

STRATEGIC PLAN 2021-2026



First Nations Lands Managers Association for Quebec and Labrador



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Message from Executive Director & Chairperson

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It is with great enthusiasm that we present our first ever Strategic Plan for the First Nation Lands Managers Association for Quebec and Labrador. The FNLMAQL is ready to meet the challenges and opportunities that are unique to our region to enhance the Association's important position in Land Management for the region of Quebec and Labrador.

This plan, which was the product of great collaboration amongst the Indigenous communities of our region, presents a shared vision for the next 5 years. This plan will guide us to provide a service offer that supports Indigenous communities across our region to autonomously manage their lands. We promise to stay true to its vision and continuously work towards achieving our mission.

This plan belongs to all of us, and we will strive to make it a reality.

Niawenhkó:wa

Valerie Fauteux & Amanda Simon



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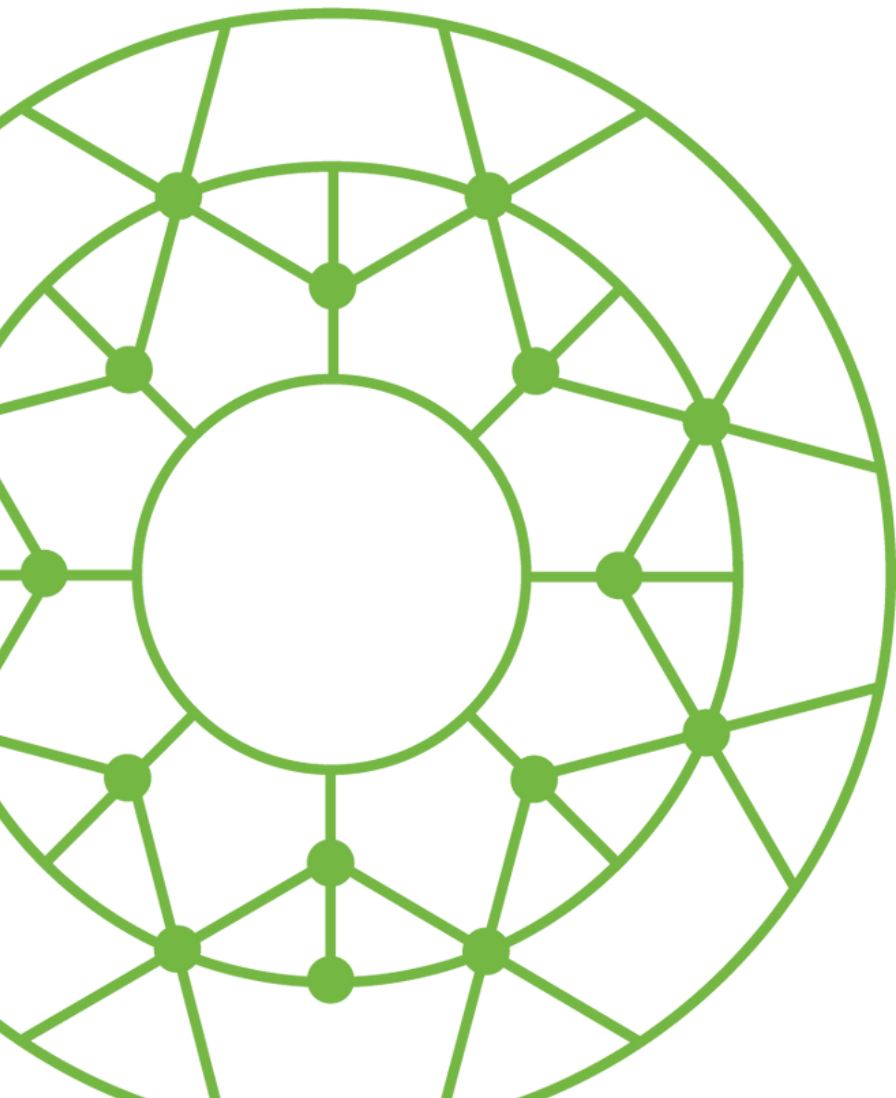
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FNLMAQL

At a glance



The First Nation Lands Managers Association for Quebec and Labrador first met in 2001 and were officially incorporated on September 10, 2002.



Mission

The First Nation Lands Managers Association of Quebec and Labrador is a bilingual non-profit, non-political organization whose mission is to unite and assist all of its members and Indigenous communities to exchange knowledge, ideas, and expertise in all areas of Land Management while incorporating our traditional values, beliefs and practices.

