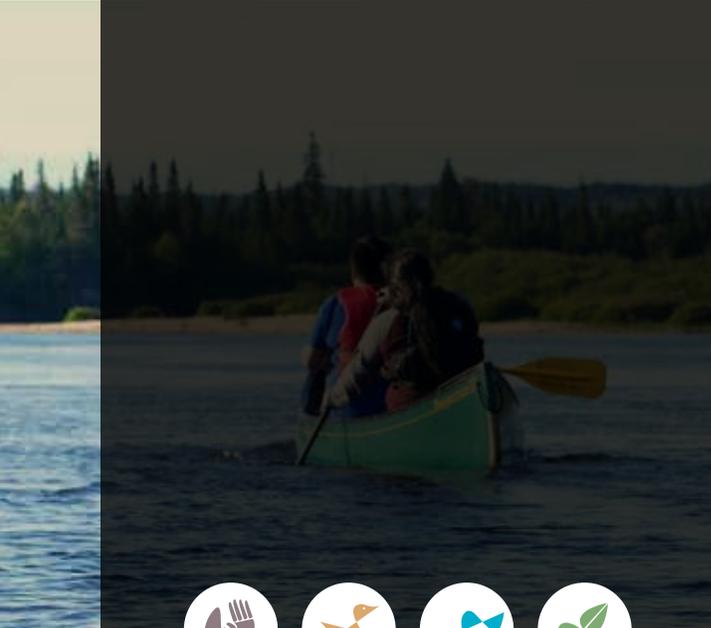


ACTIVITY
REPORT
2015 • 2016



FNQSDI
FIRST NATIONS OF QUEBEC AND LABRADOR
SUSTAINABLE DEVELOPMENT INSTITUTE

Coordination, supervision and editorial:
The FNQLSDI team

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MESSAGE FROM THE PORTFOLIO CHIEF

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Kuei,

It is with great pleasure that last January, I accepted the role of project manager for the First Nations of Quebec and Labrador Sustainable Development Institute. Since the beginning of my mandate, I have taken the time to familiarize myself with the very interesting issues affecting our communities. In the coming months, this new challenge will enable me to make political representations and to act as spokesperson for the Table of Chiefs on issues related to sustainable development. It is a great honour and privilege for me to take on this role and I am proud to participate in the mission of the Sustainable Development Institute. I therefore would like to take this opportunity to thank you for the trust that has been given to me.



The sustainable development of resources and territory holds an importance for all First Nations and for me. Resource sustainability and good territorial management are at the heart of the concerns of the chiefs of each of our communities. I am directly impacted by these issues. Indeed, the territory is in some ways the heart of the First Nations!

Since its inception, the FNQLSDI has played an important role in the sustainable development of First Nations communities. It is clear that the year 2015-2016 was another busy year of projects and outstanding results for all First Nations.

In closing, I invite you to browse this activity report and gain an appreciation of the incredible dedication and involvement of the entire FNQLSDI team in support of the sustainable development of our communities. I personally want to thank them for their excellent work!

David Kistabish
Chief of the Abitibiwinni community
FNQLSDI Portfolio Chief

MESSAGE FROM THE DIRECTOR

...

Kuei,

The year 2015-2016 was marked by the continuation of important projects already begun in previous years and the launch of promising new initiatives for sustainable development and the conservation of natural resources on First Nations territory.

The FNQLSDI continued its awareness activities on species at risk by conducting interactive workshops in schools, in addition to publishing two children's books in Aboriginal languages. Very popular, these tools help support our mission of awakening the new generation to the challenges of development that respects the territory and the conservation of natural resources.



At the end of 2015, the FNQLSDI also initiated important work in the field of territorial and strategic planning, a critical issue for the future of our territories and our people. This offensive continued in the past year, in addition to the launch of a new initiative: comprehensive community planning. This new activity is designed to develop adaptation plans for climate change and coastal geohazards, as you will discover in these pages. This initiative will be extended in the coming years to develop the tools needed by First Nations wishing to initiate, maintain or implement their planning.

In addition, in collaboration with our valued partners, the FNQLSDI worked to implement the Éconologis program in eight First Nations communities. The FNQLSDI was able to provide a free personalized energy efficiency service according to the needs and realities of First Nations to nearly 350 families. As a result of this experience, the project will continue in 2016-2017 with the ambitious objective of doubling the number of homes served.

The FNQLSDI is proud to participate in these projects that improve the well-being of our population, and in many others that you will discover in this report. It is with a great deal of pleasure that I present the results of the year 2015-2016.

Michael Ross
Director

ABOUT THE FNQLSDI

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The First Nations of Quebec and Labrador Sustainable Development Institute (FNQLSDI) is a non-profit organization, created in 1997 by resolution (13/1997) of the Chiefs of the Assembly of First Nations Quebec-Labrador (AFNQL).

Origin of the FNQLSDI

Changes to the Auditor General Act led to the requirement that all federal departments adopt a sustainable development strategy before December 31, 1997.

Whereas the foundations of sustainable development are in reality inspired by traditional ways of life, and to anchor traditional values in the current context, the AFNQL decided to develop its own sustainable development strategy. Adopted by the Chiefs-in-Assembly on November 12, 1997, the first version of the strategy provided for the establishment of an Aboriginal organization dedicated to the promotion and implementation of the First Nations' vision of sustainable development. This goal was achieved with the creation in 2000 of the FNQLSDI.

Since then, the Institute has made its expertise and knowledge available to the 43 First Nations communities in Quebec and Labrador by supporting their projects related to the sustainable management of territories and resources.

