration experiences in their organization and that the latter have, for the most part, been enriching for the community and the individuals, because they responded to individual needs and to specific needs and collective aspirations.

The survey results underline that cooperatives willing to hire people, as part of integration projects, with the following profiles in decreasing order of interest: immigrants, First Nations and Inuit, 55 and older, people with a physical or mental disability as well as those with a criminal record. Note that the companies surveyed were in favor of immigrant profiles (90%) of First Nations and Inuit (85%) and people 55 years and over (88%).

The "Portrait of the Social Economy among First Nations in Quebec 2018" lists 64 (72.7%) NPOs located in a community and 24 (27.3%) outside community, while 11 (91.7 %) cooperatives are within a community and one (8.3%) outside community. Regarding socio-professional integration on and off Aboriginal communities, the study "*« Innovation sociale par l'insertion socioprofessionnelle dans les réseaux coopératifs, mutualistes et autochtones (ISISRCMA) »*" has highlighted that there are few initiatives, proportion of needs. On communities, it is mainly the band councils that create jobs. Band Councils, among other things, are responsible for the economic development of their community. Several band councils do very well this task by creating companies and jobs within the community. However, labor requirements are often for skilled labor (teachers, nurses, social workers, certified construction workers, managers, etc.). Moreover, the demographic curve puts a lot of pressure on these councils to create quickly and enough jobs. As a result, the unskilled workforce sometimes encounters issues that require them to relocate out of their community to find a job that can meet their needs. According to the Regroupement des centres d'amitié autochtones du Québec (RCAAQ), one of the problems, which may be related to socio-professional integration outside the community, is the distrust of Aboriginal people towards non-Aboriginal institutions (police, government services, etc.). The challenges and issues experienced by some members of Aboriginal communities in finding and keeping a job, and raised in this study, are very similar to those observed in the literature (low level of education, different time patterns of non-native speakers, historical upheavals). The social and cultural structure of Aboriginal nations, poverty, transportation issues, racism and discrimination, etc.).

¹²Study in social innovation through socio-professional integration in cooperative and indigenous networks 2019
FNQLEDC- Consortium of Resources and Cooperative Expertise (CREC).

As part of the study, cooperatives in northern Quebec were surveyed as a cooperative sector member of the CQCM. This is a well-organized sector, which is essential to economic and social life in northern Quebec, since 1967. These cooperatives are inspiring in their practices. The Inuit cooperative movement is a great example of success as it is currently the largest non-governmental employer in their regions, with more than 400 full-time employees and 140 seasonal employees. In this case, it is recognized that the hiring of Inuit personnel almost necessarily requires an integration process, regardless of who is hired. These northern cooperatives perform this insertion without any particular support, which affects the retention rate. They are often forced to fill their labor needs by hiring "southern workers" such as cooks, waiters or mechanics.

Certain sectors of activity, where social economy enterprises (NPOs and co-ops) are well established, seem to be in favor of implementing integration projects. For example, home help services. Several social economy home care companies (EÉ SAD) have already carried out such projects. They have very strong social values. They are well established in their communities and offer jobs requiring little training or work experience. There is an Aboriginal home help cooperative and projects are in the feasibility study stage. Non aboriginal home-care cooperatives also have an integration potential for Aboriginal people outside communities.

You will find socio-professional insertion in the 2019 cooperative and indigenous networks in Appendix 6 of the report.



4 The stakes

PROMOTING ABORIGINAL PARTICIPATION IN THE SOCIAL ECONOMY

Contextualization of the Lac-à-l'épaulé working group December 2018 and the work of the FNILMAC and its members.

Historical and current circumstances have created obstacles to the participation of Aboriginal people, their businesses and their communities to the mainstream economy. These obstacles have been well documented in numerous reports and studies.

We were able to identify a number of these challenges and obstacles in the light of the existing documentation and the information from the contemporary discussion of this issue.

1. Financial issues

Funding is a challenge for many social enterprises and future collective entrepreneurs. Whether its access to recurrent core funding, start-up funds or capital, financial support is an issue. The difficulty of accessing funding was particularly highlighted by community-based businesses and representatives of support organizations in interviews. On the other hand, it seems that the potential of an income through the sale of goods and services is underestimated by companies, particularly NPOs.

The pre-start-up and development of collective enterprises require capital to support their growth. It seems that complementary products of patient capital such as those of the Fiducie du Chantier de l'économie sociale¹³ could be used. It should be remembered that the Building Trust was created through a partnership with several investors and thanks to the Government of Canada investment. It helps support the joint initiatives many similarities to priority areas identified by the stakeholders. Further exploration could identify the relevance for Aboriginal people to create their own patient capital tool or build on existing tools. It seems that complementary products of patient capital from the point of view of support organizations, access to funding to support social economy enterprises at all stages of their development is an issue. Better technical and administrative support is particularly desirable, as is the search for sources of funding.

Lack of funding

Aboriginal social economy (SE) businesses often lack investment capital and have difficulty obtaining financing for their businesses. Access to loan guarantees, investment capital and debt financing is a problem for both business and community development. In fact, there is an

¹³ <http://fiducieduchantier.qc.ca/>

infrastructure already funded, but it is not easy to access. We must educate the elected officials.

- On reserves, the Indian Act sets out specific barriers to obtaining funding (e.g., access to property, natural resources, treaties, etc.)
- As many Aboriginal businesses are located in remote areas or in rural areas, they do not always have access to a financial institution in the community.
- Although access to microcredit is particularly important, it may be difficult to obtain for small, indigenous collective enterprises.

Limitation of Economic Development and Investment Sectors

- A lack of diversity has already been identified in the economic opportunities available to Aboriginal people, their collectives and their communities such as natural resource development, tourism, technology, transportation and construction.
- Many Aboriginal businesses are struggling to access larger markets for their products and services.
- Links and contacts that connect Aboriginal communities and their traditional economies in the mainstream economy are inadequate.
- Outstanding issues related to land claims create a climate of uncertainty for land management, use of resources and in terms of ownership of each other, making it difficult to attract and retain investment. Access to property is a major obstacle to the development of the family heritage of communities.
- Smaller communities have been faced with the loss of human resources and lack of financial resources, resulting in economic losses and a shortage of qualified people to participate in economic initiatives.

2. The challenge of human resources

In addition to funding and management autonomy, access to qualified human resources is another major challenge faced by some First Nations social economy enterprises.

During the interviews¹⁴, several companies emphasized the great difficulty they had in finding qualified Aboriginal labor. Both businesses in communities and in urban areas face this challenge. To address the lack of skills among their employees, collective enterprises must provide training and support, but it is difficult to have access to training adapted to the context of First Nations and the social economy.

¹⁴ Portrait de l'économie sociale chez les Premières Nations au Québec 2018 CDEPNQL

Lack of competent human resources and support

- Many social economy enterprises and Aboriginal communities have limited resources in terms of marketing expertise, marketing, accounting, manufacturing and management expertise.
- Education systems need support, especially for the development of programs, so as to enhance the foundation for competent human resources.
- Many northern and remote social economy businesses and Aboriginal communities do not have access to or support for business advisory services, or they are not aware of these opportunities.
- Aboriginal people have limited access to current training opportunities. However, even when they get appropriate training and that they have the necessary skills, lack of experience seems to hinder their efforts.
- The under-representation of Aboriginal people in higher-level jobs is partly the cause of the difficulty in recruiting and retaining Aboriginal people.

3. The lack of infrastructures

This challenge seems to affect several social economy enterprises located in a community. It is difficult to access premises adapted to the needs of their operations. Some communities are struggling to provide adequate housing for their population. In this context, it goes without saying that the availability of spaces that could accommodate collective enterprises is not among the priorities for action, especially since little government funding is reserved for this type of infrastructure.

Lack of infrastructures

- Many Aboriginal communities, particularly those that are isolated or located in the North, do not have adequate access to infrastructure, including roads and serviced buildings.
- Transportation costs are particularly high in isolated northern communities. In addition, for Inuit communities, marine infrastructure is a major concern.
- There is not enough affordable access to connections for high-speed Internet communications, and access for Aboriginal businesses to knowledge and hardware in remote areas is limited and costly.
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- The availability and cost of energy in isolated communities and northern communities can be prohibitive for the development of enterprises.

4. 4. The promotion

The lack of knowledge of collective entrepreneurship (NPOs and co-ops) among the entrepreneurs themselves, certain band councils, service recipients or organizations' clients was mentioned by the participants as a challenge.

- Accessibility to certain funding programs (for businesses and for support organizations).
- Increased own-source revenue.
- The ability to recruit qualified Aboriginal human resources.
- The lack of management autonomy.
- Access to culturally appropriate training programs.
- Ignorance of what the social economy is.
- The recognition of social economy enterprises by the political authorities.
- Access to rental spaces, particularly within communities.
- The development and use of adapted management tools.

The lack of communication

- In some cases, there is no effective communication link between Aboriginal representatives and relevant government officials.
- Often, there is not adequate Aboriginal participation in the development of government policies for economic development, particularly for the development of the social economy.
- Systemic barriers, misconceptions and stereotypes about Aboriginal people have affected many aspects of Aboriginal participation in the social economy.

5. Common characteristics of best practices

A key priority is to identify best practices for the development of policies, programs, agreements or agreements between Aboriginal, federal, provincial and private partners that benefit all parties, with the goal of achieve the common goal of increasing Aboriginal participation in the social economy.

Some elements common to many of these best practices can help overcome the barriers mentioned earlier in this report. These are the following principles:

Inclusiveness: Aboriginal communities and organizations must be actively involved in the process from the planning stage to policy or program development to establish active linkages between Aboriginal organizations and industry.

Transparency: sharing of information by Aboriginal people, governments, the private sector and others, and joint decision-making.

Flexibility: Policies and programs (eligibility criteria) must include the ability to implement culturally appropriate approaches, recognizing cultural and regional differences and sensitivities, and fostering mutual understanding and understanding between Aboriginal peoples and non-Aboriginal people.

Follow-up: Maintaining the dynamism gained through appropriate follow-up activities is a critical success factor, which requires, among other things, support for human resource development, infrastructure improvement and other aspects.

Access to Capital: Access to capital is absolutely essential to enhance Aboriginal participation in the social economy. There is also a general need for capital and a broader range of funding instruments that can better meet the needs of Aboriginal people and their communities (e.g. assistance to access private sources of capital).

Concentration on tangible results: resources reserved for promising projects, to promote stable and sustainable economic development.



5 The courses of action and solutions ¹⁵

5.1 On communities and in general

EXPRESSED NEEDS

- Have access to stable, adequate and multi-year funding, regardless of whether the business is located outside the community or within a community.
- Give the various actors in the First Nations community a better understanding of what the social economy is.
- Have access to culturally appropriate training.
- Have access to premises adapted to the operational needs of the company.
- Build the capacity of managers.

COURSES OF ACTION

- Establish a working group with a mandate to identify all sources of funding available to analyze existing models and offer new innovative financing models.
- Raise awareness among administrative and political bodies at various levels of government to promote the recognition of social economy enterprises in the socio-economic development of First Nations.
- Develop promotion strategies and dissemination of social economy model for First Nations
- Promote First Nations social economy business models (recognition gala, networking activities, etc.).
- Support the establishment of formal or informal networks between First Nations social economy enterprises by sector of activity or type of business.

- Develop innovative pedagogical formulas that are adapted to the First Nations and Inuit context, for example by encouraging learning by doing Nations by sector of activity or type of business.

¹⁵ **Portrait of the First Nations Social Economy in Québec – 2018**
https://cdepnq.org/en/boite_a_outils/portrait-of-the-first-nations-social-economy-in-quebec-2018/

- Promoting the training of trainers in order to enable less experienced colleagues to learn by observation (multipliers).
- Partner with an educational institution to develop a body of First Nations and Inuit social economics courses (roles and responsibilities of a board, human resources management, project management, etc.).
- Promote the development of a First Nations and Inuit training enterprise that would offer, among other things, an access-work service in the social economy and employment of FNIs, as well as internship for the FNI workforce.
- Promote the development of partnerships that provide access to commercial infrastructure for FNI businesses, particularly within communities.
- Design a mentorship program for business managers.
- Ensure that appropriate support is available to businesses in all economic enterprises' stages of social development.
- Creating an internship program
- Development of action plans on development and capacity building / skills

5.2 In urban area¹⁶

Valorisation, promotion and recognition of ÉSA

Strategic objective:

Obtain the necessary recognition to establish appropriate conditions for the development of ÉSA, including:

- ✓ Enhancing the full potential of the ÉSA in a variety of sectors.
- ✓ The promotion and development of impacts and specificities of urban ÉSA.

Increasing the development of AES Strategic Objective:

Encourage the creation, development and sustainability of ÉSA initiatives, including:

¹⁶ Advances in the Terms of Reference adopted in 2016 within the Native Friendship Centre Movement

- ✓ The culturally relevant review and adaptation of entrepreneurship support policies and programs.
- ✓ Optimization of co-construction approaches in partnership with public institutions.

Optimizing Management and Strengthening the Governance of ESA Initiatives

Strategic objective:

Strengthen the capacity of promoters and stakeholders to act, including by:

- ✓ Support for the acquisition of management skills and the development of collective entrepreneurship.
- ✓ Analysis of training needs and skills development strategies for the workforce.
- ✓ Appropriation and control of the instruments of solidarity finance.
- ✓ The design and application of social and economic impact measures.
- ✓ Strengthening organizational democratic foundations.
- ✓ Diversification and optimization of the partnership



6 Framework Principles of the Notice

This notice shall not prejudice the existing agreements of the Aboriginal governments and organizations involved, whether these agreements are provincial, federal, corporate or otherwise.

Given the distinct status of First Nations and Inuit, some recommendations are more specific to one group, although they have all been formulated to be as generic and inclusive as possible.

These objectives, which are reflected in the six sections of the government action plan (Appendix 7), are associated with concrete measures and investments to advance the social economy so that all citizens in Quebec benefit more quality service signed "Social Economy".

Proposals to the MTESS

6.1 Short-term projects:

1. To the extent that it is practical and appropriate, ministers and leaders are present in this report or other multilateral sectoral forums.
2. An electronic version of this report will be posted on relevant websites of the parties in each jurisdiction.
3. The parties are reviewing current mechanisms for electronic information center websites and national inventories of economic development programs, financial options and other partnership arrangements that will allow Aboriginal businesses and other businesses to share their information.
4. Promote SE sector engagement by convening or participating in provincial, territorial or regional conferences, bringing together or participating in a range of social sector businesses.
5. Promote Aboriginal entrepreneurship in SE by exploring options to recognize and celebrate the achievements of Aboriginal community entrepreneurs.

6.2 That the MTESS support the realization of a diagnosis of the current and future needs in Aboriginal SE workforce in order to overcome the shortage of manpower.

6.3 That the MTESS support a diagnosis of First Nations and Inuit SE training needs for each group in order to develop culturally appropriate training plans and to recognize cross-cutting needs by type of employment.

6.4 That the MTESS contributes to the development of an individual integration process in order to favor to promote retention and staff retention and decreased turnover in collective enterprises.

6.5 That the MTESS contribute to the establishment of a school of entrepreneurship and culturally appropriate First Nations and Inuit programs in order to support the social economic development of Aboriginal communities, in particular by adapting the content to regional realities and community-based (in a context of a weak local economy, for example) and to train community economic development agents as a priority in the social economy sector.

