



STRATEGIC PLAN 2026-2030

First Nations Lands Managers Association for
Quebec and Labrador

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Message from the Executive Director & Board Chair

We are happy to present the 2026-2030 Strategic Plan for the First Nation Lands Managers Association for Quebec and Labrador.

The FNLMAQL has grown a lot since our last 5-year plan. The organization has strong leadership, team members and board of directors.

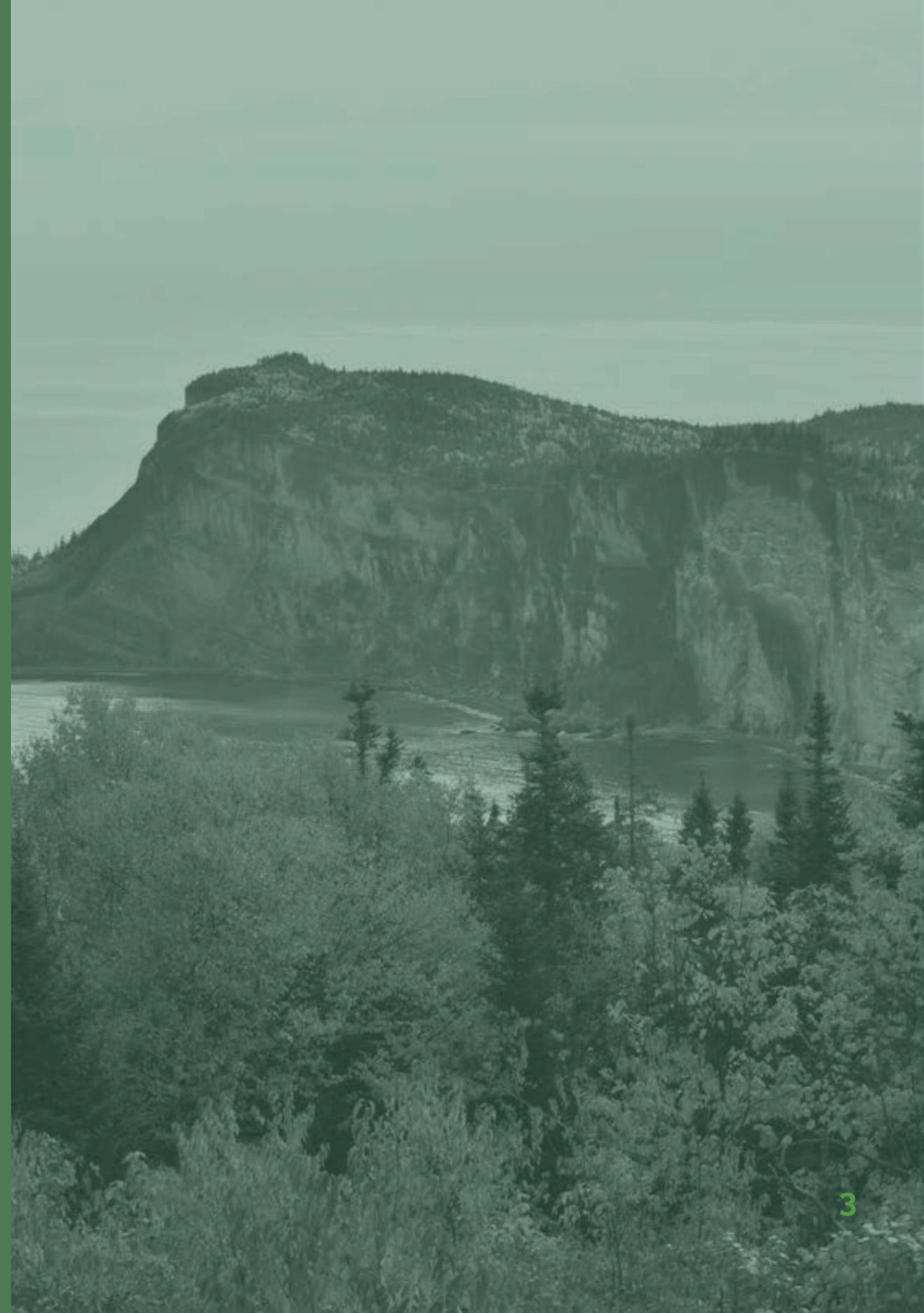
We are ready to build on the training, partnerships, resources and relationships we have developed, and meet the challenges and opportunities that are unique to the region of Quebec and Labrador. Ultimately, we seek to build the strength of Indigenous lands managers and their communities so that they are empowered in autonomously managing their lands.

