

# ANNUAL REPORT 2018 - 2019



COMMISSION DE  
DÉVELOPPEMENT DES  
RESSOURCES HUMAINES DES  
PREMIÈRES NATIONS  
DU QUÉBEC



FIRST NATIONS  
HUMAN RESOURCES  
DEVELOPMENT COMMISSION  
OF QUEBEC



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# MESSAGE FROM THE EXECUTIVE DIRECTOR



Kwe,

It is with great enthusiasm and pride that I present you this 2018-2019 Annual Report on behalf of Management. It reports on the great efforts made by our clients, on the organizational progress, and on the promising activities and initiatives for the renewal of the entire organization, namely the FNHRDCQ 2.0. In the following pages, you will discover convincing results at the community and urban levels, thanks to the quality service provided in our 34 Employment and Training Service Centres (ETSCs).

We predicted that 2018-2019 would be a tumultuous year given the preparations for the new ten-year federal funding agreement (2019-2029), which proved to be true. The negotiations committee and the Regional Office team maintained an ongoing conversation with Employment and Social Development Canada (EDSC). The Regional Office has also contributed to several national working committees.

The administration team went the extra mile and successfully rose to the many challenges throughout the year, while adapting to the changes currently taking place. The organizational solidarity of the FNHRDCQ will have proven itself in 2018-2019 through the work and support from community representatives, the Commission staff, our sister commissions and our partners throughout the year. Huge thanks to you all!

In the name of continuous improvement to First Nations employment and training services, I wish you a good read.

Susane King



# MESSAGE FROM THE EXECUTIVE COMMITTEE

On behalf of the members of the Executive Committee, it is my pleasure to add my voice to the FNHRDCQ to present an overview of the last year. 2018-2019 has been a year of significant change and transition for our organization, with major challenges for all staff and constant involvement on the part of the Executive Committee. Thanks to our collective efforts, the FNHRDCQ is on its way to becoming the ultimate reference in First Nations employment and training, capable of facing any socio-economic challenge with strong cultural pride.

Thanks to the whole Commission family!  
Annie Cyr  
Executive Committee Spokesperson



# AN OVERVIEW OF THE FNHRDCQ

## KEY STATEMENTS

The Commission's Key Statements have been revisited as part of Strategic Planning 2018-2023.

### VISION

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

### MISSION

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

### MANDATE

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



**CLIENTS** — Provide the full range of employment and training programs and services to all clients – which encompass First Nations citizens residing on and off communities as well as urban Indigenous citizens;



**COUNSELLING** — Support individuals in their professional development while taking into account their particular needs and aspirations;



**CAPACITY** — Maintain a culture of efficiency and excellence through skills development and the continuous improvement of organizational capacity;



**PARTNERSHIP** — Maintain constructive relationships with stakeholders in education, social development, economic development and the labour market to ensure the strengthening and harmonization of the actions of the collective.

# GOVERNANCE STRUCTURE

The First Nations Human Resources Development Commission of Quebec (FNHRDCQ) is an administrative entity established by the Assembly of First Nations of Quebec and Labrador (AFNQL) through a resolution adopted by the Chief's Assembly (Resolution no. 03/96). The FNHRDCQ is responsible, on behalf of 30 First Nations, for administering the Indigenous Skills and Employment Training Program (ISETP) and the Urban ISETP, which supports First Nations, Métis, and Inuit living in urban areas across Québec. Through its 34 Employment and Training Service Centres (ETSC), located in 30 First Nations communities and four cities (Montréal, Québec, Val-d'Or, and Sept-Îles), the FNHRDCQ helps clients enter the labour market through a variety of employment and training initiatives.

The decisional authority of the Commission is comprised of the representatives of 30 member communities. Therefore, in the collective interest of all members and in order to allow an exchange on the organization's orientations, the Commission held three regional meetings during the year (June, October and February).



## EXECUTIVE COMMITTEE

Composition of the Executive Committee  
(from left to right):

- Pauline Bellefleur, Ekuanitshit
- Angie Marquis, Kahnawake
- Vincent Jeannotte, Gespeg
- Marie-Christine Dubé, Malécites de Viger
- Annie Cyr, Uashat mak Mani Utenam,

The Executive Committee met nine times over the fiscal year 2018 - 2019.





## DIRECTORS COMMITTEE

The Directors Committee is composed (from left to right in the photo) of:

- **Susane King**, Acting Executive Director and Director of Support Services
- **Shannon Goedike**, Director of Urban Strategy
- **Christopher Cote**, Director of Finance
- **Williams Nken**, Director of Human Resources and restructuring

## 34 TRAINING AND EMPLOYMENT SERVICE CENTRES





## HIGHLIGHTS:

- Ten-year agreement extending from April 1, 2019 to March 31, 2029
- New First Nations-specific employment strategy – still in development at March 31, 2019
- Joint assessment of organizational capacity, at the end of which the FNHRDCQ obtained the optimal rating, thus allowing for a lightened accountability
- Slight increase in annual funding, but in the absence of indexation the financial capacity of agreement holders will continue to decline due to inflation and population growth.

# NEW ISET PROGRAM AGREEMENT

It was in the last few months of financial year 2018-19 that were accomplished the key steps toward deploying the new Indigenous Skills and Employment Training Program (ISET program) which, as of April 2019, was to replace the Aboriginal Skills and Employment Training Strategy (ASETS), implemented in 2010-11 by the Department of Employment and Social Development Canada (ESDC).

### A RENEWED RELATIONSHIP

Developed with the participation of the Assembly of First Nations (AFN), the new federal ISET program allows for distinct employment strategies to be put in place by the different Indigenous groups. The First Nations one was still in development at the end of the financial year.

ESDC put in place a separate employment strategy for urban and non-affiliated agreement holders, demonstrating that the department still does not recognize the jurisdiction of First Nations governments over all of their clientele, on and off community. However, the unique structure of the FNHRDCQ allows the First Nations in Quebec to ensure that the development of employment for all their citizens, regardless of their place of residence, is done in a concerted way.

### ORGANIZATIONAL CAPACITY

To foster a more equal relationship between the federal government and First Nations, ESDC proposed a joint assessment of each agreement holder's organizational capacity level. Three levels of capacity were possible: Development, Enhancement and Optimal.

Following discussions, the FNHRDCQ was attributed the optimal level of capacity and will therefore enjoy greater flexibility in the implementation of the ISET program:

- The annual budgetary envelope will be paid almost entirely at the beginning of each financial year, instead of being obtained in four installments as before;
- Administrative and financial monitoring visits by the Department will take place once every two years, and only at the Regional Office.

### FUNDING

The overall allocation of funds was established jointly by ESDC and the AFN, which had previously validated the methodology with First Nations policy makers and organizations:

- The current distribution among the 13 provinces and territories, as well as between agreements within the same region would be maintained;
- The annual base budget of each agreement holder would remain the same each year and any additional funds would be allocated proportionally to existing budgets;
- After a first increase of 17% in 2018-19, as announced in the 2018 Federal Budget, and a further 6% increase in 2019-20, budgets would remain at the same level for the rest of the new agreement – and this despite the fact that it was demonstrated in 2016 that the only way to counter the effects of inflation and population growth would be to index funds annually by 5.4%;
- At March 31, 2019, the budgetary envelopes had been confirmed for the 10 years of the ISET program, but the amounts could not be paid until the agreements had been signed (the AFNQL agreements were only signed on June 4, 2019).

