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Naskapi Development Corporation
Société de Développement des Naskapis
KAWAWACHIKAMACH, QUÉBEC

20
24

NASKAPI DEVELOPMENT CORPORATION

2024 ANNUAL REPORT

Presented by NDC - September 2025



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01

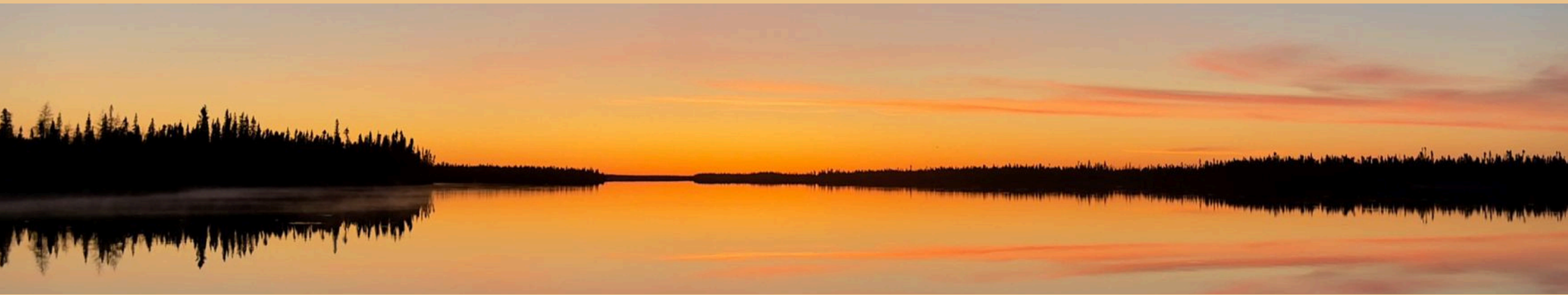
MESSAGES FROM
THE LEADERSHIP



Andy Dominique

President, NDC Board of Directors

As President of the NDC Board, I have seen first-hand the dedication of our directors and management team to strengthening both the governance and the future of our Corporation. This year, we have focused on building trust, with the community, with our partners, and within our own organization. That trust is earned through accountability, transparency, and decisions that always put the long-term interests of the Naskapi people first. Our Board members have invested time and effort into training, learning, and understanding the complex business and governance environment in which NDC operates. We know that sound governance is not only about oversight. It is about working in close collaboration with management to ensure that every aspect of our operations runs with discipline, responsibility, and integrity. We are committed to strengthening that connection, listening to the voices of our people, and making sure NDC remains a driver of economic growth, employment, and cultural preservation. It is a privilege to serve in this role, and I thank my fellow directors, our management team, and the community for their trust and support.



01

MESSAGES FROM THE LEADERSHIP



Samuel Laflamme

Executive Director

This past year has been one of the most demanding and transformative in NDC's history. We faced a reality that required us to make tough decisions, rethink how we work, and come together as a team. Through it all, what impressed me most was the commitment of our people: staff who went beyond their job descriptions, departments that adapted quickly, and community members who stood behind us. Your patience, understanding, and trust gave us the breathing space we needed to act decisively and begin securing NDC's future. We have made real progress. The foundation is stronger than it was a year ago, but the work is not over. The next two years will continue to bring challenges, with budget reductions remaining in place until at least 2026–2027, when they will be reassessed. The difference is that now we are facing these challenges with a clearer plan, stronger systems, and a shared determination to see them through. Every achievement this year, big or small, is a reflection of our collective will to protect and grow this great business for the benefit of the Naskapi people. Thank you for walking this path with us.



Noah Swappie

Executive Administrative Director

This year reminded me of something essential: our strength comes not only from financial performance, but from the culture and values that guide us. In moments when the path forward felt uncertain, we drew on our traditions, our language, and our shared responsibility to one another. Looking back, I realize that everything NDC does - every project, every service, every investment - has one purpose: to strengthen our community. And at the heart of that purpose is the responsibility to protect and strengthen the Naskapi language and culture. This is a language spoken nowhere else in the world. Its words carry our history and our worldview. If it is lost, a part of who we are disappears forever. It is not only about today's needs, but about making sure our children and grandchildren inherit a culture and language that are alive, strong, and celebrated. I am grateful to be part of this shared mission.



02

ABOUT NDC



The Naskapi Development Corporation (“NDC”) was created in 1979 by the Government of Québec through the adoption of the *Act Respecting the Naskapi Development Corporation (S-10.1)*. **Our mandate is clear: to support the social, economic, and cultural development of the Naskapi people.**

We do this by developing business ventures that generate lasting value, and promoting employment and training for our people. Over more than four decades, NDC has grown to operate multiple subsidiaries - from transportation and infrastructure to community radio and cultural programs. Each of these exists for the same reason: to strengthen local capacity and protect our language and heritage.

NDC’s Mission

Rooted in our culture, guided by our language, driven by business, committed to the future.

NDC’s Vision

To be a source of pride, trust, prosperity and cultural strength for generations of Naskapis to come.

NDC’s Values

Heritage Respect Integrity Pride Prosperity Quality



NDC BOARD OF DIRECTORS

The NDC Board is composed of **eight elected members**, each with a **two-year mandate** that is renewable. Board members are elected by the Naskapi community. The Board plays a crucial role in setting strategic priorities, ensuring financial oversight, and supporting NDC's leadership team in achieving its mission.



Andy Dominique
President



Michel Bacon
Vice-President



Nathan Uniam
Secretary



Nigel Einish
Treasurer



Edward Shecanapish
Board Member



Martine Vollant Einish
Board Member



Maggie Mokoush-Swappie
Board Member



Bob Guanish
Board Member



NDC GOVERNANCE STRUCTURE

The NDC governance structure ensures accountability at every level.

The Naskapi community appoints the Board of Directors, who guide the work of NDC's management team. Together, they ensure that the Corporation operates responsibly and in the best interests of the community.

The Board, composed of eight members, works closely with the Executive Directors and administrative team to manage operations.

Profits are reinvested into programs that directly support our people. For example, subsidies for transportation, discounts on goods at the Manikin Centre, and community donations, when the budget permits.



02

ABOUT NDC



NDC NEW BRAND IMAGE

Developed with *Dactylo Communication & Design*



The logo of the NDC is **inspired by the traditional art of the Naskapi people**, with a hand-drawn style that evokes natural forms and ancestral craftsmanship. **At the heart of the logo, the caribou**, symbol of resilience, is shown in a **protective stance** beside **the ptarmigan**, symbol of adaptability and wisdom. The traditional **Naskapi flower** represents culture and the transmission of knowledge, while the **linear motif** symbolizes the path of the Naskapi people through continuity, challenges, and renewal.