Mission

The FNQLSDI's mission is to provide First Nations a dynamic range of services in support of their efforts in defense of the health of the territory and its resources, for the development of sustainable communities and for the recognition of First Nations rights.

ABOUT THE FNQLSDI

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Governance

The FNQLSDI supports and works, according to the mandates entrusted to it, with the Chiefs, interveners and staff of ten nations, in a total of 43 communities. As a First Nations regional organization, the FNQLSDI has no board of directors and remains under the authority of the Chiefs-in-Assembly and the Regional Chief. The FNQLSDI works closely with the AFNQL and its regional commissions.

Lines of authority between the Chiefs' Assembly and the regional institutions of the AFNQL:

AFNQL Assembly of First Nations Quebec-Labrador (41 Chiefs of the First Nations of Quebec and 2 Chiefs of the First Nations of Labrador)					FNEC Chiefs' Assembly
 SECRETARIAT OF THE AFNQL <i>Secretariat of the Assembly of First Nations Quebec-Labrador</i>	 FNQLHSSC <i>First Nations of Quebec and Labrador Health and Social Services Commission</i>	 FNHRDCQ <i>First Nations Human Resources Development Commission of Quebec</i>	 FNQLEDC <i>First Nations of Quebec and Labrador Economic Development Commission</i>	 FNQLSDI <i>First Nations of Quebec and Labrador Sustainable Development Institute</i>	 FNEC <i>First Nations Education Council</i>
Regional Chief Ghislain Picard	Annual General Assembly	Commission Meeting	Annual General Assembly	Technical Committees	
	Board of Directors	Executive Committee	Board of Directors	Chiefs' Assembly	Management Committee
Chief of Operations	Executive Director	Executive Director	Executive Director	Director	Executive Director
SAFNQL Staff	FNQLHSSC Staff	FNHRDCQ Staff	FNQLEDC Staff	FNQLSDI Staff	FNEC Staff

ABOUT THE FNQLSDI

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The multidisciplinary FNQLSDI team has accumulated many years of experience in different areas of sustainable development. The team consists of:

The FNQLSDI team

Michael Ross
Director

Mylène Clavreul
Energy Project Officer

Alain Bédard
Forestry Project Officer

Janek Vollant
*Energy Efficiency Counsellor
(hired in May 2015)*

Sarah Zammit
Strategic Planning Project Officer

Antoine Maranda
*Planning Project Consultant
(hired in November 2015)*

Marie-Hélène Beaudry
Sustainable Development Project Officer

Catherine Béland
Sustainable Development Project Officer



ACHIEVEMENTS 2015 - 2016

...

Over the last year, the FNQLSDI has consolidated its governance and practices to better meet the needs of First Nations. Concretely, the FNQLSDI is dedicated, through its activities, to strengthening the capacity and expertise of First Nations, through specific projects involving groups or individuals and through its ongoing involvement in issues that concern all First Nations.

Providing technical advice to the chiefs of the AFNQL

The FNQLSDI attends the meetings of the AFNQL in order to provide support on issues relating to its field of expertise. The Institute's presence at the meetings enables it to be aware of the political issues of importance to First Nations and to orient its activities and support in response to the concerns raised at the meetings. Over the busy year, the FNQLSDI had several opportunities to consult the Chiefs of the AFNQL on various complex issues, providing them with the information necessary for informed decision-making.

The following issues have been of special interest to First Nations and were the subject of presentations by the FNQLSDI before the Assembly and the development of tools to assist the decision-making process:

- June 2015, presentation on the Energy East pipeline project and presentation on the uranium issue in Quebec;
- November 2015, presentation of the work of the Technical Select Committee on Consultation and Accommodation and specific recommendations for the update of the Manuel de consultation des communautés autochtones sur les plans d'aménagement forestier intégré (PAFI);

- January 2016, presentation of the FNQLSDI's Activity Report for fiscal year 2014-2015 and the important issues ahead, including the Aboriginal community consultation policy specific to the mining sector and the Energy East pipeline. Also in January 2016, Chief David Kistabish, of the Abitibi-winni community, was named as project manager to support the work of the FNQLSDI.

The FNQLSDI is also working to develop the Aboriginal community consultation policy specific to the mining sector and to guarantee respect for the First Nations, a commitment made to the Assembly of Chiefs of the AFNQL in November 2015.

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In keeping with its commitment to information-sharing among the various interveners in the communities, the FNQLSDI attended and made presentations to the meetings of the First Nations Band Council General Directors in June 2015 and February 2016. Comprehensive community planning was, among others, the subject of an FNQLSDI information presentation.

ACHIEVEMENTS 2015 - 2016

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Representational activities

For a number of years, the FNQLSDI has participated as an observer in several tables and committees with a mandate to advise the ministers or their representatives on wildlife conservation and development.

These working groups provide an opportunity for the FNQLSDI to highlight the interests of First Nations on these issues that they hold particularly close to heart.

The FNQLSDI sits regularly on the following tables and committees:

- *Ouranos maritime environment comity;*
- *Table nationale de la faune (TNF);*
- *Wildlife/forest table on the forestry regime;*
- *Salmon table;*
- *Migratory birds table;*
- *Greater snow goose management round table;*
- *Woodland caribou recovery team.*

These meetings are also an opportunity for the FNQLSDI to become aware of the positions and interests of the different actors of the territory on these subjects and thus to assess their possible convergences and divergences with those of the First Nations.



