



ANNUAL REPORT 2020-2021
April 1, 2020 - March 31, 2021

First Nation Lands Managers' Association of Quebec and Labrador

www.fnlmaql.ca

info@fnlmaql.ca



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LETTER FROM THE CHAIR

To our members and friends,

Over the last 19 years the FNLMAQL has been working towards supporting the First Nations communities in Québec and Labrador, continually evaluating needs and (re)developing our service offer. With NALMA's guidance and its administrative support, the Association has focused on its mission to:

unite and assist all members to exchange knowledge, ideas, and expertise in all areas of Lands Management while incorporating our traditional values, beliefs and practices.

At the end of the previous fiscal year (2019-2020), and with increased financial support, the FNLMAQL was able to recruit its first Executive Director, Ms Valerie Fauteux, with the goal of launching the FNLMAQL's administrative hub. By April 1st, 2020, the Association was able to assume its administrative responsibilities. By May 2020, the Association hired an Interim Executive Director, Ms Nadia Prévost-Lowry, to ensure the continuity of operations.

The FNLMAQL entered the 2020-21 year with the excitement of looking forward to its first year with its administrative hub, with plans to establish an office and have its annual meetings, reconnecting existing members, and welcoming new ones. However, the Association had to reevaluate its priorities, workplan and approach to put our network members' and stakeholders' safety, health, and wellbeing at the forefront of our operations.

Although we unfortunately could not meet in person this year, the Association was able to lead and to contribute to many interesting projects and activities. The following are two that are particularly impactful in meeting our members' needs:

Project on wills and estates: After many discussions on the challenges and concerns regarding the process of wills and estates on-reserve, the FNLMAQL launched a research project to assess the current process and the needs of our members. The project aims to clarify related to roles, responsibilities, and processes, and to identify any potential gaps in service. The project also aims to identify the application of legislative frameworks in the estates process in Quebec. With this information we aim to support the development of enhanced wills and estates services to First Nations communities within our network. To learn more, please refer to our Project section.

We are looking forward to working with the relevant teams and representatives from Indigenous Services Canada in this matter; we believe that the arrival of the new Manager of Individual Services is a great opportunity for the FNLMAQL and ISC to come together and take steps forward on this topic.

French PLMCP Training: The FNLMAQL has supported NALMA in the development of the Professional Lands Management Certification Program (PLMCP) partnership with Université du Québec en Abitibi - Témiscamingue (UQAT) in order to support our French-speaking members in accessing both levels of the PLMCP training. The first French session offered by UQAT will be held in 2022-23. To learn more, please refer to our Trainings section.

Despite the obstacles that the pandemic created, these two projects demonstrate both NALMA's and the FNLMAQL's commitment to provide services that are tailored to the needs of the First Nations of Québec and Labrador.

Looking back on the year, I would like to acknowledge the work that Ms Nadia Prevost-Lowry did to ensure that these projects, and the other work you will read about further. It is no easy task to take on such work, autonomously, and during a pandemic. I would also like to thank our members and Board members for their input and engagement, and their openness to maintaining connections to us and to one another in alternative ways.

Looking forward, we are eager to welcome Valerie back as Executive Director to further the mission of the Association, and focusing on strengthening and growing our network and developing expertise.

Sincerely,

Amanda Simon, Chair of the FNLMAQL
Mohawk Council of Kanesatake



LETTER FROM THE EXECUTIVE DIRECTOR AND INTERIM EXECUTIVE DIRECTOR

To our dear friends and members,

Let us start by saying that the year did not turn out as we expected.

The year began with the FNLMAQL and its directors' intention of establishing its administrative hub and igniting and expanding its network of members and partners. We were looking forward to meeting in person and facilitating opportunities for knowledge exchange. However, the 2019-2020 pandemic challenged us to connect in other ways.

Even though the year did not go as planned (nothing ever does!), the Association was able to develop and follow-through on the following projects and activities:

- Bilingual FNLMAQL website;
- Strategic plan;
- Meetings with ISC;
- Research Project on Wills and Estates;
- Online trainings on basic technological skills;
- Communications Plan and Toolkit;
- Revision of the Personnel Policy;
- And more.

