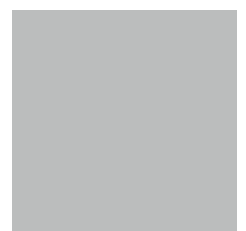
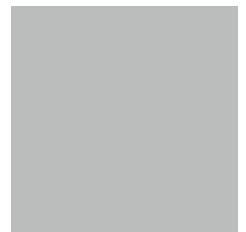
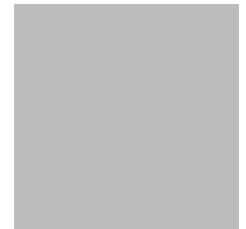
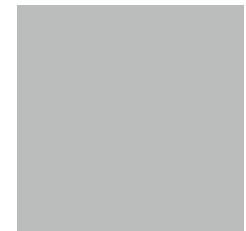
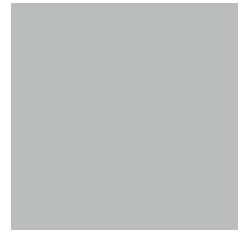




NALMA 2026 Workforce Survey Final Report

Acronyms

ARALA	Atlantic Region Aboriginal Lands Association
ATR / RC	Additions to Reserve / Reserve Creation
BCALMA	British Columbia Aboriginal Land Managers Association
FNLMAQL	First Nation Lands Managers Association for Quebec and Labrador
GIS	Geographic Information System
ISC	Indigenous Services Canada
OALA	Ontario Aboriginal Lands Association
PLAN	Planning and Land Administrators of Nunavut
PLMCP	Professional Land Management Certification Program
RLA	Regional Lands Associations
RLEMP	Reserve Land and Environmental Management Program
SALT	Saskatchewan Aboriginal Land Technicians
TALSAA	Treaty and Aboriginal Land Stewards Association of Alberta
USKE	Manitoba USKE



Contents

ACRONYMS	1
ABOUT US	3
EXECUTIVE SUMMARY	5
CONCLUSION	8
INTRODUCTION	9
WORKFORCE EVALUATION FRAMEWORK	10
METHODOLOGY	10
SURVEY STRUCTURE.....	11
ADMINISTRATION AND CONFIDENTIALITY	12
SURVEY DISTRIBUTION AND COMPLETION	13
LIMITATIONS	14
SUMMARY OF RESULTS – BY QUESTION	15
SECTION 1: DEMOGRAPHICS	15
SECTION 2: RLEMP-SPECIFIC EXPERIENCE	35
SECTION 3: SURVEY-SPECIFIC QUESTIONS.....	42
SECTION 4: SKILLS GAPS & TRAINING NEED	53
SECTION 5: PLMCP REDESIGN FEEDBACK	65
SECTION 6: INTEREST IN JOINING THE TECHNICAL TEAM	80
IMAGINATION CONSULTING	84

About Us

Mission

To be a national organization of First Nation lands managers that actively enhances professional development and technical expertise, while incorporating First Nations values and beliefs in land management, grounded in grassroots practices.

Vision

Empowering Aboriginal lands management professionals.

Values

As stewards of the land, NALMA is committed to:

- Empowering land managers with the highest standards of ethics and professionalism.
- Practicing sustainable management of ancestral lands for the benefit of future generations.
- Embedding First Nations knowledge systems and upholding community-driven values in all areas of land governance.



*"Empowering
Aboriginal lands
management
professionals."*

Executive Summary

The NALMA 2026 Workforce Survey provides a comprehensive national snapshot of the First Nations land management workforce across Canada. Conducted between January 12 and February 20, 2026, the survey generated 180 usable responses, representing approximately 45% of invited participants. The findings provide critical evidence to inform workforce planning, training development, certification redesign, and strategic collaboration among NALMA, Regional Lands Associations (RLAs) and Indigenous Services Canada (ISC).

Workforce Profile and Sustainability

The data revealed a workforce that is experienced, committed, and highly engaged, but facing structural pressures.

The profession is predominantly mid- to late-career. Over 80% of respondents were aged 40 or older, and more than half were aged 50 or older. While a significant portion of current practitioners have less than 10 years of experience in lands management, the overall age profile signals an impending wave of retirements. Approximately one in five respondents indicated they do not intend to remain in land management over the next five years, with retirement as the most cited reason. This underscores the urgency of succession planning, recruitment strategies, and structured mentorship pathways to ensure workforce continuity.

The workforce was also highly educated, with the majority having completed post-secondary education and nearly two-thirds having completed or currently enrolled in the Professional Land Management Certification Program (PLMCP). Most respondents are employed full-time and hold primary responsibility for lands governance within their communities. However, land departments are typically small; nearly three-quarters have five or fewer staff, and many operate as one- or two-person offices. This staffing model contributes directly to workload strain and limits operational resilience and long-term capacity.

Structural Pressures and Daily Stressors

The most significant stressors facing land professionals are systemic rather than individual.

Insufficient funding emerged as the most frequently cited challenge across multiple sections of the survey, including daily stressors, barriers to completing land surveys, and RLEMP implementation feedback. Closely linked to funding concerns were unsustainable workloads, limited staffing capacity, and challenges with governance alignment. Respondents consistently described expanding role expectations, administrative complexity, and responsibilities that extend beyond core land management functions to include environmental stewardship, estate administration, capital projects, consultation processes, and economic development initiatives.