Caribou

Symbol of resilience and the ancestral bond of the Naskapi people with the land, the caribou reflects development rooted in culture and traditions.



Ptarmigan

The ptarmigan embodies adaptability. It reminds us of the importance of respecting the environment in the vision of cultural development carried by the NDC.



Naskapi Flower

The Naskapi flower symbolizes beauty, resilience, and the continuity of knowledge passed down from generation to generation. It represents cultural vitality and the deep roots of the people.



Motif

The motif represents a path marked by adaptability. This symbol reflects strength and perseverance, at the heart of the mission of the NDC.



2024, A Pivotal Year for NDC.

After a period of instability, decisive action was taken to stabilize operations, address urgent infrastructure issues, and strengthen management across all subsidiaries.

Key highlights include:

- Recruited skilled leaders in HR, finance, and operations, bringing structure and expertise to every business unit.
- Caught up on years of delayed financial statements, making major progress in 2024 with the final stages to be completed in 2025.
- Reduced financial losses across multiple departments by addressing inefficiencies and tightening controls.
- Implemented urgent financial measures to protect operations during this ongoing challenging period, including debt repayment agreements and actions to recover funds lost through past mismanagement.
- Resumed negotiations with the Government of Québec and reinforced key strategic agreements to support NDC's long-term sustainability.
- Launched and completed significant cultural initiatives, including the upcoming second edition of the Naskapi Lexicon and expanded literacy programs.
- Rebuilt trust with partners, the Naskapi Nation, government representatives, and business stakeholders through transparency, accountability, and open communication.

SUMMARY

Challenges & Opportunities

Challenges: Limited resources, urgent infrastructure needs, and the ongoing work of rebuilding stable operations.

Opportunities: Renewed leadership, stronger ties with the Naskapi Nation, and a clear strategic plan to guide growth and cultural strengthening.

Despite financial constraints, 2024 set the stage for sustainable growth, operational discipline, and renewed confidence in NDC's role as a driver of both economic and cultural resilience.





04

DEPARTMENT REPORTS



DEPARTMENTS

HUMAN RESOURCES

Overview

2024 was the first year NDC had a dedicated Human Resources position - a major milestone in building structure and consistency across the organization. Even as a one-person department, HR plays a central role in managing every stage of the employee journey: recruitment, compensation, benefits, relations, and workplace structure, while also supporting communication between teams.

Challenges

- Starting from scratch with little to no historical employee information.
- Changing long-standing habits and mindsets to adapt to new processes.
- Managing urgent day-to-day demands, which take up about 65–70% of the workload, while still finding time to build the long-term structures the organization needs.

2024 Highlights

- **Reached a workforce ratio of 66% Naskapi employees (52 Naskapi, 27 non-Naskapi)**, confirming NDC's commitment to local employment.
- **Recruited key people** to stabilize operations in Administration, Manikin, and Adoshaouna Transport.
- **Created the first complete set of workplace policies**, with 13 approved by the Board.
- **Completed and approved 95% of job descriptions.**
- **Designed the first organizational chart and introduced core HR processes.**
- **Built a secure digital framework** for employee records, meeting legal requirements and preserving essential history.
- **Implemented a structured hiring process**, including background checks, to ensure fairness and reduce risk.



DEPARTMENTS

HUMAN RESOURCES

Lessons Learned

- Communication between the multiple management teams is key to ensure that practices and answers towards employees are always aligned.
- Managerial courage is essential to avoid complications.
- Written traceability is important to ensure the organizations' sustainability.

Looking Ahead - 2025

- Standardize benefits (RBA pension + collective insurance) across all entities.
- Launch an onboarding program that includes Naskapi cultural orientation.
- Create Health & Safety Committees in all entities & develop salary scales for most positions.



04

DEPARTMENT REPORTS

DEPARTMENTS

FINANCE

Overview

After several years of instability marked by staff turnover, weak internal controls, and a heavy backlog, 2024 was a turning point for NDC's finance and accounting operations. With a strengthened administrative team in place, the department rebuilt a solid accounting framework: restoring stability, clearing the backlog, and setting the foundation for rigorous financial management. These are not "one-time fixes" but the start of a longer recovery process that will continue through 2025 and 2026.

Challenges

- Limited access to bank credit and funding.
- Complex payroll processes and outdated procedures.
- Ongoing financial pressure from debt repayments.
- Lack of job descriptions and clear structure in the accounting team at the start of the year.



2024 Highlights

- **Cleared 80% of the accounting backlog.**
- **Completed the 2022 financial statements, nearly finalized 2023, and kept 2024 up to date.**
- **Reduced overall losses by nearly \$1.5M** compared to the previous year.
- **Implemented an efficient new IT structure and tighter internal controls to prevent fraud.**
- **Streamlined Manikin inventory processing from 3 days to 1 day.**
- Gained full financial access for the Manikin and **currently working on improving a structured accounting process.**
- **Updated all customer accounts** and reassessed banking fees to increase revenue.
- **Optimized the intercompany chargeback system.**
- **Negotiated and signed repayment agreements** with major creditors, helping stabilize cash flow and avoid penalties.



DEPARTMENTS

FINANCE

Lessons Learned

- Rebuilding a strong financial foundation is ongoing and will continue through 2025-2026.
- The 2024 government contribution of 1,5M\$ remains vital to NDC's operations.
- Directing these funds to cultural programming and the Manikin Centre helps keep services affordable for the community.
- Careful tracking ensures contributions have the greatest impact.

Looking Ahead - 2025

- Reconcile all client and supplier accounts and establish repayment plans.
- Implement a new structure for the accounting team.
- Restructure financial statements across three companies.
- Relaunch outsourced payroll.
- Begin budgeting and tracking by business sector.





DEPARTMENTS

LANGUAGE & CULTURE

Overview

The NDC Language & Culture Department is the heart of our efforts to keep the Naskapi language alive and vibrant, and to share our culture across generations. Our mandate is broad: document the language in detail, make it accessible through education, and weave it into daily community life. We work on long-term projects that preserve the language for future generations, such as the Naskapi Lexicon, Reference Grammar, Legends and Stories, Bible Translation, and Placenames and Territory Maps, while also creating opportunities for people to learn, speak, and live in Naskapi today.

