



# 2018

## PARTNERSHIP GUIDE

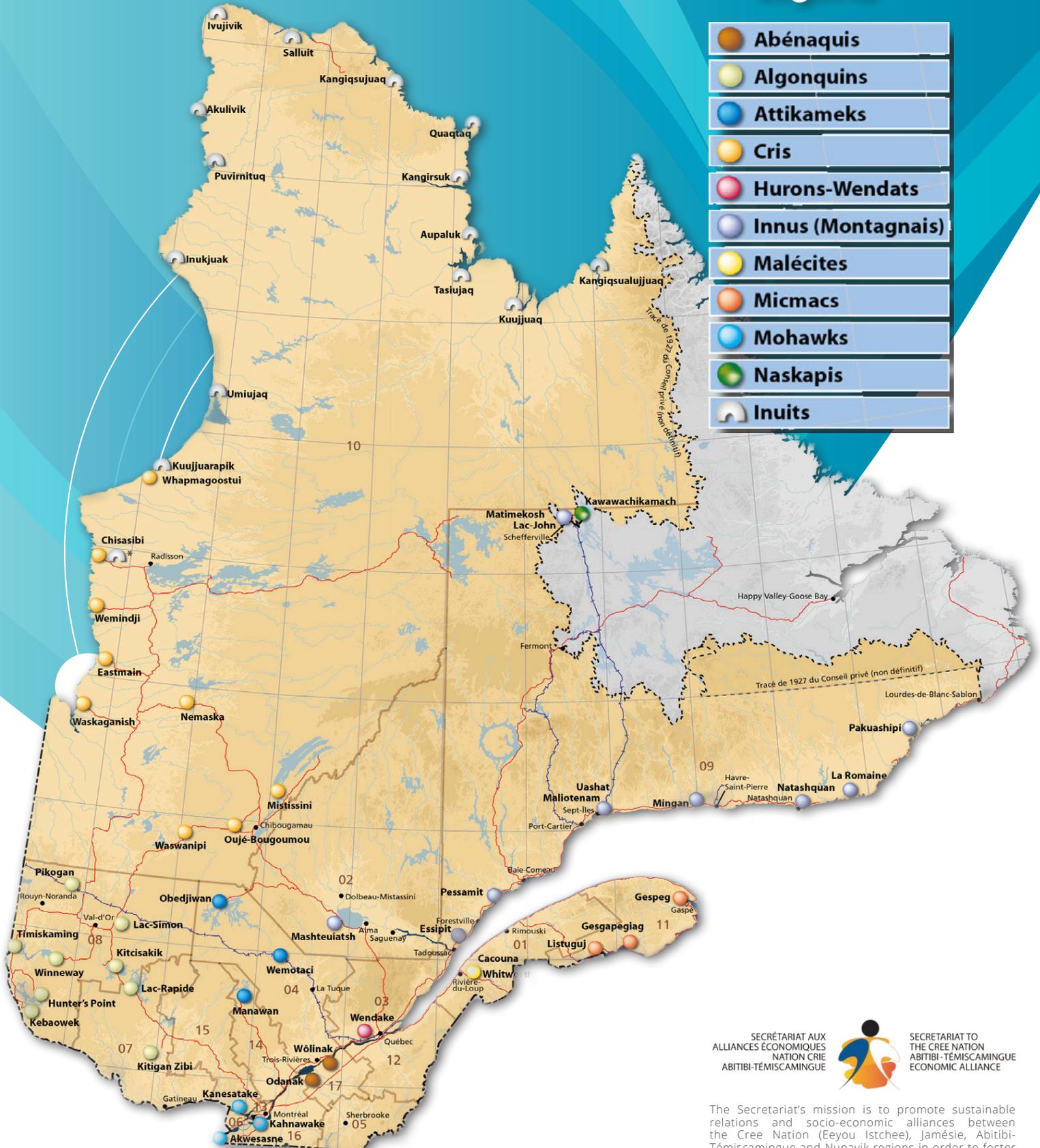
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Developing successful partnerships

# Map of the Québec First Nations

## Legend

	Abénaquis
	Algonquins
	Attikameks
	Cris
	Hurons-Wendats
	Innus (Montagnais)
	Malécites
	Micmacs
	Mohawks
	Naskapis
	Inuits



SECRÉTARIAT AUX ALLIANCES ÉCONOMIQUES NATION CRIE ABITIBI-TÉMISCAMINGUE  
  
 SECRETARIAT TO THE CREE NATION ABITIBI-TÉMISCAMINGUE ECONOMIC ALLIANCE

The Secretariat's mission is to promote sustainable relations and socio-economic alliances between the Cree Nation (Eeyou Istchee), Jamésie, Abitibi-Témiscamingue and Nunavik regions in order to foster their harmonious development.





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# The Secretariat's role in promoting partnership

Since its establishment in 2003, the Secretariat has a responsibility to ensure that mutual partnership opportunities are present for First Nations and townships within the Municipality of Eeyou Istchee, Baie-James, and Abitibi-Témiscamingue. This guide primarily addresses the context of building partnerships both within and outside of Eeyou Istchee and recognizes the vital role that other Indigenous groups play in the context of the region.

Our goal is to establish a model that effective two-way partnerships can be built around. In doing so, we aim to provide greater access to opportunities and development in all areas of the region.

## Introduction

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This guide has been developed to assist you in gaining a better understanding of the various aspects of partnerships and joint ventures. The best practice is always be informed. In this guide, we hope to provide you as much information as possible to assist you in advancing your partnership initiatives. It will provide you with some essential contacts and starting points for your development path.



