

LOOKING AHEAD TOGETHER

Strategic Plan 2015-2019

SECRÉTARIAT AUX
ALLIANCES ÉCONOMIQUES
NATION CRIE
ABITIBI-TÉMISCAMINGUE



SECRETARIAT TO
THE CREE NATION
ABITIBI-TÉMISCAMINGUE
ECONOMIC ALLIANCE

Approved by

the Board of Directors of the Secretariat

March 3, 2015



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Context

The Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance (SCNATEA), “the Secretariat”, wishes to review its mission and business model in order to adapt to the new socioeconomic issues resulting from the development of Northern Québec and more particularly to actively participate in the Québec government’s new Plan Nord. As part of this reflection, we are presenting a summary evaluation of SCNATEA, the influence of the external environment and a few avenues for development and reflection for the Secretariat’s reorganisation. Following this analysis, we will formulate a few recommendations for SCNATEA’s reorganisation.

1. Summary Evaluation of SCNATEA

1.1 Mission

The Secretariat’s current mission is to develop economic alliances between the Crees and the Abitibi-Témiscamingue region in a spirit of mutual respect and collaboration in order to allow for the harmonious development of both the Cree Nation and the Abitibi-Témiscamingue region.

1.2 Values

- Mutual respect for cultural, linguistic and territorial differences;
- Promote business relations based on the understanding of local expectations, cooperation, respect and trust.



1.3 Historical Background

The signing of the “La Paix des Braves” historical agreement in February 2002 between the Cree and the Government of Québec was an important milestone for the economic development on Cree land and for the opportunity it offered for building alliances with the actors of the Abitibi-Témiscamingue region. With a view to seizing this opportunity, the “Gateway to Building Economic Channels” symposium was held in June 2002 in Val-d’Or, under the co-chairmanship of Dr. Ted Moses, Grand Chief of the Grand Council of the Crees, and Mr. Fernand Trahan, Mayor of Val-d’Or. The main objective of this important gathering was to develop strategic alliances, business partnerships and networking between entrepreneurs, Cree leaders and Abitibi-Témiscamingue’s business community. The symposium demonstrated a strong potential for alliances between the two regions’ actors and a firm determination to conclude respectful partnerships in the spirit of the “Paix des Braves” agreement and Cree jurisdiction. It was recommended to create a permanent Secretariat and the “Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance” was thus constituted as a non-profit organisation. It was mandated to follow-up on the initiatives put forward by the symposium. Dr. Ted Moses stated the philosophy underlying the creation of the Secretariat at the last Business Exchange Day held on December 3, 2014

“Created in 2002, the Secretariat is the first institutional partnership based on the philosophy that partnerships make us stronger and more effective.”¹

For over 12 years, the Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance has been successfully operating and is now recognised by both the Crees and the Abitibi-Témiscamingue business community, and its reputation reaches beyond its regional boundaries in Québec and elsewhere in Canada.

¹ Ted Moses’ opening address, Business Exchange Day, December 3, 2014.



1.4 SCNATEA Objectives

- Maintain a dialogue between the Crees and Abitibi-Témiscamingue to promote the development of economic alliances;
- Develop communication channels conducive to economic alliances and educational and social partnerships;
- Stimulate partnership development;
- In collaboration with its partners, promote human resources and skills development programs;
- Educate on the realities of economic development and sharing of experiences;
- Through its activities, facilitate collaboration in the fields of health and education between the Abitibi-Témiscamingue and Cree institutions.²

1.5 Business Models and Partners

SCNATEA is a non-profit organisation that provides its services to companies and organisations to promote partnership development for the benefit of its partners and the territories it serves. SEANCAT's governance structure reflects the financial assistance provided by each of its partners; it is characterised by a significant delegation of Cree Nation members, the mayors of the three main cities of Abitibi-Témiscamingue and the mayors of Lebel-sur-Quévillon and Matagami. In 2014, Makivik Corporation joined SCNATEA as a new partner.

The *Conférence régionale des élus de l'Abitibi-Témiscamingue* (Regional Board of Elected Officials) has been an important partner and the Board of Directors is seeking a new strategic partner to assist in achieving its mission.

² Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance. 2011. Bilan des ententes économiques de la Conférence régionale des Élus. [Translation]



Mr. Ted Moses acts as President of the Secretariat's Board of Directors. The Secretariat's operations are administered by a Board of Directors made up of 19 members³:

- Seven are appointed by the Grand Council of the Crees – Cree Nation Government (formerly the Cree Regional Authority);
- Two are appointed by the City of Val-d'Or;
- Two by the City of Rouyn-Noranda;
- Two by the City of Amos;
- One by the City of Matagami;
- One by the City of Lebel-sur-Quévillon;
- One by Makivik Corporation;
- One by the *Conférence régionale des élus de l'Abitibi-Témiscamingue* (Regional Board of Elected Officials of Abitibi-Témiscamingue);
- One by the *Ministère des Affaires municipales, des Régions et de l'Occupation du territoire*;
- One seat occupied by the Secretariat's Executive Director.

Recent changes in SCNATEA's partners are to be noted:

- 2011 Agreement with the City of La Sarre; withdrew in 2013;
- 2011 Agreement with the municipalities of Lebel-sur-Quévillon and Matagami;
- 2013 Lebel-sur-Quévillon withdrew as partner (fees too high compared to benefits);
- 2013 Renewal for 3 years of a MOU with the City of Amos;
- 2014 Lebel-sur-Quévillon renewed its membership as a Secretariat's partner;
- 2014 MOU with Makivik Corporation (Nunavik);
- 2014 The Regional Board of Elected Officials of Abitibi-Témiscamingue announced its withdrawal as funding partner.

³ <http://www.creenation-at.com/>



1.6 Secretariat's Activities

SCNATEA provides the following services to enterprises, organisations and its partners:

- Provide information to non-Cree clientele on the structures and organisations of Cree entities and Cree companies working on the James Bay territory and in the Cree communities.
- Provide information to Cree businesses on companies working in the Abitibi-Témiscamingue region. Our Web Site service “creenation-at.com” is your information center, which also provides a Cree Business Directory and practical links to the Cree entities and different Abitibi-Témiscamingue organizations.
- Increase the exchange of expertise between both populations.
- Organization of meetings between interested potential partners.
- Provide information on available technical support.
- Organization of events and activities to give the people a chance to exchange and meet each other.
- The Secretariat is a referral office, a communication network to be utilized by both regions.⁴

A review of the Secretariat's activities for 2013 and 2014⁵ (see Appendix I and II), for example, shows that more than 40 events were organised: networking events, economic missions, conferences, orientation mission on Cree territory, business exchange and two major events: the Business Exchange Day and the annual conference.

“Each year, these conferences address current issues; topics such as forestry, mining, the environment, tourism, telecommunications and many more have been addressed over the years. On June 4 and 5, 2015, SCNATEA will present, in collaboration with the Grand Council of the Crees, a conference entitled “The North and its Logistics”. This event will be held at the Gouverneur Congress Centre in Rouyn-Noranda.

This conference will deal with the Nord-du-Québec region, its past, current and future development, and will provide information on logistics (road, air, railway and maritime

⁴ <http://www.creenation-at.com/en-ca/index.php>

⁵ SCNATEA. Annual Reports 2013; 2014.



*transportation, energy and telecommunications). The conference will seek to determine the position of Abitibi as compared to other regions of the province. It will provide information on the North's regulatory regimes and processes. The conference will bring together the main actors of logistics and the participants will familiarise themselves with each one's specific characteristics and the costs of northern logistics (gas, food, access to the area, and energy). Above all, we will discuss **opportunities and future prospects** in collaboration with Northern communities."*

Particularities of the Business Exchange Days:

*"A business exchange day is a **networking** activity with an agenda of over 700 planned business meetings between participants, which makes it a highly sought-after event attracting more than **250 participants**."*

*"The Secretariat's events and activities are based on the philosophy of creating human connections before trying to establish business relationships and thus build harmonious relations with northern communities. During our events, special attention is paid to establishing a climate of **trust and collaboration**."*⁶

Particularities of the economic missions:

*"Several times a year, we organise orientation missions to the Cree communities. We carry out these missions with diplomacy and know-how, with respect for the communities and towns, which allows us to always achieve the expected results. [...] Several enterprises use these missions to introduce themselves to the Cree communities, or to revisit their business relations in a friendly manner and analyse the business opportunities."*⁷

SCNATEA also plays an information role with enterprises:

*"The Secretariat receives many requests to identify enterprises and individuals with a view to making contacts."*⁸

⁶ Chantal Hamelin, presentation to the Val-d'Or Chamber of Commerce, November 26, 2014 [Translation].