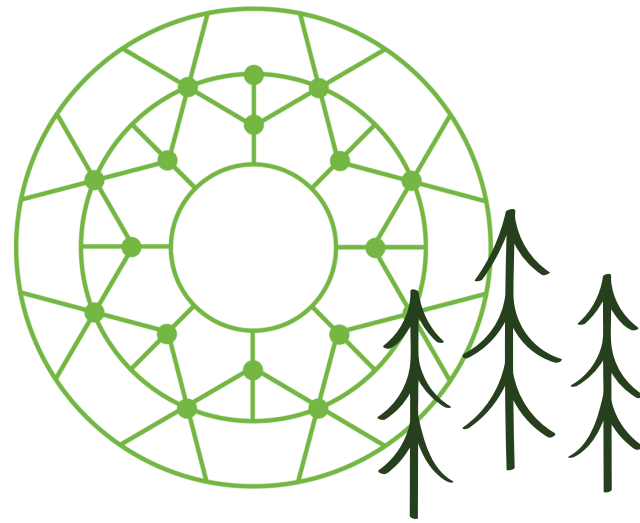


Vision

All Quebec and Labrador Indigenous communities are empowered in autonomously managing their land.



The overall goals of the First Nation Lands Managers Association of Quebec and Labrador are shared with the National Aboriginal Lands Managers Association (NALMA) and aim to unite the First Nations Lands Managers through a Provincial Association.