Integration and Employment Retention

6.6 That the MTESS contributes financially to the holding of Aboriginal social economy fairs bringing business across regions and communities

6.7 That the MTESS assist FN organizations in support of economic development to improve their organizational capacity to provide this type of service and train its support staff in the communities. To be noted, a study in collaboration with the CRISES of UQAM is underway on the needs of reinforcement of the FN entrepreneurial ecosystem

Programs and Services

6.8 That the MTESS support community development and active participation of the community in the design and development of programs and tools adapted to First Nations and Inuit in the social economy.

6.9 That the MTESS allows active participation of Poles in the development of criteria and objectives put forward regarding social economy training programs.

6.10 That the MTESS allow the networking of Emploi Québec's measures and programs with the various programs available in the social economy, including the new Employment Integration Program for First Nations and Inuit Members (PAIPNI) program.

6.11 That the MTESS that promotes the participation of FNI to relevant CRPMT order to have a representative to promote the development of collective enterprises and networking with communities.

Proposals to promote socio-professional integration in cooperative networks and with indigenous populations

6.12 That the ministry supports the financing of strategy concerning the issue of socio-professional integration on and off reserve.

➤ Provide additional resources to indigenous communities to develop an overall vision and strategic planning of what needs to be done to improve the employment situation (e.g. national forum on socio-economic development and workforce);

- Fund an Aboriginal employability pathway that would provide a continuum of services by including pre-work training and Aboriginal coaching internships that would qualify for employment in an Aboriginal employment venture;
- To financially enhance a continuum of Aboriginal employability organizations so that they create more integration partnerships with local employment centers in Quebec, Aboriginal and non-aboriginal social economy enterprises by creating banks of Aboriginal candidates available for an insertion process;

6.13 That the MTESS supports initiatives aimed at creating favorable conditions for social economy enterprise projects with an integration component

- Offer training and development programs to social economy enterprises that have or plan to integrate an insertion component (non-aboriginal and aboriginal);
- Strengthen existing networks (e.g. regional and sectoral organizations).
- Strengthen existing networks (e.g. Aboriginal regional and sectoral organizations in partnership with the *Collectif des entreprises d'insertion du Québec*) supporting the professional integration so they can further work with cooperatives and aboriginal populations (non-aboriginal and aboriginal).
- Create a few insertion companies by territory or nations or sector of economic activity with "divisions - place of business" in several communities to maximize synergies with regional employability resources.
- Create social enterprises in urban areas with partners.

6.14 Enhance and make accessible Emploi-Québec programs including those financing participants as well as financing businesses for creating worktops and coaching.

- Assume the costs of supervision and psycho-social follow-up necessary for successful socio-professional integration in a context of labor shortages that change the profile of people available for a socio-professional integration initiative (non-Aboriginal and Aboriginal).
- Enhance participants' allowances without a check to make the route attractive; Fairly fund transportation and accommodation allowances for participants to reflect costs based on territorial realities (non-Aboriginal and Aboriginal);



7 Inter-ministerial proposals

We suggest that ministers and leaders also consider the following proposals:

▶ 7.1 The report of the Advisory Committee on Aboriginal Participation

Aboriginal participation in the social economy indicates that leveraging opportunities and removing barriers, improving the economic situation of indigenous communities and individuals.

1. Ministers and Leaders endorse the report of the Advisory Committee on Aboriginal Participation in the Social Economy. All governments and Aboriginal governments and organizations are based on the report for the development of policies and programs to improve Aboriginal participation in the economy, not to mention the best practices identified.

▶ 7.2 Connectivity

All Aboriginal people and communities, Aboriginal businesses and institutions should endeavor to strengthen their capacity to access the new information technology to bridge the digital divide, to create opportunities and increase their participation in 'economy.

1. All parties are responsible to inform themselves about the possibilities of access to new information technology, investing in it and the benefits it represents.

▶ 2. All Parties shall encourage the development of projects aimed at strengthening the capacity of access to new information technology while respecting the roles and responsibilities of each party.

7.3 Encourage private sector participation

Experience shows that senior management's initiative and advocacy is a critical success factor in engaging the sector. To this end, all governments, Aboriginal organizations and economic support organizations have a complementary role to play in bringing the social economy sector to strengthen Aboriginal participation in the economy.

1. That all parties adopt measures to facilitate networking with the private sector, development of partnerships and Aboriginal recruitment strategies and make the promotion of private sector interest to invest in companies and indigenous communities and to collaborate with them.

2. That all parties take the appropriate steps to continue their outreach and communication work at the federal, provincial, territorial, regional and local levels to support Aboriginal participation in the social economy.

▶ 7.4 Sharing information and best practices

The committee recognizes the critical importance of adopting national, provincial, regional, and local approaches that integrate information sharing, including best practices, promoting coordination and collaboration between parties, and encouraging the sharing of information create links.

1. Continuous sharing of information between parties helps to strengthen Aboriginal participation in the social economy.
2. The parties continue their concerted and organized efforts to share information on best practices for increasing Aboriginal participation in the economy to support informed policy and program for future decision-making.
3. Adopting more coordinated partnership approaches and ongoing discussions between the federal, provincial and territorial governments, the private sector and Aboriginal groups will facilitate Aboriginal participation in the social economy.
4. The adoption of more coordinated multisectoral approaches and the sharing of information among ministries should be encouraged, if not already in place, to fill gaps and remove barriers.

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4. The adoption of more coordinated multisectoral approaches and the sharing of information among ministries should be encouraged, if not already in place, to fill gaps and remove barriers.

▶ **7.5 Spotlight on youth**

1. That efforts to increase Aboriginal participation in the social economy should also focus on youth.
2. Solicit and consider the views of young people in this context.
3. To sensitize, train and encourage young people to participate in the development of collective entrepreneurship. We must also stress the importance of supporting and encouraging the transmission of traditional knowledge from elders to youth (arts, culture and languages).

Other proposals

- ▶ **7.6** That the MTESS develop and put in place an inter-ministerial strategy in collaboration with the main governmental partners (provincial, federal and aboriginal) as well as with the organizations responsible for the development of the social economy of the FNIs, in order to ensure the insertion social and professional of First Nations and Inuit in the social economy sector.
- ▶ **7.7** That through this strategy, decision makers recognize the importance of investing in the development of the workforce, the labor market and entrepreneurship in the First Nations and Inuit Social economy in order to open markets and develop sustainable economic leverage for FNI and Quebec.



8 Conclusion

First Nations and Inuit have always given and still place great value on the values of solidarity, sharing, autonomy and respect. The social economy reached their most basic values and an interesting lever allowing both to meet their social needs, in their own ways, while preserving their culture. Without pretending to give a complete state of affairs, this portrait shows that in Quebec, the social economy among First Nations and Inuit is well alive.

Regular updating of this portrait and those of the SE poles will help to measure the growth of this type of economy, and to see if the deployment of the proposed measures will have overcome some of the challenges currently facing businesses. This experience shows that qualitative information gathering methods (interview, storytelling, focus group, etc.) are the most conclusive. To go further and better document the informal social economy of data collection in the field, that is to say directly in the communities, would be more appropriate, but would require a greater investment of resources.

The study « *Innovation sociale par l'insertion socioprofessionnelle dans les réseaux coopératifs, mutualistes et autochtones (ISISRCMA)* » "showed that despite strong kinship, social and professional integration could not be treated with the same paradigms in a cooperative business environment and socio-economic development of Aboriginal people on and off community. Notably because most Quebec cooperatives are interested in socio-professional integration to strengthen their social mission, but they have to deal with a context of labor shortages while Aboriginal organizations and communities are interested in socio-professional integration in a context of high unemployment in the Aboriginal workforce with strong concern to improve the skills to wage labor. The recommendations take into account these factors and attempt to rely on flexible and easily customizable solutions to maximize the success of socio-professional integration initiatives carried out by social economy enterprises (Coop, NPO, Band Council and even informal pre-feasibility initiatives).

The support offered by the Government of Quebec to First Nations and Inuit businesses as part of its 2015-2020 Social Economy Action Plan is the first to include businesses located in First Nations communities. The purpose of this portrait is to help raise awareness among government bodies, as well as First Nations and Inuit authorities, of the mechanisms that deserve to be reviewed. It is imperative that support continues and is even strengthened as part of the next government action plan.

The growing popularity of the social economy as an economic development tool is not only a Quebec phenomenon but international. In Europe, Latin America, Africa and the United States, the social economy is expanding. With increased recognition manifested by the proliferation of public policy in its favor, the social economy is kept on the agenda of international organizations such as the Organization for Economic Co-operation and Development (OECD), the International Labor Organization (ILO) and the United Nations Development Program (UNDP).

The diagnosis of the social economy leads to the conclusion that the economy depends, to a much greater extent than the Quebec average, on the activities of First Nations and Inuit social economy enterprises

This willingness to take charge of their economic development should eventually enable them to grow in respect for their culture and their needs. However, the governments of Canada and Quebec must demonstrate a strong political will to support them.

It appears important to us that the next strategic development plan makes an important place in the social economy to address the social, cultural, economic and environmental challenges that First Nations and Inuit face.

Governments are becoming increasingly aware of the challenges that Aboriginal people face in participating in the economy and taking concrete action. They have an important role to play in creating a supportive environment for Aboriginal participation in the economy and in taking steps to ensure that Aboriginal people, either individually or as communities, have access to the same economic and financial instruments than other Canadians.

It is clear that the contributions of Aboriginal people, Aboriginal communities and their leaders are at the heart of efforts to promote Aboriginal participation in the social economy and community economic development. For many, this is the key component.

It is important to recognize the link between the factors that contribute to the social economic development of Aboriginal communities and Aboriginal participation in the economy as a whole. There are reciprocal links between the social, economic and political aspects that come into play in creating a healthy and competent population in communities that can fully integrate into the economy. Among other things, early childhood development is critical to achieving a well-educated and skilled population that can foster and participate in a strong economy. It is critical that governments consider this issue in a holistic manner by adopting a multisectoral approach on several levels.

It is agreed that approaches to ensuring Aboriginal participation in the social economy in Quebec must include the following elements:

- Promoting sustainable social economic development (pillar of the social economy);
- The inclusion of local and regional needs, which are rooted in the priorities and visions of Aboriginal people and their communities;
- Recognition of the diversity and diverse needs of Aboriginal groups and the different geographic contexts in which they live (remote, rural, urban or northern regions, on and off reserve);
- The inclusion of many types of economic activities in which Aboriginal people are involved

or could be;

- Establishment of a long-term goal to increase equitable participation of Aboriginal people in Quebec's economy;
- Strengthening and broadening private sector engagement.

Approaches to addressing Aboriginal participation in the social economy must be practical and seek to reflect the policies and priorities of Aboriginal governments, institutions, communities and individuals as well as the federal, provincial and territorial governments. For example, some governments and other parties may choose to focus first on skills development, training, and recruitment programs targeting the ES sector to meet the needs of Aboriginal youth who join the workforce.

Other regional priorities include the development of agreements on Aboriginal governance and policies to increase Aboriginal participation in the development of natural resources and public lands and to enable Aboriginal peoples to develop their natural resources and profit from it.

ANNEXES

Annexe 1

Ministries:

Ministère de l'Économie et de l'Innovation
Ministère des Affaires municipales
Ministère de l'Économie Innovations
Ministère du Travail de l'emploi et de la Solidarité sociale
Ministère de l'Économie, de la Science et de l'Innovation (MESI)
Secrétariat aux affaires autochtones
Services Canada
Aboriginal Affairs Canada
Ministère de la Santé et des Services sociaux (MSSS)

Institutions:

Réseau d'investissement social du Québec (RISQ)
Territoires innovants en économie sociale et solidaire (TIESS)
Commerce solidaire offre plusieurs services
CSMO ÉSAC
Conseil québécois de la coopération et de la mutualité (CQCM)
Fiducie du Chantier de l'économie sociale
Centre de recherche sur les innovations sociales (CRISES) –UQUAM

Conseil québécois de la coopération et de la mutualité (CQCM)

Le Conseil québécois de la coopération et de la mutualité (CQCM) was founded in 1940. It represents the democratic body of the cooperative and mutualist networks Quebec aiming to ensure the full development of their potential.

The mission of the CQCM is to offer its participation in the social and economic development of Quebec by supporting the full development of the cooperative and mutualist movement in Quebec by ensuring the agreement of the principles and values of the International Cooperative Alliance (ICA).

This mission is possible thanks to:

- The organization of the consultation between the cooperative and mutual sectors and their partners;
- The representation and defense of the interests of all the cooperative and mutualist movement in Quebec;
- The favoring cooperation and mutual development, and this in order to multiply the

benefits of cooperation and mutuality for its members and the public.

The CQCM is a group of cooperative organizations that promote entrepreneurship, cooperative learning and the social economy. Cooperative and mutual networks in Quebec represent 3,000 mutual co-operatives, more than 116,000 jobs, 8 million members and \$ 39 billion in sales.

The services offered by the CQCM consist of:

- Offer local merchant services: Cooperative and mutual networks are committed to the development and vitality of territories. They want to provide access to a variety of services and serve more communities. Several tools are therefore offered to cooperatives and municipalities to develop their partnerships and market services;
- Offer training: A multitude of training courses to enable to act competently in cooperatives and mutual and this does not matter the sector of economic activities of the business. These trainings are for trainers, managers and members;
- Provide Collaborative Economy: A laboratory collaborative economy has documented the strengths and weaknesses of the cooperatives. This is how the co-op project was born which aims to define the optimal ecosystem in order to interest the platform designers in the cooperative model;
- Offer assistance for the development of cooperatives: The CQCM is the Québec Government's main interlocutor with regard to the development of cooperatives;
- Offer assistance to youth entrepreneurship: This service offers resources as youth cooperative entrepreneurship promotion agents (APECJ). It also offers a *Learning to Start Together teaching guide* aimed at teachers, young people and all those who, as speakers, want to accompany young people in their journey towards the realization of an entrepreneurial project with the vision of collaborative approach. In addition, the Youth Co-op tool offers a number of approaches to help stakeholders and young people. The Collective Entrepreneurship Initiation Co-op (CIEC) helps to mobilize and support more than 1,000 Quebec high school students annually to create their own work co-ops;

Financial resource available:

- The CQCM offers an Edu Coop scholarship program, which supports the realization of Youth Coop projects by and for young people in schools, after-school and in the community. The financial support is provided by the Foundation for Education for Cooperation and Mutuality. Allowance offered by *Edu COOP Programs*, according to the level of the school:

- Primary 100 \$
- Secondary 250 \$

- College 500 \$
- University 1000 \$

Réseau d'investissement social du Québec (RISQ)

RISQ is the first non-profit venture capital fund in Quebec that specifically works in the social economy. It was founded in 1997, following the initiative of Chantier de l'économie sociale and their partners. RISQ offers financing adapted to start-up, consolidation, expansion or restructuring social economy enterprises through two main intervention components: the capitalization component and the technical assistance component. It also offers a pre-start-up product. RISQ is also the body mandated by the Fiducie du Chantier de l'économie sociale to receive and analyze requests for funds to be submitted to the Trust's Investment Committee.

La Fiducie du Chantier de l'économie sociale offers loans without a return of capital up to 15 years. This patient capital helps support corporate operations and support real estate investments for the development of new businesses. The Trust invests exclusively in social economy enterprises, including non-profit organizations and cooperatives with fewer than 200 employees.

The mission of RISQ is to make available funding adapted to the reality of each social enterprise. He wants to make possible the support and growth of Quebec social economy enterprises by offering a conniving capital used leverage and this in order to enable the successful realization of projects of collective enterprises.