⁷ *Ibid.*

⁸ *Ibid.*



1.7 Benefits

The evaluation of the economic benefits⁹ from the annual business exchange day shows that such an event can generate agreements and partnerships of a mean annual value of 100 M\$. The most important economic benefits derive from business relations. A majority of companies from Abitibi-Témiscamingue and Aboriginal enterprises interviewed as part of surveys to assess the benefits of the business exchange day stated that they had made new contacts or new business relations following this activity.

Furthermore, a survey conducted in 2011 shows that enterprises from the construction, professional services, transport and mining sectors of Abitibi-Témiscamingue are those that developed the largest number of partnerships with Cree clients.

According to this study, 76 % of the surveyed enterprises were of the opinion that the Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance fosters the development of business relations. In addition, 72 % of the respondents stated that they had previously attended an activity organised by the Secretariat.

According to the respondents, trust and respect between the enterprise and Aboriginal clients are deemed essential to establish long-lasting relations. Practically all the enterprises said they maintained harmonious relations with their Aboriginal clients or suppliers.

The Secretariat has an established business network of more than 1200 enterprises or organisations.

⁹ AECOM. 2012. Retombées de la journée de maillage du 1 décembre 2011. [Translation]



1.8 Conclusion

Main Assets:

- The organisation has been existing for 12 years and successfully operates with a stable staff.
- Long-standing and trust relations with the Crees.
- Solid reputation recognised by the Crees, the Abitibi-Témiscamingue business community and Northwestern Québec.
- The strength of the Board members.
- Strong Cree representation on SCNATEA's Board of Directors.
- Economic benefits derived from the Secretariat's activities in several economic sectors.
- Contact network established in many economic sectors.
- Sustained work throughout the year is the key to the success of the Business Exchange Days and other increasingly sustainable economic activities.

2. External Environment and Opportunities

2.1 Plan Nord

“The *Société du Plan Nord*, following the James Bay Development Corporation model, is about to be created to serve as a single window to access ministries (Environment, Natural Resources, Transportation, etc.”¹⁰

Among others:

2.1.1 Objectives

- Stimulate private investment
 - Mining development

¹⁰ Castonguay, Alec. 2012. « Dans les coulisses du Plan Nord ». 27 août 2012. L'actualité, Online: <http://www.lactualite.com/lactualite-affaires/dans-les-coulisses-du-plan-nord/> [Translation]



- Forest resources development
- Labour training
- Tourism
- Assist and support local and Native communities in their community, social and economic development projects [Bill on *Société du Plan Nord*, s. 5(3)]
- Communicate to Quebec companies the supply and equipment needs (s. 6)

The means to achieve these objectives include facilitating access to the territory and access to capital.

2.1.2 Financing

A financial contribution by the Company (*Société du Plan Nord*) may be made in the form of financial assistance or of sums to be allocated to the activities of a government department (s. 20).

- ✓ Financial assistance could be granted by a ministry and not directly by the *Société du Plan Nord*.
- ✓ The communities' participation in development projects on their territory is an essential element for successful and sustainable relations.

2.2 Abitibi-Témiscamingue

“It will be interesting to see how the *Société du Plan Nord* will be operating and the actions it will put forward to revitalise mining exploration. A region such as ours could, for instance, significantly contribute to this revitalisation”, declared Jean-Claude Loranger, president of the Rouyn-Noranda Chamber of Commerce. The latter supports the *Fédération des chambres de commerce du Québec* which, appearing before the parliamentary commission on Bill 11 respecting the *Société du Plan Nord*, advocated for an organisation dedicated to natural resources development. (...) “As for us, he added, we will pay particular attention to the provisions put



forward for maximising economic benefits in mining regions. We have an expertise with an international reputation; we must therefore be prophets in our own country.” [...]

