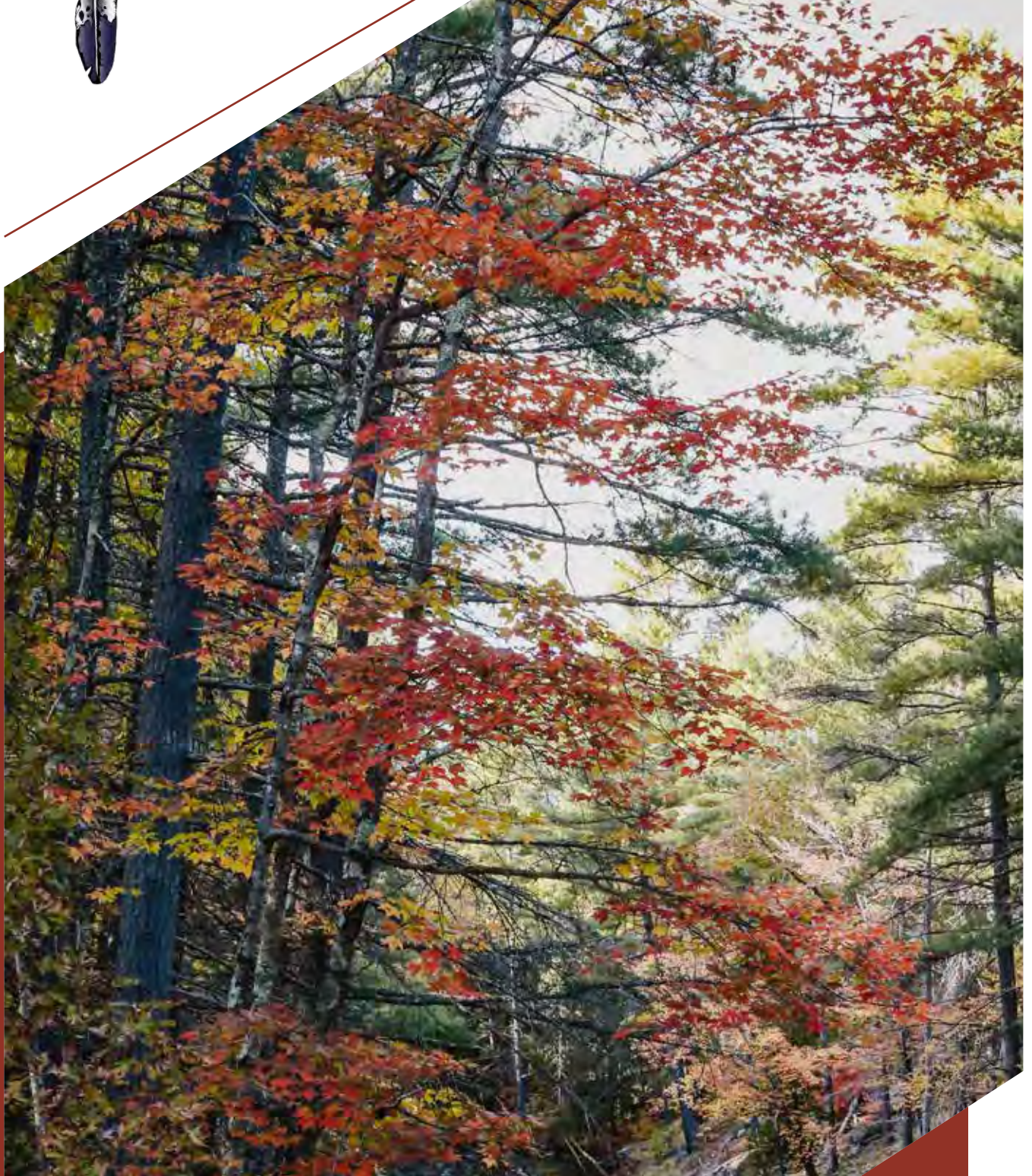




2024-2025 Annual Report



Acronyms

ACLS	Association of Canada Land Surveyors
AFN	Assembly of First Nations
ARALA	Atlantic Region Aboriginal Lands Association
ATR	Additions to Reserve
BCALM	British Columbia Aboriginal Land Managers
Cando	Council for the Advancement of Native Development Officers
CIRNAC	Crown-Indigenous Relations and Northern Affairs Canada
ECCC	Environment and Climate Change Canada
FHRMIRA	Family Homes on Reserves and Matrimonial Interests or Rights Act
FNLMA	First Nations Land Management Act
FAFNLM	Framework Agreement on First Nation Land Management
FNLMAQL	First Nation Lands Managers Association for Quebec and Labrador
GIS	Geographic Information Systems
ILMC	Indigenous Lands Management Certificate
ILRS	Indian Lands Registry System
ISC	Indigenous Services Canada
KA	Kanawayihetaytan Askiy
LAB	Lands Advisory Board
LABRC	Lands Advisory Board and Resource Centre
NALMA	National Aboriginal Lands Managers Association
NRCan	Natural Resources Canada
OLA	Ontario Aboriginal Lands Association
PFRA	Prairie Farm Rehabilitation Administration
PLA	Planning and Land Administrators
PLAR	Prior Learning Assessment and Recognition
PLAN	Planning and Land Administrators of Nunavut
PLMCP	Professional Lands Management Certification Program
RLA	Regional Lands Association
RLEMP	Reserve Land and Environment Management Program
SALT	Saskatchewan Aboriginal Lands Technicians
SG	Self Government
SGB	Surveyor General Branch
TAC	Technical Advisory Committee
TALSAA	Treaty and Aboriginal Land Stewards Association of Alberta
TEAG	Technical Experts Advisory Group
TLE	Treaty Land Entitlement
USKE	Manitoba Uske

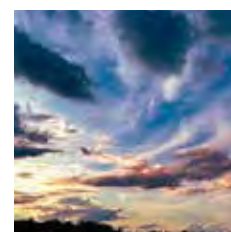


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National Aboriginal Lands Managers Association



*"Raising
Professional
Standards in Land
Management"*

Message from Former Chair

Dear Friends, Partners, and Fellow Land Protectors,

When I look back on my time as Chair of NALMA, I do so with a heart full of pride and gratitude—not just for the title, but for the work, the people, and the fire we kept burning together.

Stepping down in August 2024 was not a goodbye, it was simply a turning of the page. The relationships, the struggles, the travels across the country, the dinners with friends old and new—we carry that forward. That is what real leadership is about: leaving things stronger than you found them but never walking away from the responsibility.

During my term, I had the privilege to stand shoulder to shoulder with lands managers from every corner of this country. I saw firsthand the strength, the grit, and the commitment to protect our lands, our laws, and our future generations. I am proud of how NALMA grew—not just in numbers, but in voice, in influence, and in the way we reminded governments and institutions that we are not here to fit into their systems. We are here to rebuild our own.

Some moments stand out—welcoming new graduates into our lands management family, bringing northern communities into the fold, and making sure the redesign of the Additions to Reserve policy kept First Nations voices front and center, where they belong. Every step forward was a collective one.

Today, I watch with pride as Ted Merasty leads as the new Chair. Ted knows the road we walk. He brings the heart, the fight, and the knowledge needed to take NALMA into its next chapter. I stand beside him—as a member and a fierce advocate for our people.

To all the lands managers out there—those in the spotlight and those holding it down behind the scenes—thank you. Your work is sacred. It is about more than policies and training; it's about land, legacy, and lifting our Nations higher.

With deep respect,



Amanda Simon

Former Chair - NALMA

Kanien'kehá:ka Woman, always protecting the land



*Beautiful Wapizagonke Lake viewed from the lookout
Le Passage, La Mauricie National Park, QC*

Message from Chair

Dear NALMA Members, Partners, and Supporters,

It is with great humility and honour that I step into the role of Chair of NALMA. Following in the footsteps of Amanda Simon - a remarkable leader, mentor, and advocate - it is no small task. I want to take this moment to thank Amanda for her years of dedication and vision. Her steady leadership helped guide NALMA through an era of meaningful growth and transformation, and her legacy will continue to shape our organization for years to come. Amanda leaves our organization with friends from across Canada.

I assume this role at a pivotal time for lands management in our Nations. Across the country, we are seeing increasing recognition of the importance of Indigenous-led stewardship and the role that lands managers play in asserting and implementing self-determination not just in our home Reserves but within our own Territories.

In the months since taking on this position, I've had the privilege of meeting and working alongside many of our dedicated members, Regional Lands Associations, and partners. I've seen firsthand the passion and professionalism that defines this network, and it reinforces my belief that our collective strength lies in our unity, our knowledge, and our shared commitment to our lands and people.

As we look ahead, I am committed to advancing NALMA's strategic priorities, supporting capacity-building, expanding specialized training, deepening engagement with communities North of 60, and ensuring that the voices of lands managers are heard on a National level. Ultimately, our goal is to reach as many First Nations as possible to increase First Nation capacity in all things lands related.

I want to extend my heartfelt thanks to the Board of Directors, the NALMA staff, and all those who contribute to the strength of this organization. Together, we will continue to honour our responsibilities to the land and to one another.

With respect and determination,



Theodore J Merasty

Chair - NALMA

Chair - SALT

Director of Lands and Resources – Peter Ballantyne Cree Nation



*Hillside overlooking Lake Diefenbaker
in the Saskatchewan Landing Provincial
Park, SK*

Message from Executive Director

Dear Members, Partners, and Friends of NALMA,

It is with great pride and gratitude that I present the 2024–2025 Annual Report. This past year has been a time of meaningful progress, strengthened relationships, and unwavering commitment to supporting First Nation lands management professionals across the country.

We understand that lands managers have a unique role in their communities. They are challenged and must adhere to three types of laws:

- **Natural Laws** - dealing with the cumulative effects of climate change such as wildfires, floodings, etc.
- **Traditional Laws** - dealing with traditional holdings that members believe is a right that they possess traditionally.
- **Legal Laws** - dealing with legal frameworks such as the *Indian Act*, Framework Agreement on First Nation Land Management (FAFNLM), Comprehensive Self-Government, and other related regulations and legislations.

In this regard, we continue to navigate a landscape shaped by change and opportunity. NALMA remains grounded in our core values: respect, collaboration, capacity building, and raising professional standards in lands management to support in addressing these laws.

Our programs and initiatives over the past year have focused on empowering lands management professionals in various land regimes through enhanced training, mentorship, and networking to meet their evolving needs. A key milestone this year was welcoming new entrants into the Reserve Land and Environment Management Program (RLEMP). Their addition reflects a growing recognition of the importance of strong lands management skills at the community level.

We were also deeply engaged in the Additions to Reserve Policy Redesign consultations. This engagement was an opportunity to amplify the voices of lands managers in shaping a more transparent, efficient, and respectful ATR process—one that reflects the realities and aspirations of First Nations across the country.

NALMA will continue to play an active role in this critical dialogue in partnership with Indigenous Services

Canada, Crown-Indigenous Relations and Northern Affairs Canada, Assembly of First Nations and the Lands Advisory Board. We played a significant role in coordinating efforts to support ISC's initiatives in exploring options to address the longstanding gaps in environmental protections on First Nations reserve lands, with a focus on waste management and unauthorized dumping.

This year also marked a significant expansion of our scope and connections North of 60. Through meaningful engagement and collaboration, we worked closely with communities and organizations in Nunavut, Yukon, and the Northwest Territories to support lands management initiatives.

We celebrated the accomplishments of a new group of graduates from the Professional Lands Management Certification Program, a testament to the commitment and perseverance of lands managers who continue to elevate the profession through their knowledge and leadership.

With the incredible commitment and support of our team we were able to provide specialized training to 610 lands management professionals across Canada. Providing our members who manage their lands under the Indian Act, Framework Agreement on First Nation Land Management, and Comprehensive Self-Government the necessary knowledge and tools needed to address their ever-evolving challenges.

Our progress this year would not have been possible without the dedication of our Regional Lands Associations, our national team, and the unwavering guidance of our Board of Directors. Your collective efforts are the foundation of NALMA's success.

As we look to the future, we do so with optimism, guided by the strength of our member communities and a shared vision of a future where First Nations are fully empowered to govern their lands according to their laws, values, and traditions.

In good spirits,
Leona Irons

Executive Director - NALMA



Partners and Affiliations



Assembly of First Nations



Crown-Indigenous Relations
and Northern Affairs Canada
Relations Couronne-Autochtones
et Affaires du Nord Canada



Indigenous Services
Canada
Services aux
Autochtones Canada



Algoma
UNIVERSITY



UQAT
UNIVERSITÉ DU QUÉBEC
EN ABITIBI-TÉMISCAMINGUE



Indigenous Centre for
Cumulative Effects
Centre autochtone sur
les effets cumulatifs



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A close-up photograph of a butterfly with vibrant orange and black wings, perched on a large green leaf. In the background, there are clusters of small pink flowers. The image is used as a background for the section header.

Section 1: Organization

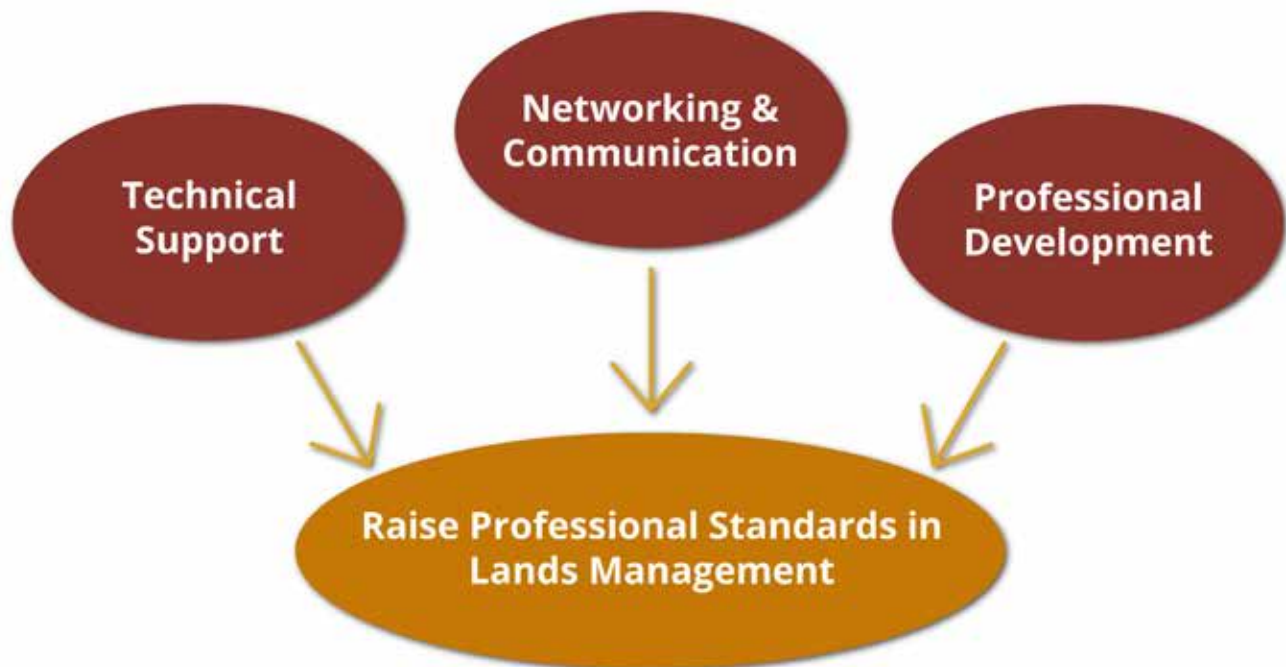
Mission and Values

National Organization of First Nation Lands Managers which will 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.