Le Réseau d'investissement social du Québec has created an analysis guide for social economy enterprises. This guide is a reference tool that has been created by and for experts in the social economy. It is mainly recommended for all accompagniers, analysts, academics, funding committee members and fund managers working with social economy enterprises. This guide is useful in the analysis and the social and economic evaluation of a collective enterprise and project deposited for the purpose of financing.

Financial resources available

Le Réseau d'investissement social du Québec offers several financial products. RISQ's investment has proven over the years that social economy enterprises have positive social and economic benefits for communities.

- Technical assistance loan: cash advance between \$ 1,000 and \$ 5,000.
- Pre-Start Loan: Loan of up to \$ 100,000 over 2 years. That's a possibility of \$ 50,000 a year.
- Capitalization loan: amount between \$ 20,000 and \$ 50,000 per project. The maximum per enterprise is \$ 100,000.

- Patient capital loan from the fiducie du chantier de l'économie sociale: between \$ 50,000 and \$ 1.5 million.

Centre de recherche sur les innovations sociales (CRISES) –UQUAM

The Center for Research on Social Innovations (CRISES) is an institutional center that was established in 1986 by the Faculty of Humanities (FSH) and the School of Management Science (ESG) of the University of Quebec in Montreal (UQUAM). In 2001, it became a strategic group of the Quebec Research Fund on the culture society. (FRQ-SC). CRISES is an interuniversity and multidisciplinary organization that consists of 48 regular researcher members from 10 institutions.

The mission of the Social Innovations Research Center (CRISES) is to enable social innovations to boot and find a buyer to allow any social transformation. This mission includes 6 main objectives;

- Produce and disseminate new knowledge on innovations and social transformations;
- Provide a forum for consultation and coordination for research;
- Promote the emergence of new avenues for fundamental and applied research;
- Develop new partnerships;
- Organize scientific activities and transfer;
- Train young researchers.

CRISES organize an international symposium, seminars, forums and round tables. It offers a possibility of 4 axes of research;

- Collective enterprises
- Policies and social practices
- Territories and local communities
- Work and employment

The research and activities acquired in these areas are thus pooled and allow integration into projects of an inter-axis nature. This research from the CRISES research center is providing a database program on social innovations (BDIS). The program's vision is to provide new insights into social innovation (SI) about the relationship of maintenance leading to social transformations. The research reports make it possible to offer members' publications. The available financial resources of CRISES are available through scholarships and awards such as the Paul-R-Bélanger Scholarships.

Innovative territories in social and solidarity economy (TIESS)

TIESS is a social innovation outreach and transfer group (OLTIS), recognized by the Ministère de l'Économie, de la Science et de l'Innovation (MESI), which unites numerous actors of collective entrepreneurship and territorial development, research centres, universities, and colleges. It identifies, inventories, showcases, and systematizes the innovations emerging from social economy enterprises and organizations to foster their dissemination and appropriation. It enables the transfer of practical and theoretical knowledge co-produced by practitioners and researchers and contributes to the development of Québec's territories.

TIESS mission is to contribute to regional development through the transfer of knowledge by equipping organizations of social economy and to cope with innovatively societal challenges by transforming their practices.

The three mandates of TIESS are the liaison, the monitor and the transfer. TIESS builds on existing networks of practitioners and researchers, on their initiatives and skills. It seeks to develop and strengthen links between all the actors concerned. It aims to identify promising experiences through regional offices and working groups. Collaboration with researchers and other watch structures so that it is possible to catalog and disseminate existing experiences and work, both in Quebec and internationally. The transfer function is based on two integrated approaches. First, to make available existing knowledge and information through the production of different tools and mediums. Secondly, allows the integration of new knowledge or processes into the practice of individuals and organizations.

The TIESS has enabled the creation of several projects whose thematic is social economy

- New avenues of funding: Community obligations. The issuance of community bonds enables non-profit organizations to mobilize new sources of private capital from their support community, to ensure their development and to strengthen their territorial roots. Community bonds directly promote community involvement.
- New financing avenues: crowdfunding. In recent years, new players and new ways of doing things have appeared. Crowdfunding (crowdfunding) consists of raising funds through a web platform. TIESS facilitates ownership and stimulates collaborations between actors in crowdfunding, territorial development and the social economy in order to support the creation and expansion of collective enterprises.
- The use of capital from pension schemes for the financing of territorial development and the social economy. The issue of the use of pension plan capital is not new. TIESS aims to explore the relevance and feasibility of developing financial tools and intermediation structures that would allow the pension scheme to invest in social economy enterprises and territorial development.

➤ In collaboration with the Chantier de l'économie sociale, the TIESS organized in 2016 a forum on the partnership between the municipality and the social economy. Following this event, a publication presenting twelve collaborative initiatives, an analysis grid for municipalities, was distributed. This tool supports municipalities in developing business partnerships with social economy enterprises.

Commerce solidaire

Commerce solidaire was created in 2011 by the Chantier de l'économie sociale to follow up on the 2006 Social and Solidarity Economy Summit. It is a non-profit organization whose mission is to support the consolidation of social economy enterprises and their growing social and economic profitability through group purchasing and marketing. In doing so, Commerce solidaire promotes responsible consumption, local development and collective entrepreneurship. Moreover, it aims at an advantageous position of the social and solidarity economy in Quebec society and elsewhere in the world.

Commerce Solidaire offers several services;

- The buying group that allows social enterprises to save money on the purchase of goods, services and supplies necessary for their activities;
- The Accredited Vendor Directory is an online directory of approved vendors. The search engine used, allows a search by product category and region served;
- Consolidated purchasing transactions are planned on an ad hoc or seasonal basis for products that are in demand;
- Invoice analysis is a consulting service that aims to analyze the invoices paid by an unauthorized supplier and to find better prices for the same products among the approved suppliers of Solidarity Trade;
- Marketing support provides support to social economy enterprises in marketing their products and services to consumers, businesses and government agencies. Several means are proposed. Sale to other social economy enterprises. Social economy enterprises that are members of Commerce Solidaire can thus become approved suppliers for the purchase consolidation through the suppliers' directory. In addition, a directory of social economy products and services is available online. As a result, social economy enterprises will be able to sell their products and services through an online sales website dedicated to products of the social and solidarity economy. This online directory is a division of Solidarity Trade named Akcelos.

Operated by Commerce solidaire, Akcelos is an online marketing platform dedicated to promoting and supporting the development of social economy. It provides collective enterprises with an opportunity to raise their visibility of collective enterprises, to diversify their clientele and reach new markets. A pan-Canadian showcase, this platform enables enterprises to sell their products and

services to the public and enterprises, and also raises their profile with governments at the federal, provincial and municipal levels

Annex 2

Portrait of the social economy among First Nations

Nations in Quebec (2018),¹⁷

First Nations Non-Conventional Pole

The First Nations Regional Social Economy Table is composed of the FNQLHSSC, the FNQLEDC and the RCAAQ.¹⁸

ENTREPRISES

- In September 2016, the FNQLHSSC and the FNQLEDC identified 131 First Nations social economy enterprises spread across Quebec from eight.
- The valorization of language and culture is supported by 80% of companies participating in the portrait.
- The social economy enterprises of the First Nations participating in this portrait are active in all the administrative territories of Quebec, and nearly 40% of them have economic activities on the North Shore.
- Nearly one-third of participating businesses (31%) have local-level activities, and almost one in four (23%) have provincial or regional activities. Some companies are international or pan-Canadian.
 - In total, participating companies employ just over 1000 people, of which 93% are first nations.
 - In the last fiscal year, one in two participating businesses had a total income of \$ 800,000 or more, and a few had an income of \$ 1 million or more.

¹⁷ Portrait of the social economy among First Nations in Quebec 2018 FNQLEDC

¹⁸ Note: The mandate given to the FNQLEDC by the chiefs by resolution The FNQLEDC is officially mandated for the promotion and management of funds related to the ES. The FNQLHSSC is a partner within the regional table. It is important to distinguish the mandate from the table that is to be one of the activities stemming from the official mandate of the chiefs. This reminds and reinforces the political positioning of AFNQL leaders vis-à-vis the government and organizations.

- In total, participating companies employ just over 1000 people, of which 93% are first nations.
- In the last fiscal year, one in two participating businesses had a total income of \$ 800,000 or more, and a few had an income of \$ 1 million or more.

The main needs expressed by participants are related to training, access to funding and recognition (management autonomy).

TABLE 1: SUMMARY OF PARTICIPATION IN SURVEYS¹⁹

GEOGRAPHIQUE LOCATION ENTREPRISE	NUMBER OF INVITATIONS SENT	NUMBER OF PARTICIPANTS*
Within a community	65	19
Outside the community	27	8
Total	92	27

***Includes enterprises that responded partially or completely to at least one questionnaire. Note that four enterprises participated in both the interview and answered the long or short questionnaire.**

In order to improve the information collected through the questionnaires, individual or group interviews were also conducted with representatives of social economy enterprises as well as employees of support organizations (Table 2). The Social Economy Forum, held on February 8 and 9, 2017 in Quebec City, was an opportunity to publicize the work surrounding the portrait as well as the gathering of information to come, and to begin the interviews as part of a lunch-talk. The following table summarizes the overall information collection.

¹⁹ Portrait of the social economy among First Nations in Quebec FNQLEDC 2018

PROFILE OF FIRST NATIONS SOCIAL ECONOMY ENTERPRISES IN QUEBEC

An inventory of companies registered with the Enterprise Register of the Government of Quebec and a review on the Web have led to the creation of a Directory of First Nations Social Economy Enterprises (FNQLHSSC, 2016). There are 131 companies, distributed as follows:

TABLE 2: NUMBER OF SOCIAL ECONOMY ENTERPRISE BY NATION ON AND OUTSIDE COMMUNITY

NATION	N	%
ABENAKI	3	2,3 %
ALGONQUIN	19	14,5 %
ATIKAMEKW	14	10,7 %
HURON-WENDAT	13	9,9 %
INNU	37	28,2 %
MI'GMAQ	7	5,3 %
MOHAWK	5	3,8 %
NASKAPI	1	0,8 %
TOTAL WITHIN A COMMUNITY	99	75,5 %
TOTAL OUTSIDE A COMMUNITY	32	24,5 %
TOTAL	131	100 %

The basic information (contact information and legal status of the company) is missing from the Directory of First Nations Social Economy Enterprises for 20 listed companies (13 in the communities and 7 outside the community). In addition, 11 companies registered in the directory have an irregular status (6 would have been canceled, 3 had not yet legal status at the time of updating the directory because they were in creation, 1 would be inactive or dissolved and 1 identifies with "other" status), which brings to 100 the number of First Nations social economy enterprises for which information is available. Among these, there are:

- 12 cooperatives (solidarity cooperative or workers' cooperative) (12.0%);
- 88 NPOs (88.0%).

Specifically, 64 (72.7%) NPO are located within a community and 24 (27.3%) out community, while 11 (91.7%) co lie within a community and (8.3%) outside the community (Table 3).

TABLE 3: DISTRIBUTION OF COOPERATIVE AND NPOs

NATION	COOPERATIVE	NPO's
	N	N
Abenaki	1	2
Algonquin	3	9
Atikamekw	1	9
Huron-Wendat	1	10
Innu	2	25
Mi'gmaq	2	5
Mohawk	1	3
Naskapi	0	1
TOTAL WITHIN AACOMMUNITY	11	64
TOTAL OUTSIDE A COMMUNAUTÉ	1	24
TOTAL	12	88

The tendency for more NPOs than for First Nations cooperatives is consistent with the results of the long-form questionnaire. These show that 15 respondents out of 18 (83.3%) have NPO status, while 3 (16.7%) have a cooperative status (two worker cooperatives and one solidarity cooperative).

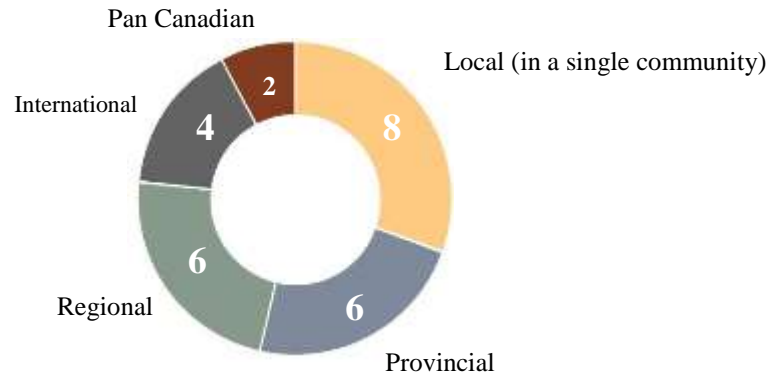
The following figures and tables present the results of the information collected for this portrait. Since the number of respondents varies for almost every question, it is always indicated.

Among the 26 social economy enterprises that answered the question concerning their sector of activity, the service offer of the majority of companies (69.2%) is concentrated in three business sectors: personal services (26.9%), arts and culture (23.1%) and health and social services (19.2%) (Figure 1).

Of the participating businesses, more than half (4 out of 7) of those providing services to people are outside the community.

The activities of almost a third (30.8%) of participating companies are local, those of almost a quarter (23.1%) of companies have a provincial or regional, and those of a few companies have a global reach (15.4%) or pan-Canadian (7.7%) (Fig. 2).

FIGURE 2: SCOPE OF ENTERPRISES ACTIVITIES (N = 26)



Note that all enterprises with a provincial scope are located in a community (Table 4).

TABLE 4: SCOPE OF BUSINESS ACTIVITIES BY GEOGRAPHIC SITUATION (N = 26)

	BUSINESS LOCATED WITHIN A COMMUNITY	BUSINESS LOCATED OUTSIDE COMMUNITY
Local (in a single community)	6	2
Provincial (in more than one administrative region in Quebec)	6	0
Regional (in one administrative region in Quebec)	3	3
International	3	1
Pan Canadian	1	1

The activities of the participating companies cover all the administrative regions of Quebec. More than one-third of respondent businesses (37.0%)¹³ are active on the North Shore, making it the region where the social economy among First Nations is the most dynamic, followed by Saguenay-Lac-Saint-Laurent, Jean and Mauricie (Figure 2). Four companies indicated covering all the administrative territories of Quebec.

Some enterprises (6 out of 17) claim to be in competition with other companies offering the same type of products or services as they do.