“In the Cree communities, people want to take part in their own development [...], we need win-win relations, companies must invest in training delivered in the North, we need expertise transfer, we need technology transfer. There is a need for training and job creation for the Crees. Just as we want economic benefits for our respective cities, the Crees also want economic benefits for their communities.”

“We also need to know that if we want to do business in the North, we need to go there. If we don’t go there, we need to know the people from the North before we can say we want to do business with them. We can’t say ‘I want to do business with the Crees’, we must rather ask ourselves ‘With whom do I want to do business in the Cree communities?’. This is very important, these are basic rules. We need to learn about the people, we need to learn about the North. [...]”

“Today, with modern agreements such as the “Paix des Braves” and other agreements governing the Eeyou Istchee James and Nunavik territories, we are dealing with a different type of relations. The way to do business today is that northern residents want to be involved, they want economic benefits, they want their share; the way is to create strategic alliances, partnerships and joint ventures. This is normal, the people living on the land want to benefit from and take part in their region’s economic development.”¹¹

2.3 Cree Communities

As jointly stated by Grand Chief Matthew Coon Come and Premier Jean Charest upon ratifying the Agreement on Governance in the Eeyou Istchee James Bay Territory concluded in May 2011, “the implementation of Plan Nord cannot be done without the support and collaboration of the Cree Nation and Jamesians”. [Translation]

The creation of the Eeyou Istchee-James Bay Government was part of the governance issues raised in a document prepared by the Grand Council of the Crees in 2011. *Cree Vision of Plan*

¹¹ Presentation by Mr. Pierre Ouellet to the Val-d’Or Chamber of Commerce [Translation].



Nord presents the vision of the Cree Nation regarding Plan Nord and northern development. Besides governance and land rights issues,

“the Crees want the projects put forward under Plan Nord to allow, among others, to create jobs for the Crees, to develop local expertise in economic development and to encourage Cree entrepreneurship, including in tourism. Finally, the Crees say that they engage in good faith in the Plan Nord project and they expect serious commitment from their Québec counterparts in the areas of governance, economic benefits and mitigation of social and environmental impacts. They state that it is imperative for the Crees of Eeyou Istchee to be involved in all decision-making processes concerning them, and failing this, there cannot be a Plan Nord on their land.”¹² [Translation]

There exist many opportunities for entrepreneurs in various economic sectors in Eeyou Istchee.

*“There is a lot of mining development, but also the fact that the Cree communities’ population will double within the next 10 years, [...] and that will mean needs in the areas of housing, health care, education, an important need to create industrial and commercial enterprises. So there will not be any recession in Eeyou Istchee for the next 10 years.”*¹³

*“Cree real estate is a great opportunity. There presently exists a shortage of 3879 houses [...] Abitibi is well positioned geographically for business opportunities in the Cree communities. There are other infrastructure projects, such as a **regional hospital** and a **regional health administrative centre** in Chisasibi. Furthermore, the addition of 232 housing units for health personnel and the upgrading of their computer infrastructure [...]. There also exist great opportunities in training programs.”*¹⁴

2.4 Eeyou-Istchee James Bay Government

“On May 27, 2011, the Government of Québec and the Cree Nation signed a framework agreement on the governance of Eeyou Istchee–James Bay. With the signing of this document, the Premier of Québec and the Grand Chief of the Cree Nation set the parameters

¹² Poirier Grenier, Hans-Olivier. 2012. In: Les peuples autochtones et le Plan Nord : éléments pour un débat. Cahiers DIALOG, 2012-04 issue, p. 12

¹³ Presentation by Mr. Pierre Ouellet to the Val-d’Or Chamber of Commerce. [Translation]

¹⁴ Chantal Hamelin, Ibid.



for **modernising the governance regime** on this part of the James Bay and Northern Québec Agreement territory. This agreement, **based on cooperation between all residents** of this vast territory, constitutes a breakthrough in the evolution of relations between Québec and the Cree Nation.”¹⁵ [Translation]

Acting as a regional government, with responsibilities and powers comparable to that of a MRC, the new governance structure – Eeyou-Istchee James Bay Government – became operational in early 2014. As a consequence, the Cree Regional Authority became the Cree Nation Government while the CRÉ-Baie-James became the James Bay Regional Administration.