Importantly, relatively few respondents identified a lack of personal training or competence as their primary stressor. This distinction suggests that the core issue is not workforce capability, but rather structural capacity and resource alignment.

Land Governance Regimes and Program Experience

The survey reflected a diverse landscape of land governance. A substantial portion of respondents operate under the RLEMP Land Regime – Operational status, while others work under FAFNLM, Indian Act authorities, or various stages of governance transition.

Overall, the RLEMP Land Regime is viewed positively, with the majority indicating it has moderately or significantly helped advance community land priorities. However, respondents consistently identified funding adequacy and formula design as areas requiring reform. The introduction of the \$70,000 base-level funding in 2023 had uneven impacts across communities. While some reported increased training or staffing support, many indicated the amount remains insufficient relative to workload and land base size, and some were unaware of the funding allocation entirely.

Feedback suggests that future enhancements to the RLEMP Land Regime should prioritize increased and formula-based funding, strengthened capacity support, expanded delegated authority, and greater flexibility to align with environmental stewardship and community-driven priorities.

Surveying Capacity and Technical Gaps

Land surveying represents a critical operational pressure point across the workforce.

Funding shortages, limited internal capacity, and rising costs were identified as the primary barriers to completing surveys. Nearly half of the respondents do not know where or how to access survey funding, and almost two-thirds are unaware of ISC's Survey Call Out letter. At the same time, demand for survey activity is high, particularly for internal boundaries, ATRs, housing expansion, economic development, and infrastructure projects.

An overwhelming majority expressed interest in exploring alternative approaches to conducting land surveys on the reserve, signalling openness to innovation and reform.

Technical capacity gaps were most pronounced in GIS/mapping, environmental assessments, valuation/appraisals, compliance monitoring, and complex regulatory processes. While most respondents reported confidence in core administrative functions (e.g., preparing BCRs, checking land status), more specialized technical areas showed lower confidence levels and high demand for additional training.

Limited in-house GIS expertise was particularly notable, with two-thirds of respondents reporting no GIS specialist on staff. At the same time, open-text responses revealed pockets of advanced GIS and environmental expertise within the workforce, suggesting opportunities for peer-led capacity building.

Training, Certification, and Professional Development

Training pathways were a clear strength within the sector. NALMA Specialized Training and PLMCP were identified as the most helpful supports for land management responsibilities. Most PLMCP graduates reported feeling prepared for their roles, and overall satisfaction with the program was high.

Participants particularly valued networking, instructor quality, and practical applicability of content. The program was viewed not only as certification but as a professional community-building experience that strengthens confidence and peer support networks nationwide.

However, consistent recommendations for enhancement include:

- Expanded GIS and technical mapping instruction
- Stronger environmental and in-field training components
- More hands-on, scenario-based administrative practice
- Additional time allocated to technical modules such as surveying and digital record management
- Greater integration of Indigenous legal traditions and governance principles

Hybrid delivery (combining in-person and online learning) emerged as the preferred training format, balancing networking benefits with flexibility for remote and understaffed communities.

Despite high engagement in training, 36% of respondents reported barriers to accessing professional development, primarily due to funding constraints, workload pressures, travel costs, and limited organizational support. These barriers reinforced the broader structural capacity challenges facing the workforce.

Relationship with ISC and Institutional Supports

Experiences with ISC Regional Lands Offices were mixed. While nearly 60% felt supported, significant concerns remained regarding staff turnover, slow communication, bureaucratic complexity, and inconsistent knowledge levels. These service delivery challenges compounded existing workload pressures within communities.

Conversely, RLAs and NALMA training programs are widely used and highly valued. In-person specialized training and virtual events demonstrate strong participation rates, reinforcing the importance of regional and national coordination in strengthening capacity.

Emerging Leadership and Technical Engagement

The survey also revealed a strong interest in leadership and technical contribution. Nearly half of the respondents expressed interest in serving on NALMA's Technical Team, and more than 70% indicated willingness to dedicate time and travel if required. This represents a substantial opportunity to formalize peer expertise, policy input, and practitioner-driven innovation.

While many respondents reported limited experience in specialized leasing and resource permit areas (e.g., strata, timber, sand and gravel), open-text responses demonstrated considerable advanced expertise in GIS, environmental management, governance development, and project management

across the workforce. Structured technical teams could leverage this distributed expertise more effectively.

Conclusion

The NALMA 2026 Workforce Survey portrays a workforce that is committed, professional, and deeply invested in community land stewardship. However, it also highlights systemic pressures related to funding inadequacy, staffing capacity, governance alignment, and technical specialization.

The key challenges facing the profession are structural rather than motivational. Land professionals are willing to train, collaborate, innovate, and lead, but require strengthened funding models, clearer policy alignment, expanded technical support, and proactive succession planning to sustain and grow the workforce.