As stewards of the land, we are committed to empowering lands managers to the highest standards of ethics and professionalism. We are responsible for the sustainable management of our ancestral lands for future generations.

To raise professional standards in lands management, NALMA's mandate focuses on three areas:

- 1. Technical Support:** NALMA is able to provide technical expertise in the area of lands management to both First Nation lands managers, First Nation organizations, and government agencies.
- 2. Networking and Communication:** NALMA will provide a channel for successfully networking through open lines of communication, knowledge sharing, and the establishment of partnerships and strategic alliances across Canada.
- 3. Professional Development:** NALMA will provide training and capacity building opportunities for First Nation lands managers.



Board of Directors

The Board of Directors at NALMA remained instrumental in steering the organization forward throughout the 2024-2025 year. Drawing on their extensive experience and diverse backgrounds, board members provided valuable insight and oversight across all areas of operations. Their responsibilities included shaping NALMA's strategic priorities, monitoring financial performance, and making key decisions to support sustainable growth and impact. With a steadfast commitment to NALMA's mission, vision, and values, the Board continued to demonstrate exceptional leadership. Their guidance and dedication were essential to the organization's progress and achievements over the past year.



Theodore Merasty
Chair, NALMA

-

Chair, SALT

-

Peter Ballentyne Cree Nation,
SK



John Manitowabi
Vice Chair East, NALMA

-

Chair, OALA

-

Wiikwemkoong
Unceded Territory, ON



CloAnn Wells
Vice Chair West, NALMA

-

Chair, TALSAA

-

Blood-Kainai, AB



Wendy Netser
Vice Chair North, NALMA

-

Chair, PLAN

-

Coral Harbor, NT



Audrey Ward
Secretary, NALMA

-

President, ARALA

-

Metepenagiag First Nation,
NB



Sarah Jerome
Treasurer, NALMA

-

Chair, FNLMALQ

-

Micmacs of Gesgapegiag, QC



Horace Crane
Director, NALMA

-

Chair, USKE

-

Bunibonibee Cree Nation,
MB



Stephen Jimmie
Director, NALMA

-

President, BCALM

-

Lower Nicola Indian Band, BC

Board Elections

In December 2024, NALMA held its board elections, marking an important moment of leadership transition and renewal.

We are pleased to announce that Theodore Merasty was elected as Chair of the Board, bringing with him a wealth of experience and a strong commitment to advancing NALMA's mission.

John Manitowabi was re-elected as Vice Chair East, while CloAnn Wells was re-elected as Vice Chair West, continuing their strong leadership in their respective regions. Wendy Netser was elected as Vice Chair North, bringing a new title to her role on the Board.

Audrey Ward joined the Board as Secretary, and Sarah Jerome was elected as Treasurer, both bringing valuable experience and dedication to their positions.

Horace Crane is continuing his impactful work on the Board as Director. Additionally a new board member, Stephen Jimmie, became a Director, succeeding Tom Bob.

We extend our deepest thanks to all Board members who concluded their terms in 2024-2025 for their hard work, leadership, and unwavering commitment to NALMA's mission.

As we welcome our new leaders, we look forward to their guidance and vision in shaping the future of NALMA.



*Board meeting, St. John's, NL
August 2025*



*St. John's, NL
August 2025*

Thank you

NALMA extends its heartfelt gratitude to Amanda Simon and Tom Bob for their outstanding leadership and dedication during their tenure on the NALMA Board.

Their vision, guidance, and unwavering commitment to NALMA's mission have left a lasting impact on the organization. We extend our sincere thanks to them both for their valuable service and contributions to the Board.

Regional Lands Associations

The Regional Lands Associations (RLAs) are an integral part of NALMA. They work closely with their membership and represent the regional voice of NALMA in providing support, professional development, and networking opportunities. The RLAs play a vital role in facilitating communication and collaboration among member communities, as well as advocating for their interests at the regional level. Their ongoing work is crucial to achieving our collective goals and ensuring the continued progress of First Nation lands management practices.



Atlantic Region
Aboriginal Lands
Association (ARALA)

www.arala.ca



First Nations Lands
Managers Association for
Quebec and
Labrador (FNLMAQL)

www.fnлмаql.ca



Ontario Aboriginal Lands
Association (OALA)

www.oala-on.ca



Manitoba USKE
(USKE)

www.uske.ca



Saskatchewan Aboriginal
Land Technicians (SALT)

www.salt-sk.ca



Treaty and Aboriginal
Land Stewards
Association of Alberta
(TALSAA)

www.talsaa.ca



British Columbia
Aboriginal Land
Managers (BCALM)

www.bcalma.ca



Planning and Land
Administrators of
Nunavut (PLAN)

A New Chapter: Joining North of 60 with NALMA

In a historic step toward greater collaboration and shared learning in lands management, the territories of Yukon and the Northwest Territories (NWT) have joined Nunavut in strengthening their relationship with NALMA. The year 2024 marked a turning point, as First Nations from both territories were formally invited to attend a NALMA Board meeting and training session to witness firsthand the work NALMA has been doing to support lands managers across the country.

Nunavut, a longstanding member of NALMA, has played a pivotal role in bridging the gap between the North and the national body. "Being part of NALMA has given us tools, training, and a community of support that's essential for managing our lands effectively," said Wendy Netser, Municipal Planning and Land Administrator from Coral Harbor, who also serves as the Vice Chair North on NALMA's Board of Directors. "We're excited to share what we've learned and also learn from our Yukon and NWT neighbours."

The inclusion of Yukon and NWT First Nations is seen not only as a practical development, but a symbolic one. Historically, Northern Indigenous communities have faced geographic and political barriers that limited their access to national networks and resources. By inviting representatives from these territories, NALMA is reinforcing its commitment to a truly inclusive national dialogue on lands management.

"To see firsthand how NALMA supports First Nation lands managers across the country was incredibly inspiring," said Rachel Blake-Elias, Land and Environmental Manager for Teslin Tlingit Council, Yukon. "The professionalism, the cultural understanding, and the respect for traditional knowledge—it all aligns with how we want to manage our own lands."

Northwest Territories delegate, Jeff Fraser, who works in Lands and Resources for Salt River First Nation, echoed the sentiment. "It's empowering to know we're not alone," said Fraser. "NALMA's approach respects who we are and how we do things, and we're excited about what we can build together."

The board meeting and training offered not only technical learning opportunities but also cultural exchange. The session included a workshop on Strategic Planning—blending Western techniques with Indigenous Knowledge systems.

"North of 60 is unique," said NALMA Executive Director, Leona Irons. "We recognize the distinct needs and strengths of our Northern colleagues. Welcoming Yukon and NWT to the table is not just about expansion—it's about enabling lands management professionals an opportunity to share their advanced lands management knowledge and skills among their peers."

As Nunavut, Yukon, and NWT continue to navigate land governance in their territories, their growing alliance with NALMA promises to deepen capacity, connection, and cultural integrity in how Indigenous lands are managed for future generations. "This is just the beginning," said Irons. "Together, we're stronger - and our lands, our people, and our stories deserve nothing less."



Iqaluit, NT - March 2025



Whistler, BC- March 2025

Empowering Land Stewardship

This expansion reflects a continued commitment to enhancing First Nations' capacity to manage their reserve lands, natural resources, and environment under the *Indian Act*.

RLEMP, established in 2005, is a capacity-building initiative that provides First Nations with the tools, skills, and knowledge required to manage their reserve lands, resources, and environment. The program is structured into three progressive levels of responsibility: Training and Development, Operational, and Delegated Authority* (*Closed to new entrants since 2011).

New entrants begin at the Training and Development level, where they are funded to train and certify a lands manager through the PLMCP and set up a lands office. This phase typically spans two years, after which communities progress to the Operational level, assuming primary responsibility for lands management activities.

NALMA continues to build capacity nationwide with 245 certified lands managers trained through the PLMC Program; a growing network of over 300 members, and strong, ongoing engagement from First Nations working in lands management across Canada.

The inclusion of new First Nations into RLEMP is made possible through strategic investments, such as the 30 million dollars allocated over five years starting in 2023-2024 by ISC to enhance the program.

These funds support critical improvements identified in national engagement sessions and internal evaluations, enabling the introduction of base-level funding for RLEMP participants and facilitating the entry of 25 to 44 new First Nations into the program.



Reserve Land and Environment Management Program (RLEMP)*

- Supporting First Nations to develop capacity to manage: Reserve Land, Resources and Environment
- Budget 2023: New 30 million dollar investment in RLEMP over 5 years
- 148 First Nations participants - 245 lands managers trained
- Increased education and training for First Nations women. Approximately 2/3 of trained and certified lands managers on reserve are women

**As of March, 2025*

Despite ongoing demand, the program reflects the strong interest from First Nations in advancing their lands management goals. While space is limited due to the high number of participants, it demonstrates the growing momentum toward increased self-determination. In the program, funding levels vary, yet many First Nations have maximized available resources to build strong foundations for their lands departments, showcasing innovation, resilience, and commitment to long-term development.

Through RLEMP, communities lay the groundwork for greater self-determination and economic development. The program not only equips them with essential lands management skills but also prepares them for potential transitions to more comprehensive lands management models, such as the FAFNLM.

NALMA remains committed to supporting these new entrants through specialized training, technical expertise, and ongoing guidance. As we celebrate the achievements of 2024-2025, we look forward to continued collaboration and progress in empowering First Nations to steward their lands and resources effectively.

“Congratulations to NALMA on its outstanding leadership and unwavering commitment to advancing land management in First Nations communities.

This reflects the trust, expertise, and vision NALMA has cultivated nationwide over the years. Our partnership—built on mutual respect and a shared dedication to capacity building—continues to make a meaningful impact, particularly in the training and development of the land management workforce through the Professional Lands Management Certification Program. As NALMA celebrates its 25th anniversary, I look forward to building on this strong foundation in the years to come.”

— Laura Mitchell, Director General, Lands and Environmental Management Branch, Indigenous Services Canada



Level 1: Training and Development

First Nations are funded to train and certify a lands manager through the Professional Lands Management Certification Program (PLMCP) and set up a lands office. Typically a 2 year process.

Level 2: Operational

First Nations can actively manage their reserve lands, natural resources and environment under the *Indian Act*. ISC retains approval function.

Level 3: Delegated Authority*

First Nations have additional lands management authority under section 53 or section 60 of the *Indian Act*, and take on approval function. *Closed to new entrants since 2011.

Land Regimes and Statistics

RLEMP Expansion & New Entrants

In 2024–2025, RLEMP continued to grow in reach and impact, welcoming 18 new First Nations across seven provinces and territories. The new entrants into RLEMP reflect a strong national diversity and commitment to lands management.

Atlantic Region:

Pabineau First Nation
Sheshatshiu Innu First Nation
Esgenoôpetitj First Nation
Millbrook First Nation
Mushuau Innu First Nation

Quebec:

Micmacs of Gesgapegiag

Manitoba:

Skownan First Nation
Kinonjeoshtegon First Nation
Sandy Bay First Nation

Saskatchewan:

Big River First Nation

Alberta:

Driftpile Cree Nation
Cold Lake First Nations

British Columbia:

Gitwangak First Nation
Tseshaht First Nation
Nadleh Whut'en First Nation
Nuxalk Nation
Pauquachin First Nation

Northwest Territories:

Salt River First Nation

This growth highlights the increasing interest and investment in building lands management capacity at the community level across the country.

A National Network

The RLEMP program supports a broad and diverse network of participating First Nations across the country. Through the training delivery component, RLEMP enables First Nations to build technical and governance capacity based on their readiness and priorities. The growing number of participants reflects a shared vision for self-determination through the direct management of reserve lands and resources.



Distribution of the 148 RLEMP First Nations*

RLEMP	British Columbia	Alberta	Saskatchewan	Manitoba	Ontario	Quebec	Atlantic	NWT
Level 1: Training and Development	8	2	7	4	4	2	7	1
Level 2: Operational	25	8	32	9	20	7	4	0
Level 3: Delegated Authority	1	1	3	1	2	0	0	0

*As of January 2025

Land Governance Across the Regimes

Land governance in Canada is strengthened by First Nations operating under the FAFNLM. As of 2024-2025, there are 217 signatory First Nations, with 118 Operational, 96 Developmental, and four operating under Self-Government Agreements. These statistics demonstrate the diversity of approaches First Nations are taking in exercising jurisdiction over their lands.

Building Capacity: The Role of NALMA

As part of this evolving landscape, NALMA continues to play a pivotal role in supporting First Nation lands managers through training, certification, and networking. This year, internal statistics show continued growth in professional development through PLMCP, which has trained 245 lands managers to date. NALMA's expanding membership base and network of certified lands managers underscore the strength and sustainability of the PLMCP.

Looking Ahead

Together, RLEMP, FAFNLM, and Self-Government Agreements illustrate the diverse and growing lands management regimes in Canada. Through RLEMP, NALMA remains committed to empowering First Nations as they manage their lands and build strong, sustainable lands management systems grounded in community values, local capacity, and cultural knowledge.

