



FIRST NATION
LANDS MANAGERS'
ASSOCIATION
OF QUEBEC AND
LABRADOR

Annual Report 2021-22

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PHOTO: RYAN OSMANN

MAKING A CONNECTION TO FNLMAQL

MISSION

THE FIRST NATIONS LANDS MANAGERS ASSOCIATION FOR 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.

HISTORY

THE FIRST NATION LANDS MANAGERS ASSOCIATION FOR QUÉBEC AND LABRADOR FIRST MET IN 2001 AND WERE OFFICIALLY INCORPORATED ON SEPTEMBER 10, 2002.

OBJECTIVES

THE FNLMAQL'S PRIMARY GOAL IS TO UNITE THE FIRST NATIONS LANDS MANAGERS THROUGH A PROVINCIAL ASSOCIATION. OVERALL GOALS OF THE FIRST NATION LANDS MANAGERS ASSOCIATION FOR QUÉBEC AND LABRADOR ARE SHARED WITH THE NATIONAL ABORIGINAL LANDS MANAGERS ASSOCIATION (NALMA). OTHER GOALS INCLUDE:

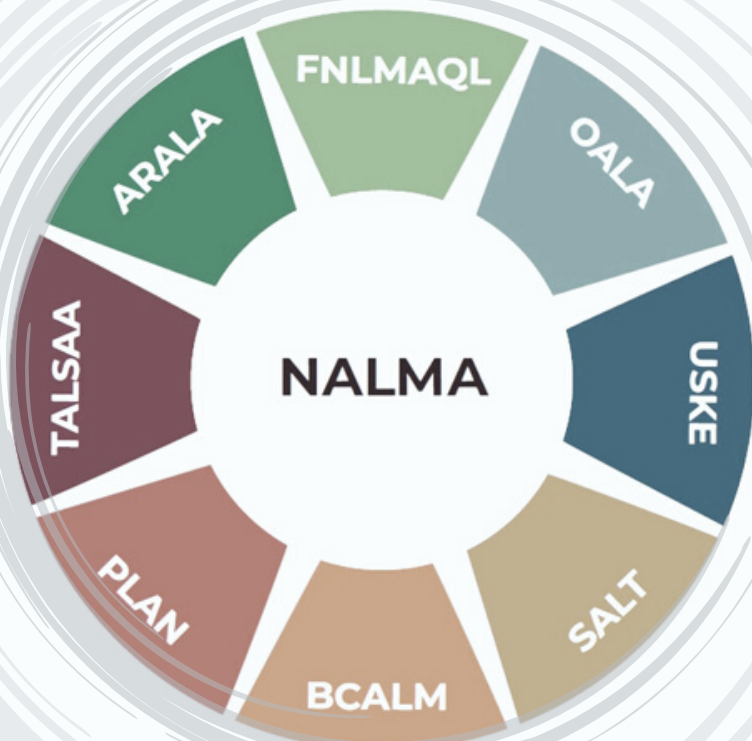
- TO APPLY, OBTAIN AND ADMINISTER FINANCIAL SUPPORT FROM GOVERNMENTAL AND PRIVATE SOURCES;
- TO PROMOTE AND MARKET THIS ASSOCIATION WITHIN THE PROVINCE OF QUÉBEC AND THE REGION OF LABRADOR TO COMMUNICATE IN BOTH OFFICIAL LANGUAGES LANDS MANAGEMENT ISSUES OF QUÉBEC FIRST NATIONS AND INUIT COMMUNITIES;
- TO COMMUNICATE IN BOTH OFFICIAL LANGUAGES LANDS MANAGEMENT ISSUES OF SIGNIFICANCE TO FIRST NATIONS AND INUIT COMMUNITIES;
- TO PROVIDE CONTINUING IN-SERVICE EDUCATION FOR FIRST NATIONS AND INUIT COMMUNITIES LANDS MANAGERS;
- TO SHARE REGIONAL LAND MANAGEMENT ACTIVITIES AND INTERESTS WITH NALMA;
- TO WORK COLLABORATIVELY WITH OTHER REGIONAL AND NATIONAL ABORIGINAL LANDS MANAGERS ASSOCIATION IN PROVIDING TECHNICAL ADVICE AND GUIDANCE TO THE INDIGENOUS SERVICES CANADA REGARDING FIRST NATION AND INUIT LANDS MANAGEMENT ISSUES TO ENCOURAGE AND FOSTER THE INCORPORATION OF FIRST NATION AND INUIT VALUES.

GOVERNANCE

STRUCTURE AND NALMA NETWORK

THE FNLMAQL IS A PROUD MEMBER OF THE NATIONAL ABORIGINAL LANDS MANAGERS ASSOCIATION (“NALMA”). WE ARE ONE OF EIGHT REGIONAL LANDS ASSOCIATIONS (“RLA”) WHO SUPPORT NALMA IN ITS MISSION TO, “ACTIVELY NETWORK TOWARDS THE ENHANCEMENT OF PROFESSIONAL DEVELOPMENT AND TECHNICAL EXPERTISE IN THE FUNCTIONS OF LANDS MANAGEMENT AND WHICH WILL ALSO INCORPORATE FIRST NATIONS VALUES AND BELIEFS IN LANDS MANAGEMENT ALWAYS KEEPING IN MIND THE GRASS-ROOT PRACTICES WHEN DEALING WITH LANDS MANAGEMENT”.