The findings provide a strong evidence base for:

- Reforming funding formulas and strengthening the lands office capacity
- Expanding technical training in GIS, environmental management, and compliance
- Enhancing communication and coordination around survey funding
- Supporting workforce renewal and mentorship pathways
- Continuing refinement of the PLMCP through expanded technical depth and hybrid delivery
- Leveraging practitioner expertise through national technical teams

Together, these insights position NALMA and its partners to strengthen the land management profession in a sustainable, technically rigorous, and grounded in First Nations governance values and stewardship principles.

Introduction

This survey builds on previous land management workforce studies conducted by NALMA and ISC and responds to ongoing requests from First Nations for stronger, nationally representative evidence on the workforce. The study aligns with the current federal emphasis on data-informed decision-making and accountability in program design and funding. By updating and expanding earlier workforce data, the survey provides a current national snapshot of the land management profession serving First Nations communities across Canada.

Imagination Consulting supported NALMA by organizing, refining, and structuring survey questions developed collaboratively by NALMA and ISC, integrating additional sections where appropriate, and building the final survey instrument using advanced features. Survey logic and sectioning were applied to enhance clarity, reduce respondent burden, and improve completion rates. The survey was distributed nationally through NALMA, RLAs, and ISC communication channels to ensure a broad reach across regions and land regimes.

The purpose of the NALMA 2026 Workforce Survey is to support evidence-based workforce planning, training development, and program improvement for First Nations land management professionals across Canada. The workforce evaluation provides NALMA and ISC with timely, nationally comparable data to inform strategic, operational, and policy-level decision-making.

Specifically, the workforce evaluation is intended to:

- Update the current national profile of the First Nations land management workforce;
- Identify workforce pressures, skills gaps, and training needs to guide the design and delivery of NALMA education, professional development, and certification programs;
- Assess practitioner experiences with key programs and systems, including the Reserve Land and Environmental Management Program (RLEMP) and the Professional Land Management Certification Program (PLMCP);
- Examine workforce sustainability and retention considerations; and
- Generate practical, actionable evidence to support program refinement, policy discussions, and funding decisions.

Findings from the workforce evaluation are intended to inform NALMA's strategic planning, support continuous improvement of training and certification pathways, and strengthen collaboration with ISC and Regional Lands Associations.

Workforce Evaluation Framework

The workforce evaluation framework provides a structured approach for organizing and interpreting data collected through the NALMA 2026 Workforce Survey. The framework is designed to examine the land management workforce across multiple interconnected dimensions, enabling national-level analysis and exploration of variation across regions, land regimes, and career stages.

The framework supports analysis of workforce composition, professional experience, capacity pressures, training pathways, and program interactions. It is intended to ensure that findings are interpretable, comparable, and directly relevant to workforce planning and program development.

Within this framework, the evaluation organizes survey findings to:

- Examine workforce characteristics and conditions across regions and land regimes;
- Identify patterns related to experience, training, and professional readiness;
- Explore how workforce needs align with existing programs and supports; and
- Surface areas where targeted interventions or structural adjustments may be required.

By applying a consistent evaluation framework, the survey supports systematic interpretation of results and strengthens NALMA's ability to track workforce trends over time.

Methodology

The NALMA 2026 Workforce Survey was conducted from January 12 to February 20, 2026. The survey was administered online by Imagination Consulting to ensure consistency, confidentiality, and objectivity. Land management professionals across Canada were invited to participate over a six-week period, with participation remaining voluntary and responses submitted anonymously unless respondents chose to provide contact information for prize eligibility or future engagement.

The survey consisted of both scaled-response questions (to measure quantitative workforce trends) and open-ended questions (to capture qualitative insights). This mixed-methods approach enabled respondents to share information on workforce conditions, skills gaps, training needs, program experiences, and to provide contextual perspectives on challenges, opportunities, and priorities within the land management profession.

Once the survey closed, responses were aggregated and analyzed independently. The findings were compiled into the Workforce Survey Final Report, which summarizes key trends, highlights strengths, and identifies workforce pressures and emerging needs. The results are intended to inform NALMA's workforce planning, training and certification development, program refinement, and collaboration with the RLAs and ISC.

Survey Structure

The survey was organized into six main sections, each addressing a core dimension of the land management workforce. Below is a brief overview of each section, including its contents and the assessment it addresses.

Section 1: Demographics

This section gathered foundational information to support the interpretation of workforce trends, including:

- Age, gender identity, and education level
- Employment status and job role
- Regional location and community context
- Land regime and organizational environment

Section 2: RLEMP-Specific Experience

Respondents working under the Reserve Land and Environmental Management Program (RLEMP) Land Regime were asked targeted questions related to:

- Confidence performing RLEMP responsibilities
- Scope of land-related duties under RLEMP
- Perceived impacts of RLEMP participation
- Feedback on funding changes and program supports

Section 3: Land Surveying Practices

This section explored workforce experience and capacity related to land surveying, including:

- Access to survey funding and resources
- Understanding of survey plans and processes
- Use of GIS and technical supports
- Awareness and perceptions of NALMA's Land Survey Program

Section 4: Skills Gaps and Training Needs

Respondents were asked to reflect on their professional development experiences and needs, including:

- Types of land-related projects undertaken
- Training received to support land management responsibilities
- Areas requiring additional training or specialization
- Barriers to accessing training and professional development

