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CEDO'S Path

COMMISSION DE DÉVELOPPEMENT ÉCONOMIQUE DES PREMIÈRES NATIONS DU QUÉBEC ET DU LABRADOR (CDEPNQL)  
FIRST NATIONS OF QUEBEC AND LABRADOR ECONOMIC DEVELOPMENT COMMISSION (FNQLEDC)

## Special features

- 2003 Annual General Assembly
- Mohawk Nation Sports
- The Networking

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## An increased participation!

The consultation of members held by the First Nations of Quebec and Labrador Economic Development Commission on February 19, 2003 in Montreal, proved very productive. We can witness that the participation to FNQLEDC's activities is increasing rapidly. All in all, 58% of the officers and representatives of the FNQLEDC economic development members took the time to answer the questionnaire that was transmitted to native communities and Inuit villages throughout Quebec and Labrador. A little over 50% of them attended the meeting to prepare the schedule of the upcoming training for the year 2003-2004.

The FNQLEDC is now working actively at the elaboration of training for the officers and representatives of native communities and Inuit villages, assisted by professionals of *École Nationale d'Administration Publique* (ENAP). To make sure that the training is up to the expectations of its members, the FNQLEDC had to identify their needs and preoccupations. Participation was then an essential element to the success of this meeting.

It became obvious to the officers and representatives attending this consultation session, that the first part of the training must address the relation between the economic development officer and the members of his/her community. In fact close to 60% of those consulted admitted that it was difficult to create events and activities susceptible to sensitize the population to economic development. Thus, this becomes an inescapable

priority for the officers and representatives to be able to meet the needs of their clientele.

The FNQLEDC wishes to satisfy this priority with the organization of a training session on **June 17, 2003 in Quebec City. A registration fee of \$50.00 will be required by the economic development officers.** The transportation fees will be reimburse by the



The officers and representatives came in large numbers to the consultation session in preparation for the FNQLEDC training.

FNQLEDC. A meeting room will be reserved for the training offered in English and another one will be set aside for the French session, as requested by the officers and representatives of economic development. By the end of April 2003, the members shall be receiving from FNQLEDC all the necessary information required for this training. It will deal with strategic monitoring and environment analysis.

The second training session will be taking place at the end of October 2003, in compliance with the fall activities schedule of FNQLEDC member nations. It will deal with the second priority determined by its members, namely the officers and the management tools: policies, laws, project management, leadership and team work.

Photo courtesy: Robert Mendere

# Information session on pay equity

Special collaboration from Eve Lapointe – FNEC

The coming into effect of the Pay Equity Act, which is intended to remedy salary disparities due to systemic discrimination based on sex, raises a host of questions for the First Nations, at both the federal and provincial levels.

At a general assembly of the First Nations Education Council (FNEC), the members gave the FNEC the mandate to plan and hold an information session on the *Pay Equity Act*. The FNEC, the Assembly of First Nations of Quebec and Labrador, the First Nation of Quebec and Labrador Economic Development Commission and the First Nations of Quebec Human Resource Development Commission thereupon decided to bring together rep-

resentatives of all the communities to inform them on the application of the Act and to clarify responsibilities regarding the related decision-making. They also took care to make sure the best possible information would be available for the session.

Seventy-five people from First Nation communities and several employment sectors accepted the invitation to attend the information session, which was held on February 20 at the Holiday Inn Select in Montreal. The session was facilitated by Gordon Oke. The federal government and the provincial government both made presentations to explain the features of the *Pay Equity Act* and the issues

surrounding it. The participants received information kits and had the opportunity to ask questions.

Following are the names and telephone numbers of the provincial and federal contacts on pay equity. They will be pleased to answer any of your questions.

Commission de l'équité salariale Québec  
Information Branch  
Quebec City and area: (418) 528-8765  
Elsewhere in Quebec: 1-888-528-8765  
Web site: [www.ces.gouv.qc.ca](http://www.ces.gouv.qc.ca)

Human Resources Development Canada  
Labour Directorate  
Tel.: 1-877-592-7653  
Web site: [www.qc.hrhc-drhc.gc.ca/travail](http://www.qc.hrhc-drhc.gc.ca/travail)

## 2003 Annual General Assembly

The First Nations of Quebec and Labrador Economic Development Commission (FNQLEDC) will be holding its annual general assembly on June 18, 2003 at Hotel Gouverneur of Sainte-Foy.

