



FIRST NATIONS AND INUIT LABOUR MARKET ADVISORY COMMITTEE

First Nations and Inuit Labour Market Advisory Committee

A portrait of the employability needs of the First Nations and Inuit population in urban areas Gatineau



**A contribution
to Québec's
development
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The masculine form has been used for the simple reason of lightening the reading of the text.



SUMMARY

The Gatineau CMA was home to 7,810 First Nations and Inuit (FNI) people at the 2021 census, up sharply from 2016 (+30%). It was also home to nearly 80% of the Outaouais region's FNI. The vast majority of these people were First Nations (around 95%). The age structure was very similar to that of the general population. There were proportionately fewer 0–14-year-olds and over 65-year-olds. On the other hand, there were slightly more 15- to 24-year-olds, especially girls and young women in education.

The education level of the FNI was higher than that of non-metropolitan FNI, but lower than that of non-aboriginals (NA). A higher percentage had no diploma, or only a high school diploma, and fewer held certificates or advanced degrees. However, FNI women were more likely to pursue further education and have a degree. Just over 22% had a bachelor's degree or higher, compared with less than 10% of their male counterparts.

The various labor market indicators show that FNIs in the CMA had activity and employment rates about three or four percentage points lower than those of the NA. Their unemployment rates were almost identical, but the reliability of this indicator is reduced by the small numbers observed, and by the fact that this rate is partly the result of lower participation by FNIs. Only those over 65 were more active in employment, possibly due to lower wealth, notably in the form of private pensions.

Education was a major determinant of employment. For example, FNIs with a university degree were twice as likely to be employed as those with no schooling at all. In fact, for the same level of education, the contribution to the labor market hardly differs between FNIs and NAs. Age is also a factor, with younger people more likely to be in education, and older people more likely to be retired. Here again, inequalities between FNI and NA are reduced, except for the over-65s, as mentioned earlier. Employment participation is lower among women than among FNI men by around 4 percentage points, compared with 5.6 points for NA women. The gap is widest among FNI 15–24-year-olds, probably due to the large difference in school attendance between boys and girls in this age group.

FNIs are more present in trades occupations, transportation, machinery and related fields, and less so in natural and applied sciences and related fields, teaching, law, social and government services and health, reflecting their lower educational attainment. Industrially, they are mainly found in public administration, like the NAs in the CMA that is part of the Ottawa-Gatineau agglomeration. But they are more likely to work in primary sector activities such as agriculture, mining and forestry, or construction, but less so in

education, healthcare, finance and insurance, and information. Here again, different levels of education exert an influence, perhaps amplified by prejudice and stereotypes.

FNIs have lower incomes than NAs. The former are more dependent on government transfers, and the latter have more non-wage market income, such as business profits, interest on accumulated capital, and other forms of investment or annuity. After-tax income mitigates these differences somewhat, but does not cancel them out. FNI women, like NA women, have lower incomes than men, despite their higher education. Earnings from work, however, are closely related to education and annual duration of employment, as well as to age.

Finally, the linguistic profile of FNIs living in the CMA is fairly similar to that of the NA. They are more bilingual than Quebecers in general, but English unilingual is more pronounced than among the NA (12.4% vs. 8.9%). As a result, English as the sole language of work is more common among FNIs, although the use of both languages dominates among both FNIs and NAs.

Like those in most Quebec CMAs, the Gatineau CMA's FNIs have a better socio-economic situation than their counterparts in rural or remote areas. However, they suffer from delays whose immediate cause is a lower level of schooling. Obviously, this cause is itself the consequence of other reasons, and it is important to tackle both if we hope to close the gaps that remain, particularly among men, and among the Inuit, even if they are not numerous on this territory.

The Regroupement des centres d'amitié autochtones du Québec (2017) and the First Peoples Innovation Centre (2021) conducted studies to assess the most important needs of Aboriginal people in Gatineau. The purpose of the studies was to identify, better understand and assess the needs in terms of services related to education and employment, health and social services, and Aboriginal culture, traditions and identity for First Peoples living or in transition in Gatineau, as well as to present possible recommendations to better serve them.

An analysis of the responses from aboriginal participants and representatives of public and community organizations reveals that these two groups share similar perceptions of the gaps and services available in the region. Firstly, both groups felt that a better understanding of the realities and issues of the FNIs would help build a relationship between First Peoples and service providers. Secondly, both groups were not necessarily aware of existing services and resources. As a result, both parties noted that it would be better to make each other aware of their service offerings. Thirdly, the development and implementation of culturally relevant and reassuring services was mentioned. Finally,

both groups indicated a need for more sustained support to ensure successful integration and socio-professional retention in the city.

Dedicated Aboriginal services have since been set up, including a new Native Friendship Centre in Gatineau and an office of the First Nations Human Resources Development Commission of Quebec.

INTRODUCTION

This document focuses on First Nations and Inuit (FNI) living in the Gatineau CMA at the time of the 2021 census. It therefore does not cover all those who may have worked, studied or lived there at that time, before or after, without having resident status. This clarification is all the more important in the case of this region bordering Ontario, and particularly Canada's federal capital, since the daily comings and goings between the two banks of the Outaouais are considerable, so that the day-to-day reality, including that of the job market, is affected in a way that is not fully captured by census information. That said, it is the most reliable, comprehensive and comparable source we have for many important socio-economic variables.

The first part, Section 1, looks at overall population data, changes between 2016 and 2021, and the structure by age and gender. The second section looks at education, comparing it with that of non-Aboriginal people (NA), and again by age and gender. The third section looks at the main labour market indicators. These indicators are then examined by education, age, gender, occupation and sector of activity, again in comparison with the rest of the population. The fifth section looks at total and earned income, again according to different parameters and on a comparative basis. Finally, the question of language knowledge and use is addressed in the sixth section.

A brief conclusion notes some of the highlights observed.

The second part of the document reviews two needs assessment studies that highlight the needs of FNIs in the city of Gatineau. This is followed by a section on recommendations that can be put in place to better serve the clientele in question.



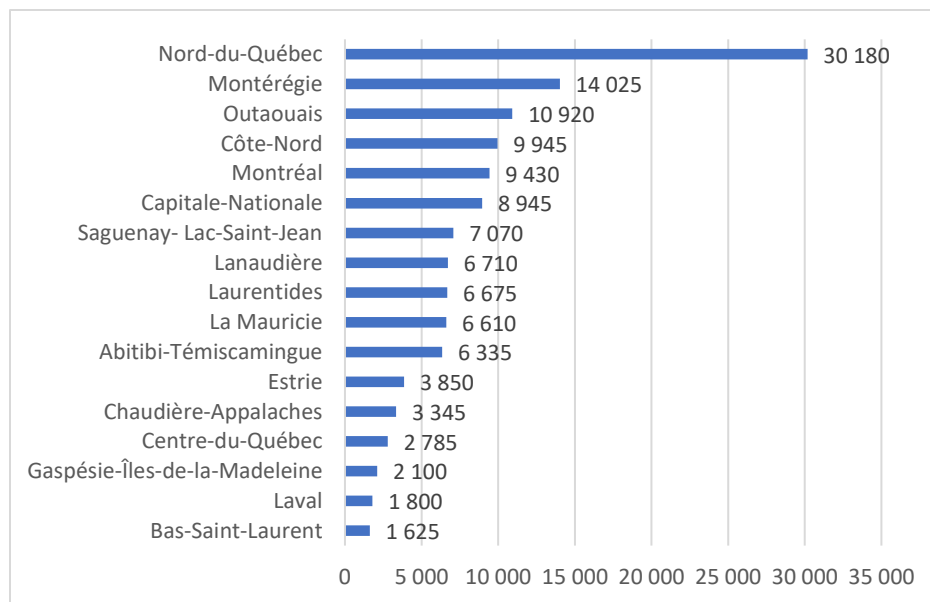
Part 1: Statistical data

SECTION 1: DEMOGRAPHICS

1.1 FNIS IN QUEBEC AND THE REGIONS

Quebec had 132,350 First Nations and Inuit (FNI) people at the time of the 2021 census, according to the unique identity criterion.¹ Of these, 116,550 identified themselves as First Nations, and 15,800 as Inuit. Apart from these two groups, the other respondents claiming an Aboriginal identity were mainly Métis, numbering 61,010, a status that has no official recognition under Quebec jurisprudence. In addition to the question on identity, another addresses ancestry, with 380,720 people identifying themselves as North American, single or multiple.² For the purposes of discussion, we use the FNI single identity criterion. The Outaouais region ranks third in terms of the total number of FNIs in 2021, with 10,920.³ The Gatineau CMA alone had 7,810 FNIs, or 2.2% of its population, higher than the Quebec average of 1.6%.

Graph 1 Ranking of regions by number of FNIs, Quebec 2021



Source: Statistics Canada, file 98-316-X2021001

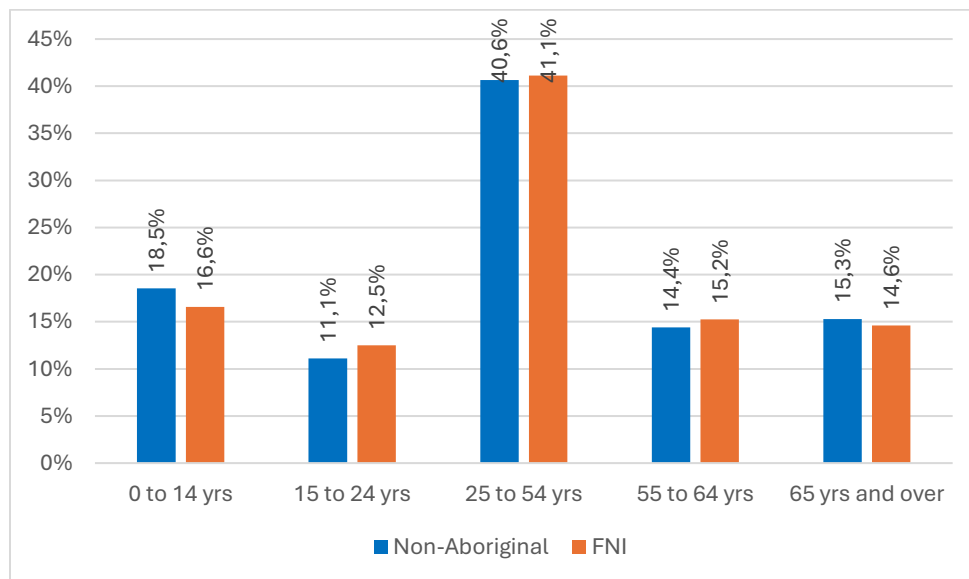
The vast majority of Gatineau's FNI are First Nations. They numbered 7,445 in 2021, while 365 Inuit were counted. This represents a 30% increase over 2016, when there were 5,730, far more than the total population of the CMA (6.3%). Identity migration (or response mobility),

which has been observed across Canada for several censuses now, partly explains this sharp rise.¹

1.2 Gatineau's FNI by age group and gender

The reference cited in note 3 indicates that the FNI are younger than the non-aboriginal population as a whole, but this is especially the case for populations living in aboriginal communities or northern villages. FNIs in urban areas are older, and their demographic profile resembles that of non-aboriginals. The under-15s are relatively less numerous among FNI in the CMA, as are the over-65s, while the 15-24s and 25-54s are more numerous. However, the differences are small. The median age of FNs in the CMA is essentially the same as that of NAs, at 39.9 for the former and 39.8 for the latter. Inuit are younger, with an average age of 34.8.