Section 5: PLMCP Redesign Feedback

Graduates of the Professional Land Management Certification Program (PLMCP) were directed to questions examining:

- Preparedness following program completion
- Effectiveness of curriculum content and delivery methods
- Alignment between learning outcomes and job requirements
- Suggestions for strengthening or improving the program

Section 6: Interest in NALMA Technical Teams

The final section explored respondents' interest in contributing to NALMA's technical work, including:

- Willingness to participate in technical teams
- Areas of expertise and experience
- Availability and interest in future engagement

Administration and Confidentiality

To ensure consistency and objectivity, Imagination Consulting supported the survey design and managed data collection and analysis for the NALMA 2026 Workforce Survey. The survey was administered online, enabling broad accessibility while ensuring secure data handling.

The survey was available in both English and French to promote accessibility and equitable participation. Respondents could select their preferred language at the outset of the survey.

Survey distribution and all participant communications were managed by NALMA through its established communication channels, including RLAs and ISC networks. Participation in the survey was voluntary, and respondents could complete it anonymously.

Individual survey responses were not shared with NALMA, ISC, employers, or any external parties. All findings presented in this report are based on aggregated, de-identified data, and qualitative responses were reviewed to remove identifying details where necessary.

At the end of the survey, respondents were given the option to voluntarily provide their name and contact information for two specific purposes: entry into the optional prize draw and/or expression of interest in participating in NALMA's technical teams. This identifying information was collected separately from survey responses and was not linked to individual answers during analysis or reporting. Providing contact information was optional and did not affect participation, confidentiality, or inclusion in the survey results.

This independent and confidential process was intended to encourage candid participation while allowing NALMA to follow up separately with individuals who chose to engage further in accountability.

Survey Distribution and Completion

The NALMA 2026 Workforce Survey was distributed electronically via an online survey platform in English and French. A brief preamble outlining the purpose of the study, expectations for participation, and confidentiality considerations was included at the beginning of the survey (see Appendix A). Participation was voluntary, and respondents could complete the survey anonymously.

The survey was open for 6 weeks, from January 12 to February 20, 2026. During this time, NALMA issued a series of reminder communications to encourage participation and support national reach across regions and land regimes (see Appendix B for the communication schedule). The extended survey window and reminder strategy were intended to accommodate varying workloads, time zones, and capacity constraints among land management professionals.

The total number of participants to whom the survey was sent was $N = 398$. A total of $N = 202$ participants accessed the survey. Of these, 48 responses (23.8%) were incomplete, meaning the respondent exited the survey before reaching the final question. Prior to analysis, clear inclusion criteria were established to ensure data quality. Responses were retained if they contained sufficient substantive information to contribute meaningfully to the analysis. Surveys that were terminated very early and contained minimal or no usable data were excluded.

Of the 48 incomplete responses, 22 were removed from the final dataset. These excluded surveys were less than 22% complete and lacked meaningful responses, as many respondents both exited early and skipped multiple questions. The remaining incomplete responses were retained because they provided sufficient data across key sections of the survey. Of the 22 excluded responses, 18 were English-language surveys, and 4 were French-language surveys.

- 178 Total Responses
 - 180 Responses After Data Cleaning
 - 2 did not consent
- 177 Surveys Completed in English
- 3 Surveys Completed in French
- 72% Response Rate (Average Percentage of Survey Completed)
- Average of 28 Minutes to Complete

Following data cleaning, $N = 180$ usable responses were included in the analysis, representing approximately 45% of all invited participants. 177 surveys were completed in English, and 3 in French. Of those 180 respondents, 2 did not consent to participate. Therefore, the total number of responses analyzed and reported was $N = 178$.

The overall survey completion rate was 72%, indicating that respondents completed approximately 72% of the survey questions. The estimated time to complete the survey was 28 minutes, which was consistent with the anticipated length during survey design and testing.

**N represents the overall number of participants.*

Limitations

As with all voluntary, survey-based research, several limitations should be considered when interpreting the findings of this workforce evaluation. Participation was self-selected, and response rates may vary across regions, roles, and land regimes, potentially affecting overall representativeness. Individuals who chose to participate may differ in important ways from those who did not respond.

The survey relied on self-reported information, which may be influenced by individual perceptions, recall accuracy, professional experiences, and local context. Responses reflect participants' perspectives at the time of completion and may not capture changes occurring after the survey period.

The survey instrument was comprehensive and relatively lengthy. While the estimated completion time aligned with expectations, the overall completion rate was 72%, indicating that some participants exited before finishing. In addition, many respondents skipped individual questions throughout the survey, resulting in variable response counts across items. A small number of key questions were set as mandatory; review of survey progression patterns suggests that participant drop-off tended to occur near some of these required questions. Survey length and question format may therefore have influenced completion patterns.

Open-ended questions generated varying levels of detail. Some topics elicited rich qualitative insights, while others yielded fewer or shorter narrative responses, leading to variability in the depth of qualitative findings across themes.

Finally, although the survey was distributed nationally through established NALMA networks, it is possible that not all individuals working in land-related roles received the invitation or had the time, capacity, or connectivity to participate during the data collection period.