2.5 Inuit Communities

Concerning the Inuit, the Parnasimautik document¹⁶ is a response to Plan Nord explaining their vision of Nunavik development. Nunavik represents 42 % of the territory covered by Plan Nord. “While Plan Nord focuses on the energy, mining, forest and tourist potential of Nunavik, **regional authorities and residents** are more preoccupied by the difficult living conditions and the ongoing social crisis in the region. Therefore, Plan Nunavik seeks to implement means to extricate the Inuit from the current socioeconomic situation.

Thus, for the Nunavimmiut, Plan Nord will be worthless unless it includes concrete propositions and solutions to the difficulties they are tackling with on a daily basis. [...]

Besides social and environmental concerns, for the Inuit, “Plan Nord must encourage partnerships and agreements between Makivik Corporation and mining companies operating in Nunavik and foster the growth of Inuit enterprises.”¹⁷

¹⁵ Québec. Secrétariat aux affaires autochtones Québec. 2011. « Accord-cadre entre les Cris et le gouvernement du Québec ». Online: http://www.autochtones.gouv.qc.ca/relations_autochtones/moments-marquants.htm

¹⁶ www.parnasimautik.com

¹⁷ Turcotte, Anne-Marie. Cahiers DIALOG. *Ibid.*, p. 11.



Makivik Corporation administers and invests the compensation funds intended for the Inuit people under the James Bay and Northern Québec Agreement. The corporation holds two air carriers and is also active in maritime transport, fisheries, construction, wireless communications... and had assets of 420 M\$ in 2011. “Concerning Plan Nord, Makivik’s president Jobie Tukkiapik adopts the same position as his predecessor: yes, but only if this project can support sustainable community development, based on the conditions set in Plan Nunavik.”¹⁸

The November 2014 declaration states that “Plan Nunavik, including its preconditions to Nunavik Inuit support for the Plan Nord, are an integral part of the Parnasimautik Consultation Report.

The report covers all the fundamental issues facing Nunavik Inuit.

- Moving forward, our goals must be to: Improve the well-being of Nunavik Inuit according to Inuit culture, language and way of life.
- Address now and on an ongoing basis the fundamental issues identified by Nunavik Inuit.
- Secure an expanded and adequate land base for Nunavik Inuit.
- Create opportunities for future generations.
- Work towards a new autonomous governance structure for Nunavik.”¹⁹

2.6 Conclusion

- The deployment of Plan Nord represents an opportunity for SCNATEA to develop its services by sharing its expertise with enterprises from across Québec, thanks to its relations and deep knowledge of Northwestern Québec’s economic and community development actors.

¹⁸ February 11, 2012. <http://www.lesaffaires.com/dossier/grand-nord/la-puissante-machine-makivik/540757>

¹⁹ <http://www.parnasimautik.com/forum-closing-statement/>



- For many Southern Québec or foreign enterprises, the Abitibi-Témiscamingue region, because of its geographical location, its expertise with First Nations in many sectors, including mining and forestry, is in a position to provide competitive advantages to penetrate the Northern Québec market.

3. Analysis of SCNATEA's Strengths and Future Issues

The important role played by the Secretariat and its comprehension in respectful integration of entrepreneurs wishing to widen their horizons on this territory. The activities of the Secretariat are a reminder of the importance of good business relationships and a good understanding of the context of Nord-du-Québec.