ACHIEVEMENTS 2015 - 2016

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Events

The visibility of First Nations, as well as sharing information on their rights and interests, are central to our concerns. Each event, training or meeting is a special opportunity to foster information exchange and networking. These meetings also enable the FNQLSDI to continuously enrich its expertise and thus serve the best interests of First Nations.

During 2015-2016, the FNQLSDI team attended several trainings and events, both at a regional and national level:

- **April 2015** : World Uranium Symposium (Quebec City);
- **April 2015** : Training on Impacts and Benefits Agreements - IBAs (CDRHPNQ, Musée des Abénakis);
- **April 2015** : Act On Climate Forum (Quebec City);
- **May 2015** : International Funders for Indigenous Peoples Northwest Regional Meeting (Vancouver);
- **May 2015** : ACFAS Conference, climate change and coastal geohazards section (Rimouski);
- **October 2015** : Conference - Impacts of climate change on Aboriginal communities (Consul General of France in Quebec, Quebec City);
- **October 2015** : Conference - Climate change impacts on First Nations presented at the Cities and Climate Change Forum (ENAP, Montreal);

- **October 2015** : Interview on the impacts of climate change on First Nations in Quebec as part of the Kizôbak project (Explora channel);
- **November 2015** : Québec Mines Conference (MERN, Quebec City);
- **November 2015** : Youth in Philanthropy 2015 Fall Conference (Winnipeg);
- **November 2015** : Presentation on planning for adaptation to climate change at 2015 Forum on the St. Lawrence (MDDELCC and Environment Canada, Quebec City);
- **November 2015** : Workshop on Comprehensive Community Planning (Whistler, British Columbia);
- **December 2015** : Conference - Climate change impacts on First Nations presented at the Energy East workshop (IDDPNQL, Montreal);
- **February 2016** : Meeting - Strategic Environmental Assessment on hydrocarbons (Government of Quebec, Wendake);
- **February 2016** : First Nations Forum on Energy: setting priorities (AFN, Vancouver).



Speech given at the Cities and Climate Change Forum, ENAP, Montreal

ACHIEVEMENTS 2015 - 2016

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Expert network

First Nations in Quebec receive several hundred consultations a year dealing with the territory and natural resources, pertaining to local, provincial and national projects. The modalities of consultation in practice and the lack of internal resources do not always enable the meaningful participation of First Nations in the processes, and thus the proper consideration of their rights and interests in projects.

For a number of years, the FNQLSDI has provided services and resources to support First Nations, Chiefs and experts of the communities, in the analysis of consultations (federal and provincial) that have come before them. The work of the FNQLSDI in the field of consultation and accommodation is primarily intended to promote the meaningful participation and input of First Nations in processes, networking and the sharing of expertise between them, and the making of informed decisions.

Since 2012, the FNQLSDI has helped organize and now coordinates a network of experts. This network consists of resources available in the communities and within Aboriginal organizations, whose responsibilities include responding to various consultations related to territories and natural resources.

Relying on its internal expertise and its network of experts, FNQLSDI works to ensure:

- *Strategic monitoring of topical issues;*
- *Review of projects submitted for consultation;*
- *Production of tools for consultation and decision-making for First Nations (Chiefs or experts);*
- *Organization of information and working meetings between First Nations or with government ministries and other agencies responsible for consultations;*
- *Support to the Chiefs by providing information on strategic issues;*
- *A presence as an observer at different tables and committees on wildlife and forest issues.*

ACHIEVEMENTS 2015 - 2016

...

Expert network

During the past year, the FNQLSDI and its network were particularly focused on five major issues:

- Energy East pipeline project;
- Strategic Environmental Assessment on hydrocarbons (MERN);
- Sustainable Forest Management Strategy (MFFP);
- Aboriginal community consultation policy specific to the mining sector (MERN);
- The pursuit of the work of the Technical Select Committee on Consultation and Accommodation (MFFP).

The work of the FNQLSDI on these issues is described in subsequent sections of this report.

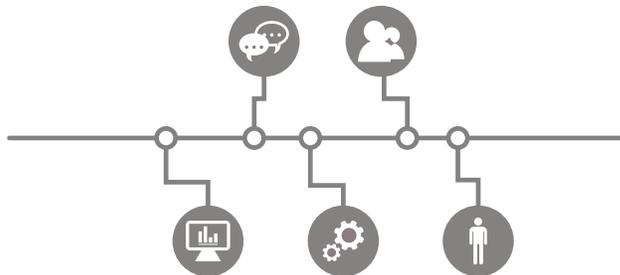
Through its actions, the FNQLSDI seeks the following key results:

Promote the meaningful participation of First Nations in consultation and accommodation processes to ensure better consideration of their rights and interests;

Generate economies of scale through the sharing of expertise and individual resources with all the communities.

Establish links, collaborations and exchanges between governmental actors, civil society and First Nations;

Consolidate, analyze and share knowledge and expertise needed for First Nations to ensure informed decision-making on consultations.



ACHIEVEMENTS 2015 - 2016

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Projects

Biodiversity, protected areas and species at risk

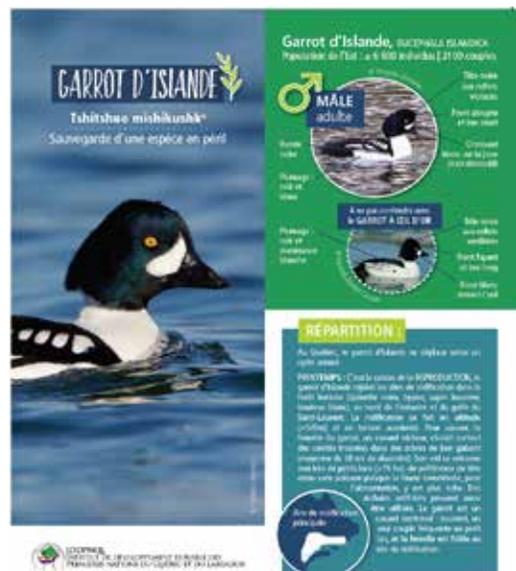
The FNQLSDI works to preserve biodiversity, respecting the values and traditions of the First Nations. The projects developed in this area are especially designed to preserve species and habitats of particular importance to First Nations, for cultural or spiritual reasons, or having to do with food or other factors.

