

# 2024-2025 Annual Report

First Nations Lands Managers Association  
for Quebec & Labrador



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AGM Annual General Meeting

ATR Additions To Reserve

CIRNAC Crown-Indigenous Relations and Northern Affairs

CLS Canada Lands Surveyors

ESA Environmental Site Assessment

FNLMAQL First Nations Lands Managers Association for Quebec & Labrador

ISC Indigenous Services Canada

LUP Land Use Planning

NALMA National Aboriginal Lands Managers Association

NATS National ATR Tracking System

OALA Ontario Aboriginal Lands Association

PLMCP Professional Lands Management Certification Program  
Regional Lands Association

RLA Regional Lands Association

SALT Saskatchewan Aboriginal Land Technicians

TAC Technical Advisory Committee

UQAT Université du Québec en Abitibi- Témiscamingue

# A Message from the Chair of the Board

To our members, partners, collaborators and friends,

This past year has been one of growth and connection for the First Nation Lands Managers Association for Quebec and Labrador (FNLMAQL). As a Board, we are proud to have supported the Association's many accomplishments in 2024–2025, guided by our shared vision that all Indigenous communities are empowered in autonomously managing their lands.

We are deeply grateful to our members, whose knowledge, dedication, and leadership drive everything we do. Your engagement strengthens our network and inspires the Board to continue advancing Indigenous-led lands management. Each new connection and collaboration build a stronger foundation for our collective future. We also extend our sincere thanks to the FNLMAQL administrative team, whose commitment ensures this important work moves forward each day.

Together, we look forward to the year ahead with optimism, knowing that our shared values and commitment will continue to guide us toward a strong future for Indigenous lands management in Quebec and Labrador.

**Sarah Jerome**

**Chair, Board of Directors**

First Nation Lands Managers Association for Quebec and Labrador







## A Year in Review...

To our members, partners, collaborators and friends,

This year, we are proud to reflect on the many accomplishments of the First Nation Lands Managers Association for Quebec and Labrador (FNLMAQL).

Our work in 2024–2025 offered a powerful reminder of the deep roots and resilience within our network. Guided by the strategic direction of our Board and membership, the FNLMAQL administrative team led several impactful projects and events that strengthened lands management capacity across the region.

A highlight of the year was hosting the first Indigenous Lands Managers Gathering for Quebec and Labrador. This landmark event not only celebrated the essential work of lands managers but also deepened our connections and broadened our collective vision in meaningful ways.

Throughout the year, our Board of Directors continued to provide steady and thoughtful leadership, keeping the association and its members focused on our shared vision: that all Indigenous communities manage their lands with autonomy and confidence.

This year also marked growth in our membership—an important sign of the growing momentum and interconnectedness of our communities. As our relationships deepen, so too does our potential for collective progress.

Above all, this year affirmed that lasting success comes from within: by nurturing our shared values, beliefs, and knowledge, we continue to build a strong foundation for the future of Indigenous lands management in Quebec and Labrador.

With gratitude,

**FNLMAQL Team**



# Governance

## Mission

The First Nations Lands Managers Association for Québec and Labrador (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 lands management while incorporating our traditional values, beliefs, and practices.

## History

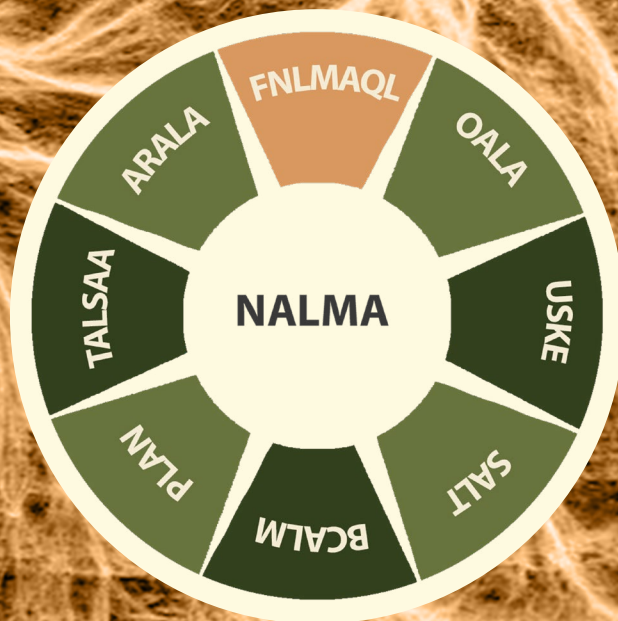
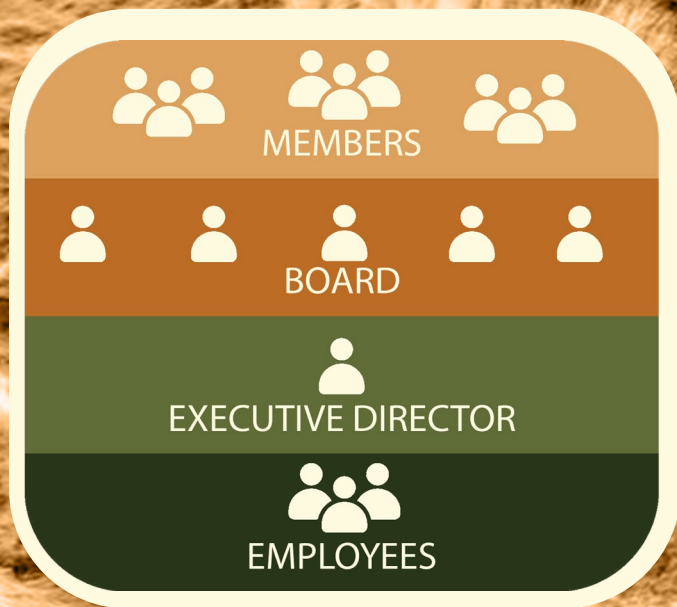
The First Nations Lands Managers Association for Québec and Labrador first met in 2001 and was officially incorporated on September 10, 2002.