NALMA Membership

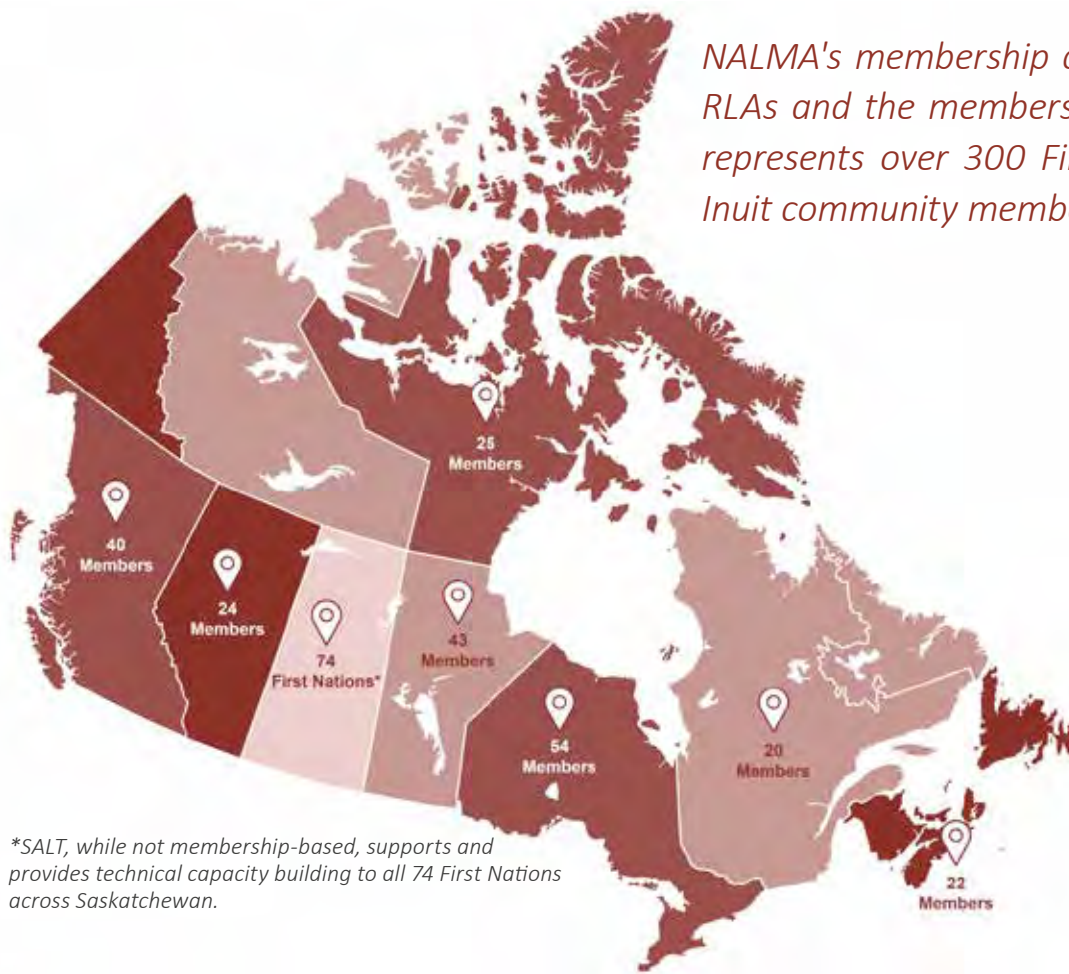
NALMA is a First Nations-led, non-political organization that brings together lands management professionals from across Canada. Membership in NALMA is primarily composed of First Nations affiliated with one of eight RLAs, which include:

- Atlantic Region Aboriginal Lands Association (ARALA)
- First Nation Lands Managers Association for Quebec and Labrador (FNLMAQL)
- Ontario Aboriginal Lands Association (OALA)
- Manitoba USKE (USKE)
- Saskatchewan Aboriginal Land Technicians (SALT)
- Treaty and Aboriginal Land Stewards Association of Alberta (TALSAA)
- British Columbia Aboriginal Land Managers (BCALM)
- Planning and Land Administrators of Nunavut (PLAN)

NALMA's membership encompasses over 300 First Nations and Inuit communities across Canada. Members benefit from a range of services, including technical support, networking opportunities, and professional development.

One of NALMA's key initiatives is the PLMCP, which has certified over 245 lands managers, enhancing professional standards in First Nations lands management. Through its collaborative structure and commitment to capacity building, NALMA plays a pivotal role in supporting First Nations lands managers in the sustainable management of their lands.

NALMA's membership consists of eight RLAs and the membership all together represents over 300 First Nations and Inuit community members at large.



**SALT, while not membership-based, supports and provides technical capacity building to all 74 First Nations across Saskatchewan.*



Section 2: Operations

NALMA Staff



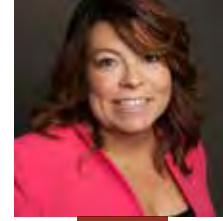
Leona Irons
Executive Director



Jill Knott
Finance & Senior
Officer



Crystal Bourke
Communications
& IT Support



Charlene McCue
Lands Project
Coordinator 1



Karl Comete
Lands Project
Coordinator 2



Sherry Mattson
Director of Education
& Training



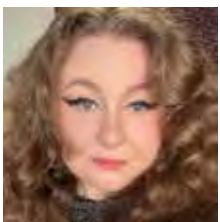
Debra Campbell
Master Instructor



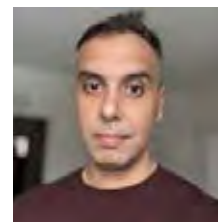
Buffy Hill
Education & Training
Administrator



Cera Knott
Program Administrative
Support 1



Juliana Thompson
Program Administrative
Support 2



Alex Marques
LUP Program
Specialist



Krista Knott
LUP Program
Administrative Support



Philip Beaver
LUP Funding Officer



Graeme Sandy
Survey Program
Manager



Sean Thompson
ATR Program Specialist

Retirement and Welcome

As we reflect on the past year, we want to take a moment to extend our sincere thanks to the dedicated staff members who have moved on from our organization during 2024-2025.

Your contributions have left a lasting impact. Your commitment, professionalism, and passion helped shape the work we do every day.

While we are sad to see you go, we are excited for what lies ahead in your journeys. We wish you every success in your next chapters and hope you carry with you fond memories of your time with NALMA.

We would like to thank Becky Wolfe, in her capacity as LUP Funding Officer and Amanda Simon, in her capacity as Bilingual Master Instructor.

Thank you for being part of our story.



We are pleased to welcome two new team members who joined NALMA in 2024-2025, each bringing valuable skills, experience, and energy to our growing organization.

Karl Comete, an interchange with the Federal Government, has joined NALMA as Lands Project Coordinator. Karl brings a strong background in lands policy, and is passionate about supporting First Nations in advancing their land governance goals. His collaborative spirit and project expertise are a welcome addition to our team.

Philip Beaver has taken on the role of Land Use Planning Funding Officer, where he will support communities in navigating and accessing funding for Land Use Planning. Philip's experience and dedication to empowering First Nations through strategic planning and funding support will be a great asset to our programs.

Please join us in extending a warm welcome to Karl and Philip! We are excited to have them on board and look forward to the contributions they will make in supporting First Nations across the country.

Walking with Purpose and the Land

Laurie Miller, Senior Manager for Lands and Membership at Six Nations of the Grand River, has always been driven by a passion to help others. Born and raised in her home community in southern Ontario, she began working for the Six Nations Elected Council in 1992, fresh out of college with a goal to pursue her dream of becoming a lawyer. But life had other plans—and she found her path through service, working for decades in social service sector that involved the family law court system which brought a multitude of training such as mediation in both mainstream and traditional approaches.



Six Nations of the Grand River, ON

“I’ve always worked with people, trying to help them as best I could,” Laurie shares. “I think that taught me a lot about listening—really listening.” It was that same strength—her compassion and sense of justice—that led her to the sector of lands management when her predecessor, Jan Burning, encouraged her to apply for the role of lands manager. I said, “Jan, I don’t know anything about land management!” Laurie laughs. “But she said, ‘You’ll do good, just consider it.’”

When the job posting appeared, Laurie was ready for change. Feeling unchallenged in her current role, she applied—and succeeded. But with the new position came a new responsibility: enrollment in NALMA’s PLMCP. Without hesitation, she signed on. “I thought, It shouldn’t be that bad,” she says with a smile.

However, life’s challenges came swiftly. Just as she was starting her new role, Laurie’s mother became seriously ill and passed away that August. Only a week later, Laurie began the first PLMCP course. “I struggled emotionally during those university courses,” she says. “But I was

honest with my instructors. I told them I might need to turn off my camera now and then to regroup.”

Despite the personal hardship, Laurie persevered. “Honestly, school is what helped me through. I buried myself in the work.” She worked closely with instructors and support staff to design a learning schedule that fit her life and allowed her to stay on track. The coursework itself—grounded in stewardship, environmental protection, water, land, and traditional ecological knowledge—deeply resonated with her. “I’ve always worked with a Two-Eyed Seeing approach,” she says. “This program reflected what I’ve believed and lived all along.”

Laurie describes the shift into lands management as natural. “I tell people all the time—this work isn’t all that different from what I did before. Instead of working with children and families, now I’m working with land and water. It’s still about protection, relationships, and legacy.”

Laurie completed her Level I through Algoma University and Level II: Technical Training through NALMA. In October 2025, she will graduate during the Graduation Gala at NALMA's 13th National Gathering. Reflecting on her journey, she shares, "It was meant to happen this way. I was 'forced' to go back to school, but now I know it was exactly what I needed. I love to learn. I love to give back to my community."

Learning to Lead, Teaching to Empower

For Laurie Miller, the journey through the PLMCP has been more than professional development—it's been a profound transformation. Stepping into the role of Lands Manager at Six Nations of the Grand River with no prior background in land administration, Laurie admits she was 'aghast' when she began to understand just how structured, technical, and critical lands management is within First Nations communities across Canada.

"It opens your eyes. It changes how you see the land, how you listen to people, and how you carry knowledge forward."

-Laurie Miller, Senior Manager

"It was an eye-opening experience," Laurie says. "I had no idea how defined land management really is—how many layers, rules, and responsibilities are involved. I just kept taking it all in."

What stood out most for Laurie was how vital education is to the work of a lands manager. Through the teachings of NALMA's Master Instructor Debra Campbell—whom Laurie describes as "amazing"—she learned that one of the most important roles of a lands manager is not just administrative or technical, but educational. "Debra always told us, your job will be constantly educating—your community members, your Chief and Council, your staff," Laurie says. "And she was absolutely right."



Laurie Miller, Senior Manager, Lands and Membership

Armed with this understanding, Laurie has made it a priority to build awareness within her community. She keeps her course materials close by her desk and refers to them often when speaking with members who come to her with questions or concerns. "Sometimes I grab my books just to double-check, because I want to make sure I'm passing on what I've learned correctly," she says. "I try to explain things clearly, because once people understand what really goes on in land management, they see it differently. They often say, 'Ohhh—I didn't know that.'"

One of the biggest revelations for Laurie came in one of her very first year courses on "Indigenous Knowledge and Environmental Stewardship". "I was looking for the enforcement section," she recalls. "But it was tiny—because the real focus was education. Teaching the community how to live in harmony with the land, so they enforce it themselves. That approach really stayed with me." She's now working to bring that same spirit to Six Nations, encouraging respect for the land, water, and environment through outreach and understanding.

In her unique context at Six Nations—a community where 96% of the land is held under Certificate of Possession (CP) and only 4% is directly managed—Laurie has faced some especially complex challenges. “Six Nations is not like other communities,” she says. “We’re not a good fit for land code because of our population size and the way our land is already distributed. So, we have to work with what we’ve got and create change by educating people.”

That education has included many sessions with political leadership and the upper management of the administration. “I did an information session for Chief and Council on Section 18(2) Set-Asides,” she says, referring to a provision under the Indian Act. “Now Council can only support project ideas in principle, but they’re directed to us in the Lands Department to assess where and how a project can happen on community or band land. That’s how we’re building better processes—through knowledge.”

Throughout both Level I and Level II of PLMCP, Laurie found each course built upon the last, strengthening her confidence and deepening her insight. “The training helped me realize that I already had the heart and instincts for this work. But the technical knowledge

gave me the tools. Now I understand how to apply it specifically for our people, our land, our realities.”

From Knowledge to Action, Grounded in Tradition

A key initiative sparked by her training is the creation of a Land Use Planning Committee—a solution designed to prevent proposals from bypassing the Lands Department and going directly to Chief and Council. “We developed guidelines, an application form, and even a resolution template,” Laurie explains. “Now, our Lands Department is the only one that can bring land files forward for recommendation. It ensures consistency, fairness, and proper review.”

The process is still evolving, and collaboration remains essential. Laurie is currently preparing to host a joint presentation with Alex Marques, NALMA’s Land Use Planning Program Specialist, to ensure that all committee members—from directors to council—are unified in their understanding of land use planning. “I never want to be put in a corner again, where someone says, ‘We already signed the funding agreement—you have to do this.’ That’s not how land management works.”

Laurie’s collaborative mindset is also evident in how the community structures its departments under a shared Nation Building sector. Environmental Services, Justice, Lands, and Resources may all operate independently, but they meet monthly to stay aligned. “We know what each other are doing. That way, we help each other in the ways we need to, and it’s working. It’s a strong, integrated approach that’s tailored to our size and needs.”

"The biggest part of your job is educating the people and helping them understand why we do what we do in lands."

-Laurie Miller, Senior Manager



Community Splash Park
Six Nations of the Grand River, ON

But what truly sets Laurie apart is her ability to integrate Traditional Knowledge and storytelling into her daily work. She recounts a powerful moment when an Elder in her 90s visited the office to speak about her land, hoping to sell it back to the community. “She told us stories about the orchard, the soil, the well, the streams... we sat there listening. It moved us so deeply, we had to go walk the land ourselves. That history—those stories—have value. They belong in our records, in our decisions.”



*Lands & Membership Office
Six Nations of the Grand River, ON*

Laurie envisions a future where this knowledge is digitized and mapped through GIS technology—creating a layered picture of every parcel that not only includes legal boundaries and land use data, but also captures the stories, Traditional, and Ecological Knowledge tied to the land. “I want us to be able to click on a parcel and learn who lived there, what the land was used for, what medicines grow there, the species at risk, the waters that flow through it—all of it. Our history, our knowledge, our science and Traditional Knowledge—together in one place.”

This vision reflects a Two-Eyed Seeing approach, where Indigenous Knowledge and Western science are brought together to guide decision-making. For Laurie, it’s not just a philosophy, it’s who she is. “I see everything with two lenses: the technical and the spiritual. I believe even a blade of grass has a story. You just have to listen.”

Her approach also extends to how she interacts with community members. “People come in carrying emotion—anger, sadness, frustration. But I’ve learned not to focus on how it’s said, but on the message underneath. There’s always something important there. My job is to hear it, honour it, and respond in a good way.”

Whether she’s training others, writing policy, or walking the land, Laurie is living the values she hopes to instill—leading with knowledge, grounded in empathy, and always with deep respect for the land and people of Six Nations.