Saving the Barrow's Goldeneye

For the second year, the FNQLSDI is working with the Innu communities of the Côte-Nord on the safeguarding of the Barrow's Goldeneye, a species at risk. The activities are inspired by the Plan de rétablissement du garrot d'Islande d'Environnement Canada (2013) and the needs and interests of First Nations.

The project is annually divided into several activities: observation of Barrow's Goldeneyes on the lakes in the spring, identifying fishless lakes, monitoring and maintenance of nesting boxes in place in the summer, and a youth awareness-action activity followed by the installation of new nesting boxes in autumn.

An informative pamphlet presenting the situation of the Barrow's Goldeneye (status, biology, distribution, threats) as well as the details of the project were produced and distributed to First Nations organizations and communities of the Côte-Nord, in addition to being available free online.



Barrow's Goldeneye pamphlet

ACHIEVEMENTS 2015 - 2016

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Projects

Biodiversity, protected areas and species at risk

Summer 2015: Observation of the Barrow's Goldeneye on the lakes during the breeding season and identifying fishless lakes

During the heart of the breeding season of the species, at the beginning of June, the FNQLSDI team travelled to observe the Barrow's Goldeneye on the lakes. This step is essential to identify which species live around the lakes and use the previously installed nesting boxes. The FNQLSDI prepared a protocol detailing how to characterize the lakes in order to assess the presence or absence of fish. In collaboration with the Council of the Innu Essipit First Nation, we implemented the methodology and the work of identification, for the protection of fishless lakes on Nitassinan. The proximity of a fishless lake provides a more favorable environment for the reproduction of the Barrow's Goldeneye, which feeds on aquatic insects, as do fish. Taking advantage of our presence on the ground during the post-nesting period, 23 nesting boxes installed last year were maintained.



Identifying fishless lakes using gillnets, Essipit Nitassinan

Fall 2015: Awareness activity – Youth Action, assembling and installing nesting boxes

This year, eleven committed teenagers from Uashkaikan de Pessamit secondary school participated in a Youth Action after school awareness workshop, prepared and run by the FNQLSDI on the theme of safeguarding the Barrow's Goldeneye and other endangered species. Accompanied by their science teacher,



Atelier de sensibilisation animé par l'IDDPNQL École secondaire Uashkaikan, Pessamit

the participants, informed about the precarious situation of the duck, took concrete action to help the species by assembling nesting boxes which have subsequently been installed in the territory. In collaboration with the Innu Council of Pessamit and the ZEC Labrieville, 26 nesting boxes were installed on the Nitassinan of Pessamit. Follow-up activities are planned in the coming years in order to analyze the impact of installing a network of nesting boxes on the

productivity of the species.

ACHIEVEMENTS 2015 - 2016

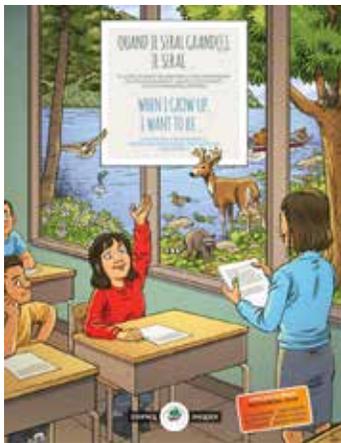
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Projects

Enhancement of Aboriginal languages

Let's talk environment in Aboriginal languages with the FNQLSDI

The FNQLSDI is happy to bring in two new books in his collection of books on environment and sustainable development, presented in eight languages: French, English, Anishnabe (Algonquin), Atikamekw, Innu and Mi'gmaq. With these books, the FNQLSDI wishes to help youths strengthen their sense of belonging towards the cultural wealth of Aboriginal languages, as well to encourage good practices for the preservation of the Earth. Printed copies were sent to schools in targeted nations and the books are also available online for free on www.iddpnql.ca in PDF together with their audio version.



"When I grow up, I want to be..." Discovering environmental trades and professions: First Nations' role models

This book is promoting environmental careers in local languages. If today young people can dream of becoming police officers, singers, dog groomers or even professional skateboarders, why can't they dream of becoming biologists, forestry engineers, fishermen, stewards of the land or environmental lawyers? The concept is simple and popular: 10 professional models from 9 First Nations sharing their passion. Are you curious? Come and find out about the professionals' career paths in the pages of the book!

...

Reporting from the Land of the First Nations: Qimmiq explores the effects of climate change

In this book, young readers are invited to follow Qimmiq, an Inuit dog, as he travels to meet with First Nations. For several years, Qimmiq, his parents and his grandparents have observed significant environmental changes in the North, where the climate is changing rapidly. These changes are well documented in his region, but how are they affecting his friends, the First Nations, further south? Through concrete examples and images, young people are drawn to find out what climate change is, how it affects First Nations communities, and how to take concrete action to reduce their ecological footprint.