Despite having only one Naskapi staff member (Cultural Development Officer, Marianne Chescappio) and one resource linguist (Bill Jancewicz), supported by a small team of retired part-time language consultants, the departments reach is wide and keeps growing.

Challenges

- Severe shortage of Naskapi-speaking staff to take on language and culture work.
- Reliance on part-time retired consultants due to limited funding.

2024 Highlights



- **Digitally mapped more than 600 Naskapi placenames and traditional hunting routes.**
- **Co-hosted the Naskapi Language Forum 2024** to discuss the state of the language.
- **Produced a children's literacy workbook** in collaboration with the Naskapi School.
- **Delivered new adult Naskapi literacy courses.**
- **Sent four NDC team members to the First Nations Translator Workshop in Guelph.**
- **Released audio podcasts for Iskwachiwatinisuch** (Caught in a Blizzard) and the Psalms.



DEPARTMENTS

LANGUAGE & CULTURE

2024 Flagship Activities

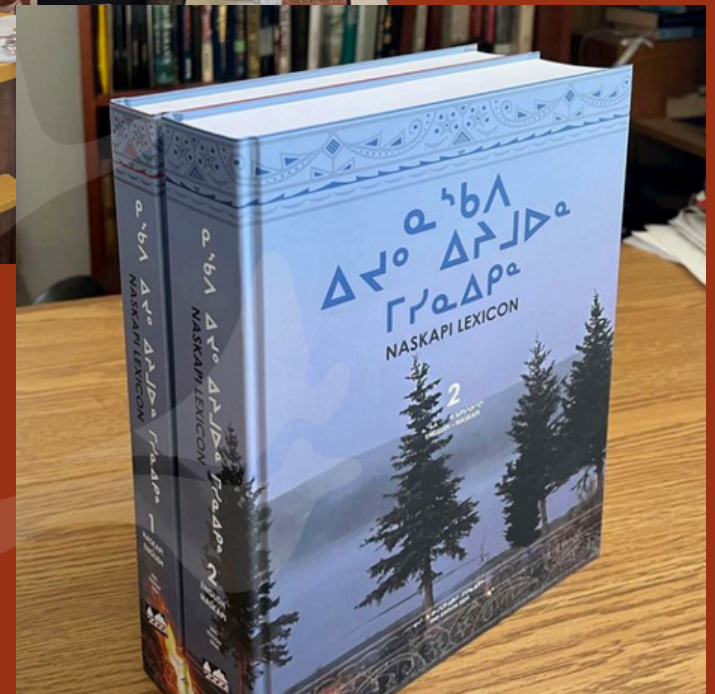
1. Naskapi Lexicon - Second Edition

Thirty years after the first edition was published in 1994, the Naskapi Lexicon is now fully updated and ready for printing.

Why it matters? The Lexicon is the single most important reference for Naskapi language learners and teachers. Since going out of print in 2015, the community has been without access to this essential tool.

What we did in 2024? More than 35 working sessions were held over Zoom with retired and current language consultants, co-edited by Dr. Marguerite MacKenzie and NDC's resource linguist, Bill. Thousands of entries were corrected, expanded, or added.

What's next? The launch, distribution, and celebration of the Second Edition is planned for September 2025 during the NDC Annual General Meeting - exactly 30 years after the first edition.





DEPARTMENTS

LANGUAGE & CULTURE

2024 Flagship Activities

2. Naskapi Literacy Courses for Adults

For the first time in many years, formal reading and writing courses in Naskapi for adults were offered in the community.

Why it matters? These courses build everyday literacy skills and give more people the ability to read and write in their own language - a key step in keeping Naskapi strong.

What we did in 2024? At the request of community leadership, two courses were held at the Naskapi Nation office (April and August). The curriculum follows the Naskapi–McGill program used for leadership and staff training.

What's next? By the end of 2025, the most advanced students are expected to begin taking on teaching responsibilities themselves, ensuring the program continues and grows in the years ahead.





DEPARTMENTS

LANGUAGE & CULTURE

2024 Flagship Activities

3. Traditional Skills & Language

Hands-on cultural workshops combined practical skills with immersive language use.

Why it matters? These sessions bring elders, youth, and families together, making the Naskapi language an active part of daily life rather than something confined to the classroom.

What we did in 2024?

- Cooking: Elder Elizabeth Guanish McKenzie taught caribou pie preparation, while retired teacher Agnes Mameanskum McKenzie led workshops on preparing ptarmigan and caribou heart.
- Crafts: Elder Agnes Uniam Einish taught mitten-making in a series of twice-weekly sessions involving 18 participants, including youth.
- Community events: The department contributed to the Elders' Gathering with handmade vests and shawls, and showcased Naskapi-made goods at the Christmas Crafts sale.

What's next? Continue and expand workshops in 2025, with an emphasis on youth participation and intergenerational teaching.





DEPARTMENTS

LANGUAGE & CULTURE

2024 Flagship Activities

4. Translator Training in Guelph

In November 2024, members of the NDC Language Team travelled to Guelph, Ontario, to take part in the First Nations Translator Workshop.

Why it matters? This workshop provided advanced training in translation, language sustainability, and documentation techniques, while connecting our team with Indigenous language workers from across Canada. It strengthened our capacity to carry out core projects and mentor future translators.

What we did in 2024? With funding from the Naskapi Local Management Board, four NDC representatives, Marianne Chescappio, Silas and Susan Nabinicaboo (retired), and Ruby Sandy-Robinson (retired), attended, alongside partners from the Naskapi School. They worked directly on Naskapi projects, including the consultant-checking of the book of Ruth and updating the Naskapi Verb Paradigm database.

What's next? Apply the new skills and techniques learned in Guelph to ongoing translation and documentation work, and explore opportunities for more Naskapi team members to participate in future trainings.



ADOSCHAOUNA CIVIL WORKS

Overview

Adoschaouna Civil Works & Airport Services delivers high-standard road and airport maintenance in the Naskapi area of interest and beyond. The team is responsible for year-round upkeep of 150 km of the Trans-Taiga Road, maintenance of Hydro-Québec service roads and lots, and full operation of the Fontanges Aerodrome, including airstrip maintenance and ground handling for flights.

Challenges

- Difficulty recruiting qualified Naskapi staff (Class 1 and CCQ).
- Controlling maintenance and labor costs in the current financial context.
- Limited investment from SDBJ and Hydro-Québec on road repairs, leading to equipment strain.
- Aging machinery requiring costly repairs (grader and loader).
- Lack of skilled mechanic and outdated workspaces.