A Path Worth Taking

Reflecting on her journey through the PLMCP Laurie offers heartfelt encouragement to others who may be considering the same path. “I would say take it—even if you don’t end up working in lands. The learning from it, you can take that knowledge and understanding wherever you go,” she says with conviction.

What began as an uncertain step turned into a defining experience. “I had no clue going into the PLMCP what it really was, but the very first course reeled me right in. It was the best forced decision I ever had,” she laughs, recalling how she was originally asked to take the training as part of her job.

What started as an obligation became a personal and professional transformation. Through the program, Laurie not only gained a deep understanding of land management systems and policy, but also connected those frameworks to the lived realities and histories of her community. “You won’t regret taking the course,” she says. “It opens your eyes. It changes how you see the land, how you listen to people, and how you carry knowledge forward.” Now a strong advocate for the program, Laurie continues to use what she’s learned to build systems, educate others, and protect the lands of Six Nations. Her message to future learners is simple but powerful:

“Step into the program—you’ll gain tools, but more than that, you’ll gain perspective, confidence, and a voice.”

-Laurie Miller, Senior Manager

Laurie’s journey is a testament to the power of education rooted in both tradition and expertise. Her story reflects what the PLMCP strives to achieve: strong, capable leaders who walk with their communities—honouring the past, navigating the present, and protecting the future. As she prepares to graduate at NALMA’s 13th National Gathering in October 2025, Laurie stands not only as a certified lands manager, but as a voice of guidance, resilience, and renewal.

NALMA Units

NALMA has several units that work together to support and advance First Nations lands and environment management. These units include:

Additions to Reserve

NALMA's ATR Unit provides training to First Nations across the country in the Additions to Reserve/Reserve Creation (ATR/RC) process. Adding lands to reserve is a multi-faceted undertaking that usually involves consultation with other First Nations and governments, environmental assessments, surveys, third party engagement, and other issues that can be time-consuming and complex. The ATR Unit assists lands managers with the project management necessary to navigate this process through comprehensive training, the development of support resources such as the ATR Toolkit, and expert advice to First Nations.

Environment

The Environment Unit at NALMA provides support and resources to First Nations. This includes developing new tools and providing training for those responsible for managing environmental issues on reserve lands and Traditional Territories.

Lands Technical

The Lands Technical Unit provides technical lands support services and project management. It also undertakes outreach and advises on professional development opportunities. These services support First Nations and the RLAs with their lands management project needs.





Land Use Planning

The Land Use Planning (LUP) Unit works to build capacity for LUP in First Nations communities across Canada. The LUP Unit provides proposal based funding and support services to First Nation communities across Canada to aid in the process of LUP. They also deliver training and workshop sessions, such as LUP Toolkit Training, on-site or virtual community LUP Training, and more.

Professional Development

The Professional Development Unit (PDU) promotes and provides training and development opportunities for First Nation lands managers. The unit offers various specialized training opportunities to enhance technical skills and knowledge in lands management practices. PDU also supports and promotes the certification program for First Nation lands managers through the PLMCP.

Survey

The Survey Unit provides guidance and support to First Nations in all aspects of surveying, mapping, and geographic information systems (GIS). This unit also offers training on using GIS technology for lands management purposes. The Survey Unit is dedicated to building the capacity of First Nation communities to utilize modern surveying and mapping techniques in the management and development of their lands.

Additions to Reserve

NALMA'S ATR unit completed its second year of operation in fiscal year 2024-2025. The focus has continued to be training lands managers in the ATR/RC process, and assisting RLAs and member First Nations with expert advice. A significant concentration in 2024-2025 has been developing options for an expedited ATR process through engagement with First Nations technical experts and participation on the Technical Advisory Committee (TAC), composed of officials from CIRNAC, ISC, LAB(RC), AFN, and self-government First Nations.



Additions to Reserve Toolkit Training, May 2024, Ottawa, ON

Unit Updates

The ATR/RC training resources include a Toolkit and PowerPoint presentation that provide extensive information on the ATR/RC process and how best to engage it. These resources are updated as the ATR process undergoes change through the ATR Policy Redesign process.

The ATR Unit has been in discussions with FNLMAQL regarding the development of information for members on the unique issues Quebec First Nations experience in the ATR/RC process. In this regard, the unit acted as an expert resource in the RLAs development of a summary of the ATR Policy and a YouTube video on ATR for Quebec First Nations.

The unit has established a working relationship with Quebec provincial officials to further explore the unique Quebec ATR landscape.

The information gathered in these discussions is relayed to FNLMAQL to inform the development of the RLAs ATR materials.

The unit has worked with FNLMAQL to develop a presentation on project management software to assist First Nations with the ATR process. This presentation will become a feature of ATR training in the future.

The unit liaises regularly with ISC and CIRNAC officials to develop improvements to the ATR process. It has consulted with legal counsel for ISC and Ontario regional legal counsel to gather perspective on how the ATR/RC process may be accelerated. Information secured to date includes advice on how to secure good title/clear title and how delays with the registration of land acquired for ATR/RC can be avoided.

Special Projects/Conferences/Workshops

CIRNAC has undertaken an ATR: Policy Redesign which is intended to improve ATR by establishing clear policy principles and streamlined directive processes. NALMA has engaged in the Redesign process in the following ways:

1. Technical Experts Advisory Group (TEAG): NALMA led this initiative, which brought together 23 First Nation ATR subject matter experts representing a variety of backgrounds and perspectives who could propose changes to the ATR process. A combination of virtual and in-person meetings were held across Canada to ensure diversity of representation. An additional four team members supported TEAG, including NALMA staff, an experienced facilitator, and an independent contractor to take notes and prepare documents. The final in-person meeting in Saskatchewan included five special guests to share lessons learned from successes in Saskatchewan regarding ATRs, urban reserve creation, and models for unlocking First Nation economic development.

The following meetings were held across Canada in 2024:

- March 19 - Kickstart (virtual)
- April 9-10 - Policy review, Toronto, ON
- April 25 - Follow-up (virtual)
- May 14-15 - Policy review and proposal drafting, Vancouver, BC
- May 30 - Follow-up (virtual)
- June 18-19 - Review of draft proposals and guest presentations. Saskatoon, SK
- July 3 - Follow-up (virtual)

A 30-page report was produced which included 52 recommendations for changes to the ATR Policy and Directive.

2. FNLMAQL Redesign Initiative: NALMA was invited to two in-person meetings held by FNLMAQL to provide expert advice to the RLA and its members on recommendations for changes to the ATR Policy, particularly regarding distinctive issues raised in the Quebec context.

3. Technical Advisory Committee (TAC): Under the recommendation of TAC, NALMA, in concert with ISC, led an Implementation Working Group tasked with establishing implementation guidelines for the nine interim changes to the ATR Policy.

NALMA coordinated virtual and in-person meetings held on January 22-23, 2025, and February 12-13, 2025. The working group is comprised of ATR subject matter experts from ISC, First Nations, RLAs, AFN, LAB(RC), CIRNAC and NALMA officials.

ATR/RC Training

ELECATR

May 7-9, 2024 (PLMCP Elective)

First Nation participants: 8

September 17-19, 2024, Ottawa, ON

Bilingual

First Nation participants: 16

October 8-10, 2024, Vancouver, BC

First Nation participants: 12

February 4-6, 2025, Halifax, NS

First Nation participants: 13

Micmac Session

May 28, 2024, Halifax, NS

First Nation participants: 8

OALA Training

November 26-28, 2024, Sarnia, ON

First Nation participants: 18

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Lands Technical

The Lands Technical Unit provides technical lands support services, project management, active outreach and engagement activities, building capacity and resources, and advising on professional development opportunities to assist First Nations and the RLAs with lands management project needs.

Unit Updates

Karl Comete joined NALMA's Lands Technical Unit in January 2025 through an Interchange Program with Indigenous Services Canada. Karl has over 10 years of experience in First Nation lands management. He is pleased to be working with NALMA and will be contributing to several different special projects.

NALMA partnered with Structi and the Hamlet of Rankin Inlet to launch the first pilot of its kind in the territory of Nunavut, from July 15, 2024, to March 31, 2025. The main goal was to demonstrate how Structi's software and tools would enhance the lands administration capacity of Hamlet staff while expanding on their planning leadership across the territory.

Through strong partnership with Hamlet staff, the majority of our goals were achieved or exceeded, demonstrating substantial improvements to the effectiveness of Rankin Inlet's lands management and development permitting processes. Sentiment was overwhelmingly positive, and the pilot exceeded expectations in supporting new staff.

Due to a strong collaboration with Rankin Inlet staff, the pilot's outcomes exceeded expectations, and the Hamlet is excited to move beyond the pilot to provide Structi tools on a permanent basis to Rankin Inlet.

NALMA worked with Northern Futures Planning Inc. to create a poster plan for the Hamlet of Gjoa Haven. This project involved engaging the local Planning and Land Administrator and Territorial Government



Whitehorse, YT - March 2025

Nunavut-Community Government Services to inform the creation of a new Poster Plan for Gjoa Haven in GIS format.

NALMA attended the Nunavut Association of Municipalities Conference from November 5-7, 2024 and hosted a table at an activity called "The Nunavut Café". NALMA engaged with senior administrative officers and other senior officials from approximately 15 Hamlets during this time to bring awareness to the benefits of training and workshops that the association provides to PLAN.

NALMA has made significant progress engaging with lands representatives across Yukon and the Northwest Territories (NWT). During the week of March 10, 2025, NALMA hosted a one-day Proposal Writing Workshop followed by a two-day Project Management Workshop.

These sessions brought together 11 representatives from nine different communities, along with four CIRNAC representatives—two from each region. Participants responded overwhelmingly positive to the three-day training and identified key needs for building regionally specific skills going forward.

Representatives from Yukon and the NWT attended NALMA's Strategic Planning Session in Vancouver, BC, at the end of November. Additionally, three delegates from Yukon communities participated in the BC Links to Learning event in December 2024, with travel sponsored by NALMA.

In a further step toward strengthening northern representation, NALMA has welcomed Rachael Blake-Elias from the Teslin Tlingit Council (YT) to the Board as an associate member. Rachael will attend the NALMA Board meeting in July to collaborate with Board members.



Whitehorse, YT - March 2025

Addition to Reserve Policy Redesign Engagement

NALMA continued with the ATR Policy Redesign engagement in 2024-2025, working with a group of 12 experts who shared their technical expertise. Recommendations for improvements related to the redesign of the 2016 ATR Policy addressed the numerous concerns around the ATR process.

NALMA held in-person sessions in April (Toronto), May (Vancouver), and June (Saskatoon). The ATR Policy Redesign Report of recommendations from TEAG was completed in July 2024.

Joint Table on Waste Management

NALMA partnered with ISC in establishing a Joint Table to identify options to address gaps in environmental protection, with a focus on waste management and illegal dumping on reserve lands. The Joint Table will bring together federal officials, First Nation representative organizations, and technical experts to co-develop options for Cabinet's consideration on how to address this important issue in communities.

Over a 12-month period, the Joint Table will explore a range of options to support effective waste management, such as regulations, standards, prevention, education activities, compliance, and enforcement measures. Importantly, the path forward identified by the Joint Table would be validated by communities through regional engagements and workshops. A preliminary report outlining recommendations will be available in June of 2025, followed by a final report detailing findings.

Special Projects/Conferences/Workshops

Proposal Writing and Project Management from an Indigenous Perspective

March 11-13, 2025, Whitehorse, YT

First Nation participants: 11

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Land Use Planning

Land use planning shapes our communities. It is a process about how decisions are made on where houses, parks and schools will be built and how infrastructure and other essential services will be provided. First Nation communities develop land use plans to ensure their identity, priorities and values are being met. The LUP unit works to build capacity for LUP in First Nations communities across Canada.

Unit Updates

The LUP unit has been active in performing its mandate, including delivering PLMC301, offering specialized training, providing technical support to First Nations and administering the LUP Funding Initiative.

In addition to these ongoing activities, the LUP unit has developed a new toolkit and has engaged in new advocacy and relationship building efforts with partners and technical organizations relevant to First Nations land use planning. Starting in the fall of 2024, the LUP unit, with consultant 'Avison Planning', began developing the 'Practical Applications of Land Use Planning Toolkit' to supplement the current LUP training curriculum.

The toolkit aims to provide a resource for lands managers to support implementing a land use plan and build a development review and approval process. The toolkit development process began with two working groups, held in October 2024. The first working group consisted of lands managers who are currently implementing land use plans, and the second with ISC departmental staff and other federal partners whose roles intersect with land use planning, including Environment and Climate Change Canada and the Surveyor Generals Branch (NRCan).

A summary document 'What We Heard' was circulated to participants.

A first draft of the toolkit, including templates, self assessment tools, and sample by-laws is complete and currently being reviewed and revised.

The toolkit will be piloted in May 2025, and the training will be offered to members later in the 2025-2026 fiscal year.



*Class visit during LUP Toolkit training
Tsuut'ina First Nation, AB*

The LUP unit has engaged in relationship building with technical organizations that are important to land use planning and First Nations community development. In December 2024, LUP Program Specialist, Alexander Marques, delivered a presentation to ISC's National Infrastructure Directors Committee on the importance of land use planning, and provided high level insights derived from the recent toolkit development 'working groups' on opportunities and challenges related to land use plan implementation. These efforts are part of working cooperatively with ISC and federal agencies to improve program coordination that facilitates First Nation land use planning, and the objectives expressed in First Nation land use plans. The LUP unit intends to deliver further presentations to interested parties upon request, pending availability.



*Class visit during LUP Toolkit training
Tsuut'ina First Nation, AB*

Overall, there is increased demand from First Nations for support and creating technical materials. This assists land use planning training and operations at the First Nation level. Requests to speak at events, work directly with First Nation lands managers to help build planning teams, and get projects off the ground are abundant. Working with RLAs is critical to disseminate information and training in land use planning and to build regional capacity that can better serve the unique cultural, linguistic, geographic and economic needs of First Nations from coast to coast.

The LUP unit is pleased to welcome its newest team member, Philip Beaver, who has taken on the role of Funding Officer for the Land Use Planning Funding Initiative. Philip has extensive prior experience through his former role of Lands Manager at Alderville First Nation for 17 years. We would like to thank Becky Wolfe for her significant contributions to the LUP unit. We would also like to recognize the contributions of Krista Knott, LUP Administrative Support for rising to meet the challenge of covering the responsibilities of the LUP Funding Officer until a replacement was hired.

