

PORTRAIT OF THE FIRST NATIONS

Social Economy in Quebec 2018



FIRST NATIONS
SOCIAL ECONOMY
REGIONAL TABLE



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AND LABRADOR HEALTH
AND SOCIAL SERVICES
COMMISSION



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Notice: Since June 2017, the FNQLEDC has been entrusted with the social economy mandate. This is therefore the last document dealing with the social economy to be published by the FNQLHSSC.



DEFINITION OF SOCIAL ECONOMY IN ALGONQUIN

MA8ASAK KAKINA KITCI

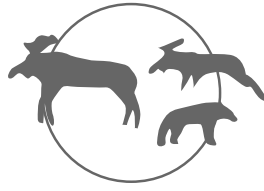
MIN8APATCIAKANI8ITC CONIA

« KITCI MIN8APATCIAKANI8ITC CONIA ». APITC MIKOMAKANI8ITC CONIA, MA8ASAK KAKINA KITINENTANANAN KITCI NAK8AK KITCI ANI MICA KA TIPENTCIKATEK KONI KA TACI MIKITCIKATEK MIKIM08IN. MITAC 8ETCI TAK8AK KITCI 8ITCI8EMAKAK KITCI MATCITAMAKAK MIKIM08IN. A8ACAMEC KITCI ANI MANETC CONIA, PANIMA KI TAK8AK MIKIM08IN KITCI CONIAKEMAKAK KA MIKITAM08ATC.

« MA8ASAK KAKINA A8IAKOK » TAC 8IN 8A IKITOMAKAK, KAKIKA KA MIKITAM08ATC MIKIM08IN, A8ACAMEC KITCI ANI MINOKAPA8IMAKAK MIKIM08IN. KA8IN 8IN ETA KITCI CONIAKANI8AK ICINAK8ASINON. KAKINA MA8ASAK MIKIM08INNIK MI 00 KE TOTAM08ATC :

- ▶ KITCI MIKA8ASAMIKONANI8AK EPITENTAK8AK A8IAKOK KITCI ONAC08E8ATC ACITC KITCI TIPENIMITISONANI8AK
- ▶ KITCI MIN8ACITCIKATEK ECI TACIKANI8AK
- ▶ KITCI OCITCIKATEKIN MIKIM08INAN
- ▶ KITCI 8ITCIAKANI8ITC A8IAK KITCI KOKI MIKAK KEKI ICITAPAN E MIKIMOTC
- ▶ KITCI MIKIMAKANI08ATC A8IAKOK ACITC ANICINAPE8AKIN
- ▶ KITCI ANI MICA KA MA8ASAK KA MIKITCIKATEK INANOKI8IN (MA8ASAK E MIKIMONANI8AK, ANICINAPE8AKIK KITCI OK8INI8ATC, ACITC KITCI 8ETCITO8ATC KITCI 8ITCIKOSI8ATC A8IAKOK)

MA8ASAK KAKINA KITCI MIN8APATCIAKANI8ITC CONIA, MI IIB8E KE MIKITCIKATEK KITCI ANI MICA KA ACITC KITCI ATA8ANI8AK KEKONAN (obnl acitc coop). MA8ASAK TAC KAKINA KATA MINOKAPA8IMAKAN. INI TAC KAKINA KA MIKIM08ATC, ONIKANENTANA8A NA8ATC KITCI MINOKAPA8INANI8AK, ACITC KITCI CONIAKANI8AK.



DEFINITION OF SOCIAL ECONOMY IN ATIKAMEKW

« E ICI CORIAKEMAKAK »

E itemakak nihe e ici coriakemakak kekwan nte kirika ici nisitotakok tan e ici coriakewakaniwok kekocic e otamirotcicikatek kekotc tan e ici coriakewaketc awik kekwariw e ocitac. Mitowi awik kekociciriw e matcatac kitci otci coriaketc matci kaie nte kekwariw e otci coriakewaketc. Peikon kaie kekwariw e ki matcatamasotc kitci coriakewaketc naha ka ki matccatac kekociciriw.

« E ITACIHITISONANIWOK »

- ▶ E itemakak ici nisitotakon nte e ici coriakemakak ote kirika ici nisitotakon ke ici witcihiwemakak itatcihowinik tacikewinik nama soka coriak tepirak. Witcihitisowinik kaie matci ici nisitotakon :
- ▶ E mikawasitcicikatek kiciteritcikewina e ici kiciteritakositc iriniw acitc e ici mihitisotc witcihitisowinik;
- ▶ E minawatcitakaniwok e ici aitacikaniwok;
- ▶ Otamirowin e matcatakaniwok;
- ▶ E witcihakaniwitcik awenak otamirowinik acitc kitci taticik kaie ka nahi kiskeritakik otamirowinik.
- ▶ Kitci mihitisotcik iriniwok kaie nehirowisi otenak ka taciketcik;
- ▶ Kitci aitakok ke ici wawitcihiwaniwok acitc kaie tapickotc wawitcihitowin otamirowinik acitc kitci aitakoki kekwan ke witcihiwemakak kotenaminak;

E ici coriakemakak enko nihwe e ici wectakaniwok kekwan acitc e atawaniwok kekwan kaie nihwe e witcihiwemakak kekwan ka ki matcatakaniwok mitowi (obnl et coop) e nosanehikatek kaie ka ici orocawaniwok ke ici witcihikonanniwok. Enkweriw meka nictam ka actac.



DEFINITION OF SOCIAL ECONOMY IN INNU

« ANITE PEMIPANIT SHUNIAU »

Ne aimun utshipanu anite e tutakanit kie ma e patshitinakanit tshekuan mak e uitshiaushinanut anite ut atusseutshuapit, tshetshi uitshiaushinanut e pimipanitakanit shuniau anite innu-assit. Neme tshekuan ua utitaikanit tshetshi shuniatshenanut anite atusseutshuapit tshipa utshipanu.

« ANITE ESHINNIUNANUT »

Issishuemakan e uauitakaniti neni atauitshuapa etatu tshekuannu e patshitinahk, mauat muku shunianu. Namaieniu nenu muku tshetshi shuniatsheht. Eukuannu umenu tshipa tshi ishi-uitshiaushiat :

- ▶ E mishituepanitakanit ne eshi-tapueienitakanit miam ne tapishkut auen e aitutuakanit kie ka tipenimitishunanut;
- ▶ E minutakannit anite enniuh tshetshenat
- ▶ E tutakaniti atusseuna
- ▶ E uitshiakanit auen tshetshi tat anite mamu etananunit kie tshetshi atusset;
- ▶ Tshetshi utinitishuht auenitshenat mak takuaimatishunanut nete innu-assit;
- ▶ E tutakanit tshetshi minupanitakanit innit (e uauitshitunanut, mamu e atusseshtatunanut innu-assit, tshetshi takuannit anite tshe minakaniht tshekuannu innu-assit...).

E pimipanit shuniau anite eshinniunanut, eukuan an ne tutakanit tshekuan, e ataatshenanuti tshekuana atauitshuapit kie ma e tutakaniti atusseuna tshetshi atusseuiakaniht auenitshenat mak tshetshi pitutepanit shuniau. Ne etutakanit ui nashatakannu eshinniuh tshetshenat. Neni atusseutshuapa tekuaki mishue katshitaitshemakana anite innit kie ashit kanieuatshenanua, shuniatsheuatshenanua kie pakassitishuatshenanua.



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ABBREVIATIONS AND ACRONYMS

CEDA	Community Economic Development Agents
CEDO	Community Economic Development Organizations
CSERT	Cree Social Economy Regional Table
FNQLEDC	First Nations of Quebec and Labrador Economic Development Commission
FNQLHSSC	First Nations of Quebec and Labrador Health and Social Services Commission
RCAAQ	Regroupement des centres d'amitié autochtones du Québec
RHS	First Nations Regional Health Survey

LES THE NATIONS



LÉGENDE / LEGEND

- ABÉNAKIS/ABENAKIS
- ALGONQUINS
- ATKAMEKW
- CRIS/CREE
- HURONS- WENDAT
- INNUS
- INUITS/INUIT
- MALÉCITES/MALISEET
- MI'GMAQS
- MOHAWKS
- NASKAPIS



COMMISSION DE LA SANTÉ ET DES SERVICES SOCIAUX
DES PREMIÈRES NATIONS DU QUÉBEC ET DU LABRADOR
FIRST NATIONS OF QUEBEC AND LABRADOR
HEALTH AND SOCIAL SERVICES COMMISSION

THE FIRST NATIONS IN QUEBEC

In Quebec, the Aboriginal population is divided into two separate groups: Inuit and First Nations. The term “First Nations” started being used in the 1970s to replace the term “Indians” which was deemed pejorative. In 2016, the population identifying as First Nations represented 2.4% of the total population of Quebec (Statistics Canada, 2017).

There are 41 First Nations communities from 10 nations: Abenaki, Algonquin, Atikamekw, Cree, Innu, Maliseet, Mi'gmaq, Mohawk, Naskapi and Wendat. Each nation has its own history, culture, beliefs, way of life and knowledge. The majority (64%) of First Nations live in a community (Statistics Canada, 2017), and 40% of those ages 12 years and up use a First Nations language as their main language (FNQLHSSC, 2018).¹

According to the Quebec First Nations Regional Early Childhood, Education and Employment Survey (2014 REEES), only half of the adult population benefits from paid employment. Two-thirds of workers are employed by a band council, and this proportion exceeds 85% in the most remote communities (FNQLHSSC, 2017). Most adults (60%) live in a household whose income is \$39,999 or less (of which 33% have an income of less than \$19,999) (FNQLHSSC, 2018). Dropouts make up almost 40% of adults (FNQLHSSC, 2017a).

¹ Preliminary results of the 2015 RHS.



Highlights

2%

ACCORDING TO THE CURRENT STATE OF KNOWLEDGE, FIRST NATIONS SOCIAL ECONOMY ENTERPRISES REPRESENT APPROXIMATELY 2% OF ALL SOCIAL ECONOMY ENTERPRISES IN QUEBEC.

131 ENTERPRISES

IN SEPTEMBER 2016, THE FNQLHSSC AND THE FNQLEDC IDENTIFIED 131 FIRST NATIONS SOCIAL ECONOMY ENTERPRISES ACROSS QUEBEC FROM EIGHT NATIONS.

ACCORDING TO THE DATA COLLECTED,

THERE ARE A LOT MORE ENTERPRISES WITH NPO STATUS (88.0%) THAN ENTERPRISES WITH COOPERATIVE STATUS (12.0%) AND THE MAJORITY OF THE SOCIAL ECONOMY ENTERPRISES (75.5%) ARE LOCATED IN THE COMMUNITIES.

40%

THE 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.

31%

NEARLY ONE-THIRD OF THE PARTICIPATING ENTERPRISES (31%) HAVE ACTIVITIES THAT ARE LOCAL IN SCOPE, AND ALMOST ONE IN FOUR (23%) HAVE PROVINCIAL OR REGIONAL ACTIVITIES. A FEW ENTERPRISES ARE INTERNATIONAL OR PAN-CANADIAN IN SCOPE.

SERVICES

FOR PEOPLE IS THE MOST COMMON SECTOR AMONG THE ENTERPRISES PARTICIPATING IN THIS PORTRAIT.

93%

IN TOTAL, THE PARTICIPATING ENTERPRISES EMPLOY JUST OVER 1,000 PEOPLE, 93% OF WHOM ARE FIRST NATIONS OR INUIT.

\$800,000

IN THE LAST FISCAL YEAR, ONE IN TWO PARTICIPATING ENTERPRISES HAD A TOTAL INCOME OF \$800,000 OR MORE, AND A FEW HAD AN INCOME OF \$1 MILLION OR MORE.

80%

THE VALORIZATION OF THE LANGUAGE AND CULTURE IS SUPPORTED BY 80% OF THE ENTERPRISES TAKING PART IN THIS PORTRAIT.

96%

FOR 96% OF RESPONDENTS, THE FIRST OR SECOND REASON THAT MOTIVATED SETTING UP THEIR ENTERPRISE WAS TO MEET A NEED.

1/2

JUST OVER HALF OF THE RESPONDING ENTERPRISES HAVE A FINANCIAL MANAGEMENT POLICY.

ALTHOUGH ALMOST

ALL THE PARTICIPATING ENTERPRISES REPORTED HAVING AN ANNUAL ACTION PLAN OR A MEDIUM- OR LONG-TERM STRATEGIC PLAN, HALF OF THEM REPORTED THAT THEY DID NOT HAVE A BUSINESS PLAN.

THE MAIN

NEEDS EXPRESSED BY THE PARTICIPANTS ARE RELATED TO TRAINING, ACCESS TO FUNDING AND RECOGNITION (MANAGEMENT AUTONOMY).

1. INTRODUCTION

In 2015, in its *Plan d'action gouvernemental en économie sociale 2015-2020* (2015-2020 government social economy action plan), the Government of Quebec wants local and regional circles to be able to rely on the social economy as a lever for collective mobilization and socio-economic development. With this aim in mind, it:

“(…) will support a social economy cluster project for First Nations in collaboration with the Secrétariat aux affaires autochtones with an investment of \$500,000 over five years. This project will be conducted in partnership with the First Nations of Quebec and Labrador Health and Social Services Commission (FNQLHSSC), the First Nations of Quebec and Labrador Economic Development Commission (FNQLEDC) and the *Réseau [sic] des centres d'amitié autochtones du Québec (RCAAQ)*” [unofficial translation] (Government of Quebec, 2015: 39).

The new funding being granted as well as the partnership resulting from this government action plan have made it possible to set up a Quebec First Nations Social Economy Regional Table, composed of the FNQLEDC, the FNQLHSSC and the RCAAQ. The realization of the Portrait of the First Nations Social Economy in Quebec, which includes a conceptual framework, stems from this Regional Table's action plan. More specifically, the objectives of the portrait are as follows:

- ▶ Take stock of the First Nations social economy enterprises in the regions of Quebec (both in and outside the First Nations communities);
- ▶ Find courses of action to increase the contributions of this sector in the economic and social development of First Nations.