13 That is 10 out of 27 participating companies. Of these 10 companies, 9 are in a community.

FIGURE 1: NUMBER OF COMPANIES BY SECTOR (N = 26)

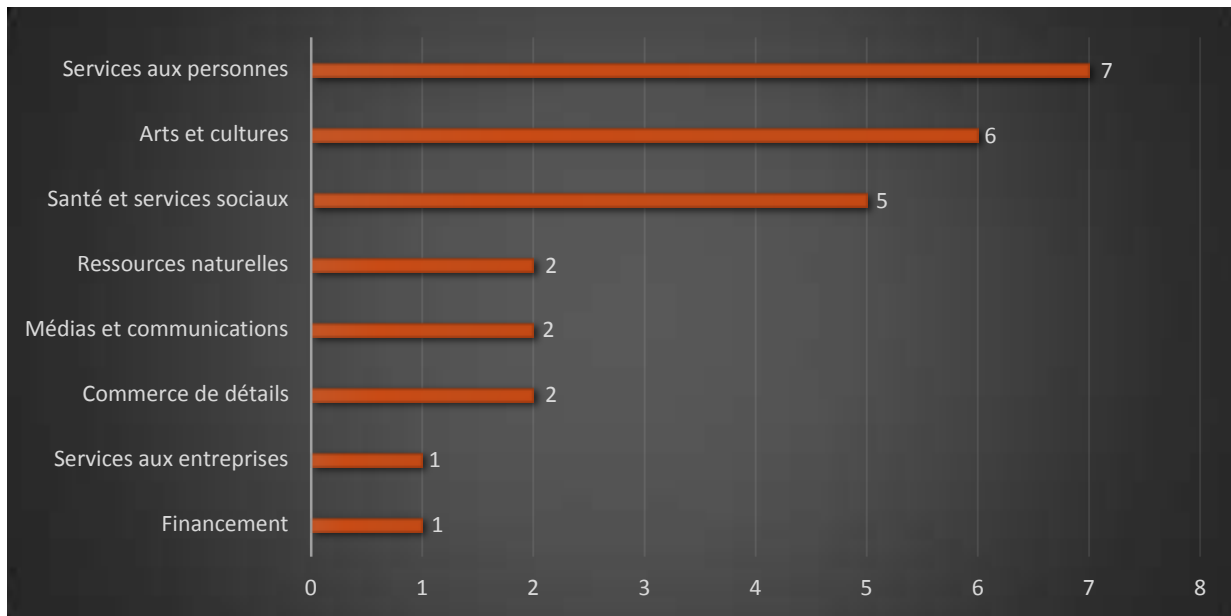
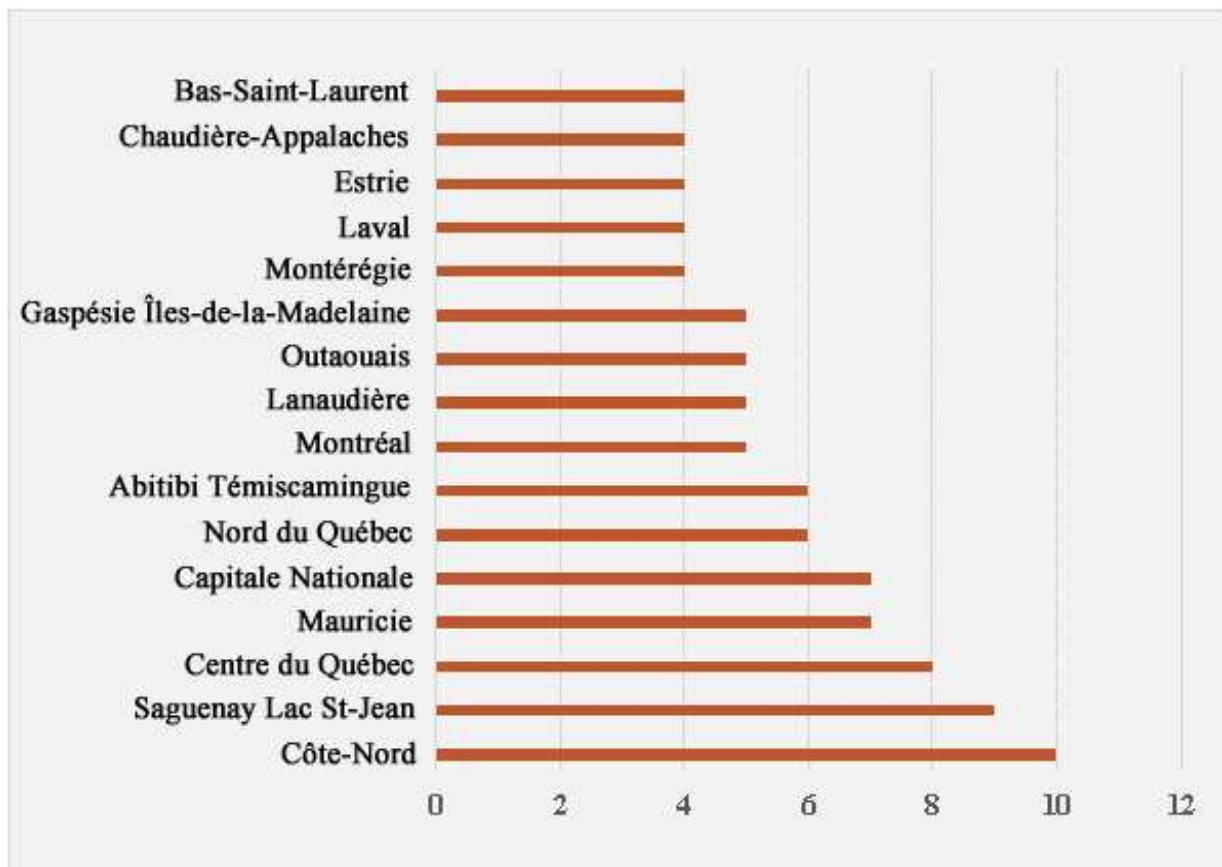


FIGURE 2: NUMBER OF ACTIVE SOCIAL ECONOMY ENTERPRISES BY ADMINISTRATIVE REGION (N = 27)

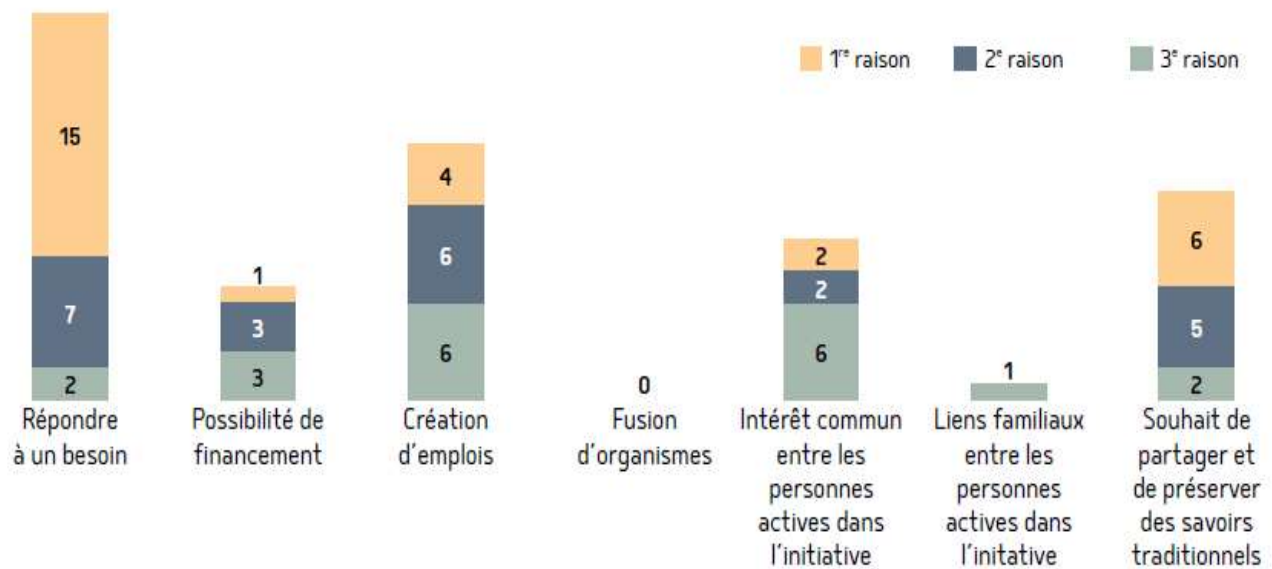


According to the data collected, among the 25 responding companies, a company is currently emerging and:

- Three were created in the 1970s;
- Two in the 1980s;
- Five in the 1990s;
- Nine between 2000 et 2010;
- Five between 2011 et 2017.

All responding businesses say they were founded by a majority of First Nations people. For almost all respondents (23 out of 24), willingness to respond to a need is the first or second reason that motivated them to start a business. Job creation is the second reason for 6 participants, and common interests between active people and job creation are the third reason for creation for 6 respondents (Figure 3).

FIGURE 3: FIRST THREE REASONS TO CREATE THE COMPANY (N = 25 *)



* Some participants provided more than one answer as a reason for creating

The majority of respondents (20 out of 25) say their company contributes to preserving or promoting a First Nations language or culture. The statement is also true for all non-community businesses. Thus, even if this dimension is not necessarily among the top three reasons for creating companies, many still contribute. On this point, it is interesting to note that the majority of the clientele served by companies responding to the questionnaire comes from First Nations. In fact, First Nations individuals or organizations make up 51% or more of the clientele of 14 out of 18 businesses, and 8 of these serve exclusively First Nations. When we look at the geographic location of these businesses, we note that businesses located outside the community may have a clientele exclusively from First Nations, but that a portion of the clientele of most businesses located outside communities also includes non-Aboriginal people.

With regard to the profile of employees of participating First Nations social economy enterprises, the data show that almost half (44.4%) of firms have 10 or fewer employees (of which 22.2% do not count none), and 37.0% of firms have between 11 and 30. Some (11.1%)

hire between 31 and 75 employees, and 7.4% employ 76 or more (of which one has 400 employees) full-time or part-time and 300 seasonal employees). In total, the 24 responding companies employ 1,125 people, a large majority (92.6%) of whom are First Nations or Inuit (Table 7).

TABLE 5: DISTRIBUTION OF EMPLOYEES BY ETHNICITY (N = 24)

FIRST NATIONS AND INUIT EMPLOYEES		NON-ABORIGINAL EMPLOYEES		TOTAL	
N	%	N	%	N	%
1 042	92,6 %	83	7,4 %	1 125	100,0 %

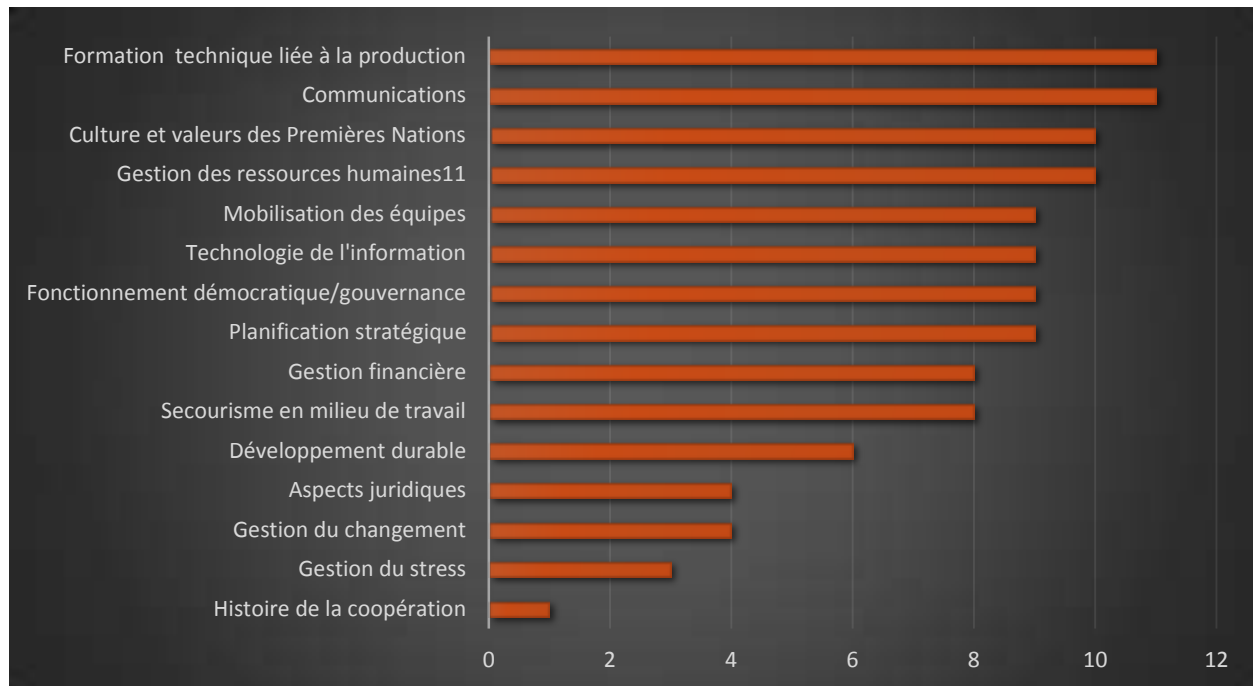
It is interesting to note that 10 out of 16 (62.5%) respondents are considering the creation of new jobs in the next fiscal year. Most (8 out of 10) plan to hire 1 to 3 new people, and 2 companies plan to hire more (7 and 10 respectively). Among their employees, these companies have seasonal employees, which may explain the higher hiring rate. Finally, just over half of the responding companies (8 out of 15) say they benefit from the participation or support of volunteers (from 1 to 10 volunteers for the most part, although a company has 20 to 40 volunteers and another one has 30 to 50). Of the businesses with volunteers, more than half (5 out of 8) are located outside the community.

In terms of the human resources capacity building needs of responding firms (n = 24), communications training and production-related techniques reach 45.8% of firms. Next are training needs on First Nations culture and values, and then on human resource management (Figure 5).

Although most participating companies report that their human resources have training or capacity building needs in a variety of areas, less than half (6 out of 15) of respondents say they have a training and support program. For those who have one, it mainly targets office and production staff.

According to the results obtained, First Nations women are generally strongly represented on the boards of directors of social economy enterprises. Of the 15 companies that responded to this question, 9 had more First Nations women on their boards in the last fiscal year than non-Aboriginal women, First Nations men, or non-Aboriginal men. Of these 9 companies, 4 provide personal services and the rest operate in various sectors such as media and communications, retail and business services.

FIGURE 5: TRAINING OR CAPACITY BUILDING NEEDS (N = 24)



Of the participating companies, 73.3% (11 out of 15) have a workforce composed mainly of First Nations. A minority of businesses (2 out of 15) have the same number of non-Aboriginal members as First Nations, and only one has more non-Aboriginal members than First Nations. Four companies also have non-Aboriginal or First Nations organizational member.

To the question "Does your company have human resources management tools? 13 companies out of 16 claims to have a working conditions policy, and 10 also have a wage policy. The other 3 companies stated that they did not have a policy on working conditions or wage policy. One has no employees, one employs only one, and the third has 8 full-time or part-time employees. Also, 13 out of 16 companies (81.3%) offer paid sick leave, 10 (62.5%) have group insurance and 9 (56.3%) offer enhanced vacations to their employees as well as paid vacations for family obligations.

Of the 16 respondents, almost all (14) have either an annual action plan or a medium or long-term strategic plan, and half (7) have both. Two responding companies have a communication plan, and another indicates using a budget forecasting and tracking system. Finally, only half of the companies (8 out of 16), 3 of which are in a community, say they have a business plan. In the last fiscal year, 1 in 2 respondents had an income of \$ 800,000 or more, and 5 of them had \$ 1 million or more in revenue (3 of these businesses are located within a community) (Table 8).

TABLE 8: BREAKDOWN OF BUSINESS INCOME AT LAST FINANCIAL YEAR

TOTAL REVENUS	NUMBER OF ENTREPRISES
Less than 25 000 \$	1
From 25 000 \$ to 99 999 \$	2
From 100 000\$ to 399 999 \$	1
From 400 000\$ to 799 999 \$	4
800 000 \$ and over	8
TOTAL	16

Only one in 15 says they have a significant surplus or surplus; it is located in a community. Most (11 out of 15) made a non-significant surplus, while 3 companies had a significant deficit in their last fiscal year. Finally, just over half of the responding companies (9 out of 16) say they have a financial management policy in place.