The guide is meant to be an information tool and in no way is it the final authority or a substitute for legal or professional advisers.





# There are many reasons to form a partnership

When considering partnership, it will be essential to work together to develop a reliable model based on cross-cultural understanding, and proactive planning that sets the environment for a successful partnership or joint venture. We encourage you to reach out and make the calls and start the dialogue. As always, the Secretariat is here to assist you.

**Chantal Hamelin,**  
Secretariat to the Cree Nation Abitibi-  
Témiscamingue Economic Alliance

**01****ACCESS TO  
CAPITAL****02****CULTURAL  
UNDERSTANDING  
AND EXPERTISE OF  
BOTH PARTIES****03****EMPLOYMENT****04****BUILDING  
CAPACITY****05****ACCESS TO  
CONTRACTS AND  
NEW BUSINESS  
OPPORTUNITIES**



# James Bay Northern Quebec Agreement

**“One of the first comprehensive land claim agreements signed in modern times between aboriginal people, Quebec and Canada”**

The James Bay Northern Quebec Agreement (JBNQA), signed in 1975, is one of the first comprehensive land claim agreements signed in modern times between the Governments of Quebec and Canada and Aboriginal people. The JBNQA established foundation works in areas of self-government and would set new terms for the relationships that exist between the Cree, the Inuit, the Naskapi, and the Governments of Canada and Quebec.

The JBNQA has broad implications, establishing land regimes that apply to the Cree, as well as including provisions in the areas of resource management, economic development, justice, health, social services, and the environment. The agreement also notably sets a framework for direct financial compensation to impacted parties when development occurs on traditional lands and also is a foundational work in the designation of category I, II, and III lands. An understanding of compensation and land category designations has potential implications for many different sectors of development.



## Resources

*The negotiations between Aboriginal peoples and Canada and Quebec are always evolving, it is important for partnerships to understand how these agreements may impact them. To learn more about the JBNQA and associated agreements, please refer to:*

- 1) <https://cngov.ca/resources/agreements/>
- 2) <https://www.aadnc-aandc.gc.ca>
- 3) <https://www.canada.ca/en/indigenous-northern-affairs.html>



## Resources

*To learn more about the Paix des Braves and implications that it might have towards your partnership, please refer to:*

[Cree Nation Government Website](http://www.cngov.ca)

[www.cngov.ca/community-culture/timeline/](http://www.cngov.ca/community-culture/timeline/)

[Eeyou Istchee James Bay Regional Government](https://greibj.ca)

<https://greibj.ca/en/regional-government/history/32-la-paix-des-braves>

# Paix des Braves

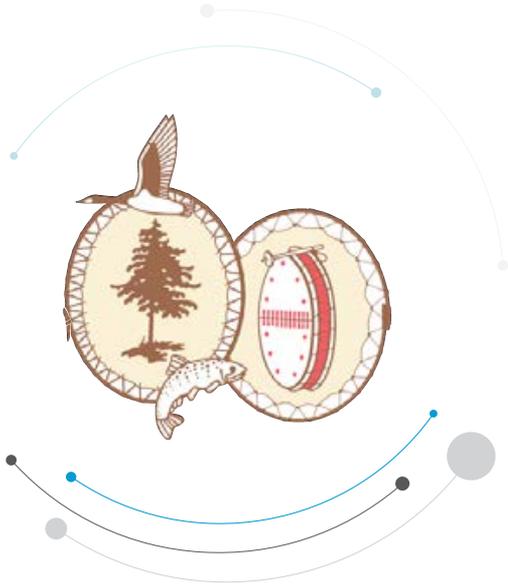
## “A New Relationship between the Cree Nation and the Government of Quebec”

In February 2002, the Cree Nation of Eeyou Istchee and the Government of Quebec entered into an agreement entitled “A New Relationship between the Cree Nation and the Government of Quebec” better known as “La Paix des Braves” Agreement. This agreement provides means for the economic and community development of the Cree Nation communities, making them active partners in the development of the James Bay territory. The agreement provides measures for the creation of employment, support for the long-term development of the territory, the exchange of expertise, and the establishment of partnerships between the Crees and Quebec.

The potential development of Eeyou Istchee is wide-ranging and includes activities in mining, forestry, hydroelectricity, tourism, and other commercial development.

## Principles of the Agreement

1. **A nation-to-nation relationship between Eeyou Istchee, Quebec, and Canada**
2. **A new partnership based on cooperation, trust and mutual respect seeking to ensure the full development of the territory**
3. **Greater autonomy and more responsibility, on the part of the Crees, for their economic and community development**
4. **Respect for the principles of sustainable development and for the traditional way of life of the Crees.**



Under the Governance Agreement, the Cree First Nations will keep the same local government powers, functions and responsibilities that they have now on Cree Category IA lands. To learn more about Cree Nation Government and how this might impact your partnership, please refer to:



[www.aadnc-aandc.gc.ca/eng/](http://www.aadnc-aandc.gc.ca/eng/)

# Cree Nation Government

## And the Cree Governance Agreement

With the successful conclusion of the Cree Governance Agreement in 2016 and full consultation/agreement with the Cree Communities, the Cree Governance Agreement comes into force. The Cree Nation Government and the Cree Constitution will strengthen Cree self-governance on Cree Community Lands and provide greater autonomy and flexibility on these category 1-A lands. The Governance Agreement will also provide for greater long-term financial stability in financial arrangements with Canada. The Governance Agreement will assume governance powers and procedure from the Cree Naskapi Act which will no longer apply to the Cree.