Graph 2 Age structure in 2021, Gatineau CMA



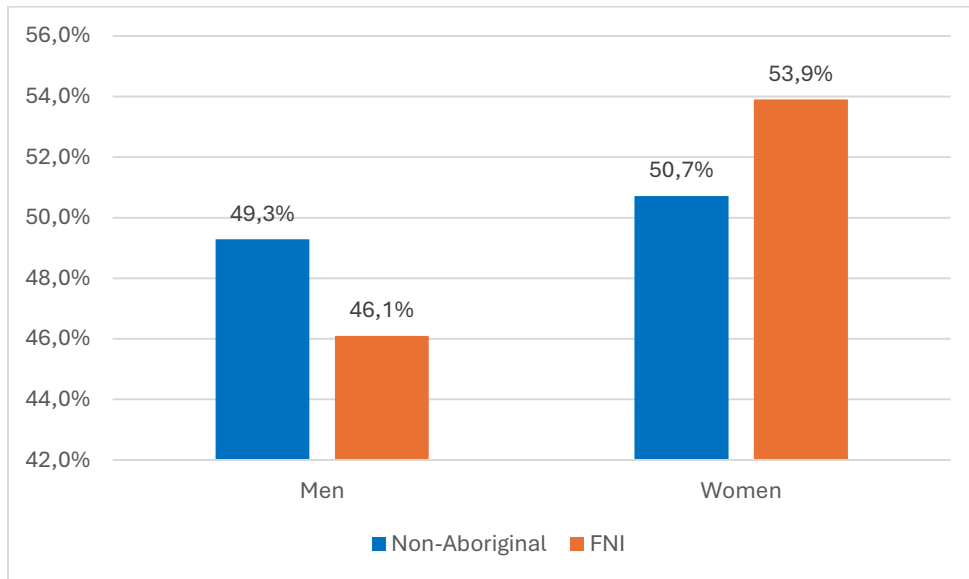
Source: Statistics Canada, table: 98-10-0271-01

On the other hand, female FNIs outnumber males, and the gap with non-aboriginals is a significant 3.2 percentage points. They number 4,210 in 2021, compared with 3,600

¹Statistics Canada, the aboriginal population continues to grow and is much younger than the non-aboriginal population, despite a slowdown in its rate of growth, <https://www150.statcan.gc.ca/n1/daily-quotidien/220921/dq220921a-fra.htm>

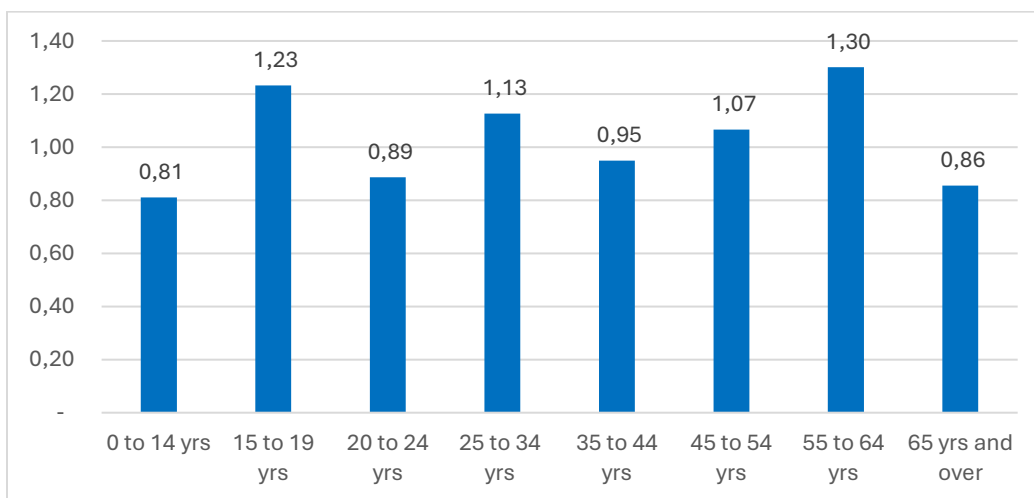
men. Young FNI women aged 15 to 19, 25 to 34 and 55 to 64 stand out in particular. The pursuit of post-secondary education undoubtedly explains much of the difference with men. In fact, throughout Quebec and Canada, women FNIs are more likely to pursue further education. And since education is a primary determinant of employment, it's likely that women in older cohorts benefit from this advantage, among both FNI and non-FNI populations.

Graph 3 Percentage of men and women, Gatineau CMA, 2021



Source: Statistics Canada, 98-501 file

Graph 4 Female-to-male ratios by age group, FNI, Gatineau CMA, 2021



Source: Statistics Canada, 98-501 file

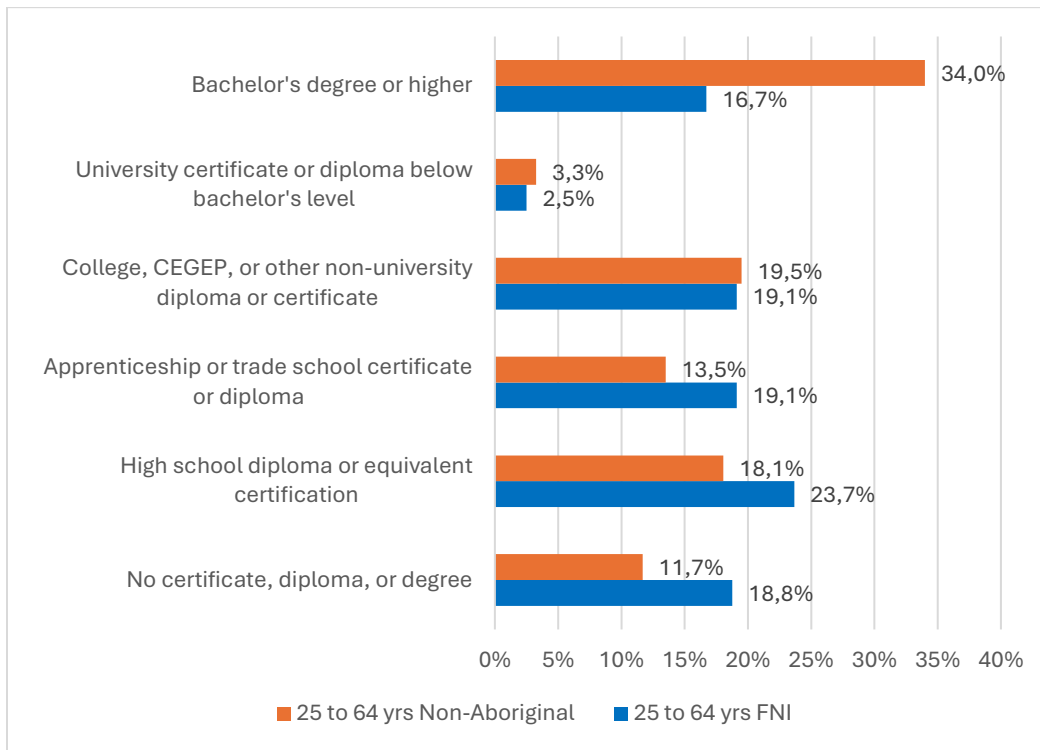
SECTION 2. GATINEAU FNI SCHOOLING

FNIs have significantly lower levels of education in the CMA. In 2021, almost 20% of them had no diploma, 7.1 percentage points more than the rest of the population aged 25 to 64. This age group was chosen because they are more likely to have completed their studies than younger people. As for older people, their presence on the labour market is gradually becoming marginal. FNIs are also more likely to have stopped their studies after obtaining a high school certificate (5.6 percentage points more than non-aboriginals). Thus, more than four in ten (42.5%) FNI had a high school diploma or less in 2021, compared to less than three in ten (29.8%) among other groups. In contrast, 16.7% of FNI had a bachelor's degree or higher, compared to 34% of non-aboriginals. This situation of under-education is not exclusive to the CMA. In fact, it is more marked in Quebec as a whole, where 28% of FNI have no diploma, and 11.2% have a bachelor's degree or higher.² Under-education is even more notable among those living in northern communities or villages, and among those who are registered or treaty Indians under the federal Indian Act.³

² Statistics Canada, file 98-510-X2021005

³ Government of Canada, <https://laws-lois.justice.gc.ca/fra/lois/i-5/>

Graph 5 Graduation, FNI and non-Aboriginal, Gatineau CMA, 2021

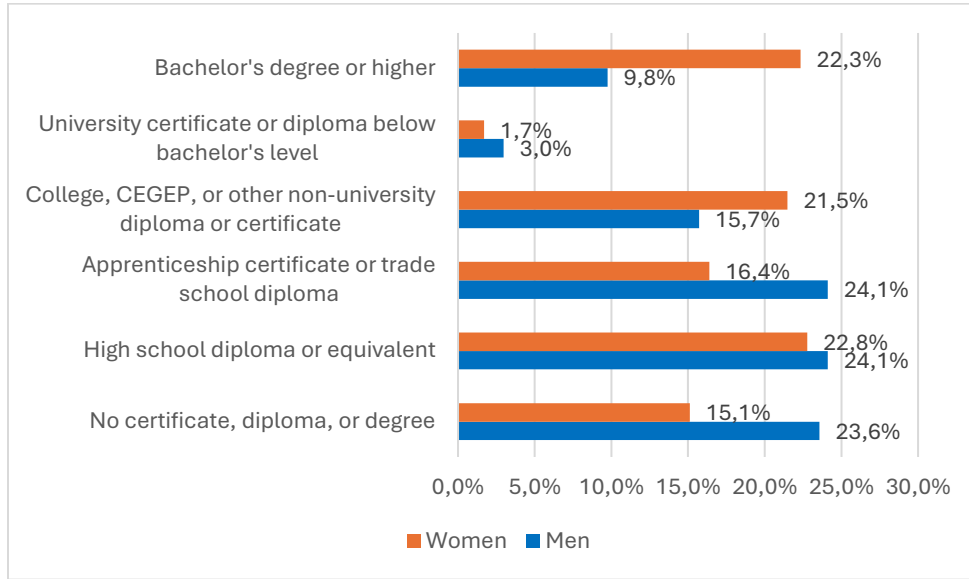


Source: Statistics Canada, file 98-510-X2021002.IVT

And as is also the case in Quebec as a whole, Gatineau's FNI women are clearly better educated than their male counterparts. The gaps are significant, particularly when it comes to university studies, where 22.3% of women have a bachelor's degree or higher, compared to 9.8% of men. Nearly one man in two (47.6%) has only a high school diploma or less, while this is the case for 37.9% of women. Several surveys have noted and analyzed this phenomenon of a much higher level of female schooling throughout the world, where substantial indigenous populations are found.²

²Andrade, Maureen Snow, *The Successful Educational Journeys of American Indian Women: Forming Aspirations for Higher Education*, International Journal of Multicultural Education, v16 n1 p21-38 2014.

Graph 6 Graduation by gender, FNI, Gatineau CMA, 2021



Source: Statistics Canada file 98-510-X2021002.IVT

For several decades now, we've seen that women study more than men, but the gap isn't as pronounced in non-native populations. So, we're trying to find out why. Strictly empirical findings include the fact that schooling is more profitable for women, and especially aboriginal women, than for men.³

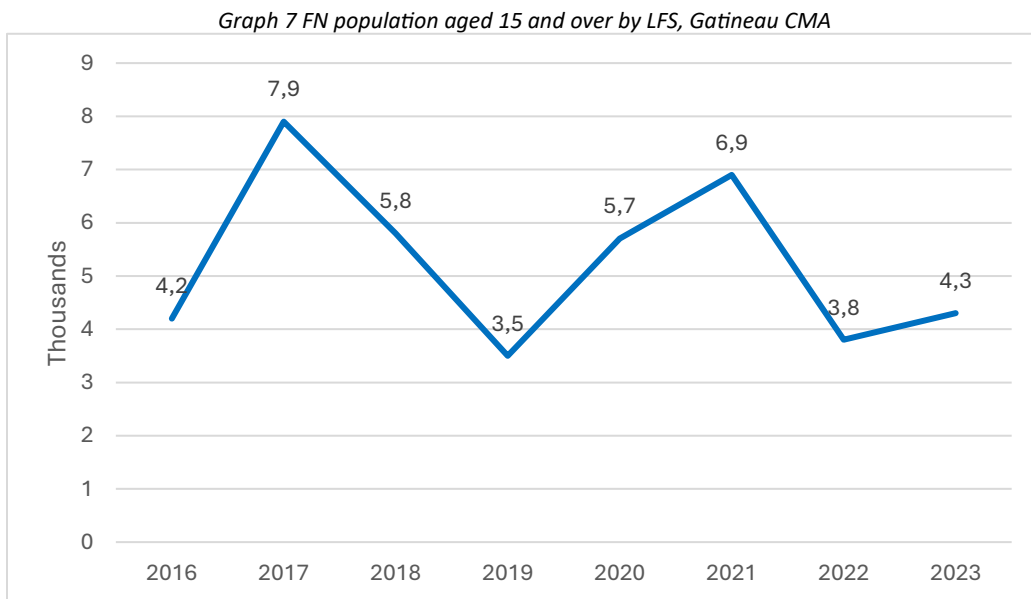
³ Alexandria Melvin, *Postsecondary Educational Attainment and Labour Market Outcomes Among Aboriginal Peoples in Canada, Results of the 2021 Census*, Statistics Canada, Catalogue no. 75-006- X, October 27, 2023

SECTION 3. KEY LABOUR MARKET INDICATORS FOR GATINEAU'S FNIS

The four main labor market indicators include the working-age population, the labor force, employment, unemployment, and the rates associated with the last three. These indicators can then be broken down by gender, age, education, ethnic or other group, occupation, sector of activity, etc.