In November 2016, in order to carry out the work required to develop this portrait, a call for tenders was issued by the FNQLHSSC and the mandate was entrusted to Convergence, a cooperative of consultants. In December 2016, a working group was set up to support this work. It is composed of several representatives of First Nations regional organizations (FNQLHSSC and FNQLEDC), two of whom are also members of the First Nations Social Economy Regional Table, a representative of the Territoires innovants en économie sociale et solidaire (TIESS) and two representatives of First Nations social

economy enterprises, one located in urban areas and the other in a community. The consultant mandated to conduct the portrait also participated in the meetings of the working group. The methodology section details when, how and among whom information gathering was conducted, as well as the methodological strengths and limitations.

In the following section, the conceptual framework presents definitions from the First Nations and non-Aboriginal circles as well as historical and legislative elements that deserve to be considered when it comes to the social economy of First Nations in Quebec. This is a first proposal to design the social economy from the point of view of First Nations, and it will benefit from being enhanced in the future.

The profile of the First Nations social economy enterprises is described in the third section. The legal status and profile of the workforce and the activity sectors, among other things, are detailed in it. The analysis focuses on the distinctive characteristics associated with enterprises located in a community. The section entitled “Strengths, Challenges and Issues” considers the location of the enterprise's head office. Finally, the last section proposes courses of action in relation to the challenges and issues raised by the participants.

This portrait is intended primarily for First Nations entrepreneurs, leaders and support organizations, but also for those who wish to better understand the social economy and the benefits that flow from it. This is the first social economy portrait to be produced, and although it has certain limitations, this document still allows us to better understand this type of entrepreneurship among First Nations as well as the aspects that need to be strengthened.

2. METHODOLOGY

A review of the literature was first carried out to paint a picture of the situation regarding Aboriginal entrepreneurship and the social economy among First Nations in Quebec. It showed that there is little literature on the subject and confirmed the need for First Nations to develop a portrait of their social economy. This review was used to develop the conceptual framework and to respond to the challenges and issues raised by the participants.

The directory of social economy enterprises (FNQLHSSC, 2016), updated in September 2016, was used to contact the enterprises. For the enterprises located in the communities, only those whose community consent form was signed were invited to participate in the information collection process. Out of a possible 30² communities, 19 (63.3%) provided their community consent to participate in this portrait. Subsequently, representatives of the social economy enterprises from these communities were invited to participate in the information collection process. All First Nations social economy enterprises identified in urban areas were invited.

On May 9, 2017, a first invitation to respond to an online questionnaire was sent by email to the First Nations social economy enterprises whose contact information was included in the directory of social economy enterprises. Since few of the questionnaires had been completed by the deadline of June 5, 2017, the deadline was extended to June 30, 2017. In that same week, 59 kits containing paper questionnaires (the same as those that were available online) and postage-paid envelopes were distributed to 18 Community Economic Development Agents (CEDAs), who had been entrusted with the mandate to encourage social economy enterprises to respond to one of the questionnaires by July 7, 2017.

A total of 92 enterprises were invited to participate in this portrait. Of these, 65 enterprises are headquartered in the communities and 27 are located in urban areas. In addition, 7 support organizations³ were invited to participate.

2 The invitation was not sent to two First Nations communities where no social economy enterprise was identified.

3 A support organization is defined as an organization that contributes to the development of First Nations by supporting social and socio-economic enterprises and collective initiatives. The support organization helps determine the need or issue and define and carry out the project and provides technical and financial mentoring. Finally, support organizations work to promote collective entrepreneurship and foster networking and knowledge transfer in the field.

INFORMATION COLLECTION

To develop the profile of First Nations social economy enterprises, the online questionnaire is the method that was chosen because it allows for reaching a large number of individuals across various territories at a low cost. As a starting point for the development of this questionnaire, the questionnaires of the Pôle d'économie sociale Outaouais and the Cree Nation were used. Two versions were produced: a long questionnaire⁴ (featuring 63 questions targeting registered enterprises) and a short questionnaire⁵ (featuring 21 questions targeting emerging enterprises). Both versions of the questionnaire had 15 questions in common.

The first section of the online questionnaire (both long and short) acted as a filter to distinguish between social economy enterprises and to prevent respondents from another type of economy from participating. As for the paper questionnaire, it was the CEDAs who identified the enterprises that could answer them.

A preliminary test was conducted by a social economy enterprise representative, which allowed for making some adjustments to the questionnaire. The answers obtained during this preliminary test were not compiled with the rest of the database.

In total, 27⁶ social economy enterprises responded to the online or paper questionnaire and make up the quantitative database (table 1).

4 See appendix I.

5 See appendix II.

6 Two enterprises that identify with the Cree Nation filled out the questionnaire. The original intent was not to include the social economy enterprises of the Cree Nation because the CSERT had produced, in 2013, a portrait of Cree social economy enterprises. The data from the two Cree enterprises were retained for this portrait and are counted with the enterprises located in urban areas.

TABLE 1: SUMMARY OF THE QUESTIONNAIRE PARTICIPATION

LOCATION OF THE ENTERPRISE	NUMBER OF INVITATIONS SENT	NUMBER OF PARTICIPANTS*
In a community	65	19
Outside a community	27	8
Total	92	27

* Includes the enterprises that responded in whole or in part to at least one questionnaire. Note that four enterprises both participated in the interview and completed the long or short questionnaire.

In order to enhance 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 Québec City, provided an opportunity to publicize the work surrounding the portrait as well as the upcoming information collection process and to begin the interviews as part of a luncheon. The following table summarizes the overall information collection process.

TABLE 2: SUMMARY OF THE INFORMATION COLLECTION

COLLECTION TOOLS	COLLECTION PERIOD	TARGET AUDIENCE	NUMBER OF RESPONDENTS	NUMBER OF ENTERPRISES BY LOCATION
Long questionnaire	May 9 to July 7, 2017	Social economy enterprises	19	12 enterprises located in a community 7 enterprises located outside a community
Short questionnaire	May 9 to July 7, 2017	Emerging initiatives	8	7 enterprises located in a community 1 enterprise located outside a community
Interview	February 9, 2017 July 12 and 13, 2017 August 30 and September 1, 2017 September 6, 2017	Social economy enterprises	10	6 enterprises located in a community 4 enterprises located outside a community
Interview	June 26 to October 5, 2017	Support organizations	7	7 organizations located in a community* 0 organization located outside a community

* The support organizations interviewed are all located in a First Nations community, but some of them serve all First Nations.

ETHICS

All the work was carried out while applying the *First Nations in Quebec and Labrador's Research Protocol* (AFNQL, 2014) and the principles of Ownership, Control, Access and Possession (OCAP®) for the data specific to the First Nations.

Various mechanisms and instruments were implemented to ensure that participants have a good understanding of the process to obtain their free and informed consent. As a first step, the FNQLHSSC sent a letter of invitation as well as a community consent form⁷ to the Chiefs of the 30 targeted First Nations communities.

Both the short and long versions of the questionnaire included a section on the presentation of the project, its purpose and its use. The right of withdrawal and the processing of the data to ensure the confidentiality of the participants were also explained. Respondents were then asked to confirm their consent to participate.

⁷ See appendix III.

For the face-to-face interviews, an individual (paper) consent form,⁸ containing the same information as the form used for the online questionnaires, was signed by the participants. As for the telephone interviews, individual consent was provided verbally.

Finally, a working group, made up mostly of First Nations people, provided guidance throughout the process by determining the main orientations, validating the methodology and tools for collecting information, determining elements that promote the development of the social economy among First Nations and validating the contents of the produced portrait.

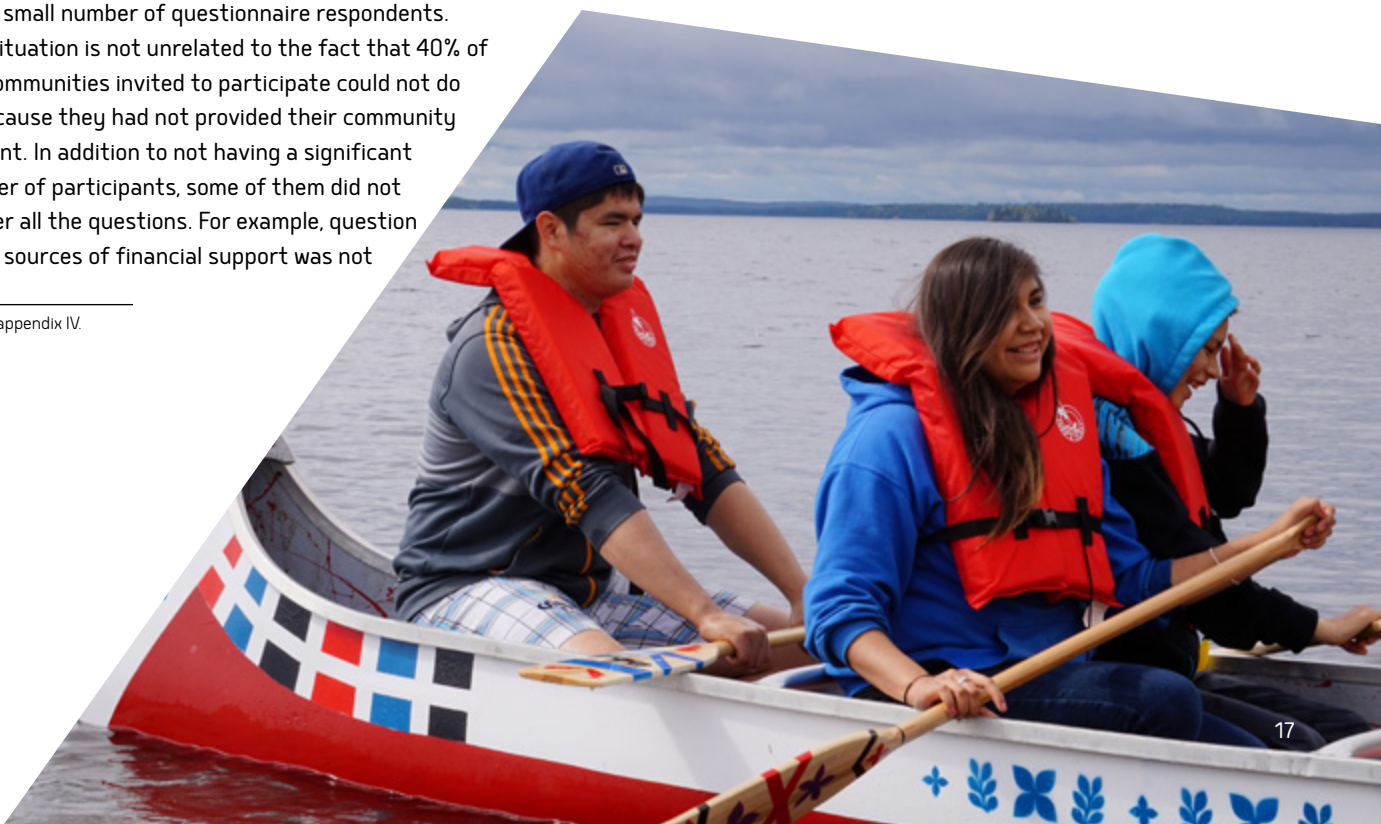
METHODOLOGICAL STRENGTHS AND LIMITATIONS

This portrait is the first to deal with the situation of the First Nations social economy enterprises in Quebec. Qualitative and quantitative methods of information gathering have made it possible to go beyond the statistical profile and establish the strengths and distinctive characteristics of the enterprises, as well as the issues they face. The interviews conducted with representatives of enterprises and support organizations helped to better understand some of the realities of the First Nations social economy enterprises, based on different points of view. This initiative also allowed for determining which methods are most appropriate for collecting the desired information.

The main limitation that must be taken into account is the small number of questionnaire respondents. This situation is not unrelated to the fact that 40% of the communities invited to participate could not do so because they had not provided their community consent. In addition to not having a significant number of participants, some of them did not answer all the questions. For example, question 58 on sources of financial support was not

processed since only 21% of the respondents (4 of 19) responded. Overall, the participation rate does not allow for the development of a comprehensive portrait of the situation of the First Nations social economy enterprises in Quebec. Despite this limitation, the choice to include a qualitative component in the data collection adds to the validity of this portrait. Given that this is the first portrait of the First Nations social economy, this information is relevant and useful considering that enough interviews were conducted to observe a saturation of information and corroboration with the results obtained by questionnaire. This portrait helps to establish trends that can guide the socioeconomic stakeholders on the social economy situation of First Nations.

⁸ See appendix IV.



3. CONCEPTUAL FRAMEWORK

On October 10, 2013, the Government of Quebec adopted the *Social Economy Act*. Its purpose is to recognize the specific contribution of the social economy to Quebec's socio-economic development and to establish the role of government in the social economy (LégisQuébec, 2017).⁹ Article 3 of the *Social Economy Act* reads as follows:

“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:⁹

- (1) The purpose of the enterprise is to meet the needs of its members or the community;*
- (2) 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);*
- (3) The rules applicable to the enterprise provide for democratic governance by its members;*
- (4) The enterprise aspires to economic viability;*
- (5) The rules applicable to the enterprise prohibit the distribution of surplus earnings 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; and*
- (6) The rules applicable to a legal person operating the enterprise 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 personality” (LégisQuébec, 2017).

Social economy enterprises include entities or corporations with one of the following three legal statuses:

- ▶ Cooperative;
- ▶ Non-Profit Organization (NPO);
- ▶ Mutual.

Cooperatives are created based on people's desire to meet a need in the community through collective entrepreneurship. The goal of the cooperative enterprise is the maximum satisfaction of its members, who are at the same time the co-owners, users and beneficiaries. Cooperatives are governed by members meeting in general assemblies and boards of directors (boards). In Quebec, there are five types of cooperatives (table 3).

⁹ From the following website: <http://legisquebec.gouv.qc.ca/en/ShowDoc/cs/E-1.1.1>, accessed on March 23, 2018.