November 6-7, 2018  
Vancouver

National Meeting on the  
First Nations Labour  
Market

November 26, 2018  
Kahnawake

FNHRDCQ engagement  
meeting with ESDC and Service  
Canada, Timiskaming First  
Nation (TFN) and the Atikamekw  
Nation Council (ANC)

December 19, 2018

First overall distribution  
of funds by region and  
by agreement holder  
transmitted by ESDC  
and AFN

March 15, 2019  
Rouyn-Noranda

Organizational  
Capacity Assessment  
with Service Canada

June 4, 2019

Signing of  
the AFNQL  
ISET Program  
agreement

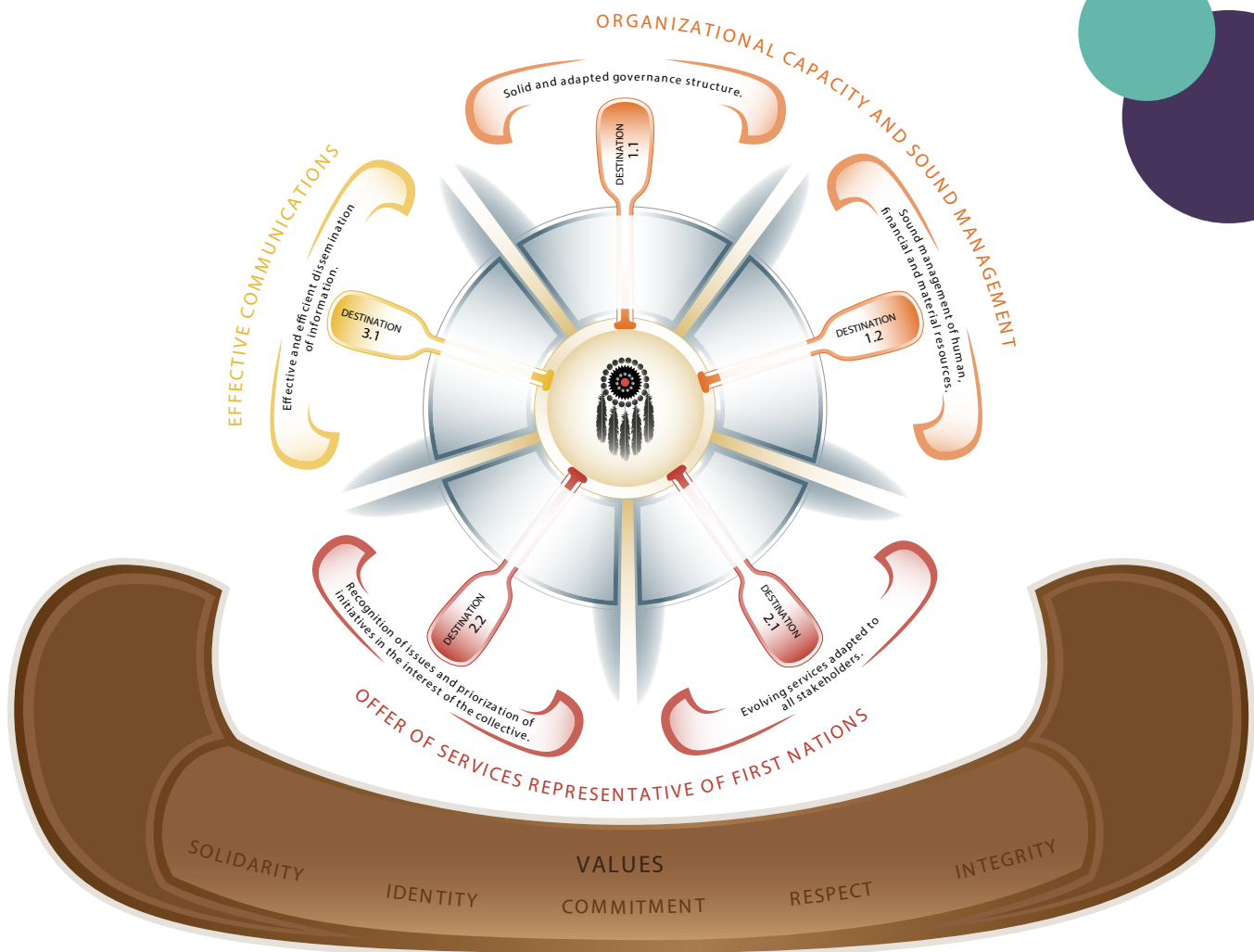
## Improve organizational capacity, service delivery and communications

# STRATEGIC PLANNING 2018 - 2023

In order to oversee the administration of the ISETP Agreement, the Commission has developed a new five-year strategic planning for 2018–2023. Developed in collaboration with LKonsultants, an Indigenous business, this planning is focused on improving organizational capacity, service delivery and communications within the organization. It will be implemented through an annual operational plan.

A working committee composed of community representatives and Regional Office staff helped to identify the priority objectives and expected outcomes for the Commission in Year 1 of the planning, 2019–2020. Management presented the results of the committee's work, as an Action plan at the Commission's regional meeting in February

2019. This evolving plan describes the actions to be taken and the resources needed by the Commission to achieve the 35 objectives set out in the strategic planning. The presentation generated several discussions that eventually led to the revision of the FNHRDCQ's key statements.



# ORGANIZATIONAL RESTRUCTURING

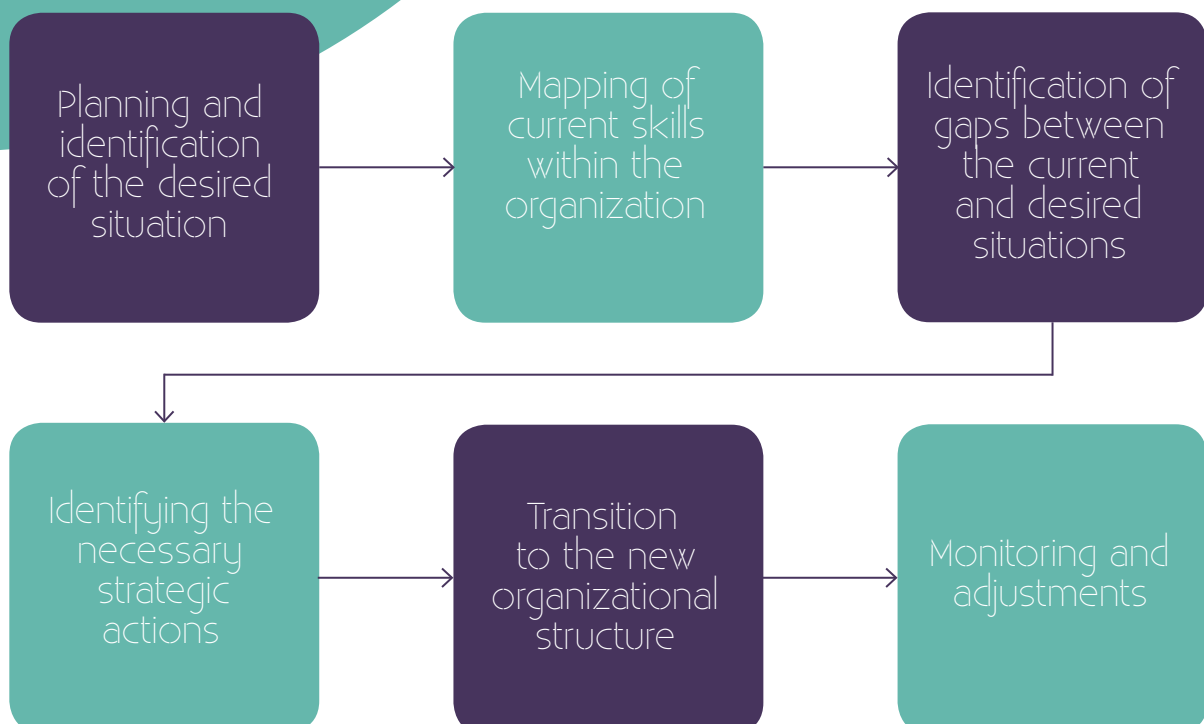
## REVIEW OUR PRACTICES TO BETTER SERVE THE NEEDS OF COMMUNITIES

During 2018, the FNHRDCQ undertook a process of restructuring and revising its various positions. The Regional Office has completed the first phase of structural reorganization, namely the planning and identification of the desired situation through the services of Raymond Chabot Grant Thornton (RCGT). The first quarter of fiscal year 2019 marked the beginning of the second phase, namely the restructuring plan. This phase involves assessing the different competencies within the organization, while maintaining the objectives of the current new strategic plan. In doing so, the FNHRDCQ intends to create a new beginning and review its practices to better meet the actual growing needs of the communities it serves. Performing this introspection allowed the Commission to find the necessary energy and knowledge to achieve reconciliation with itself and with the communities, and thus looks to a thoughtful future.

## A NEW HUMAN RESOURCES DEPARTMENT

With the creation of the FNHRDCQ Human Resources Department, the Regional Office management wishes to facilitate the transition to the new FNHRDCQ 2.0 structure. To achieve this, it was agreed to integrate the Human Resources function into regional decision-making and planning and to create synergy in labour relations. The second phase will involve establishing Human Resources policies and applying them, particularly in the context of recruitment, group insurance management and organizational development, in order to initiate the management of the Commission's necessary transformation.