## Objectives

The FNLMAQL's primary goal is to unite the First Nations lands managers through a Provincial Association. The overall goals of FNLMAQL 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 National Aboriginal Lands Managers Association (NALMA);
- To work collaboratively with other regional and NALMA in providing technical advice and guidance to the Indigenous Services Canada (ISC) regarding First Nations and Inuit lands management issues to encourage and foster the incorporation of First Nations and Inuit values.





## Strategic Plan

To further the mission, vision, and its objectives, the Association has continued implementing the strategic priorities developed within its five-year strategic plan. All actions the Association undertakes, it focuses on:

1. Growing a Strong Network
2. Sharing and Developing knowledge within Québec and Labrador communities in a culturally relevant manner

To grow a strong network, we will focus on:

- Facilitating access and visibility for stakeholder across Québec and Labrador;
- Facilitating engagement and representation of nations and expertise levels across Québec and Labrador.

To share and develop knowledge, we will focus on:

- Expanding internal capacity to further support communities;
- Empowering Indigenous communities in our region to develop and share knowledge.

## Structure and NALMA Network

FNLMAQL is an independent regional association established by lands managers and recognized by NALMA.

NALMA Board of Directors consists of Chairs from each of the eight Regional Lands Associations (RLAs), collectively forming its governing body. This structure ensures that regional perspectives are represented and discussed at the national level.

The RLAs support NALMA's 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."





## Board Meetings

The FNLMAQL Board held four meetings held during the 2024-2025 fiscal year:

- April 25, 2024
- July 24, 2024
- November 5, 2024
- March 18, 2025

## Elections

Board elections were held in June 2024, following the resignation of Chair Amanda Simon. Open positions included Chair and an additional Director. Sarah Jerome, who had previously served as Vice-Chair, received multiple nominations and was acclaimed as Chair. Stéphane Sioui joined the Board as a Director.

Nominations for the positions of Vice-Chair, Treasurer, and Director were circulated in advance of the Virtual General Assembly held on December 10, 2024. Stéphane Sioui was elected Vice-Chair, Michel Durand Nolett was re-elected Treasurer, and Line Girard Lefebvre was appointed as a Director.



## Membership Meetings

During the fiscal year under review, FNLMAQL hosted two membership meetings. From October 1 to 3, 2024, we had the pleasure of gathering in the beautiful community of Odanak for our Annual Membership Meeting. You can read more about our time in Odanak in the Events section of this report.

On December 10, 2024, FNLMAQL hosted a Virtual Assembly during which Board Elections were held, and the 2023-2024 Finance Statements were reviewed.

## Board Governance Training

The Association continued to offer its Board members the Board-on-Board Training Program, provided by Becker Associates' Canadian Nonprofit Academy. This training provides guidance on the roles and responsibilities of being on a Board of Directors within a non-profit organization. Board members access the content through its online 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.







## FNLMAQL Board of Directors

The FNLMAQL Board provides strategic oversight and governance to guide for the continued development and direction of the Association. It is composed of active member representatives, who are nominated and elected by membership.

In accordance with FNLMAQL Governance Policy, elections are held annually to elect two directors for a two-year term. This staggered schedule promotes continuity and stability in direction, ensuring that at least two Board members will have completed one year of their term at any given time.

During the 2024-2025 fiscal year, the FNLMAQL Board of Directors was composed of the following members:

<b>Chair</b>	Amanda Simon (January 1, 2024 – May 15, 2024) Sarah Jerome (June 11, 2024 – Present)
<b>Vice-Chair</b>	Sarah Jerome (January 1, 2024 – June 11, 2024) Stéphane Sioui (January 1, 2025 – Present)
<b>Treasurer</b>	Michel Durand Nolett (January 1, 2025 – April 3, 2025)
<b>Secretary</b>	Rose-Lyn Tebiscon Stranger (January 1, 2025 – Present)
<b>Director</b>	Stéphane Sioui (June 11, 2024 – December 31, 2024) Line Girard Lefebvre (January 1, 2025 – Present)

# Membership Moments

## Celebrating Sarah Jerome

We raise our hats to Sarah Jerome, who recently graduated from the Professional Lands Management Certification Program (PLMCP). She is now serving as the acting Certified Land Manager for Gesgapegiag Mi'gmaq First Nation. Congratulations, Sarah, on your hard work and dedication. We wish you a fulfilling and enriching career in lands management!