These limitations have been considered in the analysis and reporting of results. Findings are presented in aggregate form to emphasize overall trends and workforce patterns rather than individual- or community-level conclusions.

Summary of Results – By Question

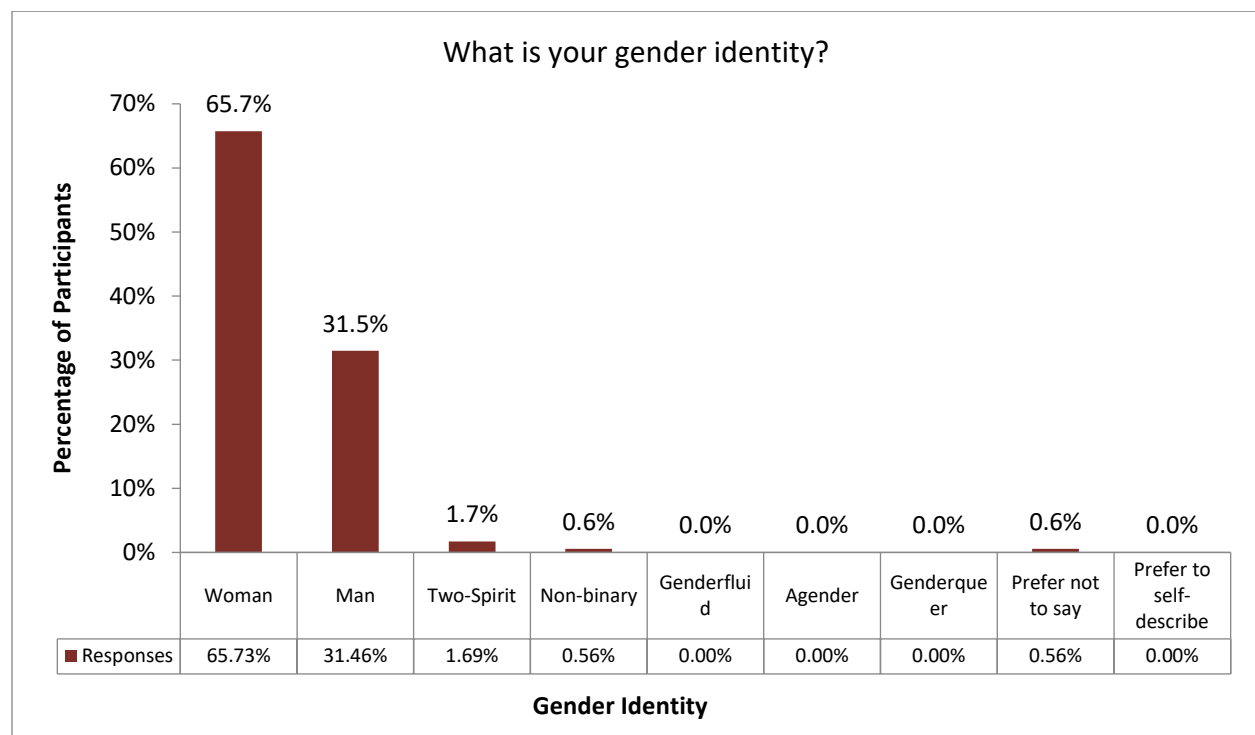
The following section presents a detailed summary of findings from the NALMA 2026 Workforce Survey. Each section corresponds to a major section of the survey and outlines the related survey questions, providing context for interpreting the results. Quantitative data, including response distributions and descriptive statistics, are presented alongside thematic summaries of qualitative feedback to provide a comprehensive view of workforce trends, challenges, and priorities across regions and land regimes.

SECTION 1: DEMOGRAPHICS

Q1: By selecting “I agree,” you confirm that you have read the information above and consent to participate in this survey.

A total of 180 individuals accessed the survey and reached the consent question. Of these, 178 respondents (98.9%) selected “I agree” and provided consent to participate. Two individuals (1.1%) did not provide consent and were therefore excluded from further analysis. Therefore, the remainder of the survey is based on N = 178.

Q2: What is your gender identity?