Table 9: Example of collateral benefits of social economy enterprises
EXAMPLES OF BENEFITS

SOCIAL	CULTURAL	ECONOMIC
Decrease isolation.	Encourage dialogue and create bridges between cultures.	Contribute to integration into stable seasonal work.
Create a sense of belonging.	Stimulate appropriation and maintaining the culture.	Stimulate the local economy.
Allow to build links between First Nations communities	Reinforce cultural identity and values the history of the First Nations	. Create jobs
Contribute to the reconciliation between Nations by increasing the dialogue and by facilitating a better historical understanding by the awareness and education Nations by increasing the dialogue and by facilitating a better historical understanding by the awareness and education	Contribute to the safeguarding of the culture by offering a permanent showcase to those who practice traditional arts.	Help get people out of the income assistance system
For seniors: reduce the need of hospitalization and allow document and keep the knowledge living ancestors in particular by the transformation of plants medicinal	Offer the opportunity to relearn the language of their ancestors	Mobilize the people in the community who offer their volunteer services and make connections between them.
In young people: develop the skills and resilience, cultivate the feeling of self-esteem, trust, pride of culture and language and offer access training and modules immersion in the workplace.	Claim a greater political and financial recognition of culture, arts and crafts indigenous	
In communities: contribute to the appeasement of social tensions and the climate often disturbed by episodes of social crises. In communities: contribute		

With respect to support organizations, several respondents explained that their main strengths lie in their great knowledge of the First Nations context (realities and needs), their expertise and their collaborations with various partners. For example, some pointed out their link with Community Economic Development Officers (CEDOs), regional First Nations organizations such as the FNQLEDC or the Chantier de l'économie sociale.

²⁰Appendix 3 Inuit portrait in Québec ²¹

Nunavik Pole



CHANTIER
DE L'ÉCONOMIE SOCIALE

The social economy in Nunavik Situation status

Tabled to the direction of the Employment Service, training, income support and child care.

May 19, 2010

This document is available in its entirety on the FNQLHSSC's website at www.cssspnql.com, and cited as follows: Portrait of the social economy among First Nations in Quebec (2018)²², info@cssspnql.com.

The Social Economy in Nunavik - Status report 2010 Chantier de l'économie sociale

²⁰ This document is available in its entirety in the FNQLHSSC's Website, and cited as follow : Portrait of the social economy among First Nations in Quebec (2018), info@fnqlhssc.com.

²¹ The social economy in Nunavik Status report 2010 Chantier de l'économie sociale

To establish the diagnosis of the social economy in Nunavik and to know the place of the social economy in Nunavik's GDP, a survey was conducted among social economy enterprises in operation.

For example, co-operatives and non-profit organizations with market and community service activities were included in this survey. In the case of social economy enterprises with subsidiaries, their activities were accounted for only for wholly owned subsidiaries of social economy enterprises. In fact, in practice, wholly-owned subsidiaries of social economy enterprises are even considered as social economy enterprises, since they pay all their profits to their parent company, which is social economy enterprise.

The survey was conducted with the following enterprises:

- Makivik and its wholly-owned subsidiaries
- The Avataq Cultural Institute and its subsidiary
- Early childhood centers
- The New Quebec Federation of Co-operatives, which gathered information from all co-operatives
- The Nunavik Financial Services Cooperative (Desjardins Solidarity Fund)
- Land corporations and their wholly-owned subsidiaries
- TNI and its subsidiaries
- Women's shelters
- Seniors' homes
- Unaaq, the Inukjuak Men's Association

² Study of the Chantier of the social economy. The Social Economy in Nunavik-Status Report-Filed at the Direction of the Employment, Training, Income and Childcare Service May 19, 2010

Assessment of the social economy in Nunavik

Before presenting the results of the survey, here is an overview of the activities carried out by Nunavik social economy enterprises and their missions. The presentation of the mission and activities of each company will be followed by a table listing all the existing companies.

Mission and activities of social economy enterprises

Makivik and its subsidiaries 100%

Makivik's mandate is to protect the rights, interests and financial compensation arising from the James Bay and Northern Quebec Agreement (JBNQA) signed in 1975, the first comprehensive land claims settlement in Canada. and, on the other hand, the Nunavik Inuit Land Claims Agreement, which came into effect in 2008.

The corporation is an NPO that invests its financial resources to promote economic development and job creation for Nunavik Inuit. It also works to improve the housing conditions of Nunavimmiuit. In addition, it ensures the protection of language and culture and the natural environment.

To fulfill this mandate, she chose to create profitable subsidiaries which have their own management and their own board.

Its subsidiaries are 100%:

- Air Inuit and First Air who fly;
- Halutik Enterprises providing fuel to Kuujjuaq and operating a garage, heavy equipment rental and crushing plant;
- Nunavik Furs, which encourages the creation of small tanning enterprises and taxidermy and has set up a tanning workshop in Kuujjuaq that treats furs for the entire region;
- Nunavik Geomatics Inc. provides mapping and spatial analysis on the cutting edge of technology

Avataq Cultural Institute and its subsidiary

Avataq's mission is to ensure the promotion and survival of the Inuit culture and language in Nunavik.

The activities and programs developed by the Avataq Cultural Institute are the result of decisions made at the Nunavik Elders Conference. Thus, Avataq has for objectives:

- To support, protect and defend Inuit culture;
- Regularly organize Nunavik Inuit Elders' Conferences;
- To protect and promote the Inuktitut language through the creation of an Inuit Language Commission, composed of elders and other experts;

- Establish museums / cultural centers, libraries and documentation centers on Inuit culture in Nunavik communities;
- To promote cultural identity through books, films, soundtracks and / or videos, and by any other means that promote the development of literature, the creation of libraries, musical and theatrical expression and traditional Inuit play and cultural exchange with other Inuit groups;
- To identify, study and protect Inuit archaeological sites and burial sites;
- To promote the official recognition of place names used by Inuit;
- Protect traditional Inuit knowledge and develop educational materials on Inuit heritage and survival skills;
- To repatriate certain cultural objects so that the people of Nunavik have access to them;
- To develop and implement a research policy on social, economic and cultural issues affecting Nunavummiut's.

The Institute offers various programs and services: Inuktitut Promotion and Preservation Program, Genealogy Program, Nunavik Museums Program, Nunavik Inuit Art Collection, Archeology Department, Artists Assistance Program, Documentation and Archive Center, Local Cultural Committees, Traditional Techniques Training Program, Research and Publications Service.

Avataq has a wholly owned subsidiary: Délice Boréal, which produces and markets Inuit herbal teas. This project allows Elders to share their knowledge with Inuit youth while promoting Inuit culture.

Landholding corporations and their associations

The landholding corporations own the Category I lands of the northern village where they are located. Their main responsibility is to enter into lease agreements for the occupation and use of Category I lands. Each land corporation also has powers over hunting and fishing rights on Category I and II lands. allocated to the community. He was also given the mandate to maintain the local list of Inuit beneficiaries of the JBNQA.

These corporations are united in an association whose mandates:

- ✓ Consolidate the Nunavik Landholding Corporations to promote their interests to Nunavik organizations as well as to the governments of Quebec and Canada;
- ✓ Study and analyze all matters of interest affecting Nunavik land corporations;

- ✓ Develop training programs for Nunavik land corporations and provide them with the tools they need to manage their assets;
- ✓ Participate, in collaboration with other Inuit and government organizations, in various activities to promote the objects of the association;
- ✓ Provide land corporations with technical and logistical support to assist them in the day-to-day management of their affairs.

Landholding corporations have active subsidiaries in the tourism (hotels), oil, mining (drilling, excavation, etc.) sectors.

Nunavik Financial Services Cooperative

Since 2008, the Desjardins Solidarity Fund has been set up in the villages of Nunavik as part of a collaboration with the Fédération des Coopératives du Nouveau-Québec. Since its foundation, this fund has been investing in social economy enterprises.

Early childhood centers

Nunavik has 16 early childhood centers in the different villages and a regional daycare agency located in Kuujuaq. These daycare's mission is to offer high-quality educational childcare services for children aged 0 to 5 years old. All early childhood centers are non-profit organizations and are managed by a board of directors made up of parents. The language of communication in the daycares of Nunavik is Inuktitut.

It is the KRG's childcare section that supervises the Daycare in Nunavik.

TNI and its subsidiaries

TNI is a not-for-profit corporation whose primary mandate is to promote the Inuit culture and image of Inuit by means of communication, for the benefit of the Inuit and on the national and international scene.

To fulfill this mandate, TNI aims at a series of objectives including:

- Improve communications in Arctic Quebec (Nunavik);
- Promote Inuit identity and interests;
- Train radio broadcasters, Inuit leaders and technicians;
- To transmit information on social, educational, political and economic issues;
- Promote communication between indigenous peoples;
- Encourage cultural activities;
- Document and preserve Inuit traditions.

In 1996, TNI diversified its activities by creating two for-profit subsidiaries Taqramiut Production Inc. (TPI), which is a production company, and Taqramiut Telecommunications Inc. (TTI), which offers high-speed telecommunications services

Women's shelters

There are three women's shelters in Nunavik: Tunngavik in Kuujjuaraapik, Initsiaq in Salluit and Tungasuvvik in Kuujjuaq. They provide services to women and children who are victims of domestic violence. The specific mission and services offered vary from center to center, but they all aim to provide support for women and their children.

Seniors' homes

It was not possible to obtain information on their activities.

Unaaq, the Inukjuak Men's Association

The mandate of Unaaq is to support the youth of Inukjuak and to contribute to the sharing and transmission of traditional knowledge of elders. To this end, Unaaq organizes community activities and excursions to help youth by promoting Inuit cultural heritage. These are:

- Coordinated hunting excursions;
- Survival techniques in the tundra;
- Igloos building course;
- Emergency situations;
- Tales and legends;
- Manufacture and repair of traditional equipment (kayaks, qamutiks, harpoons (Unaaqs), uluks, fishing nets, etc.);
- Video production concerning the activities.

Elders play a vital role in the activities of the association by passing on their knowledge.

List of social economy enterprises in Nunavik

We have identified 73 social economy enterprises distributed throughout Nunavik villages. Some of them also have offices located in the Montreal area. The following table shows the list of all these companies as well as where they are located. Note that some of them are present in several villages and for some we do not have complete information to indicate their location.

	Name	Location
Makivik and its subsidiaries 100%		
1.	Makivik Corporation	Kuujuuaq, Inukjuak, Kuujjuaraapik, Montreal, Ottawa, Québec
2.	First air (subsidiary)	Montréal, Ottawa, Edmonton, Yellowknife
3.	Air Inuit ((subsidiary)	Offices in Montreal, but present in 14 Nunavik communities
4.		
5.	Nunavik Furs (subsidiary)	Kuujuuaq
6.	Les Entreprises Halutik (subsidiary)	Kuujuuaq
7.	Nunavik Geomatics Inc. (subsidiary)	
Federation of Cooperatives of the Nouveau-Québec and its subsidiary		
8.	Federation of Nouveau-Québec Cooperatives including Art Nunavik, FCNQ and ilagiu	Montréal
9.	Aventures arctiques (subsidiary)	Montréal
Cooperatives of Nouveau-Québec		
10.	Cooperative Povungnituk	Puvirnituq
11.	Cooperative Poste de la Baleine	Kuujuarapik
12.	Cooperative Ivujivik	Ivujivik
13.	Cooperative Sugluk	Salluit
14.	Cooperative Inoucdjouac	Inukjuak
15.	Cooperative Fort Chimo	Kuujuuaq
16.	Cooperative George River	Kangiqsualujjuaq
17.	Cooperative Payne Bay	Kangirsuk
18.	Cooperative Aupaluk	Aupaluk
19.	Cooperative Wakeham Bay	Kangirsujuaq
20.	Cooperative Akulivik	Akulivik
21.	Cooperative Koartak	Quaqtaq
22.	Cooperative Umiujaq	Umiujaq
23.	Cooperative Tasiujaq	Tasiujaq

	Name	Location
Child Care Centres		
24.	Aqaivik Child Care Centre	Kangiqsualujjuaq
25.	Iqitauvik Child Care Centre	Kuujuuaq
26.	Tumiapiit Child Care Centre	Kuujuuaq
27.	Pairitsivik du Nunavik Home Child Care Agency	Kuujuuaq/regional
28.	Qulliapiik Child Care Centre	Tasiujaq

29.	Sukliateet Child Care Centre	Aupaluk
30.	Amaartaunik Child Care Centre	Kangirsuk
31.	Kamatasiavik Child Care Centre	Quaqtaq
32.	Mikijjuq Child Care Centre	Kangiqsujuaq
33.	Tasiursivik Child Care Centre	Salluit
34.	Amaarvik Child Care Centre	Ivujuvik
35.	Akulivik Child Care Centre	Akulivik
36.	Sarliataunik Child Care Centre	Puvirnitug
37.	Tasiurvik Daycare Inc.	Inukjuak
38.	Pigiursaviapik Child Care Centre	Inukjuak
39.	Amautik Child Care Centre	Umiujaq
40.	Saqliavik Child Care Centre	Kuujjuaraapik
TNI: Taqramiut Nipingat Inc. and its subsidiaries		
41.	Taqramiut Nipingat Inc	Several villages
42.	Taqramiut Productions (subsidiary)	Kuujjuaq, Montreal
43.	Telecommunications Taqramiut (subsidiary)	Kuujjuaq
Avataq and its subsidiary		
44.	Avataq Cultural Institute	Westmount and Inukjuak
45.	Boreal Delight (subsidiary)	Westmount
Association of Landholding Corporations and their subsidiaries		
46.	Association of Landholding Corporations	
47.	Epigituk LHC of Killiniq	Killiniq
48.	Qiniqtiq LHC of Kangiqsujuaq	Kangiqsujuaq
49.	Nayumivik LHC of Kuujjuaq	Kuujjuaq
50.	Arhivik LHC of Tasiujaq	Tasiujaq
51.	Nunavik LHC of Aupaluk	Aupaluk
52.	Saputik LHC of Kangirsuk	Kangirsuk
53.	Tuvaaluk LHC of Quaqtaq	Quaqtaq
54.	Nunaturlik LHC of Kangiqsujuaq	Kangiqsujuaq
55.	Qarqalik LHC of Salluit	Salluit
56.	Qekeirriak LHC of Akulivik	Akulivik
57.	Pituvik LHC of Inukjuak	Inukjuak
58.	Anniturvik LHC of Umiujaq	Umiujaq
59.	Sakkuq LHC of Kuujjuaraapik	Kuujjuaraapik
60.	Kigaluk LHC of Chisasibi	Chisasibi
61.	Auberge Kuujjuaq Inn (subsidiary)	Kuujjuaq
62.	Hotel Iqaluppik (subsidiary)	Tasiujaq
63.	Kuvvuti Fuels (subsidiary)	Quaqtaq
64.	Nuvumiut Development (subsidiary)	Located in Salluit Belongs to the corporations of Salluit and Kangiqsujuaq
65.	Nuvumiut Drilling (subsidiary)	Belongs to the corporations of Salluit and Kangiqsujuaq
66.	Excavation Inutsuligaatjuq (subsidiary)	Inukjuak
	Name	Location
Seniors' Homes		
67.	Elder's home Kangiqsujuaq	Kangiqsujuaq
68.	Elder's home Puvirnitug	Puvirnitug
Women's Shelters		

69.	Women's Shelter in Kuujjuaq	Kuujjuaq
70.	Women's Shelter in Salluit	Salluit
71.	Women's Shelter in Inukjuak	Inukjuak
Unaaq		
72.	Unaaq Men's Association of Inukjuak	Inukjuak
Nunavik Financial Services Cooperative		
73.	Nunavik Financial Services Cooperative	Several villages

Business figures and jobs

Here is a table showing the business figure and jobs for the companies and networks for which we obtained results. To respect our confidentiality commitments, we can not indicate the distribution of the turnover and the jobs attached to the various networks. We present both data in Nunavik and outside Nunavik.