## Farewell to Amanda Simon

With heavy hearts, we said goodbye to Amanda Simon, a dedicated lands manager for the community of Kanesatake and a longstanding Board Member of both the National Aboriginal Lands Managers Association (NALMA) and the FNLMAQL. Thank you, Amanda, for your many positive contributions to the growth of both associations over the years. We wish you all the best in your future endeavours!

## Honouring Michel Durand Nolett

After years of devoted service as the lands manager for the Conseil des Abénakis d'Odanak and as a committed FNLMAQL Board member, Michel Durand Nolett has taken on a new role as Ambassador for his First Nation. We are deeply grateful for his leadership and immeasurable contributions supporting Indigenous lands managers.

## Welcome to Jennifer Volant

We are pleased to welcome Jennifer Volant as the new lands manager for the Conseil des Abénakis d'Odanak. We look forward to working together and supporting your journey in lands management.







### Rose-Lyn Tebiscon Stranger's Expanded Role

Our Treasurer, Rose-Lyn Tebiscon Stranger, now holds an expanded title and currently serves as the Housing and Community Lands Manager. In addition to her responsibilities within our association, Rose-Lyn also serves on the Council of the Timiskaming First Nation. We are proud to recognize her continued leadership and deep commitment to community development.

### Membership Update

The FNLMAQL is proud to continue expanding and strengthening our network of lands managers across the region. This year, we were pleased to welcome the following First Nations into our association:



**Naskapi Nation of Kawawachikamach**



**Première Nation d'Abitibiwinini**



**Kebaowek First Nation**

We look forward to building strong relationships with these new members and supporting their journeys in lands management. Their insights and experience will be an important addition to the membership network.

# Adminstration

## Policy Updates

During the 2024-2025 fiscal year, FNLMAQL conducted reviews of the following policies:

- Governance Policy
- Administration Policy

Members who would like to request copies of these or other policies are invited to cont us at [info@fnlmaql.ca](mailto:info@fnlmaql.ca) .

## Strengthening our Relationship with Indigenous Services Canada

We are proud to continue strengthening our relationship with Indigenous Services Canada (ISC) by fostering meaningful connections between lands managers and their regional ISC representatives.

Throughout the fiscal year, our collaboration with ISC included:

- Providing opportunities for ISC representatives to share updates at FNLMAQL events
- Encouraging ISC participation in our training sessions
- Participating in ISC-led training opportunities
- Coordinating information sessions on programs and funding opportunities
- Holding regular meetings between FNLMAQL and ISC to address service gaps and ways to support community lands managers
- Maintaining ongoing communication regarding departmental and organizational changes
- Supporting the development of land-related tools and resources
- Assisting new lands managers and connecting them with relevant ISC or FNLMAQL conts and information

We look forward to continuing this strong partnership in support of effective and community-driven lands management.