FNLMAQL is always listening to the needs of members, and this plan was developed based on feedback received throughout 2025. This plan will be a guide as we continue on our path as professional association providing services that support Indigenous communities. We promise to stay true to its vision and continuously work towards achieving our mission.

As always, this plan belongs to all of us. The staff and board will do all we can to make the plan come to life.

Niawenhkó:wa

Valerie Fauteux and Sarah Jerome



OUR VISION

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

OUR MISSION

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

WHO WE SERVE

FNLMAQL serves First Nations communities in Quebec and Labrador.
All Indigenous communities in Quebec and Labrador are eligible to become members.



FNLMAQL 5-YEAR STRATEGIC PRIORITIES: Strategic Plan

FNLMAQL 5-YEAR STRATEGIC PRIORITIES

These are the main goals and strategies for 2026-2030:

1

Build Community Capacity for Autonomous Lands Management

- a. Expand training, access to expertise and certification, tailored to members' realities.
- b. Encourage networking and relationships between Indigenous communities.
- c. Equip members with practical tools and resources to strengthen lands management
- d. Weave Indigenous ways and knowledge into FNLMAQL and equip members to embed Indigenous values in land governance.

2

Strengthen Voice and Partnerships

- e. Represent members collectively and provide support for strong Nation-to-Nation relationships.
- f. Build partnerships and collaborations that strengthen technical capacity and visibility.

1 Build Community Capacity for Autonomous Lands Management

Strategies	Actions
<p>a. Expand training, access to expertise and certification, tailored to members' realities.</p>	<ul style="list-style-type: none"> • Offer training in both French and English that combines: <ul style="list-style-type: none"> ◦ Well-being for lands managers, ◦ Cultural knowledge and storytelling, ◦ Technical skills: Additions to Reserve, estates management, surveying/GIS/mapping, advanced Land Use Planning, Environmental Management, negotiations with industry for economic development opportunities (including Impact Benefit Agreements), ◦ Modular and asynchronous/remote training options that respect diverse geographies and schedules. • Host hands-on workshops with concrete examples specific to our region (case studies, success stories from member communities) • Build Expert Units in ATR, estates, environment, and land use • Continue to provide one-to-one support by staff to First Nations, to help meet their technical and organizational capacity needs (including succession planning, creating systems, etc.) • Continuously promote the Professional Lands Management Certification Program
<p>b. Encourage networking and relationships between Indigenous communities</p>	<ul style="list-style-type: none"> • Organize annual members gatherings in a different community each year, combined with training and a tour (multi-day event; bilingual programming) • During members gatherings and trainings: <ul style="list-style-type: none"> ◦ share up to date contact information for key resources and experts; ◦ share community updates and lessons learned in the last year, ◦ exchange ideas around specific challenges faced by members in their work, ◦ discuss upcoming or ongoing issues facing our region. • Include peer exchange and showcase members' community projects during existing programs like training or webinars, lunch and learns (e.g., on conservation practices like moose conservation guidelines, reforestation; governance innovations such as expanded lands management). • Develop mentorship and peer exchange activities (formal, informal) for lands managers to share knowledge and support. • Create a secure online networking platform (Teams/Slack style) to replace informal Facebook group. • Continue outreach to expand membership to new communities