2024 Highlights

- **Renewed the team** with new management and operators.
- **Secured a new revenue stream** by adding a second weekly flight to Fontanges (pilot project to signed contract).
- **Began taking on Station Manager duties at the aerodrome.**
- **Opened 2 new positions** to support expanded operations.
- **Gained new non-SDBJ clients:** Magnor Explo, NavCan, Harnois Energy.
- **Completed full spare parts inventory and major site cleanup,** selling old machinery, shipping out tires, and returning unused parts for credit.
- **Achieved 90 flights handled at Fontanges** (up from 53 in 2023) and 11/12 months rated "very good" for road maintenance (vs. 6/12 in 2023).
- **Increased revenue by 24% while maintaining zero work-related injuries.**



DEPARTMENTS

ADOSHAOUNA CIVIL WORKS

Lessons Learned

- Preventive maintenance and skilled mechanics are critical to reducing downtime and costs.
- Strong communication with clients and stakeholders helps secure long-term contracts.
- Team cohesion benefits from consistent face-to-face engagement between managers and operators.

Looking Ahead - 2025

- Recruit more Naskapi teammates.
- Lease-to-purchase a new snowplow and loader (\$800K).
- Renew Hydro-Québec contract until 2030.
- Begin new office space construction with Hydro-Québec.
- Prepare for major Fontanges airstrip renovation in 2026.
- Support possible excavation and mining projects.





DEPARTMENTS

ADOSCHAOUNA TRANSPORT

Overview

Adoschaouna Transport ensures the reliable delivery of goods between Sept-Îles, Schefferville, and Kawawachikamach. The team plays a critical role in supplying essential food, materials, and equipment to northern communities, operating in challenging conditions with a commitment to efficiency, adaptability, and service to the population.

Challenges

- Sudden suspension of rail service requiring rapid logistical adjustments.
- Harsh weather and terrain conditions.
- Frequent trailer breakdowns and the need for fleet renewal.
- Ongoing shortage of skilled workers in northern operations.



2024 Highlights



- **Stabilized operations** in both Schefferville and Kawawachikamach.
- **Hired skilled personnel** for local operations and deliveries, with a focus on local recruitment.
- **Delivered 310 trailers carrying over 7,800 pallets of goods to more than 100 clients, supplying food and materials to over 2,000 people.**
- **Maintained operations despite a September rail service suspension with only 10 days' notice.**
- **Improved client communication and internal coordination.**
- **Continued operations with aging but functional equipment.**



DEPARTMENTS

ADOSHAOUNA TRANSPORT

Lessons Learned

- Strong local coordination, including the appointment of a dedicated local coordinator, is key to managing operations in remote areas.
- Technology upgrades, such as improved pallet tracking, can significantly increase efficiency.
- A long-term shift toward intermodal transport will allow the company to handle a wider range of cargo and open new logistical corridors between Sept-Îles and southern Quebec.

Looking Ahead - 2025

- Explore new transport opportunities to Sept-Îles, including potential scrap metal hauling.
- Implement a community recycling collection system.
- Pursue civil works opportunities in Schefferville
- Introduce a digital transport management system.
- Renew and modernize fleet to improve reliability and expand capacity.



04

DEPARTMENT REPORTS

DEPARTMENTS

MANIKIN

Overview

The Manikin Centre is more than a grocery store, it is a central hub for the Kawawachikamach community. In addition to providing fresh food, household goods, and essential products, it houses the community's post office and banking services, making it a one-stop destination for daily needs. As one of NDC's most visible operations, the Manikin plays a key role in ensuring access to quality goods and services close to home, supporting the local economy, and creating employment for Naskapi community members.

Challenges

- Ongoing need to reduce the operating deficit while keeping prices fair for the community.
- Managing high demand periods with limited staffing.
- Maintaining service quality during supply disruptions or extreme weather.



2024 Highlights



- **Achieved +380% sales growth** between July and October 2024 compared to the same period in 2023.
- **Began negotiations on the supply contract with Loblaws.**
- **Introduced flexible scheduling for employees**, improving work-life balance and retention.
- **Strengthened reliability for cashiers, tellers, and post office operations.**
- **Implemented a regular order schedule** to improve inventory management and product availability.
- **Eliminated uncontrolled financial holds** and improved communication between staff, HR, and management.
- **Increased average basket value by 108%** during the Elders Gathering and **by 116% in October.**
- **Maintained sales growth in December** despite challenging weather and supply chain issues.



DEPARTMENTS

MANIKIN

Lessons Learned

- Flexible scheduling and clear task assignments improve staff reliability and store organization.
- Consistent, proactive communication with employees and customers strengthens trust and service quality.
- Supplier stability, particularly through the renewed Loblaw's contract, is key to keeping shelves stocked and prices stable.
- Special community-focused events, such as the Elders Gathering, can significantly boost engagement and sales.

Looking Ahead - 2025

- Launch an Arts & Crafts section featuring products from local Naskapi artists (following January inventory).
- Explore new business opportunities centered around the Manikin Centre.
- Restore financial balance and work toward zero deficit.
- Finalize an operational budget for 2025–2026.
- Implement a comprehensive employee training program and cross-train staff across departments, including the post office and bank services, to improve flexibility and resilience.



DEPARTMENTS

NORTHERN WIND RADIO



Overview

Founded in the early 1980s by Jos Peastitute, the Naskapi Northern Wind Radio has been a voice for the community for over 40 years. Long before the internet, it was the heart of local communication, sharing news, music, cultural content, and community updates. Today, it continues to serve as an important platform for connection, though it faces challenges with staffing, aging infrastructure, and adapting to new communication habits.

Challenges

- Recruiting qualified radio announcers to sustain daily programming.
- Managing operations with limited resources and an aging facility.
- Navigating uncertainty around governance and long-term operational responsibility.



2024 Highlights



- **Initiated major health and safety work at the radio station building in partnership with the Naskapi Nation** after mold was detected, including air quality analysis and remediation.
- **Renewed partnership with the Ministère de la Culture et des Communications (MCC)**, securing support to sustain cultural and linguistic programming on air.
- **Collaborated with the Naskapi Nation on facility renovation planning.**
- **Maintained regular broadcasting and supported community bingos to raise funds for local organizations.**
- **Continued recruitment efforts** to identify and train new radio announcers.