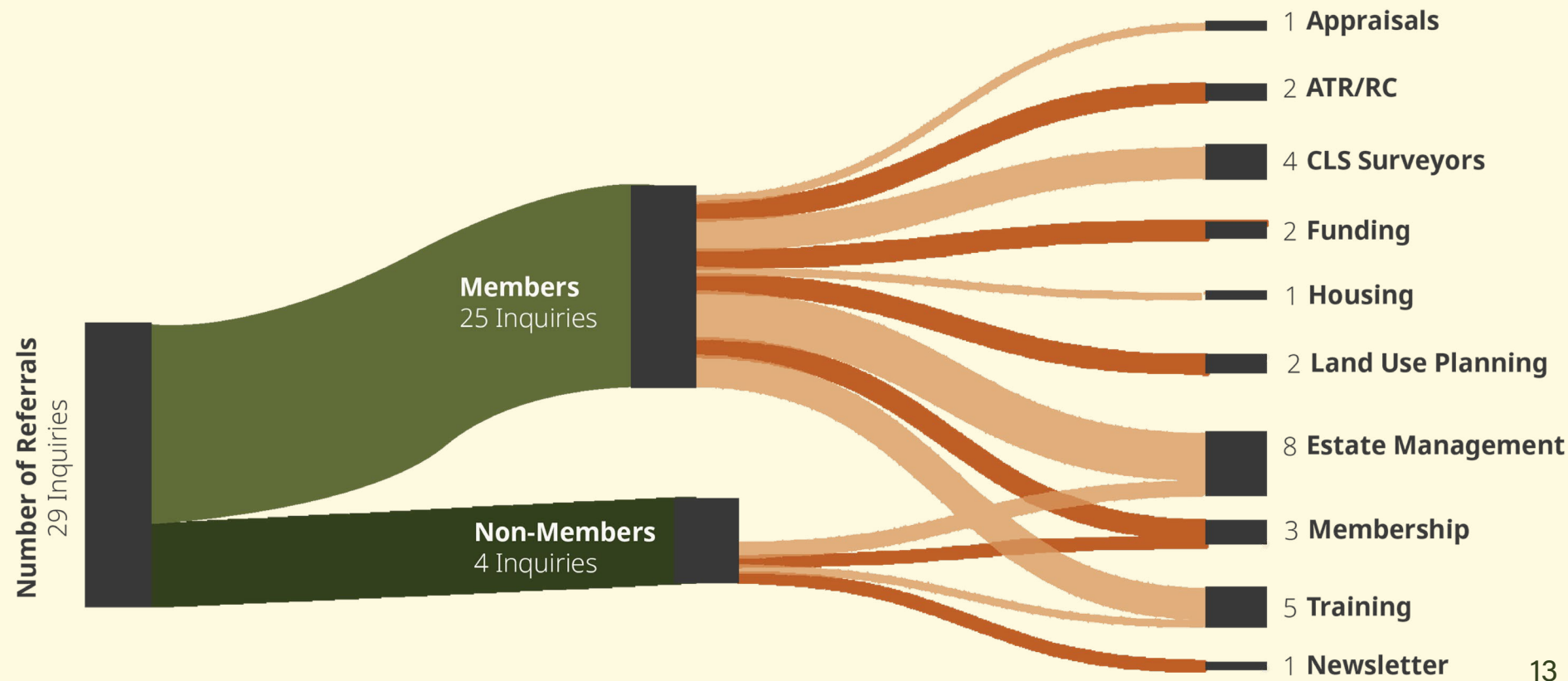
# Referral Data

The FNLMAQL staff received a total of 29 information requests this year, originating from 25 members and four non-member communities. Inquiries covered a range of topics, from 'Estates Management' and the trainings we offer, to funding application support and requests for connections to other members or external organizations with relevant expertise and resources.

The most frequent requests were for training and resources related to 'Estates Management.' We also received several inquiries related to 'Surveying,' where we referred lands managers to experienced Canada Lands Surveyors (CLS), often based on members' recommendations.

We also guided users to tools and registries to help them identify qualified surveyors depending on the scope of the work. Due to the high demand for CLS services, this step is especially valuable.

As part of our mission to unite and assist all our members in exchanging knowledge, expertise, and resources between communities, this referral data provides important insight. It helps us identify emerging needs, as well as the strengths and gaps in the resources available to our membership, allowing us to better serve lands managers now and in the future.





# Communications

## Spotlight Series

The Spotlight series was created to showcase and celebrate the work of our members. Each edition highlights a community's environmental features, cultural heritage, and ongoing development plans demonstrating how every Nation has its own unique motivations and challenges that shape its approach to lands management and establish its priorities.

Our members often say that one of the best parts of attending in-community events is receiving a tour from the local lands manager. The Spotlight series extends this experience beyond event attendees, offering an accessible virtual tour through interviews, photos, and graphics.

Featured lands managers share stories about their passion projects, such as the street sign revitalization in Gegapegiag, led by Lands Officer, Sarah Jerome. This specific initiative incorporates artwork from local elementary school students to the signage of old and new streets.

So far, the Spotlight series has showcased the communities of [Odanak](#), [W8linak](#), and [Gegapegiag](#). We look forward to sharing more in the coming year!

## Social Media

Our social media pages serve as a dynamic showcase of our work. We use [Facebook](#) and [LinkedIn](#) to share upcoming events, new resources, funding opportunities, and other relevant information, extending our reach beyond direct membership counts.

Features like our Spotlight series and post-event photo posts, help highlight and show appreciation for those involved. Members often repost this content to express pride in their work and to raise awareness in their communities about their roles and the importance of lands management.





This year, FNLMAQL launched a [YouTube channel](#) to host our growing collection of video projects. These include “Additions to Reserve Explained: A Basic Overview and Engagement for ATR Policy Redesign”. Inspired by members’ interest, we plan to release additional explainer videos in the coming year.

Our social media channels also help connect our followers to opportunities and support offered by external organizations, including events, funding programs, and job postings, which further helps lands managers access the tools they need.

### **Monthly Newsletter**

Our monthly newsletter brings together key updates, events, resources, reports, and funding opportunities from FNLMAQL, NALMA, and other external organizations all in one accessible place.

This year saw a 10 percent increase in active subscribers across both our English and French editions. Interaction data has guided us in developing a more accessible, scroll-friendly format with content tailored to our readers’ interests and needs. In the upcoming fiscal year, we will be moving our newsletter to the Cyberimpact platform, a Quebec-based software company.

### **Website**

This year saw a significant increase in both returning and new visitors to our website. The site is regularly updated with newly published resources, reports, and a refreshed funding page highlighting current and upcoming application deadlines.

To keep key event information centralized, we created dedicated event links that serve as a consistent hub for details before, during, and after each event. This approach has proven helpful for participants, allowing them to bookmark a single page for directions, the agenda, and follow-up materials.

Looking ahead to the next fiscal year, we plan to refresh the website to improve and upgrade our translation system to ensure the website remains fully available in both English and French.



## Indigenous Languages Incorporation

While FNLMAQL currently offers services in English and French, we recognize and honour the importance of Indigenous languages spoken within our member communities.

We continue to expand our internal glossary of greetings, key phrases, and terminology in the 11 languages represented in our region, including, Abenaki, Anishinaabemowin, Atikamekw, Innu-aimun, Cree, Inuktitut, Kanien'kéha, Mi'gmaq, Naskpi, Wendat, and Wolastoqey.

We remain committed to exploring future opportunities to incorporate these languages into our communications and services.

## Fostering Bilingualism in Lands Management

FNLMAQL is committed to serving its members in both English and French, reflecting the bilingual nature of our organization and diversity of our membership.

Translation is carried out either in-house by our bilingual team members or through professional translators to ensure accuracy and high quality.

Communication Channels: All FNLMAQL communications, including the website, newsletter, social media, and training materials, are available in both languages.