The two sources of information on these are the five-yearly census and the Labour Force Survey (LFS). The census has the advantage of covering almost the entire population, so that statistics broken down according to different criteria are more reliable. It does, however, have the drawback of being a snapshot taken every five years, in a given context, such as that of the COVID-19 pandemic, and covering a reality that is constantly changing. The LFS is conducted monthly in some 10,000 households in Quebec, including around 500 in the Outaouais region. Given this small sample size, regional and metropolitan information is mostly processed on a quarterly basis. Moreover, if we are interested in FNIs, the survey coverage is even smaller so that Statistics Canada only publishes annual data. Even in this case, the information relates to Aborigines, a broader category that includes FNIs, but also Métis and other sub-groups, including those claiming multiple identities.

Emploi-Québec's special order from Statistics Canada provides figures on First Nations, but these suffer from even more considerable limitations, given that FNIs will make up less than 1.5% of the population aged 15 and over in the Gatineau CMA in 2023, according to the LFS. This source cannot therefore serve as a reliable reference, as annual variations are too large to be credible. Here's an illustration:



Source: Statistics Canada, file 4ctl_abo_cma_AN.ivt. Special order from Emploi-Québec

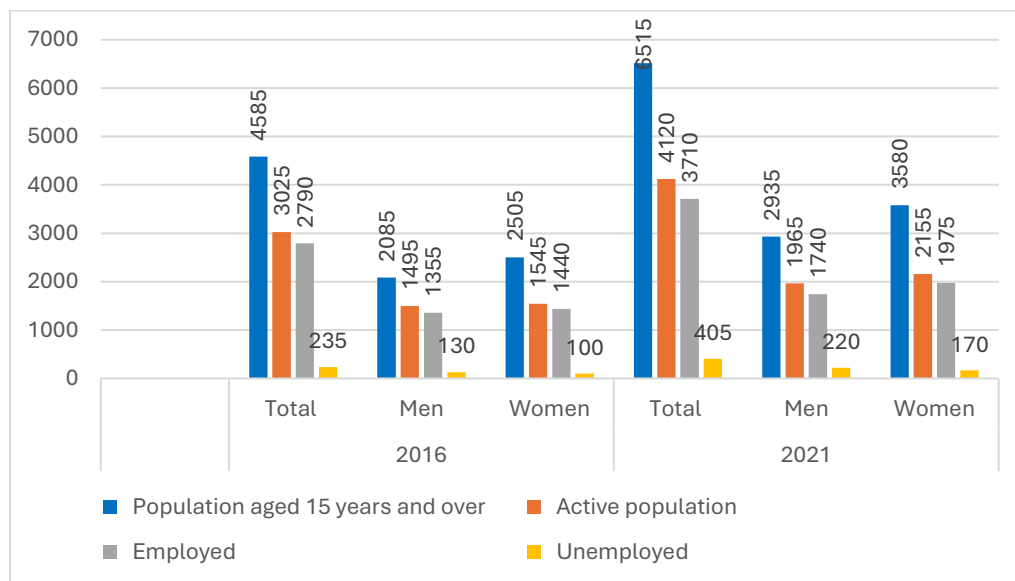
In fact, it's impossible for a human population to vary regularly in this way from one year to the next. That's why we can't rely on this source.

3.1 POPULATION AGED 15 AND OVER, ACTIVITY AND EMPLOYMENT

In view of the above, we will confine ourselves to census statistics. We have included data for 2016, in order to take account of apparent changes over this period. Unfortunately, information is not available at this level for 2011 due to the fragmented nature of the National Household Survey (NHS) in that year.

The growth observed would have been very significant from 2016 to 2021, at 42% for individuals aged 15 and over, 36.2% for the active population, and 33% for employment. As the unemployment figures are small, their reliability is more dubious. In any case, there would have been 405 unemployed in 2021, a very sharp rise in 2016 (+72.3%), which doesn't seem likely.

Graph 8 Main labour market indicators for FNIs, Gatineau CMA



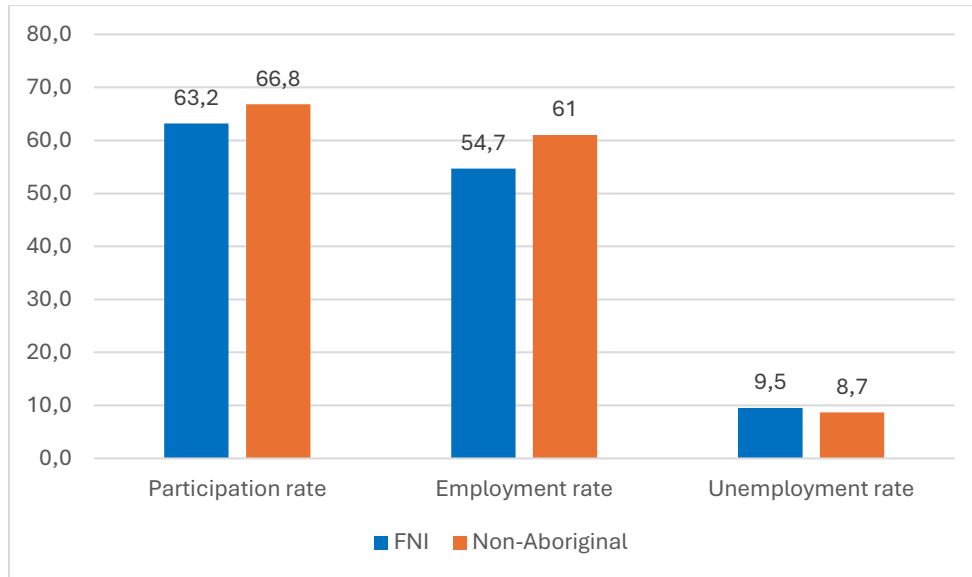
Sources: Statistics Canada, files 98-510-X2021002.IVT and 98-510-X2016002.ivt

Compared to non-aboriginals, FNI in the CMA contribute less to the labor market (by 5.6 percentage points), work less (by 6.3 percentage points) and are more unemployed (by 0.8 percentage points). The smaller gap in unemployment is partly due to the greater volatility of this information for FNIs, but also to their lower participation and employment rates.

To better understand these differences, we need to examine the variables that determine them. Since location is unlikely to play a decisive role in the CMA territory, education, age and gender - the latter being closely linked to education - are the main explanatory factors. Discrimination may also play a role, but it is not directly observable at the aggregate level.

When it is measured, it is as a residual cause, i.e. when the other determinants are not sufficient to explain the entire gap observed.

Graph 9 Participation, employment and unemployment rates, Gatineau CMA, 2021



Source: Statistics Canada, file 98-510-X2021002.IVT

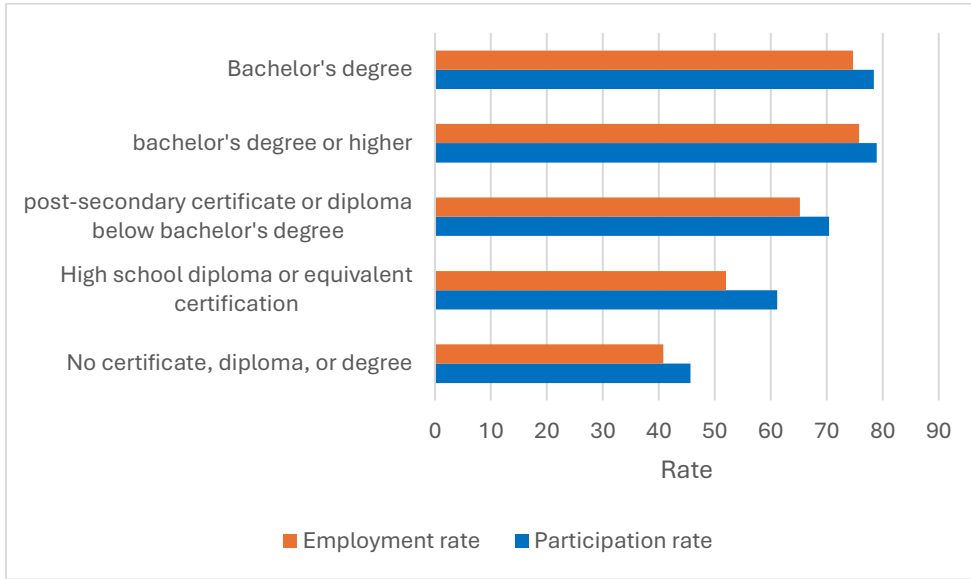
SECTION 4. EMPLOYMENT BY MAIN PARAMETERS

4.1 EDUCATION

We noted earlier that the educational attainment of FNIs in the CMA is lower than that of non-aboriginals. This condition is reflected in the labor market. There are major gaps in activity and employment rates between those with no diploma and those with a high school diploma (15.4 and 11.2 percentage points respectively). Activity and employment continue to increase among those with certificates or higher degrees.

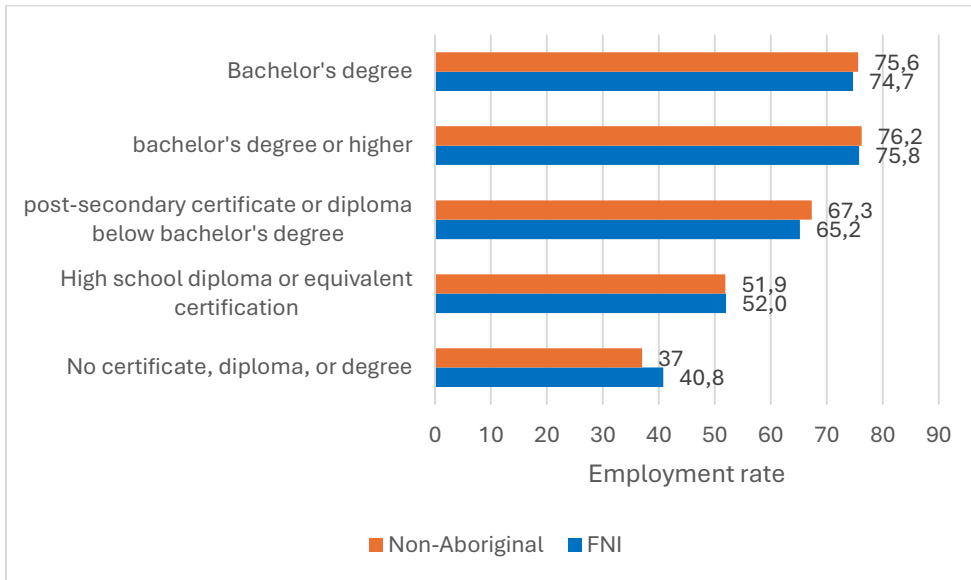
The employment situation of FNIs differs little from that of non-aboriginals with the same level of education, as can be seen in graph 11. Only the category of post-secondary certificate or diploma below bachelor's degree shows a significant difference of 2.1 percentage points, and that's because it groups together several sub-categories, including apprenticeship certificates, trade school diplomas, College Diplomas (DEC), and a few other academic and non-academic sanctions. As a result, the lower participation and employment rates of FNIs can be largely explained by the lower level of training in the Gatineau metropolitan context. Elsewhere in Quebec and Canada, remoteness from major population centers has the effect of accentuating the gaps caused by lower educational attainment.