Revenue in Nunavik (\$)	Sales outside Nunavik (\$)	Total revenue (\$)	Jobs in Nunavik	Jobs outside Nunavik	Total jobs
\$ 231 689 559	\$ 11 416 115	\$ 243 105 674	546	162	708

The business figures all the social economy enterprises for which we obtained results is \$ 231,689,559. The latest available data on Nunavik's GDP show a total of \$ 290,588,600

The results of the survey

The contribution of the social economy to Nunavik's GDP could have been calculated by the Canada Research Chair in Comparative Aboriginal Conditions. However, the lack of response from Makivik would render this result incomplete. There are 546 full-time regular jobs in Nunavik in social economy enterprises for which we have achieved results. According to the latest data, there are 3189 regular full-time jobs in Nunavik. Thus, with the data collected at the moment, the social economy is already creating 17% of regular full-time jobs.

These results only highlight data in terms of the contribution of the social economy to GDP and job creation. However, we know that social economy enterprises have repercussions that go far beyond these elements. Indeed, the presentation of the mission of each company made above shows that they have social impacts including working to preserve the language, culture and traditions, the provision of educational services that have significant impacts on the development of children, the protection of Inuit rights and interests, the establishment of means of communication, the reduction of domestic violence. They also have a mobilizing effect by allowing Inuit to participate in their own development.

Training Plan

The information we obtained about projects under development in Nunavik allows us to identify a number of jobs to be created and to lay the foundations for a training plan for each of the jobs or groups of jobs involved. To go further in developing a training plan adapted to the reality of Nunavik Inuit, we think it would be important to develop recognition and skills development processes and to distinguish what is transversal to this process, which is related to the specific trades.

Similarly, in order to develop comprehensive training plans, the necessary adaptations must be considered to take into account the specificity of Inuit culture. Thus, for each position, it will be necessary to clearly define the tasks to be performed and the skills required. This work can only be done with the close collaboration of local actors. The possibilities for obtaining the appropriate training for the candidates selected to fill these positions are varied: Workplace Learning Program (ALMP), Attestation of Collegial Studies (AEC), Attestation of Vocational Studies (AEP), Diploma college diploma (DEC), diploma of vocational studies (DEP), etc. For each of these options, it is possible to proceed to a recognition of the skills of the candidates. It recognizes the skills that candidates have already acquired, but this is not necessarily done through accredited training. Indeed, it is increasingly recognized that: "many apprenticeships take place outside of a formal training context leading to a recognized diploma. "

¹ Duhaime, G. and Robichaud, V., *The Economy in Nunavik 2003*, Canada Research Chair in Comparative Aboriginal Conditions, 2007, p. 11. (52 p.)

¹ Kativik Regional Government, *Jobs in Nunavik 2005, 2006*, p. 5.

1. Perspectives

1.1 Introduction

The balance sheet of the social economy described in the previous section already demonstrates the important role of social economy enterprises in the Nunavik economy. One might even wonder what Nunavik would be without Inuit involvement in their economy!

Far be it from us to ignore the importance of the challenges this nation faces in ensuring the well-being of all Canadians. Overpopulation of housing and higher levels of poverty than in Canada's general population create problems that affect both children and the entire Inuit population.

We think that Inuit culture based on solidarity will continue to be a preferred solution in the development of Nunavik and the Inuit people. We believe that the democratization of the economy, that is collective empowerment, is an essential condition for a more just economic development. One could even say that Inuit culture is an ancestor of the social economy.

The social economy derives its strength from its local roots. Therefore, it is the local communities and social economy enterprises existing in the area that are most likely to identify the projects to be prioritized. Currently the Local Action Plan for the Economy and Employment (PALÉE) is in preparation and has involved all stakeholders in the territory. From this reflection, priorities can be established and a set of projects will be identified. To date, some projects have been identified as potentially developing in the form of social economy enterprises. They are found in the following sectors:

- Culture and language (7 projects);
- Environment (5 projects);
- Garage (5 projects);
- Recycling (4 projects);
- Restoration (3 projects);
- Sewing workshops (4 projects);
- Carpentry and cabinetmaking workshops (3 projects);
- Real estate project bringing together a community housing component and a center component reference and support for Inuit living in Montreal.

1.2 Preferred sectors until now

The inventory presented in the balance sheet reflects the wishes and priorities identified over the years, sectors that have been favored until now by existing social economy enterprises and organizations such as the Kativik Regional Government. There are already social economy enterprises in the following sectors:

- culture;
- retail trade, including fuel;
- real estate collective;
- housing;
- manufacturer - textile;
- day care services;
- transport;
- tourism;
- construction;
- media and communication;
- natural resources;
- advocacy.

1.3 Current situation in Quebec

It is not our job to assess the situation in Nunavik. However, we believe that certain issues and opportunities should be explored and could be the subject of consultation between Nunavik and social economy actors in other regions of Quebec. We present here those that seem to us the most important

The development of Plan Nord is certainly an opportunity for Nunavik. Seen from the South, the Quebec government wants to make this project a success; which requires the support of the Inuit.

We should evaluate the alliances that can be created between Nunavik and social economy actors who are also well established in the other communities of this vast territory covered by the Northern Plan.

Appendix 4 Portrait among the Cree in Quebec

Cree Pole

The Department of Trade and Industry (DCI) is responsible for creating favorable conditions for the development and growth of wealth and prosperity of all economic sectors of the Eeyou / Eenou Nation. In keeping with our values, our rights and our aspirations, we also oversee the implementation of the economic components of the various conventions signed by the Eeyou / Eenou Nation.

Mandate

Our mandate is to diversify and stimulate economic growth in Eeyou Istchee.

Mission

Our mission is to support the economic growth and well-being of Eeyou Istchee so that all Eeyouch and Eenouch can benefit from this prosperity without compromising our culture and values.

Goal

Our goal is to play a strategic role in the development and implementation of economic initiatives throughout the territory of Eeyou Istchee. While working closely with our key partners in achieving our collective vision, we are also careful to consider the implications of all affected sectors and partners.

Pillars

In order to remain focused on its mandate, the DCI is guided by 3 economic pillars

1. Natural Resources (including mining activities such as mining, wind energy or forestry)
2. Cree Companies and Entities (including our Band Development Companies)
3. Cooperative and sustainable economies

Here are some of the programs and funds developed to achieve this:

- Cree Regional Dialogue Table on Social Economy (TCRCES)
- Cree Entrepreneurs Assistance Fund (CETF)
- Register of Cree Enterprises and Certification
- Regional Development Fund (RDF)
- Consultation - Agreement on Trade and Commerce

Social economy enterprises are non-profit organizations with a commercial branch and cooperatives that have the dual mission of meeting a community need, while creating good jobs and generating wealth for our people.

One thing is certain: the social economy is doing well in Eeyou Itschee! At the time of writing the 2014 Cree Social Economy Toolkit, we already had twenty-nine social economy enterprises and eight emerging social projects that create value in our communities. Early childhood centers, community radios and other initiatives in many sectors of the economy, from crafts and food to natural resources, are just some of the initiatives responding to the local needs of our population.

Our goal with this toolkit is to provide social entrepreneurs and Cree economic development actors with resources such as descriptive content, templates, and simple task lists for managing their businesses. There is something here for everyone; take the time to browse it or feel free to skip to the sections that interest you. We have summarized everything in a series of fact sheets at the beginning, to make your life easier.

It is a privilege for the Department of Economy and Sustainable Development of the Cree Nation Government to be a partner in this important initiative. We would like to take this opportunity to thank all those who participated in its creation!

Presentation of the Cree Regional Dialogue Table on the Social Economy

The Cree Regional Social Economy Dialogue Table (TCRCES) was created when the Special Agreement on the Consolidation and Development of the Social Economy in the Cree Communities of Nord-du-Québec was signed between the Ministère des Affaires Municipales, Régions and Land Occupancy, the Cree.

The Regional Government (now the Cree Nation Government), the Cree Native Arts and Crafts Association, the Cree Trappers' Association and the Cree Outfitting and Tourism Association for the 2010-2015 period, acting as Advisory Committee of the Government of the Cree Nation and responsible for approving the actions to be undertaken to develop the social economy and strengthen social economy enterprises in the Cree communities.

The Cree Regional Economic Dialogue Table is composed of representatives from the following organizations:

- > Government of the Cree Nation
- > Cree Association of Aboriginal Arts and Crafts
- > Cree Trappers Association
- > Cree Outfitters and Tourism Association
- > Ministry of Municipal Affairs, Regions and Land Occupancy
- > Cree Women Association of Eeyou Itschee
- > Cree Nation Youth Council
- > Cree Board of Health and Social Services of James Bay (CBHSSJB)
- > The Council of Elders of the Cree Community

- > The Eeyou Economic Group;
- >The Friendship Center of Chibougamaou Eenou and
- >Repère Boréal.

The Cree associations

On March 27, 2018, the Cree's of Eeyou Istchee and the Government of Canada renewed, under the same conditions, the Transfer Payment Agreement, concerning the Cree Trappers' Association, the Cree Outfitting and Tourism Association, and the Cree Native Arts and Crafts Association for the ten-year period from April 1, 2018 to March 31, 2028. The purpose of this Agreement is to enable Canada to fulfill its obligation under the New Relationship Agreement (ENR). and) continue to fund these Cree associations so that the Cree Nation Government can assume the responsibilities of the JBNQA of Canada with respect to these Cree associations for the duration of the federal NRA.

Cree Economic, Social and Community Development Plan

When Quebec announced Plan Nord in 2008, the Cree Nation decided to develop its own Cree Vision for the Northern Plan, published in 2011. Similarly, the Cree Nation is now taking the initiative to prepare its own Development Plan. social, economic and community Cree. Preliminary work has begun on this plan. It will deal comprehensively with the needs of the Cree nations in related areas of economic, social and community development. It will take into account the obligations of Canada and Quebec in these areas under Article 28 of the JBNQA Treaty. The draft plan will be shared with Cree First Nations, Cree entities and other Cree stakeholders for their contribution.

3, Cree Social Economy Toolkit 2014

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3, Cree Social Economy Toolkit 2014

Childcare services

A multi-year agreement on child care was signed between the Cree and Quebec on February 11, 2014. It provides for an increased role of regional governance for the Cree Nation Government and an increased delegation of powers from the Department of Family Affairs to the Cree Nation. Government of the Cree Nation, including for the allocation of funds to Cree daycares in accordance with the standards of the Cree Nation Government.

The new child care agreement also provides for increased funding to accommodate the Cree context, such as allowances in the North. This was done in a context of budget cuts for other early childhood centers in the province. Increases in overall funding levels for Cree daycares will be used to help implement northern allocations to attract and retain qualified and skilled staff. In addition, the child care agreement requires the Québec government to support the construction of two new facilities: a 45-seat facility in Wemindji and an 80-seat facility in Chisasibi. The expansion of an existing facility in Wemindji was completed in 2015.

Cree Social Economy Toolkit **2014**

Annexe 5 The social economy at the heart of the Quebec Native Friendship Centres Movement

Mino Madji8in is a conception of the social economy that stems from a collective reflection of Friendship Centers to define a specific Aboriginal social economy model in an urban context. Mino Madji8 defines a specific Aboriginal way of being and understanding of the world in compliance with the values and Aboriginal culture. Mino Madji8in evokes a state of social responsibility and social exclusion, the guiding principles of the social economy. This conception of the social economy has guided the Friendship Center Movement in the implementation of various social economy strategies and projects for more than 20 years.

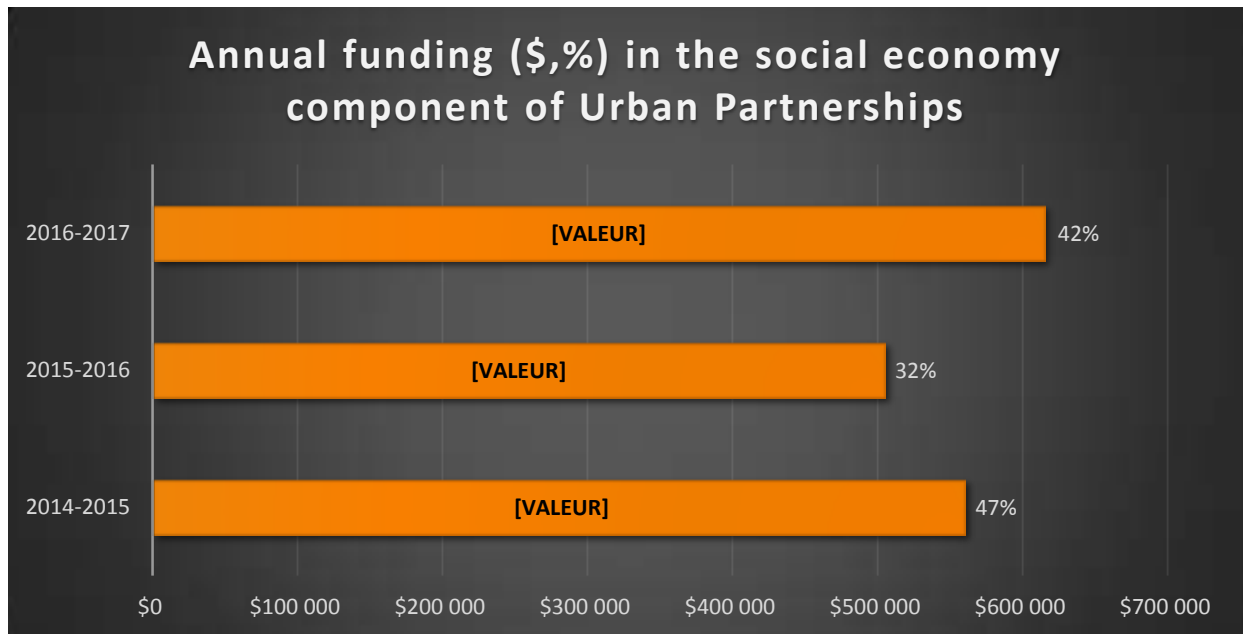
Evolution of the Aboriginal Social Economy in the Friendship Center Movement

- In 2006, at the First Nations Socioeconomic Forum the RCAAQ signed a partnership agreement with the Chantier de l'économie sociale.
- In 2011, the RCAAQ organized the Anicinape Kicikan, Aboriginal social economy Pre-Forum.

Since 2012, Native Friendship Centers have been particularly active in the development of social economy projects and initiatives. The arrival of the funding program of the Secrétariat aux affaires autochtones of the Government of Quebec, the Aboriginal Initiatives Fund (IIAF), allows the Friendship Centers to obtain funding from a fund dedicated to Aboriginal organizations that provide services for the natives in the cities. Since the mission of the Friendship Center Movement is focused on improving the quality of life of Aboriginal people in cities, the social economy is seen as a clear way to fulfill the mission of the Movement, but also to develop strategies for social and economic innovation that is culturally relevant to the provision of urban services for Aboriginal people.

It should be noted that the Government of Quebec's 2015-2020 Social Economy Action Plan provides for the funding of an Aboriginal social economy cluster over a five-year period for a total funding of \$ 500,000.

In 2014, the renewed Urban Aboriginal Strategy (UAS) of Aboriginal and Northern Affairs Canada (INAC) provides funding for the social economy through the Urban Partnerships funding stream. Between 2014 and 2017, more than \$ 1,679,000 was invested in social economy initiatives in urban Aboriginal organizations.