# Cree Constitution

The Cree Constitution is a declaration and internal instrument of the right to Cree self-governance. The Constitution outlines procedures for making laws, resolutions, election procedures, meetings and referendum, financial administration and amendment of the Cree Constitution. An

important innovation introduced by The Cree Constitution is that it removes the supervision of the Minister of Indigenous and Northern Affairs over Cree governance on Cree Category IA lands, and makes the Cree First Nations and Cree Nation Government entirely responsible for their self-government.

 **Cont...**



# Cree Constitution Cont...

**KEY FACTS**

1. Cree treaty rights under the James Bay and Northern Québec Agreement are **protected** - the Cree do not give up any rights.
2. For the first time, the jurisdiction of the Cree First Nations and Cree Nation Government to make **"laws"** instead of **"by-laws"** on Category IA land is recognized.
3. The Minister of INAC (Canada) oversight of Cree governance is **removed**.
4. The Governance Agreement only covers **Cree governance powers on Category IA lands** - it does not affect Cree governance on Category II or III lands.
5. The **Cree Constitution**, with the force of law, takes **Cree self-governance** out of the Cree-Naskapi (of Québec) Act, a federal law, and brings it home to the Cree.
6. The **Cree Constitution can be amended** in the future **by the Cree alone** without the involvement of the **Minister of INAC (Canada)**.
7. The Governance Agreement provides the Cree First Nations with **financial security until 2040** by maintaining current favourable term and conditions for Operations and Maintenance Funding and Capital Funding. Instead of these terms and conditions having to be renegotiated every five years.
8. The **Cree First Nations keep all their governance powers** on Category IA lands now provided under Section 9 of the James Bay and Northern Québec Agreement and the Cree Naskapi (of Québec) Act - there is **no transfer of powers** between local and regional Cree governments.
9. The Cree School Board and the Cree Board of Health and Social Services of James Bay, are not affected and they keep all their existing powers and services.
10. The Cree and Cree First Nations keep the **tax and seizure exemptions** that they now enjoy under Section 9 of the James Bay and Northern Québec Agreement and the Cree Naskapi (of Québec) Act.
11. **There is no obligation for the Cree Nation Government or for the local Band Councils to tax Cree.**

For more information: [governance@cngov.ca](mailto:governance@cngov.ca)

The Cree Constitution will not be set out in federal law. Instead, it will be an internal instrument of Cree self-governance. No approval is required from Québec or Canada.

Because the constitution does not need to be approved federally or provincially, this means that the Cree Nation can amend their Constitution in the future, without the participation of Canada. The Governance Agreement, The Cree Constitution, and the Cree laws adopted pursuant to them will have the force of law. Together, they represent another step in implementing Cree self-governance in compliance with the JBNQA. They will provide the Cree First Nations and the Cree Nation Government with essential tools to assume greater autonomy and responsibility in the governance of Cree Category IA lands. The Agreement on Cree Nation Governance and the Cree Constitution demonstrate that the Cree Nation Government and the Cree First Nations are mature governments. They are a step towards reconciliation and a respectful nation-to-nation relationship between the Cree and Canada in the spirit of the JBNQA.



<https://www.cngov.ca/news-issues/current-issues/cree-nation-governance-agreement/>



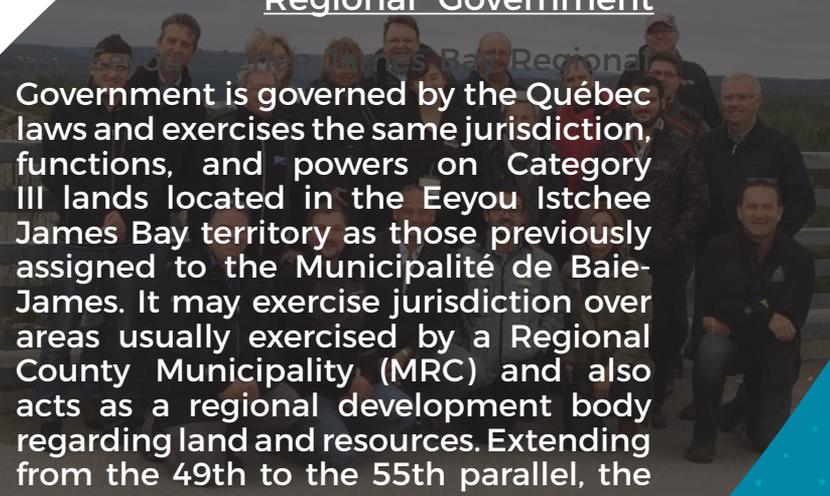
<http://www.aadnc-aandc.gc.ca/eng/>





## About the Eeyou Istchee James Bay

### Regional Government



Government is governed by the Québec laws and exercises the same jurisdiction, functions, and powers on Category III lands located in the Eeyou Istchee James Bay territory as those previously assigned to the Municipalité de Baie-James. It may exercise jurisdiction over areas usually exercised by a Regional County Municipality (MRC) and also acts as a regional development body regarding land and resources. Extending from the 49th to the 55th parallel, the territory administered by the Regional Government covers a total surface area of approximately 277 000 km<sup>2</sup>.



# Eeyou Istchee James Bay Regional Government

The Regional Government took office on January 1, 2014, replacing the Municipalité de Baie-James, which constitutes a historic moment in establishing a sustainable partnership between the Jamesians and the Cree. The Regional Government is the first public management structure that provides for Aboriginal and Non-Aboriginal representation.