Board of Directors



FNLMAQL



AMANDA SIMON - CHAIR

Lands Officer

Mohawk Council of Kanesatake



NICK OTTAWA - VICE CHAIR

Lands, Estates & Membership Administrator
Kitigan ZibiAnishinabeg



MARTIN STACEY - TREASURER

General Manager of Land Management
Mohawk Council of Kahnàwa:ke



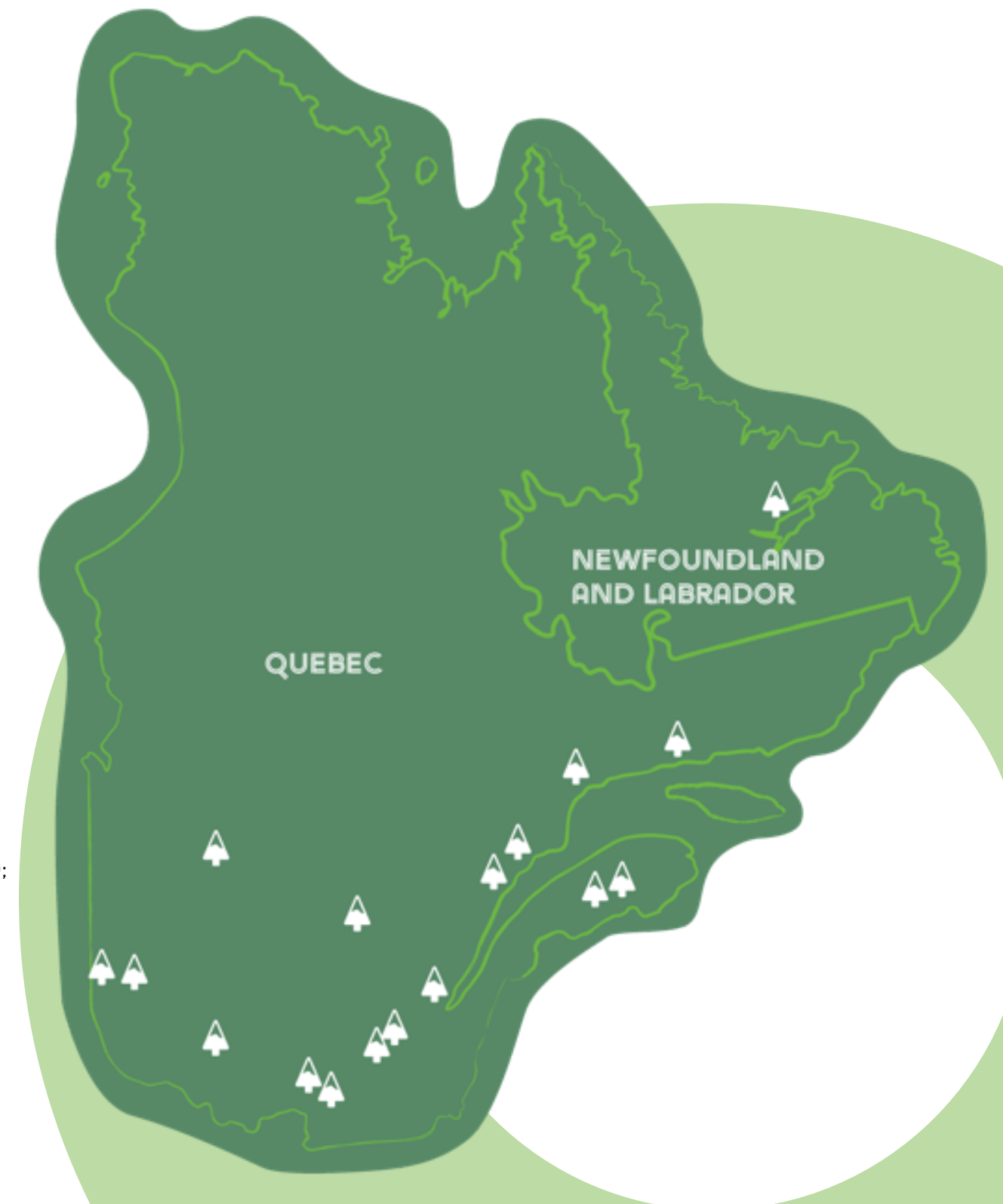
**JESSICA JOURDAIN, LL.B.-
SECRETARY**

Registrar Innu Takuaikan Uashat mak
Mani-Utenam

Membership Directory

17 members

- Mohawk Council of Kanesatake (Land Regime: RLEMP);
- Micmacs of Gesgapegiag;
- Timiskaming First Nation (Land Regime: RLEMP);
- Kitigan Zibi Anishinabeg First Nation (Land Regime: RLEMP);
- Listuguj Mi'gmaq Government (Land Regime: RLEMP/FA Developmental);
- Abenaki Council of Odanak (Land Regime: RLEMP/FA Developmental);
- Huron-wendat Nation Council (Land Regime: RLEMP);
- Abenaki Council of Wôlinak (Land Regime: FA Operational);
- Mohawk Council of Kahnawa:ke (Land Regime: RLEMP);
- Innu Essipit First Nation Council
- Pekuakamiulnuatsh First Nation (Land Regime: RLEMP/FA Developmental);
- Sheshatshui Innu First Nation;
- Cree First Nation of Waswanipi (Land Regime: Cree Naskapi Act);
- Innu Takuaiakan Uashatmak Mani-utenam (Land Regime: RLEMP);
- Innu Ekuanitshit First Nation Council;
- Long Point First Nation (Winneway) (Land Regime: Settlement Band (No Land));
- Innu Pessamit First Nation Council



Legend of Land Regimes

RLEMP *Reserve Land and Environment Management Program*
FA Developmental *Framework Agreement Developmental*
FA Operational *Framework Agreement Operational*
Settlement Band (No Land)

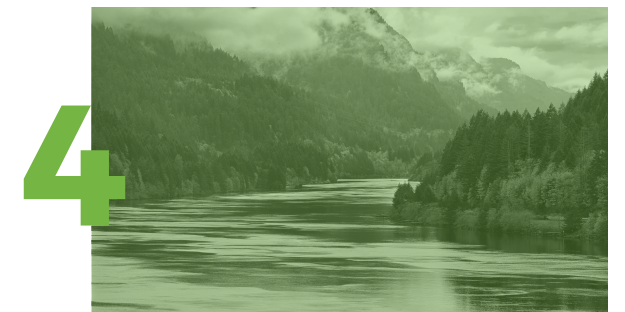
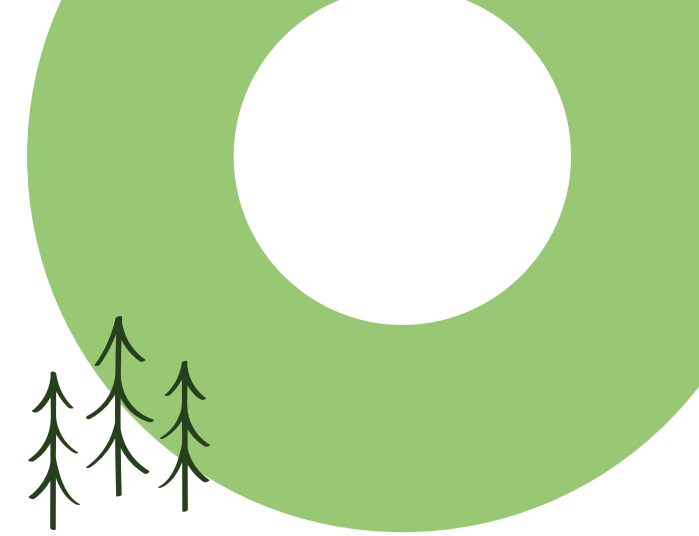
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CONSULTATION APPROACH