Hotel Gouverneur Saint-Foy is strategically situated nearby the Pierre-Laporte Bridge, a few minutes away from Old Quebec and at 10 km from the airport, 3030 Blvd. Laurier, Sainte-Foy (Quebec) Canada, G1V 2M5  
Telephone: 1-888-910-1111

For more information on the annual general assembly or to attend the assembly, please communicate with Ms Lorraine Rhéaume of FNQLEDC.

Tel.: (418) 842-5020  
Fax: (418) 842-2660  
[lrheaume@apnql-afnql.com](mailto:lrheaume@apnql-afnql.com)

## Your opinion is important to us

### Securing a return on trapping and hunting

Hunting and fishing products represent a major purchasing volume in as much for the native trappers as for the communities. Often, products convey in transit through local businesses of neighbouring villages and in the end, prices end up being excessive.

Because single communities are not buying a large enough volume of those products, it is impossible to get competitive prices from local dealers.

#### ***A possible solution to the problem :***

The establishment of a regional co-op could remedy the situation. The co-op is a company founded on the principle of cooperation, according to which each member contributes to the organization and shares the profits.

Over a one-year period, the co-op could buy a very large number of hunting and trapping items from the same wholesaler and sell these articles at a competitive price to communities and members enlisted with the co-op.

Such a co-op would allow considerable savings for the communities' consumers and would ensure through part of the discounts to the community members, some support for the development of traditional activities.

If you have any comments on this idea, you are welcome to communicate them to Mr. Pierre Bastien at the following electronic address:

[pbastien@apnql-afnql.com](mailto:pbastien@apnql-afnql.com)  
or at (418) 842-5020

# A success story

## Mohawk Nation Sports

*In February 2002, the project of Cheryl Delaronde, a young woman in her thirties was assigned to Erica Delisle, Business services officer. Ms Delisle has been working at the Kahnawake Economic Development Commission "Tewatohni'saktha", for a few years now. This Commission put in place by the Kahnawake Band Council in 1999, provides employment to 28 persons and offers a wide range of services: seminars and training programs for promoters, consulting services for small businesses, start-up and marketing funding, youth and student services, etc.*

At the time promoter Cheryl Delaronde turned to Ms. Delisle's services, she had already completed a business start-up training of 12 weeks offered by the Kahnawake Economic Development Commission. "I always wanted to start up my own business but I never thought that sports would be my path, because my training specialized in graphic arts and design, explained Cheryl. Anyhow, I attended the entrepreneurship course provided by the Kahnawake Economic Development Commission before I turned 30, so that I could benefit from certain advantages and from that type of expertise" confided Cheryl. It is only later that she was offered the long-awaited opportunity. While she was a manager at a lacrosse shop in Kahnawake, the owner decided to sell his business. "I then grabbed the opportunity to acquire the sports shop", explained Cheryl.

Erica Delisle, who was working at the Commission's Small Business Services (SBS), became immediately enthusiastic over this new project. "Cheryl was very confident and seemed well organized" said Ms Delisle. The promoter drafted her business plan in accordance with the course she followed at the Commission. Also she had researched the field with several bidders prepare the quotes. Ms Delisle of SBS then developed the three year budget forecasts of the business operations and driven by Cheryl's motivation, she and Cheryl went out to

secure the marketing funding essential for the purchase and start-up costs of Mohawk Nation Sport.

According to Erica Delisle, Cheryl was on the right path. The service aspect of the sports shop was completely modified and a larger range of merchandises was offered to the customers. Mohawk Nation Sports offers much more than lacrosse sticks in its shop. This store sells material for Mohawk Ironworkers (the famous ironworkers), for construction workers, for hockey fans, etc. "I could not rely only on the summer market with lacrosse, so I had to extend my activities to ensure a year round income" stated Cheryl.