The social economy as a priority action area

The RCAAQ has positioned the social economy and its development as a priority area of action for the Friendship Centers for the last 7 years. In this perspective, the RCAAQ submitted a brief to the Secrétariat aux affaires autochtones in September 2016 as part of the development of Québec's new public support program for Aboriginal development. In this brief, the RCAAQ proposes in the renewal of the FIA-II, to improve the amounts allocated for the social economy category:

"Recommendation 3: Extend the social economy category of an economic development component to a new public support program for Aboriginal development in Quebec and increase the funding available for the urban sector. (...) Recommendation 10: Provide specific funding for the development of urban social economy projects or initiatives in urban areas. »²²

This memory also connects the richness of urban autochthony in the Friendship Centers in a social purpose that is consistent with the guiding principles of the social economy.

"In Native Friendship Centers, collective action is taken to encourage voice, support for action, and decision-making that engages the Aboriginal community in social transformation. (...) This collective action is based on citizen mobilization and is part of a process of building urban social projects. (...) Our urban projects of Aboriginal society are concretized and concretely rooted because it is the Aboriginal citizens themselves who are their craftsmen and

²² Urban autochthony: For a recognition of its realities and specificities. RCAAQ, September 2016, Page 9.

who find themselves at the heart of sustainable solutions aimed at the well-being of their urban community. »²³

From this perspective, the definition of Mino Madji8in clearly links the social economy and its social purpose where the individual is at the heart of decisions. In addition, this vision of community is part of the Social Transformation process of the Friendship Center Movement for the search for a collective well-being for a more inclusive society. The consultations with the Friendship Centers for the writing of this memoir reveal that more than 86% of the Friendship Centers will develop a social economy project before 2022. (RCAAQ: 2016, p.27)

In January 2017, the RCAAQ submits a position paper to the Secrétariat aux affaires autochtones as part of the public consultation on a government action plan for Aboriginal social development. Positioning document Aboriginal Social Development within the Quebec Native Friendship Center Movement, specifically targeted on page 11, social entrepreneurship and collective wealth as a priority axis of intervention in its social transformation project that links the Mino Madji8in, culture, identity in a project vision of urban Aboriginal society. Thus, the RCAAQ recommended that the SAA promote the social economy or collective entrepreneurship in the priority areas where the Government of Quebec should focus its action.

At the same time, the RCAAQ and the Friendship Center Movement are working on four major projects whose themes are:

- Construction site Health and social services;
- Construction site;
- Workability site;
- Work in Aboriginal Social Economy.

With more than fifteen government and civil society partners, the RCAAQ defines three main priorities for the development of the Aboriginal social economy in an urban context:

Priority intervention axes
Axis 1 - Valorization, promotion and recognition of the ÉSA
Obtain the recognition necessary to establish appropriate conditions for the development of the AES, including: <ul style="list-style-type: none"> ➤ Enhancing the full potential of the AES in a variety of sectors. ➤ Promoting and highlighting the impacts and specificities of urban ÉSA.
Ax 2 - Increasing the development of the ÉSA
Encourage the creation, development and sustainability of ÉSA initiatives, including: <ul style="list-style-type: none"> ➤ Reviewing and adapting in a culturally relevant way policies and programs to support entrepreneurship. ➤ Optimization of co-construction approaches in partnership with public institutions.
Axis 3 - Optimizing Management and Strengthening the Governance of ESA Initiatives

²³ *L'autochtonie urbaine : Pour une reconnaissance de ses réalités et spécificités.* RCAAQ, September 2016, Page 19.

- Strengthen the capacity of promoters and stakeholders to act, including by:
- Support for the acquisition of management skills and development of collective entrepreneurship.
- Analysis of training needs and skills development strategies for the workforce.
- Appropriation and control of the instruments of solidarity finance.
- The design and application of social and economic impact measures.
- Strengthening the organizational democratic foundations.
- Diversification and optimization of partnerships.

(Terms of Reference, ESA Site, RCAAQ, 2016)

Following this fundamental work to establish a reference framework in the ESA, it is clear that the social economy, its promotion and its development within the Movement must be put forward and reinforced in the integrated supply of services. Urban Services for Aboriginals in Friendship Centers.

The main areas of activity of the ÉSA in the Friendship Centers

- ✓ Socio-professional integration;
- ✓ Personal care and early childhood services;
- ✓ Food;
- ✓ Community housing
- ✓ Crafts;
- ✓ Communications;
- ✓ Social tourism.

Several success stories that shine in the Friendship Center Movement in Quebec: 4 cases of major initiatives.

Shabogamak Wapikès: A recreational and tourist meeting place in Senneterre

The Senneterre Native Friendship and Cooperation Center (CEAAS) has set up a recreational and tourism center that is part of Abitibi-Timiskaming's cultural and sports tourism offer. With Elders, youth, volunteers and trainees, Shabogamak Wapikès offers a different and immersive cultural experience in meeting with traditional Aboriginal practices and culture. It is important to note that Shabogamak Wapikès is located at a meeting point for Aboriginal people to trade and at a place where the Hudson's Bay Company had established one of the first trading posts in Canada for Aboriginal trade. CEAAS offers tourists, school groups and other visitors immersive experiences to demonstrate the importance of Senneterre as a meeting point for Aboriginal people. Snowshoeing or canoe trips are part of CEAAS 'cultural tourism offer, and offer a wide variety of cultural activities to visitors.

The Handicraft Shop Eenou Friendship Center of Chibougamau: Chibougamau crafts solidarity

The Chibougamau Eenou Friendship Centre (CEFC) has opted for the social economy for more than 20 years to highlight and offer an interesting cultural showcase to the artists of James Bay region. The boutique offers the opportunity to more than 200 Cree and Native artists a place of solidarity to allow artists to live their talent. Annually, sales are close to \$ 60,000 in gross revenues, and these revenues allow CAEC to offer a first-rate inventory to lower-cost Aboriginal artists to craft their creation.

Sakihikan: a multiservice model of social inclusion of Aboriginal cultures in a range of recreational tourism services

The Native Friendship Center (CAALT) in La Tuque owns the Lac St-Louis Chalet, the only existing infrastructure around Lac St-Louis in the heart of La Tuque city. In a desire to revitalize this social and community place for city dwellers La tuque by the town hall, the CAALT seized the opportunity to position itself as a key player in the economic development of the region, while putting forward the important economic contribution of the urban Aboriginal people La Tuque for the city. Sakihikan offers conference room rentals, multimedia entertainment for the public, a light catering service and the promotion of Aboriginal culture and art for the general public. This large-scale project was supported by all levels of government as this Aboriginal social economy project clearly demonstrated Sakihikan's significant impact on economic development for the city and region.

The exceptional case of the Val-d'Or Native Friendship Center in the: development of social economy initiatives model

The Val-d'Or Native Friendship Center (VDNFC) is certainly a model of social innovation in terms of inclusive economy. The annual revenues of the various social economy enterprises that complement the VDNFC's integrated services offer are over \$ 1 million annually. From temporary or permanent housing, through employability and fast food, to cultural tourism, the social economy at VDNFC is alive and well and still developing. All these initiatives in the social economy make it possible to hire many Aboriginal employees and offer workplaces and internships to those who are in a situation of social disruption or disadvantaged in terms of equal employment opportunities.

1. Kinawit: Cultural Tourism to Promote Aboriginal Employability in Val-d'Or

The cultural site Kinawit is a place of culture that welcomes tourists, school groups and visitors to offer a cultural and tourist experience out of the ordinary. Located a few kilometers from downtown Val-d'Or, Kinawit offers tourist accommodation in cabins, presentations of traditional and ancestral practices made by Aboriginal knowledge keepers and also offers room rental for meetings and various events.

<https://www.kinawit.ca/>

1. Medical accommodation: a serene place for vulnerable people

The CAAVD offers more than 25 rooms for temporary housing for Aboriginal people who receive health care in Val-d'Or. From perinatal to single, the CAAVD ensures a safe, empathic and culturally relevant place for people who need to leave their community to receive health care, temporarily in Val-d'Or. Annually, available rooms are occupied at full capacity and this at all times of the year.

2. Fast food service: low-cost meals to support the various CAAVD services

Along with medical accommodations, the CAAVD offers a varied and inexpensive menu for all citizens of Val-d'Or. This food service makes it possible to use several Aboriginal resources in addition to offering internships and work plateaus to young people who wish to increase their level of employability.

3. Kijaté: Indigenous community housing to address vulnerabilities, poverty and exclusion

After more than 8 years of development, discussion and significant partnerships, the Kijaté project, a project of 24 social and community housing units, finally came into being in 2018.

These homes are aimed at improving the quality of life of Aboriginal people in Val-d'Or while promoting the social inclusion of Aboriginal people in the city and the fight against homelessness. Temporary or permanent housing has been tailored to the specific and cultural needs of Aboriginal families, for example, housing for large families and living spaces that meet the realities of these families. These community housing obviously aim at the collective well being of the native people of Val-d'Or by giving them an equal and fair chance to contribute to the social and economic life of the city of Val-d'Or.

Appendix 6 Study on social innovation through socio-professional integration in cooperative and Aboriginal networks 2019

To conduct this study, the FNQLEDC and the CQCM have mandated the Consortium de ressources et d'expertises coopératives (CREC). The study was based on the following starting premises:

- Cooperatives are social economy organizations with rules and values that make it possible to carry out more integration projects, in particular because their development is carried out by combining primarily entrepreneurial (work) and associative (social) activities;
- Aboriginals living in and out of communities live in a socio-politico-economic context favorable to the implementation of socio-occupational integration projects: very high structural unemployment rate, high percentage of people with little work habit, low vitality of the economic fabric, professional identities to be strengthened and a demographic pyramid with a strong youth base;
- In a Québec context of full employment, we must innovate to succeed in new socio-professional integration projects;
- There are Aboriginal NPOs, Aboriginal co-operatives and co-operative sectors that are already integrating socio-professionally, while others are unknowing or have the potential

to do so;

The results were published in January 2019. The study produced a portrait of socio-occupational integration initiatives for people working in an Aboriginal community or out of community. Above all, it has helped to identify good practices that promote social and professional integration in social economy enterprises and proposes avenues for action to increase initiatives for inclusion in these collective enterprises and on-reserve and off-reserve Aboriginal communities.

Highlights of the study

The results of the study show that most of those involved, both in the cooperative sector and in Aboriginal communities and organizations, are very interested in socio-professional integration. Indeed, the study reveals that several actors have already carried out integration experiences in their organization and that the latter have, for the most part, been enriching for the community and the individuals, because they responded to individual needs and to specific needs. collective aspirations. The various testimonials of the people solicited as well as the answers to the polls show that it is not necessary to work in a particular sector of activity or in a specific region of Quebec, to have an interest and the capacity, to achieve integration projects. That being said, some sectors of activity seem more conducive to carrying out integration projects. In general, socio-professional integration works well. According to the study, 71% of respondents mentioned that their integration employees stayed in their company after the integration period, compared to 29% who had left, of which 67% had found employment elsewhere.

Of the cooperatives surveyed, 53% had already carried out socio-occupational integration projects. In addition, 71% indicated that the inserted employees remained employed after the integration period, compared with 29% who left. However, among those who left their jobs, 67% had found jobs in other organizations or companies. Also, it is interesting to note that among the 47% of the cooperatives surveyed having never carried out projects of insertion, 63% would have an interest to realize it, under certain conditions. The survey results indicate that co-ops would be willing to hire people, as part of an integration project, with the following profiles, in descending order of interest: immigrants, First Nations and Inuit, 55 and over, living people with a physical or mental disability as well as those with a criminal record. It should be noted that the surveyed businesses were favorable to the profiles of immigrants (90%), First Nations and Inuit (85%) and those aged 55 and over (88%).

The "Portrait of the Social Economy among First Nations in Quebec 2018" lists 64 (72.7%) NPOs located in a community and 24 (27.3%) outside community, while 11 (91.7 %) cooperatives are within a community and one (8.3%) outside community. With regard to socio-

occupational integration in and out of indigenous communities, the study "Social Innovation through Socio-professional Integration in Cooperative, Mutual and Indigenous Networks (ISISRCMA)" revealed that there are few initiatives, in proportion of needs. On the communities, it is primarily the band councils that create jobs. Band Councils, among other things, are responsible for the economic development of their community. Many band councils do this very well by creating businesses and employment in the community. However, labor requirements are often for skilled labor (teachers, nurses, social workers, certified construction workers, managers, etc.). Moreover, the demographic curve puts a lot of pressure on these councils to create quickly and enough jobs. As a result, the unskilled workforce sometimes encounters issues that require them to relocate out of their community to find a job that can meet their needs. According to the Regroupement des centres d'amitié autochtones du Québec (RCAAQ), one of the problems, which may be related to socio-professional integration outside the community, is the distrust of Aboriginal people towards non-Aboriginal institutions (police, government services, etc.). The challenges and issues experienced by some members of Aboriginal communities in finding and keeping a job, and raised during this study, are very similar to those observed in the literature (low level of education, different time patterns of non-native speakers, historical upheavals). the social and cultural structure of Aboriginal nations, poverty, transportation issues, racism and discrimination, etc.).

As part of the study, cooperatives in northern Quebec were surveyed as a cooperative sector member of the CQCM. It is a well-organized sector that has been essential to the economic and social life of northern Quebec since 1967. These co-operatives are inspiring in their practices. The Inuit cooperative movement is a great example of success as it is currently the largest non-governmental employer in their regions, with more than 400 full-time employees and 140 seasonal employees. In this case, it is recognized that the hiring of Inuit personnel almost necessarily requires an integration process, regardless of who is hired. These northern cooperatives perform this insertion without any particular support, which affects the retention rate. They are often forced to fill their labor needs by hiring "southern workers" such as cooks, waiters or mechanics.

Some sectors of activity, where social economy enterprises (NPOs and co-ops) are well established, seem to be in favor of implementing integration projects. For example, home help services. Several social economy enterprises providing home help (EESAD) have already carried out such projects. They have very strong social values. They are well established in their communities and offer jobs requiring little training or work experience. There is an Aboriginal home help co-operative and projects are in the feasibility study stage. Allochthonous home-care cooperatives also have an integration potential for non-native Aboriginals.

Most cooperatives working in the field of local services, including small businesses (grocery stores, training hall, gas stations, tourist accommodation, restaurants, recreation, etc.), seem to be ideal places to carry out initiatives. particularly in Aboriginal communities where there are

unmet needs for local services. These companies often require little expertise and offer variable work schedules.

The forestry cooperative sector also offers a great potential for the integration and development of new indigenous cooperatives. It should be noted that the Canadian forest products industry will have to recruit 60,000 employees by 2020, particularly in the forestry sector in Quebec, which is experiencing significant recruitment difficulties. At the same time, many Aboriginal communities have high unemployment rates and a large population of working-age youth, and seek to increase employment.

Each of these sectors offers great potential in general, but particularly for Aboriginal people. The expertise and support of cooperative networks (Cooperative Inuit, local service, home help and forestry) could allow the acceleration of project creation of social economy enterprises on or off community. These are areas of activity where cooperative networks are already organized and where there is a need for manpower. In addition, these cooperative networks have the capacity to effect the socio-professional integration of Aboriginal workers in non-community social economy enterprises. Attached you will find a list of active Aboriginal cooperatives by nation.