NALMA DEFINES THE RLAS AS “INDEPENDENT REGIONAL OR TERRITORIAL ASSOCIATIONS ESTABLISHED BY LAND MANAGERS, AND RECOGNIZED BY NALMA. DIRECTORS FOR EACH RLA MAKE UP THE CORPORATE BODY OF NALMA. THIS MODEL ALLOWS REGIONAL PERSPECTIVES TO BE DISCUSSED AT A NATIONAL LEVEL.”



FNLMAQL BOARD OF DIRECTORS

THE BOARD OF DIRECTORS IS THE BODY THAT ORIENTS THE STRATEGY AND PROGRESS OF THE ASSOCIATION. THE FNLMAQL GOVERNANCE POLICY DICTATES THAT THE ASSOCIATION HOLDS ELECTIONS ON A YEARLY BASIS, ELECTING 2 DIRECTORS FOR A TERM OF 2 YEARS. THIS SCHEDULE PROMOTES CONTINUITY IN DIRECTION, ENSURING THAT AT LEAST 2 DIRECTORS HAVE SERVED ONE YEAR OF A TERM.

FROM APRIL 1ST TO DECEMBER 31ST, 2021, THE FOLLOWING WERE THE MEMBERS OF THE FNLMAQL BOARD OF DIRECTORS:

- **AMANDA SIMON**, CHAIR, MOHAWK NATION OF KANESATAKE
- **GUYLAINE SIMARD**, VICE-CHAIR, PEKUAKAMIULNUATSH TAKUNIKAN
- **MARTIN STACEY**, TREASURER, MOHAWK COUNCIL OF KAHNÀWA:KE
- **JESSICA JOURDAIN**, SECRÉTAIRE, INNU TAKUAIKAN UASHAT MAK MANI-UTENAM

MS **GUYLAINE SIMARD** RESIGNED FROM THE BOARD OF DIRECTORS IN AUGUST 2021, BECAUSE SHE WAS ELECTED TO HER NATION'S COUNCIL.

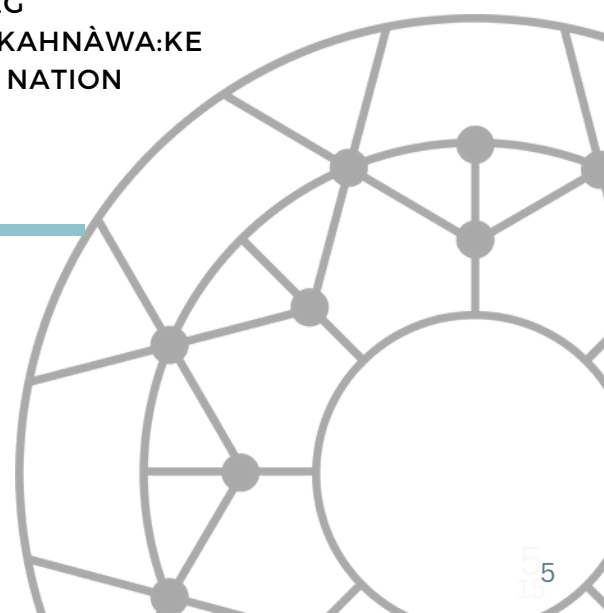
TO FILL THE POSITION OF VICE-CHAIR, THE ASSOCIATION HELD AN ELECTION IN SEPTEMBER 2021. **MR. NICK OTTAWA** FROM KITIGAN ZIBI WAS ELECTED BY ACCLAMATION TO THE POSITION OF VICE-CHAIR. HIS TERM BEGAN ON SEPTEMBER 21ST, 2021, AND WILL END ON DECEMBER 31ST, 2023.

FROM JANUARY 1ST TO MARCH 31ST, 2022, THE FOLLOWING WERE THE MEMBERS OF THE FNLMAQL BOARD OF DIRECTORS:

- **AMANDA SIMON**, CHAIR, MOHAWK NATION OF KANESATAKE
- **NICK OTTAWA**, VICE-CHAIR, KITIGAN ZIBI ANISHINABEG
- **MARTIN STACEY**, TREASURER, MOHAWK COUNCIL OF KAHNÀWA:KE
- **ROSELYN TEBISCON**, SECRETARY, TIMISKAMING FIRST NATION

ELECTION

THE ELECTION FOR THE FNLMAQL BOARD OF DIRECTORS WAS HELD IN SEPTEMBER 2021. ALL POSITIONS WERE ACCLAIMED AND CONFIRMED AT THE MEMBERSHIP MEETING ON SEPTEMBER 21ST, 2021.



BOARD MEETINGS

FIVE BOARD MEETINGS WERE HELD DURING THE YEAR UNDER REVIEW. THEY WERE HELD ON THE FOLLOWING DATES:

- JUNE 8TH, 2021
- JULY 17TH, 2021
- OCTOBER 18TH, 2021
- NOVEMBER 23RD, 2021
- MARCH 18TH, 2022

MEMBERSHIP MEETINGS

DURING THE YEAR UNDER REVIEW, THE FNLMAQL HOSTED TWO DIGITAL MEMBERSHIP MEETINGS, ONE ON SEPTEMBER 21ST, 2021, AND THE SECOND ON FEBRUARY 16TH, 2022.