## METHODOLOGY FOR THE RESTRUCTURING PLAN







# TRAINING AND FOCUS INITIATIVE

There was a slowdown in Focus activities after the Service Centre Capacity Questionnaire was developed, however, the Office continued to provide basic training. Management has also recruited a project manager to continue activities in this area.

## Training Courses

The Regional Office provided 37 basic training courses in the following areas:

- The functioning of the FNHRDCQ;
- Management of Part II of the Employment Insurance Funds;
- Urban Strategy Processes;
- Client Action Plan;
- Measures and Interventions;
- ALMASS;
- Goodwill Agreement.


## Focus Initiative

The goal of the Focus initiative is to ensure the development of the centres' capacities in the following seven priority areas:

- General administration;
- Client service management;
- Human resources management;
- Financial management;
- Information and IT management;
- Physical infrastructure management;
- Development of partnerships.

## Objectives for 2019 - 2020 :

The initiative will continue to support service centres and the next steps will be:

- Finalization of the survey questionnaire to accurately analyze the needs of the service centres;
  - Data collection and results analysis;
  - Focus team training;
  - Resource identification (internal and external);
  - Development of a financial framework;
  - Funding research;
  - Preparation of the training schedule.
- 



# WORKFORCE PROFILES PROJECT

Between May 2018 and March 2019, nine communities (Lac-Simon, Wemotaci, Obedjiwan, Manawan, Kebaowek, Winneway, Wolf Lake, Kitigan Zibi, and Kawawachikamach) conducted data collection activities to establish their workforce profiles.

The launch of these activities made it possible to recruit and train nine local workforce profile coordinators and 25 data collection clerks. The Regional Office finalized the draft reports for two Atikamekw communities (Wemotaci and Obedjiwan) at March 31, 2019.

## IAWD

Data collection continues. However, there are still many communities for which the workforce profiles are still incomplete. As a result, the first profiles produced lose their relevance. It was therefore necessary to develop a new approach that effectively addresses the issue of labour market participation. The Integrated Approach to First Nations Workforce Development (IAWD) moves from the silo approach previously used and favours a holistic approach that

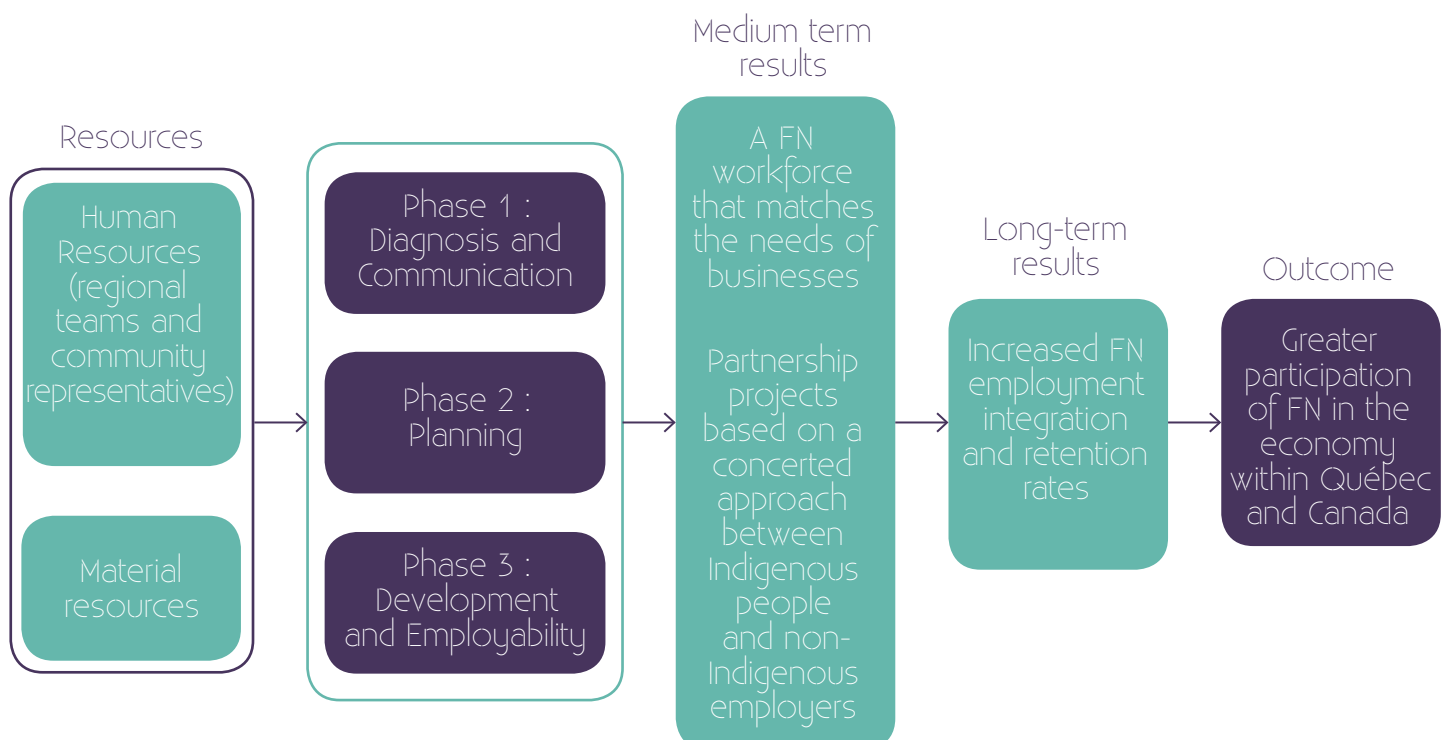
is divided into three phases, namely:

- Diagnosis and Communication;
- Planning; and
- Development and Partnerships.

In December 2018, the FNHRDCQ sought and obtained funding from Indigenous Services Canada (ISC) to develop a business plan for the IAWD. PerfEval Research Laboratory of Université Laval has been selected to conduct this work. The IAWD business plan is mainly focused on:

- Greater effectiveness and efficiency in the creation of workforce profiles;
- Involvement of all labour market actors in workforce development;
- Better ownership by local populations of the results from the workforce profiles;
- Community workforce planning that better reflects community concerns;
- Development of partnerships with employers to increase First Nations' participation in the labour market.

## IAFNWD LOGIC MODEL



# PARTNERSHIPS AND RELATIONS WITH THE GOVERNMENTS

## CHALLENGES OF THE FNHRDCQ 2.0

The FNHRDCQ encourages employers to adopt policies that respect and integrate First Nations cultural requirements. It also remains the pillar on which both managers and employees can rest to further clarify working conditions or other human resources-related issues.