TABLE 3: TYPES OF COOPERATIVES

CONSUMER	<p>This category of cooperative provides goods and services to its members for their personal use. These cooperatives are found in sectors such as food, housing, school goods and services, cable television and funeral services.</p> <p>Since the members participate in decision-making, they are assured that their enterprise will meet their needs.</p>
PRODUCER	<p>Groups of natural and legal persons who benefit from economic advantages by buying from their cooperative the goods and services they need to exercise their profession or operate their enterprise.</p> <p>By joining together in a producer cooperative, the members maximize the impacts of their own enterprise. The cooperative then becomes an extension of the individual business by acting as an efficient network.</p> <p>Producer cooperatives are active in sectors as diverse as the agri-food industry, the taxi industry, the use of agricultural equipment as well as professional and business services.</p>
WORKER	<p>Since job creation is a major concern, the worker cooperative offers an interesting solution for people who are ready to take up the challenge of autonomy.</p> <p>In this form of cooperative, members are both owners and employees; they control all activities. As they take part in the management of the enterprise, workers have the opportunity to improve their business acumen.</p> <p>These cooperatives work in sectors such as forest management and wood processing, business services, modern technologies and ambulance services.</p>
WORKER-SHAREHOLDER	<p>A worker-shareholder cooperative groups together workers in order to acquire and hold shares in the company that employs its members and ancillary members. This investment allows employees to participate in the development of the enterprise. The relationship between the cooperative and the enterprise is governed by a shareholder agreement, which sets the rules of the game for all partners.</p> <p>Working in close collaboration with management, the members of the cooperative can participate in the achievement of the enterprise's objectives and propose new ideas. This category of cooperative is also an effective way to provide business owners with succession, help retain the workforce or improve capitalization.</p> <p>This category of cooperative is found particularly in the manufacturing sectors of computers, multimedia and consulting.</p>
SOLIDARITY	<p>In the solidarity cooperative, members can belong to different categories.</p> <p>In a solidarity cooperative, workers, users and any other person or company interested in ensuring that the cooperative achieves its goal (supporting member) can unite to meet their needs and aspirations. The solidarity cooperative brings together at least two of the three categories of members (workers, users and supporting members).</p> <p>It allows for effectively grouping together different people who share the same cause. It provides them with the means to achieve their common goal, thanks to the proven principle of solidarity.</p> <p>Solidarity cooperatives are particularly present in home and health care services, professional and business services and local services (grocery stores, gas stations, accommodations, restaurants and recreational activities) in rural areas and semi-urban areas.</p>

Source: Economy, Science and Innovation, Government of Quebec

An NPO, also known as a non-profit corporation, is defined as “(...) a group of individuals who pursue a purpose of a moral or altruistic nature and who have no intention of making monetary gains to be shared between the members. Such a legal person is a distinct legal entity. As such, it has its own rights and obligations” [*unofficial translation*] (extract from the website of the Registraire des entreprises, Government of Quebec, accessed on January 12, 2018). According to the Act, for an NPO to be recognized as pertaining to social economy, part of its income must come from the sale of goods or services. The NPO must therefore have commercial activities. Childcare centres, therapy centres, social integration enterprises, festivals and many cultural enterprises formed as NPOs are examples of social economy enterprises among First Nations.

A mutual or mutual society is a non-profit association that offers its members a system of insurance, benefits or training through contributions. The insured members collectively own their mutual company.¹⁰ Like cooperatives and NPOs, each member can participate in decision-making by exercising their right to vote at the annual general assembly, regardless of the size of their wallets. Mutuels also contribute to the cultural, moral, intellectual and physical development of their members and community. To date, no mutuels have been identified among First Nations in Quebec.

While recognizing these definitions and principles, this portrait proposes to consider certain historical and legislative elements associated with the context of First Nations and to expose certain distinctive characteristics related to the concept of the social economy according to the vision of the First Nations. The desire to take control of and revitalize cultures and the economic development issues related to the *Indian Act* must necessarily be taken into account when it comes to the First Nations economy.

¹⁰ Extract from the La Toupie website, accessed on January 12, 2018.

COMMON GOOD, SOCIAL EXCHANGES AND MARKET VALUE: CONCEPTS KNOWN BY FIRST NATIONS SINCE TIME IMMEMORIAL

Historically, First Nations have traded with each other. Making everything for their life-related needs, including clothing, tools and hunting and fishing equipment, was part of their daily routine. In the production line of these goods, certain tasks could be reserved for women, men, children or even elders. Depending on what the land gave them, some nations acquired knowledge and developed techniques for making certain products that outperformed those of others. For example, the Atikamekw are recognized for their objects made from birch bark, such as canoes, the Mi'gmaq for their utility objects made from wood splints, and the Wendat for their corn-based products such as corn flour, for example. Within the same nation, the goods of certain families could stand out based on the quality of their work, which made them sought-after articles.

The seasons when waterways were navigable favoured trade. The great tributaries were crossroads where various families of the same nation met, as did members of various nations. For example, in Grand Lake Victoria, many Algonquin families gathered in the summer for exchanges, weddings and other common matters.¹¹

In addition, prior to the creation of the Gouin Reservoir, Obedjiwan Lake was a favourite summer gathering place for social, economic and cultural exchanges where people from the Atikamekw, Wendat, Innu and Cree nations interacted, among other places (Gélinas, 2001).

From their first contact with Europeans, First Nations have traded with them. This time probably dates back a thousand years, when the Vikings reached the shores of North America (RCAP, 1996). From the beginning of the sixteenth century, trade with the French, English and Spanish gradually became established. The presence of non-Aboriginal people on their territory was largely accepted by the First Nations because this provided opportunities to engage in good business:

¹¹ Extract from the website of the Algonquin Anishinabeg Nation Tribal Council, accessed on March 8, 2018.

“(…) trade allowed (…) to establish mutually satisfactory relationships. (…) The Algonquins quickly arrived to barter their goods for (…) needles, knives and woven fabrics, while the French showed an insatiable desire for beaver fur coats (...). The fur trade extended inland from Tadoussac, at the mouth of the Saguenay River, and Trois-Rivières” [*unofficial translation*] (Jaenen, 2015).

In 1763, the Royal Proclamation established protocols for all forms of relations with First Nations and designated the Indian Department as the primary point of contact between First Nations and colonies. It also announced how the colonies would be administered; all lands then became “Indian lands” where no colonies could be established, and no trade could take place without the permission of the Indian Department and without the strict control of the British Army (extract from the INAC website, accessed on January 12, 2017).

At the same time, settlers arrived in large numbers for the purpose of farming and mining and saw First Nations as an obstacle to economic development:

“Europeans now perceived First Nations, particularly those who lived by hunting and gathering, which was the majority of them, as barriers to their economic goals. The use by Aboriginal people of vast expanses of arable lands was thus perceived as an obstacle to economic development. This shift in perspective caused the colonizers to adopt policies aiming to dispossess and oust First Nations from the lands they coveted. These new Euro-Canadian imperatives translated, in practice, into treaties focused on the cession of territories and policies of assimilation and submission” [*unofficial translation*] (Jaenen, 2015).

The legislative framework that would then be implemented would trigger an unprecedented process of dispossession and cession whose repercussions endure to this day.

DEVELOPMENT OF A BINDING LEGISLATIVE FRAMEWORK

The *Indian Act* of 1876 provided greater authority to the Department of Indian Affairs by giving it the right to intervene on a wide range of issues and make strategic decisions in all areas dealing with Aboriginal peoples, such as the management of First Nations lands, resources and money. The principle on which this law was based is as follows: “(…) it was the Crown’s responsibility to care for and protect interests of First Nations people by acting as their ‘guardians’ until such time as they could reach a level of sophistication that allowed them to fully integrate into Canadian society” (extract from INAC website, accessed on January 12, 2017).

In Quebec, First Nations have been excluded from economic development for centuries. During the period from 1940 to 1960, when investments in natural resources contributed significantly to economic growth, these populations were not taken into consideration. For example, in the Mauricie region, logging and the construction of hydroelectric dams and railways were carried out without consultation or consent on the part of the Atikamekw (Awashish, 2013).

Since the 1970s, economic development has been perceived as one of the primary means by which First Nations can free themselves from government control (NCFNG, 2007: 10). Economic development, in all its forms, is also considered a determinant of health. The National Collaborating Centre for Aboriginal Health notes that a healthy community can be described as “one with resources and opportunities, whose members are self-confident and participate in the political, economic and cultural life and are part of its decision-making processes” (Provincial Health Officer, 2002, in NCCAH, 2009-2010: 1).

In 1985, the Quebec government passed a resolution recognizing that First Nations have the right to participate in and benefit from Quebec’s economic development (FNQLEDC, 2013). But even today, under the *Indian Act*, First Nations living in a community have no property rights on the land, because these lands are owned by the Government of Canada, which holds them in Canada on behalf of First Nations as trustee. They have only a limited right of possession or occupation, and “the transfer of land is not subject to the free market either as is the case for a municipality” [*unofficial translation*]

(Commission des droits de la personne et des droits de la jeunesse Québec, 2009: 37). Their property cannot be seized, which prevents them from being able to take out a commercial mortgage or placing their assets as collateral, which severely limits their economic development potential.

For First Nations in Quebec, economic development must go beyond the fight against poverty and lead to the creation of many sustainable jobs (FNQLEDC, 2013: 9). At the 2006 Socioeconomic Forum, a strategic economic direction was presented:

“The economic development has to come through the struggle against poverty and lead to job creation. It must not be restricted to a survival economy. This development is based on access to worldwide, national and regional markets and on the creation of specific markets for the First Nations. It is based on diversified social, cooperative and conventional economies. It counts on access to natural resources and requires: entrepreneurial capabilities, technological innovations, financial means and training. This process occurs on the basis of taking steps towards autonomy and taking charge while respecting the sustainable development principles of the First Nations” (AFNQL, 2006: 2.2).

In 2007, a general definition of indigenous entrepreneurship was proposed across Canada (NCFNG, 2007) and suggested the following:

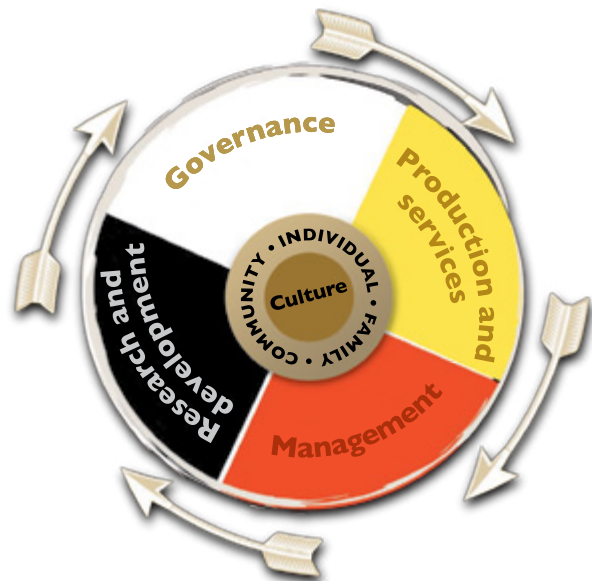
“Indigenous entrepreneurship [is] the creation, management and development of new ventures by Indigenous people for the benefit of Indigenous people. The organizations thus created can pertain to either the private, public or non-profit sectors. The desired and achieved benefits of venturing can range from the narrow view of economic profit for a single individual to the broad view of multiple, social and economic advantages for entire communities.

Outcomes and entitlements derived from Indigenous entrepreneurship may extend to enterprise partners and stakeholders who may be non-Indigenous” (NCFNG, 2007: 19).

The social economy is one of the possible ways to make entrepreneurship for and by Aboriginal people. For example, among the Inuit, starting in the 1950s, the cooperative movement was propelled by the desire of communities to regain their autonomy and take control of the economic spinoffs and the management of their production, particularly with respect to sculpture (Awashish, 2013).

THE ELEMENTS CHARACTERIZING THE SOCIAL ECONOMY AMONG FIRST NATIONS PEOPLE TODAY

In 2011, the Regroupement des centres d’amitié autochtones du Québec (RCAAQ) organized, prior to the International Forum for Social and Solidarity Economy, a pre-forum devoted to Aboriginal social economy. The model of innovation and development in Aboriginal social economy that it has developed (RCAAQ, 2012) is inspiring for all First Nations, but is aimed primarily at urban Aboriginal people, the main clientele of the Native Friendship Centres.



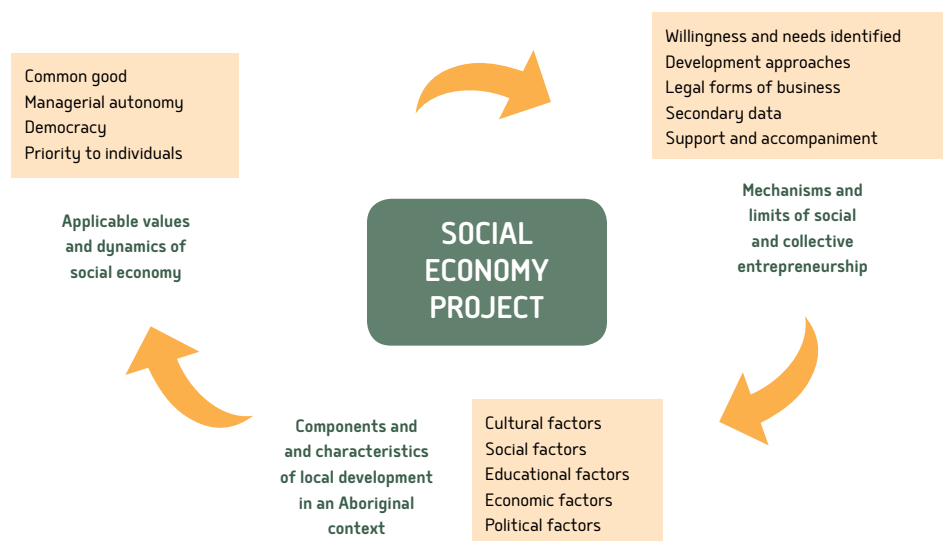
Source: RCAAQ, 2012 : 17

In 2013, the Cree Social Economy Regional Table (CSERT) developed its own definition of the social economy:

“Social economy serves the community, it empowers and encourages individuals and communities to work collectively and cooperatively in the identification, development and strengthening of bottom-up grassroots projects and businesses. Social economy projects and businesses create sustainable, rewarding jobs that contribute to the quality of life and well-being of individuals and the community as a whole by upholding the cultural and traditional values of the Eeyou of Eeyou Istchee. By doing so, social economy encourages collective wealth and sustainability” (Niska, 2013: 7).