1 Build Community Capacity for Autonomous Lands Management

Strategies	Actions
<p>c. Equip members with practical tools and resources to strengthen lands management</p>	<ul style="list-style-type: none"> • Continue to offer easily accessible funding support opportunities to support lands department capacity development in communities (e.g. Tools & Equipment Funding Program; Lands Management Legal Support Program) • Revamp the website for usability, clarity, and bilingual navigation. • Develop a centralized online resource library • Provide a centralized, regularly updated directory of members and of resource people (by specialization). • Communicate to members about support the staff can offer (e.g. proposal writing, communications, translation) and when (e.g. during specific funding opportunities, when doing ATR initiatives, welcoming new PLMPC graduates, etc.) • Produce a variety of user friendly multi-media material, printed materials and other resources: <ul style="list-style-type: none"> ◦ Lands management video series, ◦ Info capsules (short explainers) on land regimes, terminology, and technical processes, ◦ Model land codes, bylaws, and ready-to-use templates for policies, resolutions, inquiries, and legal steps, adapted to Quebec/Labrador contexts. ◦ Adaptable templates and checklists for planning, ATR processes, estates, and other lands management needs, ◦ Case studies about communities in the Quebec and Labrador region, highlighting Indigenous stewardship models and best practice they have implemented. (These can be connected to communities invited to share during peer learning activities.), ◦ Spotlight series & newsletter, share stories of youth-led initiatives, ◦ Best practice guides on engaging Elders in environmental management.
<p>d. Weave Indigenous ways and knowledge into FNLMAQL and equip members to embed Indigenous values in land governance.</p>	<ul style="list-style-type: none"> • Integrate traditional teachings and Indigenous knowledge into training curricula. • Include Elders in training and planning sessions to ensure knowledge transfer. • Promote recognition of traplines, traditional territories, and cultural use areas in land use planning. • Provide examples, tools and general suggestions on how to incorporate traditional ways and values into LM activities • Incorporate Indigenous artwork, language, and cultural symbols in FNLMAQL materials • Offer funding for lands managers to bring a youth or Elders to trainings and Gatherings • Include people who do translation in each community in the list of resource people

Strategies	Actions
<p>e. Represent members collectively and provide support for strong Nation-to-Nation relationships.</p>	<ul style="list-style-type: none"> • Include space in gatherings to talk about what is happening in the region and world, and how government policies impact lands management. • Gather and share technical lands management experiences from communities and make recommendations policies and regulations to the levels of government. (Provide input from our region on policy reforms from a grassroots technical lands management perspective that would strengthen Indigenous self-determination.) • Speak up for adequate, efficient and meaningful consultation and engagement processes between levels of government and First Nations. • Continue to strengthen relationships with different units within Indigenous Services Canada <ul style="list-style-type: none"> ◦ Serve as a liaison with ISC, ensuring members' priorities are communicated. ◦ Ensure that FNLMAQL and ISC are present with members at key times (e.g. RLEMP entry, ATR, estates sessions).
<p>f. Build partnerships and collaborations that strengthen technical capacity and visibility.</p>	<ul style="list-style-type: none"> • Continue to strengthen relationships with key partners: <ul style="list-style-type: none"> ◦ NALMA ◦ Other Regional Land Associations ◦ Université du Québec en Abitibi-Témiscamingue • Build effective relationships and collaborations with complementary organizations related to First Nations lands management, such as First Nations of Quebec and Labrador Sustainable Development Institute, Canada Energy Regulator, Water First, Surveyor General Branch • Facilitate the sharing of information offered by organizations active on traditional territory initiatives (e.g., Land Guardians, FNQLSDI) to members. • Develop a more formalized role for FNLMAQL in the French PLMCP • Support members and staff in attending and contributing to other First Nations organizations conferences (e.g., Land Guardians) to connect with innovators and leaders.

HOW WE CREATED THIS STRATEGIC PLAN

How we created this strategic plan

The 5-Year Strategic Plan is grounded in feedback and reflection by members, board and staff. These priorities reflect the voices of communities and lands managers across Québec and Labrador. FNLMAQL worked with Lumiere Consulting to gather these ideas and synthesize them into a draft Strategic Plan. The staff reviewed and refined the Strategic Plan and determined a work flow for activities from Year 1 through Year 5. The board reviewed the Strategic Plan and refined it before giving final approval.