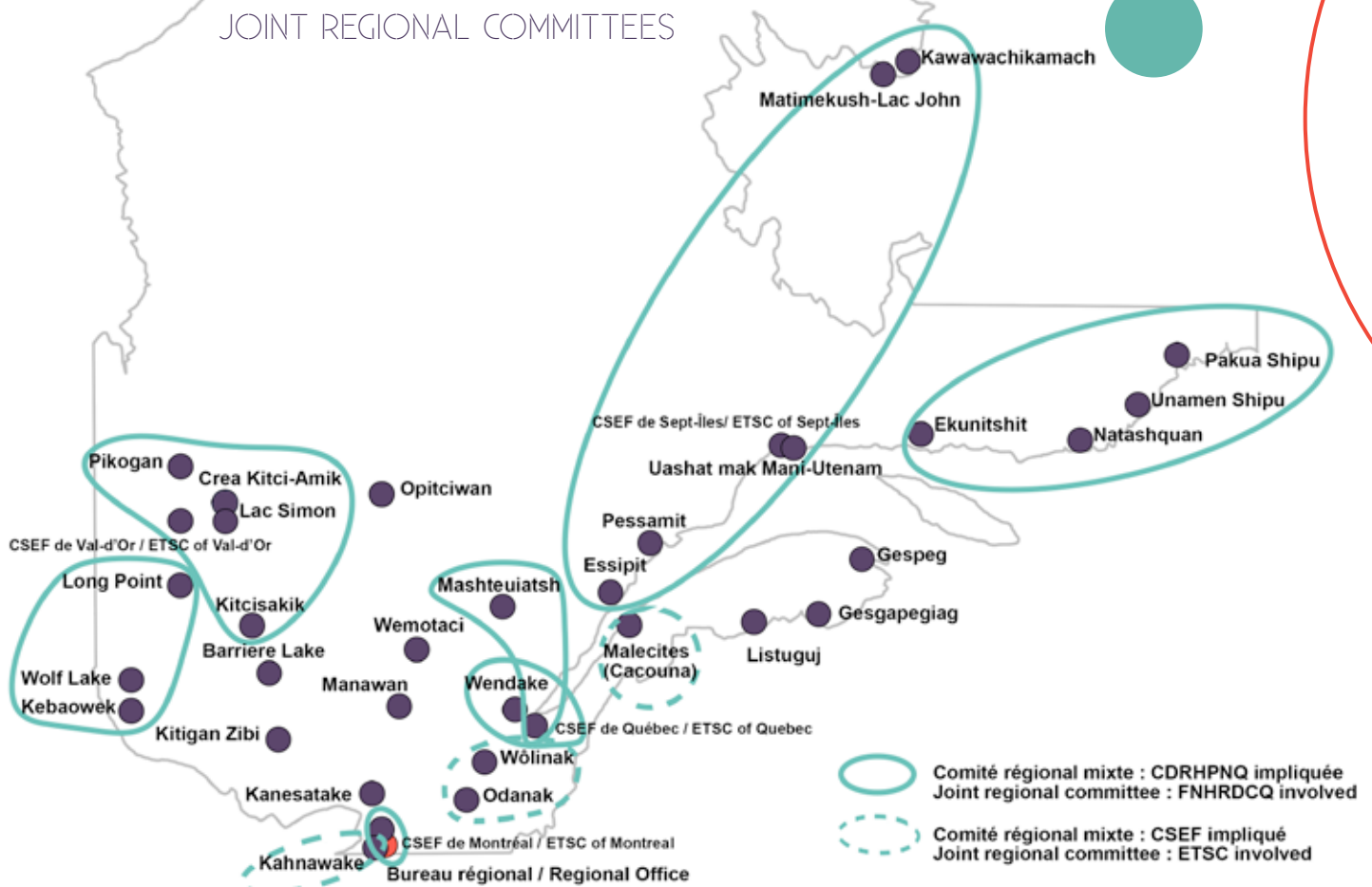
Therefore, our relationships with the governments allow us to develop interesting partnerships with active employers, as well an innovative pilot project.

## JOINT REGIONAL COMMITTEES

The FNHRDCQ supported the establishment of seven joint regional working committees to implement the Ministerial Strategy for Labour Market Integration of First Nations and Inuit People of the Ministère du Travail, de l'Emploi et de la Solidarité sociale (MTESS). Based in the regions of Côte-Nord, Abitibi-Témiscamingue, Saguenay, Montréal, and Capitale-Nationale, these committees operate at different stages of development. Most of the participating organizations have already presented their service

proposals. In addition, they are collaborating on the development of a regional action plan for the implementation of the Ministerial Strategy for Labour Market Integration of First Nations and Inuit People.

Furthermore, the collaboration with Services Québec is growing and a directory of services offered by all organizations participating in the joint regional committees is being created.





FNILMAC



CCQ



As part of the Ministerial Strategy, the FNHRDCQ regularly participates as a member of the Advisory Committee. Several consultations were held, including on the production of the *Avis pour soutenir le développement en emploi des Premières Nations et des Inuits en économie sociale* to be submitted to the Commission des partenaires du marché du travail/ Labour Market Partnership Commission (CPMT). There was also a consultation on the integration and retention of people from underrepresented groups in the labour market. In February 2019, the President of the CPMT organized a meeting during which she shared her diagnosis of the consultation on labour market information. This diagnosis has helped clarify the directions of the FNHRDCQ'S Employment Integration and Retention Strategy (EIRS).

### Pilot Project with Service Canada

The concerted approach to First Nations employment, developed as a pilot project in partnership with Service Canada and Olymel, aims to develop a collaborative approach between employers and communities. It also aims to promote the hiring of Indigenous workers in a culturally sensitive and sustainable fashion.

The project was presented at the FNHRDCQ regional meeting in October 2018, jointly with Service Canada and Olymel. This presentation generated interest from several communities, including Manawan. An initial meeting with community representatives was therefore held, followed by recruitment visits to the community. A first cohort of workers was formed at the Olymel plant in Berthierville. Fermes Boréales, Olymel's new project, is also being promoted in the Temiscamingue region. Recruitment visits are planned for September 2019 in the Algonquin communities of the area.

During the year, the FNHRDCQ was actively involved in the development of a collaborative approach with the Commission de la construction du Québec (CCQ), to identify best inclusion practices in partnership with key First Nations and Inuit partners. Under this approach, all key actors would share responsibility for education, training, information, communication, employability support, employment access and follow-up, and promotion and awareness.

### Next steps :

- Consultations in First Nations and Inuit communities
- First meeting of the working committee
- Research to promote the inclusion of First Nations in employment



## Aboriginal Liaison Officers (ALOs)

Since 2016, a partnership with the MTESS provides funding for three Aboriginal liaison officer positions for the Côte-Nord and Saguenay regions under the Plan Nord. The ALOs are mandated to support communities by ensuring collaboration with external partners. Given the significant contribution of these three agents to bringing together various labour market stakeholders, and at the request of the 20

communities that do not benefit from this type of service, the FNHRDCQ developed a similar project. This project aims to ensure partnership representation in all regions through the funding of Aboriginal Workforce Development Officer positions.

Several other projects are under the responsibility of the Aboriginal Liaison Officers (ALOs), including the followings:



## EXTENSION OF ROUTE 138

The ALOs' mandate is to support communities of the Côte-Nord in their efforts to contribute to this project by the ministère des Transports du Québec (MTQ). They support communities in the development and coordination phases of relevant training courses to meeting labour needs generated by this project.

Several partners are involved in this project: the MTQ; the First Nations Adult Education School Council (FNAESC), the Regional Adult Education Centre of Uashat Mak Mani-Utenam; the Commission scolaire des Trois-Lacs; the ministère du Travail, de l'Emploi et de la Solidarité sociale (MTESS)—Services Québec; the Commission de la construction du Québec; Groupe Gilbert; the communities of Unamen Shipu and Pakua Shipu and the FNHRDCQ.

## NIKAN PROJECT

Discussions between Entreprises Mitshuap and the community of Unamen Shipu revealed a need for the community to develop and expertise in building maintenance and construction. The training offered as part of the Nikan Project addresses the need of this remote community to hire local labour. The partners in this project are the: FNAESC, the RAEC of Uashat Mak Mani-Utenam, the Société Plan Nord, Services Québec, Entreprises Mitshuap, the community of Unamen Shipu and the FNHRDCQ.



## KEEPERS OF THE LAND

Funded by Environment and Natural Resources Canada, the Indigenous Guardians Pilot Program aims to provide Indigenous Peoples with greater opportunity to manage, monitor and protect their territories and resources. In the province of Québec, the nine Innu communities of Nitassinan participate in this program which provides training and career opportunities. Through a collaboration with the RAEC of Uashat Mak Mani Utenam, the program integrates cultural and environmental Innu values. Ultimately, all First Nations in the province of Québec will be able to benefit from it.





# PARTICIPANTS RESULTS

As part of its mission to support First Nations people in their progress towards employment, the FNHRDCQ is required to produce its own statistics. To do this, it records the result of all interventions carried out as part of the individual action plan of any client undertaking an employment or training measure in/at a FNHRDCQ Service Centre. There are 19 possible interventions to help the client achieve their objectives that are grouped into three categories:

- Support and Guidance (Measure A),
- Training and Development (Measure B) et
- Employability (Measure C).

The FNHRDCQ annually records the results obtained for all interventions in order to produce statistics representative of local realities.

## HIGHLIGHTS

- More than 7000 interventions were carried out during the fiscal year;
- More than 1000 were in employment counselling;
- Nearly 1750 in were in skills development;
- More than 1700 were in vocational training;
- More than 1600 were in employability.