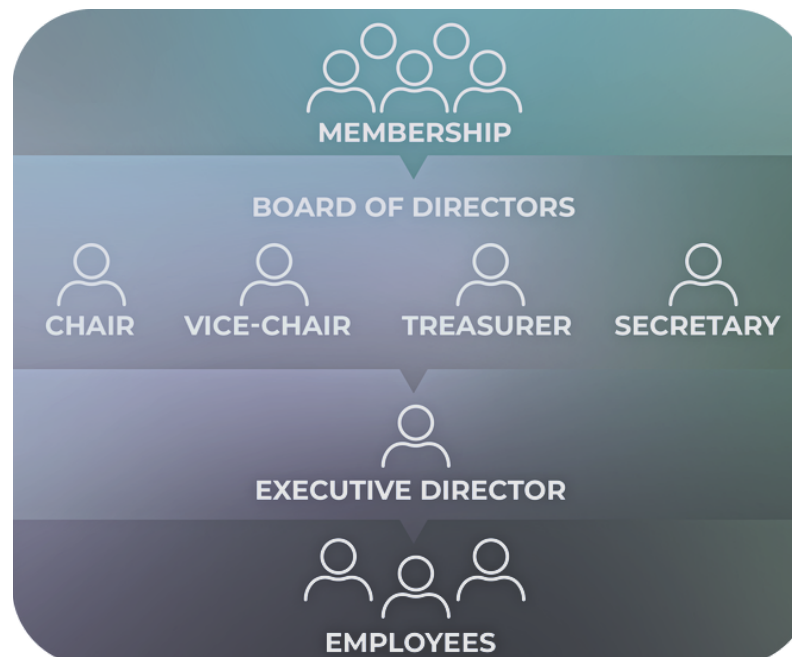
THE ANNUAL MEMBERSHIP MEETING WAS HELD ON SEPTEMBER 21ST, 2021. AT THIS MEETING, THE MEMBERS DISCUSSED THE FOLLOWING TOPICS:

1. FINANCIAL AND ACTIVITY REPORT FOR 2020-2021;
2. BUDGETS FOR 2021-2022;
3. APPOINTMENT OF AUDITOR FOR 2021-2022;
4. ELECTION;
5. PRESENTATION AND DISCUSSION WITH INDIGENOUS SERVICES CANADA.

AFTER DISCUSSION, THE MEMBERS APPROVED THAT THE FINANCIAL AUDITOR FOR THE FNLMAQL FOR THE 2021-2022 FISCAL YEAR BE BDO CANADA.

THE ASSOCIATION ANTICIPATED AN IN-PERSON MEMBERSHIP MEETING IN FEBRUARY 2022,

HOWEVER DUE TO THE VARIANT OF THE COVID-19 VIRUS, THE IN-PERSON MEETING WAS POSTPONED TO THE NEXT FISCAL YEAR.



ADMINISTRATION

ADMINISTRATIVE HUB

THE ASSOCIATION CONTINUED TO OPERATE WITH ALL OF ITS EMPLOYEES AND BOARD MEMBERS COLLABORATING REMOTELY. DUE TO THE ONGOING COVID-19 PANDEMIC, AS WELL AS THE NEED TO DEVELOP PLANS FOR THE PHYSICAL ADMINISTRATIVE HUB FURTHER, THE ASSOCIATION OPTED NOT TO LEASE A PHYSICAL OFFICE YET.

IT IS ANTICIPATED THAT OVER THE NEXT FISCAL YEAR A SHORT-MEDIUM-TERM OFFICE WILL BE LEASED TO CREATE MORE STABILITY FOR THE ASSOCIATION AND A CENTRAL POINT WHERE EMPLOYEES AND BOARD MEMBERS CAN COLLABORATE.

IT IS THE ASSOCIATION'S LONG-TERM GOAL TO HAVE ITS PERMANENT OFFICE LOCATED WITHIN AN INDIGENOUS COMMUNITY IN QUEBEC.

EMPLOYEES

DURING THE YEAR UNDER REVIEW THE FNLMAQL'S EMPLOYEES WERE:

- MS VALERIE FAUTEUX, EXECUTIVE DIRECTOR
- MS NADIA PREVOST-LOWRY, INTERIM EXECUTIVE DIRECTOR / PROJECT AND OPERATIONS MANAGER
- MS JUSTINE SKAHAN, TEMPORARY ADMINISTRATIVE ASSISTANT / ADMINISTRATIVE ASSISTANT



COMMUNICATIONS AND NETWORK

NEWSLETTERS

THE ASSOCIATION BEGAN SENDING OUT SEMI-MONTHLY NEWSLETTERS TO KEEP ITS MEMBERS, PARTNERS, COLLABORATORS, AND FRIENDS UP-TO-DATE ON ALL THE HAPPENINGS AT THE ASSOCIATION. FROM PLANNED WEBINARS, TO COMMUNITY PROJECTS, TO RECOGNITION OF SOMEONE IN OUR NETWORK, WE WANT TO SHARE IT WITH YOU! OUR NEWSLETTERS AIM TO ENGAGE OUR MEMBERS AND PROVIDE THEM WITH INFORMATION, KNOWLEDGE AND OPPORTUNITIES.

IF YOU WOULD LIKE TO SUBSCRIBE TO OUR NEWSLETTER, PLEASE EMAIL US AT [INFO@FNLMAQL.CA](mailto:info@fnlmaql.ca).