In 2015, the FNQLHSSC developed a simplified reference tool entitled “On the Path of Social Economy”. The dynamics of the social economy in Aboriginal communities and the distinctive characteristics of local development in Aboriginal contexts, among other things, are addressed.

DYNAMICS OF SOCIAL ECONOMY AMONG FIRST NATIONS



Source: Awashish 2011

These various references show that the importance of improving the quality of life, and of doing so while remaining rooted in culture, is a characteristic of the First Nations social economy. The economy based on cooperation with a view to collective development has always existed among these populations. The values of solidarity, sharing and autonomy, as well as respect for ecosystems and the land, have always influenced economic activities and continue to do so. This is why the current model of the social economy is perceived by First Nations as a means of realistic and sustainable economic development.

Unfortunately, the link between social economy and First Nations has received little recognition. However, a true social economy does exist in First Nations, as evidenced in the well-established cooperative movement existing in several First Nations and Inuit communities (...). Indeed, without necessarily referring to social economy per se in the economic actions of communities, the values and spinoffs anticipated by local stakeholders of communities involved in local development are derived directly from the same principles as those promoted in social economy” (FNQLHSSC, 2015: 5).



According to this portrait, to be considered a First Nations enterprise, a social economy enterprise should:

- ▶ Be founded (or reclaimed) by First Nations;
- ▶ Be 51% owned by First Nations;
- ▶ Promote the hiring of First Nations people and the preservation of culture, language and knowledge of at least one nation while being rooted in the territory.

THE INFORMAL SOCIAL ECONOMY

Although the information collected as part of this portrait did not allow for demonstrating it,¹² it is known to First Nations regional organizations that informal social economy enterprises, meaning those that do not subscribe to a formal legal form but produce and sell goods or services, are present among First Nations. Given that the concept of trade or barter (even if it is not defined as such) is included in the definition of the Government of Quebec, it can be said that, even without a structure (management, members, etc.), this form of enterprise is part of the concept of social economy based on its principles and foundations.

In this form of social economy, which usually includes members of the same family, traditional know-how is often involved. In addition to improving quality of life through income, it provides an opportunity for passing on knowledge and doing things together. For example, arts and crafts are often done in couples and the children are also involved. Everyone can therefore play a specific role in this production chain. In terms of know-how, each nation, or even each family, can have its own specialty. Among First Nations, the extended family¹³ represents a strong source of mobilization. The support and involvement of family members in an emerging enterprise is likely to be a success factor (a strong bond of belonging that brings people together).

The focus on this aspect does not go any further. It was necessary to address this issue to affirm its existence, but in order to go further, a specific project aimed at documenting and better understanding this form of social economy among First Nations should be carried out.

¹² An information-gathering approach that would be deployed in First Nations communities would be more effective in reaching this type of informal initiative than the methods used to develop this portrait.

¹³ Among First Nations, the close relationship of the immediate family (parents and children) often extends to grandparents, uncles, aunts, cousins and may even include deceased loved ones.

4. PROFILE OF THE FIRST NATIONS SOCIAL ECONOMY ENTERPRISES IN QUEBEC

An inventory of the enterprises registered with the Registraire des entreprises (enterprise register) of the Government of Quebec and a web-based review allowed for creating a Directory of First Nations Social Economy Enterprises (FNQLHSSC, 2016). It features 131 enterprises, broken down as follows:

TABLE 4: NUMBER OF SOCIAL ECONOMY ENTERPRISES BY NATION IN AND OUTSIDE THE COMMUNITIES

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 IN THE COMMUNITIES	99	75.5%
TOTAL OUTSIDE THE COMMUNITIES	32	24.5%
TOTAL	131	100%

The basic information (contact information and legal status of the enterprise) is missing from the Directory of First Nations Social Economy Enterprises for 20 listed enterprises (13 in the communities and 7 outside the communities). In addition, 11 of the enterprises registered in the directory have an irregular status (6 have been cancelled, 3 did not yet have legal status when the directory was being updated because they are in the process of being established, 1 is inactive or dissolved and 1 identifies with "other" status), which brings the number of First Nations social economy enterprises for which information is available to 100. Among these, there are:

- ▶ 12 cooperatives (solidarity cooperative or worker cooperative) (12.0%);
- ▶ 88 NPOs (88.0%).

Specifically, 64 NPOs (72.7%) are located in the communities and 24 NPOs (27.3%) are located outside communities, while 11 cooperatives (91.7%) are located in a community and one cooperative (8.3%) is located outside a community (table 5).

Considering that Quebec has about 7,000 social economy enterprises (3,300 cooperatives and 3,700 NPOs) (Government of Quebec, 2015), First Nations social economy enterprises represent approximately 2% of all social economy enterprises in Quebec.

TABLE 5: BREAKDOWN OF THE COOPERATIVES AND NPOs

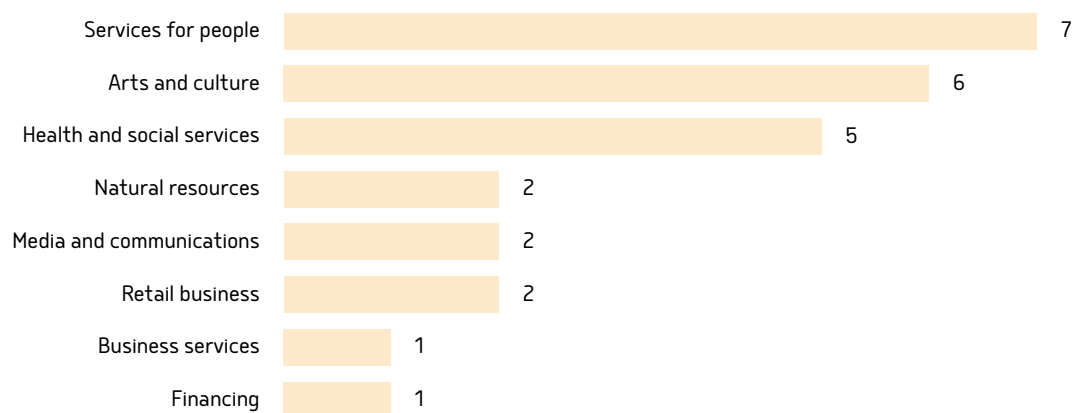
NATION	COOPERATIVE	NPO
	N	N
Abenaki	1	2
Algonquin	3	9
Atikamekw	1	9
Huron-Wendat	1	10
Innu	2	25
Mi'gmaq	2	5
Mohawk	1	3
Naskapi	0	1
TOTAL IN THE COMMUNITIES	11	64
TOTAL OUTSIDE THE COMMUNITIES	1	24
TOTAL	12	88

The trend according to which there are more NPOs than cooperatives among First Nations corroborates the results obtained through the long questionnaire. These show that 15 out of 18 respondents (83.3%) have NPO status, while 3 respondents (16.7%) have 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 activity sector, the service offer of the majority of the enterprises (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).

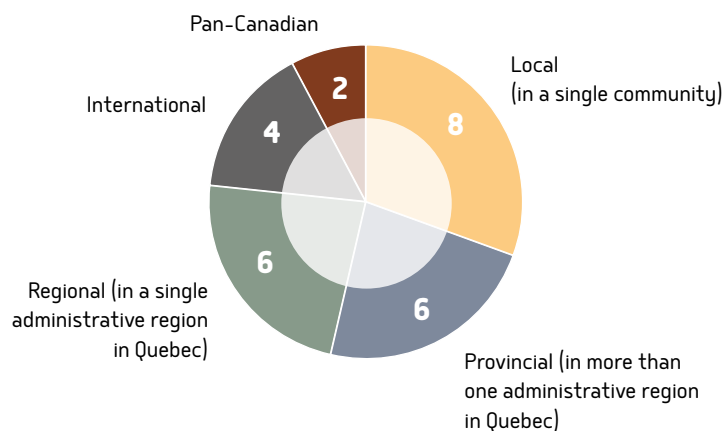
FIGURE 1: NUMBER OF ENTERPRISES BY SECTOR (N=26)



Among the participating enterprises, more than half (4 out of 7) of those providing services for people are located outside the communities.

The activities of nearly one-third (30.8%) of the participating enterprises are local in scope, the activities of nearly one-quarter (23.1%) of the enterprises are provincial or regional in scope and the activities of a few are international (15.4%) or pan-Canadian (7.7%) in scope (figure 2).

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



Note that all enterprises that are provincial in scope are located in a community (table 6).

TABLE 6: SCOPE OF THE ACTIVITIES OF THE ENTERPRISES BY LOCATION (N=26)

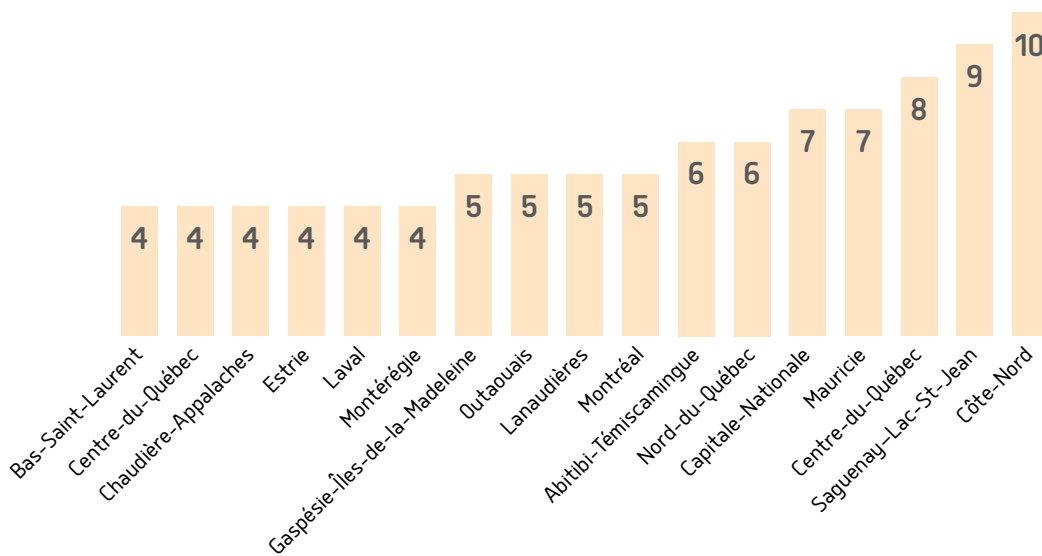
	ENTERPRISES LOCATED IN A COMMUNITY	ENTERPRISES LOCATED OUTSIDE A COMMUNITY
Local (in a single community)	6	2
Provincial (in more than one administrative region in Quebec)	6	0
Regional (in a single administrative region in Quebec)	3	3
International	3	1
Pan-Canadian	1	1

The activities of the participating enterprises cover all the administrative regions in Quebec. More than one-third of the responding enterprises (37.0%)¹⁴ 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-Jean and Mauricie (figure 4). Four enterprises indicated that they covered all the administrative territories in Quebec.

Some enterprises (6 out of 17) reported being in competition with others that offer the same types of products or services.

¹⁴ This corresponds to 10 of the 27 participating enterprises. Of these 10 enterprises, 9 are located in a community.

FIGURE 3: NUMBER OF ACTIVE SOCIAL ECONOMY ENTERPRISES BY ADMINISTRATIVE REGION (N=27)

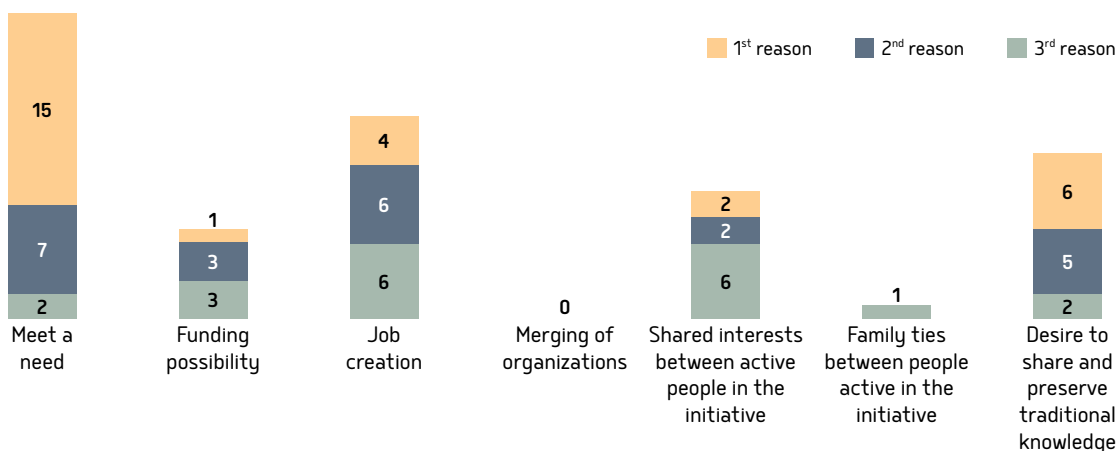


According to the data collected, among the 25 respondents, one enterprise is currently emerging and:

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

All responding enterprises reported that they were founded by a majority of First Nations people. For almost all the respondents (23 out of 24), a desire to respond to a need is the first or second reason that motivated them to start an enterprise. Job creation is the second reason for 6 participants, and shared interests between people active in the initiative and job creation are the third reason for starting an enterprise for 6 respondents (figure 5).

FIGURE 4: FIRST THREE REASONS FOR STARTING AN ENTERPRISE (N=25*)



* Certain participants provided more than one answer as a reason for starting-up an enterprise.