DEPARTMENTS

NORTHERN WIND RADIO

Lessons Learned

- Community radio remains an important cultural and communication tool, even in the internet era.
- Facility health and safety must be proactively addressed to protect staff and maintain operations.
- Strong partnerships, such as with the MCC, are critical to sustaining cultural programming and local content.
- Collaborative discussions with the Naskapi Nation and partners are essential for securing the station's future.

Looking Ahead - 2025

- Await the Nation's decision on the future governance of the radio.
- Continue recruiting and training new announcers to rebuild programming capacity.
- Seek funding to modernize equipment and improve broadcast quality.
- Explore new content formats to engage younger audiences while preserving cultural programming.





DEPARTMENTS

HOUSING

Overview

NDC manages residential and commercial rental properties in both Quebec City and Schefferville, ensuring that these assets generate steady revenue while supporting essential community services. In 2024, renovation work and new rental agreements strengthened the portfolio and improved the use of existing spaces.

Challenges

- Limited availability of skilled contractors to handle repairs and renovations.
- Some tenants in arrears or with outdated agreements, creating inconsistent cash flow.
- Aging properties requiring significant investment before they can be re-rented.
- Distance and logistics make maintenance in Schefferville more costly and time-consuming.

2024 Highlights



- **Completed renovations and carried out targeted marketing** in Quebec City, increasing occupancy rates and securing new tenants.
- **Signed rental agreements** with community service providers, ensuring stable, long-term occupancy.
- **Maintained core tenant base** in Schefferville while beginning renovation planning for damaged units.
- **Optimized use of certain commercial spaces** to support both revenue generation and community needs.
- **Strengthened relationships** with tenants through improved communication and quicker response times for maintenance.



DEPARTMENTS

HOUSING

Lessons Learned

- Renovations and upgrades quickly increase rental potential when paired with strong tenant agreements.
- Vacant lots and unused spaces represent significant untapped revenue.
- A clear rental framework and improved tracking are essential for consistent payments.
- Proactive maintenance helps avoid costly repairs, especially in remote locations.

Looking Ahead - 2025

- Maximize use of vacant lots and underused spaces for new rental opportunities.
- Update all rental agreements and strengthen payment tracking.
- Launch targeted renovations for damaged properties in Schefferville.
- Explore new uses for underutilized commercial spaces to generate revenue.





05

PARTNERSHIPS & PROJECTS



PARTNERSHIPS

NDC strengthened many relationships in 2024. The following partnerships are highlighted as they reflect significant commitments, renewed agreements, and long-term support for the Corporation.

01

Partnership Agreement
Government of Québec

- Valid until 2034.
- \$1.566M injected into NDC revenues in September 2024.
- Supports core operations, cultural programming, and community services.

02

First Nation Cultural Development Agreement
Ministère de la Culture et des Communications (MCC)

- 2024 contribution of ~\$30K to support Naskapi Radio.
- 2022-2025 agreement, contribution of \$692K on four years to support cultural and language projects.

03

Airport Operations
NDC x Innu of Matimekush-Lac-John x Transport Canada

- Review of operational structure to insure the safety of users and the environment.

04

Financial Contribution Agreement
Bibliothèque et Archives Nationales du Québec (BAAnQ)

Renewed its partnership with NDC until 2027, providing both technical and financial support to preserve and promote Naskapi heritage.

In 2024, BAAnQ organized a workshop with the NDC Language & Culture Department on archival practices and committed funding to the publication of the Second Edition of the Naskapi Lexicon, which will be launched and distributed in September 2025.

- 2024 contribution of \$67K for the publication of the new Naskapi Lexicon.

05

Naskapi Construction
NDC x NNK

In 2024, NDC and the NNK partnered to launch a construction initiative. Despite tight timelines and high costs, the project delivered quality housing and strengthened collaboration with the Nation. The venture also highlighted important challenges, such as the difficulty of training and retaining Naskapi workers within the project and the heavy demands placed on NDC's accounting team. These lessons in planning, oversight, and capacity will guide future joint initiatives. The partnership concluded in early 2025.

05

PARTNERSHIPS & PROJECTS



PROJECTS

NDC advanced several initiatives in 2024. The following projects are highlighted as they represent major investments, new partnerships, or milestones for the Corporation.

01

Mobile Camps Dismantling

NDC x NNK

- 6 camps dismantled in 2024.
- On track to complete dismantling of remaining 3 camps by winter 2026.
- Total project funding: \$6.45M.

02

IT Infrastructure Project

NDC Internal

Funded through:

- CDEM: \$35K loan + \$54K non-repayable contribution
- CEDO: \$14K contribution

Modernizing NDC's digital systems for efficiency and security.

03

Mid-Canada Line

NDC x NNK

In 2024, NDC began discussions with the Naskapi Nation regarding the Mid-Canada Line project. These steps laid the groundwork for the mandate, and marked the beginning of a new area of collaboration.

04

Manikin

Loblaws Grocery Store

In 2024, NDC initiated negotiations with Loblaws for the renewal of a key supply agreement (valued at ~\$100K). This process ensures stable support to strengthen food security and improve store operations at the Manikin.





CONSOLIDATED FINANCIAL STATEMENTS

Submission

- In 2024, NDC completed the financial statements for 2022, made significant progress on 2023, and worked to keep 2024 as up to date as possible.
- During the year, NDC also decided to consolidate all entities into a single group statement, to be finalized in 2025.

Results (2023)

Revenues: \$9.34M

Expenses: \$10.96M

Net Loss: (\$1.66M)

Results (2024)

Revenues: \$10.75M

Expenses: \$10.88M

Net Loss: (\$126K)

Conclusion

- 2024 marked a clear improvement compared to 2023, **with the deficit reduced from \$1.62M to just \$126K. Revenues increased while expenses were kept under tighter control, and short-term debt and accounts payable were reduced.**
- At the same time, important risks remain. **Equity is still very weak at only \$39K, operating cash flows remain strongly negative, and the debt ratio continues to be very high, with liabilities absorbing nearly all net assets.**



Key Message

At the end of 2023, with new leadership in place, NDC began **correcting past errors and rebuilding financial discipline.** In 2024, strong progress was made toward **stability, laying the foundation for reliable reporting and more accountable management** in the years ahead.



NDC FINANCIAL EMERGENCY PLAN

Context

In response to **mounting debts** and **financial pressures**, NDC implemented a targeted **Financial Emergency Plan** to **safeguard jobs** and **sustain essential operations**, while completing delayed financial reporting and reorienting budgets.