ACHIEVEMENTS 2015 - 2016

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Projects

Climate change

Climate change continues to be a major concern for First Nations, who perceive the impacts on their territory, their culture and economy. Dealing with such a challenge requires action at several levels: to work with local governments and people to facilitate their adaptation; to inform decision makers and managers of the impacts observed by community members; and to work to facilitate access to solutions and funding for First Nations involved in the fight against climate change.

Collaborate to facilitate the adaptation of communities

The FNQLSDI team provided accompaniment to two communities of the Innu Nation in the development of their first plan for adapting to climate change. The projects were managed collaboratively through a working committee consisting of a representative of the FNQLSDI and employees of the main sectors of each local government. Several meetings and follow-ups with local governments helped to inform elected officials and to ensure the transparency of the process.

The projects have enabled the construction of a profile of the observed and potential impacts of climate change on each community and its Nitassinan, through the words of elders, employees, women, and those frequenting the territory.



Working meetings in Essipit



and Ekuanitshit

Actions and solutions have been proposed by the working committees for each identified risk, which have been grouped into adaptation plans and summary sheets. Public meetings, articles in local newsletters, school workshops and workshops in the workplace have helped keep communities informed of the progress of projects and raise issues and concerns.

ACHIEVEMENTS 2015 - 2016

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Projects

Climate change

A partnership with the Research Chair in coastal geohazards of the Université du Québec à Rimouski (UQAR) was an opportunity to develop a risk characterization of flooding and coastal erosion for the coastal Nitassinan of each partner First Nation. Action plans and a risk atlas were provided to local governments to enable them to respond quickly to these major risks.

Inform decision makers of the impacts experienced by First Nations

The impacts of climate change on First Nations and their territories are often little-known to decision makers. As part of the planning project to adapt to climate change and coastal geohazards, several presentations were made to local governments to enable decision makers to become familiar with the impacts of climate change, which act on several levels, including practices on the territory, infrastructure, emergency management, health and the economy.

A conference on global impacts was presented as part of the workshop on the Energy East pipeline project, which was attended by officials and representatives of more than 10 First Nations. A presentation was also given to fisheries managers forming the board of directors of the Agence Mamu Innu Kaikusseht, where climate issues facing the Innu fisheries were discussed.

In addition, the FNQLSDI team participated in several events to sensitize policymakers and the non-Aboriginal public to the impacts experienced by First Nations communities. Conferences were held in the context of Forum Villes and Climate Change, organized by the École nationale d'administration publique, as well as the Musée de la Civilisation de Québec, as part of a series of conferences organized by the Consulate General of France.

Conference given at the workshop on the Energy East pipeline project



ACHIEVEMENTS 2015 - 2016

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Projects

Climate change

Facilitate access to solutions and funding to fight in our way

The FNQLSDI team continued to follow up with First Nations who have already completed a plan for adapting to climate change in order to facilitate the implementation of concrete actions. Among its many efforts, the FNQLSDI provided support for research funding, information sharing on the programs and available training, and worked to develop projects related to climate change in communities.

The FNQLSDI was also invited to participate in the initiative Acting on Climate Change: Extending the Dialogue among Canadians. This broad initiative, bringing together actors from across Canada, enabled the FNQLSDI to highlight a number of concerns gathered from community members, as well as to stress the importance of respecting the rights of First Nations under the transition to a sustainable economy. The FNQLSDI was also approached to participate in a project flowing from this initiative, which will aim to showcase Aboriginal innovations in the fight against climate change.

Essipit Climate Change Adaptation Plan 2016-2021.



In the coming years, one of the objectives of the FNQLSDI will be to provide accompaniment to First Nations partners during the implementation of their climate change adaptation plans.

ACHIEVEMENTS 2015 - 2016

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Projects

Energy efficiency

Energy efficiency enables us to use in smaller quantities the source of the most appropriate energy at the right time. Adopting behaviors that respect the issue of energy use leads to both economic and environmental benefits while improving the comfort of homes.

Éconologis

The Éconologis program, an initiative of Quebec Energy Efficiency, is designed to provide information and advice on energy consumption patterns and accessories, including electronic thermostats, to offer savings to low-income households by helping to reduce energy bills. In collaboration with our partner NégaWatts Inc., the FNQLSDI is working on the implementation of the Éconologis program in First Nations communities.



Our mandate

Our mandate consists of a visit of a building technician and an energy advisor to the customer's home in the communities of the administrative regions of Abitibi-Témiscamingue, Côte-Nord and Gaspésie. During the visit, members of the household are informed by the adviser on what actions to take and tools to use to gain better control of their energy expenditures.

During the visit, the building technician is available to install certain energy-efficient equipment to better control energy bills and improve comfort levels, at a cost ranging from \$85 to \$135. Specific improvements include installing low-flow shower heads and weather stripping on doors, changing dryer exhausts and insulating windows with plastic.

Results

In 2015-2016, the FNQLSDI offered a personalized free energy efficiency service to 446 homes located in the communities of Timiskaming, Eagle Village, Pikogan, Lac-Simon, Essipit, Pessamit, Uashat mak Mani-Utenam, Mingan and Gespeg. This project will continue in 2016-2017 with the ambitious goal of doubling the number of homes served, and will make more than 800 visits to communities already visited in addition to other communities in the three administrative regions served.

ACHIEVEMENTS 2015 - 2016

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Projects

Energy

Energy-related projects have the potential to affect the territories and activities of First Nations on a large scale. In 2015-2016, the FNQLSDI has mainly focused on issues related to the exploration and exploitation of hydrocarbons and the Energy East pipeline project. In this area, the FNQLSDI provides strategic monitoring and issues analysis to disseminate the best possible information to First Nations and ensure optimum consideration of their rights and interests. Through its recommendations and the development of strategies and tools, the FNQLSDI contributes to informed decision making by First Nations on these issues.