Hardly four months after the beginning of the work accomplished with Erica Delisle of SBS, Mohawk Nation Sports opened its doors in May 2002, "I was a bit nervous, but I worked very hard to advertise my new lines of products" recalls the entrepreneur. Cheryl is thankful to Erica Delisle for following-up on her project; this allowed her to reach her goals in a very short time "It was excellent! She offered the information I needed and suggested several solutions for funding and marketing", added Cheryl.

Erica Delisle ensures the follow-up with Ms Delaronde, but she must also answer the various needs of other promoters on a daily basis. "On average I get ten calls



Cheryl Delaronde, owner of the Mohawk Nation Sports shop in Kahnawake.

Photo courtesy: Mohawk Nation Sports

or so a day for different requests: What should I do to register my business? Can you identify sources of funding for my business?" recalls a fascinated Erica. Ms Delisle pursues her work with the entrepreneurs she assisted and ensures that everything is under control. "I call them and visit them occasionally to see if these entrepreneurs are aware of the variety of services offered at the Commission", explained Ms Delisle.

Already Cheryl anticipates the opening of lacrosse season and summer powwows. Her orders are placed as much with the remote suppliers as with the local artisans. "The ironworkers' leather belts, some construction tools and lacrosse sticks are made partly by local artisans, such as Robert "Buzzard" Jacobs", outlines Cheryl, proud of several partnerships she was able to secure. In business, mostly in the area of sports, there are ups and downs. Soon it will be the peak season for Cheryl. She can't wait for the warm weather to arrive and for the lacrosse practice to begin.

# Networking : *a daily assignment*

By Caroline Nepton Hotte

*The establishment of a resource network is sometimes venturesome, especially when it involves collaborating with people of different cultures who speak a language different from ours. This is a reality in the daily life of economic development officers and representatives of native communities and Inuit villages, but it is not without a solution. According to Lise Cardinal, an expert in business relations and author of a book titled Comment bâtir un réseau de contacts solides and Réseautage d'affaires: Mode d'emploi, published at Éditions de la Fondation de l'entrepreneuriat, a great number of individuals go through the stress of initial contacts. "No one is spared from the anxiety provoked by moving around in an unfamiliar circle. A 1984 New York Times study on social anxiety reported that the biggest fear of most people consists in entering a roomful of strangers."*

This reality is no different for the economic development officers and representatives. In fact, more than 60% of officers admitted to a certain difficulty in circulating information on their services within the community or on the outside. "It is a difficult task to be known to all local economic development interveners. We had to get involved at several tables", stated some officers. It is crucial to get involved with people who can help us reach our goals and whom we can help in return. To exchange, to do somebody a service and share, are part of the plan. The officer must deal with his network of knowledge on a daily basis to reach an objective. This objective must be defined in a community strategic plan and must be shared with the provincial and national organizations to promote networking and interventions in harmony with local initiatives.

To Richard Kistabish, who has been involved for many years in a native environment, sitting on the Aboriginal Healing Foundation Board of Directors, those daily changes must be motivated by a precise and virtuous mission. "During my career, I have given out many conferences on how organizations can get off the ground and

I always see the same difficulties. People do not question themselves enough", confided Mr. Kistabish. "If you do not know where you are going, why bother doing it!" Mr. Kistabish's speech is sincere and full of hope. "For twenty-five years I have been helping organizations get off the ground and I always hear references to self-government, how do you explain that? The interveners must consult each other and define a mission susceptible to provide solutions, at a time where they see none left", testifies Mr. Kistabish.

#### **Golden rules to follow :**

Once the priorities are established, networking becomes a tool. There are several methods to build an efficient network, such as listing of acquaintances, respect for others, remembering the names of people even it implies the jotting down of notes, sincerity and variation of daily activities (dancing lessons, lectures, chamber of commerce, parents meetings), etc. These methods are simple, time consuming but have proven very fruitful to many.

Manon Lamontagne is an aboriginal consultant from the Métis Nation she mentioned in an interview that the greatest dif-

iculty she had to overcome was to address a public audience. Manon's mother tongue is English, but she was able to take her rightful place in society, by getting involved in the circle of Quebec Native women, sometimes with the Native Friendship Centres.