CATEGORY	MEASURE	ESTIMATED SAVING	STATUS
Travel	Suspension of non-essential travel (operational travel only).	\$300K	In effect
Donations	Suspension of all donations.	\$200K	In effect
Compensations	Suspension of year-end bonuses.	\$30K	In effect
Discounts	Suspension of Manikin Center community discounts.	\$160K	In effect
Discounts	Suspension of Transportation service discounts (10% + fuel surcharge).	\$310K	In effect
Operations	Transfer of radio operations to the nation or ask for more financial support to cover the deficit.	\$150K	In progress
Operations	Reduction of other operational expenses.	\$150K	In effect

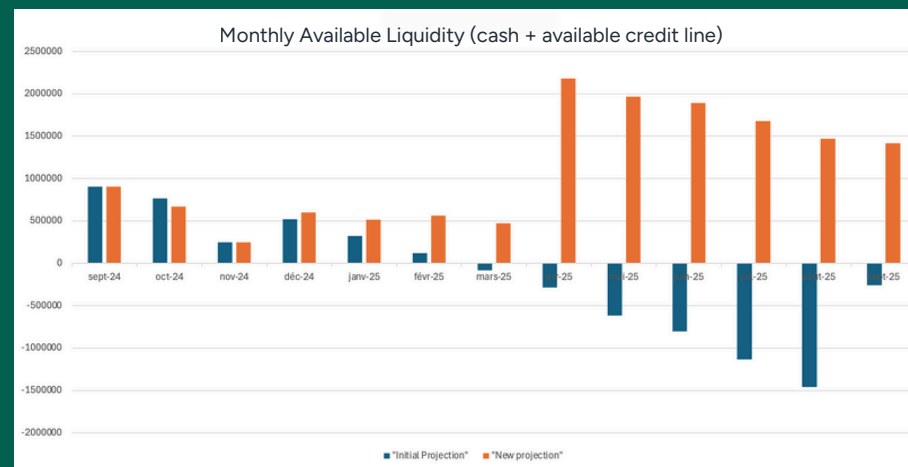
Impact

- Over **\$1M in savings**, enabling NDC to meet debt repayment commitments and maintain operations.
- A major and necessary turning point came with the **\$1.4M advance from the Partnership Agreement**, received in April 2025 (months earlier than expected), which accelerated improvements initially projected for the fall.
- Projections show continued cash pressures; **the plan remains in force until financial stability is achieved (expected 2026–2027)**.
- **NDC will also need to secure an advance again in 2026, as part of negotiations with Québec.**

Projections

Revised projections show how emergency measures and the early \$1.4M advance strengthen NDC’s liquidity, preventing severe shortfalls from mid-2025 onward.

Initial vs New Projections - Available Liquidity





FINANCIAL SUPPORTS APPROVED IN 2024

In 2024, NDC secured key funding partnerships to advance governance, infrastructure, culture, and training, with each project supported by NDC’s own contribution of roughly 25% of total costs.

(All amounts are approximate and rounded for clarity.)

PARTNERS	PROJECT	AMOUNT	NOTES
Naskapi Nation of Kawawachikamach	1) December 2024 Community Discount Program (Manikin & Adoschaouna Transport)	\$100K	Support for reduced prices on essential goods and transport for community members.
<i>Community Economic Development Organization</i>	1) NDC 2025-2030 Strategic Plan Development 2) IT Infrastructure Project	\$20K \$14K	17% budget contribution. Complementary to CDEM for that project.
<i>Naskapi Local Management Board</i>	1) Translator Training (Nov. 2024, Guelph) 2) NDC Board Governance Training 3) Indigenous Executive Governance Training	\$21K \$10K \$23K	Training for NDC translators. Training planned for 2025. Flights, transport, accommodation, honoraria.
Indigenous Services Canada	NDC 2025-2030 Strategic Plan Development & NDC Brand Image & Website Creation	\$83K	70% budget contribution.
<i>Community Opportunities Readiness Program</i>			
MRC Caniapiscou	NDC 2025-2030 Strategic Plan Development	\$11K	10% budget contribution.
<i>Structuring Projects</i>			
Corporation de Développement Économique des Montagnais	IT Infrastructure Project	\$35K (loan) + \$54K (non-repayable contribution)	Digital modernization & security.
Bibliothèque & Archives Nationales du Québec	Naskapi Lexicon (Second Edition) printing & archival workshops	\$70K	Publication & distribution Sept. 2025.
Ministère de l’Environnement, de la Lutte contre les changements climatiques, de la Faune et des Parcs	Mobile Camps dismantling	\$500K	6 camps dismantled in 2024, burning planned for winter 2025.



BUDGET 2025 & FINANCIAL FORECAST

Context (start of 2025)

- NDC's cash flow remains negative.
- Emergency expenditure reduction plan in place (~\$1.3M in cuts).

Main Reductions - 2024-2026 Emergency Financial Plan

- Suspension of all donations & sponsorships.
- Suspension of population discounts at Manikin Centre & Adoschaouna Transport.
- Cuts to administrative and operational costs.
- Travel limited to essential operational needs.

Impact

- Emergency measures extend financial viability.
- Protects essential services while longer-term solutions are pursued.
- Added pressure onto Naskapi community because of increased cost of living.

2025 Goals

- Submit 2023 & 2024 financial statements at AGM (September 2025).
- Secure early release (April 2025) of Quebec partnership funds.
- Finalize financial department restructuring and team training.
- Develop balanced budgets and implement payroll outsourcing.







2025-2030 NDC STRATEGIC PLAN

The NDC Strategic Plan was born from a simple but powerful idea: to write a new chapter in the life of the Corporation, **one rooted in transparency, unity, trust, and strength.**

After years of growth, challenges, and transformation, the NDC Board gave a clear mandate in April 2024: **to reflect, realign, and build something stronger for the future.** Over 2024-2025, this process brought together directors, staff, and community leaders around a shared vision for the years ahead.