We are proud of what we accomplished in our first year of independent operation, especially considering it was during a pandemic! However, we are the most impressed by what we learnt from you. We know all the Association's successes are due to its bright, engaging, and wise network of members.

We recognize your wisdom.

We thank you for your engagement.

We are eager to continue supporting you and learning from you this coming year.

And hopefully share a few stories and laughs too!

In peace and friendship,

Valerie Fauteux

Executive Director



Nadia Prevost-Lowry

Interim Executive Director



MAKING A CONNECTION TO FNLMAQL

Mission

The First Nation Lands Managers Association of Québec and Labrador is a regional non-profit, non-political organization whose mission is to unite and assist all members to exchange knowledge, ideas, and expertise in all areas of Lands 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.

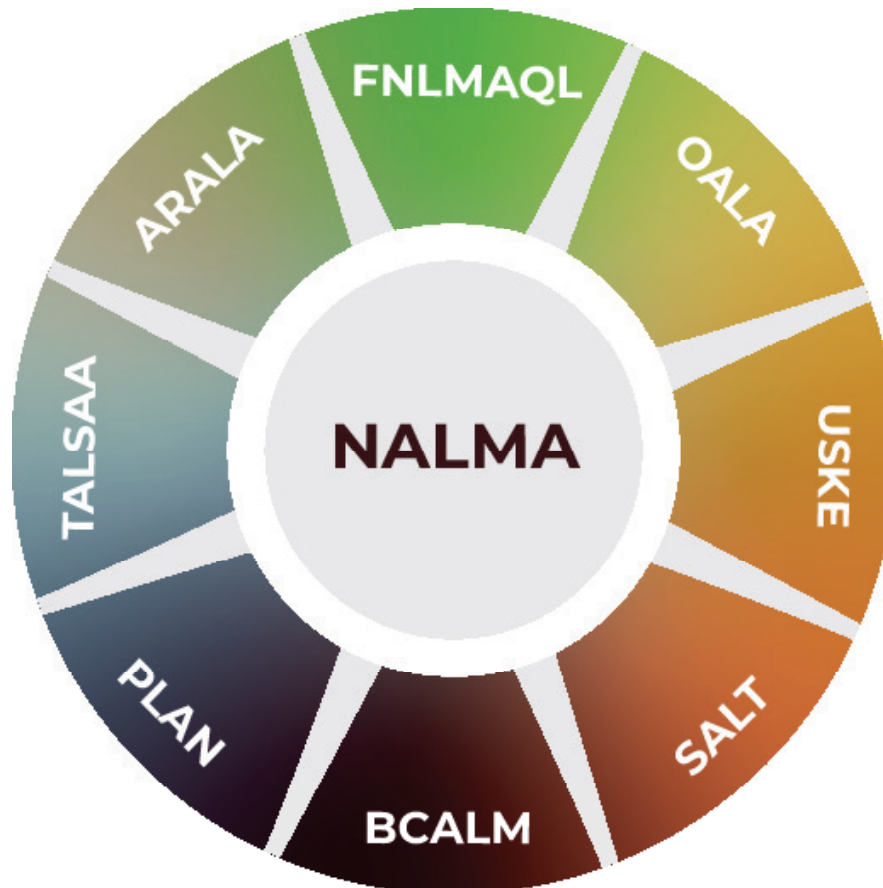
Objectives

The FNLMAQL's primary goal is to unite the First Nation 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 ISC 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 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

Board

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 two directors for a term of two years. This schedule promotes continuity in direction, ensuring that at least two directors have served one year of a term.

Election

The Election for the FNLMAQL Board of Directors was held in November-December 2020. All positions were acclaimed and confirmed at the membership meeting on December 2nd, 2020.