She shared with us some of her suggestions: "We should not be afraid to talk to the others, because the fact remains that we are the experts in our regions. We are the key-people". To her, there are no miraculous solutions. We must be interested in other people and share ideas, preoccupations and not hesitate to ask for help. "By making local changes, we thus contribute to the construction of our society. If we attend meetings pretending to listen and not offering any comments, we are the only ones losing out, added Manon. Solutions are sometimes at the doorstep; a friend, a cousin or a relative can most probably refer us to someone else and so on.

Networking can help us in many situations. The network is some kind of a safety net weaved bit by bit as time and meetings go by. It serves no purpose to wait for an urgent need or to be placed in a somewhat difficult situation to network. As stated by Lise Cardinal, "the key person you hope to reach is no farther than four to five persons away. At the most!"

For more information on networking and to discover new tools, we invite you to visit the following web sites :

[www.leadership.gc.ca](http://www.leadership.gc.ca)

[www.lisecardinal.com](http://www.lisecardinal.com) (French only)

# Culture: an economic development tool

Special contribution: André Dudemaine

The author is an Innu from Mashteuiatsh, he is the Cultural Director of the *First Peoples Festival*, the main activity of *Land InSights*, society for the understanding of Native culture.

Culture has a major direct impact on economy. Numerous researches have demonstrated the effects of investments in this particular area in terms of job creations and various tax collections. For this reason, cultural ventures can benefit from governmental support (subsidies, loans, tax relief, aid in export business, etc.) under many forms.

Moreover, cultural activities have indirect knock-on effects on several other sectors; for example, a person traveling downtown Montreal or within a community for a cultural event, is bound to spend money at the convenience store, at the restaurant, at the hotel (if a tourist), at the parking zones, at the gas station, etc. Therefore, according to a study, the spin-offs of the last edition of *First Peoples' Festival 2002* on the Quebec economy as a whole, amounted to 9.4 millions of \$.

On the other hand, the issue of culture cannot be brought back to mere mathematical calculations. Cultural development (this is particularly true for the First Nations) supports the development of the society in an ensemble movement. The feeling of pride and the sense of belonging have a positive effect on the health of citizens as a whole. The vitality of our cultures is the driving force of the tourist attraction that we generate abroad. Many of our expert specialists (notably in health and education) are attracted by the curiosity value aroused by the cultural difference. The inherent rights that from now on are at the center of our claims, find their cause of action in the fact that we belong to cultures whose existence immerses into the deepest era of the first human occupancy in America and, this descent must be maintained and developed.

In brief, no economic development planning whatsoever could be left aside from culture and its positive effects. For the First Nations, it is a crucial issue and many interventions are essential to maintain and give life to this sector.

In many communities, there is a big concern for the language and customs aspects; the safeguarding of heritage (including the protection of sites and sceneries) is also a concern for those who continue to occupy our traditional territories.

All those actions are part of the cultural world; but their decisive impacts in the field of economy must be taken into consideration by all those involved in the development of our nations.



André Dudemaine, Cultural Director of Land InSights.

Photo: Land InSights

## Double Standards (Tawich Case)

Are you aware that, in the province of Quebec, First Nations' owned corporations are subject to pay income tax to Revenue Quebec, while they are exempted from paying income tax to Canada Customs and Revenue Agency?

In fact, the Tax Court of Canada ruled, in the 1994 case of *Otineka Development Corporation and 72902 Manitoba Limited v. Her Majesty the Queen*, that a Band (First Nation) exercising self-governing administrative powers and providing the type of services habitually offered by municipalities, will be regarded as a Canadian municipality for purposes of Income Tax Act. Paragraph 149 (1) (c) of the Income Tax Act makes provision for a tax exemption for Canadian municipalities. Pursuant to paragraph 149 (1) (d.5), no income tax is payable under part I on the taxable income of a corporation, commission or association owned by a municipality.

In the case "*Tawich Development Corporation v. deputy-minister of Revenue Quebec*" (the Tawich Corporation is a corporation owned by the Cree First Nation of Wemindji), the Quebec Court of Appeal rendered a decision on May 8, 2000. The latter is in contradiction with the decision pronounced by the Tax Court of Canada in the *Otineka* case here above mentioned. The Quebec Court of Appeal does not recognize, for purposes of the Quebec Income Tax Law, that a First Nation may be considered as a municipality.