Special Projects/Conferences/Workshops

LUP Toolkit Training

May 14-16, 2024, Saskatoon, SK

First Nation participants: 15

ISC staff: 3

RLA staff: 2

June 11-13, 2024, Winnipeg, MB

First Nation participants: 13

ISC staff: 3

November 26-28, 2024, Ottawa, ON

Bilingual

First Nation participants: 11

ISC staff: 1

RLA staff: 1

February 11-13, 2025, Vancouver, BC

First Nation participants: 10

RLA staff: 1

Speaking Engagements

OALA Annual General Meeting

September 17-19, 2024

National Directors of Community Infrastructure (ISC)

December 12, 2024

FNLMAQL Conference

February 17-19, 2025

Sustainable Operations (ISC)

February 21, 2025

Resource Development:

NALMA 'Practical Applications of Land Use Planning' Toolkit Working Groups:

- October 11, 2024, First Nation Participants
- October 18, 2024, ISC and Federal Partners
- February 4-6, 2025, OALA Draft Review 'Land Relationship Visioning'

Community Visits:

- May 1, 2024, Sagamok Anishnaabek, ON
- May 17, 2024, Thunderchild First Nation, SK
- September 20, 2024, Mosquito Grizzly Bear's Head Lean Man First Nation, SK

Honourable Mentions

We would like to thank all the lands managers, ISC, NALMA and RLA staff, and subject matter experts that have worked to further the goals of First Nation community development and land use planning over the last year. The knowledge, time, and efforts contributed to improve the Land Use Planning Initiative does not go unrecognized.

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Professional Development

Raising professional standards in lands management through NALMA's mandate of providing technical support, networking and communications, and opportunities for professional development are the foundation of the PDU.

The PDU continues to provide training along with appropriate and enhanced delivery modes to support the expressed needs of lands managers performing their roles. The PDU is comprised of staff who are involved in ensuring a high level of training and delivery is maintained to the standards participants have come to expect. We are thrilled to have welcomed Cera Knott in the role of Program Administrative Support 1, who is the newest member of our PDU team.

Priority areas of focus for the PDU include the PLMCP Level II: Technical Training, as well as Specialized Toolkit and virtual training events. NALMA is inclusive in its training delivery to support raising professional standards in lands management - welcoming participants from any land regime as well as those First Nation communities operating under the *Indian Act*. Hundreds of participants have received training through our various trainings delivered over the 2024-2025 fiscal year.

The PLMCP was created in collaboration with ISC (formerly INAC), along with subject matter experts initially to implement the RLEMP. PLMCP Certification supports the skills and expertise required to implement this program in First Nations communities. PLMCP Certification is also beneficial to any lands manager or those working in the field of lands for a First Nation as it provides a strong foundation in good practice across lands-related areas. Achievement of PLMCP Certification signifies the lands manager meets specific criteria, keeps current in the field, and adheres to a professional code of ethics. This is the only national certification program of its kind and is widely recognized representing both an accomplishment and a responsibility for the individual lands manager.

To continue to meet the stated and identified needs of lands managers, we offer toolkits and other relevant trainings through our Specialized Training and events.



Professional Lands Management Certification Program (PLMCP)

PLMCP is primary to NALMA's professional development mandate. Lands managers who successfully complete Level I: Post-Secondary Training and Level II: Technical Training are recognized with certification in Professional Lands Management from NALMA/ISC.

*Land Appraisals
September 10-12, 2024, Winnipeg, MB*

Level I: Post-Secondary Training

Level I is offered at four post-secondary institutions: Algoma University, University of Saskatchewan, Vancouver Island University, and most recently, Université du Québec en Abitibi-Témiscamingue. Each university offers varying programs, course formats, and modes of delivery though all provide lands managers with necessary training to examine basic environmental, legal, and economic aspects of lands management.

We encourage interested PLMCP participants to research university partner institutions for their specific program and course offerings, as well as mode of delivery, whether in-person, online, or a blended format. Refer to the links and contact information below to learn more about each respective institutions' deliveries.



Kanawayihetaytan Askiy (KA) Program at the University of Saskatchewan

The KA Program, formerly the Indigenous Peoples Resource Management Program, is a uniquely designed certificate program that is focused on providing a broad range of topic areas specific to the management of lands and resources.

For more information about the KA program, visit: <https://agbio.usask.ca/programs/kanawayihetaytan-askiy-ka-program.php>

Or contact:

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Aki and Environmental Stewardship Program at Algoma University

The Aki and Environmental Stewardship Program is an innovative and dynamic certificate program designed to provide essential grounding in the field of lands management.

For more information about the Aki and Environmental Stewardship Program please visit: <http://algomau.ca/GEOGPLMCP>

Or contact:

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Professional Indigenous Lands Management Certificate (ILMC) at Vancouver Island University

In this program you gain technical, cultural and leadership skills to help you manage Indigenous lands and waters from a perspective of sustainability and long-term planning.

This is a two-semester, seven-month program. Through six courses, you'll build a strong foundation in:

- lands planning and planning practice
- community design and engagement
- sustainability and management practices

In this program, you learn how to:

- develop land use plans that incorporate local traditional knowledge and cultural values
- support sustainable development initiatives
- advance environmental conservation and resource management projects

For more information about the ILMC please visit:

<https://www.viu.ca/programs/arts-humanities-social-sciences/professional-indigenous-lands-management-certificate>

Or contact:

Pamela Shaw, Director

Master of Community Planning Program

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Microprogram in Land Management in Indigenous Context at the Université du Québec in Abitibi-Témiscamingue

The undergraduate microprogram in land management in Indigenous context addresses student's personal and professional needs by enabling the development of knowledge and skills related to land management in an Indigenous context, including territorial dynamics, legal and regulatory frameworks, various kinds of land use (forestry, mining, and energy production), as well as the relationships between Indigenous and non-Indigenous individuals.

Microprogram and undergraduate certificate in Land Management in Indigenous Context.

Please note that this program, offered through UQAT, is available exclusively in French.

Or contact:

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TF: 877-870-8728 poste 6562

Level II: Technical Training

Level II: Technical Training is delivered by NALMA and deals with specific roles and responsibilities of a First Nation lands manager operating under the *Indian Act*, (RLEMP). Training is also of benefit for students from any land regime and those wishing to gain increased understanding about lands management. Students will learn the basic concepts and knowledge that govern land management activities, assisting them in their role as a certified Lands Manager. Technical training provides the student with skills such as interpreting policies and procedures, recognizing appropriate authorities, and understanding legal rules enabling or constraining lands management decisions. Level II consists of 18 credits and is comprised of mandatory core courses and elective courses since the Level II redesign.

Fifteen (15) credits are acquired through the successful completion of 5 core courses (3) credits each:

- PLMC101 Laws (Treaties), Acts and Regulations
- PLMC201 Environmental Management
- PLMC301 Land Use Planning
- PLMC401 Land Transactions
- PLMC501 Land Administration

PLMC101 is a mandatory course which must be successfully completed prior to the rest of the core courses. Students choose three (3) credits to

complete from a choice of elective courses developed from enhanced specialized training toolkits. Choice of electives varies annually.

Examples of elective choices that have been offered have included:

- ELECATR - Additions to Reserve/Reserve Creation (1.5 credits)
- ELECBLD - By-Law Development (1.5 credits)
- ELECCC - Climate Change (1.5 credits)
- ELECWM - Waste Management (1.5 credits)
- ELECCEM - Estates Management (3 credits)
- ELECNR - Natural Resources (3 credits)
- ELECSVY - Surveys (3 credits)

Core courses (15) credits + elective courses (3) credits = 18 credits.

For information about PLMCP, please visit:

<https://nalma.ca/units/professional-development-unit/>



PLMC101

May 7-9, 2024 - Ottawa, ON

Prior Learning Assessment and Recognition

NALMA's Prior Learning Assessment Recognition (PLAR) opportunity is an option developed in response to highly skilled and experienced lands managers and others who request alternative ways to demonstrate their knowledge and skills acquired over the years. Education, training, on-the job, and hands-on skills are assessed through many ways when an experienced individual applies to challenge PLMCP: Level I and/or Level II competencies through PLAR. This process is highly self-directed, involving intense effort, dedication, and motivation on the part of screened candidates. PLAR portfolios submitted for assessment go through a robust evaluation process by trained assessors. The assessors are subject matter experts as well as certified lands managers themselves. Currently, several individuals are in various stages of the PLAR process.

For more information regarding the PLAR process, contact: Sherry Mattson, Director of Education and Training at smattson@nalma.ca

Unit Updates

Currently, we have 245 Certified Lands Managers however, this number will officially increase to 258 once the 2024-2025 PLMCP Level II: Technical Training students and others who submitted proof of successful Level I completion are included.

Level II: Technical Training continues to be offered through a blended mode of delivery and transitioned to a 4-week schedule per course. This delivery format consists of three days in person and three weeks online. Students are expected to commit to 60 hours for a three (3) credit course. Thirteen students successfully completed Level II this cohort. Most participants appreciate blended learning which offers a combination of in-person and online training to further deepen their understanding of lands management areas of focus.

Successful PLMCP Graduates from 2023-2024 and 2024-2025 will be formally honoured at the 13th National Gathering taking place in partnership with ARALA, in Halifax, NS in October 2025. A Graduation Gala will be held to honour the graduates during the Gathering.

Specialized Training

Specialized Training events that NALMA offers continue to be well-attended and in-demand. Lands managers are emblematic of being life-long learners who crave the opportunity to take training to stay current in lands management. For PLMCP Certified Lands Managers, attending specialized training opportunities provides certification maintenance as well. NALMA has a first come, first served policy with one individual per community to be fair and to provide equitable access to our training.

Specialized Training - In-person:

By-law Development

April 16-18, 2024, Ottawa, ON

First Nation participants: 14

RLA staff: 1

Additions to Reserve (ATR)

May 7-9, 2024, Ottawa, ON

First Nation participants: 7

Land Use Planning

June 11-13, 2024, Winnipeg, MB

First Nation participants: 13

ISC staff: 3

Commercial Leases on Reserve

June 25-27, 2024, Winnipeg, MB

First Nation participants: 15

ISC staff: 1

Land Appraisals

September 10-12, 2024,

Winnipeg, MB

First Nation participants: 17

Additions to Reserve/Reserve Creation (ATR/RC)

September 17-19, 2024, Ottawa, ON

Bilingual

First Nation participants: 16

ISC staff: 1

RLA staff: 1

Introduction to Geographical Information Systems (GIS) for Lands Managers

September 24-26, 2024,

Richmond, BC

First Nation participants: 8

RLA staff: 1

Additions to Reserve (ATR)/ Reserve Creation

October 8-10, 2024, Vancouver, BC

First Nation participants: 12

ISC staff: 1

RLA staff: 1

Estates Management

October 22-24, 2024, Halifax, NS

First Nation participants: 19

RLA staff: 5

Natural Resource Management

November 5-7, 2024, Halifax, NS

First Nation participants: 14

Introduction to Land Surveys

November 5-7, Toronto, ON

First Nation participants: 16

RLA staff: 2

Best Practices in Environmental Management

November 19-21, 2024,
Edmonton, AB
First Nation participants: 19
ISC staff: 3
RLA staff: 1

Land Use Planning

November 26-28, 2024, Ottawa, ON
Bilingual
First Nation participants: 11
ISC staff: 1
RLA staff: 1

Natural Resource Management

December 3-5, 2024, Montreal, QC
French
First Nation participants: 3
RLA staff: 2

Project Management

December 10-12, 2024, Calgary, AB
First Nation participants: 19
RLA staff: 3

Practical Application of Lands Surveys

January 14-16, 2025, Vancouver, BC
First Nation participants: 17
RLA staff: 1

Duty to Consult

January 21-23, 2025, Saskatoon, SK
First Nation participants: 18
RLA staff: 2

Reserve Land Designation

January 28-30, 2025, Vancouver, BC
First Nation participants: 15
ISC staff: 1

Additions to Reserve/Reserve Creation (ATR/RC)

February 4-6, 2025, Halifax, NS
First Nation participants: 13
ISC staff: 2
RLA staff: 2

Land Use Planning

February 11-13, 2025, Vancouver, BC
First Nation participants: 10
RLA staff: 1

Permits and Consultation Issues

February 11-13, 2025, Ottawa, ON
First Nation participants: 16
RLA staff: 1

Introduction to Geographical Information Systems (GIS) for Lands Managers

February 25-27, 2025, Ottawa, ON
First Nation participants: 8
RLA staff: 1

Species at Risk

March 4-6, 2025, Ottawa, ON
First Nation participants: 17
ISC staff: 1

Specialized Training - Virtual

Reserve Land Governance

June 19, 2024 - 2-hour session
First Nation participants: 21
RLA staff: 2

Introduction to Additions to Reserve for Chief and Council

August 28, 2025 - 2-hour session
First Nation participants: 22
RLA staff: 4

Understanding Land Surveys

September 4, 2024 - 1-hour session
First Nation participants: 26
ISC staff: 1
RLA staff: 3

Introduction to Land Use Planning

September 11, 2024 - 2-hour session
First Nation participants: 19
ISC staff: 1
RLA staff: 3

Introduction to Land Management for Chief and Council

October 16, 2024 - 2-hour session
First Nation participants: 34
ISC staff: 1

National Additions to Reserve (ATR) Tracking System (NATS)

November 13, 2024 - 1-hour session
First Nation participants: 23
RLA staff: 2

Land Registry Systems – ILRS, FNLRS, SGFNLRS

January 8, 2025 - 2-hour session
First Nation participants: 26
ISC staff: 2
RLA staff: 1

Introduction to Land Regimes

March 5, 2025 - 2-hour session
Bilingual
First Nation participants: 10
RLA staff: 7

Reserve Land Governance

March 19, 2025 - 2-hour session
Bilingual
First Nation participants: 17
ISC staff: 1
RLA staff: 1

In addition to the national audience trainings, our staff, particularly Debra Campbell, Master Instructor, has also supported many individual First Nations and organizations with numerous presentations and webinars including:

- How to Set up a Lands Office
- Introduction to Land Management
- Introduction to Land Management for Chief and Council
- Introduction to Land Regimes

For information about NALMA Specialized Toolkits and Training opportunities, visit <https://nalma.ca/events>

Hands-On Practical Training & Direct Technical Support

Debra Campbell has continued to support this more in-depth training for First Nations. Three First Nations were approved for participation in the project with one completing the project. Direct Technical Support was provided for one year guiding the development of policies, procedures, and file management. Best practices were primary in the project.