<https://www.greibj-eijbrg.com/en/>



# Secretariat to the Cree Nation Abitibi-Temiscamingue Economic Alliance

In 2003 the Secretariat to the Cree Nation Abitibi-Temiscamingue Economic Alliance (Secretariat) was created following a symposium entitled "Gateway to Building Economic Channels". The Symposium revealed that there existed a lot of potential to foster economic alliances and partnerships within the territory. The Secretariat is a non-profit organization that provides its services to companies and organizations to promote partnership development for the benefit of its partners and the territories it serves. The Secretariat's governance structure is characterized by seven members of the Cree nation, the Mayors and representatives of the three main cities of Abitibi-Témiscamingue (Amos, Rouyn-Noranda, and Val-d'Or), and the Mayor of Matagami.



## We Inform

so that the organizations and businesses can evaluate potential avenues more easily and advance their reflections of strategic alliances.



## We Bring Together

by organizing many networking events, orientation missions, conferences and business exchanges.



## We Communicate

so the integration of entrepreneurs eager to widen their horizons on the territories is made respectfully and efficiently.



## We exchange

by encouraging alliances and partnerships that promote a win-win situation for all communities and organizations.





# Partnership

## Identifying opportunities



Creating win-win opportunities built around common goals

There exist many opportunities for partnerships and joint ventures within traditional territories in the region. However, there is also a strong focus by the Cree and other Indigenous communities on creating business opportunities outside of traditional territories. This business dynamic creates a strong will to engage and, hopefully, a win-win opportunity. Indigenous business people have partnerships in Hotels, Housing Factories and Construction Companies operating outside their traditional territories. Be sure to look at the opportunities on a wider scale.



We host many events throughout the year that can help you to identify and connect with potential business partners.





# Identifying Potential Partners

There are many reasons that partnerships are formed. Identifying partnerships that compliment your business model and extend your capacity to access new markets and deliver a broader array of services are common reasons. For first time business owners the process of identifying potential partners can be challenging.

## Some best practices that can help you include:



### 1. Networking:

Participating in events including business exchanges can help you to meet business owners operating in various sectors, understand potential contracts and establish a sense of where partnership potential exists.



### 2. Research:

The Secretariat along with other organizations including the Commerce and Industry Department of the Cree Nation Government can assist you to identify businesses that are interested in establishing partnerships.





# ABOUT PARTNERSHIP

## Establishing a partnership in business

Take the time to understand your partners, community culture, and business goals. A partnership agreement is a must, but it is also a good idea to have a less complicated written agreement (memorandum of understanding) that outlines in plain language, the business relationship, partner roles and ownership levels. The ideal partnership allows Cree and Non-Cree partners to exchange equally in the opportunities that exist for either party, such that Crees have the opportunity to participate outside Cree communities and Non-Cree's have the opportunity to participate within Cree communities.

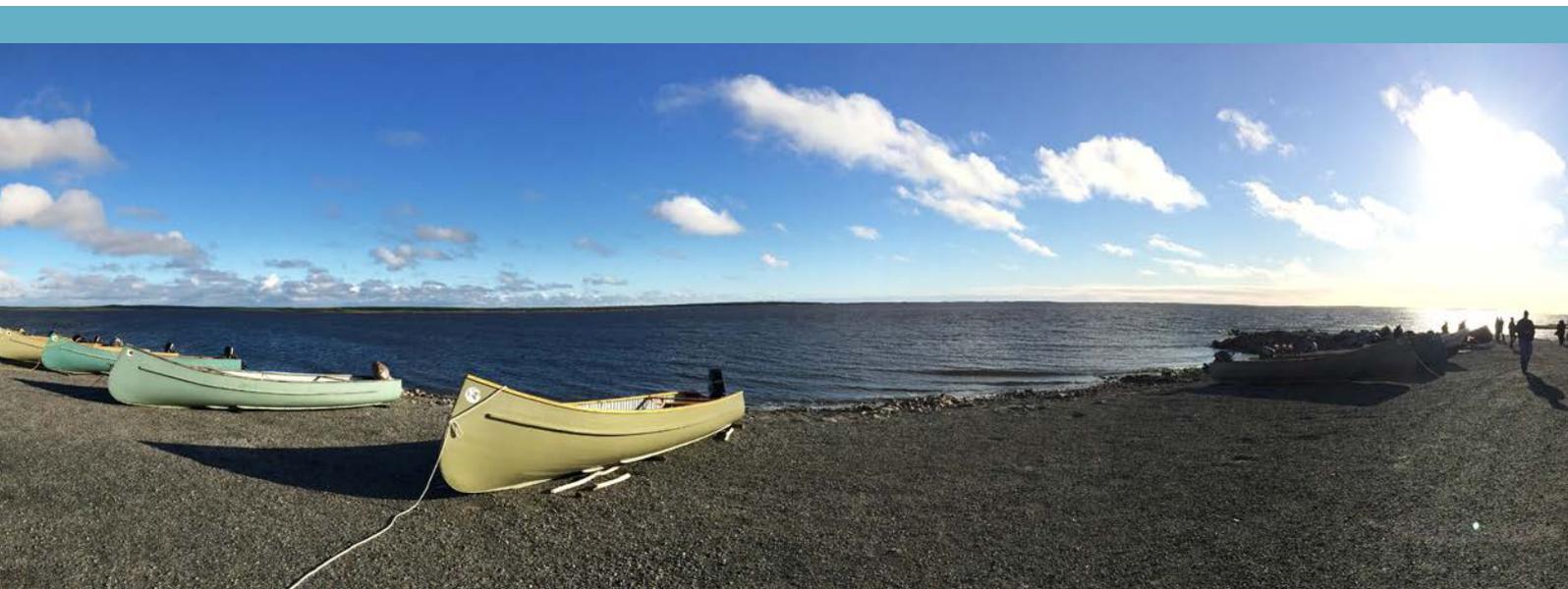
Establishing partnerships is an excellent opportunity for both Cree and Non-Cree business owners to benefit. Each partner will be potentially pooling together money, time, skills, assets, and risk, and for this reason, a partnership requires careful consideration and planning. The Secretariat encourages that prospective partnerships be outlined carefully taking the time to create trust, understanding, and consensus of all parties involved. Furthermore, a clearly documented partnership agreement will solidify the partnership and obligations of all involved.