WEBSITE

THE ASSOCIATION MAINTAINS ITS WEBSITE IN FRENCH AND ENGLISH AT [FNLMAQL.CA](http://fnlmaql.ca) AND [AGTPNQL.CA](http://agtpnql.ca). THIS SITE IS A CENTRAL ONLINE PLACE TO LEARN ABOUT THE ASSOCIATION, ACCESS VARIOUS DOCUMENTS AND RESOURCES, AND LEARN MORE ABOUT INDIGENOUS LAND MANAGEMENT.

OUR WEBSITE IS IN CONSTANT EVOLUTION, SO VISIT IT OFTEN TO SEE WHAT'S NEW!



<https://www.fnlmaql.ca>

FACEBOOK

THE ASSOCIATION HAS A PUBLIC FACEBOOK PAGE, WHICH SHARES GENERAL INFORMATION, EVENTS, AND CAREER OPPORTUNITIES.

IN ADDITION, WE HOST A PRIVATE FACEBOOK GROUP FOR OUR STAFF, MEMBERS, AND NALMA PEERS. THE GROUP IS AN ARENA TO POST RELEVANT NON-POLITICAL NEWS ARTICLES, FUNDING, AND PROJECT OPPORTUNITIES, AS WELL AS SEEKING LESS FORMAL FEEDBACK FROM ITS MEMBERS. THE GROUP IS WHERE OUR MEMBERS CAN BUILD THEIR NETWORK, ASK QUESTIONS TO THE GROUP, AND PROVIDE MUTUAL AID AND SUPPORT. THE GROUP IS AN ARENA FOR OUR MEMBERS TO SUPPORT EACH OTHER IN A SAFE AND ACCESSIBLE ENVIRONMENT.

WE ENCOURAGE ALL MEMBERS TO BE PART OF THE GROUP AS IT IS A GREAT WAY TO CONNECT EASILY ON A REGULAR BASIS. IF YOU ARE A MEMBER AND WANT TO LEARN MORE ABOUT HOW TO JOIN THE PRIVATE FACEBOOK GROUP, PLEASE CONTACT US!



<https://www.facebook.com/FNLMAQL>

LINKEDIN

THE ASSOCIATION USES ITS LINKEDIN PAGE TO MAINTAIN ITS PROFESSIONAL NETWORK, EXPLORE VARIOUS PROJECT AND FUNDING OPPORTUNITIES, SHARE EMPLOYMENT OPPORTUNITIES AS WELL AS PUBLISH REQUESTS FOR PROPOSALS.



<https://www.linkedin.com/company/first-nation-lands-managers-association-for-quebec-and-labrador/>

PROJECTS

INTERNAL AND ORGANIZATIONAL PROJECTS

1) STRATEGIC PLAN

THE ASSOCIATION FINALIZED ITS 5-YEAR STRATEGIC PLAN. OVER THE NEXT FEW YEARS,

THE ASSOCIATION WILL FOCUS ON:

- GROWING A STRONG NETWORK
- SHARING AND DEVELOPING KNOWLEDGE WITHIN QUEBEC AND LABRADOR COMMUNITIES IN A CULTURALLY RELEVANT MANNER.

TO GROW A STRONG NETWORK, WE WILL FOCUS ON:

- FACILITATE ACCESS AND VISIBILITY FOR STAKEHOLDER ACROSS QUEBEC AND LABRADOR
- FACILITATE ENGAGEMENT AND REPRESENTATIVITY OF NATIONS AND EXPERTISE LEVELS ACROSS QUEBEC AND LABRADOR.

TO SHARE AND DEVELOP KNOWLEDGE, WE WILL FOCUS ON:

- EXPAND INTERNAL CAPACITY TO FURTHER SUPPORT COMMUNITIES
- EMPOWER INDIGENOUS COMMUNITIES IN OUR REGION TO DEVELOP AND SHARE KNOWLEDGE

2) OPERATIONAL MANUAL

OVER THE CURRENT FISCAL YEAR, THE ASSOCIATION BEGAN DEVELOPING AN OPERATIONAL MANUAL. THE FNLMAQL OPERATIONAL MANUAL (THE "OM") WILL PROVIDE A GUIDELINE AND/OR PROCEDURE FOR EACH ACTIVITY OR TASK UNDERTAKEN IN THE ADMINISTRATION AND OPERATIONS OF THE ASSOCIATION.

NOT ONLY WILL THE OPERATIONS MANUAL CONTRIBUTE TO RISK-MANAGEMENT WITHIN THE ASSOCIATION, ENSURING CONTINUITY IN ADMINISTRATION AND OPERATIONS, IT WILL ALSO SUPPORT THE ON-BOARDING OF NEW EMPLOYEES, OR EMPLOYEES ENTERING NEW FUNCTIONS. BOTH FUNCTIONS WILL SUPPORT THE RELIABLE PROVISION OF SUPPORT SERVICES TO OUR MEMBERS

land management
 capacity development
 economic development best practice
 mutual aid quebec
 member development protection
 land use natural resources training
 knowledge resources land expertise
 membership network fnlmaq water
 housing autonomy framework agreement collective
 first nation skills rights labrador
 practice believes nalma unite boundary
 goal estate traditional value ideas governance
 leasing environmental management
 professional benefits administration
 community activities area of land
 indigenous community lake
 project



3) SALARY SCALE

THROUGH THE DEVELOPMENT OF ITS ADMINISTRATIVE HUB, REVISION OF ITS PERSONNEL POLICY, AND STRATEGIC PLANNING EXERCISES OVER THE COURSE OF THE LAST MONTHS, THE ASSOCIATION DECIDED TO DEVELOP A SALARY SCALE.