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

Regarding the profile of the employees of participating First Nations social economy enterprises, the data show that almost half (44.4%) of the enterprises have 10 or fewer employees (of which 22.2% do not have any), and 37.0% of the enterprises have between 11 and 30. A few (11.1%) hire between 31 and 75 employees, and 7.4% of them employ 76 or more (of which one has 400 full-time or part-time employees and 300 seasonal employees). In total, 24 respondents employ 1,125 people, a large majority (92.6%) of whom are First Nations or Inuit (table 7).

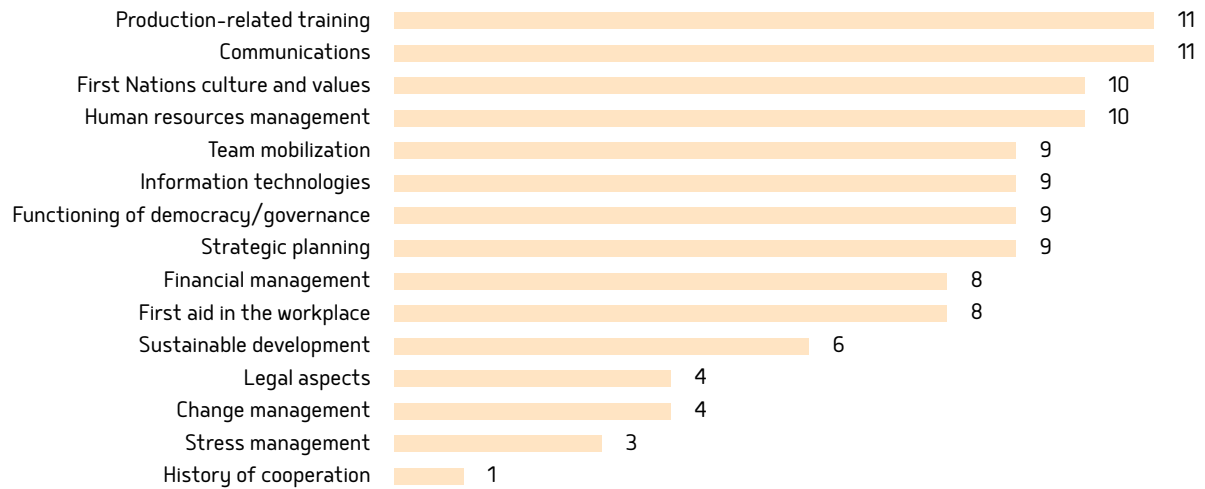
TABLE 7: BREAKDOWN OF EMPLOYEES BY ETHNICITY (N=24)

FIRST NATIONS OR 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%) responding enterprises plan to create new jobs in the next fiscal year. Most (8 out of 10) plan to hire 1 to 3 new people, and 2 enterprises plan to hire more (7 and 10 respectively). Among their employees, these enterprises have seasonal employees, which may explain the higher planned hiring rate. Finally, just over half of the responding enterprises (8 out of 15) reported that they benefit from the participation or support of volunteers (from 1 to 10 volunteers for most, although one enterprise has 20 to 40 volunteers and another one has 30 to 50). Among the enterprises with volunteers, more than half (5 out of 8) are located outside the communities.

Regarding the human resource capacity-building needs of the responding enterprises (n=24), training on communications and production-related techniques reaches 45.8% of the enterprises. This is followed by training needs on First Nations culture and values and then on human resources management (figure 5).

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



While most participating enterprises reported that their human resources have training or capacity-building needs in a variety of areas, less than half of the respondents (6 of 15) said 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 enterprises that responded to this question, 9 had more First Nations women on their boards of directors in the last fiscal year than non-Aboriginal women, First Nations men or non-Aboriginal men. Of these 9 enterprises, 4 provide services to people and the rest operate in various sectors such as media and communications, retail and business services.

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

To the question “Does your enterprise have human resources management tools?”, 13 out of 16 enterprises claimed to have a working conditions policy, and 10 also have a wage policy. The other 3 enterprises reported that they do not have a working conditions policy or wage policy. One enterprise has no employees, one employs only one employee and the third has 8 full-time or part-time employees. Also, 13 out of 16 enterprises (81.3%) offer paid sick leave, 10 (62.5%) have group insurance and 9 (56.3%) offer vacation time to their employees as well as paid leave for family obligations.

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

TABLE 8: BREAKDOWN OF THE INCOME OF THE ENTERPRISES DURING THE LAST FISCAL YEAR

TOTAL INCOME	NUMBER OF ENTERPRISES
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 up	8
TOTAL	16

Only 1 out of 15 enterprises reported that they have a significant surplus; and this enterprise is located in a community. Most of the enterprises (11 out of 15) achieved a non-significant surplus, while 3 enterprises have a significant deficit in their last fiscal year. Finally, just over half of the responding enterprises (9 out of 16) reported having a financial management policy in place.

5. STRENGTHS, CHALLENGES AND ISSUES

Questions related to strengths, challenges and issues were discussed during interviews conducted with representatives of enterprises and support organizations. Both the short and long questionnaires also asked participants what are the biggest challenges that are facing their enterprise. The following information comes from both sources and is sometimes supported by extracts from the literature review.

STRENGTHS

When enterprise representatives were asked to describe their assets and explain how their enterprise stands out, two main elements were identified: the quality, uniqueness and accessibility of their products or services, as well as the quality and commitment of their human resources.

The quality of services first refers to the importance of prioritizing people (principle of the primacy of the person over capital) and working collectively to meet the needs. In the context of First Nations, quality is also associated with culturally appropriate and accessible services in the First Nations language, which also gives them a unique nature.

“Our intervention is very different (...) because of the Indian Act. We have a multidisciplinary team, with university degrees and knowledge that can help with accompaniment.”
[unofficial translation]

(Representative of a First Nations social economy support organization, 2017)



Although it is a challenge for many enterprises, the quality and commitment of human resources has also been recognized as a strength. This commitment is most evident in the desire of employees and volunteers to share their traditional knowledge based on a desire to preserve and keep culture alive.

For the enterprises with full management autonomy,¹⁵ this situation gives them power and is considered a strength because it contributes to increasing the autonomy of the enterprise and the people who invest in it. Interviewed participants believe that when a band council understands the social economy and perceives it as an important lever for local development and investment, it becomes not only one of the keys to the success of social economy enterprises, but also a force for the entire community.

The collateral benefits of social economy enterprises are also considered strengths. When asked about the impacts of their enterprise, all interviewed participants stated that their activities have positive effects that benefit those who have access to their services or products. The main benefits of these enterprises are social, cultural and economic in nature. Here are some examples of the benefits highlighted by the respondents (table 9).

¹⁵ The principle of management autonomy is explained by the fact that the social economy enterprise is independent from the state and its underlying forms (such as the band council, for example). This means that the state does not have the right to interfere in the decisions made by the board of directors or by the general assembly of the social economy enterprise. In this context, the state and elected officials play a supporting role by becoming partners or clients of the social economy enterprise (FNQLHSSC, 2015: 8).



TABLE 9: EXAMPLES 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 the reappropriation and maintenance of culture	Stimulate the local economy
Allow for creating linkages between First Nations communities	Reinforce cultural identity and value First Nations history	Create jobs
Contribute to reconciliation between nations by increasing dialogue and facilitating a better historical understanding through awareness and education	Contribute to safeguarding culture by providing a permanent showcase for those who practise traditional arts	Help people escape from the income assistance system
Among seniors: reduce the need for hospitalization and help document and keep alive ancestral knowledge, particularly through the processing of medicinal plants	Offer the opportunity to relearn the language of their ancestors	Mobilize people in the community who volunteer and connect with each other
Among youth: develop skills and resilience, cultivate self-esteem, confidence, pride of culture and language, and provide access to workplace training and immersion	Demonstrate greater political and financial recognition of Aboriginal culture, arts and crafts	
Dans les communautés : contribuent à l'apaisement des tensions sociales et du climat souvent perturbé par les épisodes de crises sociales.		

With regard to the 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 connections with CEDAs and regional First Nations organizations such as the FNQLEDC or the Chantier de l'économie sociale.

CHALLENGES AND ISSUES

The results obtained from this portrait show that everything surrounding funding is a challenge for many enterprises. Whether it is access to core, recurrent and stable funding, start-up funds or additional capital, financial support seems to be a big issue. Moreover, the potential for self-generated income through the sale of goods and services is underestimated among enterprises, particularly the NPOs. The challenge associated with accessing funding, especially for enterprises located in a community, was also identified by representatives of support organizations during the interviews.

The literature review shows that, in Quebec, access to funding is an issue for enterprises in general, but there is a major inequity with respect to First Nations, particularly for enterprises located in communities. The Aboriginal Initiatives Fund II (AIF II), which is managed by the Secrétariat aux affaires autochtones of the Government of Quebec, is the main source of financial support for Aboriginal economic development, and its “social economy” component is only accessible to enterprises located outside the communities (FNQLHSSC, 2016a). In a brief submitted to the Secrétariat aux affaires autochtones in September 2016, the FNQLHSSC states:

“It is therefore necessary to restore equity between First Nations enterprises located within communities and those located outside communities, considering that the commercial potential of enterprises is not necessarily constrained by the territorial limits of communities.” (FNQLHSSC, 2016a: 5).

The AIF II eligibility criteria were also criticized. It is mentioned that:

“(…) certain ambiguities persist because of the apparent contradiction between the following two paragraphs (see page 3, paragraph 2) [emphasis added]:

- ▶ *‘Projects submitted under the framework of the AIF II must be funded on a priority basis by the existing programs of the federal government as well as those of Gouvernement du Québec departments and agencies.*

“(…) Social economy is still not prevalent in the communities, and it is not fairly valued by economic development corporations.”

(First Nation social economy representative, 2017).

- ▶ *The AIF II may be used only to fund those projects that no other program can fund and, as the case may be, those projects requiring additional financial assistance not available under existing programs.’*

Such wording makes it difficult to determine whether a project eligible under the first paragraph is not disqualified based on the second, unless there is an exception. This may give potential applicants the impression that they are not immediately eligible and that their efforts would be in vain” (FNQLHSSC, 2016a: 3).

Based on the testimonies of stakeholders from many First Nations communities concerning the criteria required by the AIF, the FNQLHSSC and the FNQLEDC believe that this fund does not adequately address the concerns, wishes and development capacities of the First Nations. The brief stresses that a social economy enterprise should have management autonomy with respect to the state and band council and that there is no need for the AIF to require a band council resolution, unless the band council has made this a requirement:

“It is (...) appropriate to establish a means for band councils to exercise legitimate control over the activities in their territory, while promoting the creation and management of independent enterprises. For example, for a project to be eligible for the AIF, it would be appropriate not to require a resolution of the band council, unless such is a requirement of the council. A permit or simple letter of authorization of the activities of an enterprise by an administrative body under the authority of the band council should be sufficient for project eligibility.” (FNQLHSSC, 2016a: 5).

The interviews conducted as part of this portrait also allowed for shedding light on the issues involved in obtaining a band council resolution, which is necessary to apply for funding from government sources. In addition, if the band council does not deal with certain levels of government, enterprises located on their territory cannot access these sources of funding while there are few financial support options available to them. Beyond financing, these aspects refer to the issue of the management autonomy of the enterprises located in the communities. As previously mentioned, this aspect can be a strength as well as a challenge.

In addition to funding and management autonomy, access to qualified human resources appears to be another major challenge faced by certain First Nations social economy enterprises. The data show that the difficulty related to recruiting qualified human resources is raised by 7 out of 22 enterprises. During the interviews, several enterprises emphasized the great difficulty they had in finding qualified Aboriginal labour. Enterprises located in the communities as well as in urban areas face this challenge. To address the lack of qualifications among their employees, enterprises must offer training and support, but it is difficult for them to have access to training adapted to the First Nations context.

The lack of knowledge regarding the concept of the social economy, be it among the entrepreneurs themselves, certain band councils, service recipients or the clientele of the enterprises, was mentioned by the participants as a challenge.

Finally, a last challenge that seems to affect many social economy businesses located in a community is the difficulty related to accessing premises that are adapted to the needs of their operations. Some communities are struggling to provide adequate housing for their populations. In this context, it goes without saying that the availability of spaces that could accommodate enterprises is not among their priorities, especially since little government funding is reserved for this type of infrastructure.

From the point of view of support organizations, access to funding to support social economy enterprises in all stages of development is an issue. Better technical and administrative support is particularly desirable, as is support for the search for sources of funding.

“(…) There are potential resources, and there are project ideas. Technical support, administrative support and search for funding are the biggest challenges.”