Annex 6.1 LIST OF ACTIVE ABORIGINAL COOPERATIVES BY NATION

INUIT

1. Association coopérative d'Aupaluk (1981), Aupaluk;
2. Association coopérative d'Inoudjouac (1967), Inukjuak;
3. Association coopérative poste de la baleine (1961), Kuujjuarapik;
4. Association coopérative de Povungnituk (1960), Puvirnituk;

5. Coop de détail et de service indépendant de d'Umiujas (1986), Umiujaq;
6. Coopérative Esquimaude de Tasiujaq (1971), Tasiujaq;
7. Fort-Chimo Co-operative Association (1961), Kuujjuaq;
8. George River Co-operative Association (1961), Kangiqsualujjuaq;
9. Association coopérative d'Ivujivik (1967), Ivujivik;
10. Association coopérative d'Akudlivik (1977), Akukivik;
11. Association coopérative de Koartak (1973), Quataq;
12. Payne Bay Fishermen's Cooperation Association (1967), Kangirsuk;
13. Association coopérative de Sugluk (1967), Salluit;
14. Wakeham Bay Co-operation Association (1971). Kangiqsujaq;
15. Fédération des coopératives du Nouveau Québec (FCNQ), Baie-d'Urfé;

ANICINABE (ALGONQUIN)

16. Coopérative de Travail Inter-Nations (2009), Abitibi/Pikogan;
17. Coopérative de solidarité de Pikogan (2009), Abitibi/Pikogan;
18. Coopérative de solidarité Wenicec (2009), Val-d'Or;
19. Coopérative de solidarité Wabak (2012), Lac Simon;

CREE

20. Cooperative Chisasibi consumers (1974), Chisasibi;
21. Caisse Desjardins Eenou Eeyou Mistissini;

MICMAC

22. Micmac Indian Handicraft Cooperative Association (1963), Maria;

INNU

23. Groupe ETNA, coopérative de solidarité (2018), Rivière-au-Tonnerre;
24. Coop de solidarité Nihilupan Nitshinatsh (2004), Mashteuiatsh;
25. Coopérative agro-forestière de Pointe-Bleue (1981), Mashteuiatsh;
26. Caisse Desjardins de Pekuakami, Mashteuiatsh;

ATIKAMEKW

27. Le 8^e feu, coopérative de solidarité (2013), La Tuque

HURON WENDAT

28. Caisse Desjardins de Wendake, Wendake,

MOHAWK

29. Caisse populaire Kahnawake, Kahnawake

Created on August 22, 2018 / Research and writing: Cécile Pachocinski, Strategic Project Management Advisor, Conseil québécois de la coopération et de la mutualité (CQCM)

Annex 7

ENQUÊTE NATIONALE

LES REPÈRES EN ÉCONOMIE SOCIALE ET EN ACTION COMMUNAUTAIRE

PANORAMA DU SECTEUR ET DE SA MAIN-D'ŒUVRE

ÉDITION 2018



https://www.csmoesac.qc.ca/assets/medias/documents/CSMOesac_lesreperes_2018.pdf

2 — The methodology

More than 400 social economy and community²⁴ action groups that have shown interest in the survey asked their companies or member organizations to fill out the questionnaire built for the survey and available on the website.

The electronic administration of the questionnaire²⁵ built for the purposes of the survey enabled us to reach 1,175 organizations, including 251 clusters and 912 member organizations.²⁶ Of these 912 member organizations, 294²⁷ are social economy enterprises (cooperative, NPO or mutual)²⁸, 171²⁹ are community action organizations, 376³⁰ are independent community action organizations. (ACA), and 58 community organizations with one or more social economy components.

The overall number of organizations joined ensures a representativeness of the results of all constituencies, social economy enterprises and community organizations, meeting or exceeding, according to the sector, the highest standard³¹. Thus, the results obtained from the branches and coordination of groups and industry community organizations who participated in the survey may, without limitation, be generalized to all sectoral organizations.

Finally, generalizations are made to the 433 groups, to the 5,000 **community organizations**³² (source of information for the number of organizations: the SACAIS), the 7 000 social economy enterprises (source of information for the number of companies: the Chantier of the social economy) number to which we add the jobs³³ generated by the 3,000 cooperatives (source of information for the number of cooperatives and for the number of employees in cooperatives: the Quebec Council for Cooperation and Mutuality). It is therefore conservative generalizations.

Under-represented human resource pools

Of all the organizations in the sector, 2% have one or more Aboriginal people in their human resources. When this is the case, it is an average of one employee per organization. Less than one-quarter (18%) of organizations have one or more people of immigrant background (from another country) in their human resources. When this is the case, there is an average of five employees (median 2) per organization. Finally, 10% of organizations in the sector have one or more people with disabilities. When this is the case, there is an average of four employees

²⁴ All the groupings of the social economy and community action sector were contacted and asked to participate in the survey.

²⁵ The questionnaire was administered between and December 19, 2017 and May 3, 2018.

²⁶ Twenty-five survey participants were not able to rank in either category of organization.

²⁷ Of these, five are Aboriginal businesses.

²⁸ Only one mutual participated in the investigation.

²⁹ Of these, two are Aboriginal organizations.

³⁰ Of these, four are Aboriginal organizations.

³¹ It is here referred to the methodological standards fixing the level of confidence at 95% and the degree of accuracy to $\pm 5\%$. In this case, and over the entire sector, the degree of accuracy is $\pm 3\%$. For social economy enterprises, the degree of accuracy is 5.6% and is 3.7% for community organizations.

³² In previous editions of our survey, we used the number of community organizations put forth by the SACAIS, 8,000 organizations (these are the organizations funded by the SACAIS). According to SACAIS the number of 8,000 community organizations was an estimate that was later revised to stop this number to 5,000 community organizations (funded by SACAIS). Since it is also difficult to quantify the number of community organizations not funded by SACAIS, we will generalize the results to 5,000 community organizations.

³³ We are talking about 116,000 jobs (source: CQCM).

(median 1) per organization.

Table 11 - Specific human resources (in% of organization and in average and median numbers)

Staff members	In% of organizations	Average number of employees
People aged 50 and over (experienced workers)	39%	5 (median 2)
Aboriginal people	2%	1
People from immigrant (from another country)	18%	5 (median 2)
Disabled people	10%	4 (median 1)

5.2 1- Experienced workers

At the time of the survey, more than one-third (39%) of organizations had one or more experienced individuals (50 years and over) in their human resources. When this is the case, there is an average of five (median 2) employees per organization. Of these, an average of four employees (median 2 employees) per organization are assigned to a full-time position, two employees (median 1) are assigned to a part-time position and two (median 1) employees occupy a casual position³⁴.

The average number of years of seniority of these human resources is 12 years.

In equivalent positions and with equal responsibilities, these human resources receive the same salary as their colleagues in 87% of the organizations, whereas in 13% of the organizations their salary is different since it is established in relation to seniority in 66% of the organizations. organizations and related to experience in 34% of organizations.

full-time, two employees (median 1) are assigned to a part-time position and two (median 1) employees are in a casual position.

5.2 2— Aboriginal people

In 2% of organizations in the sector, there are Aboriginal human resources. When this is the case, we speak of three (median 1) employees on average per organization. In more than half (65%) of the organizations, these human resources are full-time, 26% of the organizations are part-time and 9% of the organizations are casual.

³⁴ The average or median number of employees can not be added together since one and the same organization does not necessarily have, among its human resources, full-time experienced workers, experienced part-time workers, and experienced workers on a regular basis. casual positions. Indeed, in 86% of organizations with one or more experienced workers among their human resources, these occupy a full-time position; in 19% of the organizations, these human resources are part-time and in 5% of the organizations they are in casual employment.

On average, these human resources have been employed by the organization for two and a half years.

In almost all (95%) of organizations, at equivalent positions and with equal responsibilities, Aboriginal human resources receive the same salary as their colleagues, which is not the case in 5% of organizations.

In 70% of the organizations that have one or more Aboriginal people as their human resources, these employees hold a position of responsibility and in 29% occupy a position attached to the branch or coordination.

5.2 3— Aboriginal people People with a migrant background

Nearly one-quarter (18%) of the sector groupings, social economy enterprises and community organizations have one or more people of immigrant origin among their human resources. When this is the case, we are talking about five (median 2) employees per organization. Of these, four (median 2) employees are employed full-time, four (median 1) are part-time and three (median 1) are casual³⁵.

On average, these human resources have been employed by these organizations for five years and have immigrated to Quebec since, for the most part, more than five years.

³⁵ The average or median number of employees can not be added together since one and the same organization does not necessarily have, among its human resources, persons with a full-time immigration background, people with a migrant background, part-time and people with an immigrant background in casual jobs. In fact, in 83% of organizations with one or more people from immigrant backgrounds among their human resources, these occupy a full-time position; in 36% of the organizations, these human resources are part-time and 13% of the organizations are casual.

Table 12
Number of years of presence in Quebec

Number of years	Percentage of organizations
Less than a year	2
From 1 to 3 years	13
From 4 to 5 years	11
More than 5 years	66
Do not know	8

In 82% of organizations, persons with an immigrant background occupy a position related to their area of expertise (on average five employees per organization, median 1), and in just over one quarter (26%) organizations, these human resources occupy a job not directly related to their field of expertise (on average two employees per organization).

Equal positions and equal responsibilities, these human resources receive the same salary as their colleagues in 96% of organizations, while in 4% of organizations their salary is different since it is established in relation to seniority in 83% of organizations. organizations and related to experience in 17% of organizations.

5.2 4— Disabled people ³⁶

In 11% of organizations, work teams have one or more people with disabilities. When this is the case, we speak of six (median 1) employees per organization. In 70% of organizations with one or more persons with disabilities in their human resources, these occupy a full-time position. We then speak of four (median 1) on average per organization. In more than half (58%) of the organizations, these human resources are part time. We then speak of three (median 1) on average per organization. In 7% of organizations, staff members living with a disability occupy a casual position. We then speak of five (median 1) on average per organization. In 21% of the organizations, these human resources are on an unpaid internship. The average duration of these unpaid internships is 24 weeks (median 22 weeks).

These human resources have been employed by organizations for an average of seven years.

In 3% of organizations, human resources living with a disability occupy a position of responsibility. In 1% of the organizations, these employees occupy a position attached to the directorate-general or to the coordination.

³⁶ Is disabled, any person with a **disability** resulting in a **significant and persistent disability** and who is prone to encounter **obstacles** in the performance of everyday activities (Source: Office des personnes handicapées du Québec).

In equivalent position and with equal responsibilities, these human resources receive the same salary as their colleagues in 88% of organizations, while in 12% of organizations their salary is different because it is established in relation to seniority in 36% of the organizations. organizations, related to disability status in 46% of organizations and related to experience in 18% of organizations.

5.3— To counter the effects of the scarcity of manpower ...

Table 13
Maintaining employees
(in% of organizations)

Type of employees	Percentage of organizations planning to maintain these human resources
Experienced workers	97%
Aboriginal people	91%
Immigrants	95%
People with Disabilities	94%

Regardless of the type of human resources and proportionately, almost all organizations plan to keep experienced workers, Aboriginal people, people of immigrant background and / or persons with disabilities in employment. In this perspective and at the time of the survey, 15% of the organizations employing one or other of these types of human resources had strategies that they had already put in place; 1% of organizations had strategies in place and 6% of organizations considered thinking about such strategies³⁷.

³⁷ Managers 78% of organizations were not able to answer this question.

Table 14
Hiring employees
(in% of organizations)

Type of employees	Percentage of organizations projecting the hiring of these human resources
Experienced workers	44%
Aboriginal people	23%
Immigrants	36%
People with Disabilities	22%

To counter the effects of labor scarcity, 44% of managers are considering hiring experienced workers (aged 50 and over); 23% are considering hiring Aboriginal people 36% hiring people with an immigrant background and 22% employing people with disabilities. In this perspective, 9% of organizations have strategies that have already been put in place; 1% have strategies to put in place and 7% consider such strategies³⁸.

Table 15
Have already had various types of human resources
(in% of organizations)

Type of employees	Percentage of organizations having already counted this type of human resources within their work team such strategies
Experienced workers	53%
Aboriginal people	6%
Immigrants	26%
People with Disabilities	15%

Among the organizations in the social economy and community action sector that at the time of the survey did not have one or another of these types of human resources on their work teams, 53% had already had workers aged 50 and over among their employees; 6% of Aboriginal people; 26% of people with an immigrant background and 15% of people with disabilities. When this is the case, the reasons related to the non-presence of this type of

³⁸ 83% of managers have not answer this question.

human resources in the work teams, at the time of the survey, include:

- **a voluntary departure from the employee (other job);**
- **an end of contract;**
- **the end of the grant;**
- **insufficient funding (non-recurring);**
- **retirement;**
- **difficulties of adaptation;**
- **new career aspirations;**
- **the end of the project for which this / these human resources were hired;**
- **a return to the country of origin;**
- **a job change;**
- **a dismissal;**
- **a handicap too heavy**

Almost half (45%) of organization managers who do not have any of these types of employees on their work team at the time of the survey will target them to counter the scarcity of manpower. Less than a quarter (15% of managers)³⁹ do not consider hiring these types of employees, which is motivated by the fact that ...

- There is no access for disabled people in the offices of the organization;
- This is not part of the hiring strategy;
- It is the young people who have the necessary knowledge for the organization (environment sector);
- This type of employee does not match the profile sought;
- Employment requires good physical and intellectual health;
- This type of human resource is not part of the region's labor pool;
- Hiring is done according to skills and not according to age, country of origin or the physical or intellectual abilities of the candidates;
- It is difficult to adapt to the needs of experienced workers;
- These human resources are too difficult to manage;
- The client needs to identify with the resource persons;
- The organization interviews the candidates referred to it by Emploi-Québec.

³⁹ 40% of managers were unable to answer this question.

Annex 8

Lac à l'épaule Consultation Table, Wendake, December 11, 2018

Karine Awashish- Pole First Nations not under agreement

FNQLEDC (FNQL Economic Development Commission)

Adel Yassa- Nunavik Pole

KRG (Kativik regional government)

Richard Shecapio -Cree Pole

CSERT (Cree social economy regional table)

Claudie Paul

RCAAQ (Regroupement des centres d'amitié autochtones du Québec)

Wanda Lafontaine-Susan King

FNHRDCQ (Human Resources Development Commission First Nations of Quebec)

Nathalie Bussières

Quebec Native Women

Éric Martel

CQCM (Conseil québécois de la coopération et de la mutualité)

Laura Ciciarelli

Chantier de l'économie sociale

Philippe Garand

RISQ (Réseau d'investissement social du Québec)

Émilie Fortin-Lefebvre

CRISES (Centre de recherche sur les innovations sociales UQAM)

Rosalie Sioui

FNQLHSSC (Committee for Health and Social Services First Nations of Quebec and Labrador)

Annexe 9

Promote the implementation of the government plan for First Nations and Inuit

- ▶ Specific objectives of the Social Economy Action Plan 2015-2020 Government of Québec
- ▶ Empower and support social enterprises at all stages of their development
- ▶ Improve access to markets and innovate in the social economy
- ▶ Promote the response of social economy enterprises to the challenges of demographic aging
- ▶ Contribute to the development of social economy enterprises throughout the territory
- ▶ Encourage social and professional integration in social economy enterprise
- ▶ Supporting collective entrepreneurship as a solution to business succession and as an economic lever to create sustainable employment and skills development for First Nations and Inuit

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Portrait of the social economy among First Nations in Quebec 2018 FNQLEDC



Dominique Normand, artist metis Maliseet of strain



**Commission
des partenaires
du marché du travail**

Québec 