Graph 10 FNI participation and employment rates, Gatineau CMA, 2021



Source: Statistics Canada, file 98100424.ivt

Graph 11 Employment rate of FNIs and non-Aboriginals, Gatineau CMA, 2021



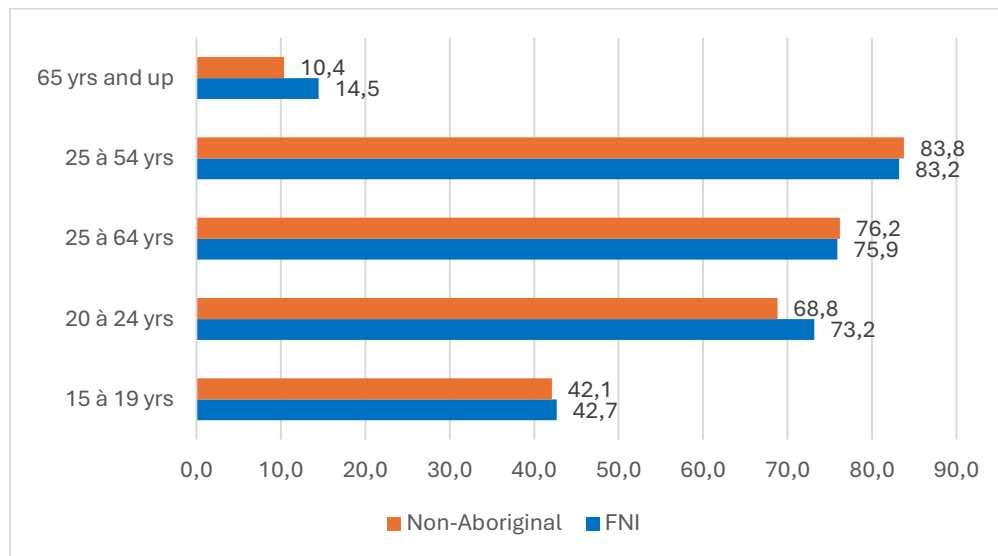
Source: Statistics Canada, file 98100424.ivt

4.2 AGE

Age is a second important explanatory factor for labor market participation and employment. Young people aged 15 to 24, and in particular those aged 15 to 19, are less active in the labor market, mainly because school attendance is compulsory until the age of 16 in Quebec, but also because many of them pursue full-time studies beyond this legal minimum. On the other hand, activity starts to decline from the age of fifty-five. As a result, we expect to see higher participation in the twenty-five to fifty-four age group. This picture varies somewhat according to population and particular circumstances, but the pattern is generally similar.

There are two notable differences between FNIs and non-Aboriginal Gatineau residents. FNIs aged 20 to 24, and those aged 65 and over, are more likely to be employed. In the case of younger people, we can assume that the lower level of schooling in this group explains this difference. In the case of older people, lower wealth, particularly in the form of a private pension plan, could be the reason for their longer employment.

Graph 12 Employment rate of FNIs and non-Aboriginals, Gatineau CMA, 2021

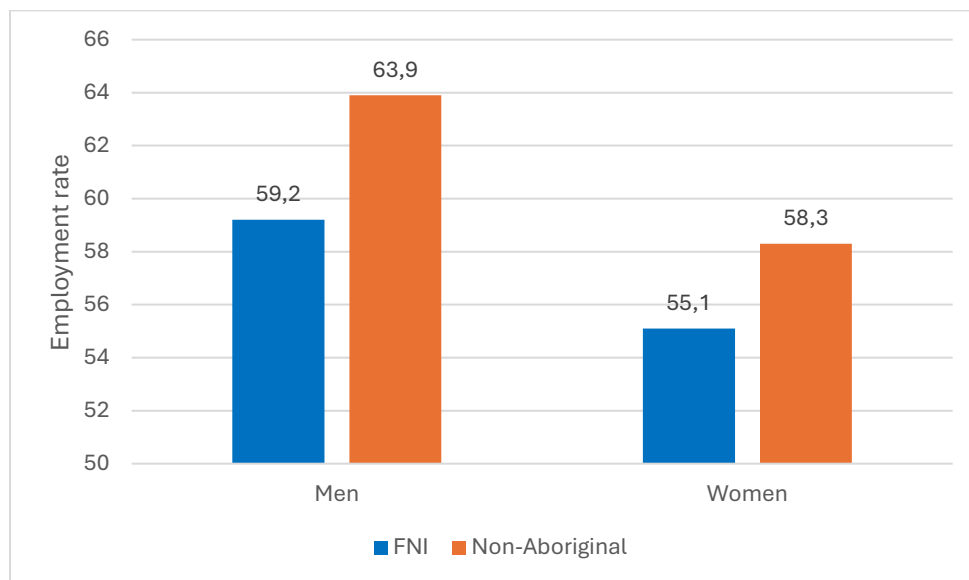


Source: Statistics Canada, file 98100424.ivt

4.3 EMPLOYMENT BY GENDER

Gender is a third distinguishing factor in labour market participation. Women have largely abolished the historical inequality with men, but differences remain, both among FNIs people and among non-aboriginals. In the case of the former, the employment rate gap, all ages combined, was 4.7 percentage points in 2021. For non-aboriginals, the gap was 3.7. This difference between the two ethnic groups is mainly due to the low employment rate of young FNI women, which is almost ten percentage points (9.4) lower than that of FNI men, while only 4.4 points separate non-aboriginal women and men. One likely explanation is that young FNI women are much more likely to be in school than their male counterparts.

Graph 13 Employment rate by gender, Gatineau CMA, 2021



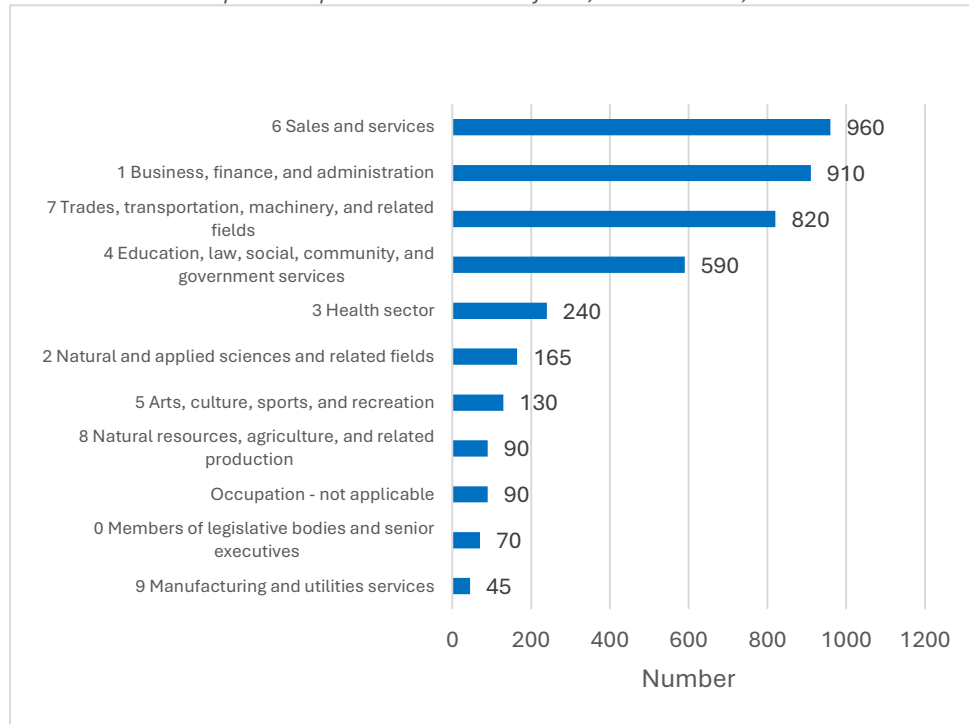
Source: Statistics Canada, file 98100424.ivt

4.4 EMPLOYMENT BY PROFESSION

The census provides information on large occupational groups. However, the numbers for FNIs in the CMA are sometimes small, so their reliability is variable. We present them with this in mind. Of the 4,120 FNI responding to this question, 23.3% were in sales or service occupations, compared to 21.8% for non-aboriginals. Business, finance and administration came second among FNIs, with 22.1% for FNIs and 21.8% for NAs. There is little difference between FNIs and non-FNIs in these two occupational groups, but this does not mean that the level of positions held is the same. FNIs are under-represented in three fields in particular: natural and applied sciences; teaching; law; social, community

and government services; and health. Conversely, they are clearly more present in natural resources, agriculture and related production (where numbers are very small, however), as well as in trades, transportation, machinery and related fields. These differences largely reproduce those observed in terms of education.

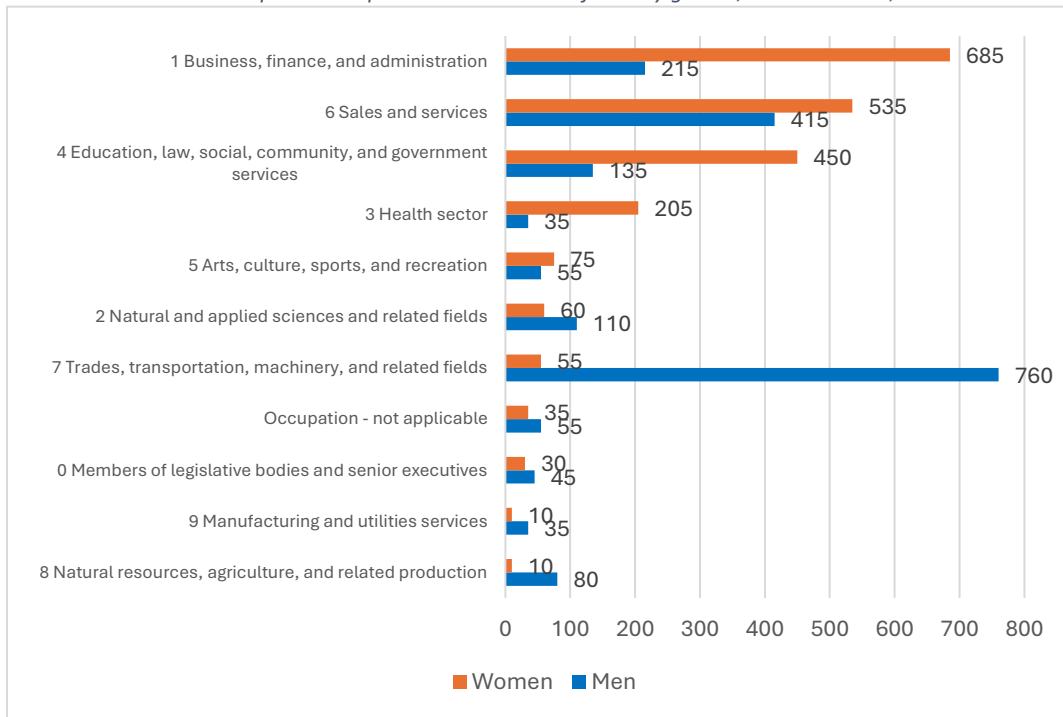
Graph 1 Occupational distribution of FNIs, Gatineau CMA, 2021



Source: Statistics Canada, file 98-510-X2021002.IVT

Even more so than for NAs, the occupational distribution of FNIs varies greatly by gender. Women are much more present in business, finance and administration, teaching, law and social, community and government services, as well as health; while men are dominant in trades, transportation, machinery and related sectors. They are also more numerous in natural and applied sciences and related fields, as well as in natural resources, agriculture and related production, but the numbers are small in the latter two cases. This strong gender-based segregation of employment within the FNIs reflects the more pronounced difference in educational attainment among them than among the NA.

Graph 15 Occupational distribution of FNIs by gender, Gatineau CMA, 2021

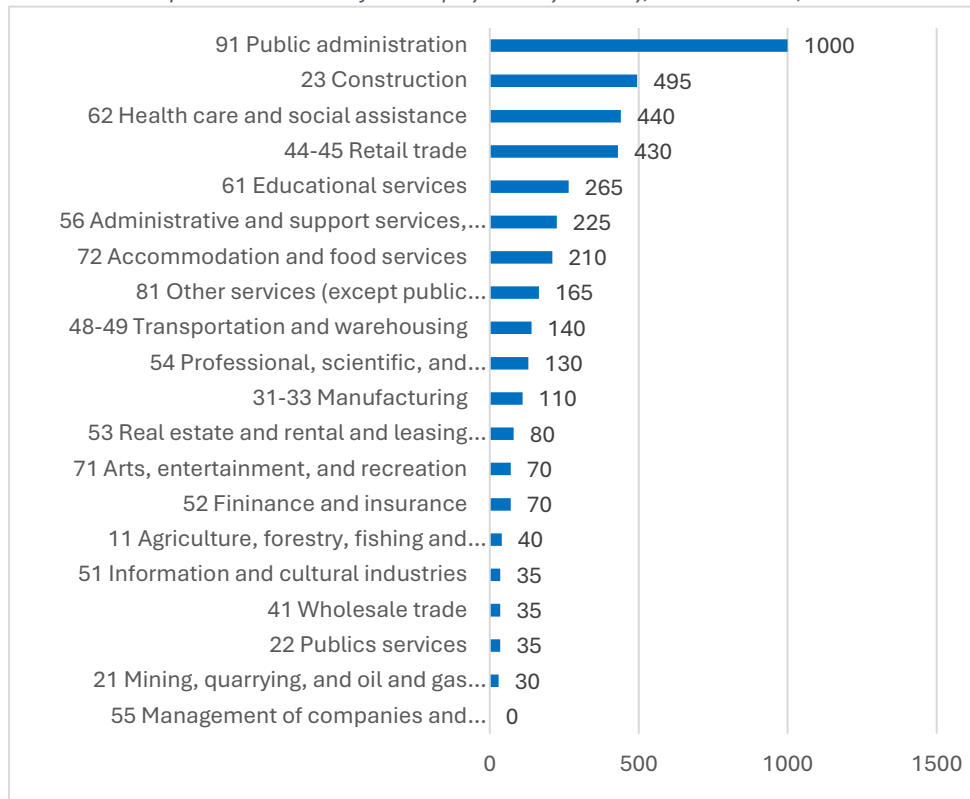


Source: Statistics Canada, file 98-510-X2021002.IVT

4.5 EMPLOYMENT BY SECTOR OF ACTIVITY

FNIs are heavily concentrated in the public administration sector, with 24.8% of them working there. However, the proportion of NAs in the same situation is even higher, at 26.1%. Of course, the existence of the federal government makes the Ottawa-Gatineau CMA a special case in Quebec, where 6.6% of workers are civil servants. Construction, healthcare and retail are also major employers. Compared to NA workers, FNIs are more present in construction (12.3% of employment, vs. 8.5% for NA workers), administrative services (5.6% vs. 4.4%), and real estate services (2% vs. 1.3%). They are less numerous in professional services (3.2% vs. 5.5%), education (6.6% vs. 8.2%) and health care and social assistance (10.9% vs. 12.5%). This breakdown by industry largely reflects occupational distribution, which is itself largely dependent on level of education.