THE SALARY SCALE WILL HELP ENSURE THAT EMPLOYEES FEEL LIKE THEIR COMPENSATION REFLECTS THEIR QUALIFICATIONS AND THEIR WORK, SUPPORT THE ASSOCIATION IN CONTROLLING ITS PAYROLL EXPENSES, ENSURE FAIRNESS AND EQUITY IN THE DETERMINATION OF SALARIES; AND ASSIST IN THE CREATION OF BUDGETS AND FUNDING ALLOTMENT. THROUGHOUT THE DEVELOPMENT SALARY SCALE, THE ASSOCIATION DEVELOPED THE FOLLOWING COMPENSATION PHILOSOPHY:

THE ASSOCIATION APPROACHES COMPENSATION IN A WAY THAT REFLECTS ITS BALANCE OF WORK | LIFE, FOCUS ON A HEALTHY AND COLLABORATIVE WORK ENVIRONMENT, AND SEEING EACH TEAM MEMBER AS A WHOLE PERSON, VALUING THEIR EXPERTISE, EXPERIENCE, AND CHALLENGES, BOTH PERSONAL AND PROFESSIONAL.

PURSUANT TO THESE VALUES, THE ASSOCIATION PROVIDES COMPENSATION THAT IS COMPETITIVE, EQUITABLE, AND TAKES INTO CONSIDERATION QUALIFICATIONS, EFFORT, AND GROWTH WITHIN THE ORGANIZATION. TO ENSURE THE WELLNESS OF THE EMPLOYEES AND THE ASSOCIATION,

ITS COMPENSATION INCLUDES GENEROUS WELLNESS COMPONENTS, SUCH AS GROUP INSURANCE, AND FLEXIBLE WELLNESS DAYS. ALL COMPENSATION IS BASED ON A MANAGEMENT APPROACH AND WORK CULTURE THAT IS BASED ON TRUST AND GOOD FAITH.

FOR MORE INFORMATION ON THE FNLMAQL SALARY SCALE, PLEASE CONTACT NADIA PREVOST-LOWRY AT NPREVOST@FNLMAQL.CA!

4) HR TOOLS

OVER THE FISCAL YEAR UNDER REVIEW, THE ASSOCIATION DEVELOPED A VARIETY OF INTERNAL TOOLS TO HELP MANAGE ITS HUMAN RESOURCES. THIS INCLUDES VARIOUS FORMS FOR EMPLOYEES, AS WELL AS A LEAVE TRACKING SHEET.

RESEARCH PROJECT ON WILLS AND ESTATES

THE FNLMAQL CONTINUED ITS RESEARCH PROJECT, RELATED TO THE ADMINISTRATIVE PROCESS OF WILLS AND ESTATES FOR FIRST NATIONS INDIVIDUALS LIVING ON-RESERVE (THE “ESTATE PROCESS”) IN QUEBEC AND LABRADOR (THE “PROJECT”).

DURING THE FISCAL YEAR UNDER REVIEW, A DATA REVIEW AND ANALYSIS WAS COMPLETED; THE REPORT IS ENTITLED “ON-THE-GROUND REALITIES OF THE ESTATE PROCESS FOR FIRST NATIONS INDIVIDUALS LIVING ON-RESERVE: DATA ANALYSIS”. THE OVERARCHING FINDINGS WERE THAT THERE ARE GAPS IN:

- THE UNDERSTANDING OF THE ESTATES PROCESS;
- THE UNDERSTANDING OF THE ROLES AND RESPONSIBILITIES IN THE ESTATES PROCESS;
- THE RECOGNITION OF NEEDS AT THE COMMUNITY-LEVEL
- THE UNDERSTANDING OF THE WORK DONE AT THE COMMUNITY LEVEL REGARDING THE ESTATES PROCESS, EVEN IF IT IS NOT MANDATED
- THE SERVICES OFFERED TO COMMUNITY REPRESENTATIVES AND INDIVIDUALS IN VARIOUS STEPS OF THE ESTATES PROCESS.

THE OVERARCHING RECOMMENDATION IS...

“TO ADDRESS THESE SERVICE GAPS, WHILE AT THE SAME TIME RECOGNIZING THAT A ONE-SIZE-FITS-ALL APPROACH TO THE ISSUE WILL NOT BE EFFECTIVE IN IMPROVING ON-THE-GROUND REALITIES OF ELOS AND FN INDIVIDUALS.

TO DO SO EFFECTIVELY, EACH QC FN MUST BE PROVIDED THE OPPORTUNITY TO BECOME INVOLVED IN THE RECOMMENDED DISCUSSIONS TO IMPROVE THE ESTATE PROCESS SO THAT THEY CAN DETERMINE AN APPROACH THAT IS BEST SUITED TO THEIR OWN REALITIES.”

THE FINDINGS AND RECOMMENDATIONS WERE PRESENTED TO THE ASSOCIATION MEMBERS, AS WELL AS VARIOUS TEAMS AT INDIGENOUS SERVICES CANADA. THE INITIAL DISCUSSIONS WERE POSITIVE. THROUGH ANALYSIS AND DISCUSSION, IT BECAME EVIDENT THAT THE RESEARCH PROJECT WAS A FIRST STEP OF MANY FOR THE IMPROVEMENT OF SERVICES RELATING TO WILLS AND ESTATES ON-RESERVE.