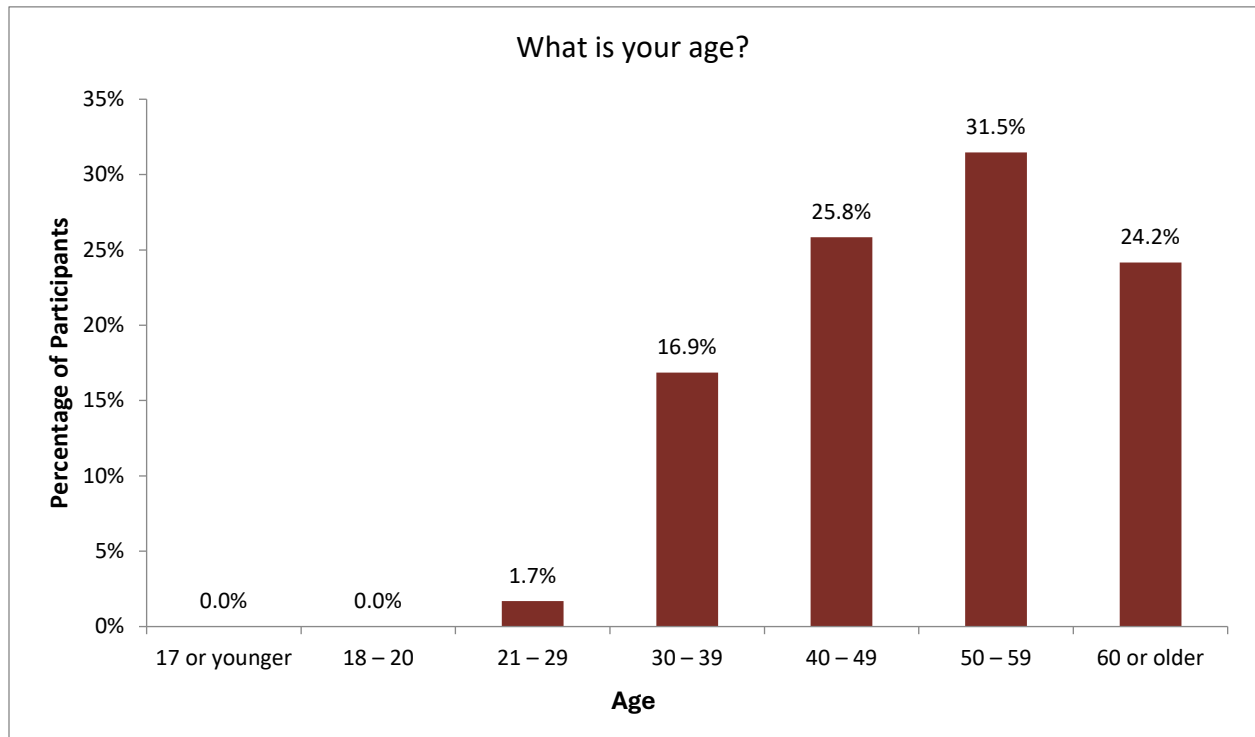
A total of 178 respondents answered this question. Of those who responded:

- 117 (65.7%) identified as women
- 56 (31.5%) identified as men

- 3 (1.7%) identified as Two-Spirit
- 1 (0.6%) identified as Non-binary
- 1 (0.6%) preferred not to disclose

Overall, the respondent population was predominantly women, accounting for approximately two-thirds of participants, with men accounting for nearly one-third. A small number of respondents identified as Two-Spirit or non-binary, and very few chose not to disclose their gender identity.

Q3: What is your age?



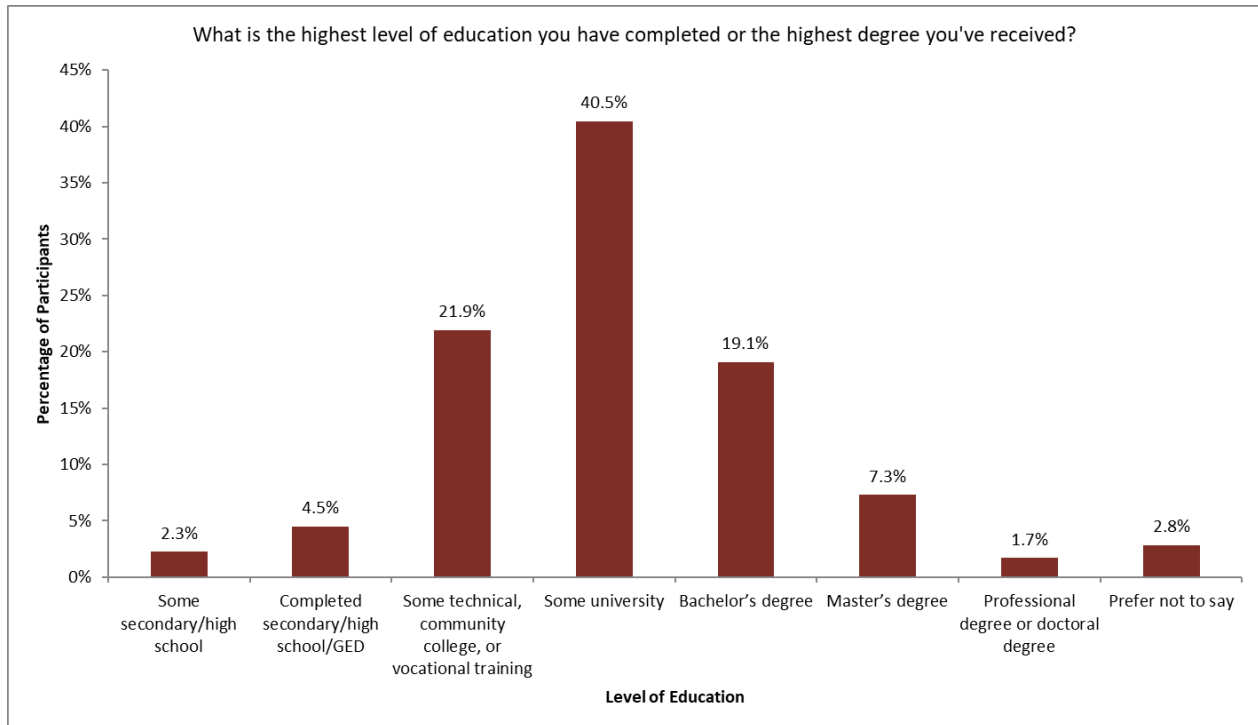
A total of 178 (100%) respondents answered this question. The age distribution is as follows:

- 17 or younger: 0 (0.0%)
- 18–20: 0 (0.0%)
- 21–29: 3 (1.7%)
- 30–39: 30 (16.9%)
- 40–49: 46 (25.8%)
- 50–59: 56 (31.5%)
- 60 or older: 43 (24.2%)

The data indicate that the workforce is predominantly mid- to late-career. Nearly one-third of respondents are aged 50–59, representing the largest age cohort. An additional 24.2% are aged 60 or older, and 25.8% are aged 40–49.

In contrast, early-career representation is limited: only 1.7% of respondents are aged 21–29, and none are under 21. Overall, more than 80% of respondents are aged 40 or older, suggesting an aging workforce and highlighting potential implications for succession planning and workforce renewal.

Q4: What is the highest level of education you have completed or the highest degree you've received?

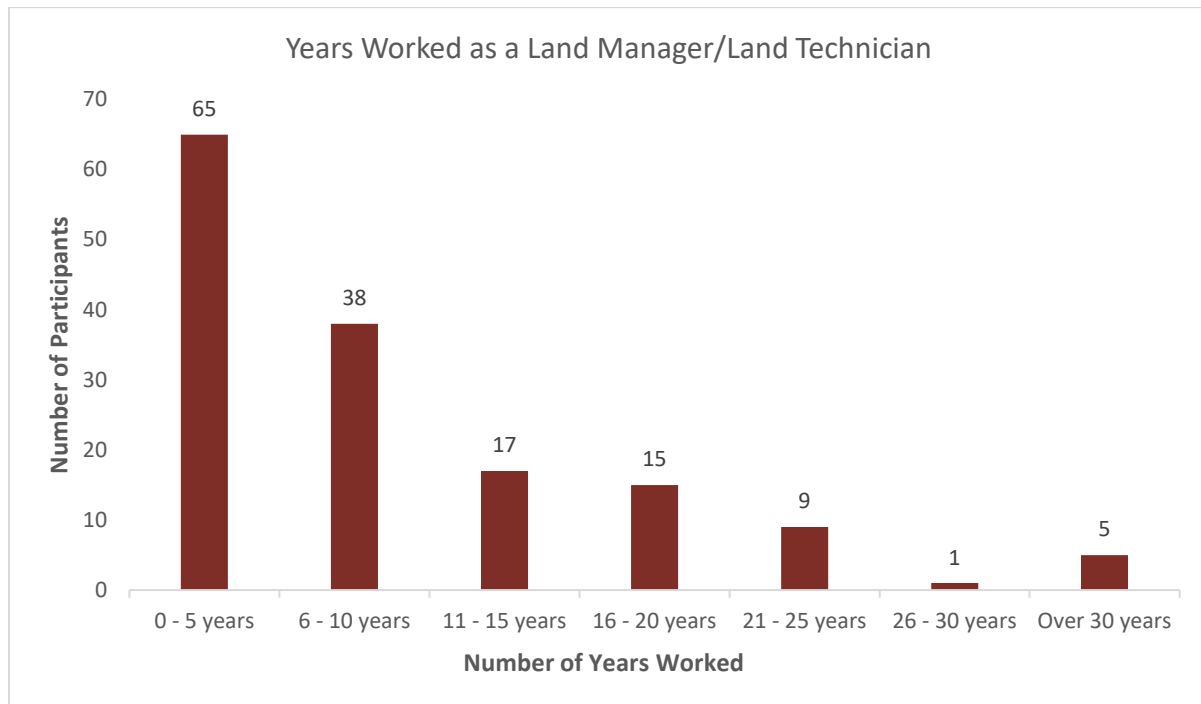


A total of 178 (100%) respondents answered this question. The education breakdown is as follows:

- Some secondary/high school: 4 (2.3%)
- Completed secondary/high school/GED: 8 (4.5%)
- Some technical, community college, or vocational training: 39 (21.9%)
- Some university: 72 (40.4%)
- Bachelor's degree: 34 (19.1%)
- Master's degree: 13 (7.3%)
- Professional degree or doctoral degree: 3 (1.7%)
- Prefer not to say: 5 (2.8%)

The findings indicate a highly educated workforce. The largest proportion of respondents reported having completed some university, followed by 21.9% who completed technical, community college, or vocational training. Nearly one-third of respondents hold a bachelor's degree or higher, including 7.3% with a master's degree and 1.7% with a professional or doctoral degree.

Q5: Are you currently working as a land manager or land technician? If yes, please specify the number of years.



A total of 178 (100%) respondents answered this question. Of these, 156 (87.6%) indicated that they are currently working as a land manager or land technician, while 22 (12.6%) indicated that they are not.