It is important to realize that partnerships can take many forms. Whether it be a partnership, limited partnership, corporation or joint venture each has their own unique components that must be navigated. A full outline of the legal business structures can be found through the Registraire des Entreprises website:

**For more  
Information**



<http://www.registreentreprises.gouv.qc.ca>





## Location and Economy of Participation

Defining the area in which a partnership will be operating and the head office of the business will be an important consideration. Eeyou Istchee has a long history of working with partners from outside of Eeyou Istchee. While these partnerships provide access to opportunities within the Cree communities, it is important to note that many Cree businesses are looking for opportunities in the Non-Cree townships as well.

Establishing a clear sense of where business and activities will take place will help you to understand specific regulations, by-laws and agreements that need to be navigated. Whether your business will be operating in the south, Eeyou Istchee or both regions has important implications that will need to be discussed ahead.



# Establishing a Definition

## of a Cree Enterprise, Partnership or Joint Venture

While there are provincial and federal considerations when starting a business, it is important to realize the Cree are actively developing their definitions of what constitutes a “Cree enterprise”. Defining a Cree business will take into account:

### Structural



#### Partnership Structure

Partnership structure, profit distribution

Percentage of Cree Ownership

### Social/Economic Contribution



#### Development of Local Economy

Creation of local employment

Training opportunities

### Financial Investment



#### Investment by

native and non-native partners in equipment, capital, and operational costs

These factors emphasize, in alignment with the JBNQA the development of local and regional Cree economies by ensuring the Cree partnership represents a mutually beneficial relationship.



# Cree Community Considerations

Individual Cree Communities may have their own by-laws defining a Cree Business. In addition, some have specific criteria related to employment targets that require a certain percentage of Cree employment within the operation or contracts undertaken. Knowing the specific criteria and business definition of a local Cree community administration will be important in ensuring your partnership is compatible with the communities you intend to operate within. Taking the necessary steps to ensure your business is compliant with local by-laws and regulations is an important first step before pursuing contracts in a Cree community. By doing so, you are contributing to improved business standards and protecting your business from fines and penalties that may occur.



## Resources

*To learn more about operating inside of a Cree Community we recommend you contact:*

**Department of Commerce and Industry**  
[www.cngov.ca/governance-structure/departments/commerce-and-industry/](http://www.cngov.ca/governance-structure/departments/commerce-and-industry/)

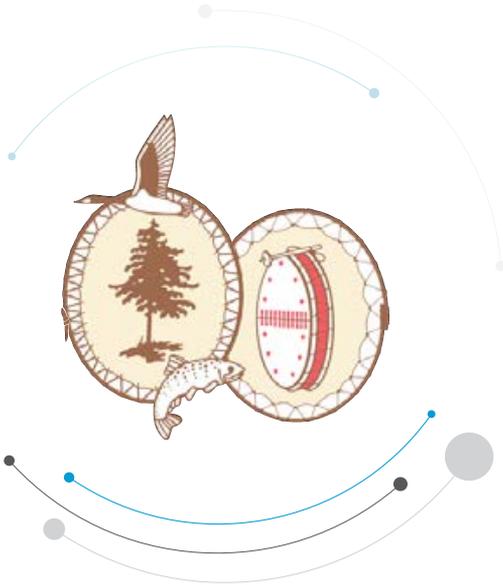
**Local Cree Communities**  
 Contact information is available in the resource section of this brochure

*“Each Cree Nation has its own administrative office [band office], and Economic Development Department”*

Each Cree Nation has its own administrative office [band office], and Economic Development Department or Division that oversees the business activities within Category 1A, 1B, 2 lands. It is recommended that you contact the local departments that are relevant before advancing your partnership. We welcome you to contact the Secretariat to obtain the right contact person.

## Cree Partners Operating Outside of Eeyou Istchee

As stated above, it is important that Cree partners understand the implications of partnerships operating outside of Eeyou Istchee (off reserve), as regulations can change by province or municipality. Proper care should be taken to understand how taking contracts, and partnerships operating outside of Eeyou Istchee will impact the Cree partner and can benefit/adversely affect the partnerships business model. We welcome you to contact the Secretariat to obtain the right contact person.



Department of Commerce and Industry of the Cree Nation Government (DCI)

## Development of a Regional Definition:

At this time, significant work is being done with local Cree governments, the Department of Commerce and Industry of the Cree Nation Government to establish a uniform and shared definition of what constitutes Cree enterprise. This definition will be part of an overall Trade and Commerce Agreement that will consider core economic activities in Eeyou Istchee. This Agreement, will help to structure contracts, tendering and business registry that will be essential for businesses operating in Eeyou Istchee. For more information, or details on programs offered contact the Department of Commerce and Industry.