Species at Risk
March 4-6, 2025, Ottawa, ON



Project Management
December 10-12, 2025, Calgary AB

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Survey

The survey program funds legal surveys and provides contract administration services for eligible First Nations across Canada. For the 2024-2025 fiscal year, our base amount of funding for surveys was increased to \$1,000,000 to meet the growing demand for surveys and to accommodate the yearly inflation costs. We fully utilized this funding, demonstrating the continued need of the program. Funding dollars are requested from our program through ISC, SGB and First Nations across the country.

Unit Updates

We were pleased to welcome Cera Knott as Program Administrative Support 1. She has been a valuable asset to our unit, in addition to her many responsibilities at NALMA.

Introduction to Land Surveys (three day course) was held in Toronto, ON in November 2024, followed by Practical Application of Land Surveys in Vancouver, BC in January 2025. Both were led by Julia Meldrum, a recently retired Canada Lands Surveyor. She did a fantastic job for us and the students learned a great deal from her expertise.

In September 2024, a 1-hour virtual session, Introduction to Land Surveys, was offered to provide a brief overview on surveys for lands managers.

The survey unit attended the LUP training sessions in Winnipeg, MB, Ottawa, ON, and Vancouver, BC, where we presented on how surveying intersects with land use planning.

We also attended the Canada Lands Surveyors Conference in Cardigan, PEI in May 2024. This was a valuable opportunity to meet contractors face-to-face, as we usually only connect virtually.



*Graeme Sandy, Survey Project Manager
Cera Knott, Program Administrative Support 1*



*Practical Applications of Lands Surveys
January 14-16, 2025, Vancouver, BC*

Special Projects/Conferences/ Workshops

A new initiative was launched with the implementation of the Introduction to GIS workshops, facilitated by Ralph Roulette, a member of Long Plain First Nation, MB. These sessions were held in Richmond, BC and Ottawa, ON and were well received. Plans are underway to expand this program in the future.

The Links to Learning workshop was held in December 2024 in Vancouver, BC. As part of this event, we hosted workshops on Introduction to Land Surveys and a led a discussion on the use of GIS in First Nations offices.

Introduction to GIS for Lands Managers

September 24-26, 2025, Richmond, BC

First Nation participants: 8

RLA staff: 1

Introduction to Land Surveys

November 4-6, 2024, Toronto, ON

First Nation participants: 16

RLA staff: 2

Practical Application of Land Surveys

January 14-16, 2025, Vancouver, BC

First Nation participants: 17

RLA staff: 1

Introduction to GIS for Lands Managers

February 25-27, 2025, Ottawa, ON

First Nation participants: 8

RLA staff: 1

Honourable Mentions

One of the more exciting developments is the beginning of discussions with the Canadian Space Agency. They are interested in connecting with First Nation organizations for potential partnership opportunities.

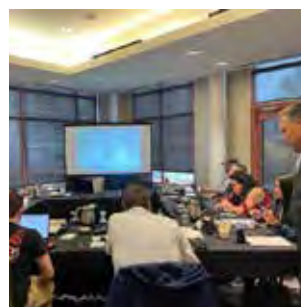
Another exciting idea currently taking shape is the development of a Geomatics Unit, which is a natural evolution of surveying and GIS. More information on this will be forthcoming, but we are excited to be involved with this.

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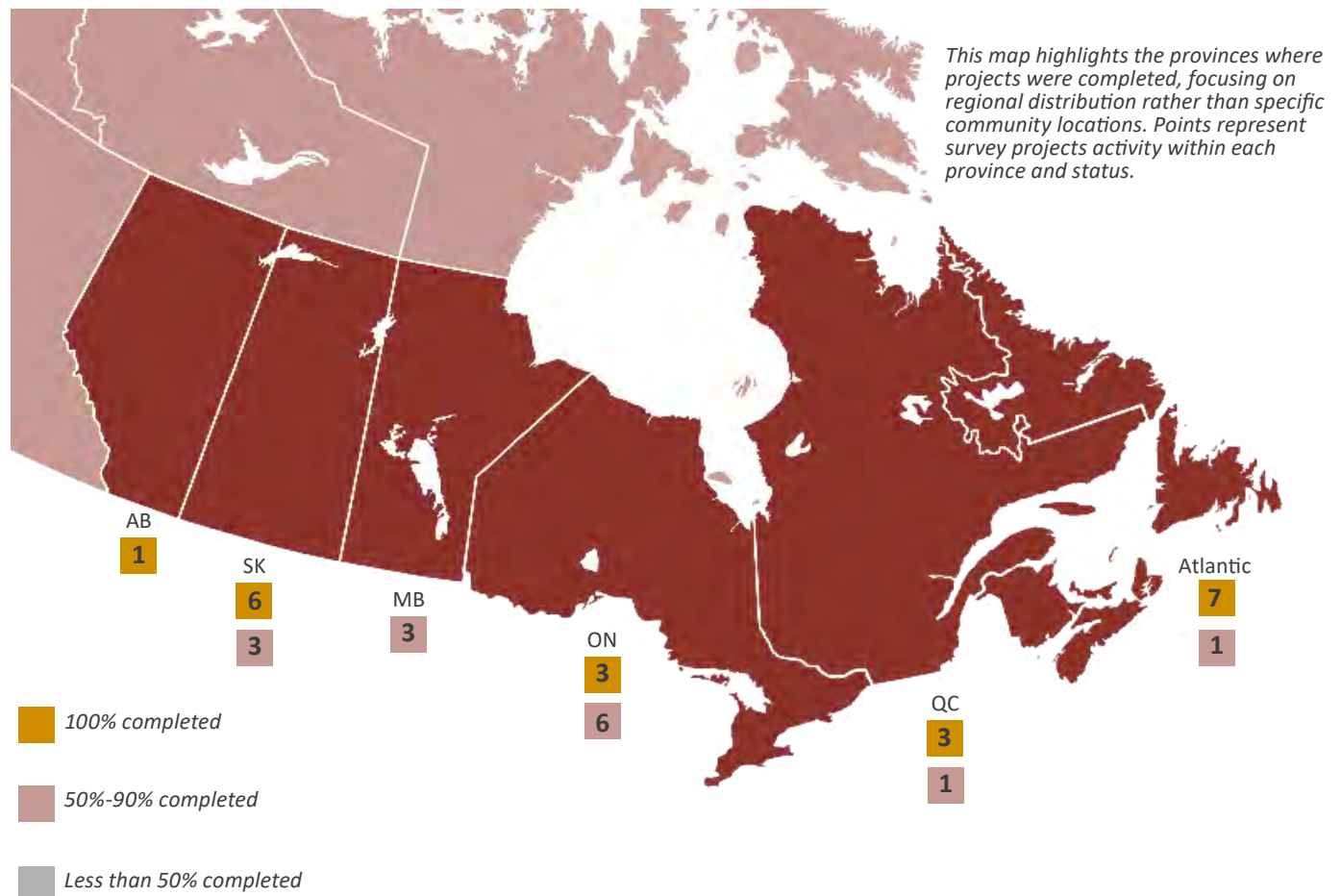
*Practical Applications of Lands Surveys
January 14-16, 2025, Vancouver, BC*

NALMA Summary Data

Survey

In 2024-2025, NALMA's Survey Unit successfully coordinated 36 survey projects across six regions: Atlantic, Quebec, Ontario, Manitoba, Saskatchewan, and Alberta. These projects supported land development, land use planning, and additions to reserve efforts, reflecting the breadth and responsiveness of surveying services across First Nation communities.

This included 100% completion rates in numerous communities, such as St. Mary's First Nation (*Sitansisk*), Tobique First Nation (*Wolastoqiyik Neqotkuk*), Micmac's of Gesgapegiag, Mohawk Council of Akwesasne, Saugeen First Nation, and Frog Lake First Nation. The work carried out ensured communities could move forward with housing, infrastructure, and administrative goals rooted in secure and well-documented land parcels.



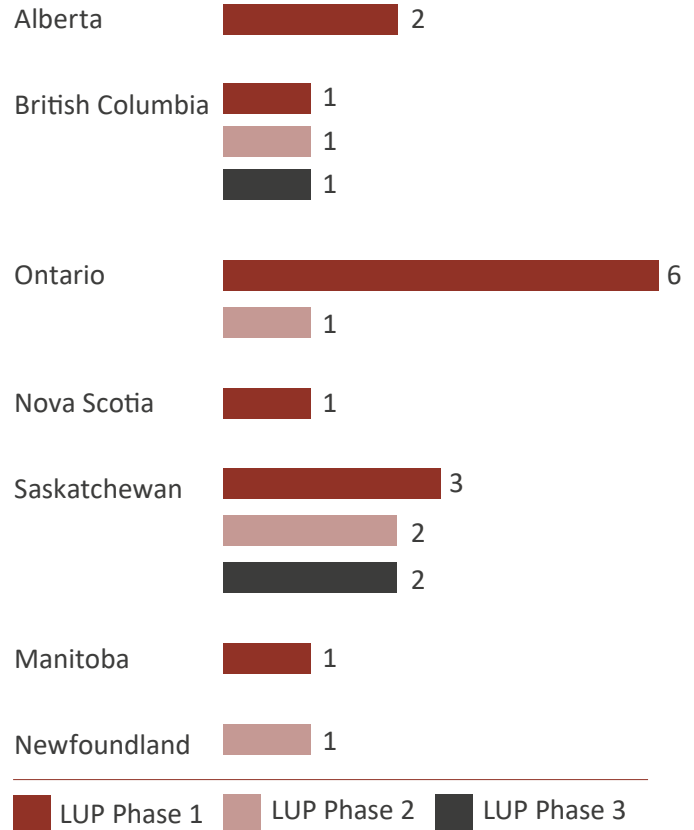
Land Use Planning

In 2024–2025, 22 First Nations accessed LUP funding to move forward in Phases 1 through 3 of planning, these initiatives reflect a strong commitment to lands management and the advancement of community-led planning.

Through the LUP Funding Initiative and support, communities are able to lead the development of comprehensive land use plans that reflect their unique values, priorities, and long-term visions.

- First Nations Supported (Total): 56
- Active LUP Projects (2024–2025): 40
- New First Nations Entering (2025–2026): 17
- Land Use Plans Completed: 15
- Pre-Planning Nearing Completion: 21
- Plans Being Updated: 4

2024-2025 LUP Funding Initiative

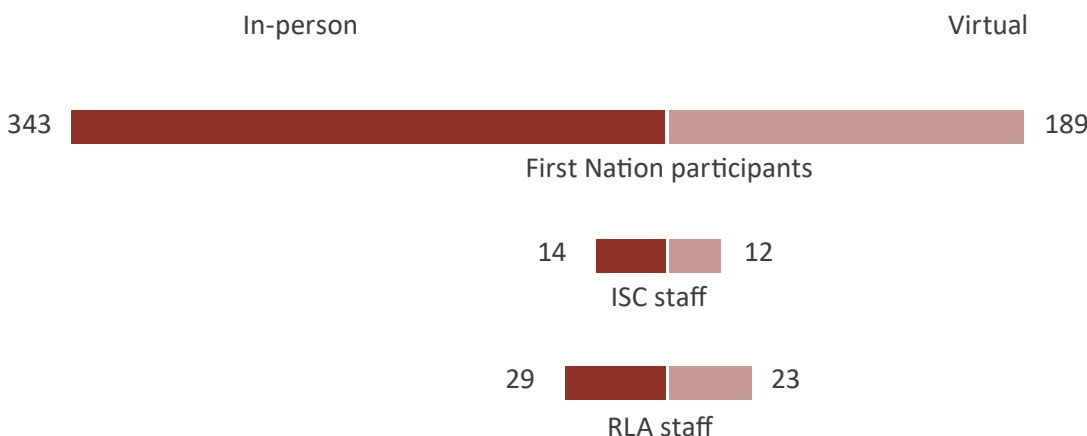


Professional Development

2024-2025 PLMCP Level II

- Course Completion Rate: 16 of 17 completed PLMC101 (94%)
- Class Averages (course examples): PLMC101 82%, PLMC201 90%
- 245 Certified Lands Managers
- New students in PLMCP Level II: 15 enrolled, 2 withdrew
- PLAR candidates: 3 actively working on portfolios

2024-2025 Specialized Training



Empowered Through Learning:

Sarah Jerome's Journey through PLMCP

Sarah Jerome, a proud graduate of PLMCP, brings her dedication and leadership to every level of land governance. Hailing from the Micmac's of Gesgapegiag, QC, Sarah serves her Nation as a Lands Officer, working in the areas of Estates and Membership. Her commitment to supporting strong, locally led lands management is evident through her many leadership roles. Sarah's work is grounded in community, guided by tradition, and driven by a vision for Indigenous lands stewardship across Turtle Island.

For Sarah Jerome, a Lands Officer from the Micmac's of Gesgapegiag, QC, lands management is not just a career—it's a calling. After starting her academic path in forestry at the University of New Brunswick, Sarah quickly realized that a future rooted in deforestation and industrial practices didn't align with her values. "It just didn't fit with me," she recalls. "I was more interested in enhancing the land rather than cutting it down." Her journey took a meaningful turn when she began working in economic development as a Land Use Plan Coordinator for her community, a role that opened her eyes to the possibilities of working within the reserve boundaries and for the betterment of her Nation.

That realization led Sarah to enroll in PLMCP. Seeking a program that aligned more closely with Indigenous values and her role in community development, Sarah found the PLMCP to be exactly what she needed. "It gave me the tools and the clarity," she explains. "When you work in lands, you hear all these terms—*Indian Act*, *Land Code*, *Self-Government*—but no one really breaks them down. This program did that for me."

As a working mother of two, Sarah appreciated the flexibility of Level I's online learning option, offered in partnership with Vancouver Island University. She chose it strategically to balance her responsibilities at work and at home, and the experience fueled her motivation to complete the program. "I loved it and had to go on to Level II."



*Sarah Jerome, Lands Officer,
Micmac's of Gesgapegiag, QC*

"My work used to feel chaotic—now it's clear, aligned, and effective. The PLMC Program gave me the tools to restructure not just our files, but the way I think and lead in lands management."

-Sarah Jerome, Lands Officer

The in-person aspect of Level II: Technical Training proved to be especially impactful. “It was more intense, but also more important. We learned so much from each other—real-life scenarios, community-specific issues—and we were all going through the same challenges.” These shared experiences fostered long-term peer relationships that continue to support Sarah in her current work. “Now, I have this little pocketbook of people. When I have a question—about estates, permits, land regimes—I can reach out and get guidance from people who understand exactly what I’m dealing with.”

Specific courses such as PLMC301 Land Use Planning and PLMC501 Land Administration had immediate application in her work. Sarah now keeps a flipbook of administrative guides beside her desk to help with day-to-day tasks. “It really helped me organize and structure everything. My work used to feel chaotic—now it’s clear, aligned, and effective.”