Graph 16 Distribution of FNI employment by industry, Gatineau CMA, 2021



Source: Statistics Canada, file 98-510-X2021002.IVT

SECTION 5. FNI INCOME

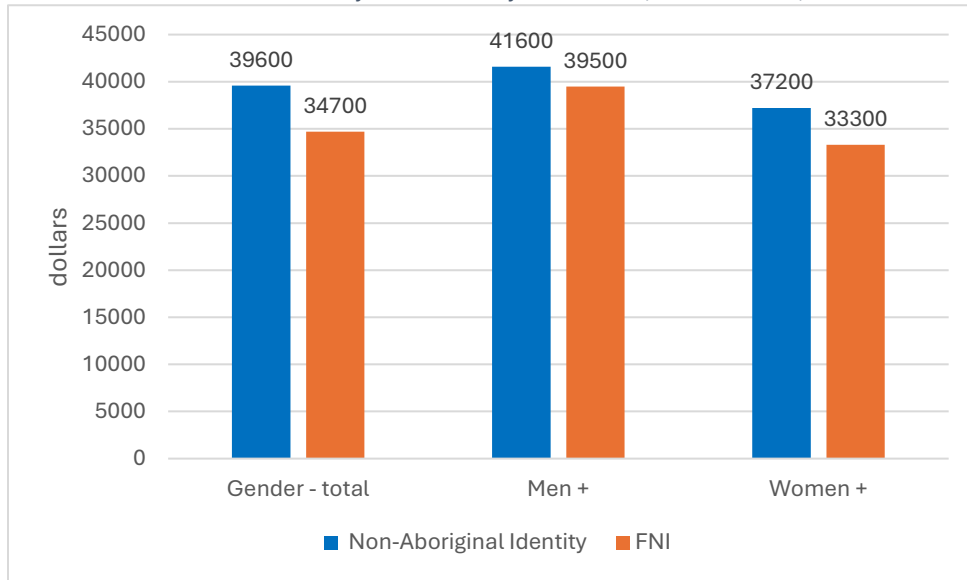
There are several measures of income, whether individual, household or economic family. In terms of individual income, the two main sources are market income, including earnings from work, and transfers, including employment insurance, social assistance and old-age pensions. We can choose the criterion of average income, which is strongly influenced by very high beneficiaries, or median income, more representative of the lot of the majority of people. And we can consider income before or after tax, the former being more unevenly distributed. Here, we will focus on individual measures of total after-tax income, and average and median working income by duration of work, age, gender and education, for the year 2019, since 2020 was unusually affected by the pandemic and the federal government's assistance schemes.

5.1 MEDIAN TOTAL INCOME AFTER TAX

The median after-tax income of FNIs is \$4,900 lower than that of NAs. The disparity is most pronounced among women (\$3,900). However, there are proportionately more female FNIs (54.8% vs. 51.3% NA), which explains the greater gap between the sexes. In

other words, men, who earn more, carry more weight among the NA and less among the FNI, thus contributing to a greater difference in income between FNI and NA.

Chart 17 Median total after-tax income for individuals, Gatineau CMA, 2019

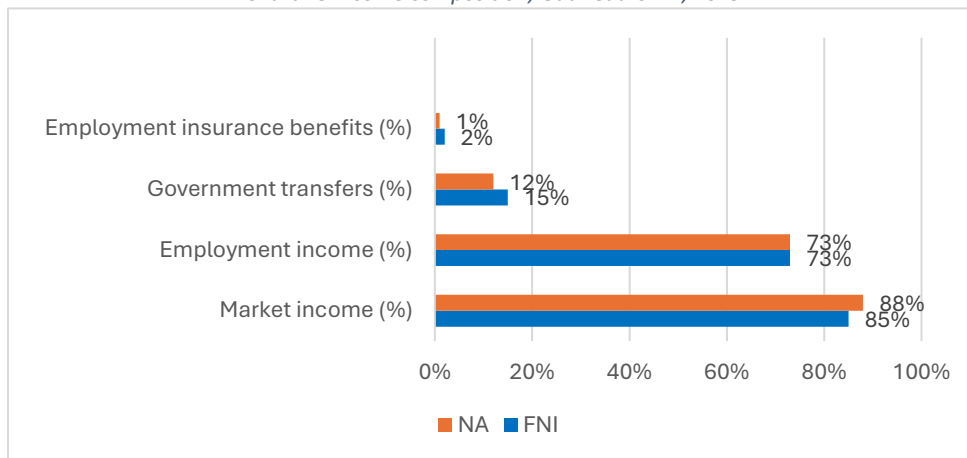


Source: Statistics Canada, file 98-510-X2021002.IVT

The income gap is greater before tax, at \$6,000. It is also greater if we use the average income measure, whether before or after tax.

Income composition plays a role in the observed difference. Although the share of employment income is the same, NAs have a market income that is three percentage points higher. This stems from business, investment, rental and other earnings, which are higher for the NA, while government transfers are higher for the FNI.

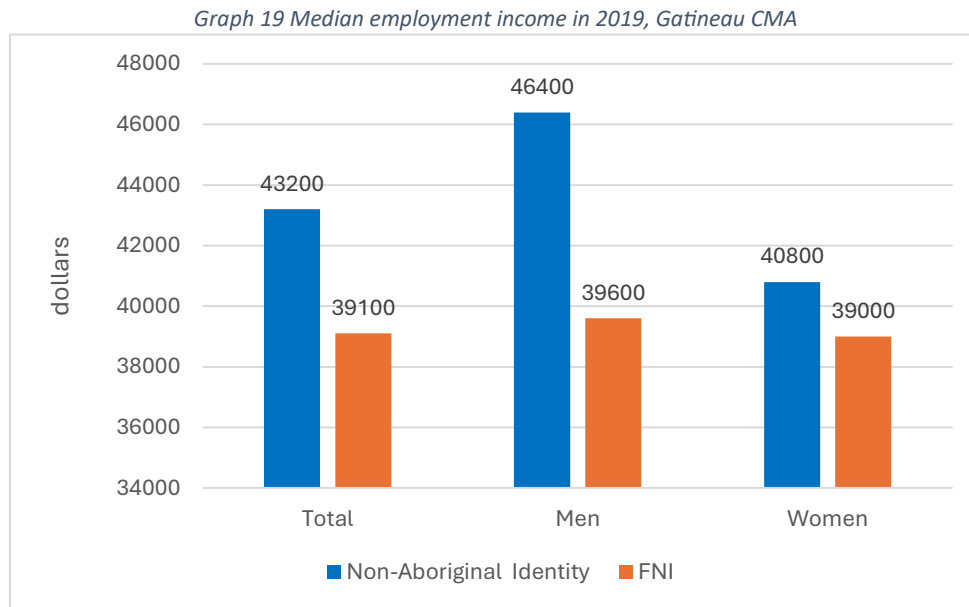
Chart 18 Income composition, Gatineau CMA, 2019



Source: Statistics Canada, file 98-510-X2021002.IVT

5.2 EMPLOYMENT INCOME

Median employment income for FNIs is \$4,100 lower than for NAs in 2019, and unlike what was observed for total after-tax income, the major difference is among men, where FNIs earn \$6,800 less per year. But again, average income shows a larger gap, \$5,400 in total, \$7,900 among men, and \$2,500 among women, depending on the existence of some very high earners among NAs, mainly among men.



Source: Statistics Canada, file 98-510-X2021002.IVT

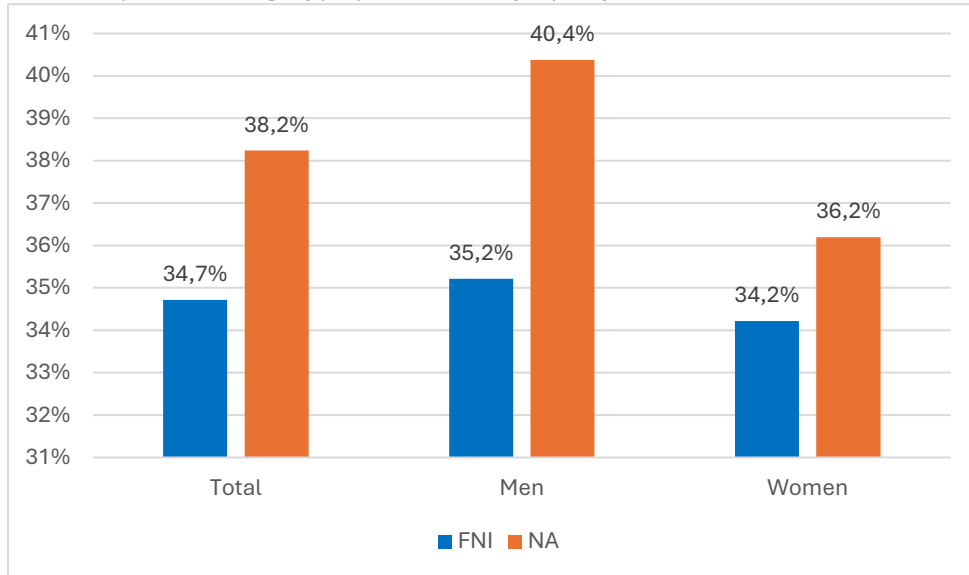
5.3 MEDIAN EMPLOYMENT INCOME BY WORK STATUS

The difference in income stems not only from lower pay per hour worked, but also from the number of hours or weeks worked during the year. In this respect, the percentage of FNIs who worked full-time for the whole year is somewhat lower than that of NAs: by 3.5 points overall, 5.2 for men and 2 for women. The gap is therefore greater for men.

Yet the difference in earnings between workers who worked full-time for the whole year and those who did so part-year or part-time in 2019 is significant, as can be seen in graph 21. The census does not provide more detail on those who worked part-time or part-year.

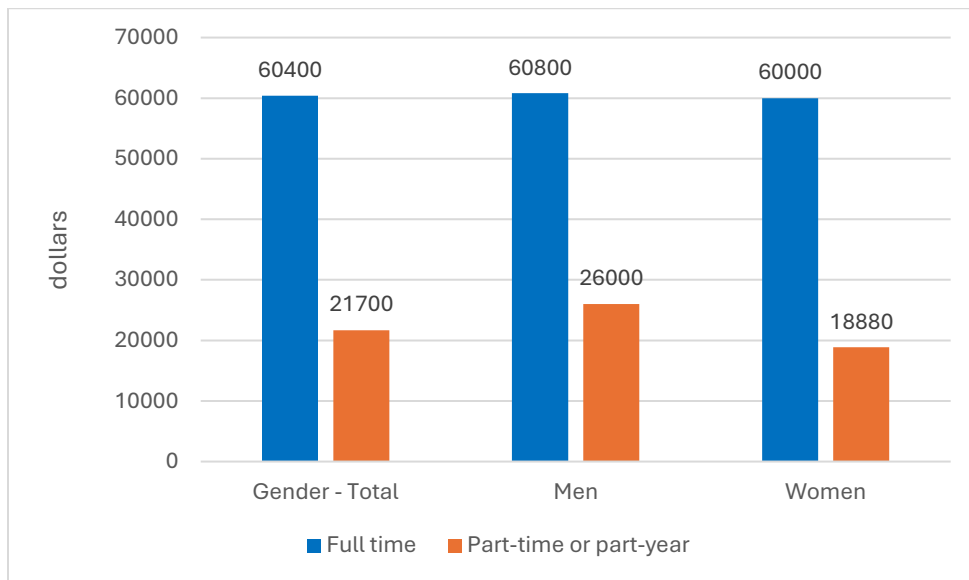
Some may have worked very few hours or weeks, and this explains the wide disparity in remuneration between the two groups.