Strategic Planning



Methodology



SPT* WORKING SESSION

A working session with the SPT was held to identify strategic direction and areas of focus through specific exercises.

- The working session was held in February 2021
- Mission & Vision were reviewed and updated
- An internal context analysis was conducted (SWOC**)

**Strategic Planning Team*

***SWOC: Strengths, Weaknesses, Opportunities, Challenges*

STAKEHOLDER SURVEY

As part of the external context analysis, a stakeholder survey was conducted in the aim of gaining perspective about the needs of members and non-members in order to best meet them.

- The survey was conducted over a period of 2 weeks (March-April 2021)
- 42 communities, including members & non-members, were invited to respond
- 26% response rate

FOCUS GROUPS

Focus groups were also conducted as part of the external context analysis to generate open discussions, to identify the main needs and priorities of the stakeholders.

- 2 sessions were held in English and French (April-May)
- All stakeholders were invited to participate via Facebook posts and emails
- 10 members and non-members participated

SPT* WORKING SESSIONS

Further sessions were held with the SPT to assess feedback from stakeholders and develop priorities and actions to meet their needs.

- The working sessions were held in June 2021
- The external context analysis (SWOC) was reviewed
- Strategic priorities, objectives, and initiatives were identified

SWOC Analysis

Key Findings

A SWOC is a contextual analysis of the environment that allows identifying the organization's internal strengths and weaknesses, as well as the opportunities and challenges arising from its external environment.

STRENGTHS

As a First Nation organization, the associations strengths were identified as:

- Providing **personalized service and information** relevant and **adapted** to the communities' **context and specific needs**;
- **Building resilience** within the communities **by connecting** them through similar challenges **and sharing** adapted solutions;
- **Enriching its network** through a wide range of trainings, communications and social media and allows members and non-members to connect with the association and amongst themselves;
- Providing **direct and quick access to technical and legal expertise**, as well as useful **documentation and tools**;
- **Supporting stakeholders** in taking an active role within the FNLMAQL network, driven by the conviction that **strength and autonomy lie in alliance across communities and nations**.

WEAKNESSES

Some observed weaknesses of the FNLMAQL include:

- Limited **development and promotion of the association** and the lack of marketing an initiatives in the last +15 years;
- **Confusion** with services offered by NALMA and ISC;
- **Membership rate** and status differentiation;
- Lack of **representativity from Labrador** communities;
- Legal expertise for emerging complex cases;
- **Centralization and accessibility of knowledge** shared within communities.

OPPORTUNITIES

Several opportunities were identified, such as:

- Becoming a **central resource** to communities;
- **Building relationships with other regional associations**, particularly neighboring ones, so as to allow consultation on common issues, to play an influencing role and to make the best decisions for all;
- Focusing on the **ambassadorship displayed by members** and increasing influence of the association;
- Making use of the newfound comfort with **virtual conferencing tools** to facilitate participation to training or events;
- Reinforcing the **training program**.

CHALLENGES

Some challenges are faced by the FNLMAQL including:

- **Lack of visibility**: Not all communities are aware of the association's existence and mission; a majority of non-members don't know they can join the association as a member and are not aware of services and program it offers;
- **Members' realities vary based on multiple factors** and may add complexity, so adapted services are required to meet a great diversity of needs across a wide territory;
- **Covid-19 limited the in-person networking** opportunities and proximity with communities.



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STRATEGIC PRIORITIES

Strategic Plan





The outcome of the stakeholder assessment indicated that determining factors include concepts of network, shared context and values. Communities want to learn from each other, share their experience and knowledge, and become stronger together.

However, the lack of visibility of the association itself, the lack of awareness around its purpose and service offering, as well as low representation in membership are significant aspects to address in order to bring to life the vision it has of its network: an ecosystem reflecting the common values of reciprocity, collectivity and equality.