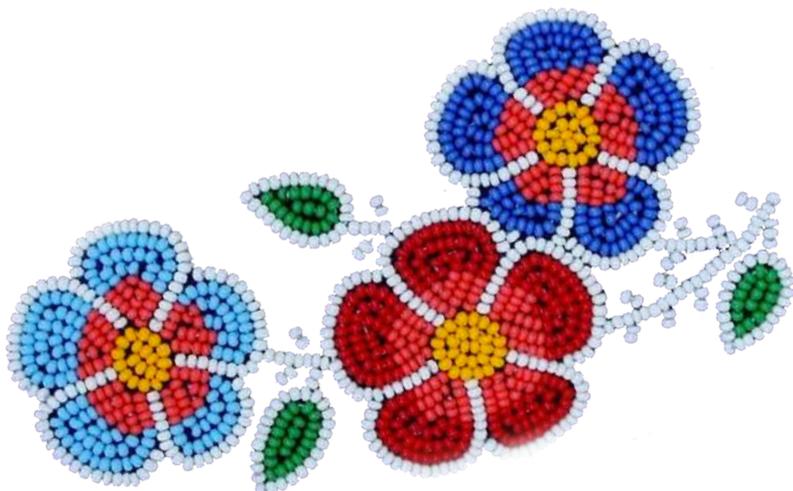
### Eeyou Istchee and the JBNQA

Priority for contracts, as stipulated under section 28 of the JBNQA on contracts, are given to Cree businesses and enterprises; this would also consider Cree and Non-Cree partnerships. However, it is important to align your partnership with Cree laws, regulations and partnership guidelines. Doing so, will enable your business to access the opportunities that exist not just within Cree communities but the broader territory of Eeyou Istchee. Taking the time to build a framework that integrates Cree participation will go a long way to ensuring that your business aligns with best practices for commerce and business in Eeyou Istchee.



# Aboriginal Procurement & Tendering Strategies

It is also worth considering that Federal, and Provincial contracts and call for tenders often place emphasis on First Nations companies through set aside contracts. Working with a First Nation partner may provide new access to contracts through Canadian Public Tenders (MERX) or Procurement Strategy for Aboriginal Businesses (PSAB).



## Resources

Identifying opportunities to work within public tendering is a worthwhile consideration and you can learn more from the following resources:



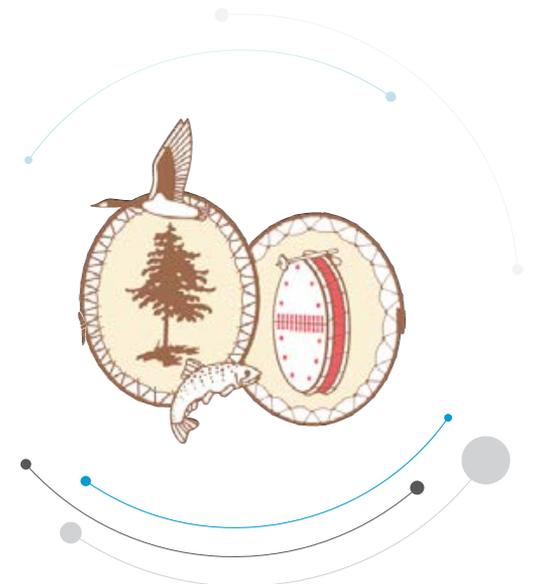
### PSAB Website:

<http://www.aadnc-aandc.gc.ca/eng/1100100032802/1100100032803>



### MERX Website

<https://www.merx.com>



## TO IMPLEMENT THE PRIORITIZATION MEASURES OF THE JBNQA SECTIONS: 28-10-3 AND 28-10-4

The trade and Commerce Agreement is an internal Cree agreement currently in development that will provide the foundation for Cree Communities to attain the following objectives:

1. Favouring of local, or primary impacted, communities and individuals to business and job opportunities
2. Respect of local realities, projects and social development
3. Access to markets and contracts for Cree entrepreneurs and tradespeople
4. Standardisation of services and trades
5. Ensure the sound management of public funds

Eeyou Eenou Nation

# Trade & Commerce Agreement

When adopted, the ENaTCA will use the establish a business registry of companies operating in Eeyou Istchee that are available for government contracts, tendering and bidding. Taking the time to remain aware of Trade and Commerce Department and trade developments will allow your business to remain prepared for opportunities.



# Building Successful Partnerships with Indigenous Businesses



**“In addition to traditional considerations of capital and assets, Indigenous partners bring the following important resources to the table”**

**1**

Political Capital-  
Access to bidding  
processes

**2**

Knowledge of  
Local Workforce

**3**

Access to  
land and Cree  
Percentage to the  
partnership/joint  
venture

**4**

Knowledge of  
the Culture,  
Land, People,  
History and  
Community

**“Partnerships should be established with an underlying goal that both partners will better understand respective regions that each partner originates from. By doing so, partnerships become part of a long-term solution to build capacity, economic diversity and growth.”**



## Capacity Building



There is a high value placed by First Nations on building capacity, and any partnership or joint venture should have a plan to develop capacity of partners involved. Companies operating in Eeyou Istchee need to place an increasing value on workforce development, as it is a core consideration of the regional and community administrations. The First Nations partner expects to participate in the operations and learn. Partners want to gain from their partnership, knowledge and skill as well as increased exposure to contacts and networking.

Likewise, it is expected that Non-Cree partners will develop capacity for working within Eeyou Istchee, in such a way that respects the unique cultural landscape of the territory and such that the partnership operates with a high level of social acceptability. Cree partners should work to transfer their knowledge of working in the territory, such that both partners have the necessary knowledge to operate within Eeyou Istchee.