In July 2000, the legal advisers for the Tawich Development Corporation, with the support of the Grand Council of the Crees (Eeyou Istchee), have filed an appeal before the Supreme Court of Canada, to reverse the decision rendered by the Quebec Court of Appeal. However, after the signing of "The Peace of the Braves" Agreement, the Grand Council of the Crees (Eeyou Istchee), withdrew the appeal before the Supreme Court of Canada, entailing the consequence here above stated.

For more information on the effects of the Tawich case, please feel free to contact Mr. **Michael Benedict**, Fiscal Advisor for the Assembly of First Nations of Quebec and Labrador Secretariat, at (819) 294-6190.

Fiscal Affairs

# Upcoming events

## First Nations of Quebec and Labrador Economic Development Commission

250, Place Michel Laveau,  
suite 202  
Wendake (Québec) G0A 4V0

**Telephone**  
(418) 842-5020

**FAX**  
(418) 842-2660

**E-mail**  
cnepton@apnql-afnql.com

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four times a year by the  
FNQLEDC.*

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### April and May 2003

Training is being offered by  
*First Nations of Quebec and  
Labrador Sustainable  
Development Institute* to  
native communities in the  
following fields:

- community involvement in  
Forestry Act;
- harmonization measures;
- community management;
- evaluation process on  
aboriginal environment

A special invitation is sent  
to environmental managers,  
consultants and particularly  
people involved in aboriginal  
forestry environment.  
Welcome all.

Place: Gaspésie, Abitibi,  
Côte-Nord and Québec

Please contact Michel  
Mongeon for date and place  
of training by calling (418)  
842-5020 or by email at :  
mmongeon@apnql-afnql.com

### April 25 2003

Symposium (Only in  
French):

*Aboriginal rights : reality  
and myth*

Université Laval  
Amphithéâtre Hydro-Québec  
Pavillon Alphonse-  
Desjardins  
Québec

For registration  
melanie.gagnon@fss.ulaval.ca

www.ulaval.ca/fd/  
colloque.html

### April 26 and 27 2003

*The Montreal National Show  
of franchises and business  
opportunities*

Palais des Congrès de  
Montréal  
201, Viger Ouest  
Montreal

Topics of Mini-conferences

- Purchase of a franchise;
- The 28 advantages and  
4 inconvenients of  
incorporation

Admission : 10\$

Information :  
www.quebec-franchise.qc.ca

### May 5 and 6 2003

Insight Conference  
*Symposium on aboriginal  
financial management  
strategies*

Hotel Loews le Concorde  
Quebec

Subjects :  
Efficient management  
strategies;  
Financial options for  
organizational structures;  
Standards and accounting  
methods;  
Audit Requirements;  
Technical preparation for  
financial statement audit;

For information :  
1-888-777-1707.  
Registration fees  
Conference 1305,00 \$ +  
tax = 1604,60 \$

### May 20 to 23 2003

*National conference of AEIA*  
Aboriginal Employment  
Inter-provincial Association  
Government  
Conference Centre  
2, Rideau Street (Ottawa)  
Ontario

For more information :

June Spence :  
(613) 992-0765  
www.iane.ca

### May 28, 29 and 30 2003

*Annual Congress  
Mobilization 2003*  
Quebec local centres of  
development Association  
(ACLQ)  
Invitation to become  
acquainted with the  
orientations of local centres  
of development (CLD) and  
participate to the major  
debates that, can finally  
position the First Nations  
and Inuits within the  
priorities of CLDs.

Place: Centre des  
congrès de Québec  
Please contact ACLQ for  
more information on the  
registration policies at  
(418) 524-0893  
www.aclq.qc.ca

Or at the office of CDEPN-  
QL: (418) 842-5020.

### June 13 2003

*First Nations of Quebec  
and Labrador and its  
commissions' Golf  
Tournament*  
At Château Mont Sainte-  
Anne, parcours St-Férréol.  
500, boul. Beau-Pré,  
Beau-pré, Quebec  
Golf, cart and supper :  
100, 00 \$

For information :  
Diane McGregor  
(418) 842-5020  
diane.mcgregor@apnql-  
afnql.com