As a result of these findings, the association has done substantive work to identify the balance between the needs and expectations of its stakeholders, its own priorities and needs, as well as its capacity.

The following pages present the association's two priorities resulting from this exercise, which represent the pillars of this strategic plan, stating the fundamental intentions for the next 5 years, as well as the objectives specifying how the defined priorities will be achieved. Some key initiatives which will guide the association along the way are also presented.

Summary Table

MISSION

The FNLMAQL is a bilingual non-profit, non-political organization whose mission is to unite and assist all of its members and Indigenous communities to exchange knowledge, ideas, and expertise in all areas of Land Management while incorporating our traditional values, beliefs and practices.

VISION

All Quebec and Labrador Indigenous communities are empowered in autonomously managing their land.

1

Grow a strong network

Objective 1.1 Facilitate access and visibility for stakeholders across Quebec & Labrador.

Initiatives:

- Develop a communication strategy to increase visibility.
- Work with the government and funding partners to ensure that First Nation realities are taken into consideration.
- Develop and maintain alliances with organizations with similar or complimentary mission and/or objectives.
- Position the FNLMAQL as a key local player across the nations.

Objective 2.1 Facilitate engagement and representativity of nations and expertise levels across Quebec & Labrador.

Initiatives:

- Focus on cultural diversity and inclusion to offer a personalized service.
- Promote membership within the network.
- Build trusting relationships with stakeholders.

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Share & develop knowledge within Quebec & Labrador communities in a culturally relevant manner

Objective 2.1 Expand internal capacity to further support communities.

Initiatives:

- Evaluate the association's internal capacity.
- Identify efficient ways of strengthening internal capacity.

Objective 2.2 Empower indigenous communities in our region to develop & share knowledge.

Initiatives:

- Build a safe, welcoming, accessible-to-all space for sharing.
- Promote a community-based approach focused on mutual support from the communities, to the communities.
- Offer varied capacity development opportunities in response to communities' arising needs.
- Develop tools and services tailored to the communities' diverse needs.

PRIORITY 1

Grow a strong network

This priority emerged organically in response to both the mission of the association and the identified SWOC. The association has the deep and sincere desire to play a key role in the development of the communities' capacity and to be a local actor with the know-how to facilitate exchanges between them, ensure regular and quality interactions whilst creating solid alliances for and within communities.



Facilitate access and visibility for stakeholders across Quebec & Labrador

Stimulating and enhancing the network begins primarily with greater access to the association, and necessarily involves increased visibility of the association. The association is now in position to further highlight what distinguishes it within its territory so as to broaden its reach over a wider horizon, thus helping its stakeholders thrive.

Facilitate engagement and representativity of nations and expertise levels across Quebec & Labrador

Building relationships: it is with this mindset that the association gives itself the means to develop bonds of trust based on diversity and inclusion, welcoming all levels of expertise, to strengthen its network within which everyone has a role to play. By focusing on the needs of its stakeholders and the reality that is specific to them, the association wishes to generate a strong engagement of communities in Quebec and Labrador, and thus increase knowledge and expertise in this territory.

PRIORITY 2

Share & develop knowledge within Quebec & Labrador communities in a culturally relevant manner

This priority is intrinsically linked to the first one, while focusing on the extensive wealth of knowledge already existent within the communities. All experience is valuable and much can be gained from awareness of each other's projects and achievements. As such, the association wants to ensure adequate resources are available to build capacity, but also to increase visibility of accomplishments so communities can build each other up.


Expand internal capacity to further support communities

In order to respond to the varied needs of the communities efficiently, the association wishes to further develop its own internal resources and team, growing the expertise and knowledge available to the communities within the FNLMAQL. Increased internal capacity will translate into an even more flexible response, adding to the reliable and trusted service offering.

Empower Indigenous communities in our region to develop & share knowledge

The Association prioritizes the creation of a safe space to facilitate sharing and development of every community. It welcomes all level of experience with land management and with respect to diverse geographical, structural, and linguistic differences.





Ultimately, it is through the cultural values of mutual support and sharing that we will grow!

The strategic priorities and objectives identified will guide the FNLMAQL through the next five years, acting as a beacon to ensure decisions and actions converge towards the association's greater purpose of supporting the communities of Quebec and Labrador through all their land management needs.

Contact Info



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