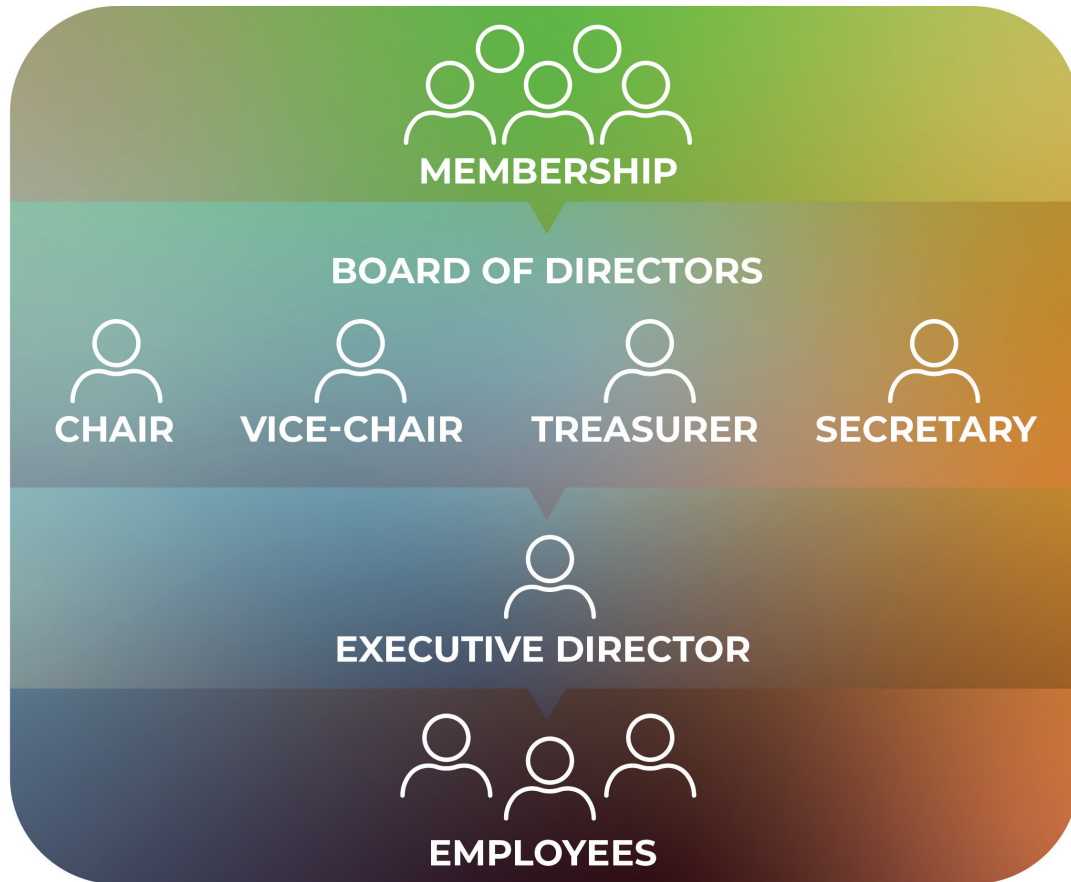
From April 1st to December 31st, 2020 the following were the members of the FNLMAQL Board of Directors:

- Amanda Simon, Chair, Mohawk Council of Kanésatake
- Guylaine Simard, Vice-Chair, Pekuakamiulnuatsh Takunikan
- Nick Ottawa, Treasurer, Kitigan Zibi Anishnabeg
- Michel Durand, Secrétaire, Abénakis Odanak

From January 1st to March 31st, 2021, the following were the members of the FNLMAQL Board of Directors:

- Amanda Simon, Chair, Mohawk Council of Kanésatake
- Guylaine Simard, Vice-Chair, Pekuakamiulnuatsh Takunikan
- Martin Stacey, Treasurer, Mohawk Council of Kahnàwa:ke
- Jessica Jourdain, Secrétaire, Innu Takuaikan Uashat mak Mani-Utenam

FNLMAQL Organogram



Board & Membership Meetings

BOARD MEETINGS

Eight Board Meetings were held during the year under review. They were held on the following dates:

- May 21st, 2020
- June 9th, 2020
- August 25th, 2020
- September 17th, 2020
- November 10th, 2020
- December 15th, 2020
- January 20th, 2021, and
- February 2nd, 2021.

MEMBERSHIP MEETINGS

During the year under review, the FNLMAQL hosted two digital Membership meetings, one on June 30th, and the second on July 22nd 2020.

The annual membership meeting was held on December 2nd, 2020. At this meeting, the members discussed the following topics:

1. Financial report for 2019-2020;
2. Budgets for 2020-2021; and
3. Appointment of Auditor for 2020-2021.

After discussion, the members approved that the Financial Auditor for the FNLMAQL for the 2020-2021 fiscal year be BDO Canada.