Engagement activities that informed the plan:

- Strategic Planning Workshop at Membership Meeting (Mashteuiatsh, Sept 2025) – group dialogues generating concrete ideas for mentorship, training, weaving Indigenous ways, traditional territories and government policy.
- Community Updates at Membership Meeting (Mashteuiatsh, Sept 2025) – lands managers described current projects, challenges, and systemic issues.
- Strategic Planning Member Survey (online, Aug 2025) – member input on strengths, needs, and opportunities for partnerships, mentorship, training, and support.
- Indigenous Lands Management Gathering for Quebec & Labrador (Montreal, Feb 2025) – Under the theme “Deep Roots – Strong Branches” 61 participants sharing aspirations, challenges, and recommendations. Pre-event surveys, workshops, and feedback forms related to members’ needs regarding estates, additions to reserves, GIS, environment, and administration.
- Annual Report 2024–2025 – documenting achievements, new programs (Legal Support, Tools & Equipment Fund), and member services.

MEMBER INPUT ROAD MAP

A

Strategy

Expand training, access to expertise and certification, tailored to members' realities

Source

- Strategic Planning Member Survey (Aug 2025)
- Indigenous Lands Management Gathering for Quebec & Labrador (Feb 2025)
- Strategic Planning Workshop (Sept 2025)

Member's Input

- Members called for regionalized, hands-on training and asynchronous modules to fit geographic realities.
- Requested a blend of technical and cultural learning: well-being, storytelling, and GIS/ATR/estates.
- Suggested creation of Expert Units and a mentorship structure to strengthen professional pathways.
- Emphasized continuing certification and bilingual delivery for future land managers.

B

Encourage networking and relationships between Indigenous communities

- Membership Meeting (Sept 2025) – plenary discussions & community updates
- Strategic Planning Workshop (Sept 2025)

- Expressed desire for ongoing peer exchange and mentorship between communities.
- Called for a secure online networking space (replacing informal Facebook groups).
- Suggested integrating peer circles on technical and environmental topics (e.g., moose conservation, reforestation).
- Recommended using the annual Gathering as a major bilingual event for connection and learning

C

Equip members with practical tools and resources to strengthen lands management

- Annual Report 2024–2025
- Strategic Planning Member Survey (Aug 2025)

- Members praised Tools & Equipment Fund and Legal Support Program, requesting their continuation and expansion.
- Requested centralized access to templates, codes, and checklists adapted to the Quebec/Labrador context.
- Identified translation, proposal-writing, and communications support as capacity gaps.
- Highlighted need for case studies and videos showing successful Indigenous-led land management models.

MEMBER INPUT ROAD MAP

D

Strategy

Weave Indigenous ways and knowledge into FNLMAQL and equip members to embed Indigenous values in land governance

Source

- Strategic Planning Workshop (Sept 2025)
- Indigenous Lands Management Gathering for Quebec & Labrador (Feb 2025)

Member's Input

- Participants asked for integration of traditional knowledge and language into all training and tools.
- Called for Elders' guidance and ceremony to be embedded in planning and training.
- Encouraged recognition of traplines, traditional territories, and cultural areas in land use frameworks.
- Recommended visible cultural inclusion—art, symbols, stories—in FNLMAQL's communications and materials.

E

Represent members collectively and provide support for strong Nation-to-Nation relationships

- Community Updates during Membership Meeting (Sept 2025)
- Indigenous Lands Management Gathering for Quebec & Labrador (Feb 2025)

- Members raised concerns about consultation timelines, policy barriers, and limited engagement from ISC.
- Requested collective representation on technical land management realities in policy discussions.
- Suggested a structured political update space at events to track ISC and government developments.
- Expressed need for regional coordination on policy reform input.

F

Build partnerships and collaborations that strengthen technical capacity and visibility

- Strategic Planning Member Survey (Aug 2025)
- Indigenous Lands Management Gathering for Quebec & Labrador (Feb 2025)
- Annual Report 2024–2025

- Members identified priority partners — NALMA, FNQLSDI, UQAT, CER, ISC, Water First, and Land Guardians.
- Requested joint sessions on traditional territory mapping and environmental management.
- Supported collaborations with renewable energy and environmental groups for future planning.
- Encouraged participation at external First Nations conferences to increase visibility and regional leadership.

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