“Our region [Nord-du-Québec] is a kind of modern Eldorado for all those business people looking for new opportunities. For several, unfortunately, both private and public, our region is nothing more than a territory where we come to take resources without really worrying about the long term. Many environmental standards are to be met, many tax rules are to follow, but too few social norms are to be observed. Northern Quebec cannot develop or grow without the people who inhabit it, the North cannot be ours without the people who live here and living in the North has a cost. Citizens of the North are not second-class citizens, nor are they resigned. The citizens of North are people who believe in its potential and require only the most basic respect for their needs and their legitimate aspirations. Furthermore, it is undeniable that the north develops with the support of the south.”²⁰

“We see many potential projects in the wake of the new Plan Nord; we approach all these opportunities in a spirit of partnership and mutual respect. Through cooperation, we are hoping to build together a better future for all. With the continued support of the Québec government, we are confident that the Crees can play an important role in business development. And they can also play an important role in our common economic development. Our approach consists in supporting sustainable projects and enterprises with a human component.”²¹

²⁰ René Dubé, President, Administration régionale Baie-James, May 27, 2014 at the Conference on forestry

²¹ Dr. Ted Moses, *Ibid.*



“Over the past 12 years, the Secretariat has earned an enviable reputation in many regions, nations and provinces in Canada. The Secretariat has gained a good experience and has become a reference in networking and strategic alliances for both the Cree Nation and the regional business community.”²²

“We first need to assess the business opportunities offered by the North, but also the constraints (logistics, time, costs) and what they represent for the enterprises. Using the Secretariat to access information and our staff experienced in northern conditions saves a lot of time and money.”²³

As Vice President of the Secretariat and representative of one of the municipalities, and Mayor of Val-d’Or, Mr. Pierre Corbeil, also stressed the importance of good relationships and strategic alliances *“We have everything to gain by getting to know each other better by establishing strategic alliances in a spirit of mutual respect and collaboration in order to support the harmonious economic growth of our regions”*.²⁴

²² Ted Moses, *Ibid.*

²³ Chantal Hamelin, *Ibid.*

²⁴ Pierre Corbeil, Mayor of Val-d’Or, and Vice President of the Secretariat, signatory of the alliance between Makivik Corporation and the Secretariat, January 2015



3.1 Strengths

- Long-standing and trust relations with the Crees;
- Board of Directors;
- The Secretariat's advantage is its experience working with the Cree communities, but mostly the very nature of its relations based on mutual trust;
- It would be beneficial for the *Société du Plan Nord* to seek partners that will be able to act as facilitators in establishing partnerships between promoters of projects to be implemented on the Cree or Inuit territory;
- The new relations developed with the Inuit are also significant;
- The main cities in Abitibi-Témiscamingue are part of the natural communication lines and have a history of collaboration with the Crees for their development;
- The fact that the towns of Matagami and Lebel-sur-Quévillon wish to remain as partners of SCNATEA;
- SCNATEA's interventions "allow to rapidly position the enterprises."²⁵

3.2 Issues

- Consolidate a regionalisation agreement in the medium and long term;
- Important to maintain the support from Cree entities;
- Maintain current partners' financial support
- Justify funding needs and obtain financial commitment and recognition by the *Société du Plan Nord* as key actor in business relations with the North.

²⁵ Chantal Hamelin, *Ibid.*



4. Recommendations

- Based on this analysis, the Secretariat's mission should be maintained and adjusted to reflect the evolving reality of the Nord-du-Québec region. SCNATEA should preserve its current partners' commitment and follow-up on existing strategic partners and seek new ones;
- Reaffirm the commitments with the Cree Nation as the nature of the relations with Cree actors constitutes SCNATEA's major strength.
- Maintaining relations with the Crees on one hand, and the new agreements with Nunavik on the other hand, are the main assets to access financial support from the Plan Nord Secretariat.
- According to the interviews, the Board of Directors must do a reflection exercise on the Témiscamingue region as a lot more people from Abitibi, the Jamésiens, the Cree Nation and Nunavik participate in the Secretariat's activities.
- Information services and an increased participation in the activities outside the region could be highly beneficial for enterprises from other regions of Québec to make contacts with Northern communities through SCNATEA, thus justifying the Secretariat's contribution to Plan Nord.
- It was announced that Abitibi-Témiscamingue will not have an antenna recognized by the Société du Plan Nord. Knowing that the Société du Plan Nord will have the mission of coordinating and accompanying the local and native communities in their social and economic development projects.
- It is undeniable to wish to make consensus with the government while respecting sustained work and to position the Secretariat like a strategic actor to facilitate and harmonize respectful collaborations.
- Determine the strategic priorities based on the above Strengths and Issues.