## Results by Community ETSCs:

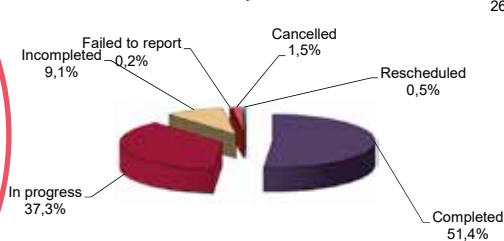
For the 2018–2019 fiscal year, out of 5,870 measures, 26% were in Support and Guidance (Measure A), 47% in Training and Development (Measure B) and 27% in Employability (Measure C). The results obtained from the funded measures are as follows:

Measures	Interventions	Number	Completed	In Progress	Employed	Self-Employed	Returned to School	Rate of positive results
A	(#1) Career Research and Exploration	271	270	1				
	(#2) Diagnostic Assessment	313	309	2				
	(#3) Employment Counseling	739	696	41				
B	(#4) Skills Development - Essential Skills	142	98	29	31	1	24	49,6%
	(#5) Skills Development - Academic Upgradings	895	442	333	88	3	194	50,7%
C	(#6) Work Experience - Job Creation Partnerships	245	190	51	58	0	31	45,9%
	(#7) Work Experience - Wage Subsidy	685	431	205	133	6	25	34,2%
	(#8) Work Experience - Student Employment	537	444	87	11	1	350	80,4%
B	(#9) Occupational Skills Training - Certificate	469	304	106	129	12	15	43,0%
	(#10) Occupational Skills Training - Industry Recognized	286	203	71	120	2	5	59,1%
	(#11) Occupational Skills Training - Degree	60	14	44	2	0	10	75,0%
	(#12) Occupational Skills Training - Apprenticeship	275	134	130	23	0	13	24,8%
C	(#13) Occupational Skills Training - Diploma	647	230	322	135	11	43	58,2%
	(#14) Self-Employment	52	38	14	2	27	4	86,8%
A	(#15) Job Search Preparation Strategies	76	76	0				
	(#16) Job Starts Supports	87	84	0				
	(#17) Employer Referral	6	0	0				
C	(#18) Employment Retention Supports	62	36	24	8	4	0	31,6%
A	(#19) Referral to Agencies	23	23	0				
Total		5870	4022	1460	740	67	714	51,8%
Global Proportions:			68,5%	24,9%	25,2%	2,3%	24,3%	
			93,4%		51,8%			

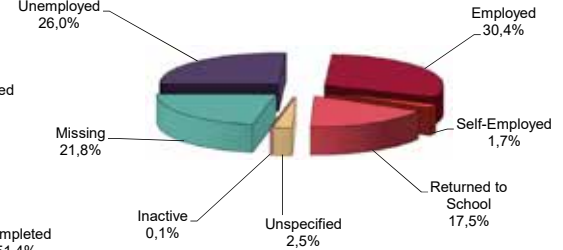
- 93% of the interventions are completed or in progress
- The positive results for the training measure have increased from 42 to 49 to 50% since 2016
- The positive results for the training measure have increased from 48 to 59 to 55% since 2016

### Training Measure (B):

#### How they ended



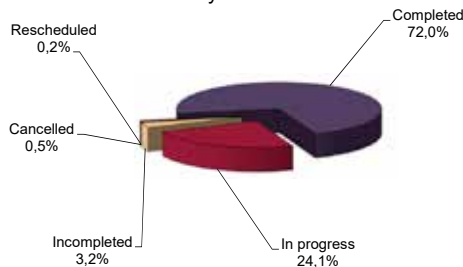
#### Client status after



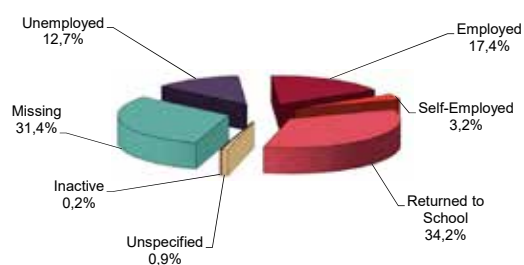
It should be noted that 89% of the training measures were either completed or still in progress at March 31, 2019 with a withdrawal rate of 9%. In addition, 50% of Results were positive (Employed, Self-employed, or Returned to school).

### Employability Measure (C):

#### How they ended



#### Client status after



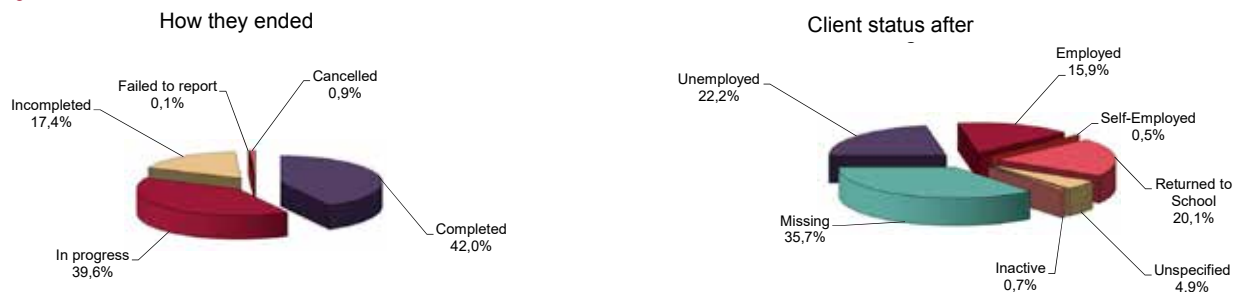
The above charts shows that 96% of the employability measures were either completed or in progress at March 31, 2019, with a withdrawal rate of 3%. In addition, nearly 55% of the clients were employed, self-employed, or returned to school after the measure.

## Results by urban ETSCs:

In the 2018–2019 fiscal year, out of a total of 1,760 measures, 54% were in Support and Guidance (Measure A), 40% in Training and Development (Measure B) and 6% in Employability (Measure C). The results obtained from the funded measures are as follows:

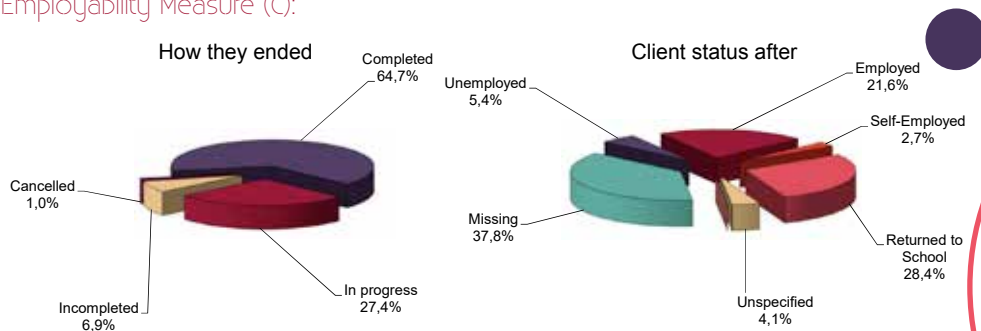
Measures	Interventions	Number	Completed	In Progress	Employed	Self-Employed	Returned to School	Rate of positive results
A	(#1) Career Research and Exploration	150	150	0				
	(#2) Diagnostic Assessment	204	204	0				
	(#3) Employment Counseling	343	342	0				
B	(#4) Skills Development - Essential Skills	12	3	7	1	0	0	20,0%
	(#5) Skills Development - Academic Upgradings	404	173	153	11	1	70	32,7%
C	(#6) Work Experience - Job Creation Partnerships	23	12	7	8	0	1	56,3%
	(#7) Work Experience - Wage Subsidy	29	14	11	4	0	0	22,2%
	(#8) Work Experience - Student Employment	35	29	6	1	0	20	72,4%
B	(#9) Occupational Skills Training - Certificate	158	59	67	28	1	10	42,9%
	(#10) Occupational Skills Training - Industry Recognized	10	5	4	2	0	0	33,3%
	(#11) Occupational Skills Training - Degree	0	0	0	0	0	0	0,0%
	(#12) Occupational Skills Training - Apprenticeship	116	54	47	24	0	5	42,0%
	(#13) Occupational Skills Training - Diploma	9	4	3	2	0	1	50,0%
C	(#14) Self-Employment	10	6	4	0	1	0	16,7%
A	(#15) Job Search Preparation Strategies	224	224	0				
	(#16) Job Starts Supports	11	11	0				
	(#17) Employer Referral	4	4	0				
C	(#18) Employment Retention Supports	5	5	0	3	1	0	80,0%
A	(#19) Referral to Agencies	13	13	0				
	Total	1760	1312	309	84	4	107	38,8%
Global Proportions:			74,5%	17,6%	16,7%	0,8%	21,3%	
			92,1%		38,8%			

### Training Measure (B):



It should be noted that about 82% of the training measures were either completed or still in progress at March 31, 2019 with a withdrawal of 17%. In addition, 37% of Results were positive (Employed, Self-employed, or Returned to School).