Graph 20 Percentage of people who worked full year, full-time, Gatineau CMA, 2019



Source: Statistics Canada, file 98-510-X2021002.IVT

Graph 21 Median employment income, full-time or not, FNI, Gatineau CMA, 2019



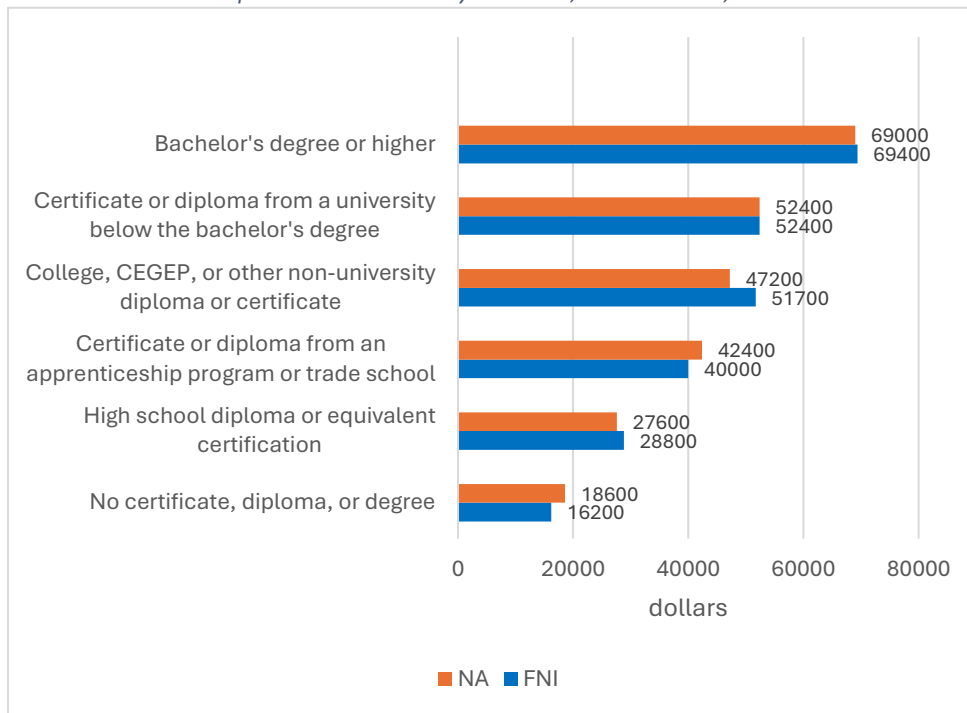
Source: Statistics Canada, file 98-510-X2021002.IVT

Median income from full-time, full-year work is \$2,900 lower for FNIs than for NAs, including \$6,900 for men, but only \$800 for women, reflecting a smaller difference in educational attainment among the latter.

5.4 INCOME BASED ON EDUCATION

Education is the main determinant of income, particularly employment income. This is true for both FNIs and NAs. Income is positively correlated with degree level, as shown in graph 22. For FNIs, \$9,000 separates the absence of a Secondary V diploma, and a further \$14,800 between the latter and an apprentice or trade school certificate. A DEC or equivalent adds \$4,800, a university certificate below the baccalaureate another \$5,200. Finally, \$16,600 is added for a baccalaureate or more. Age also plays a role in these discrepancies. For example, the youngest age group, 15 to 24, has less schooling on average than the 25 to 54 age group. But significant differences remain within the same age cohort. For example, among FNIs aged 25 to 54, the median income is \$21,800 for a person without a diploma, and \$43,200 for someone with a high school diploma.

Graph 22 Labour income by education, Gatineau CMA, 2020



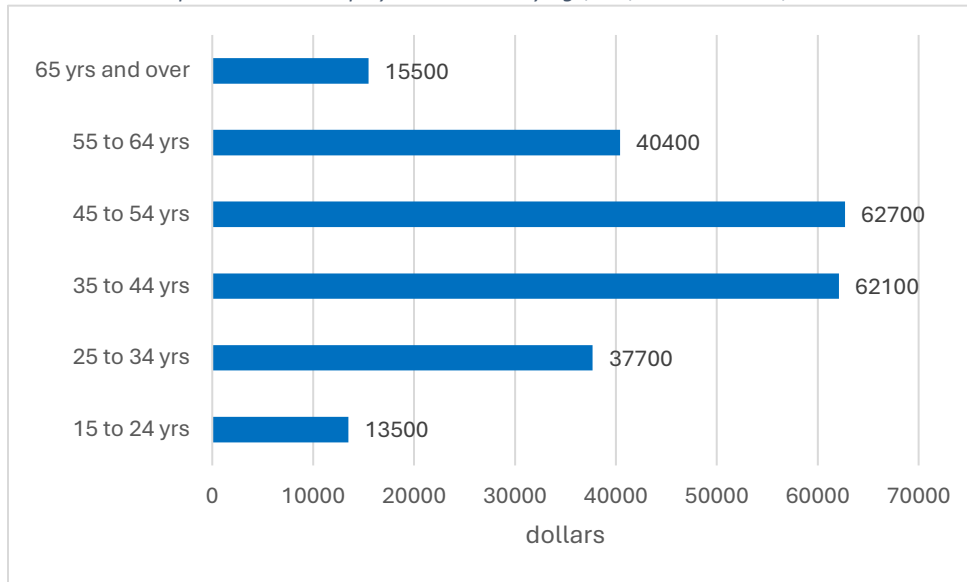
Source: Statistics Canada, 98100291.ivt file

5.5 INCOME BY AGE

Age is associated with education, but also with experience. Work gains peak between the ages of 35 and 54. This is also true for the NA. From the age of fifty-five, participation in the labor market declines, so that earnings are lower, and the decline accelerates from the age of 65. The median income of FNIs is higher than that of NAs at younger ages

(+\$2,800) and at older ages (+\$8,600). In the former case, their lower level of schooling brings them into the job market more quickly, and in the latter, their lower past income no doubt forces them to remain in employment longer, not to mention the more frequent absence of an adequate retirement plan.

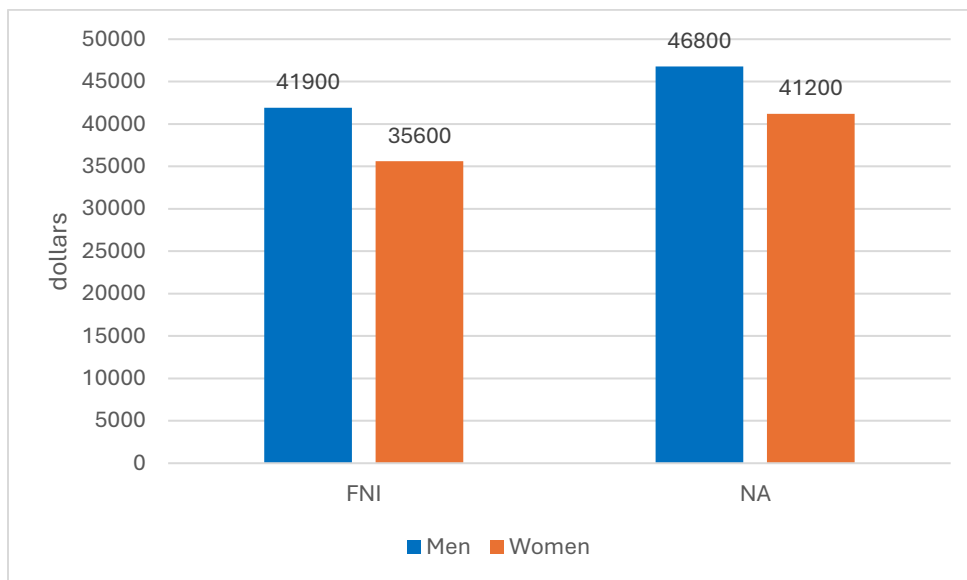
Graph 23 Median employment income by age, FNI, Gatineau CMA, 2020



Source: Statistics Canada, 98100291.ivt file

5.6 EMPLOYMENT INCOME BY GENDER

Graph 24 Median employment income by gender, Gatineau CMA, 2020



Source: Statistics Canada, file 98100291.ivt

Among FNIs, median employment income for women is \$6,300 lower than for men, despite higher levels of education. For NAs, the difference is \$5,600. As a percentage of median income, the difference among FNIs is 16.3%, while it is 12.7% among NAs. Yet we would expect the opposite result, given the greater educational advantage of FNI women compared to NA women. In addition to gender discrimination, which seems to affect FNI women more than NA women, age, experience, occupation or field of activity may explain part of the income gap between men and women. But the fact that young FNI women are less likely to be in employment than young men also contribute.

SECTION 6. KNOWLEDGE AND USE OF OFFICIAL LANGUAGES.

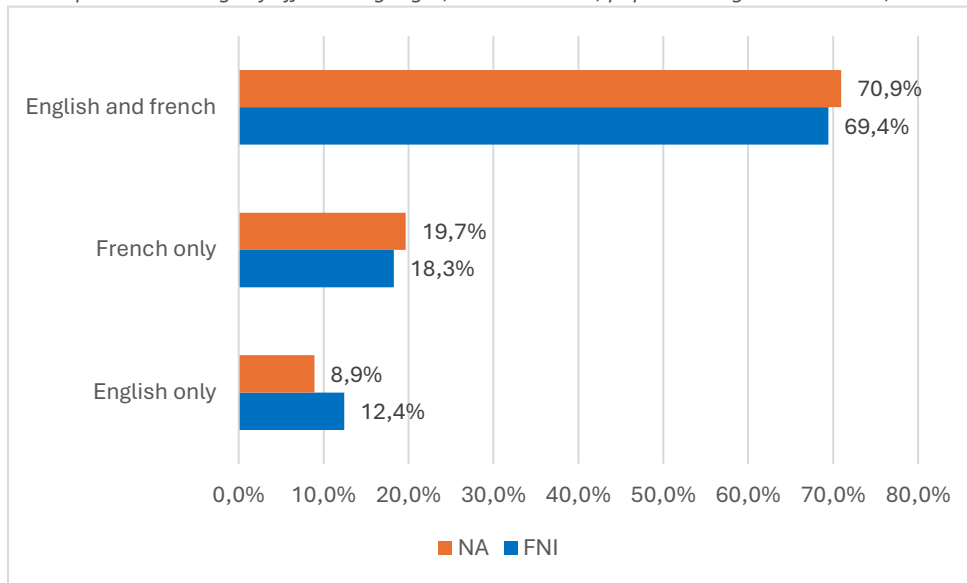
The census asks a number of questions about language knowledge and use, including mother tongue, the language most often spoken at home, knowledge of official languages, first official language spoken, knowledge of Aboriginal languages, and languages spoken at work. Here, we'll look at knowledge of official languages, as well as language(s) of work. On the one hand, knowledge and use of Aboriginal languages are marginal in the CMA, with less than 1% of FNIs aged 15 and over claiming to know or use an Aboriginal language; on the other hand, knowledge and use of official languages are an essential vector in the socialization and economic integration of individuals.

6.1 KNOWLEDGE OF OFFICIAL LANGUAGES

The FNI differ little from the total population in their knowledge of official languages in the MRC. The vast majority claim to be bilingual, while knowledge of French only is slightly lower than among the NA, and English as the only known official language is more widespread. The proximity of Ottawa and the strong presence of the federal government undoubtedly play a role in this situation, which makes the Outaouais the region with the highest level of bilingualism in Quebec. There is also considerable geographic mobility between neighbouring regions in Ontario and Quebec, with the result that English unilinguist has been on the rise for several years.⁴

⁴ Jean-Louis Bordeleau, Outaouais attracts Ontarians, but not their taxes. *Le Devoir*, March 8, 2024, page A1.