Events and Support: To ensure equitable access to high-quality events and trainings to both French- and English-speaking members, we regularly employ skilled interpreters to provide simultaneous translation. We also recognize that some technical subjects are best delivered by facilitators who share the participants' working language. In such cases, and based on members' requests, we aim to offer separate sessions in each language to enhance learning and engagement.

Terminology Consistency: We are committed to ensuring consistent and accurate terminology across all our communications and materials in both languages. We continue to collaborate with NALMA to enhance this consistency across all documents at the regional and national level.







# Projects & Programs

## Engagement Report: ATR Policy Redesign

As part of our contribution to the Additions to Reserve (ATR) Policy Redesign process led by Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC), FNLMAQL hosted two regional engagement sessions to gather direct feedback from First Nations across Quebec and Labrador. Invitations were extended to both member and non-member communities, with a focus on lands managers and administrative staff actively involved in the ATR process. These sessions generated rich discussions and valuable insights that helped shape our final report and recommendations.

To reflect the depth and spirit of these conversations, FNLMAQL partnered with Bideshi Film to produce a companion video report. Created to complement the written report, the video amplifies participants' voices, provides context for the recommendations, and adds a human dimension to this policy work.

Along with footage from the engagement sessions, the video features community visits to showcase ATR projects currently underway and offer a deeper understanding of the unique realities and difficulties that communities face throughout the process.

Together, these sessions and visits created a platform to identify both challenges and aspirations related to ATRs. Key themes included the need for clearer guidelines, the removal of unnecessary bureaucratic barriers, and greater flexibility to reflect each community's specific needs.

The [written report](#) and accompanying [video](#) were submitted to CIRNAC on July 31, 2024, and have been considered as part of the ATR Policy Redesign process.

We extend our heartfelt thanks to all participants, experts, and community members who generously shared their time, knowledge, and experiences for this important initiative.



## Update - CIRNAC's Additions to reserve: Policy Redesign

CIRNAC remains committed to provide First Nations with regular updates about the progress of the ATR Policy Redesign, and to share further developments as information becomes available.

In earlier communications, CIRNAC announced the creation of a Technical Advisory Committee (TAC) and introduced nine interim changes to the existing ATR Policy.

As of March 2025, a subgroup has been formed to develop the tools and guidance needed to implement these interim changes. In collaboration with members, CIRNAC has also begun drafting a policy outline for the redesigned ATR Policy. This work is informed by recommendations shared by participating First Nations and will form the foundation of the future policy.

## Additions to Reserve Pocket Guide

One of the key messages that emerged through our ATR-related initiatives was the need for greater clarity and accessibility around the ATR process. In response, FNLMAQL developed a practical tool to help address this gap: the Additions to Reserve Pocket Guide.

This user-friendly guide is designed as a quick reference tool for newcomers, those in need of a refresher, and other parties involved in the ATR application.





It outlines each step of the process, provides links to relevant resources, and offers project management tips and tools to help make the system more manageable and accessible.

To support learning and communication, we partnered with Visual Versa to produce a short video summary titled "Additions to Reserve Explained: A Basic Overview", available both within the pocket guide and on FNLMAQL's YouTube channel, the video helps demystify key concepts for anyone involved in or curious about the ATR application process.

### Additions to Reserve Support

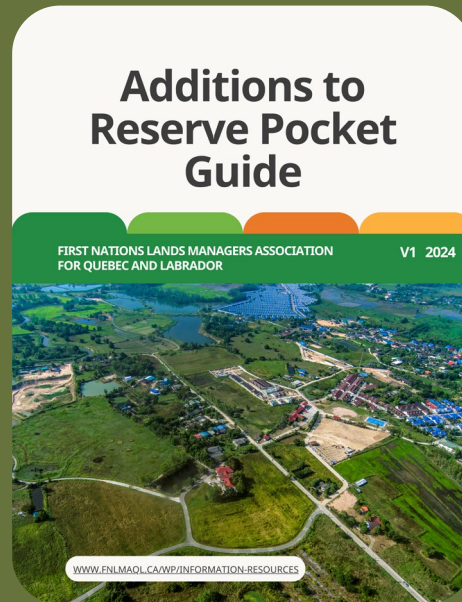
As part of our ongoing commitment to support members navigating the ATR process, FNLMAQL offers guidance to communities currently undertaking—or considering—this work.

Support is provided through phone calls or virtual meetings, to walk through the various stages, answer questions, and connect communities with the most relevant tools, conds, and resources.

For communities seeking more in-depth assistance, FNLMAQL can also provide support in project management with planning and strategic development tailored to each community's unique goals and context.

This year, we also began collaborating with the Ontario Aboriginal Lands Association (OALA) to share expertise and co-develop resources.

This partnership includes exploring opportunities for joint staff training and creating shared tools to further strengthen the support offered to member communities navigating the ATR process in our respective RLAs.