A Strategic Plan is more than a document, it is:

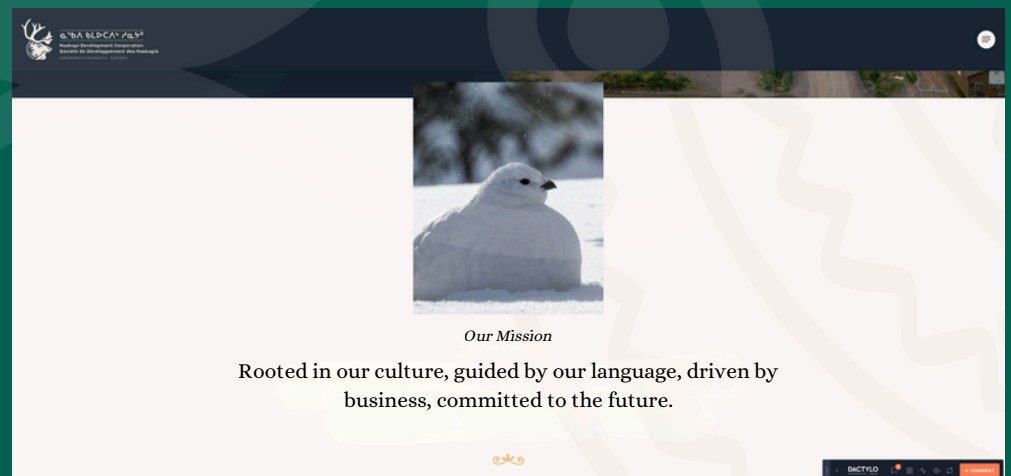
- A **roadmap** that sets long-term goals and the steps to achieve them.
- A **tool** to guide decisions and resource allocation.
- A **framework** to face challenges and seize opportunities.

For NDC, the plan ensures everyone is **moving in the same direction**, helps **prioritize actions** and **resources**, and **strengthens our ability to secure funding** and **recognition** from governments, opening the door for projects that bring lasting benefits to the Naskapi community.

This Annual Report is presented alongside the launch of the 2025-2030 Strategic Plan, marking a turning point for the Corporation. At the same time, NDC also invested in a **renewed corporate image and website - providing a modern platform to communicate progress and engage with the community.**



NDC 2025-2030 Strategic Plan Final Report



NDC New Website



2025-2030 NDC STRATEGIC PLAN

The Strategic Plan identifies six interconnected objectives that will guide NDC's work from 2025 to 2030.

Like the circular design they are placed within, these objectives are deeply connected: financial stability enables cultural investments; empowered teams strengthen leadership; accountability supports purposeful growth.

Over the next five years, these objectives will shape every decision and every initiative, ensuring that NDC grows with purpose, builds long-term stability, and continues to serve the Naskapi community with pride, integrity, respect, heritage, prosperity, and quality.

NDC's Mission

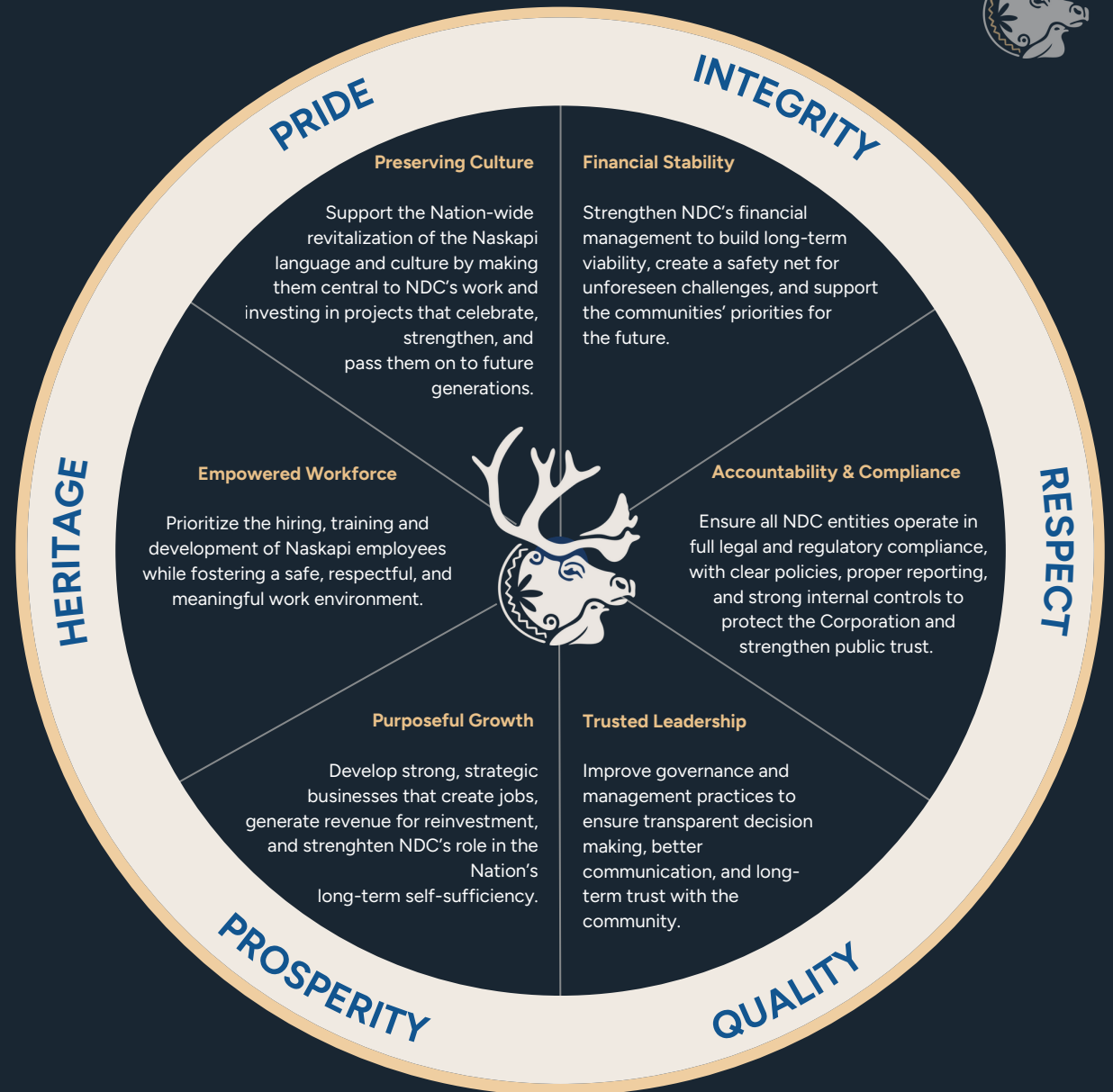
Rooted in our **culture**, guided by our **language**, driven by **business**, committed to the **future**.