(Representative of a First Nations social economy support organization, 2017)

TABLE 10: SUMMARY OF THE STRENGTHS, CHALLENGES AND ISSUES

STRENGTHS	CHALLENGES AND ISSUES
The quality, uniqueness and accessibility of services or products	The accessibility of certain funding programs (for enterprises and support organizations)
The strengthening of identity and cultural affirmation	The increase in autonomous income
The quality and commitment of human resources	The ability to recruit qualified Aboriginal human resources
The full management autonomy	The lack of management autonomy
The understanding of the First Nations support organizations regarding the issues relating to the development, consolidation and expansion of social economy enterprises	The access to culturally appropriate training programs
The collateral benefits of social economy enterprises in social, cultural and economic terms	The lack of knowledge of the social economy
	The recognition of the social economy enterprises by the political authorities
	The access to rental spaces, particularly in the communities
	The development and use of management tools

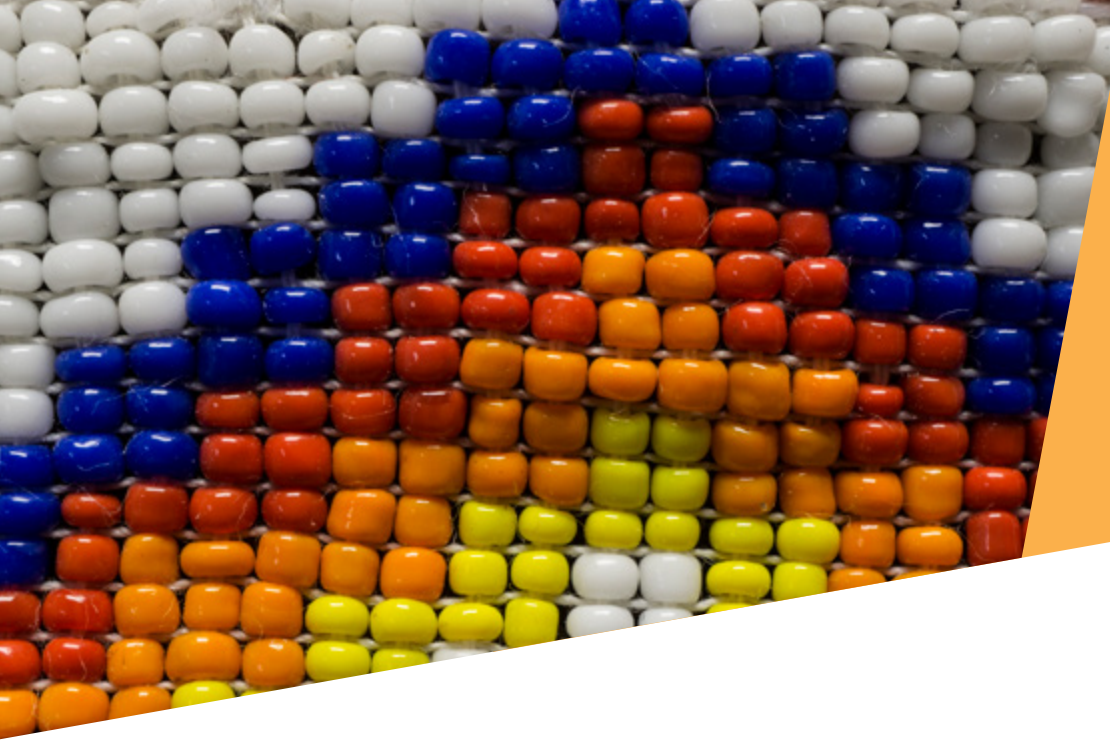


6. COURSES OF ACTION

Since the overall objective of the First Nations Social Economy Regional Table is the “development and consolidation of the social economy among First Nations” [unofficial translation] (extract from the table of First Nations social economy activities – 2015–2020) and considering that this portrait is the second objective of the action plan of this table, the following courses of action are mainly intended for it.

TABLE 11: COURSES OF ACTION

NEEDS IDENTIFIED BY THE PARTICIPANTS	COURSES OF ACTION
Have access to stable, adequate and multi-year funding, regardless of whether the enterprise is located in or outside a community.	<ul style="list-style-type: none"> ▶ Establish a working group with a mandate to identify all available sources of funding, analyze existing models and propose innovative new funding models. ▶ Raise awareness among administrative and political authorities at various levels of government to promote the recognition of social economy enterprises in the socio-economic development of First Nations. ▶ Guide the enterprises in increasing autonomous revenue (business development strategy, marketing, management, etc.). ▶ Encourage the purchase of goods and services from First Nations social economy enterprises.
Provide the various stakeholders in First Nations circles with a better understanding of the social economy.	<ul style="list-style-type: none"> ▶ Develop strategies to promote and disseminate the First Nations social economy model. ▶ Promote First Nations social economy enterprise models (recognition gala, networking activities, etc.). ▶ Support the establishment of formal or informal networks between First Nations social economy enterprises by business sector or type of business.
Have access to culturally appropriate training.	<ul style="list-style-type: none"> ▶ Develop innovative educational formulas that are adapted to the context of First Nations, for example by encouraging learning by doing. ▶ Promote the training of trainers to enable less experienced colleagues to learn through observation (multiplying agents). ▶ Partner with an educational institution to develop a body of First Nations social economy courses (roles and responsibilities of a board of directors, human resources management, project management, etc.). ▶ Promote the development of a First Nations training enterprise that would offer, among other things, First Nations social economy and employment work access services as well as workplace internships for First Nations workers.
Have access to premises that are adapted to the operational needs of the enterprise.	<ul style="list-style-type: none"> ▶ Promote the development of partnerships that provide access to commercial infrastructure for First Nations enterprises, particularly in the communities.
Strengthen the capacities of the managers of social economy enterprises.	<ul style="list-style-type: none"> ▶ Develop a mentorship program for enterprise managers. ▶ Ensure that adequate accompaniment is provided to enterprises at all stages of development.



CONCLUSION

First Nations have always given, and continue to give today, immense importance to the values of solidarity, sharing, autonomy and respect. The social economy is in line with their most fundamental values and is an interesting lever that allows them to respond to social needs, according to their own way of doing things, while preserving their culture. Without pretending to provide a comprehensive account of the situation, this portrait shows that, in Quebec, the social economy among First Nations is alive and well.

Updating this portrait on a regular basis will allow for measuring the growth of this type of economy and seeing if the deployment of the proposed measures will have made it possible to overcome some of the challenges currently facing enterprises. This experience shows that qualitative information gathering methods (interviews, storytelling, focus groups, etc.) are the most conclusive. To go further and better document the informal social economy, data collection in the field, meaning directly within First Nations communities, would be more appropriate, but would also require a greater investment in terms of resources.

The support offered by the Government of Quebec to First Nations enterprises as part of its *Plan d'action gouvernemental en économie sociale 2015-2020* (2015-2020 government social economy action plan) is the first to include enterprises located in First Nations communities. This portrait is intended to help raise the awareness of government authorities, as well as First Nations authorities, regarding the mechanisms that deserve to be reviewed. It is imperative that support continue and even be reinforced as part of the next government action plan.

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STATISTICS CANADA: <http://www.statcan.gc.ca/eng/start>

APPENDIX I – LONG QUESTIONNAIRE

PORTRAIT OF THE FIRST NATIONS SOCIAL ECONOMY IN QUEBEC ELIGIBILITY QUESTIONS

INTRODUCTION TO THE PROJECT

The First Nations of Quebec and Labrador Health and Social Services Commission (FNQLHSSC) is developing a portrait of the social economy among the First Nations in Quebec that will:

1. **Develop an inventory of the First Nations social economy enterprises in Quebec;**
2. **Analyze the needs, challenges and key success factors of the First Nations social economy enterprises in Quebec;**
3. **Serve as an anchor for the establishment of courses of action that will make it possible to increase the contribution of the social economy sector to the economic and social development of the First Nations.**

This portrait is being developed in the wake of the implementation of the Blueprint –Quebec First Nations Health and Social Services 2007–2017 and the action plan of the First Nations Social Economy Regional Table which is coordinated by the FNQLHSSC.

CONSENT TO PARTICIPATE IN THE STUDY

Your participation is free and voluntary. Your answers will be treated confidentially.

We encourage you to answer all the questions as best you can. There are no right or wrong answers, we are interested in your point of view.

If you have any questions about this questionnaire, please do not hesitate to contact Chantal Cholette, researcher for Convergence, coopérative d'expertes-conseils, by telephone at 819-643-2992, ext. 31 or by email at chantal@convergence.coop.

- I agree to participate in this research → *Proceed to the section "Who can fill out this questionnaire?"*
- I refuse to participate in this research → *Thank you for your time and best of luck in your future projects.*

WHO CAN FILL OUT THIS QUESTIONNAIRE?

This questionnaire is intended for one or more representatives (from management or other areas) of First Nations social economy enterprises, organizations and initiatives that are established in Quebec, whether in a community or in an urban setting.

Two criteria determine whether your enterprise, organization or initiative is eligible to fill out this survey questionnaire:

1. **Its connection to the social economy;**
2. **Its enterprise status.**

Answering the following questions will help you to quickly determine whether your enterprise, organization or initiative is eligible for this survey.

Please indicate whether your enterprise, organization or initiative has adopted the following operating rules and principles:

- 1. The primary purpose of the enterprise, organization or initiative is to produce goods and services that are useful to its members or to the community (the common good).**

 - Yes
 - No
 - Don't know

- 2. The enterprise, organization or initiative has management autonomy; it manages the objectives, standards and goals established by the members (management autonomy).**

 - Yes
 - No
 - Don't know

- 3. The enterprise, organization or initiative incorporates into its statutes and procedures a democratic decision-making process involving users and workers (democracy).**

 - Yes
 - No
 - Don't know

- 4. The enterprise, organization or initiative prioritises the increase in collective well-being and the improvement of working conditions rather than the accumulation of money in the distribution of its surpluses and incomes (the primacy of people over capital).**

 - Yes
 - No
 - Don't know

- 5. The enterprise, organization or initiative regularly provides at least one service or product for which customers, users and consumers must pay (with money or through trade).**

 - Yes
 - No
 - Don't know

6. The enterprise, organization or initiative is registered with Quebec's business register

- Yes
- No → **Proceed to the informal initiatives questionnaire at the following address:**
https://fr.surveymonkey.com/r/FNSE_brief_eng

7. The enterprise, organization or initiative is registered with Quebec's business register as a:

a) Non-profit organization (NPO)

- Yes → **Proceed to the full questionnaire**
- No

b) Co-operative

- Yes → **Proceed to the full questionnaire**
- No

c) Private enterprise

- Yes → **Sorry, your enterprise or organization does not match the desired profile. We thank you for your interest and hope that you will continue to support the First Nations social economy.**

SECTION 1: IDENTIFICATION OF THE ENTERPRISE

To complete this questionnaire, it is best to have on hand a calculator and your financial statements. We chose to use the term "enterprise" in the questionnaire to simplify the text. Non-profit organizations (NPOs) with a merchant component are included in this term.

1. With which nation does your enterprise identify? (Check all answers that apply.)

- Abenaki
- Algonquin
- Atikamekw
- Cree
- Huron-Wendat
- Innu
- Malecite
- Mi'kmaq
- Mohawk
- Naskapi

2. On which administrative territories in Quebec does your enterprise operate? (Check all answers that apply.)

- Abitibi-Témiscamingue
- Bas-Saint-Laurent
- Capitale-Nationale
- Centre-du-Québec
- Chaudière-Appalaches
- Côte-Nord
- Estrie
- Gaspésie-Îles-de-la-Madeleine
- Lanaudière
- Laurentides
- Laval
- Mauricie
- Montérégie
- Montréal
- Nord-du-Québec
- Outaouais
- Saguenay-Lac-Saint-Jean

Question 3 aims to verify the information in order to update the directory of social economy enterprises.

3. Contact information of the enterprise:

- a) Name of the enterprise: _____
- b) Head office address: _____
- c) Branch: _____
- d) Community or city: _____
- e) Postal code: _____
- f) Telephone number: _____
- g) Fax number: _____
- h) General email: _____
- i) Website: _____
- j) Facebook page: _____
- k) Other social network (such as Twitter): _____
- l) Operating address (if different from head office): _____
- m) Operating community or city (if different from head office): _____
- n) Operating postal code (if different from head office): _____

Note: Information gathered from this point on will be processed anonymously.

4. Information about the person who completed the questionnaire (or contact information of a person who can be reached if we need information):

Your name:

Your title or position:

Your email address:

How long have you been working for this enterprise? _____ years **OR:** _____ months (if less than one year)

How long have you been in your current position? _____ years **OR:** _____ months (if less than one year)

SECTION 2: DESCRIPTION OF THE ENTERPRISE

5. What is the legal status of your enterprise?

- Non-profit organization (NPO)
- Solidarity Co-op
- Worker Co-op
- Consumer Co-op
- Producer Co-op
- Worker-shareholder Co-op
- Other, **specify:**

Questions 6, 7 and 8 relate to your enterprise's certification. Certification is the recognition by an independent organization of the quality of the products, processes and services of an enterprise or organization in a given area according to standards and regulations.

6. Does your enterprise have the Bureau de normalisation du Québec (BNQ) certification?

Yes, **specify:**

The sector: _____

The type of certification: _____

No

Don't know

7. Does your enterprise have the International Standards Organization (ISO) certification?

Yes, specify:

The sector: _____

The type of certification: _____

No

Don't know

8. Does your enterprise have other certifications?

Yes, specify:

The sector: _____

The type of certification: _____

No

Don't know

9. What is the main sector of activity in which your enterprise operates? (Check only one sector.)

Agri-food

Arts and culture

Retail business

Environment

Financing

Housing

Sports and recreation

Tourism

Manufacturing

Media and communications

Natural resources

Health

Social services

Business services

Personal services (this sector includes early childhood services and childcare centres)

Collective infrastructure

Information and communications technologies

Transport

Other, specify: _____

Don't know [*Proceed to question 11*]

10. What is the main activity linked to your enterprise's sector?

11. What is the geographic scope of the activities of your enterprise?

	Local (in a single community)	Regional (in a single administrative region in Quebec)	Provincial (in more than one administrative region in Quebec)	Pan-Canadian	International	Not applicable	Don't know
Après d'une seule nation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Après de plusieurs nations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. What types of partnerships has your company established or is planning to establish?

- Partnerships in the community
- Partnerships in the administrative region
- Other, **specify:** _____
- Our enterprise has not established partnerships
- Don't know

13. Does your enterprise belong to groups, associations or networks?

- Yes, **enter the name(s):**

- No
- Don't know

14. Please specify the year of the creation of the enterprise or merchant component of your organization

(a "merchant component" consists of selling goods or services):

If you are completing this questionnaire as a:

Co-operative: In what year was your co-operative registered? _____

NPO: In what year did your organization create a merchant component? _____

15. Was your enterprise founded by a majority of First Nations?

- Yes
- No
- Don't know

16. What are the three main reasons for setting up your enterprise?

(Identify the most important reason by checking "1st reason" and so on, until "3rd reason".)

	1 st reason	2 nd reason	3 rd reason
Meeting a need	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funding opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job creation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Merging of organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common interest between those active in the initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family ties between those active in the initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The desire to share and preserve traditional knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other reasons, specify:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Don't know	<input type="checkbox"/>		

17. If, in the previous question, "meeting a need" was one of the three main reasons for setting up your enterprise, please specify the most important need to which your enterprise responds:

18. Does your enterprise help preserve or promote a First Nations language or culture?

- Yes
- No
- Don't know

19. Please identify the type of support services your enterprise has received:

- Creation / start-up services
- Sustainability / consolidation services
- Services to overcome difficulties
- Growth / expansion services
- Succession (transition of the enterprise in a succession context) services
- Our enterprise has not received support services **[Proceed to question 21]**
- Don't know **[Proceed to question 21]**

20. If your enterprise has received support services, which organization, enterprise or institution provided the support services?