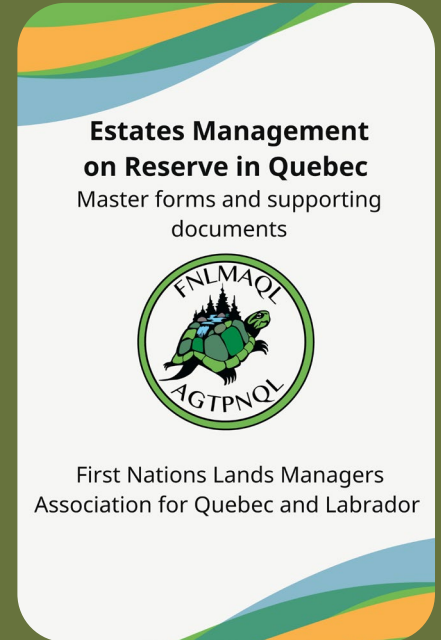


## Estates Management Master Forms & Reference Tool

In the past year, FNLMAQL developed the Estates Management Master Forms & Reference Tool binder to support communities navigating estates administration under the Indian Act. This resource includes official forms from ISC, process charts outlining will administration procedures, and practical tools designed to assist First Nations communities with estates management tasks.

The binder is distributed in both digital and hard copy formats to participants of our Estates Management on Reserve in Quebec training sessions. Member communities that have not attended the training may request a copy by contacting FNLMAQL directly.

We will continue to expand and update this resource to reflect evolving best practices and ensure that First Nations in Quebec have access to current, relevant and user-friendly estate management tools.



## Lands Management Tools & Equipment Funding Program

The Lands Management Tools & Equipment Funding Program completed its second year with continued success. While minor adjustments were made to improve delivery, the program's core objective remained the same: to support the lands management efforts of our member communities by providing access to the tools and equipment they need to manage their lands effectively according to their priorities.

Two application cycles were held in June 2024 and October 2024. Across these cycles, the program funded 27 items for seven communities.

Approved items ranged from essential office supplies, such as printers and laptops, to field equipment including boots, helmets, and waders, as well as more advanced devices like drones and GPS units.

Due to strong demand and positive feedback, we're pleased to announce that the Tools and Equipment Funding Program will return for another year!

### **Lands Management Legal Support Program**

The Lands Management Legal Support Program continued to offer targeted legal services to support the lands management priorities of our member communities. Following minor adjustments after its launch in July 2023, the program maintained its focus on providing practical legal support aligned with community-specific needs.

During the 2023-2024 fiscal year, the program supported five communities and collaborated with four legal firms to deliver a wide range of customized services. These included legal guidance related to ATRs, drafting of commercial and residential leases, the creation of lease templates, development of commercial and industrial use forms, review of housing policies, and support for matters related to matrimonial real property law.

A new funding cycle was launched in June 2024, and assistance continues for communities with active files.

### **Proposal Writing Support**

FNLMAQL continues to offer dedicated support to lands managers in developing proposals for basic land-related projects. This support includes sharing best practices, offering practical tools, and providing tips and tricks to strengthen funding applications.

During this fiscal year, we were proud to support two communities in developing their Estates Management Funding proposals. We remain committed to building capacity and empowering lands managers across the region in navigating proposal processes.





# Trainings

## National ATR Tracking System Introduction Webinar

In partnership with ISC, FNLMAQL hosted a two-hour French-language webinar on the National Additions to Reserve Tracking System (NATS). The online event on May 14, 2025, had representation from four Indigenous communities from Quebec.

NATS is a secure, web-based platform developed by ISC to support the ATR process. It replaces the former manual application system and enables First Nations to submit proposals, monitor their progress, and track their status through a protected online portal.

Led by ISC representative André St-Jean, the webinar provided an overview of the platform's key features, a live walkthrough, and an open Q&A session. Participants received a user guide with and a recording of the session to support ongoing learning and internal staff capacity.

While NALMA offers English-language training annually, FNLMAQL offered this session in French to align with our mission statement of ensuring equitable and bilingual access to training and technical resources.

## NALMA Land Use Planning 'Virtual Toolkit' Training

On September 25, 2024, FNLMAQL partnered with NALMA to deliver a two-hour training session on NALMA's Land Use Planning (LUP) 'Virtual Toolkit'. The session was led in English by NALMA's LUP Program Specialist, Alex Marques, with simultaneous interpretation provided in French.

The session introduced foundational concepts related to land use planning for First Nations operating under the Indian Act and included an overview of NALMA's LUP Funding Initiative. In 2024-2025, NALMA held four LUP trainings and will be continuing the sessions into the next fiscal year.





This collaboration supported FNLMAQL's ongoing efforts to promote equitable, bilingual access to national tools and initiatives that strengthen community lands governance.

For more information on NALMA's LUP trainings or initiatives, visit the [LUP Unit's website](#).

### **Professional Lands Management Certification Program (PLMCP) Support**

The PLMCP, developed through a partnership between ISC and NALMA, is a comprehensive training initiative designed to strengthen the capacity of First Nation lands managers operating under the Indian Act. The program is delivered through a two-level certification process:

- Level I: Post-secondary training, delivered through a university partner
- Level II: Technical training, facilitated directly by NALMA

As a bilingual RLA, FNLMAQL continues to support the development and delivery of the program in both French and English.

In 2024–2025, two FNLMAQL members continued their certification journey through the PLMCP Level I offered in French through the Université du Québec en Abitibi-Témiscamingue (UQAT). Through its Indigenous Studies Department, UQAT offers both a microprogram (18 credits) and a certificate program (30 credits) in Land Management in Indigenous Context. These flexible, part-time, virtual options allow lands managers to pursue training in addition to their work in community.