Energy East pipeline project

The FNQLSDI organized a 2-day workshop in December 2015 to facilitate First Nations networking, information sharing and decision making about the Energy East pipeline project. The workshop was attended by many community elected officials and technical personnel. Several issues were discussed, including those related to safety, environmental impacts and project rights, as well as aspects of consultation and taking a position. The proceedings of the workshop and the presentations were then shared with the participants to facilitate the ongoing discussion.



*Energy East pipeline workshop,
December 2015*

At the workshop, participants identified the need to establish a First Nations energy committee. As a result, the FNQLSDI sent out a call to everyone, collaborating with 11 representatives of 7 First Nations to set up such a committee. In addition to establishing the committee's terms of reference, the members met twice in 2015-2016 to discuss energy-related issues and to share their experience. The preparation and facilitation of the committee's activities also required the strategic monitoring of issues related to energy, as well as meetings with experts and stakeholders. The information collected was regularly shared with the members and with various FNQLSDI partners.



*Energy East pipeline workshop,
December 2015*

ACHIEVEMENTS 2015 - 2016

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Projects

Energy

To better equip First Nations to play an active role on Energy East, reference materials were also developed about the technical aspects of ongoing consultations on the main impacts of the project and the resources available to First Nations. The FNQLSDI also collaborated with McGill University to obtain a report on contaminants associated with Energy East. The findings were presented at the workshop.

SEA on hydrocarbons

In May 2014, the Government of Quebec released its hydrocarbon action plan, which provided for conducting a comprehensive strategic environmental assessment (SEA) on hydrocarbons and an SEA specific to Anticosti Island. The documents and studies supporting the knowledge and information acquired in the course of the SEA-related work were unveiled in October 2015.



Working groups during Energy East pipeline workshop, December 2015

LA meeting between government stakeholders and First Nations organizations and communities, including the AFNQL and the FNQLSDI, was held on February 2, 2016. In anticipation of this meeting, the FNQLSDI completed a preparatory document shared with First Nations participants.

The FNQLSDI has, during the year 2015-2016, mainly focused its work on this issue around three main objectives:

- *Invite relevant ministries to review the scope and timetables of the SEA process to adequately include the issues and recommendations of First Nations;*
- *Monitor overall progress and keep First Nations (chiefs and experts of communities) informed on the progress of the SEA process;*
- *Prepare the working meeting on the SEA consultation report in February 2016.*

ACHIEVEMENTS 2015 - 2016

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Projects

Forestry & Mines

Natural resources are an integral part of the cultural heritage of First Nations that have always been, and will continue to remain, closely associated with conservation. The future of natural resources in Quebec cannot be built without the collaboration and major involvement of First Nations. The FNQLSDI remained proactive in 2015-2016 in this area by promoting dialogue between the stakeholders in forestry and mining environments and by developing the expertise of First Nations in this regard.

Sustainable forest management strategy

The Quebec Sustainable Forest Development Act provided for the development and publication of a sustainable forest management strategy. This would outline the vision and in particular, the orientations and objectives of sustainable forest development applicable to the forestry territory in the domain of the State.

On April 21, 2015, several First Nations communities were informed that the Sustainable Forest Management Strategy would soon be presented to the Council of Ministers for adoption. In this context, the draft SADF was transmitted to them by the MFFP so that they would have prior knowledge.

On this issue, the FNQLSDI carried out the following actions to provide advice and guidance to First Nations in the context of this consultation:

- *Analysis of the draft SADF and identification of recommendations;*
- *Sharing of this analysis with the forestry experts of First Nations;*
- *Discussions and information exchange with various experts, from both First Nations and civil society, and the directors of the Relations avec les nations autochtones du MFFP;*
- *Enhancement of the analysis of the draft SADF following exchanges and discussions;*
- *Sharing with First Nations of the enhanced document;*
- *Sharing of technical information with the AFNQL.*



ACHIEVEMENTS 2015 - 2016

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Projects

Forestry & Mines

Technical Select Committee on Consultation and Accommodation in Forestry

The Technical Select Committee on Consultation and Accommodation in Forestry was established by the Québec-First Nations Forest Table after the Sommet sur les territoires et les ressources in 2012, with the aim of identifying possibilities for improving the consultation and accommodation process prevailing in forestry.



The technical select committee, composed of representatives of the Ministère de la Forêt de la Faune et des Parcs (MFFP), the Secrétariat aux Affaires Autochtones (SAA), six First Nations experts and FNQLSDI project managers, met several times between June 2014 and April 2015.

During the year 2015-2016, the FNQLSDI continued work to formalize, in collaboration with experts from the First Nations and the MFFP, the results of the committee's work, presented to the Chiefs of the AFNQL on November 19, 2015. The Chiefs welcomed the results of the work and expressed their appreciation of the quality of the work.

The validated final document was subsequently shared with the MFFP and the deputy minister of forestry. The deputy minister is aware of the recommendations issued, which will as a result be instrumental in the drafting of a future consultation policy in forestry.

Aboriginal consultation policy in the mining sector

The Mining Act of the Government of Quebec adopted in 2013 committed the Ministère de l'Énergie et des Ressources naturelles (MERN) to develop and make public a policy of consultation with Aboriginal communities specific to the mining sector. In this context, a draft policy was developed by the Ministry in collaboration with other ministries involved in mine development. During the fall of 2015 and winter of 2016, the Ministry conducted a consultation process on this project.