NDC's Vision

To be a source of **pride**, **trust**, **prosperity** and **cultural strength** for generations of Naskapis to come.

NDC's Values

Heritage Respect Integrity **Pride** Prosperity Quality





NEGOTIATIONS WITH THE GOVERNMENT OF QUEBEC

Progress & Next Steps

Context

- NDC has launched discussions with Quebec to secure additional recurring funding.
- Since its creation, NDC has been chronically underfunded, preventing it from fully meeting its obligations under the Act respecting the Naskapi Development Corporation.
- Our funding request aims to:
 - Preserve Naskapi culture and language, combat poverty, enhance community well-being, and drive economic development.
 - Address the high cost of living faced by Naskapi Beneficiaries.

Progress so far

- Multiple meetings with Minister Lafrenière and SRPNI (2023–2025).
- Presented recovery plan and urgent request for \$2.2M emergency funding (refused).
- Despite constructive dialogue, NDC has not received a single dollar from Quebec to date.

Quebec's expectations

- Stronger collaboration and transparency between NNK, NDC, and Quebec.
- Up-to-date financial and activity reporting.
- Clear definition of roles and responsibilities ("sandbox") between NNK and NDC.

Next steps (Fall 2025)

- Sending a formal letter to Ministers with:
 - Update on progress.
 - Funding priorities:
 - Short term: \$1.5M/year for 3 years from MCC to safeguard Naskapi language & culture.
 - Medium/long term: sustainable recurring annual funding to cover structural needs and offset the high cost of living, supported by the strategic plan approved in September 2025.



PRIORITIES FOR THE COMING YEAR (2025)

In 2025, NDC will focus on strengthening its foundation and preparing for long-term growth. Our key priorities include:

- **Finalize and launch the NDC Strategic Plan (2025–2030)** with a clear roadmap for all departments and subsidiaries.
- **Implement governance improvements**, including the new Governance Manual and Board structure review, to strengthen accountability and transparency.
- **Continue financial stabilization** by improving accounting processes, finalizing overdue statements, and reinforcing budget discipline.
- **Advance cultural initiatives** with renewed funding agreements (MCC, BANQ) and support for language preservation, cultural programming, and training.
- **Support workforce development** through targeted training and new recruitment strategies, especially for Naskapi employees.
- **Invest in infrastructure and operations** such as Manikin Centre improvements, transport upgrades, and housing renovations in Quebec City, Schefferville and Kawawachikamach.



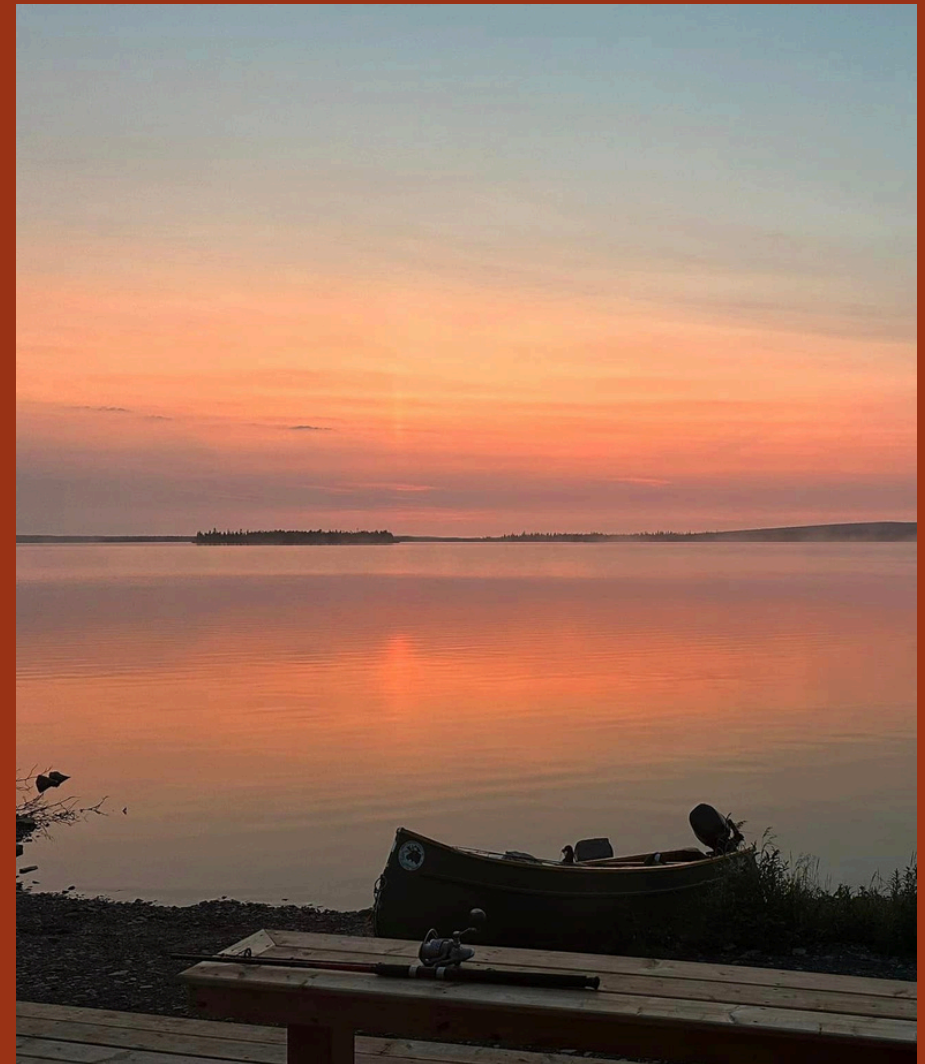


ACKNOWLEDGMENTS

As we close the 2024 Annual Report and look ahead, NDC wishes to extend its sincere thanks to:

- **The Naskapi Nation of Kawawachikamach** for its continued trust and support.
- **Our Board of Directors** for their guidance, leadership, and commitment to accountability.
- **Staff across all NDC entities** whose hard work and dedication keep operations running every day.
- **Community partners and funders** - including the Government of Québec, MCC, BAnQ, Indigenous Services Canada, and the Naskapi Nation, for their essential contributions to our programs and projects.
- **The community at large**, whose feedback and engagement have been vital in shaping the Strategic Plan and guiding NDC's work.

Together, we are not only addressing today's challenges but also building a stronger, more resilient future for the Naskapi people.





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*Naskapi Development
Corporation*