This year, FNLMAQL also collaborated closely with NALMA's Professional Development Unit and the Bilingual Master Instructor to support the development of PLMCP Level II in French. Our contributions included translating and adapting materials, contributing to the development of Quebec-specific content, and supporting the creation of a centralized internal platform to house French-language resources. These efforts lay the groundwork for the official launch of PLMCP Level II in French, scheduled for Fall 2025.

For more information on the PLMCP at large or the upcoming French Level II, please contact [training@fnlmaql.ca](mailto:training@fnlmaql.ca).



## Estates Management on Reserve in Quebec Training

FNLMAQL hosted third Estate Management training in Chicoutimi, QC in June. Delivered entirely in French and titled “Formation à la gestion des successions dans les réserves au Québec,” we created the training to support Francophone communities that expressed a need for in-community training.

Facilitated by Amanda Simon, a certified Lands Manager with over 15 years of expertise in Estate Management, the training offered a clear and practical overview of the estate process under the Indian Act. With 13 participants in attendance, the session featured an engaging format that allowed for questions, discussion, and the sharing of Simon's real-world experiences. Representatives from ISC were also present to provide guidance on ISC's Estates Management Funding Program.

Each of the four communities present received a copy of the FNLMAQL binder “Master forms and supporting documents,”

including the Personal Estates Planning Guide, flowcharts, and the most up-to-date ISC forms.

This training built on the foundation laid in 2023–2024 from the community-specific sessions offered in Kahnawake and Gesgapegiag. In keeping with our commitment to continuous improvement, FNLMAQL staff and the facilitator conducted a post-training debrief to review participant feedback and refine the materials and presentation content.

The Estates Management on Reserve in Quebec Training program will continue in 2025–2026, with bilingual sessions planned for Spring and Fall 2025. The revised training content will be made available to all participants during these upcoming sessions.



# Events

## Annual General Meeting & Training

In early October 2024, members gathered in the beautiful community of Odanak First Nation for the FNLMAQL's Annual Membership Meeting. On Tuesday, October 1, the day began with a warm welcome and a guided tour of our host community, after which the Annual General Meeting (AGM) was officially convened. The agenda featured the following key updates and discussions:

- A review of the 2023–2024 Annual Report
- Community updates
- An overview of FNLMAQL's recent activities
- An update from Leona Irons, NALMA's Executive Director
- A presentation and Q&A with ISC's Lands Department representatives

Following the AGM, six FNLMAQL members participated in two days of specialized training, led by Ugo Lapointe from The Firelight Group. The session explored the following topics:

- The Federal Environmental Site Assessment (ESA) process
- The Provincial ESA process
- Indigenous-led approaches to impact assessment

Kchi wliwni to the Conseil des Abénakis d'Odanak, the Musée des Abénakis, and members of the Odanak First Nation for their warm hospitality. We also extend our heartfelt thanks to all participants and presenters for their time, insights, and contributions to a meaningful and successful event.







## Indigenous-led Engagement for the ATR Policy Redesign

Following our first Indigenous-led Engagement Session for the ATR Policy Redesign held in February 2024, FNLMAQL hosted a second session in April 2024, in Wendake. This session continued the important work of gathering regional perspectives and feedback to inform CIRNAC's ATR Policy Redesign.

Over two days, participants shared their firsthand experiences with the ATR process, identifying challenges and offering concrete suggestions for policy improvements. A panel of experts, including staff from NALMA and ISC Lands Department representatives for the Quebec Region, was present to respond to questions and provide key insights.

We were pleased to welcome 13 participants from eight First Nation communities across Quebec. The session generated valuable recommendations, which FNLMAQL included as part of its written report.

Following the engagement session, we also visited Gesgapegiag, W8linak, and Odanak to spotlight ongoing ATR projects and the specific challenges these communities are facing. These visits are featured in our video report.





## Indigenous Lands Management Gathering for Quebec and Labrador

On February 18 and 19, 2025, we proudly hosted the Indigenous Lands Management Gathering for Quebec and Labrador. This two-day hybrid event was created as a space to foster knowledge-sharing, learning, and relationship building.

The theme of the event— “Deep Roots, Strong Branches”—symbolized the strength that emerges when we are grounded in our values, knowledge and relationships. Just as healthy roots contribute to flourishing growth, our strong foundation enables us to thrive as resilient and interconnected communities.

We welcomed 61 attendees, representing 14 First Nations across Quebec, along with representatives from Indigenous lands management organizations and government partners. The Gathering featured the following workshops;

- Nikan Skàtne- Planning together for the future, delivered by Catherine Béland and Émie Rainville from the First Nations of Quebec and Labrador Sustainable Development Institute
- Lands Management in Eeyou Itschee: Particularities of a territory under agreements, delivered by Eliane Grant, UQAT
- Impact Benefit Agreements, a workshop delivered by Hugo Asselin, UQAT
- Land Use Planning: Adapting to Climate Change, delivered by Alex Marques NALMA and Lola Sheppard, Architect
- Land Use Planning and Funding Proposals, a workshop delivered by Alex Marques, NALMA

A highlight of the event was the Indigenous Land Management panel, where Land Managers and other professionals shared their challenges, successes, and visions for the future. The session fostered peer learning and mutual support, offering participants an opportunity to share their experiences, reflect on their roles, exchange ideas, and bring new ideas back home to their communities. We are deeply grateful to the participants and facilitator for their generous contributions.