Photo credit: Emily Jerome, Gesgepegiag

ADMINISTRATION

Administrative Hub

As mentioned earlier, the Association was established in 2002, following recognition by NALMA that Regional Lands Associations (“RLA”) would improve the level of tailored support to the different regions. Since its establishment NALMA has been undertaking the administration of many of the RLAs, including the FNLMAQL. However, in part due to an increase in access to funding, the FNLMAQL was able to hire its first Executive Director with the aim of launching its own administrative hub.

The administrative hub includes an increase in

dedicated local staff, including an Executive Director, a Project Manager, and other staff, and a fixed office to serve as the headquarters of the Association. Although due to the pandemic, the Association was not able to secure a permanent office space, all administrative and operational responsibilities and actions were transferred from NALMA to the FNLMAQL in 2020-21.

The FNLMAQL administrative hub helps support the objective of providing services that are relevant to the regions it covers, as well as respond to the specific needs of its members.

Employees

During the year under review the FNLMAQL’s employees were:

- Ms Valerie Fauteux, Executive Director;
- Ms Nadia Prevost-Lowry, Interim Executive Director; and
- Ms Justine Skahan, Temporary Administrative Assistant.

COMMUNICATIONS AND NETWORK

Communication Plan

During the fiscal year under review, the FNLMAQL undertook a small communication plan (the “Plan”). The Plan aims to develop guidelines to strengthen our internal network through regular and accessible communication. The Plan includes a Toolbox, which will include easy-to-use templates and graphic elements for our communications with members and stakeholders. The Plan will facilitate streamlined and accessible communications between the Association and its members both in person and remotely (through email, our website

and social media platforms).
Website

The FNLMAQL developed its website to ensure an online space, accessible at all times. The website features and events calendar, a gallery of photos of our territories submitted by members, and access to Peersite for its members. The website is in French and English.

English - fnlmaql.ca
French - agtpnql.ca

Facebook Group

During the year under review, the FNLMAQL continued to engage its members on its Facebook Group, FNLMAQ&L First Nation Lands Managers Association Quebec & Labrador. This private group encourages the exchange of information within its network. If you are interested in joining, please contact us!

LinkedIn

The Association launched its LinkedIn page, which aims to help with professional networking, identifying opportunities, and sharing relevant employment opportunities.

Projects

Strategic Plan

As the FNLMAQL became more autonomous this year, and with its intension of growing and strengthening its operations and network, the Board decided that it would be timely to undertake a strategic plan. The Association worked with a consultant to develop a 5-year strategic plan (the “Strategic Plan”). The Strategic Plan was developed by collecting information and feedback from key stakeholders, which drew out its strengths, weaknesses, opportunities and challenges; after analysis and discussion with stakeholders (including members) and the Strategic Planning Team, key priorities, objectives and initiatives were identified.

For more information on the Strategic Plan, please visit our website.

Research Project on Wills and Estates

The FNLMAQL initiated a 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”).

The goal of the Project is to identify the administrative process involved in dealing with estates for First Nations individuals living on-reserve in Quebec. Other key items to identify are as follows:

- parties involved in process (formally identified and those involved on the ground);
- roles of each party (formal and on-the-ground realities);
- historical account of changes in processes in Quebec, identification of administrative legal frameworks (Indian Act, Civil Code), their interactions and limitations in

regards to reserve lands and the estates of FN individuals residing on reserve;

- chronology on duty to consult for policy and procedure changes; and
- high level/summary overview of processes in other Canadian regions and comparison to QC process.

The foregoing information will enable FNLMAQL to conduct a needs analysis, identify training opportunities, and encourage the provision of support and service to First Nation representatives who undertake the estate process.

In the year under review, Atmacinta Inc. was hired to undertake the Project. Even though the Project was anticipated to be finalized by the end of the fiscal year, due to the pandemic there were some delays. It is anticipated that the project will be completed over the next fiscal year.