Micmac's of Gesgapegiag, QC



Micmac's of Gesgapegiag, QC

Today, Sarah is revisiting her community’s Master Plan with a vision to transform it into a Land Use Plan, engaging with community members and seeking funding to support the initiative. PLMCP gave her the confidence and knowledge to lead that change. “It taught me to work step-by-step, in a structured way, and bring that clarity back to the office.”



Micmac's of Gesgapegiag, QC

She also sees the value in integrating Traditional Knowledge into land governance. “We started developing a committee—meeting with Elders, Youth, and Knowledge Holders. That’s something we hadn’t done before in our department, and now we’re documenting those perspectives and bringing them into our planning.”

Sarah acknowledges that the program has not only advanced her professional skills but also strengthened her leadership. In addition to her role in her community, she now serves as Chair of the FNLMAQL and as Treasurer on NALMA’s Board of Directors.

Looking forward, Sarah is studying and diving into ATR and envisions using her knowledge to support other communities—possibly through consulting. “I almost feel like I’m hoarding knowledge by staying in just one community,” she laughs. “I want to share what I’ve learned.”

Her advice to future PLMCP students is practical and heartfelt: “Time management is key.” She also encourages participation in every aspect of the program—especially the in-person connections—and recommends using tools like text-to-speech apps for studying and organizing course materials for future reference. “I still go back to my manuals today.”

Sarah believes the future of First Nations lands management lies in programs like PLMCP—especially if expanded to engage youth. “We need a longer program tailored for students coming out of high school. There’s still so much to learn, and we need to support the next generation of lands managers.”

Through her journey, Sarah has become not only a skilled Lands Officer, but also a passionate advocate for capacity-building, self-determination, and the revitalization of Indigenous land governance—proving the lasting impact of the PLMC Program.

“We need to enhance our lands people. There’s so much to learn, and programs like PLMCP give us the structure, the knowledge, and the confidence to do this work the right way—for our communities.”

-Sarah Jerome, Lands Officer



*Top and Bottom image:
Micmac's of Gesgapegiag, QC*



PLMCP Graduates

2023-2024 PLMCP Graduates

1. Andrea Blackwater	Neskonlith Indian Band, BC
2. Molina Cameron	Binche Whut'en, BC
3. Sonia Gardypie-Chief	Muskeg Lake Cree Nation, SK
4. Alexander Lerat	Cowessess First Nation, SK
5. Terrance Wade Lerat	Cowessess First Nation, SK
6. Len Lindstrom Watts	Tseshaht First Nations, BC
7. Dakota Marsden	Pinaymootang First Nation, MB
8. Melissa Mathias	Tk'emlups te Secwepemc, BC
9. Lawrence McNab	George Gordon First Nation, SK
10. Jody Merrick	Long Plain First Nation, MB
11. Shalean Morin	Ahtahkakoop Cree Nation, SK
12. Angela Mose	Agency One First Nations Limited Partnership, ON
13. Darryl Moulton	Tobique Band, NB
14. Brook Night	Saulteaux First Nation, SK
15. Denise Peter	Kahkewistahaw First Nation, SK
16. Christine Rogers	Aamjiwnaang First Nation, ON
17. Christine Saddleman	Penticton Indian Band, BC
18. Norman Sampson	Gitanmaax Band, BC
19. Paula Pictou	Paqtnkek Mi'kmaw Nation, NS

2024-2025 PLMCP Graduates

1. Shawn Bear	Muskoday First Nation, SK
2. Caleb Copegog-King	Beausoleil First Nation, ON
3. Donald Dysart	O-Pipon-Na-Piwin Cree Nation, MB
4. Sarina Hardisty	Adams Lake Indian Band, BC
5. Sarah Jerome	Micmacs of Gesgapegiag, QC
6. Cecilia Lockerby	Sq'ewqeyl First Nation, BC
7. Laurie Miller	Six Nations of the Grand River, ON
8. Michael Montecalvo	Squamish Nation, BC
9. Roberta Peters	Delaware Nation Council, ON
10. Amie Waelchli	Lil'wat Nation, BC
11. Megan Wallace	Ya'thi Nene Lands and Resources, SK
12. April Whitecalf	Sweetgrass First Nation, SK
13. Susan Manuel	Upper Nicola Band, BC



Congratulations!

Communications

In 2024–2025, Communications and IT Support assisted in strengthening NALMA’s visibility, outreach, and internal infrastructure. We expanded our online presence, with social media engagement growing steadily across our Facebook platform, reaching over 3,000 followers and generating a 25% increase in overall impressions. The NALMA website also saw a notable uptick in traffic, with a 30% rise in unique visitors and increased downloads of key resources. This growth reflects an ongoing commitment to ensuring that First Nations lands managers, partners, and community members can easily access relevant and timely information.

In 2024–2025, visual storytelling became central to our communication strategy, capturing highlights from training sessions, regional events, and leadership gatherings through impactful imagery. These visual narratives not only celebrated the work of lands managers across the country but also brought national attention to the collective achievements of our network. Through strategic campaigns and creative content, we amplified NALMA’s presence, promoted upcoming events, and celebrated key milestones such as graduations and new initiatives.

Communications and IT Support also provided responsive technical assistance, ensuring digital tools and platforms remained reliable and accessible across NALMA’s digital infrastructure.

Whether it was maintaining virtual training environments or troubleshooting internal systems, Communications and IT Support played a behind-the-scenes role in keeping NALMA connected and functioning smoothly. As we look ahead to 2025–2026, the Communications and IT Support Unit is focused on enhancing digital engagement, streamlining internal systems, and supporting NALMA’s strategic growth.

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@nalma.ca



Testimonials

"I enjoyed the community walk; it was very interesting to see the concepts in real life. Also enjoyed the activities and opportunities to learn from the group and hear about their experiences, examples, challenges."

-Land Use Planning Toolkit training participant

"For the amount of time we had, this training was well prepared and delivered."

-Introduction to GIS for Lands Managers training participant

"Great training with wonderful and highly experienced instructor. Flow of the session was good to stay engaged. A lot of helpful info."

-ATR Toolkit training participant

"Thank you Kchi wliwni. Merci d'inclure les Francophones dans votre formation, j'ai adore... Merci encore "Thank you for including French speakers in your trainings, I loved it... thanks again."

-ATR Toolkit training participant

"The program that was delivered for the PLMCP had excellent courses for each program to help a Land Manager become successful for the job position ."

-PLMCP Student

"Critical course. I will definitely be keeping the course book beside me in my day to day and my personal vision to establish my lands department."

-PLMC501 course, PLMCP Student

"I really enjoyed this course and its subject matter. I enjoyed Melanies lectures and the content kept me interested."

-PLMCP Program Student

"The assignments and seminars supported my learning the most. It provided a practical application on the readings which helps put it all into real life scenarios."

-PLMCP Student

Photo Credits

Name

Buffy Hill, NALMA
 Krista Knott, NALMA
 Charlene McCue, NALMA
 Sherry Mattson, NALMA
 Alex Marques, NALMA
 Crystal Bourke, NALMA
 Laurie Miller, Six Nations of the Grand River
 Sarah Jerome, Gesgapegiag Mi'gmaq First Nation
 Jerry Okanee, Thunderchild First Nation

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Community Feature: Thunderchild First Nation

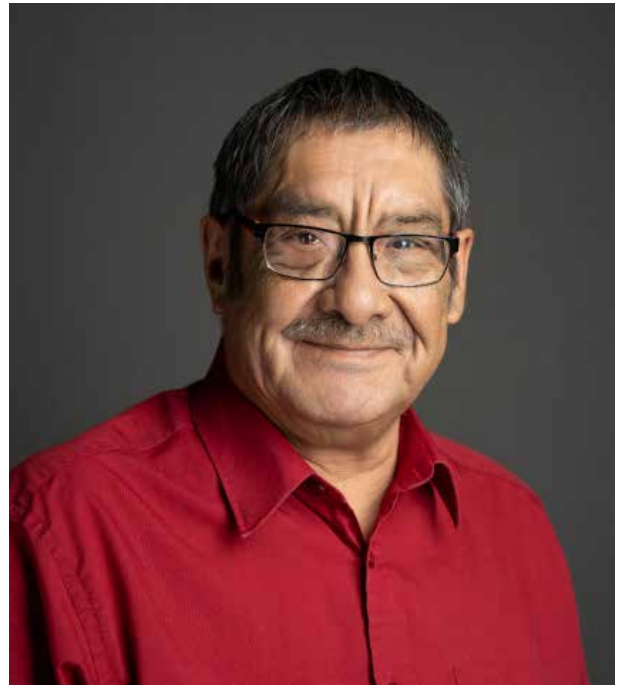
Honouring Land Through Knowledge and Stewardship

“My name is Jerry, and I’m a proud member of Thunderchild First Nation, located approximately 113 kilometres northwest of North Battleford. Our community sits between two major centres—Saskatoon and Edmonton—but our roots are deep in the land we call home.” Jerry has held many roles in his community. A former teacher and Director of Education, his work has always involved planning and community development.

Today, he serves as the Nation’s Treaty Land Entitlement (TLE) Coordinator, working on lands-related projects with the band office. “I didn’t expect to move into a Lands role,” Jerry reflects. “At the time, I was unemployed and on EI. The Community Navigator mentioned they needed some work done, and I had a background in planning, legislation, and Indigenous languages. I had also followed the development of the Lands Act and was familiar with TLE. I guess someone thought I was in the right place at the right time—and here I am.”

TLE is a critical process for many First Nations across Western Canada. It addresses historical shortfalls in land promised under treaty agreements. In Thunderchild’s case, the Nation has acquired a significant number of new parcels of land—many of them in remote areas—with the intent of eventually adding them to reserve. This brings both opportunity and responsibility.

“With new lands comes the need for planning,” says Alex Marques, LUP Program Specialist for NALMA, who is supporting Thunderchild through land use planning processes. “Jerry reached out when they were beginning some of the foundational work for a land use plan. The Nation had already developed a Land Law and now needed to consider how to integrate new lands into their vision for the future.”



*Jerry Okanee, TLE Coordinator
Thunderchild First Nation, SK*

For Jerry, land is more than a legal or planning issue—it is sacred. “You can’t separate what the land means to me personally from what it means to the community,” he says. “The land was given to us by the Creator. It is not something to be destroyed. It’s something we must protect, and we do that by following the proper cultural protocols. Everyone in the community is a steward of the land.”

Before any project breaks ground, Thunderchild holds ceremony to honour the land and ensure the work is done in a good way. The land supports traditional food gathering, ceremonies, and cultural practices, including the care and maintenance of grave sites. Wetlands, wildlife, and the risk of environmental changes like flooding or wildfire are all carefully considered.

“In many ways, managing our land is similar to municipal zoning. But for us, it’s tied directly to our cultural and spiritual values.

We don't just manage land for development—we manage it to ensure it continues to support our way of life. Everything is connected.”

Through careful planning, cultural respect, and community leadership, Thunderchild First Nation continues to move forward honouring the land and the knowledge systems that have protected it for generations.

Building the Future, Honouring the Past

In Thunderchild First Nation, land is not just a place—it's a teacher, a provider, and a sacred trust passed between generations. While Elders hold deep knowledge of the land, it's the Youth who are being taught to carry that responsibility forward. For Jerry, it's all about building those intergenerational bridges.

“We incorporate land-based learning directly into our school curriculum,” Jerry explains. “Students don't just read about the land—they go out on it. They learn survival skills like how to snare a rabbit, how to identify traditional medicines, and most importantly, how to take care of the land.”

The program is thriving, in large part because it's rooted in the Nation's cultural values and led by both educators and Elders. During the winter, activities like ice fishing and seasonal teachings bring students outside to learn directly from the land and from community Knowledge Holders.

Jerry shares a story of how this connection between knowledge and land became a powerful lesson. “Once, a family services group ran a camp without consulting the Lands Department. They unknowingly cleared out a whole area of sweetgrass. That was a wake-up call. We walked the area together, identified the plant, and explained its cultural and medicinal importance. Since then, those types of decisions always involve our department.”

Language is another vital thread in the fabric of community knowledge. Thunderchild has a community radio station where programming is delivered in Cree, reinforcing both language retention and cultural connection. “Some things just can't be translated into English without losing their meaning,” says Jerry. “We also have Elder meetings where Cree is the main language—especially when talking about traditions, stories, and history. Translators are there, but the depth of meaning comes through best in our own language.”



Thunderchild Wellness Centre (TCW), Thunderchild First Nation, SK

That depth is vital in Thunderchild's land use planning process. Community consultations are conducted in Cree, led by Jerry himself as MC. "When we host gatherings to identify isolated grave sites, for example, I speak in Cree because our Elders need to be able to fully express what they know. Thanks to NALMA's support, we can now add those grave sites to our official maps."

Mapping is more than a technical exercise—it's a tool of protection and preservation. Once identified, these sites will be cleaned following cultural protocol and designated as historic by Chief and Council. By mapping them, it ensures that future development, such as power lines or fibre optic cables, are developed outside of these sacred places. "We had a situation where a fibre optic company planned to run a line too close to the cemetery. Because we had done the mapping, we were able to intervene and get them to change their route."

The importance of this work came into sharper focus as the Nation began identifying new land for cemetery use. "Our current site is overpopulated," Jerry explains. "And we also know of older graves dating back to our relocation from Delmas, SK in 1908. That knowledge lives with our Elders, and it's only by walking the land

with them and listening in Cree that we're able to map and protect those areas."

"We're planning for those who haven't been born yet. The work we do now—our decisions—will help support and shape their lives for the future."

— Jerry Okanee, Thunderchild First Nation

It's not only about protecting the past—it's about shaping the future. Thunderchild's land use planning efforts are already supporting other community goals: expanding housing, planning infrastructure, and even strengthening their farming operation. Alex Marques reflected on the bigger picture: "What Jerry and the community are doing is remarkable. By connecting the dots between Youth, Elders, language, and land, they're not just managing land—they're strengthening every part of community life."

About Thunderchild First Nation:



- Thunderchild First Nation is an independent Cree First Nations band government in Turtleford, SK and is located approximately 113 kilometers northwest of North Battleford. For more information, please visit: www.thunderchild.ca
- For more information about the Thunderchild Wellness Centre (TWC) please visit: www.myreccentrethunderchild.com
- For more information about Thunder Farms Ltd., please visit: www.thunderchild.ca/businesses/thunder_farms.html

Information courtesy of Thunderchild First Nation

Thunder (Piyesiw) Farms: Feeding the Future, Cultivating Knowledge

Thunderchild First Nation's commitment to self-determination is perhaps nowhere more visible than in the success of Thunder Farms Ltd., a wholly owned First Nation agricultural company. Building on a legacy of land stewardship and driven by vision, Thunderchild made the strategic decision to transition from leasing out their vast agricultural lands to farming them independently. This shift not only created a new economic pillar for the Nation, but also fostered skill development, employment, and land-based education for the community.