# CULTURAL CONTEXT

## Understanding and Expertises

The Cree of Eeyou Istchee call themselves Eeyou and Eenou. Their name means, simply, the “people”. There are more than 18,000 Cree, and about 16,000 residing in the Cree communities.

The five communities located along the east coast of James Bay are Waskaganish, Eastmain, Wemindji, Chisasibi and Whapmagoostui. The four inland communities are Waswanipi, Nemaska, Oujé Bougoumou and Mistissini. A tenth Cree community, Washaw Sibi, is in the process of being established and MoCreebec Eeyoud has been officially named the 11th Cree community of Eeyou Istchee. The Cree people have inhabited the region of Eeyou Istchee for thousands of years. There has always been Cree values and Culture. Modern times may have changed many things, but Cree values and Cree culture are strong and have real impacts on the decision making throughout the territory.

The Cree People know the land and have great expertise on the region and the culture. The issues of land use and environment are critical; work conducted within traditional trap-lines and communities are monitored. Any areas where works are conducted should always be reported in advance and expected impacts be communicated.

Establishing a business partnership between two or more individuals does not mean necessarily that the stakeholders have a similar business culture or context. This aspect should be taken into account from the beginning, so that partners are aware of their differences in vision and that they can accept mutual compromises. Thus, they will be able to provide common guidance and avoid potential conflicts affecting the functioning or the survival of the partnership.





# Tax Exemption for First Nations Income

## Guideline 1:

When at least 90 percent of your employment duties are performed on a reserve, all of the income is usually considered tax-exempt.

## Guideline 2:

When you and your employer both live on the reserve, all of the income is usually considered tax-exempt.

## Examples:

A First Nation's Band, a First Nation's organization, if the organization is dedicated exclusively to the social, cultural, educational, or economic development of First Nations who for the most part live on reserves;

And

The duties of the employment are in connection with the employer's non-commercial activities carried on exclusively for the benefit of First Nations who for the most part live on reserves;

Other conditions may also be considered in determining if First Nation's employees are obligated to have income taxes deducted from their pay. Please seek professional advice or call Canada Revenue Agency for interpretation of your situation(s)

## Guideline 3:

When over 50 percent of your job duties are performed on a reserve and your employer lives on the reserve, all of the income is usually considered tax-exempt.

## Guideline 4:

All of your income is usually considered tax-exempt if your job duties are connected to non-commercial enterprises that exclusively benefit First Nations peoples who live on reserves, and your employer is located on a reserve.

**Tax law can be very complicated and every partnership, limited partnership and joint venture should seek professional advice on taxation.**

1. <https://www.canada.ca/en/revenue-agency/services/aboriginal-peoples/indian-act-exemption-employment-income-guidelines.html>
2. <http://burchells.ca/articles/documents/aprilnewsletter.pdf>
3. <https://www.canada.ca/en/revenue-agency/services/aboriginal-peoples/indians.html>



# Tax Considerations for Businesses

There are many different tax considerations for Partnerships, Limited partnerships and Joint Ventures and Corporations:



## Corporations

pay taxes even if they have majority Cree ownership or are even 100 % Cree owned and operate on the reserve.



## Limited Partnerships

may protect the Cree from paying taxes on their profit share if they meet certain conditions (on reserve activity and head office on reserve).



## Joint Ventures

can be effective as each business maintains its own company structure, therefore the Cree party in the JV would be exempt if the business activities and the Cree partners office are on reserve.



## Registered Individuals

Cree individuals operating a commercial business on the reserve and living on the reserve are tax exempt on earnings.



## Keypoint

The business tax system is determined by the business model in question. It is important to understand that GST/PST are applicable to all businesses with annual revenue in excess of \$30,000. Deductions at source, (e.g. QPP, QPIP, EI, Income Tax etc.) vary depending on location of work, status of the employee, sector of employment and more. It is important that partners understand the specific taxation and DAS required for their business.



## Regional Business

# Regulated Industry

The regulated industries: Mining and Exploration, Forestry, Hydro Development and Construction are complicated sectors and have specific regulations and requirements. This is every bit as true within Eeyou Istchee as it is in other parts of Canada. Because Eeyou Istchee is comprised of traditional territories tied to the Cree Communities and to the trap lines which are tied to individual Cree community members, developments in regulated industries outside of Category 1A and 1B lands must consult the Department of Commerce and Industry, Cree Nation Government, the land users (tallyman) and the community(ies) involved with the project.

## Regional Business

Tendering and procurement varies depending on the source of the contracts and or requests for tenders. It will be important to check carefully to best understand the tendering and procurement process beforehand to ensure successful submissions.

The Cree School Board and the Cree Board of Health and Social Services of James Bay have defined processes for tendering and procurement; the local Band administrations also follow their own system. Cree Nation Government has most of its tendering and major procurement located within the Capital Works and Services Department. There are many other entities so be sure to research your potential clients.



## Employment

### Considerations

Indigenous unemployment is typically higher than provincial and national rates. Communities and local development projects place priority on the hiring of Indigenous employees. In addition, Indigenous departments and organizations may target funding towards the employment of Indigenous people and projects that have Indigenous integration strategies. Having a well formulated plan that promotes and enables the hiring of Indigenous people is a key component to consider when forming an Indigenous and Non-Indigenous partnership.