Photo credit: Emily Jerome, Gesgepegiing

Revision of the Personnel Policy

As mentioned earlier, 2020-21 is the first year of the FNLMAQL's administrative hub. This status, as well as its incorporation of a non-profit, requires that the Board of Directors to have more responsibilities as employers. The FNLMAQL took this opportunity to review its personnel policy (the "Policy") to ensure that all applicable legal frameworks be respected.

Not only are the legal responsibilities paramount to the FNLMAQL, so are the workplace values the Association promotes internally within its team of Directors, Managers and Employees. The review of the Policy also allowed for the opportunity to evaluate and define the values and culture the Association wishes to establish and promote as a healthy workplace that challenges and values its team.

Boreala, a Quebec-based management consulting firm working with First Nations organizations, was hired to undertake the revisions to the Policy during the fiscal year under review.

Trainings

Training on Technological Skills

In the fall of 2020, the Association offered online technological trainings with Canadian Economic Services Organization which included topics such as:

- Microsoft Office basics;
- Electronic signatures and PDFs;
- How to find reliable resources online; and
- Collaborating remotely.

These trainings were offered in English and in French.

Board Governance Training

In the Winter of 2021, the Association offered a training called Board on Board, provided by Becker Associates' Canadian Nonprofit Academy. This training was provided remotely, over two half-days and provided the Board of Directors guidance on the roles and responsibilities of being on the Board within a non-profit organization. Other members of the Association who had in the past expressed interest in participating at the board level were invited to attend the training.

An integral part of this training is ongoing access to a 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:

- Conflict Resolution for Lands Managers
- Excel – Introductory to Advanced
- Introduction to Environmental Management
- Introduction to Wills and Estates

If you have any comments or suggestions, please contact the Association to make sure your thoughts are heard!

French PLMCP Training

The Professional Lands Management Certification Program (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.

PLMCP Level I delivery in French has not taken place since the early 2000's. After assessing the French-language universities in Quebec, NALMA entered into discussions with UQAT for the PLMCP Level I French delivery. UQAT met the ideal criteria needed to become a partner university and their enthusiasm was evident. Agreements were signed for program and course completion in early Spring 2021.

The PLMCP Level I French delivery is anticipated to be offered in 2022-2023. A Memorandum of Understanding (MOU) draft wording has been agreed upon and the formal signing of the MOU will take place at a later date. An agreement has also been reached with UQAT to create a Natural Resources toolkit, and this will be one of the several electives to be offered in the current online PLMCP Level II delivery. Any individuals interested in training and deliveries can refer to the Education Policy posted on the NALMA website.

*Submitted by Sherry Mattson,
Director of Education and Training,
NALMA*



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, Operational Enhancement, and Emergency Response. 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 December 2nd, 2020.

Please refer to the AFS in Appendix 1.



”

You share, we listen

Over the course of the year our members and stakeholders shared insights with us. We heard you, and this is some of what we learned:

On wills and estates

- Members are concerned about the time it takes to resolve estate files;
- Members want to ensure that their rights under the Indian Act are maintained in the wills and estates process, including for will searches;
- Members would like more training on wills and estates;
- Increased financial support to provide services on wills and estates;
- Available and accessible information for individuals living on reserve;
- Easy-to-use forms and templates to assist in the process; and
- Liaison, advocacy, and support with relevant government offices.

On Land-Related Training

Stakeholders reported the need for the following types of trainings:

- Environmental assessment, management, protection;
- Land Use Planning;
- Resolution of disputes regarding interests or rights on First Nation land;
- Wills and estates;
- Land registry; and
- Public security and enforcement of laws.

On technological skills

Members expressed wanting to develop the following technological skills:

- Looking at Office 365;
- Signing electronic documents;
- Hosting videoconference;
- Synchronizing documents;
- Using PDFs;
- Collaborating online;
- Excel (Introductory to Advanced); and
- ArcGis and mapping technologies.

Other insights

- Concerns regarding processing rights of ways
- Needs for surveys, better access to funding, available surveyors
- Stakeholders appreciate the Indigenous network that FNLMAQL and NALMA facilitates
- Members are eager to meet again in person!

CONNECT WITH US

Find us on Facebook, Twitter, LinkedIn, and on our website:
fnlmaql.ca, agtpnql.ca

... And share some of your thoughts with us...