### Employability Measure (C):



The above charts shows that 92% of the employability measures were either completed or in progress at March 31, 2019, with a withdrawal rate of 7%. In addition, nearly 53% of the clients were employed, self-employed, or returned to school after the measure.

- 92% of the interventions are completed or in progress
- The positive results for the training measure have increased from 26 to 32 to 37% since 2016
- The positive results for the training measure have increased from 42 to 54 to 53% since 2016



# SUCCESS STORIES

## Mohawk Youth from Kahnawake Help Build the Champlain Bridge

During the past three years, 25 Mohawks of Kahnawake have participated in the construction of the new Champlain Bridge through a partnership between trade unions, the Mohawk Council of Kahnawake (MCK), the First Nations Adult Education School Council (FNAESC) and the Centre de formation des métiers de l'acier (CFMA). After completing an ironwork training program, these 25 participants will receive their DVS in June 2019. A similar initiative has been developed for structural metal construction.

## Capacity Building

This past year, the Kanesatake Human Resources Office (KHRO) facilitated an Employment and Social Development project to help youth of the community gain workplace training and entering the labour market. The project was divided into two cohorts, one held in September 2018 and the other in April 2019. Both cohorts attended 8 weeks of workplace training at the KHRO offices before finding employment and entering the workforce for a period of 20 weeks. Five of them were able to gain employment around the community in a variety of fields. Several of the participants are interested in returning to post-secondary when their training is completed.

It is a tremendous success to have been able to help 10 youth of the community gain employment that they enjoy. Many of the participants had previously been receiving social assistance. They now have the tools to make changes in their personal and professional life.



## Employment Opportunities at Parc National d'Opémican

In preparation for the opening of the Parc national d'Opémican during the summer of 2018, the Chief and Council of Kebaowek lobbied hard to ensure that their members would have equal access to the many job opportunities within the park. The Human Resources Department of the Local First Nations Commission of Kebaowek organized a training course that would give interested members the minimum French-speaking requirements to work within the park.

A special program which integrated job readiness and French language skills was created in collaboration with the First Nations Adult Education School Council. As a future employer, the Parc Opémican Administration was actively involved in each step of the program and offered an internship to the participants.

The training program officially started in April 2018 and was completed on November 25, 2018. Five graduates of the program (Matthew Chevrier, Roseann Fudge, Kenny Perrier, Tanya Samuel and Lois Tepiscum) were congratulated for accepting the challenge and successfully receiving two certificates: Job Readiness and credits for French Immersion.

We wish them the very best and great accomplishments in their future endeavours.





# URBAN STRATEGY

## NEW APPROACH

The 2018–2019 fiscal year was marked by major changes, including the retirement of the former Director of Urban Strategy, Ms. Francine Buckell after 18 years of service, and the arrival of her successor, Ms. Shannon Goedike, in October 2018.

Upon taking office, she set the tone for her new mandate by promoting a positive work environment for all Urban Strategy staff, where they can express themselves, because she believes that “if employees feel integrated, appreciated, and heard, will have their confidence and work ethic positively influence their personal and professional life.” As such, the best way for the Urban Strategy to fulfill its mission and to embody its vision is to create such an environment for its employees.

Ultimately, her goal is to ensure that the Urban Strategy provides services and programs to clients within a standardized framework which will offer them a facilitating and enriching experience.

Another significant change was the re-establishment of the Urban Strategy working committee, after several years of inactivity. Staff was invited to share their ideas, their experience and their comments, and it is thanks to their involvement that the vision of the new management is already taking shape. Moreover, it is with great enthusiasm that the urban team plans to make further positive changes in the coming fiscal year.

The mission of the Urban Strategy is to provide employment and training services and programs to the First Nations, Inuit and Métis urban clientele and to help and support them in labour market integration.

The vision of the Urban Strategy is to develop and promote Indigenous human resources to improve the quality of life for Indigenous people living in urban areas.

It is important to acknowledge that thanks to commitment and true teamwork, the Urban Strategy successfully renewed its four three-year agreements with Services Québec. They also conducted a survey with the 30 First Nations communities to understand how the Urban Strategy can better serve them and support the needs of the participants. The results are being evaluated and an action plan will be developed in the coming months.

At the end of the year, a team building exercise was organized in Val-d'Or for the entire Urban Strategy team. As part of this event, Créacor offered an MPO (Mobilization and Organizational Performance) workshop facilitated by Lise Kistabish and Sally Rankin, two Algonquin women from Pikogan. The goal of this activity was to strengthen ties between colleagues in order to obtain productive teamwork, good internal synergy and a good working atmosphere. Those two days were productive, beneficial and, above all, appreciated by all.



# EMPLOYMENT AND TRAINING SERVICE CENTRE OF MONTREAL

## REGIONAL SPECIFICITIES

The Montreal Employment and Training Service Centre (ETSC) covers a vast territory that includes Montreal, Estrie, Mauricie, Montérégie, Lanaudière, Laurentides and Laval. Services are provided in both official languages and clients are equally Francophone and Anglophone. This is a major obstacle to employability for many people.

## PARTNERSHIPS

The ETSC sits on the Montreal Regional Joint Committee with Inuit, First Nations, regional and local government representatives. The concerted efforts of all these partners are aimed at improving the living conditions of First Nations and Inuit people, as well as their integration into the labour market and retention into employment. They pursue this objective through the First Nations and Inuit Ministerial Employment Integration Strategy.

## NETWORKING

### 8th Edition of the MAMU! Fair

The 8th edition of the MAMU! Job Fair, organized in collaboration with the Montreal Urban Aboriginal Community Strategy NETWORK's Education and Employability Circle, was held on November 8, 2018, at Place des Arts in Montreal. A total of 106 Indigenous visitors from Montreal had the opportunity to network with the participating employers. In addition, employer awareness fact sheets on Indigenous realities were produced and provided to participating employers.

## Open House on Government Services

On February 28, 2019, the Montreal ETSC hosted a pilot project event organized in partnership with Service Canada, Native Montreal and the NETWORK. The objective of the event was to learn about the barriers that prevent urban Indigenous people from accessing the benefits and services available, as well as to find solutions to remove these barriers.

Various government representatives were present to provide support for obtaining a Social Insurance Number, Indian Status Card and Birth Certificate. They also provided information on employment insurance, health insurance card, taxes, community-based services, the different forms of financial assistance and CLSC services. Sixty people, including Indigenous clients and representatives from service delivery organizations, participated in the event. A second edition is planned for the Fall of 2019.





# EMPLOYMENT AND TRAINING SERVICE CENTRE OF QUÉBEC

## REGIONAL SPECIFICITIES

The Service Centre serves five regions: Capitale-Nationale, Chaudière-Appalaches, Saguenay-Lac-Saint-Jean, Centre-du-Québec and Mauricie. Close to half of the clients resides outside the National Capital Region. The Innu and Atikamekw are the most represented nations. An additional resource has been added to the ETSC team to meet the growing number of clients and provide them with better service.

## PARTNERSHIPS

Olymel

Pilot Project – Collaborative Approach to Indigenous Employment (CAIE) in collaboration with the FNHRDCQ, Service Canada and Olymel (meat processing company). In September 2018, the ETSC staff conducted a recruitment campaign for to bring potential candidates to work at Olymel. With the help of the Centre d'amitié autochtone de Québec (CAAQ), about 60 families were reached.