THE ASSOCIATION IS EAGER TO CONTINUE THIS WORK IN CONJUNCTION WITH ITS MEMBERS, ISC, AND OTHER STAKEHOLDERS.

FOR THE FULL REPORT AND OTHER DOCUMENTATION, YOU MAY FIND IT ON FNLMAQL.CA.

IF YOU HAVE ANY QUESTIONS REGARDING THE RESEARCH PROJECT ON WILLS AND ESTATES, PLEASE CONTACT NADIA PREVOST-LOWRY AT NPREVOST@FNLMAQL.CA,

COLLABORATIONS

THE ASSOCIATION SUPPORTED AND COLLABORATED WITH VARIOUS DEPARTMENTS AT ISC ON THE FOLLOWING GENERAL TOPICS:

- WILLS AND ESTATES
- MODERNIZATION OF THE REGULATIONS ON FIRST NATIONS' DECISION MAKING

WE LOOK FORWARD TO OUR CONTINUED WORK TOGETHER TO SUPPORT INDIGENOUS COMMUNITIES IN THEIR AUTONOMOUS LAND MANAGEMENT AND GOVERNANCE.



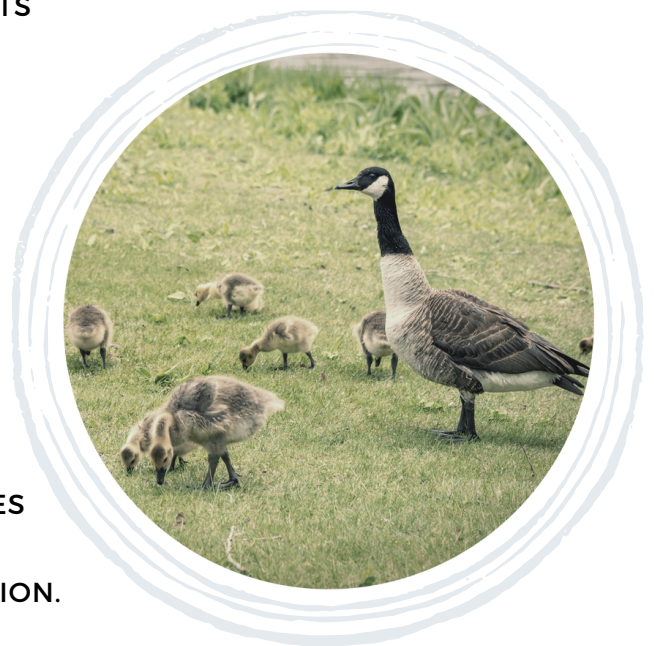
TRAININGS

CONFLICT RESOLUTION FOR LAND MANAGERS

IN EARLY 2021, THE ASSOCIATION HOSTED A WORKSHOP SERIES ON CONFLICT RESOLUTION FOR LAND MANAGERS. THIS SERIES WAS HELD ON MAY 19TH AND 26TH, AND ON JUNE 2ND, 2021. PARTICIPANTS LEARNED ABOUT DIFFERENT CONFLICT RESOLUTION STYLES, ACTIVE LISTENING, AND SOME STRATEGIES TO RESOLVE DISAGREEMENTS OR CONFLICTS. PARTICIPANTS WERE DIVIDED INTO GROUPS AND DISCUSSED VARIOUS SCENARIOS AND SHARED THEIR FINDINGS TO THE MAIN GROUP. THERE WAS A RANGE OF FIVE TO TEN PARTICIPANTS WHO ATTENDED ON THE VARIOUS DAYS.

BOARD GOVERNANCE TRAINING

THE ASSOCIATION CONTINUED TO OFFER THE BOARD ON BOARD TRAINING PROGRAM PROVIDED BY BECKER ASSOCIATES' CANADIAN NONPROFIT ACADEMY TO ITS BOARD MEMBERS. THIS TRAINING PROVIDES GUIDANCE ON THE ROLES AND RESPONSIBILITIES OF BEING ON THE BOARD OF DIRECTORS WITHIN A NON-PROFIT ORGANIZATION.



BOARD MEMBERS MAY ACCESS THE CONTENT THROUGH ITS LEARNING MANAGEMENT PROGRAM, WHICH ALLOWS FOR ANY FNLMAQL PARTICIPANT TO ACCESS THE TRAINING MODULES AND FNLMAQL SPECIFIC DOCUMENTATION. ACCESS TO THIS PLATFORM ENCOURAGES CONTINUED LEARNING AND SUPPORT FOR BOARD MEMBERS OR FNLMAQL MEMBERS WHO ARE INTERESTED IN LEARNING MORE ABOUT ITS GOVERNANCE.

TRAININGS AND DOCUMENTATION WERE OFFERED IN ENGLISH AND IN FRENCH.