MY NOTES, MY REFLECTIONS AND MY CONNECTIONS

Dear members,

We would be happy to hear your thoughts as well as your answers to these three questions.

Why? To fuel our information sharing and strengthen our connections.

Between us and with our land.

STEPS :

- Answer the three questions.
- Take a photo with your cell phone.
- Send to this address:

info@fnlmaql.ca

Subjet: Three answers



What ongoing training do you think would be useful to you in order to carry out your daily tasks and thus feel fully confident?

Of the five activities of our association, please indicate the order of priority (1 being the most important and 5 of least importance) - planning - litigation - estates - registers - land exchanges. Please indicate why this order of priority.

In a vision of rich connection between all the members of our association, with a view to the constant improvement of our management of our lands, please name your dearest wish:

APPENDIX 1

First Nation Lands Managers Association for Quebec and Labrador Financial Statements

From the inception of operations on March 5, 2020 to March 31, 2021

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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, 2021, and the statements of revenue and expenses and changes in net assets and cash flows from the inception of operations on March 5, 2020 to March 31, 2021, 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, 2021, and the results of its operations and its cash flows from the inception of operations on March 5, 2020 to March 31, 2021 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.

BDO Canada s.r.l./S.E.N.C.R.L./LLP¹

Montréal, Québec
July 22, 2021

¹ CPA auditor, CA, public accountancy permit No. A128349

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

March 31, 2021

Assets

Current

Cash	\$ 31,446
Contributions receivable	16,479
Sales taxes recoverable	9,108
Prepaid expenses	1,351
	<hr/>

Total assets **\$ 58,384**

Liabilities and Net Assets

Current

Accounts payable and accrued liabilities	\$ 41,194
Deferred contributions (Note 2)	17,190
	<hr/>
	58,384

Net assets **-**

Total liabilities and net assets **\$ 58,384**

Uncertainty due to COVID-19 (Note 4)

On behalf of the Board

_____ Director

_____ Director

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

From the inception of operations on March 5, 2020 to March 31, 2021

Contributions

National Aboriginal Lands Managers Association	\$ 265,507
Deferred contributions, beginning of period	-
Deferred contributions, end of period	(17,190)
	<hr/> 248,317

Expenses

Wages and benefits	90,664
Research paper	29,818
Professional fees	27,916
Strategic plan	26,883
Communications	24,355
Supplies	16,813
General and administrative	11,900
Website development	5,624
Training	5,301
Honorarium fees	5,100
Rent	3,150
Insurance	627
Bank charges	166
	<hr/> 248,317

Excess of revenue over expenses for

the period and net assets, end of period	\$ -
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**First Nation Lands Managers Association for Quebec and
Labrador
Statement of Cash Flows**

From the inception of operations on March 5, 2020 to March 31, 2021

Cash flows from operating activities	
Excess of revenue over expenses for the period	\$ -
Changes in non-cash working capital balances	
Contributions receivable	(16,479)
Sales taxes recoverable	(9,108)
Prepaid expenses	(1,351)
Accounts payable and accrued liabilities	41,194
Deferred contributions	17,190
	<u>31,446</u>
Increase in cash during the period	31,446
Cash, beginning of period	<u>-</u>
Cash, end of period	<u>\$ 31,446</u>

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

First Nation Lands Managers Association for Quebec and Labrador

Notes to Financial Statements

March 31, 2021

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, 2021

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, 2021

2. Deferred Contributions

	Salaries	Administration	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 period	-	(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, 2021

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.

4. Uncertainty due to COVID-19

On March 11, 2020, the World Health Organization characterized the outbreak of a strain of the novel coronavirus ("COVID-19") as a pandemic which has resulted in the implementation of a series of public health and emergency measures aimed at containing the spread of the virus. The organization has maintained operations, principally remotely to comply with government quarantine directives.

The full impact of the COVID-19 outbreak continues to evolve as of the date of this report. Management is actively monitoring the situation and adjusting operations in consequence, however, given the ongoing evolution of the COVID-19 outbreak and its effects, the organization is not able to reliably estimate the effects of the COVID-19 outbreak on its results of operations, financial condition, or liquidity at this time.

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Valerie Fauteux
Our Board of Directors
Our Partners