## Joint regional committees

The Service Centre sit on two joint regional committees: Capitale-Nationale and Saguenay-Lac-Saint-Jean. The joint regional committee of Capitale-Nationale has developed an operational process to support Indigenous clients coming to a residing in and out of the communities which they pr Local Employment Centre (CLE). Emploi-Québec then presented this process in the CLEs of the Capitale-Nationale region. They also implemented a transition system between the allowances offered by the FNHRDCQ and those offered by Emploi-Québec for business start-ups. In addition, the Centre's team collaborated with Services Québec, the Saguenay-Lac-Saint-Jean Committee and the Roberval Aboriginal Liaison Officer to create a comparative table of the services offered by the various Indigenous organizations and Services Québec.

## NETWORKING

The team was mandated to organize a speed meeting networking activity to launch the *Toolkit for Indigenous Women in Non-Traditional Occupations* at the February 2019 regional meeting. This activity was a great success.



## PROJECTS

### «Transition from Community to an Urban Centre» Pamphlet

At the October 2018 regional meeting, communities requested an information tool to help people prepare to move to the city and present themselves in an urban service centre. The Quebec ETSC has developed a pamphlet to inform and support future clients who want to move to an urban area for school or work. It was distributed to all First Nations communities in Québec.

# EMPLOYMENT AND TRAINING SERVICE CENTRE OF SEPT-ÎLES

## REGIONAL SPECIFICITIES

The ETSC of Sept-Îles covers the entire Côte-Nord region, the largest administrative region after Nord-du-Québec, as well as Gaspésie and Îles-de-la-Madeleine. According to Statistics Canada, unemployment is falling significantly in 2019. Finally, like all other regions of Québec, the territory covered by the ETSC is experiencing labour shortage. The territory labour market is linked to the development of hydroelectricity, forestry, mining and metallurgy, fishing and recreation tourism.

## PARTNERSHIPS

As part of its activities with the Chamber of Commerce of Sept-Îles (CCSI) and the Chamber of Commerce of Manicouagan (CC-Baie-Comeau), the ETSC participated in a conference luncheon with local employers at the Quality Inn Hotel in Sept-Îles in December 2018. This activity resulted in the creation of a working committee formed by representatives of the CCSI, the Sept-Îles ETSC, the ITUM of Uashat mak Mani-Utenam ETSC, as well as the Secrétariat à la Jeunesse (Secretary of Youth) of Uashat mak Mani-Utenam.

## NETWORKING

The ETSC team held an information booth on its programs and services at the Galeries montagnaises in Uashat on October 1, 2018.

In October 2018, the service centre also began a tour of the region's local employment centres to present its services and programs to employment assistance officers.

In May 2018, the Service Centre participated in the ADN PlanNord Symposium, which took place at the Sept-Îles campus of the Université du Québec à Chicoutimi., as well as in the Salon des carrières in Pessamit (Pessamit Career Fair).



## Joint regional committees

The ETSC of Sept-Îles is part of the joint regional committee for the Côte-Nord region. During one of its meetings, the ETSC organized a promotional activity for the *Toolkit for Aboriginal Women in Non-Traditional Occupations* produced by the FNHRDCQ in 2019. Further promotional activities for the Toolkit will be held in the coming months.

# EMPLOYMENT AND TRAINING SERVICE CENTRE OF VAL-D'OR



## REGIONAL SPECIFICITIES

The Employment and Training Service Centre (ETSC) of Val-d'Or covers three administrative regions of Québec: Outaouais, Abitibi-Témiscamingue and Nord-du-Québec.

Abitibi-Témiscamingue and Nord-du-Québec are French-speaking regions that also harbour an English-speaking First Nations population, which presents a challenge to service delivery. Lack of access to public transportation in the area also limits employment opportunities. However, because of the current labour shortage, employers are more flexible in hiring English-speaking employees.

Outaouais is the only region where language does not pose a challenge because of the proximity between Gatineau, Hull, and Ottawa. Access to public transportation is not an issue either. However, Maniwaki shares the same characteristics as the regions of Abitibi-Témiscamingue and Nord-du-Québec.

## PARTNERSHIPS

Participation in numerous meetings or activities aimed at maintaining relationships with labour market players:

- Recruitment and retention (50)
- Networking (18)
- Employer needs (62)
- Client support (59)

## NETWORKING

Launching of the "Hiring a First Nation" recruitment campaign in May 2018

The purpose of this project is to create employment opportunities for First Nations people wishing to work within the community. As a result, this campaign initiated by the ETSC of Val-d'Or in collaboration with

Fournier et Fils and the RCM of La Vallée-de-l'Or allowed companies wishing to hire First Nations staff to increase their visibility. To advertise the campaign, the ETSC created stickers to be affixed to the windows of companies and businesses in the region which have shown a strong interest in integrating First Nations workers into the labour market. Thanks to this campaign, 62 companies displayed their stickers, and 19 employees have joined the workforce.

## June 2018, Recognition and Aboriginal Role Models—2nd Edition

This project, which is fully sponsored, is intended to recognize the success of clients who have completed a training or an employability measure. This year, the ETSC has celebrated 45 graduates, awarded 13 scholarships for a total of \$1,750, and given 45 attendance and participation awards. 21 financial partners have contributed to this second edition of the gala a total of \$14,700. The main sponsor was Mine Canadian Malartic for the second consecutive year.





# WOMEN IN NON-TRADITIONAL OCCUPATIONS



## NON-TRADITIONAL OCCUPATIONS RENDEZ-VOUS

In February 2019, the FNHRDCQ Non-Traditional Occupations Rendez-Vous brought together more than 100 people, including: inspiring women, training institutions representatives, employers, representatives of the various levels of government, and partners. This event was an opportunity to launch and widely distribute the toolkit. Discussion panels, networking activities and a non-traditional occupations fair were also scheduled for the day.



## NEXT STEPS

To further develop a collaborative approach with employers and training institutions for the establishment of new inclusive practices for Indigenous women, the next steps will be to:

- Distribute and promote the Toolkit;
- Ensure follow-up and raise awareness among partners on the realities of Indigenous women;
- Provide support to partners in the implementation of measures aimed at the inclusion of women;
- Accompany women interested in integrating and maintaining non-traditional employment.



# INCLUSION OF PERSONS WITH DISABILITIES

## CONTEXT

According to the results of a study carried out by the FNHRDCQ in 2017, providing appropriate employment and training services to First Nations with disabilities (FNWD) is a challenge. In collaboration with the Centre de recherche pour l'inclusion des personnes en situation de handicap (CRISPESH), the FNHRDCQ is currently studying the barriers and resources available to carry out its mandate.

## TIMETABLE

Fall 2018: Establishing the diagnosis and finalizing the methodology and consultation tools

Winter 2019: Group conversations and one-on-one interviews with FNWD, ESTC officers, and other partner organizations

Next steps: Data analysis and development of the awareness campaign, interactive training and adapted tools

## OBJECTIVES

The FNHRDCQ-CRISPESH collaboration proposes to:



Rehabilitate the social role of First Nations with disabilities by setting up an awareness campaign on their realities.



Improve the quality of services offered to First Nations with disabilities by developing digital training for employability officers as well as social development and school board workers.



Improve the quality of services offered to First Nations with disabilities by proposing new adapted tools.



CRISPESH

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

# EMPLOYMENT INSURANCE

## EMPLOYMENT INSURANCE VERIFICATION VIA LMDA

In the spirit of local autonomy, the FNHRDCQ has, over the past year, promoted the Labour Market Development Agreement (LMDA) system to all Service Centres.

The LMDA system is a Canadian web application that allows authorized users:

- Verify Employment Insurance (E.I.) information and the eligibility of a claimant;
- Submit the information and the funding details for Part I and Part II online;
- Submit the required forms and applicant profiles;
- Modify requests and receive file updates.

Centres that have access to the LMDA therefore benefit from greater autonomy and immediate information for their clients, thereby improving their service offer.

In partnership with Employment and Social Development Canada (ESDC), the FNHRDCQ has devised a two-phase implementation plan for the LMDA:

1. Creating a procedure guide to obtain application/web system access, which explains the responsibility of each party involved in completing the necessary documents; and
2. Setting up the application/web system in each centre with training on some of the basic functions. The process is underway in eight Employment and Training Service Centres.