# Common Challenges

There are many reasons why businesses do not succeed, partnerships can be even more difficult. When partnering with Indigenous individuals or companies some common mistakes are:

## 11 Common Challenges

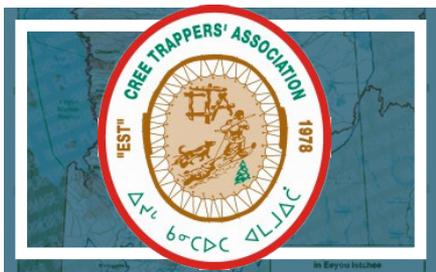
- 1** Lack of clear and common goals and ensuring good communication of the goals and expectations
- 2** Poor integration of the First Nations partner into the operation -passive partnership
- 3** Failure to share and understand the financial reports
- 4** Lack of understanding of local and regional laws, by-laws, policies and regulations
- 5** Poor Indigenous Employment outcomes
- 6** Culture and Language are not understood or respected
- 7** Use of local companies and resources are minimized
- 8** Failure to work with local governments and regional resources
- 9** Failure to incorporate the First Nation partner into operations that exist outside of their traditional territories
- 10** Companies that wish to become regional on the Cree Territory struggle to access contracts
- 11** Accessing contracts outside of the Cree or First Nations Territory.





# Important Resources of Eeyou Istchee

Within Eeyou Istchee there are many resources to assist and guide you in developing a partnership or joint venture. We have listed below many of the entities and departments that play important roles within the territory. From trap line considerations to workforce development these contacts are responsible to deliver a wide range of information and services.



## Cree Trappers Association (CTA)

responsible for the protection and promotion of Cree Trappers interests. The CTA is also responsible for the trap line registry in Eeyou Istchee



**Website**

<http://creetrappers.ca/>



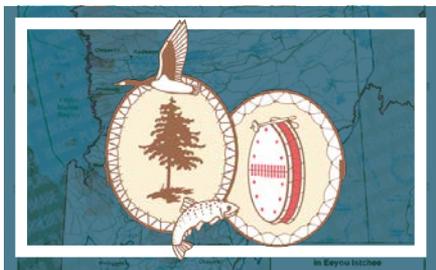
## Cree Mineral Exploration Board (CMEB)

was created to provide general information on mineral exploration and related development opportunities in Eeyou Istchee. CMEB is an important resource in the area of mineral exploration works, providing the Crees with access to information on mineral exploration on their traplines. Thanks to this site, Non Crees involved in exploration work in Eeyou Istchee will be able to quickly identify the trapline(s) and community they are working in – thereby facilitating the exchange of information between Tallymen (Trapline Steward) and mining-exploration companies



**Website**

<http://www.cmeb.org>



## Cree Human Resources Development

CHRD is a Cree Government Department responsible for Training and Employment. Working closely with employers and industry to build the Eeyou Istchee Workforce. CHRD has programs and services related to training, integration into the workforce and support for job creation.



**Websites**

[www.chrd.ca](http://www.chrd.ca)

<https://www.cngov.ca/governance-structure/departments/cree-human-resources-development/>



# Important Resources of Eeyou Istchee



## Cree School Board/ Sabtuan Adult Education Services

Responsible for education and adult vocational and customized training throughout Eeyou Istchee



### Websites

<http://www.csbsaes.ca>

<https://www.cs Cree.qc.ca/en/>

### Phone

418-923-2764 #1321 (Sabtuan)

418-923-2764 (CSB Head Office)

## Regional Entities & Departments



### Department of Commerce and Industry

<https://www.cngov.ca/governance-structure/departments/commerce-and-industry/>

514-861-5837 (Montreal)

418-923-2901 (Mistissini)



### Community Economic Development Departments/Divisions

<https://www.cngov.ca/community-culture/communities/>



### Capital Works and Services Department

<https://www.cngov.ca/governance-structure/departments/capital-works-and-services/>

270 Prince Street, Suite 202, Montreal, Québec H3C 2N3

Phone 514-861-5837



### Environment and Remedial Works

<https://www.cngov.ca/governance-structure/departments/environment-and-remedial-works/>

284 Queen Street, Mistissini QC G0W1C0

Phone 418-923-2652



### Cree Outfitting and Tourism Association (COTA)

<https://www.creetourism.ca/home/>

Phone 418-745-2220



### Cree Native Arts and Crafts Association (CNACA)

<http://cnaca.ca>  
418-745-2444



# Cree Communities

## 11 Cree Communities of Eeyou Istchee



### Cree Nation of Mistissini

[www.mistissini.ca](http://www.mistissini.ca)

418 923 2461



### Cree Nation of Wemindji

[www.wemindji.ca](http://www.wemindji.ca)

819 978 0264



### Cree Nation of Chisasibi

[www.chisasibi.org](http://www.chisasibi.org)

819 855 2878



### Cree Nation of Whapmagoostui

[www.whapmagoostuifn.com/](http://www.whapmagoostuifn.com/)

819 929 3384



### Cree Nation of Nemaska

<http://www.nemaska.com>

819 673 2512



### Cree Nation of Eastmain

[www.eastmain.ca](http://www.eastmain.ca)

819 977 0211



### Cree Nation Waskaganish

[www.waskaganish.ca](http://www.waskaganish.ca)

819 895 8650



### Cree Nation Washaw Sibi

[www.washawsibi.ca](http://www.washawsibi.ca)

819 732 9409



### Cree Nation of Ouje-Bougoumou

[www.ouje.ca](http://www.ouje.ca)

418 745 2519



### MoCreebec Eeyou

[www.mocreebec.com](http://www.mocreebec.com)

705 658 4769



### Cree Nation of Waswanipi

[www.waswanipi.com](http://www.waswanipi.com)

819-753-2587



### GCC(EI)/CNG Head Office

[www.cngov.ca](http://www.cngov.ca)

819 673 2600



# Building Successful Partnerships with Indigenous Businesses



## About this Document

*Developed by the Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance*

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