Thunder Farms operates across both Reserve and TLE lands, with a professional management team, local labour force, and Nation members bringing experience and passion to the work. "Piyesiw Ranch currently run about 1,100 head of cattle and 600 calves born this year," explains Jerry. "The students learn about the land and are brought out to see it firsthand. They're informed about the livestock and how the land supports it. That kind of knowledge is vital for our future leaders."

During a recent visit, Alex Marques was struck by the sophistication of the work. "It's a fully modern operation. From planting to harvest, the team uses high-tech systems and expert planning to succeed. But what impressed me most was how Thunderchild is using this opportunity to build capacity from within—training members, involving Youth, and creating something lasting."

Farming on this scale also comes with challenges—particularly environmental ones. "With herd sizes like ours, climate change is now a major factor," says Jerry. "We're planning to pipe water from the North Saskatchewan River to a higher elevation area that's centrally located. But for that, we need permits and a filtration station. It's in motion, but it's another reminder of how critical planning is."

"It's a comfort to the community knowing that these areas are recognized and being protected. It shows we're taking care of our land and our people."

— Jerry Okanee, Thunderchild First Nation

Planning at Thunder Farms goes hand in hand with mapping—and here, land use planning is more than paperwork. It's a foundational tool that guides growth. When Thunder Farms approached Jerry to help identify new areas for development, he provided detailed land analysis. "We mapped out where the gas pipelines are, where utility lines run, and culturally sensitive zones like our Sundance grounds, which must be protected. We also look at soil types to know what crops will thrive where."

This precision mapping, supported through NALMA's LUP Funding Initiative, is shaping real-time decisions. "They've already started breaking new ground based on the maps we created," Jerry says.



Piyesiw Ranch operations, Thunderchild First Nation, SK

Historical context is never far from the surface in Thunderchild's planning. The Prairie Farm Rehabilitation Administration (PFRA), a federal initiative originally launched during the Great Depression to combat drought and erosion in the Prairies, was recently designated a National Historic Event in 2025. "It reminds us of the fragility of our lands," Jerry reflects. "We remember the fear of land surrenders in those days. Mapping now helps ensure we make decisions that protect and sustain our lands long-term."

Mapping isn't just for economic development. It's also used to guide cultural and educational activities. "When we planned a school trip," Jerry says, "I could show them exactly where the Saskatoon berries and raspberries grow. That became a land-based learning site for students to gather and learn traditional practices."

Community-Led Planning: Honouring the Past, Building for the Future

At the heart of Thunderchild First Nation's approach to lands management is a deep respect for community voices—especially those of the Elders. What began as a modest gathering of 10 to 15 Elders at the first information session quickly grew into a powerful wave of engagement, with attendance swelling to over 40 participants in subsequent meetings. "It created a kind of snowball effect," said Jerry. "People wanted to be involved, to share what they knew about the land and how we could protect and care for it going forward."

These gatherings were more than meetings—they were cultural events, shaped by the community's preferences. When asked what they'd like for lunch, Elders requested a traditional meal. "It was done right," Jerry emphasized. "The participation was there, the contributions were meaningful, and we were just getting started."

That participation has driven key efforts such as graveyard identification and the mapping of cultural sites—work that remains ongoing. Using historical records, oral history, and community memory, Thunderchild is actively identifying burial sites connected to ancestors who first arrived in the area following the

Nation's relocation from Delmas in 1908. "We're using Treaty payment records to trace the first families here, and the Elders are helping us connect the dots—those early members could be their parents or grandparents."



Piyesiw Ranch operations, Thunderchild First Nation, SK

This traditional data collection is also informing a visual and historical timeline - starting from the signing of Treaty No. 6 all the way to the present. These stories, events, and places are now being shared with the school, the community, and the broader public, connecting generations through knowledge and memory.

For Jerry, one of the most powerful aspects of this process is how it has united different departments across the First Nation. "We've worked with Family Services, with Economic Development, with Agriculture—it's all connected," he said. "That's what planning is. You've got to understand the protocols, the culture, the language. When you do, people get it. They buy in. And you do things the right way."

The mapping of cultural sites through the land use planning process has had a transformative impact on infrastructure development. "The very first thing Elders said to us was: 'We can't forget our people—the ones

out there on the land.’ These were the original community builders. Some of them weren’t counted in the Treaties. But they’re our family. They matter.”

Through land use planning and mapping, these burial grounds are now being documented, protected, and formally recognized by Chief and Council. This ensures that future projects won’t unknowingly disturb them.

But mapping does more than protect—it enables progress. Thunderchild is now preparing for ATR, and accurate, culturally respectful land mapping is a key requirement. “We need to know everything about the land—where the drainage is, what kind of wetlands exist, what trees and plants grow there. All of that matters, whether you’re planning economic development or eco-tourism.”

This work feeds directly into a long-term vision. Thunderchild is developing a 20-year comprehensive community plan, informed by cultural knowledge, environmental stewardship, and community priorities. Jerry, having attended NALMA's specialized training sessions on topics like ATR/RC, now acts as a key resource person within the Nation, helping to bridge technical processes with Traditional Practices.

Looking Ahead: A Legacy for Future Generations

The work being done in Thunderchild First Nation is more than land use planning - it’s a journey of reconnection, reclamation, and community visioning. From the first Elders’ information session to the integration of Cree language, every step has been guided by the values, voices, and knowledge of the community.

Alex Marques shared that Thunderchild is a clear example of what happens when funding meets strong community leadership. “They’ve done all the work,” he said. “Jerry and the community are building something rooted in Cultural Knowledge, technical understanding, and a vision for the future. Our role was simply to support them so they could build what they needed, their way.”

This holistic approach has made land use planning meaningful and accessible. Sacred and historical sites have been carefully plotted and can now be protected. These maps offer not just logistical information, but peace of mind. “It’s a comfort to the community,” Jerry said. “It shows we’re taking care of our land and our people. It’s part of our values and what we must pass on to our Youth.”



Thunderchild Wellness Centre (TCW), Thunderchild First Nation, SK

Language has played a vital role in that connection. The Nation has also started discussions around incorporating traditional place names and signage in Cree, further embedding cultural identity in the land.

One of the most significant achievements to date has been the innovative pairing of traditional data collection with modern technology. Using drones, cameras, and mapping software, the Nation is able to gather detailed information about wetlands, vegetation, infrastructure, and more. This is being done alongside oral history collection, seasonal knowledge, and cultural insight. “We’re putting them together,” Jerry said. “That combination gives us better outcomes. Better decisions. And it empowers every department—from Public Works to Housing to Economic Development.”

With this foundation, Thunderchild is now preparing to enter Phase 2 of its LUP initiative. The pre-planning work - mapping, inventories, assessments - has positioned the Nation to make targeted decisions in areas such as housing, leasing, ATR/RC and future infrastructure development.

“We’re building a long-term master plan,” Jerry explained. “It will touch every part of the community.

And it won’t just be for the next 10 years. We’re planning for those who haven’t been born yet. The work we do now—our decisions—need to make their lives better, too.”

“Planning done right becomes a legacy”

— Jerry Okanee, Thunderchild First Nation

For other Nations considering the LUP initiative, Jerry offered this advice: “Start planning. Get it on paper. Make sure your data is organized, and your community is informed every step of the way. This work will benefit your Nation for generations. Stay grounded in your culture. Think ahead. And when challenges come, address them in a good way. Planning done right becomes a legacy.”

Through thoughtful planning, respectful engagement, and a powerful blend of tradition and innovation, Thunderchild First Nation is proving what’s possible when a community leads its own path forward honouring the past, shaping the present, and preparing for a resilient and self-determined future.



Piyesiw Ranch operations, Thunderchild First Nation, SK

NALMA's Land Use Planning Funding Initiative

First Nations may apply to NALMA for funding to assist in the development of their Land Use Plan. Eligible LUP projects through this program include the planning and administration of reserve lands, and lands that are included in an active ATR process. NALMA may provide First Nation communities with technical support and training throughout the LUP process as needed.

For more information, please visit:

<https://nalma.ca/funding/land-use-planning/>



Section 3: Financials

National Aboriginal Lands Managers Association

Association nationale des gestionnaires des terres autochtones



NATIONAL ABORIGINAL LANDS MANAGERS ASSOCIATION

For The Year Ended March 31, 2025

MANAGEMENT REPORT

The accompanying financial statements of the National Aboriginal Lands Managers Association are the responsibility of management and have been approved by the Board of Directors.

The financial statements have been prepared by management in accordance with Canadian Accounting Standards for Not-for-Profit Organizations. Financial statements are not precise since they include certain amounts based on estimates and judgements. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the financial statements are presented fairly, in all material respects.

The Association maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and the Association's assets are appropriately accounted for and adequately safeguarded.

The Association's Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving financial statements.

The Board of Directors review and approve the Association's financial statements for issuance to the members of the National Aboriginal Lands Managers Association. The Board of Directors meet periodically with management, as well as the external auditor, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities and to review the financial statements and the independent auditor's report.

The financial statements have been audited by Baker Tilly KDN LLP in accordance with Canadian generally accepted auditing standards on behalf of the Association. Baker Tilly KDN LLP has full and free access to the Board of Directors and National Aboriginal Lands Managers Association.

Chair

Date

July 23, 2025

Executive Director

Date

July 23, 2025



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INDEPENDENT AUDITOR'S REPORT

To the Directors of National Aboriginal Lands Managers Association

Opinion

We have audited the financial statements of the National Aboriginal Lands Managers Association (the Association), which comprise the statement of financial position as at March 31, 2025, the statements of operations and changes in fund balances and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Association 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.

In preparing the financial statements, management is responsible for assessing the Association'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 Association or to cease operations, or has no realistic alternative but to do so.

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

ASSURANCE + TAX + ADVISORY

Baker Tilly KDN LLP is a member firm of Baker Tilly Canada Cooperative, which is a member of the global network of Baker Tilly International Limited. All members of Baker Tilly Canada Cooperative and Baker Tilly International Limited are separate and independent legal entities.

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 Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- 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 Association'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 Association 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.

Baker Tilly KDN LLP

Chartered Professional Accountants
Licensed Public Accountants

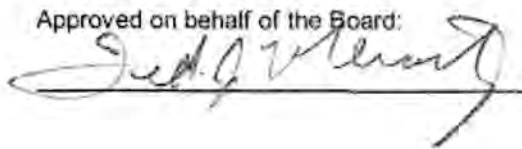
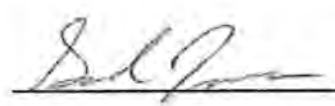
Peterborough, Ontario
July 21, 2025

NATIONAL ABORIGINAL LANDS MANAGERS ASSOCIATION

STATEMENT OF FINANCIAL POSITION As at March 31, 2025

	2025 \$	2024 \$
ASSETS		
Current assets		
Cash (note 3)	9,115,444	6,945,679
Investment (note 4)	570,579	549,388
Prepaid expenses	42,135	1,010,598
	9,728,158	8,505,665
Tangible capital assets (note 5)	76,087	80,598
	9,804,245	8,586,263
LIABILITIES AND FUND BALANCES		
Current liabilities		
Accounts payable and accrued liabilities	2,069,968	1,704,586
Deferred revenue (note 8)	5,542,942	4,769,053
	7,612,910	6,473,639
Fund balances		
Operating fund	2,115,248	2,032,026
Equity in tangible capital assets	76,087	80,598
	2,191,335	2,112,624
	9,804,245	8,586,263

Approved on behalf of the Board:


 Director

The accompanying notes are an integral part of these financial statements

NATIONAL ABORIGINAL LANDS MANAGERS ASSOCIATION

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES For the Year Ended March 31, 2025

	Operating Fund 2025 \$	Equity in Tangible Capital Assets 2025 \$	Total 2025 \$	Total 2024 \$
Revenue				
Indigenous Services Canada (note 8)	13,501,310	20,556	13,521,866	11,941,826
Other	29,129	-	29,129	46,308
Total revenue	13,530,439	20,556	13,550,995	11,988,134
Expenses				
NALMA core operations	6,597,953	-	6,597,953	7,119,114
Infrastructure Project Funding	1,637,931	-	1,637,931	1,929,189
ATR projects	133,432	-	133,432	179,239
Economic recovery	27,578	-	27,578	440,710
ATR Policy Redesign	-	-	-	19,900
ATR joint development table	252,313	-	252,313	-
Unexpended funding plan 22/23	4,762,253	-	4,762,253	2,161,557
Board initiatives	35,757	-	35,757	17,085
Amortization	-	25,067	25,067	20,956
Loss on disposal of tangible capital assets	-	-	-	11,643
Total expenses	13,447,217	25,067	13,472,284	11,899,393
Excess (deficiency) of revenue over expenses for the year	83,222	(4,511)	78,711	88,741
Fund balances - beginning of year	2,032,026	80,598	2,112,624	2,023,883
Fund balances - end of year	2,115,248	76,087	2,191,335	2,112,624

The accompanying notes are an integral part of these financial statements

NATIONAL ABORIGINAL LANDS MANAGERS ASSOCIATION

STATEMENT OF CASH FLOWS

For the Year Ended March 31, 2025

	2025 \$	2024 \$
CASH PROVIDED FROM (USED FOR):		
Operating activities		
Excess (deficiency) of revenue over expenses for the year	78,711	88,741
Non-cash charges to operations		
Amortization	25,067	20,956
	103,778	109,697
Changes in non-cash working capital items		
Prepaid expenses	968,463	(1,004,632)
Accrued interest on investment	(15,542)	(8,084)
Accounts payable and accrued liabilities	365,382	830,891
Deferred revenue	773,889	1,788,157
	2,092,192	1,606,332
Net increase in cash from operating activities	2,195,970	1,716,029
Investing activities		
Purchase of tangible capital assets	(20,556)	(80,473)
Investment matured	549,389	533,264
Purchase of investment	(555,038)	(538,088)
Net decrease in cash from investing activities	(26,205)	(85,297)
Increase in cash	2,169,765	1,630,732
Cash - beginning of year	6,945,679	5,314,947
Cash - end of year	9,115,444	6,945,679

The accompanying notes are an integral part of these financial statements



National Aboriginal Lands Managers Association

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