#### Panel Participants:

- Sarah Jerome – Lands Officer, Mi'gmaq of Gesgapegiag
- Jean Guimond- Certified Lands Manager- Mohawks of Kahnawake
- Michel Durand Nolett – Certified Lands Manager, Conseil des Abénakis d'Odanak
- William Schecanapish – Land and Environment Officer, Naskapi Nation of Kawawachikamach
- Line Lefebvre Girard – Lands and Housing Coordinator, Conseil des Abénakis de Wôlinak
- Rose-Lyn Tebiscon – Housing and Community Lands Manager, Timiskaming First Nation
- Alison McBride – Acting Director, Algonquin Nation Secretariat
- Leonard Tipewan – Certified Lands Manager and SALT Executive Director

Panel Facilitator: Amanda Simon, Master Instructor, NALMA

Beyond the learning sessions, the Gathering provided a space for connection and wellness. We welcomed Indigenous vendors and wellness practitioners - including a massage therapist - and invited various organizations to share their resources and supports to lands managers. We also extend our sincere thanks to Rodrigue Mackenzie, who served as a warm and engaging Master of Ceremonies throughout the event.

Whether connecting in person or virtually, the Gathering was a powerful moment of community, reflection, and momentum building. We are deeply grateful to everyone who weathered the winter storm and contributed their time, energy, and knowledge to make this event so meaningful.

If you are interested in receiving any of the materials presented at the Gathering, please contact us at [projects@fnlmaql.ca](mailto:projects@fnlmaql.ca).



# Funding

During the 2024–2025 fiscal year, FNLMAQL received funding from the following sources to support its programs, projects, and administrative operations:

Source	Program	Amounts
NALMA	Core	\$ 595,084.00
NALMA	Economic Recovery	\$ 330,000.00
ISC	Estate Management Funding	\$ 142,450.00
NALMA	Bilingual Master Instructor	\$ 32,821.69
	Total Funding Received	\$ 1,100,355.69

We gratefully acknowledge the support of our funding partners in enabling the delivery of key initiatives and services to our members.

To access our audited financial statements for the 2024-2025 fiscal year, visit our website or cont [info@fnlmaql.ca](mailto:info@fnlmaql.ca).



# Thank you Wliwni Meegwetch Mikwetc Tshinashkumitin Hiy hiy "◁+ "◁+ Quyanainni Nia:wen'kó:wa Wela'lin σᶜᵈL° Niskumaaw vta Tiawenhk Merci

We would like to acknowledge the contributions of the following individuals in the work the FNLMAQL is undertaking, particularly over the last year.

This is not an exhaustive list! Thank you to all our members, collaborators, partners, staff, trainers, and other stakeholders who make our network so dynamic!

Adam Piciato-Kerr	Charlene McCue	Jill Knot	Rene Portillo
Alex Marques	Charles Gagnon	Johanne Bouchard	Rhonda Oblin Cooper
Alexandre Dompierre	Cindy Couch	Johnny Cooper	Rose-Llyn Tebiscon
Alexandre Gabriel	Clarence Snow	Juan Fernandez	Ryan Osman
Alexandre Paul	Corey Stranger	Kathy McCue	Sarah Jerome
Alina Gutierrez M.	Crystal Janvier-Romaniuk	Keegan Smith	Sean Thompson
Aline Baron	Danielle St-Onge	Ketty-Rose Mitchell	Sebastien Rist
Alison Irons-Cummings	David Alfaro Clark	Leona Irons	Sherry Matson
Alison McBride	David Schulze	Leonard Tipewan	Shoshana Issac
Amanda Simon	Elaine Grant	Lola Sheppard	Simon Picard
André St-Jean	Émie Rainville	Line Lefebvre Girard	Stephanie Tripp
Andres Ibanez	Eric Chalifoux	Marie-Andrée Buckell	Stephen Berry
Angel Odjick	Fanny Poirier	Marjolaine Picard	Stéphane Sioui
Angele St-Onge Picard	Francois Simard	Melanie Jacobs-Douglas	Stéphanie Caron
Aude Leroux-Levesque	Gene Morrow	Michel Durand Nolett	Steven Diabo
Audrey Lévesque	Gregory Pastitshi	Myrella Papatie	Tania Michel
Breanna Salm	Hugo Asselin	Myriam Guindon-Ross	Tanya Neitzert
Buffy Hill	Jamie Nayassit	Myriam Labbé	Thérèse Ambroise-Rock
Carmen Rock	Jean Guimond	Nancy Langlais	Thomas Fortin
Carly Armstrong	Jean-Guy Bélanger	Nick Ottawa	Tina Barnaby
Carole Bérubé-Therrien	Jennifer Volland	Norah Osmond-Ward	William Schecanapish
Catherine Béland	Jessica Jourdain	Patricia Mitchell	Veronica Leborge
Catherine Fagan	Jessica Pickett	Renata Carmo	



First Nations Lands Managers Association for Quebec & Labrador, 2025

Photos:

Alison Tassignon  
Inaa Photos (Renata Carmo)  
Mackenzie Casalino

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