Graph 25 Knowledge of official languages, Gatineau CMA, population aged 15 and over, 2021

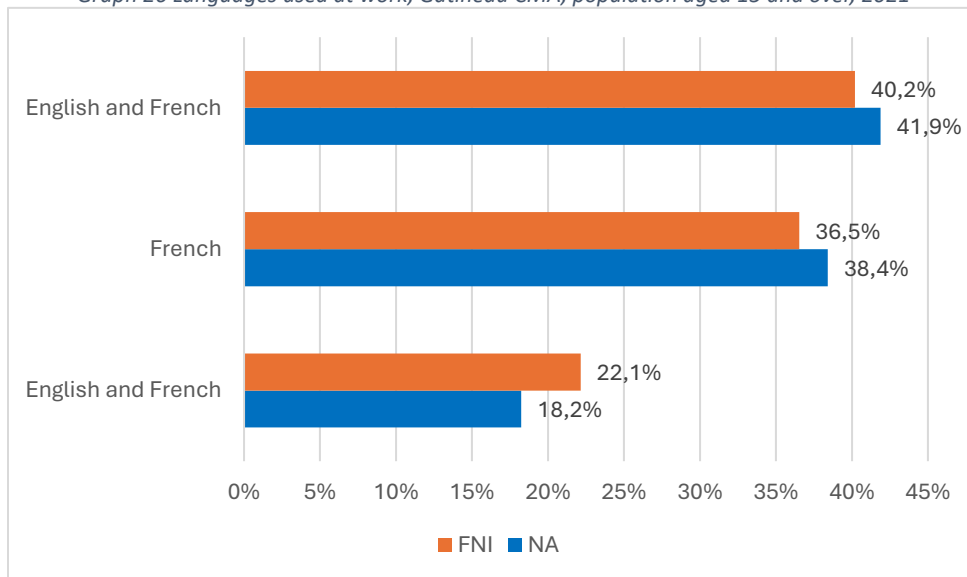


Source: Statistics Canada, file 98-510-X2021002.IVT

6.2 LANGUAGES USED AT WORK

The picture of languages used at work differs for both FNIs and NAs. In both cases, bilingualism dominates, with a slight edge for the FNI. French is used a little less as the sole language of employment, while English is much more present as the sole language of work than it is as the only known language, reflecting quite accurately the Canadian reality, where the attraction of English largely dominates. This situation is somewhat more pronounced for FNIs.

Graph 26 Languages used at work, Gatineau CMA, population aged 15 and over, 2021



Source: Statistics Canada, file 98-510-X2021002.IVT

CONCLUSION

The Gatineau CMA's First Nations and Inuit population is growing strongly, according to data from the 2016 and 2021 censuses, as well as the 2011 National Household Survey. This growth is the result of natural increase, geographic migration and changes in identity responses. In terms of education, employment and income, FNIs enjoy a more favorable situation than those in rural or remote areas, as is generally the case for residents of CMAs, whether Aboriginal or not, since economic dynamism and easier access to higher education are inherent advantages of large population centers. However, FNIs lag behind CMA NAs on these same indicators.

The age structure doesn't fluctuate much from that of the NA, and education seems to be the main variable explaining the differences in work and earnings. With equal education, and controlling for age and gender, the differences in employment rates, year-round work and earnings are fairly small. Those that remain could perhaps be due to discrimination against FNIs, but this phenomenon cannot be directly observed from census data.

Their lower level of education is also reflected in the occupational and sectoral distribution of employment. Nevertheless, like their NA counterparts in the CMA, they have a strong presence in public administration, due to the presence of the federal government in the area. Job levels are not specified in the data, but reported salaries provide an indication.

Schooling, or access to non-academic qualifications through apprenticeship or other means, is therefore a key issue. We must work to remove the obstacles encountered by First Nations people. Finally, it's worth noting that FNI women are ahead of the game when it comes to pursuing higher education. This phenomenon is not specific to the CMA, but it has a definite knock-on effect on young girls, who can identify with numerous and varied models of success in all fields. The reciprocal is less true for young men, but progress can still be observed between censuses.

The inability to use LFS data deprives us of the opportunity to examine the impact of the economic climate on FNI. We know that an economic slowdown makes certain groups more vulnerable, particularly in terms of employment. Historically, the least educated, immigrants, young people and, in the past, women have been among those most affected. FNIs are among those most disadvantaged by a recession. The current context could therefore affect them significantly. But only the presence of attentive observers and stakeholders in the field can enlighten us on this subject.

Normand Roy, Consulting Economist, March 2024



PART 2: SOCIO-PROFESSIONAL PARTICIPATION OF GATINEAU'S FIRST PEOPLES

Gatineau's geographic location is accompanied by unique features such as its proximity to Ottawa, where numerous educational institutions offering less regulated professional programs are located, enabling faster access to the job market; government offices that are visibly open to the aboriginal workforce; and culturally relevant and secure services for aboriginal populations. This prime location makes the city an attractive option for FNIs looking to improve their living conditions (First People Innovation Center, 2021; Regroupement des centres d'amitiés autochtones du Québec, 2017).

GATINEAU ABORIGINAL NEEDS ASSESSMENT

In 2017, the Regroupement des centres d'amitié autochtones du Québec (RCAAQ) collaborated with the mobilization committee made up of Aboriginal citizens and community stakeholders to paint a general portrait of First Nations and Inuit people living in urban areas, with the aim of "developing actions that can adequately respond to the reality and needs of the Aboriginal population" of Gatineau (RCAAQ, 2017, p.5). This portrait included a description of their realities and the issues they faced, an assessment of their needs, as well as a better understanding of their appreciation of the public and community services available in Gatineau. A similar activity was also carried out by the First Peoples Innovation Centre (FPIC) in 2019.

In both cases, the aim of the studies was to identify, better understand and assess the most important needs in terms of services related to education and employment, health and social services, and aboriginal culture, traditions and identity for First Peoples living in or transiting through Gatineau. In both studies, FNI respondents completed questionnaires and participated in focus groups to share their experiences and assessments of available services. In addition, aboriginal and non-aboriginal respondents working in public and community organizations also took part in focus groups to offer their opinions on the services offered in the region and their exchanges with FNI members.

Although demographic data varied slightly from one study to the next, certain general trends could be observed. There were also similarities in qualitative data. Notably, the level of education was higher for the region's FNI than for their counterparts in other regions of Quebec, but still lower than for non-aboriginals; participants tended to be bilingual, with a minority speaking French only; activity and employment rates were similar to non-aboriginals; and average total incomes were lower than for non-aboriginals.

Reasons cited by First Peoples for living in urban areas (Gatineau) include access to education, employment opportunities, medical care and better living conditions. Ottawa's urban aboriginal community also appeared to be more culturally adapted in terms of public and community services. A good number of FNIs living in Gatineau preferred to head to Ottawa to receive services (FPIC, 2021; RCAAQ, 2017).



SOCIO-PROFESSIONAL INTEGRATION ISSUES FOR FNI IN GATINEAU

Despite an appreciation of city life, certain challenges related to urban living were noted, such as "the transition from a community lifestyle to an individualistic lifestyle" (FPIC, 2021, p.15). In her article, Albeola (2023) mentions that a large number of young FNIs come to study in Gatineau. This often has the effect of creating a culture shock when the person has to leave his or her community (sense of belonging, relationships with family and friends, mutual aid values) to settle and integrate in the city. Adaptation must take place on several levels: not only must the person learn to navigate in the city, a much larger place than an aboriginal community, but also in his or her study environment. It's also important to bear in mind that the immediate family (partner, children and parents) often follows so there's an adjustment to be made for each individual (also highlighted in FPIC document, 2021). It should be noted that this same phenomenon can be experienced when a person relocates for a job (First Nations Human Resources Development Commission of Quebec, Forum, March 13 and 14, 2024).

Although, overall, real estate prices were lower than in Ottawa, participants identified the difficulty of accessing affordable housing as another challenge to socio-professional integration. This difficulty is reflected in the high proportion of renters among FNIs in Gatineau. Discrimination, whether feared or experienced, was also mentioned in the focus groups (FPIC, 2021; RCAAQ, 2017). Other barriers influencing the social inclusion of Aboriginals in Gatineau that were raised included mental health issues and personal difficulties, such as stress and anxiety related to everyday life and maintaining and sharing cultural identity. According to the RCAAQ study (2017), "76.5% of Aboriginal participants stated that the services they currently use do not meet their needs, and only 11.8% of respondents said they were moderately to very satisfied with the services they received" (p.18). Not surprisingly, many aboriginals crossed the interprovincial border to receive services they felt were more appropriate.



SUGGESTIONS FROM STUDY PARTICIPANTS

The points that follow are a summary of the needs named by Aboriginal participants from the two studies (FPIC, 2021; RCAAQ, 2017). These are avenues that could contribute to the socio-professional integration and maintenance of FNI people in Gatineau.

1. Develop culturally relevant and safe services that take into account the historical context of Aboriginal peoples, including residential schools.⁵
2. Sensitize service providers and non-Aboriginal residents of Gatineau to Aboriginal realities and cultural particularities through workshops, meetings and occasional training sessions.
3. Make Gatineau's existing services known to Aboriginal customers and encourage better collaboration between service providers.
4. Combating racism and discrimination against First Peoples.
5. Promote the development of healthy lifestyles and personal adaptability to the urban environment.
6. Implement local health and social services.
7. Accompany individuals through various major life events.

For their part, all the representatives of public and community organizations who took part in the studies expressed the need to better understand the FNI clientele. The points that follow are some of the possible solutions they raised to better serve people from FNI backgrounds (FPIC, 2021; RCAAQ, 2017).

1. Better understand the needs, issues and realities of Gatineau's Aboriginal population.
2. Find out more about services dedicated to FNI persons⁶.
3. Adapt their practices when aboriginal individuals use their services.
4. Promote, wherever possible, the use of Aboriginal human resources in their service offering.
5. Promote their services directly to aboriginal customers⁷.
6. Better understand the cultural safety approach and question the reasons why Aboriginal people make little use of services.

⁵ This was also raised at the FNI Outaouais regional forum of the CDRHPNQ, March 13 and 14, 2024.

⁶ In 2021, FPIC published a directory of aboriginal organizations and groups in Gatineau. Here's the link: [Repertoires_FPIC_16-03-2021_UnePage_MlSe-a-jour-10-12-2021.pdf](#) (FPIC-fpic.com)

⁷ This issue was also raised at the FNI Outaouais regional forum of the CDRHPNQ, March 13 and 14, 2024

7. Provide support to avoid dropping out of school, such as using aboriginal resources in various educational institutions to facilitate the integration of aboriginal students into these training environments.
8. Provide guidance and support for aboriginal men with psychosocial and personal problems, or with special profiles such as, for example, men in conflict with the law⁸.
9. Offer support for women living in precarious situations or in situations of violence.

Analysis of the survey results showed that FNIs wanted a space dedicated to Aboriginal culture, that preserving Aboriginal cultural identity was an important concern, and that a good proportion of respondents used the culturally relevant and safe services available in Ontario (FPIC, 2021; RCAAQ, 2017). The Regroupement des centers d'amitié autochtones du Québec and the First Peoples Innovation Centre each made recommendations following analysis of the results. One recommendation that resonated with both groups was to create a culturally safe and relevant space for the FNI population. Both gave as an example the creation of a Native friendship center in Gatineau. This center opened in 2023.

On a different note, but in terms of culturally appropriate and available services, the First Nations Human Resources Development Commission of Quebec (FNHRDCQ)⁹ unveiled the opening of a new point of service in Gatineau during the Outaouais 2024 FNI Regional Forum. This office will be located in the offices of the First Peoples Innovation Centre. Gatineau has also filled a new position for a regional aboriginal partnership advisor, in line with their desire to diversify their workforce¹⁰.

⁸ To this end, the FNILMAC is currently drafting an opinion on FNI men in the courts. The publication should be available in fall 2024.

⁹ The FNHRDCQ is one of the regional commissions of the Assembly of First Nations of Quebec-Labrador (AFNQL), playing a leading role in improving the skills of the First Nations workforce. It is responsible for administering the Aboriginal Skills and Employment Training Program (ASEP) and the Urban ASEP. The Commission offers services in 27 First Nations communities and now in five major urban centers (Montreal, Quebec City, Val-d'Or, Sept-Îles, Gatineau). The FNHRDCQ supports its clients in their efforts to find meaningful, long-term employment. In order to achieve its objectives of enhancing the professional skills of its clientele and providing training, the CDRHPNQ works with various players in the field. Services offered include counseling, training and development, and employability services. Among the services offered are liaison officers who can support employers in hiring, integrating and retaining First Peoples, as well as assisting Aboriginal employees in the workplace. The agent can also travel to workplaces or training courses to find solutions to challenges encountered.

¹⁰ In a press article published on December 17, 2022 by Radio-Canada, it was mentioned that "as part of the Equal Employment Opportunity Program 2020-2023 (PAEE), Ville de Gatineau [planned] to hire close to 100 Aboriginals for its public service within three years" (Nanipou, Radio-Canada, 2022).