On November 24, 2015, the FNQLSDI attended a public workshop to discuss the draft policy, as part of the Québec Mines 2015 conference at the Quebec City Convention Centre. In order to encourage the participation of First Nations in this consultation, the FNQLSDI analyzed the draft policy and shared the results with its network of experts during the month of March 2016.

ACHIEVEMENTS 2015 - 2016

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Projects

Comprehensive community planning

Each First Nation is different and must find the way to meet its own challenges, interests and needs, adapted to its realities. For this reason, the FNQLSDI, convinced of the benefits of Comprehensive Community Planning (CCP), has for a long time given priority to CCP as a community development approach. In 2015-2016, the FNQLSDI undertook a reflection leading towards the strategic deployment of CCP for First Nations in Quebec.

The project aimed to develop a framework for the deployment of a future initiative to support CCP for FN in Quebec. The objectives were to carry out the preliminary research necessary to develop the framework for the deployment of CCP, and to identify the broad guidelines to enable the development, promotion and implementation of a phased pilot project over 3 years (2016-17 to 2018-19) as a basis for the development by INAC of an initiative to support CCP for FN in Quebec.

To develop its expertise and networking with First Nations across Canada, the FNQLSDI had the opportunity to participate in a workshop on CCP in Whistler in November 2015. The workshop brought together more than one hundred First Nations CCP stakeholders, mainly from British Columbia where the CCP is widely developed. The FNQLSDI was able to learn about the issues, facilitation techniques, good and bad impacts of CCP and thus to orient its support in this regard towards the best possible outcomes.

Comprehensive community planning is a holistic process undertaken with broad community participation which enables the community to establish a vision for its future and implement projects to achieve this vision. CCP :

Is **inclusive** and represents the perspectives of all members

Is driven by the **community**, for the community are most effective at achieving positive change

A comprehensive community plan addresses key planning areas, all of which are interrelated and interdependent:



From: Comprehensive Community Planning for First Nations in British Columbia. INAC 2015.

ACHIEVEMENTS 2015 - 2016

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Projects

Comprehensive community planning

The FNQLSDI completed two documents, entitled “Cadre de déploiement pour des projets pilotes en Planification Communautaire Globale au Québec. Portrait et Recommandations” and “Ébauche de cadre normatif.” The documents have helped to:

- Construct a profile of the current situation of FN in Quebec in relation to CCP by analyzing the experiences with CCP that are in process or have been conducted in Quebec and elsewhere, and the needs and issues of the communities (availability of human, financial and material resources; governance, etc.);
- Make recommendations and identify the orientations for the deployment framework to enable the development, promotion and implementation of a pilot project beginning in 2016-2017;
- Structure the FNQLSDI's offer of service in regards to CCP.



To complete its analysis and ensure the inclusion of First Nations issues in the development of future initiatives, the FNQLSDI held some twenty meetings with INAC stakeholders. The FNQLSDI also began networking, information sharing and promoting the CCP with FN in Quebec, in particular by making a presentation on the subject to the directors-general in February 2016 in Quebec City.

This first phase of the project led to the launch of an appeal for CCP pilot projects to FN in Quebec in May 2016. The two selected communities, the Abitibiwinni First Nation and the Kebaowek First Nation were able to start their CCP and benefit from the accompaniment provided by the FNQLSDI.

There are many benefits to CCP. As a consequence, the FNQLSDI will work to continue this project in order to promote this type of approach among First Nations in Quebec.

ACHIEVEMENTS 2015 - 2016

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Projects

Territorial and strategic planning

In the desire to be the true architects of their development, a number of First Nations wish to adhere to a proactive governance logic that is grounded in the long term. By providing a structured process of reflection, based on the values and realities of the community, strategic planning is the perfect tool for achieving this goal. Through its new strategic planning service, the FNQLSDI provided accompaniment in 2015-2016 to two communities in their respective approaches. According to the mission of the FNQLSDI and in the interests of First Nations, the transfer of knowledge and respect for the principles of sustainable development are the foundation of this accompaniment service.

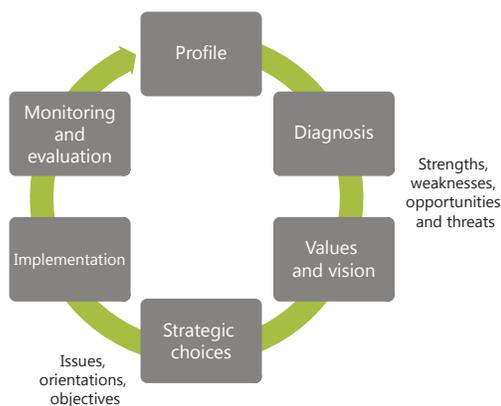
During the first year of activities, the FNQLSDI worked with the Ekuanitshit Innu Council and the Maliseet First Nation of Viger. Although each has their respective particularities, both approaches have followed the usual steps of strategic planning, which are part of a continuous improvement process. In the desire to meet the specific needs of these communities, the FNQLSDI undertook planning approaches at two different scales of analysis.

Comprehensive Strategic Planning - Council of the Innu First Nation of Ekuanitshit

The comprehensive approach advocated by the Ekuanitshit Innu Council quickly oriented the process towards multi-sectoral planning. All key planning areas (economy, territory, education, health, culture, etc.), represented by twenty elected representatives, administrators and economic development officials were asked to hold semi-directed interviews and to participate in four workshops organized and facilitated by the FNQLSDI.