21. How many points of service does your enterprise have? _____

22. During the last fiscal year, how many clients or users (individuals and/or organizations) did your enterprise serve? (If you are not sure, estimate to the best of your knowledge.) _____

The 4 following questions relate to your clientele's profile.

23. What is your clientele's cultural affiliation? Please indicate the percentage (%) of your clientele in each of the following categories:

a) First Nations individuals or organizations: _____ %

b) Non-Aboriginal individuals or organizations: _____ %

24. Is your clientele made up of individuals?

Yes, specify the proportion of your clientele made up of individuals: _____ %

No [*Proceed to question 26*]

25. Among these individuals, what proportion (%) have the following characteristics:

	Enter proportion (%)
Population in general (without any particular characteristics)	
Families or couples	
People with particular characteristics, specify characteristics and proportion:	
Characteristic 1:	
Characteristic 2:	
Characteristic 3:	

26. Is your clientele made up of organizations?

Yes, specify the proportion of your clientele made up of organizations: _____ %

No [*Proceed to question 28*]

27. Among these organizations, what proportion (%) have the following characteristics:

	Enter proportion (%)
Government and Crown corporations:	
Private businesses:	
Community organizations:	
Public institutions:	
Co-operatives:	
Independent producers or artisans:	
Others, specify characteristics and proportion:	
Characteristic 1:	
Characteristic 2:	
Characteristic 3:	

28. Are there other companies or organizations in your area that offer the same type of products or services as your enterprise?

- Yes, specify how many: _____
- No
- Don't know

SECTION 3: HUMAN RESOURCES

29. In the last fiscal year, what was the number of paid employees in your enterprise:

(Enter the number of paid employees; enter "0" (zero) if none.)

	Enter number of paid employees
Employees occupying a full-time position	
Employees occupying a part-time position	
Employees occupying a seasonal position	

30. During the last fiscal year, did your enterprise hire people through employability programs?

- Yes, specify the program's name: _____
- No **[Proceed to question 32]**
- Don't know **[Proceed to question 32]**

31. How many individuals were hired through employability programs, by gender?

	<i>Enter number of employees</i>
Women	
Men	

32. How many of your staff members have the following characteristics:

(Enter the number; enter "0" (zero) if none. If you are not sure, estimate to the best of your knowledge.)

	<i>Enter number of employees for each characteristic</i>
First Nations	
Non-Aboriginal	
Physical, motor or intellectual disability	
Aged 15 to 34 years	
Aged 35 to 49 years	
Aged 50 years and up	

33. Please indicate how many employees of your enterprise have: *(Enter the number of employees for each category. Enter "0" (zero) if none. If you are not sure, estimate to the best of your knowledge.)*

	<i>Enter the number of employees for each category</i>
A university degree	
A college diploma	
A high school or vocational diploma	
Less than a secondary education	

34. At the time of their hiring, and excluding positions funded through integration programs, were one or more of your employees removed from the labour market (without pay)?

- Yes, specify the number of employees that were in this situation: _____
- No
- Don't know

35. At the time of their hiring, and excluding positions funded through integration programs, were one or more of your employees on employment insurance?

- Yes, specify the number of employees that were in this situation: _____
- No
- Don't know

36. At the time of their hiring, *and excluding positions funded through integration programs*, were one or more of your employees beneficiaries of social assistance?

- Yes, specify the number of employees that were in this situation: _____
- No
- Don't know

37. Does your enterprise plan to create new jobs in the next fiscal year (we are referring to regular jobs or executive positions while excluding jobs under funding programs)?

- Yes, specify the number of positions: _____
- No
- Don't know

38. Has your enterprise established human resources management tools such as:

	Yes	No	Don't know
A policy on working conditions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A wage policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

39. Please indicate which benefits are provided to your paid staff:

- None
- Group insurance
- Group retirement plan
- Flexible hours
- Voluntary reduction of work hours (notably to encourage older workers to keep their jobs, while having more free time to devote to other activities. As a measure of flexibility, a reduction in work hours does not necessarily imply permanent status as a part-time employee.)
- Vacation paid in time or money
- Paid sick leave
- Leave with pay for family obligations or parental leave
- Leave with pay for personal business
- Other benefits, **specify:** _____
- Don't know

40. Please indicate employee representation mechanisms within your enterprise:

- Right to vote at the general assembly
- Right to vote on the board of directors
- Union
- Joint committee that includes senior management
- Committee or body composed solely of employees
- Other mechanism, **specify:** _____
- There are no employee representation mechanisms within our enterprise
- Don't know

41. Does your enterprise benefit from the involvement or support of volunteers (besides members of the board of directors)?

- Yes
- No [*Proceed to question 43*]
- Don't know [*Proceed to question 43*]

42. Please specify how many volunteers by gender:

	None	Less than 5	From 5 to 9	From 10 to 19	From 20 to 29	From 30 to 39	From 40 to 49	50 and up
Number of women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Number of men	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

43. Does your enterprise have a training and support program for its human resources?

- Yes
- No [*Proceed to question 46*]
- Don't know [*Proceed to question 46*]

44. What was the budget for training in the last fiscal year? _____ \$

45. Please specify the target audience for the training:

- Management
- Production staff
- Office workers (reception, accounting)
- Members of the board of directors
- Volunteers
- Other audience(s), **specify:** _____

46. What training and capacity-building themes would best meet the needs of your enterprise in terms of human resources?

- Legal aspects
- Communications
- Culture and values of First Nations
- Sustainable development
- Democratic functioning / governance
- Technical training related to production
- Change management
- Human resources management
- Stress management
- Financial management
- Cooperative history
- Mobilization of the teams
- Strategic planning
- First aid in the workplace
- Information technologies
- Other theme(s), specify: _____
- Don't know

SECTION 4 : VIE DÉMOCRATIQUE

47. How many members does your enterprise have?

(Enter "0" (zero) if none. If you are not sure, estimate to the best of your knowledge.)

	<i>Enter number of members</i>
Individual members, First Nations	
Individual members, Non-Aboriginal	
Member organizations, First Nations	
Member organizations, Non-Aboriginal	
Others, specify the type and number of members:	
Other type 1:	
Other type 2:	
Other type 3:	

48. How many members served on the board of directors of your enterprise during the last fiscal year?

(Enter "0" (zero) if none. If you are not sure, estimate to the best of your knowledge.)

	<i>Enter number</i>
Women, First Nations:	
Women, Non-Aboriginal:	
Men, First Nations:	
Men, Non-Aboriginal:	

49. What planning tools does your enterprise use?

- Annual action plan
- Medium- or long-term strategic plan (three-year, five-year)
- Communications plan
- Other planning tools, **specify:** _____
- Our enterprise has no planning tools
- Don't know

50. Does your enterprise have a business plan?

- Yes [*Proceed to question 52*]
- No
- Don't know [*Proceed to question 52*]

51. Please specify why your enterprise does not have a business plan:

- We do not believe that this is needed
- Nobody has time to make one
- Nobody is qualified to make one
- We do not have the resources to hire someone to make one
- Another type of plan is in effect (for example: three-year or five-year strategic plan)
- Other reason(s), **specify:** _____

52. Please indicate the number of meetings held during the last fiscal year: *(Enter "0" (zero) if none. If you are not sure, estimate to the best of your knowledge.)*

	<i>Enter number of meetings</i>
Board of directors	
General assembly of members (including special assemblies)	
Management committee (executive committee, coordination committee)	
Various internal committees (for example: finance committee, communications committee, etc.)	

SECTION 5: FINANCIAL RESOURCES

53. What was your enterprise's total revenue for the last fiscal year?

- Less than \$25,000
- From \$25,000 to \$49,999
- From \$50,000 to \$74,999
- From \$75,000 to \$99,999
- From \$100,000 to \$199,999
- From \$200,000 to \$399,999
- From \$400,000 to \$599,999
- From \$600,000 to \$799,999
- From \$800,000 to \$999,999
- \$1,000,000 and up

54. What were your enterprise's sources of revenue for the last fiscal year? (Enter "0" (zero) if none. If you are not sure, estimate to the best of your knowledge.)

	<i>Relative percentage by various sources of income in the last fiscal year</i>
Grants (by "grant", we are referring to an amount received from a government agency to fund the core operations of the enterprise or to carry out a specific project)	%
Band council	%
Sale of goods and services (independent income)	%
Membership fees	%
Donations and sponsorships	%
Interest	%
Other sources of revenue, specify:	%

55. Your enterprise ended its last fiscal year with:

- A significant surplus
- A non-significant surplus
- A significant deficit
- A non-significant deficit
- Don't know

56. In the event of major unforeseen circumstances, does your enterprise have resources to continue its operations (for example: reserve fund, real estate, etc.)?

- Yes, specify how long the enterprise could survive: _____
- No
- Don't know

57. Since starting your enterprise, have you received funding stemming from financial tools that have been set up for social economy enterprises?

- Yes
- No [Proceed to question 59]
- Don't know [Proceed to question 59]

58. Please specify the amount of funding received from social economy financial tools: (Enter "0" (zero) if none. If you are not sure, estimate to the best of your knowledge.)

Sources of financial support	Specify the amount
Band council	\$
Aboriginal Initiatives Fund (AIF)	\$
Chantier d'économie sociale Trust	\$
Filaction	\$
Investissement Québec	\$
Réseau d'investissement social du Québec (RISQ)	\$
Others, specify source and amount:	

59. Does your enterprise have a financial management policy?

- Yes
- No
- Don't know

60. What are the biggest challenges faced by your enterprise?

61. In your opinion, does your enterprise have a social, cultural or economic impact on those who benefit from it or on your community?

- Yes, please describe: _____
- No
- Don't know

62. Do you have any comments to share with us?

Yes, please share: _____

No

63. Would you be willing to participate in a telephone interview to supplement the information provided in this questionnaire?

Yes, enter:

Your name:	
The name of your enterprise:	
Your telephone number:	

No

You have finished answering the questionnaire.

If you have filled out the paper version of the questionnaire, please return the completed questionnaire by mail to:

Portrait of the First Nations Social Economy in Quebec

Attention: Chantal Cholette

75, Eddy Street, Gatineau QC J8X 2W1

You may also return the completed questionnaire by fax to: 819.643.2887

You have our sincere thanks for participating in this important study.

A report compiling all data will be available by the fall of 2017.

APPENDIX II – SHORT QUESTIONNAIRE

PORTRAIT OF THE FIRST NATIONS SOCIAL ECONOMY IN QUEBEC ONLINE QUESTIONNAIRE: INFORMAL INITIATIVES

SECTION 1: IDENTIFICATION OF THE INITIATIVE

We chose to use the term “initiative” to simplify the text. This term refers to any informal activity where there is a sale or exchange of goods or services between individuals or groups of individuals in order to improve the quality of life or well-being of the people who benefit from the products or services.

1. With which nation does your initiative identify? (Check all answers that apply.)

- Abenaki
- Algonquin
- Atikamekw
- Cree
- Huron-Wendat
- Innu
- Malecite
- Mi'kmaq
- Mohawk
- Naskapi

2. On which administrative territories in Quebec does your initiative operate?

(Check all answers that apply.)

- Abitibi-Témiscamingue
- Bas-Saint-Laurent
- Capitale-Nationale
- Centre-du-Québec
- Chaudière-Appalaches
- Côte-Nord
- Estrie
- Gaspésie-Îles-de-la-Madeleine
- Lanaudière
- Laurentides
- Laval
- Mauricie

- Montérégie
- Montréal
- Nord-du-Québec
- Outaouais
- Saguenay-Lac-Saint-Jean

Question 3 aims to verify the information in order to update the directory of social economy initiatives.

3. Contact information for your initiative:

a) Name of the initiative (or project), where appropriate:

b) Name of the person responsible for the initiative:

c) Address of the person responsible for the initiative:

d) Community or city:

e) Postal code:

f) Telephone number:

g) Fax number, where appropriate:

h) Email:

i) Website, if applicable:

j) Facebook page, if applicable:

k) Other social network (such as Twitter), if applicable:

Note: Information gathered from this point on will be processed anonymously.

SECTION 2: DESCRIPTION OF THE INITIATIVE

4. What is the main sector of activity in which your initiative operates? (Check only one sector.)

- Agri-food
- Arts and culture
- Retail business
- Environment
- Financing
- Housing
- Sports and recreation
- Tourism
- Manufacturing
- Media and communications
- Natural resources
- Health

- Social services
- Business services
- Personal services (this sector includes early childhood services and childcare centres)
- Collective infrastructure
- Information and communications technologies
- Transport
- Other, **specify:** _____
- Don't know [*Proceed to question 6*]

5. What is the main activity linked to your initiative's sector?

6. What products or services does your initiative provide? Please describe them.

7. What is the geographic scope of the activities of your enterprise?

	Local (in a single community)	Regional (in a single administrative region in Quebec)	Provincial (in more than one administrative region in Quebec)	Pan-Canadian	International	Not applicable	Don't know
With one nation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
With several nations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. For how long has your initiative existed? Specify the year. _____

9. How many paid employees are active in your initiative? (Enter the number of paid employees in each category; enter "0" (zero) if none.)

	Enter number
Women, First Nations:	
Women, Non-Aboriginal:	
Men, First Nations:	
Men, Non-Aboriginal:	

10. How many volunteers are active in your initiative? (Enter the number of paid employees in each category; enter "0" (zero) if none.)

	Enter number
Women, First Nations:	
Women, Non-Aboriginal:	
Men, First Nations:	
Men, Non-Aboriginal:	

11. What are the three main reasons for setting up your enterprise? (Identify the most important reason by checking "1st reason" and so on, until "3rd reason".)