Based on the findings from both studies, it's interesting to analyze how FNIs and agency representatives share similar perceptions of the gaps and services available in the region. Firstly, both groups noted that a better understanding of FNI realities and issues would help build a relationship between First Peoples and service providers. Secondly, both groups were not necessarily aware of existing services and resources. As a result, both parties noted that it would be better to make each other aware of their service offerings. Thirdly, the development and implementation of culturally relevant and reassuring services was proposed. For the representatives, it was a question of better understanding these notions and knowing how to apply them in their practices. For the participants, it was a recognition by others of the historical context of First Peoples in Quebec. Finally, both groups, in their own way, indicated a need for more sustained support for successful socio-professional integration and maintenance in the city. In this sense, it was recognized that this clientele has unique needs, such as better support for women living in precarious situations, better support for men with particular profiles, better support for students from the communities, and better adapted services for people with health, mental health and addiction problems. It can be seen that both groups recognized the importance of a holistic approach, without naming it, to the needs of their clientele.

In conclusion, it's important to understand that if a person struggles to solve several problems simultaneously, this can have an effect on their socio-economic participation. Add to this a history of abuse of power, violence and neglect, and we can understand why there seems to be a certain mistrust or lack of interest in state services on the part of the native population. It's also understandable that if a person has to deal with personal issues such as health and mental health care, family and youth care, or has difficulty meeting basic needs (food, housing), he or she may prioritize services other than employment assistance.



INTERVIEWS WITH VARIOUS PLAYERS IN THE FIELD FNILMAC

As part of the current project, the First Nations and Inuit Labour Market Advisory Committee (FNILMAC) attempted to reach out to organizations and businesses in Gatineau to find out how many FNIs visit local offices, and what services are most in demand.

Six non-profit organizations offering employment assistance services were contacted (see Appendix 1 for the questionnaire sent out). Only one employer responded to our request. Here is a summary of their responses:

Since July 2021, 16 people self-identifying as Aboriginal have used their services. This organization offers individualized support for people with one or more mental health issues to integrate and maintain employment or studies. In this sense, difficulties in obtaining or maintaining employment are linked to mental health problems. The office is located in Hull, and agents can travel to the surrounding area and offer virtual services as needed and if appropriate. People can self-refer or be referred by the hospital or CLSC. According to the respondent, the services are known by the health community and other organizations, but not necessarily by the FNIs or the organizations that work more closely with this clientele. The latter states that the English language and substance abuse problems can be a challenge in reaching this clientele. The perception and recognition of mental health in aboriginal cultures was also cited as a factor influencing their need for counselling. It is also interesting to note that, according to the respondent, little is known about aboriginal culture and realities in the region, and that it takes specific knowledge of reality and needs to intervene effectively. This response demonstrates the same observation as the FPIC (2021) and RCAAQ (2017) studies concerning the lack of knowledge of the realities of the First Nations.

In addition to contacting local employment assistance organizations, an e-mail was sent to the Gatineau Chamber of Commerce to learn about the hiring process and job retention of Aboriginals in local businesses. This request has remained unanswered to date (see Appendix 2 for the questionnaire sent).

Certainly, First Peoples represent an important labor pool for Quebec, yet even today they are under-represented, and access to employment and retention remain difficult due to personal factors, such as mental health concerns, and external factors, such as discrimination. That said, there are steps that can be taken to improve the participation of FNIs in the job market, with the collaboration of various partners



RECOMMENDATIONS

Two very important notions to remember, especially when it comes to establishing collaborations and developing and implementing services that are better adapted to the realities and needs of First Peoples, are the notions of cultural relevance (i.e., the culturally relevant approach) and cultural reassurance (i.e., the culturally reassuring approach). Here are two definitions taken directly from an RCAAQ report (2017, p. 16).

A culturally relevant approach begins with a genuine understanding of the historical, legal, political, economic and social contexts in which Aboriginal people find themselves. Secondly, this understanding must be retained in order to grasp the effects it has on an individual in all his or her specificity. In short, the strategies deployed must take into account both the individual, the context in which they find themselves and the ways in which this context affects the individual seeking support, help or advice (RCAAQ, 2014).

The culturally safe approach involves building trust with Aboriginal people, and recognizing the role of socio-economic conditions, history and politics in service delivery. Cultural safety requires recognition that we are all bearers of culture. This approach relies on respectful participation as well as an understanding of the power imbalance inherent in-service delivery, institutional discrimination and the need to rectify these inequities through system change (RCAAQ, 2014).

In this sense, if Emploi Québec wishes to increase its service offering to the aboriginal community on the territory, it must demonstrate recognition and understanding of the past and its devastating effects on the individual and the aboriginal community. It is on the basis of this recognition and understanding that collaboration can be developed, and relevant measures adapted to their needs can be put in place¹¹.

In his article entitled "Creating good partnerships with communities", Picard (2023) proposes eight key steps that foster collaboration between Aboriginal peoples and non-Aboriginal businesses. Creating partnerships with the aboriginal community could help raise awareness of Emploi Québec's services and broaden the pool of clients served. Picard (2023) proposes, in general terms:

1. Contact the Band Council or Employment and Training Service Centre (ETSC) in the target community to put you in touch with the appropriate resource people¹².
2. Identify your objectives and what you're looking for, so you can find partners who can meet your needs.

¹¹ This is also an approach favored by the FNHRDCQ, refer to the Reference Guide for the Integration and Retention of FNs 2019, and which was named by participants at the Outaouais FNI Regional Forum March 13 and 14, 2024.

¹⁴ This could be seen as a gesture of respect and transparency.

This is an important point to consider, as aboriginal customers work on several fronts simultaneously. For example, a person may be undergoing therapy before looking for a job. It would therefore be appropriate to develop partnerships with resources offering psychosocial services.

3. Target complementary partners to expand your audience and range of services¹³.
4. Establish relationships based on trust. According to Picard, trust, authenticity and transparency are paramount for First Nations¹⁴.
5. Clearly define the terms of collaboration.
6. Communicate regularly.
7. Be accommodating.¹⁵
8. Regularly evaluate collaboration.

In addition to these suggestions, taking into account the information from the above-mentioned studies and according to the reference guide for integrating and maintaining FNs in employment (FNHRDCQ, 2019) and the avenues of reflection that arose during the Outaouais FNI Regional Forum (FNHRDCQ, March 13 and 14, 2024), other actions are proposed that would increase the delivery of Emploi Québec services to FNI members in the Gatineau region.

- That Emploi Québec approach Aboriginal communities on the territory to introduce itself and its services to community members.
- That Emploi Québec develop partnerships with Aboriginal organizations to broaden and adapt the range of services offered.
- That Emploi Québec learn from Aboriginal organizations about best practices to adopt when serving the FNI clientele.
- Emploi Québec review its service delivery practices to make them culturally relevant and safe for FNI clients.
- That Emploi Québec provide Aboriginal awareness training to senior management and agents.
- That Emploi Québec automatically refer clients who self-identify as Aboriginal to the resources dedicated to them.
- That Emploi Québec further promote the hiring of Aboriginal human resources.
- That Emploi Québec be flexible in the way it provides services to FNI people, such as being able to offer services in English when needed.

¹³ This is an important point to consider, as Aboriginal clients work on several fronts simultaneously. For example, a person may be undergoing therapy before looking for a job. It would therefore be appropriate to develop partnerships with resources offering psychosocial services. What's more, some aboriginal organizations offer services similar to those provided by Emploi Québec, and it would be highly relevant to develop links with them in order to improve the best practices to adopt with FNI clients.

¹⁴ This is all the more important in relations between the government and aboriginal peoples, given our shared past.

¹⁵ Particular attention should be paid to this point, as it is not necessarily easy to harmonize different cultural perspectives. It is imperative that all parties involved remember the ultimate goal of being able to provide culturally safe and relevant services to FNI customers.

- That Emploi Québec form a joint committee to encourage the concerted efforts of organizations working on First Nations and Inuit issues, as provided for in the First Nations and Inuit ministerial strategy with labour market partners.
- That Emploi Québec distribute to its agents a digital directory of all services and organizations offering services to Aboriginal peoples. This should include transition houses, CLSCs and hospitals, as well as organizations offering psychosocial services.

IMPORTANT NOTE

It's important to note that, although the mandate of this document was to paint a portrait of First Nations and Inuit in Gatineau, the information presented is mainly related to First Nations. It might be interesting to pursue the study of services available in Ottawa for Inuit populations. The FNILMAC tried to reach Tungasuvvingat Inuit (T.I.), but without success before the publication of this document. The Inuit clientele has its own characteristics, such as the remoteness of Inuit territories in Canada and the fact that a large majority speak Inuktitut and English, with French as a third language. Quebec's Inuit are, on the whole, younger than the FN and non-Aboriginal populations, and are unfortunately less educated. Regrettably, they are generally one of the most deprived populations in our society.

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ANNEX 1

Survey sent to organizations

Thank you for your cooperation.

1. Do you have quantitative data indicating the number of people of Aboriginal origin who use or have used your services in the past three years?

➤ **If yes:**

- a. Can we have these figures?

e.g. 5 out of 250 persons

- b. What are the services most used (name three) by people who identify themselves as aboriginal?

e.g. resume writing, job search, coaching

- c. Which services are least used (name two) by aboriginal people? *e.g. interview preparation, computer tools such as LinkedIn*

- d. What are the main reasons (name three) that lead them to consult you?

e.g. no computer at home, don't know where to look for jobs, help filling out various forms

➤ **If no,**

- a. Do you think that your services are known by FNIs in Gatineau?

- b. Do you believe that your services are accessible to these people?

- c. In your opinion, what are the challenges in reaching this clientele?
e.g. Language difficulties, inaccessible communities

2. Have you ever been approached by an employer for assistance in hiring and/or retaining a First Nations and/or Inuit person?

➤ **If yes,**

- a. What were their needs?

e.g. getting help for cultural safety in the workplace

- b. Have you had any feedback on their experience? If so, can you share their thoughts with us?

This completes our questionnaire. If you have any thoughts about Aboriginal people in Gatineau and employment assistance services, please let us know. Our goal is to gather as much information as possible to clarify the subject with the General Management of de Services Québec Outaouais.

Thank you.

ANNEX 2

Survey sent to the Gatineau Chamber of Commerce

Activity sector:
Total number of employees:
Contact person for further information:

Thank you for your cooperation.

3. A 3. Do you have quantitative data indicating the number of people of Aboriginal origin who work or have worked in your company in the last three years (2020 - 2023)?
(If not, please see page 2 from question 2)

➤ **If yes:**

- e. Can we have these figures?
e.g. 5 out of 50 peoples

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- f. Generally speaking, what do you think the hiring process is like for people who identify themselves as Aboriginal?
e.g. I find that these people seem more reserved than other candidates, and sometimes they lack experience, but on the whole, there aren't any big differences.

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- g. In general, what are your impressions of the employment integration of workers of FNI origin?
e.g. *Sometimes, I feel it's harder for them to connect with others because of language barriers. Also, our supervisors have to offer more support at the beginning, but after a few weeks, everything's fine.*

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What can you tell us about retaining FNI employees in your company??

e.g. I find that a number of these employees have to take a few weeks off during specific times of the year to take part in cultural events. Unfortunately, sometimes people don't come back, but sometimes it's the opposite: they come back fitter and more motivated.

4. Has your company ever used business services to obtain assistance in hiring and/or retaining First Nations and/or Inuit people?

➤ **If yes,**

c. What were your needs?

e.g. getting help for cultural safety in the workplace

d. Did the service meet your needs? Please explain your answer.

e.g. Yes, we had suggestions for best practices for integrating FNI people into the company. Following the implementation of a few ideas, we noticed that the absenteeism rate decreased.

➤ If not, can you comment on the company's vision regarding the use of FNIs?

5. Taking all types of jobs in your company together, what are the least demanding qualifications for a position? What are the most demanding qualifications?
e.g. For less demanding qualifications, we require a high school diploma or equivalent and 1 year's experience. For more demanding qualifications, we require a bachelor's degree and 5 years' experience.

6. A. Do you hire people from the justice system?

- YEs
- Yes, but it depends on the offence committed and the position sought
- No
- Do not know
- Do not wish to reply

- B. If you hire people from the criminal justice system, do you have any standard practices regarding criminal record checks? Can you tell us about these practices?
e.g. A check is only carried out for positions in the finance department.

This completes our questionnaire. If you have any thoughts about hiring and retaining people with FNI, please let us know. Our aim is to gather as much information as possible to clarify the matter with the General Management of Services Québec Outaouais.

Thank you.