ANTICIPATED TRAININGS

THE ASSOCIATION ANTICIPATES OFFERING THE FOLLOWING TRAININGS OVER THE NEXT FISCAL YEARS:

- MATRIMONIAL REAL PROPERTY TOOLKIT
- INTRODUCTION TO ENVIRONMENTAL MANAGEMENT
- WILLS AND ESTATES ON-RESERVE TOOLKIT

**IF YOU HAVE ANY COMMENTS OR SUGGESTIONS,
PLEASE CONTACT THE ASSOCIATION TO MAKE SURE YOUR
THOUGHTS ARE HEARD!**



FRENCH PLMCP TRAINING

NALMA HAS LONG OFFERED PROFESSIONAL LANDS MANAGEMENT PROGRAM (PLMCP), A PROFESSIONAL TRAINING OFFERED TO FIRST NATIONS LAND MANAGERS SO THAT THEY MAY STRENGTHEN THEIR KNOWLEDGE AND SKILLS THROUGH A TWO-LEVEL PROCESS. THE PLMCP CONSISTS OF TWO LEVELS: THE LEVEL I COMPONENT IS COMPLETED THROUGH A PARTNER UNIVERSITY, WHILE THE LEVEL II, TECHNICAL TRAINING COMPONENT, IS DELIVERED THROUGH NALMA. THE GOAL OF THIS PROGRAM IS TO HELP FIRST NATIONS BUILD CAPACITY TO EFFECTIVELY MANAGE THEIR LANDS AND ENVIRONMENT UNDER THE INDIAN ACT.

FOR THE FIRST TIME IN MANY YEARS, PLMCP LEVEL ONE IS BEING DEVELOPED IN FRENCH IN PARTNERSHIP WITH UNIVERSITÉ DU QUÉBEC ABITIBI-TÉMISCAMINGUE (UQAT). UQAT HAS DEVELOPED ITS CERTIFICATE AND MICROPROGRAMME IN INDIGENOUS LAND MANAGEMENT (GESTION TERRITORIAL EN CONTEXTE AUTOCHTONE) WITHIN ITS INDIGENOUS STUDIES DEPARTMENT. THE PROGRAMS WILL BE OFFERED VIRTUALLY AND IS EXPECTED TO BEGIN IN SUMMER 2022.

THE ASSOCIATION SUPPORTS NALMA AND UQAT IN DEVELOPING THEIR PARTNERSHIP AND IS EXCITED TO ASSIST ANY OF ITS MEMBERS WISHING TO ENROLL.

FOR MORE INFORMATION ON THE LAND MANAGEMENT CERTIFICATION PROCESS OR POTENTIAL FUNDING OPPORTUNITIES, PLEASE CONTACT US!



**FOR MORE INFORMATION ON
UQAT'S MICROPROGRAM
AND CERTIFICATE
IN INDIGENOUS LAND MANAGEMENT
PLEASE VISIT THEIR WEBSITE
OR
CONTACT FRANCIS LÉVESQUE AT
FRANCIS.LEVESQUE2@UQAT.CA.**

FINANCES

FUNDING

THE FNLMAQL RECEIVES ITS FUNDING FROM ISC, THROUGH NALMA. FOR THE YEAR UNDER REVIEW THE ASSOCIATION RECEIVED A TOTAL OF \$248,317. THIS FUNDING WAS DIVIDED AMONG CORE FUNDING, AND UNEXPENDED FUNDING FROM THE PREVIOUS FISCAL YEAR. DETAILS OF EXPENDITURES ARE PRESENTED IN THE AUDITED FINANCIAL STATEMENTS.

AUDITED FINANCIAL STATEMENTS

THE AUDITED FINANCIAL STATEMENTS (“AFS”) FOR THE ASSOCIATION WERE PREPARED BY BDO CANADA LLP, AS APPROVED AT THE MEMBERSHIP MEETING OF SEPTEMBER 21ST, 2021. (PLEASE REFER TO THE AFS IN APPENDIX 1.)



FNLMAQL AND LAND MANAGEMENT AT A GLANCE...

CONNECT WITH US!

FIND US ON FACEBOOK, TWITTER,
LINKEDIN, AND ON OUR WEBSITE:
FNLMAQL.CA

AND SHARE SOME OF YOUR THOUGHTS WITH
US!

APPENDIX 1

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**First Nation Lands Managers
Association for Quebec and
Labrador**
Financial Statements
For the year ended March 31, 2022

**First Nation Lands Managers Association for Quebec and Labrador
Financial Statements
For the year ended March 31, 2022**

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Independent Auditor's Report

**To the Members of
First Nation Lands Managers Association for Quebec and Labrador**

Opinion

We have audited the financial statements of First Nation Lands Managers Association for Quebec and Labrador (the "Entity"), which comprises the statement of financial position as at March 31, 2022, and the statements of revenue and expenses and changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2022, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Independent Auditor's Report

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Independent Auditor's Report

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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Montréal, Québec
July 28, 2022

¹ CPA auditor, public accountancy permit No. A128349

**First Nation Lands Managers Association for Quebec
and Labrador
Statement of Financial Position**

March 31	2022	2021
Assets		
Current		
Cash	\$ 87,111	\$ 31,446
Contributions receivable	35,062	16,479
Sales taxes recoverable	15,183	9,108
Prepaid expenses	8,087	1,351
Total assets	\$ 145,443	\$ 58,384
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 51,054	\$ 41,194
Deferred contributions (Note 2)	94,389	17,190
	145,443	58,384
Net assets	-	-
Total liabilities and net assets	\$ 145,443	\$ 58,384

On behalf of the Board

DocuSigned by:

 3FF422A7C6A1149... Director

DocuSigned by:

 214484E4E260434... Director

**First Nation Lands Managers Association for
Quebec and Labrador
Statement of Revenue and Expenses and Changes in
Net Assets**

For the year ended March 31	2022	2021
Contributions		
National Aboriginal Lands Managers Association	\$ 327,132	\$ 265,507
Deferred contributions, beginning of year	17,190	-
Deferred contributions, end of year	<u>(94,389)</u>	<u>(17,190)</u>
	249,933	248,317
Other income	<u>45</u>	<u>-</u>
	249,978	248,317
Expenses		
Wages and benefits	164,257	90,664
Professional fees	38,240	27,916
Communications	19,720	24,355
General and administrative	16,401	11,900
Honorarium fees	3,200	5,100
Rent	2,400	3,150
Insurance	1,871	627
Training	1,658	5,301
Supplies	1,404	16,813
Website development	400	5,624
Bank charges	225	166
Research paper	202	29,818
Strategic plan	<u>-</u>	<u>26,883</u>
	249,978	248,317
Excess of revenue over expenses for the year and net assets, end of year	\$ -	\$ -

The accompanying notes are an integral part of these financial statements.

**First Nation Lands Managers Association for Quebec
and Labrador
Statement of Cash Flows**

For the year ended March 31	2022	2021
Cash flows from operating activities		
Excess of revenue over expenses for the year	\$ -	\$ -
Changes in non-cash working capital balances		
Contributions receivable	(18,583)	(16,479)
Sales taxes recoverable	(6,075)	(9,108)
Prepaid expenses	(8,087)	(1,351)
Accounts payable and accrued liabilities	9,860	41,194
Deferred contributions	77,199	17,190
	<u>54,314</u>	<u>31,446</u>
Increase in cash during the year	55,665	31,446
Cash, beginning of year	<u>31,446</u>	-
Cash, end of year	\$ 87,111	\$ 31,446

First Nation Lands Managers Association for Quebec and Labrador Notes to Financial Statements

March 31, 2022

1. Significant Accounting Policies

**Nature of Activities
and Incorporation**

The First Nations Lands Managers Association for Quebec and Labrador (FNLMAQL or the "organization") was constituted according to part II of the *Canada Corporations Act* on March 5, 2020, was issued a Certificate of Continuance under the Canada Not-For-Profit Corporation Act effective September 23, 2014 and is a non-political corporation under the *Income Tax Act*.

The purpose of the organization is to provide networking opportunities to first nation land managers throughout Québec and Labrador with a view to the enhancement of professional development, information sharing, education and technical expertise in the management of lands located on First Nation Indian Reserves in Québec and Labrador.

Basis of Accounting

The financial statements have been prepared using Canadian accounting standards for not-for-profit organizations ("ASNPO") under Part III of the CPA Canada Handbook - Accounting.

Recognition of Contributions

The organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Any excess contributions over expenses are recognized as deferred revenue. Unrestricted contributions are recognized as revenue when they are received or receivable if the amount receivable can be reasonably estimated and its collection is reasonable assured.

Cash

Cash consist of bank balances.

Financial Instruments

Measurement of Financial Instruments

The organization initially measures its financial assets and financial liabilities at fair value. The organization subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash, and contributions receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

**First Nation Lands Managers Association for Quebec
and Labrador
Notes to Financial Statements**

March 31, 2022

1. Significant Accounting Policies (Continued)

Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is not greater than the amount that would have been reported at the date of reversal had the impairment not been recognized previously. The amount of impairment and any reversal is recognized in the statement of revenue and expenditures.

Transaction Costs

The organization recognizes its transaction costs for financial instruments at fair value in the statement of revenue and expenditures in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their obligation, issuance or assumption.

Use of Estimates

The preparation of financial statements in accordance with ASNPO requires management to make estimates and assumptions that affect the reported amount of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. There are no significant items subject to estimates and assumptions.

First Nation Lands Managers Association for Quebec and Labrador Notes to Financial Statements

March 31, 2022

2. Deferred Contributions

	2022					
	Salaries	Core Administration	Travel	Operational Enhancement	Board Activities	Total
Funding received	\$ 179,860	\$ 65,400	\$ 43,600	\$ 4,376	\$ 33,896	\$ 327,132
Plus: deferred revenue, beginning of year	-	16,093	1,097	-	-	17,190
Less: deferred revenue, end of year	(14,580)	(3,228)	(43,600)	(3,943)	(29,038)	(94,389)
Total revenue	\$ 165,280	\$ 78,265	\$ 1,097	\$ 433	\$ 4,858	\$ 249,933
						2021
	Salaries	Core Administration	Travel	Operational Enhancement	Emergency Response	Total
Funding received	\$ 75,133	\$ 59,650	\$ 7,100	\$ 5,624	\$ 118,000	\$ 265,507
Less: deferred revenue, end of year	-	(10,090)	(7,100)	-	-	(17,190)
Total revenue	\$ 75,133	\$ 49,560	\$ -	\$ 5,624	\$ 118,000	\$ 248,317

**First Nation Lands Managers Association for
Quebec and Labrador
Notes to Financial Statements**

March 31, 2022

3. Risk Arising from Financial Instruments

Liquidity Risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The organization is subject to liquidity risk on its accounts payable and accrued liabilities which arise from its daily operations. The organization manages this risk by monitoring working capital and cash flows needs.