	1 st reason	2 nd reason	3 rd reason
Meeting a need	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common interest between those active in the initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Family ties between those active in the initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The desire to share and preserve traditional knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job creation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other reasons, specify:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Don't know	<input type="checkbox"/>		

12. If in the previous question "meeting a need" was one of the three main reasons for setting up your enterprise, please specify the most important need to which your enterprise responds:

13. Does your initiative help preserve or promote a First Nations language or culture?

- Yes
- No
- Don't know

14. Please identify the type of support services your enterprise has received:

- Creation / start-up services
- Sustainability / consolidation services
- Services to overcome difficulties
- Growth / expansion services
- Succession (transition of the enterprise in a succession context) services
- Our enterprise has not received support services **[Proceed to question 16]**
- Don't know **[Proceed to question 16]**

15. If your enterprise has received support services, which organization, enterprise or institution provided the support services?

16. During the last fiscal year, how many people did your initiative serve? (Enter the number; enter "0" (zero) if none. If you are not sure, estimate to the best of your knowledge.)

a) Number of people living in your community:

b) Number of people living outside of your community:

17. Do those who are active in your initiative require training, support or accompaniment?

Yes

No **[Proceed to question 19]**

Don't know **[Proceed to question 19]**

18. What training and capacity-building themes would best meet the needs of your initiative in terms of human resources?

Legal aspects

Communications

Culture and values of First Nations

Sustainable development

Democratic functioning / governance

Technical training related to production

Change management

Human resources management

Stress management

Financial management

Cooperative history

Mobilization of the teams

Strategic planning

First aid in the workplace

Information technologies

Other theme(s), specify: _____

Don't know

19. What are the biggest challenges faced by your initiative?

20. In your opinion, does your initiative have a social, cultural or economic impact on those who benefit from it or on your community?

- Yes, please describe: _____
- No
- Don't know

21. Do you have any comments to share with us?

- Yes, please share: _____
- No

You have finished answering the questionnaire.

If you have filled out the paper version of the questionnaire, please return the completed questionnaire by mail to:

Portrait of the First Nations Social Economy in Quebec

Attention: Chantal Cholette

75, Eddy Street, Gatineau QC J8X 2W1

You may also return the completed questionnaire by fax to: 819.643.2887

You have our sincere thanks for participating in this important study.

A report compiling all data will be available by the fall of 2017.

APPENDIX III – COMMUNITY CONSENT

Wendake, January 17, 2017

SUBJECT: INVITATION TO PARTICIPATE IN THE PORTRAIT OF SOCIAL ECONOMY IN QUEBEC FIRST NATIONS

Dear Chief [name],

As part of its mandate, the First Nations of Quebec and Labrador Health and Social Services Commission (FNQLHSSC) wishes to inform you that it will be completing a portrait of social economy in Quebec First Nations. This activity stems from the Quebec First Nations Health and Social Services Blueprint 2007-2017 and the Strategy to Fight against Poverty and Social Exclusion among First Nations, in addition to being complementary to the Plan d'action en économie sociale 2015-2020 of the Government of Quebec.

This project consists of developing a descriptive portrait of social economy. A portrait of social economy has never been specifically created for First Nations. Little work has been done on this model of development within communities. The objective of this portrait is to draw up an inventory of First Nations social economy enterprises and identify the courses of action that will bolster this sector's contribution to the economic and social development of First Nations.

The completed portrait will serve as an information and analysis tool for the sector as well as a means to achieve the desired outcomes in social economy. This tool will, among other things, allow the FNQLHSSC to promote SE and raise awareness in different communities and among stakeholders working to develop a model of "alternative entrepreneurship." In addition, this portrait will serve to document needs and help determine the priorities to ensure the development of social economy.

It is important to mention that as part of the First Nations Social Economy Regional Round Table, the FNQLHSSC is working in close collaboration with the First Nations of Quebec and Labrador Economic Development Commission (FNQLEDC).

Information is scheduled to be collected in winter 2017 and it is with pleasure that we invite you to participate.

Objectives of the project

This portrait will enable:

- ▶ the definition of a conceptual framework of social economy specific to Quebec First Nations;
- ▶ the compilation of an inventory and the composition of a descriptive portrait of social economy enterprises among Quebec First Nations.

Data collection

To gather the data necessary to document the portrait, various strategies will be employed. As a first step, the FNQLHSSC has conducted a literature review in order to become informed of the research conducted in this area.

Secondly, data will be collected from resource persons involved in economic and social development. Each stage of the collection will be planned to minimize the demand on participants' time. Data will be collected from January to March, 2017.

Research ethics and data confidentiality

This project will be carried out in respect of the First Nations in Quebec and Labrador's Research Protocol (AFNQL, 2014) and the First Nations principles ownership, control, access and possession (OCAP®) of data. The data collected through this project will be treated confidentially. Remarks included in the final report will not identify specific social economy enterprises.

Regional report

The report presenting the results of this portrait will be validated with the communities and organizations of participating First Nations.

We are asking for your consent that your community or organization be involved in this project. To indicate your consent, please **complete and send us the attached consent form before November 25, 2016**.

For further information, please contact Patricia Montambault, at 418-842-1540, ext. 2508, or at pmontambault@ccssspnql.com.

Marjolaine Sioui

Executive Director

c. c. Rosalie Sioui, Acting Social Development Manager, FNQLHSSC

Mickel Robertson, Executive Director, FNQLEDC

CONSENT

INVITATION TO PARTICIPATE IN THE PORTRAIT OF SOCIAL ECONOMY IN QUEBEC FIRST NATIONS

Please complete this section

I hereby consent that my community, _____, participates in the portrait of Quebec
(insert the name of your community)

First Nations social economy enterprises.

Signature

Chief

Date

Please return the **completed original copy** by mail to the attention of:

Patricia Montambault
FNQLHSSC
250 Place Chef-Michel-Laveau, Suite 102
Wendake (QC) G0A 4V0

APPENDIX IV – INDIVIDUAL CONSENT

CONSENT FORM PORTRAIT OF THE FIRST NATIONS SOCIAL ECONOMY ENTERPRISES IN QUEBEC AND LABRADOR

Before agreeing to participate in this research, please take the time to read and understand the following information. This document explains the purpose and objectives of the research as well as its procedures, advantages, risks and disadvantages. Feel free to ask any questions you feel are relevant to the person presenting this document.

Please note that this consent form will be signed by you and the interviewer.

The original will be kept at the FNQLHSSC, and you can obtain a copy of the form signed by both parties if you request it at any time.

PROJECT MANAGER FOR THIS PROJECT

The First Nations of Quebec and Labrador Health and Social Services Commission (FNQLHSSC) is the initiator of the project focused on developing a portrait of the First Nations social economy enterprises in Quebec. This initiative is part of a broader context of the fight against poverty and social exclusion. In its action plan, the FNQLHSSC determined that the social economy was a lever to addressing the problems of poverty and social exclusion in the First Nations communities. Following the resolution adopted by the Chiefs of the Assembly of First Nations Quebec-Labrador, the FNQLHSSC implemented a plan for the development of the social economy.

PURPOSE OF THIS APPROACH

The First Nations social economy enterprises operating in Quebec, as well as their distinctive characteristics, are not well known. This research project aims to develop a portrait of the social economy among First Nations in Quebec. The portrait will first take stock of the social economy enterprises and then propose courses of action aiming to increase the contributions of this sector in the economic and social development of First Nations.

MAIN STEPS OF THE INITIATIVE

This project will be realized in five key stages:

1. Online posting of the questionnaire (March);
2. Telephone interviews with 12 enterprises and 3 support organizations for enterprises (March);
3. Tabling of the preliminary report (April);
4. Identification of courses of action with the FNQLHSSC's working group (April);
5. Tabling of the final report (May).

COURSE OF YOUR PARTICIPATION

As a local stakeholder, your point of view will be solicited through a survey questionnaire, a semi-structured group interview or a telephone interview. The survey and interview questions were developed based on the targeted research objectives (see "Purpose of this approach" section). Prior to collection, the interview template and this consent form will be forwarded to the person in charge within your enterprise or organization (coordinator or portfolio holder).

POSSIBLE BENEFITS, RISKS OR DISADVANTAGES OF YOUR PARTICIPATION

The results of this research will be useful to the FNQLHSSC since the portrait will serve as an information and analysis tool and a means of achieving the outcomes targeted by the FNQLHSSC in terms of social economy. The portrait will also promote the social economy and raise awareness among the communities, organizations and appointed stakeholders for the development of a model with a different approach. Finally, the portrait will document the needs in order to identify the best measures to take to ensure the development of the social economy among First Nations in Quebec.

Participation in this research project does not involve other benefits or any individual or community risks. The only drawback is the time you will have to invest in this research activity.

VOLUNTARY PARTICIPATION AND RIGHT OF WITHDRAWAL

Your participation in this research is on a voluntary basis. At any time during the information collection process, you may withdraw from the process or request that specific information be unrecorded, without having to provide a reason or worry about any negative consequences.

It is also understood that, at any time, you may withdraw your consent by contacting the interviewer (see contact information below).

CONFIDENTIALITY AND MANAGEMENT OF THE COLLECTED INFORMATION

The information obtained will be strictly used for the purposes of this research project. Your identity cannot be revealed at any time.

Please note that the preliminary report and the final report will be validated by the FNQLHSSC's working group.

ADDITIONAL INFORMATION

If you would like more information or if have questions about this research, please contact Chantal Cholette, at Convergence, coopérative d'expertes-conseils, at 819-643-2992, extension 1, or by email at chantal@convergence.coop.

COMPLAINT OR CRITICISM

Any complaint or criticism relating to this research can be communicated in complete confidentiality to the Social Economy Advisor of the FNQLHSSC:

Karine Awashish, Social Economy Advisor
250 Place Chef-Michel-Laveau, Suite 102
Wendake, Quebec GOA 4V0
Telephone: 418-842-1540, extension 2407
Email: karine.awashish@cssspnql.com

DECLARATION OF CONSENT

I understand that my participation in this research is entirely voluntary and that I am free to refuse to participate or to withdraw my consent at any time, without any negative consequences.

I consent to participate in the data collection activities as part of this research.

I do not want to participate in this research.

Name of the participant (please print): _____

Signature of the participant: _____ Date: _____

I provided my verbal consent.

Name of the interviewer from Convergence, coopérative d'expertes-conseils: Chantal Cholette

Signature of the interviewer: _____ Date: _____

COMPLAINT OR CRITICISM

Any complaint or criticism relating to this research can be communicated in complete confidentiality to the Social Economy Advisor of the FNQLHSSC:

Karine Awashish, Social Economy Advisor
250 Place Chef-Michel-Laveau, Suite 102
Wendake, Quebec G0A 4V0
Telephone: 418-842-1540, extension 2407
Email: karine.awashish@cssspnql.com

APPENDIX V – INTERVIEW TEMPLATE INTENDED FOR ENTERPRISES

TOPICS	QUESTIONS
Context	<p>Project objectives:</p> <ol style="list-style-type: none"> 1. Develop an inventory of the First Nations social economy enterprises in Quebec; 2. Analyze the needs, challenges and key success factors of the First Nations social economy enterprises in Quebec; 3. Serve as an anchor for the establishment of courses of action that will make it possible to increase the contribution of the social economy sector to the economic and social development of the First Nations.
	<p>Topics addressed during this interview:</p> <ol style="list-style-type: none"> 1. Realities of social economy enterprises 2. Potential actions to better accompany and help develop social economy enterprises within First Nations in Quebec
	<ul style="list-style-type: none"> ▶ Voluntary participation ▶ The right to refuse to answer certain questions ▶ All data treated anonymously
Achievements	<ol style="list-style-type: none"> 3. What are the strengths of your social economy enterprise / organization? 4. What makes your enterprise / organization different from others? What makes it unique? 5. What helped or facilitated the development of your enterprise / organization? 6. Does your enterprise / organization have an impact (social, economic, cultural¹⁶, political) in your community? Explain. 7. How important is language and culture within your enterprise / organization?
Challenges	<ol style="list-style-type: none"> 1. What are the most significant challenges (social, economic, cultural, political, administrative, etc.) your enterprise / organization faces? 2. Are there issues that hold you back or that hinder the development of your enterprise / organization? 3. What do you need to better develop your enterprise / organization? 4. What issues should we consider as we develop an action plan to further support First Nations social enterprises / organizations?
Brainstorm – potential actions	<p>What are the possible actions to:</p> <ol style="list-style-type: none"> 1. Support more effectively the development of collective entrepreneurship among First Nations in Quebec? 2. Increase the contribution of the social economy sector to the economic and social development of First Nations in Quebec?

¹⁶ Values, cultural practices, revitalization of First Nations knowledges and traditions, learning and using First Nations languages, etc.

APPENDIX VI – INTERVIEW TEMPLATE INTENDED FOR SUPPORT ORGANIZATIONS

TOPICS	QUESTIONS
Context	<p>Project objectives:</p> <ol style="list-style-type: none"> 1. Develop an inventory of the First Nations social economy enterprises in Quebec; 2. Analyze the needs, challenges and key success factors of the First Nations social economy enterprises in Quebec; 3. Serve as an anchor for the establishment of courses of action that will make it possible to increase the contribution of the social economy sector to the economic and social development of the First Nations. <hr/> <p>Topics addressed during this interview:</p> <ol style="list-style-type: none"> 1. Realities of organizations offering support services to social economy enterprises 2. Potential actions to better accompany and help develop social economy enterprises within First Nations in Quebec <hr/> <ul style="list-style-type: none"> ▶ Voluntary participation ▶ The right to refuse to answer certain questions ▶ All data treated anonymously
Strengths	<ol style="list-style-type: none"> 1. What are your organization’s most important strengths in its offer of support services to social economy enterprises? 2. What are the most important strengths of the network of support services to First Nation Social Enterprises in Quebec?
Weaknesses	<ol style="list-style-type: none"> 1. What are the most significant challenges (social, economic, cultural, political, administrative, etc.) your organization faces when offering support services to social enterprises? 2. What are the key gaps in support services for First Nations social economy enterprises in Quebec? 3. What issues should we consider as we develop an action plan to further support First Nations social enterprises? 4. What are the needs of support services to First Nation social enterprises?
Brainstorm – potential actions	<p>What are the possible actions to:</p> <ol style="list-style-type: none"> 1. Support more effectively the development of collective entrepreneurship among First Nations in Quebec? 2. Increase the contribution of the social economy sector to the economic and social development of First Nations in Quebec?



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