A screenshot of the EIBIS LMDA Query web application interface. The header shows the Government of Canada logo and the text "EIBIS Home > LMDA Query". Below the header, there is a "Messages" link. The main section is titled "LMDA Query" and contains a warning message: "There are active alerts. View your EI alerts list". Below this, there are two required fields: "SIN (required)" and "Eligibility date (required)". The eligibility date field has a dropdown menu showing "2019-09-26" and a note: "You cannot enter a date earlier than: 2019-07-29". Below these fields, there is a section for "Verify Provincial/Territorial Parental Benefits (P/TPB)" with fields for "First name" and "Last name". At the bottom, there are "Submit" and "Reset" buttons. The footer indicates "Date modified: 2019-04-24".

## ADAPTATION AND MITIGATION

The FNHRDCQ is present to support any ETSCs making the transition to the LMDA. In addition, the Employment Insurance Department will work with the ETSC to remedy the situation. The FNHRDCQ's website offers several tools to help in such instances, including an interactive guide that explains in detail how to process an employment insurance application file. The site also offers a description of the Employment Insurance Act, the reporting method clients must follow and many other useful resources to guide and support them.

We would like to point out that any service centre that does not wish to have access to the LMDA is under no obligation to do so. The FNHRDCQ will continue to offer all the services already being provided to any centre without access.





# ALMASS

## HIGHLIGHTS

- Each Service Centre now has its own database on the ALMASS web platform;
- About 170 people use it on a regular basis;
- Approximately 9,800 clients have an action plan underway in the platform;
- A national data management workshop for the Indigenous Skills and Employment Training Program (ISETP) was held in October 2018;
- 6 training courses (basic and update) were offered to 26 people.

## DESCRIPTION

The Aboriginal Labour Market Adaptation Support System (ALMASS) is a web-based application for managing the ETSCs operations. It allows, among other things, to:

- Manage client information (personal information, action plan);
- Monitor the services offered to these clients, including employment counselling and labour market information;
- Manage the funds provided to clients as part of a measure
- Meet the requirements of the funding agreements related to results tracking and quarterly expenditures.

## DEVELOPMENT

The ALMASS application is in constant development. In addition to regular updates, the following improvements were made in 2018–2019:

- Managers and other sectors now have read-only access to the database; thereby preventing any modification;
- Résumés and project documents can now be customized at will according to the ETSC requirements;

- Automatic calculation of childcare allowances and expenses;
- Improved payment export file;
- The interface is now more user-friendly.

## SUPPORT

The Regional Office provides ongoing technical support and training to users to help them focus on their operations. Any anomalies are also corrected as promptly as possible.

## UPCOMING

- Integration of new fields to the Results Tracking file in accordance with the new ISETP requirements;
- Integration of the workforce profile tool;
- Ongoing development of the statistical data tool;
- Training and exchange of good practices between users.



# FINANCIAL STATEMENTS SUMMARY

## INDEPENDENT AUDITOR'S REPORT

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

### Opinion

We have audited the financial statements of First Nations Human Resources Development Commission of Québec (the "Organization"), which comprise the statement of financial position as at March 31, 2019, and the statements of operations and accumulated surplus, changes in net financial assets, cash flows and the related schedules for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

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

### Other Information

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

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

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

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

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

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

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

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



## Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

Montréal, Québec

December 3, 2019

## STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

For the year ended March 31, 2019

	<i>Schedules</i>	<b>2019 Budget (Note 14)</b>	<b>2019</b>	<b>2018</b>
<b>Revenue</b>				
Employment and Social Development Canada		21,856,633	21,856,633	21,610,057
Indigenous Services Canada (Note 15)		2,296,895	2,304,175	2,072,567
Ministère de l'Emploi et de la Solidarité sociale		1,377,691	1,379,645	1,425,908
Health Canada		-	-	190,000
Status of Women Canada		-	-	49,822
Miscellaneous		16,800	96,772	145,903
Secrétariat aux affaires autochtones (SAA)		5,000	5,000	20,000
Interest income		-	27,264	12,177
Cegep Marie-Victorin		111,920	111,920	-
Deferred revenue - prior year		177,201	273,987	194,084
Deferred revenue - current year		-	(159,793)	(273,987)
Repayment of funding received in prior year		-	-	(23,609)
Recovery of funding paid in prior year from LFNCs		12,043	12,043	23,609
Repayment of government funding		-	(171,171)	(194,949)
		<b>25,854,183</b>	<b>25,736,475</b>	<b>25,251,582</b>
<b>Program expenses</b>				
Regular Employment and Training Strategy	3	1,933,246	1,788,269	1,851,366
Urban Employment and Training Strategy	4	4,978,604	4,836,946	4,709,147
Health Canada	5	95,000	93,999	143,501
Skills Link	6	23,604	23,604	26,427
Other Employment and Training Measures	7	955,304	834,115	489,356
Capital	8	-	22,215	-
<b>Total expenses (Schedule 1)</b>		<b>7,985,758</b>	<b>7,599,148</b>	<b>7,219,797</b>
<b>Surplus before direct payments to LFNC's</b>		<b>17,868,425</b>	<b>18,137,327</b>	<b>18,031,785</b>
<b>Direct payments to LFNC's</b>		<b>(18,325,104)</b>	<b>(18,324,939)</b>	<b>(17,613,562)</b>
<b>Surplus (deficit)</b>		<b>(456,679)</b>	<b>(187,612)</b>	<b>418,223</b>
<b>Accumulated surplus, beginning of year</b>		<b>1,365,008</b>	<b>1,365,008</b>	<b>946,785</b>
<b>Accumulated surplus, end of year</b>		<b>908,329</b>	<b>1,177,396</b>	<b>1,365,008</b>



## STATEMENT OF FINANCIAL POSITION

As at March 31, 2019

	2019	2018
<b>Financial assets</b>		
Cash	3,797,675	3,008,088
Contributions and accounts receivable (Note 3)	813,120	656,859
Commodity taxes receivable	30,618	15,116
<b>Total financial assets</b>	<b>4,641,413</b>	<b>3,680,063</b>
<b>Financial liabilities</b>		
Accounts payable and accrued liabilities (Note 4)	3,393,085	2,041,068
Deferred revenue (Note 5)	159,793	273,987
<b>Total liabilities</b>	<b>3,552,878</b>	<b>2,315,055</b>
<b>Net financial assets</b>	<b>1,088,535</b>	<b>1,365,008</b>
<b>Contingent liabilities (Note 6)</b>		
<b>Commitments (Note 7)</b>		
<b>Non-financial assets</b>		
Tangible capital assets (Note 8)	88,861	-
<b>Net financial assets and accumulated surplus (Note 9)</b>	<b>1,177,396</b>	<b>1,365,008</b>

## SCHEDULE OF EXPENSES BY OBJECT

For the year ended March 31, 2019

	2019 Budget (Note 14)	2019	2018
<b>Expenses by object</b>			
Allocation	203,000	199,295	(555)
Amortization	-	22,215	-
Employment and training costs	2,642,000	2,636,759	2,462,684
Meeting	-	2,400	-
Occupancy costs	484,950	483,456	460,592
Office and administration	417,338	338,485	257,312
Professional and consulting fees	617,100	549,952	498,606
Salaries and benefits	3,103,357	2,917,959	3,139,256
Travel	518,013	448,627	401,902
	<b>7,985,758</b>	<b>7,599,148</b>	<b>7,219,797</b>

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2019

### 8. Tangible capital assets (Continued from previous page)

	Cost	Additions	Disposals	Accumulated amortization	2018 Net book value
Equipment	160,985	-	-	160,985	-
Leasehold improvements	150,000	-	-	150,000	-
	310,985	-	-	310,985	-

### 9. Accumulated surplus

Accumulated surplus consists of the following:

	2019	2018
<b>Urban strategy - CRF - general</b>		
Balance, beginning of year	109,941	291,337
Deficit	(109,941)	(181,396)
	-	109,941
<b>Urban strategy - other</b>		
Balance, beginning of year	348	348
Surplus	29,398	-
	29,746	348
<b>Regular - CRF - general</b>		
Balance, beginning of year	192,357	95,254
Surplus (deficit)	(139,854)	97,103
	52,503	192,357
<b>Regular - EIF - general</b>		
Balance, beginning of year	393,035	-
Surplus (deficit)	(113,826)	393,035
	279,209	393,035
<b>Other</b>		
Balance, beginning of year	669,327	559,846
Surplus	146,611	109,481
	815,938	669,327
	1,177,396	1,365,008