As part of a true dynamic of iterative work, these workshops led participants to identify the planning elements for each step of the process. These elements were then analyzed and reformulated by the FNQLSDI, to be subsequently commented on, enhanced and validated by participants in a later workshop.

Stages of a strategic planning process



ACHIEVEMENTS 2015 - 2016

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Projects

Territorial and strategic planning

This process produced a comprehensive strategic plan identifying the issues and orientations of the Council in the coming years. The analysis and documentation that led to the drafting of this plan were consolidated and made available to the Council. With this strategic plan, the Ekuanitshit Innu Council now possesses a mobilizing tool to channel the efforts of all sectors towards the achievement of a common strategic vision.

Sectoral strategic planning – Natural resources and territory sector of the Maliseet First Nation of Viger

A central element of First Nations cultural identity and values, the territory often serves as a foundation for socioeconomic development and political affirmation. It is this aspect of territorial management that the accompaniment provided by the FNQLSDI is focused on as part of the process initiated with the resource and territory sector of the Maliseet First Nation of Viger.

The sector's organizational structure as well as potential or ongoing territorial projects were the subject of an analysis conducted by the FNQLSDI and the strategic plan that was developed. Since the approach only involved a limited number of participants, the meetings were held in the form of open discussions, which helped to go further into each item on the agenda while encouraging exchanges and participation.

The FNQLSDI also mandated Consultants Forestiers DGR to conduct a forestry feasibility study and thereby generate the factual data needed to initiate a strategic reflection on the subject. As a result, the Maliseet First Nation of Viger has a strategic plan outlining the challenges and priority orientations that it will pursue over the coming years to promote a structured territorial governance representative of its values and interests.

In line with its desire to promote community ownership of the planning process, the FNQLSDI sent the communities its comprehensive analysis and deliverables, while ensuring they had the tools necessary to ensure the implementation and monitoring of the process.

The specifics of the two completed steps as well as their conclusive results have raised the level of expertise of this new service. Building on its experience, the FNQLSDI began a second year of providing accompaniment for strategic planning with confidence and enthusiasm.



Opening remarks by Chief Jean-Charles Piétacho to a strategic planning workshop in Ekuanitshit

The participants of the Ekuanitshit strategic planning process



ACHIEVEMENTS 2015 - 2016

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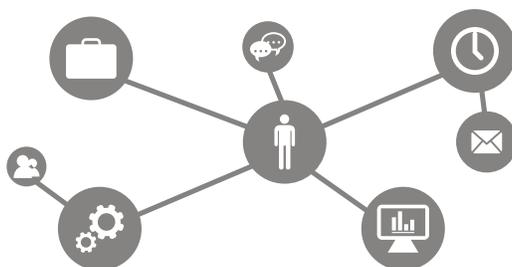
Consulting service

While continuing its regular and free-of-charge activities, the FNQLSDI has developed a consulting service for First Nations.

This service can address specific needs that don't qualify for the funding programs that the FNQLSDI generally has access to. Committed to the goal of finding better ways to serve First Nations, this approach offers the Institute greater flexibility in the range of services it offers.

The support the FNQLSDI is able to provide is pertinent because it is based on its experience and knowledge of the interests and specificities of First Nations as well as the relationship of trust and mutual respect that has developed with them over the years. In addition, the dynamic and multidisciplinary FNQLSDI team offers its consulting services at competitive prices determined in relation to First Nations' capacity.

Over the past few years, the FNQLSDI has provided its services to the Innu-Maliseet-Mi'gmaq Alliance for the Protection of the Gulf of Saint Lawrence in the coordination of its activities, in addition to assisting in the development of a sustainable development strategy in collaboration with the Essipit Innu First Nation Band Council. In the course of these projects, the FNQLSDI participated in the research and analysis of information, the drafting of information and policy documents, the identification of issues and objectives to be pursued, as well as the organization of the team's work and the development of an action plan.



ACHIEVEMENTS 2015 - 2016

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Workshops and training

Through its activities, the FNQLSDI is dedicated to building the capacity and expertise of First Nations. The experience of the FNQLSDI and its knowledge of the interests and specificities of First Nations enable it to offer regular workshops, training and awareness-building that directly addresses the needs and concerns of First Nations. These are offered either by the staff of the FNQLSDI or through collaborators. Some of these workshops are an integral part of the projects mentioned above, others are the result of isolated initiatives on the part of the FNQLSDI.

Sensibilisation

August 2015

Holding of a kiosk and taking of a survey on priorities for sustainable development among participants in the First Nations Youth Forum (Université Laval, Quebec city)

October 2015

Youth awareness activity and assembling nesting boxes, Uashkaikan high school (Pessamit)

Marsh 2016

School workshops on adaptation to climate change (primary and secondary schools, Ekuanitshit)



Formation

September 2015

Training on negotiating agreements: impacts and benefits (IBAs) in cooperation with the FNHRDCQ (Uashat Mak Mani-Utenam)

Energy

December 2015

Participation In the workshop on Energy East pipeline (IDDPNQL, Montreal)

Winter 2016

Awareness of home energy efficiency among the Innu, Mi'gmaq and Anishinabe First Nations, (Éconologis program)

Documents provided in these meetings can be obtained by contacting the FNQLSDI.

FINANCIAL PARTNERS

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In 2014-2015, the FNQLSDI could count on the financial support of several partners.

Our partners

Canada 

Government of Canada

Indigenous and Northern Affairs Canada

...

Environment and Climate Change Canada

...

Canadian Heritage

Québec 

Government of Quebec

Secrétariat aux affaires autochtones

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Ministère des Forêts, de la Faune et des Parcs

OUR
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TO
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