- The Secretariat's reorganisation could plan for a resource person assigned to partnership support for training and economic diversification in the North, consistent with the objectives of Cree and Inuit authorities, and that would offer many opportunities to the enterprises from Abitibi-Témiscamingue and the rest of Québec.
- As part of the reorganisation, a budget reflecting the forecasted operating costs should accompany the financial assistance request submitted to our current partners and to the Plan Nord Secretariat or concerned ministries;
- The strategic plan document has been approved by the Board of Directors on March 3, 2015; the Board of Directors mandated the Secretariat's staff to formally approach the Société du Plan Nord or its concerned ministries.

5. Proposal

5.1 Proposed Vision:

The Secretariat remains the leader of sustainable socio-economic relations between its partners and, in this regard, its competency is recognised.

5.2 Proposed Mission:

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

5.3 Proposed Partners:

- Grand Council of the Crees – Cree Nation Government;
- City of Val-d'Or;
- City of Rouyn-Noranda;
- City of Amos;
- City of Matagami;
- City of Lebel-sur-Quévillon;



- Makivik Corporation
- New regional coordination organisation and/or MRC
- *Société du Plan Nord* and/or concerned ministries.

5.4 Proposed Mandate:

Consistent with the proposed mission, the Secretariat's main role is to act as a facilitator regarding the potential economic benefits of the Paix des Braves Agreement and the strategic relations with the new Eeyou Istchee James Bay governance structure. This role includes the following elements:

- In collaboration with its partners, implementing promotional actions and activities allowing for the development of socio-economic linkages between the Abitibi, the Cree Nation, Jamésie and Nunavik business community and organisations;
- Orienting and assisting enterprises wishing to develop partnerships and strategic alliances;
- As indicated in an action plan duly approved by the Board of Directors dated March 3, 2015.



Additional Reference Material

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Appendix I –SCNATEA’s Activities in 2013

Appendix II –SCNATEA’s Activities in 2014

**Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance
Activities in 2013**

Events/activities	Role	Type of event	Theme/sector	Location
Delegation to the Canadian Institute of Mining (CIM)	Accompaniment	Economic delegation	Mining development in Nord-du-Québec region	Toronto
Naturallia	Head of mission	Business linkages	Northern development	Sault Ste-Marie
Cree Nation Housing Symposium	Collaboration to the organisation	Networking	Construction	Val-d'Or
Business conference in Waskaganish	Co-organiser	Partnership development	Business development	Waskaganish
Working Together in Forestry	Co-organiser	Networking	Forestry	Val-d'Or
Innovation & Creativity Conference	Organiser	Annual conference	Business partnerships	Amos
Survey	Organiser	Evaluation	Evaluation of economic benefits from Business Exchange Day of December 5, 2012	MRCs of Abitibi, Jamésie, Eeyou Istchee
Orientation trip to Chisasibi and Nemaska	Organiser	Orientation mission	Contact-making	Chisasibi and Nemaska
Delegation from Chisasibi	Organiser	Economic mission	Industrial visits, networking activities, conference	Malartic, Rouyn-Noranda, Amos and Val-d'Or
Orientation tip to Chisasibi, Wemindji and Waskaganish	Organiser	Economic mission	Cultural exchanges and networking	Matagami, Radisson, Chisasibi, LG1, Rupert River, Wemindji and Waskaganish
Business Exchange Day	Organiser in collaboration with ComaxAt/ComaxNord	Business Exchange Day	"Northern development in collaboration with communities living in the North" Strategic partnerships development	Val-d'Or

**Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance
Activities in 2013 (cont'd)**

Events/activities	Role	Type of event	Theme/sector	Location
Networking with Northwest Territories	Participant	Dialogue and networking	Mining development	Val-d'Or
Nunavik Mining Conference	Participant	Information et Networking	Mining development and networking with Inuits	Kuujuaq
<i>Objectif Nord</i> conference	Participant and presenter	Information et Networking	Northern development	
World Mining Congress	Participant and presenter	Promotion et Networking	Mining development	Montréal
Eeyou Economic Group/SADC Gala and awards ceremony	Participant	Recognition	Entrepreneurship in Eeyou Istchee	Val-d'Or
Entrepreneurial Symposium	Participation	Economic forum	Partnerships with Nord-du-Québec region	Chibougamau
Cree Nation Arts and Craft Association (CNACA)	Participant	Participation in Festival	Cultural	Val-d'Or
Round Table on capacity building	Participant , Ted Moses	Discussion groups	Development of Cree communities	Ottawa

Source: SCNATEA, Annual Report 2013

**Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance
Activities in 2014**

Events/Activities 2014	Roles	Type of Event	Theme/Sector	Location	# participants
Northern Lights Conference	Accompanying / Exhibitor	Dialogue and Networking	Northern development	Ottawa	2000
Alliance with Makivik Corporation	Co-Organiser	Press conference	Alliance	Ottawa	50
Orientation trip Waswanipi, Oujé-Bougoumou and Mistissini	Organiser	Economic Mission	Establishing contacts	Waswanipi, Oujé-Bougoumou and Mistissini	15
After 5 Networking Cocktail Chibougamau/Chapais	Co-Organiser	Economic Mission	Establishing contacts	Chibougamau	75
Visit Stornoway and Bachelor (underground visit)	Organiser	Economic Mission	Establishing contacts	Desmaraisville and Mistissini	30
Information Newsletters (2)	Organiser	Information	Communication	Website	1,500
Nunavik Mining Forum	Guest Speaker and Participation	Dialogue and Networking	Mining development	Kuuujuaq	175
Forestry Conference	Co-Organiser	Dialogue and Networking	Forestry development	Val-d'Or	152
Cree Nation Golf Tournaments (2)	Participant	Networking	Golf	Val-d'Or	150
Orientation Trip Chisasibi, Wemindji and Eastmain	Organiser	Economic Mission	Establishing contacts	Chisasibi, Wemindji and Eastmain	15
Networking Lunch with Matagami	Co-Organiser	Economic Mission	Establishing contacts	Matagami	30
Amos City Council (Secretariat Presentation)	Co-Organiser	Information	Establishing contacts	Amos	10
Presentation at UQAT	Guest Speaker	Information	Northern development	Val-d'Or, Amos, Rouyn, Chibougamau, Mont-Laurier	12
Employment Sector Meeting/Education (KRG)	Organiser	Information	Establishing contacts	Montréal	7
Objectif Nord - Événement Les Affaires	Participant	Dialogue and Networking	Northern development	Montréal	200
Consultations Plan Nord (2)	Invited participants	Dialogue and Networking	Northern development	Rouyn-Noranda and Montréal	80
Consultation UQAT Strategic Plan	Invited participant	Dialogue and Networking	Education	Val-d'Or	20
Québec Mines 2014	Participant	Dialogue and Networking	Mining development	Québec	2,250

**Secretariat to the Cree Nation Abitibi-Témiscamingue Economic Alliance
Activities in 2014 (cont'd)**

Events/Activities 2014	Roles	Type of Event	Theme/Sector	Location	# participants
Chambre de commerce de Val-d'Or (Secretariat Presentation)	Guest Speakers	Dialogue and Networking	Northern development	Val-d'Or	75
Business Exchange Day 2014	Co-Organiser	Dialogue and Networking	Northern development	Val-d'Or	248
Memorandum of Understanding Secretariat/Cégep AT	Co-Organiser	Press Conference	Alliance	Val-d'Or	248

Source: SCNATEA, Annual Report 2014

The Secretariat in Numbers	#
# events/activities	24
# of individual meetings with businesses/organizations	139
# of participants in the orientation trips	30
# of times our offices/conference room were used	44
# of presentations on the Secretariat	8
# of varied releases	15
# of Guest Speakers from the Cree Nation	17
# of Guest Speakers from AT, Nord-du-Québec, other	20
# of participants at the annual conference	152
# of participants at the Business Exchange Day	248
# of SeCREEtariat information newsletters	2