Of the 156 respondents who indicated they are currently working as a land manager or land technician, years of experience are distributed as follows:

- 0–5 years: 65 (41.7%)
- 6–10 years: 38 (24.4%)
- 11–15 years: 17 (10.9%)
- 16–20 years: 15 (9.6%)
- 21–25 years: 9 (5.8%)
- 26–30 years: 1 (0.6%)
- Over 30 years: 5 (3.2%)

The largest proportion of current land professionals has 0–5 years of experience, indicating a significant cohort of relatively newer entrants to the field. An additional 24.4% report 6–10 years of experience.

Together, approximately two-thirds of current respondents have worked in land management for 10 years or less, suggesting notable workforce renewal in recent years. At the same time, a smaller but important segment of respondents reports more than 15 years of experience, reflecting the presence of seasoned professionals within the workforce.

Q6: What is your current job title? (open text)

A total of 177 (99%) respondents provided their current job title. Titles were standardized and grouped into functional workforce categories, as seen in the table below.

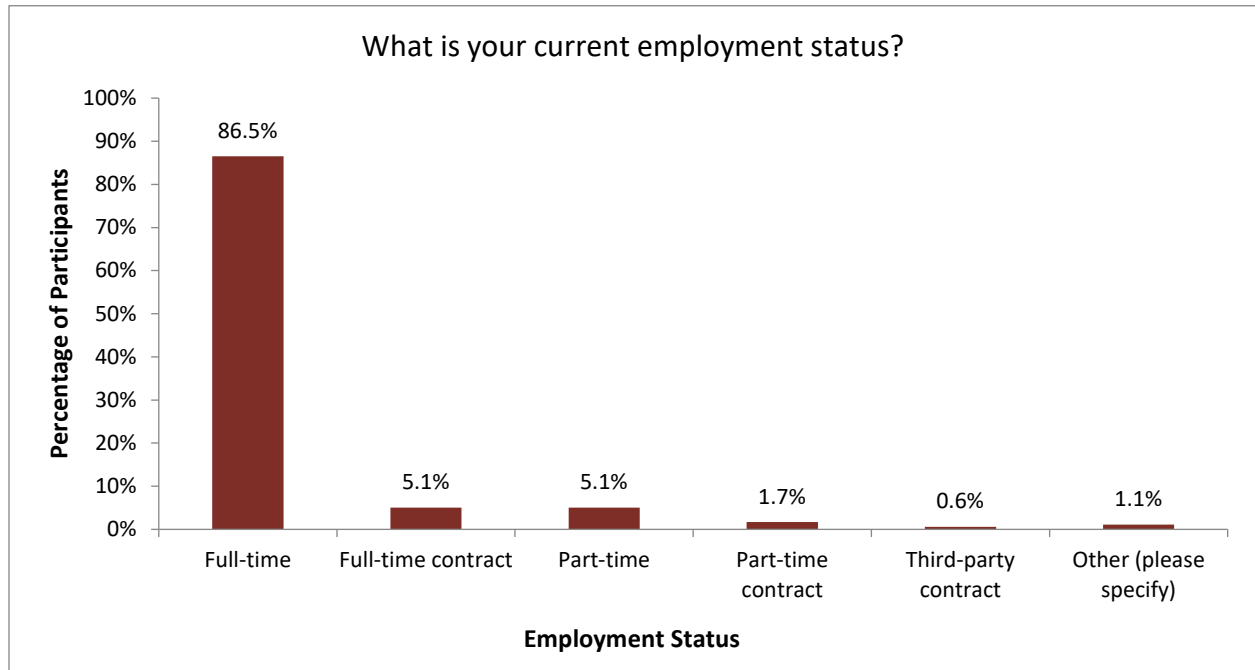
Over half of respondents serve in Lands Manager or Land Manager positions, indicating that the survey primarily reflects operational leadership in lands. Director-level roles account for 16.9%, meaning more than 70% of respondents hold senior or primary responsibility for lands.

Technical and administrative roles together represent 22.6% of the sample, demonstrating representation across multiple levels of lands office structure.

This distribution confirms that the survey findings are grounded predominantly in individuals directly responsible for lands governance and administration within their communities.

Role Category	Count	Percentage	Examples from Responses
Lands Manager/Lands Manager Roles	95	53.7%	Lands Manager; Land Manager; On Reserve Lands Manager; TLE Land Manager; Lands Administration Manager
Director/Senior Leadership Roles	30	16.9%	Director of Lands; Lands Director; Director of Lands & Natural Resources; Housing & Lands Director; Chief Executive Officer
Officer/Coordinator/Technician Roles	28	15.8%	Lands Officer; Registration Officer; Leasing Officer; Land Code Coordinator; Lands Governance Officer
Administrative/Assistant Roles	12	6.8%	Lands Assistant; Administrative Assistant; Registry/Data Clerk; Lands Admin; Documentation/Finance Officer (Lands)
Combined/Multi-Portfolio Roles	8	4.5%	Lands & Membership Manager; Lands & Estates Officer; Lands & Resources Coordinator; Consultation and Lands Manager
Other/Non-Lands Primary Roles	4	2.3%	Communications Coordinator; Program Manager (Vital Statistics); Education Assistant; Candidate in a General Election
Total	177	100%	

Q7: What is your current employment status?



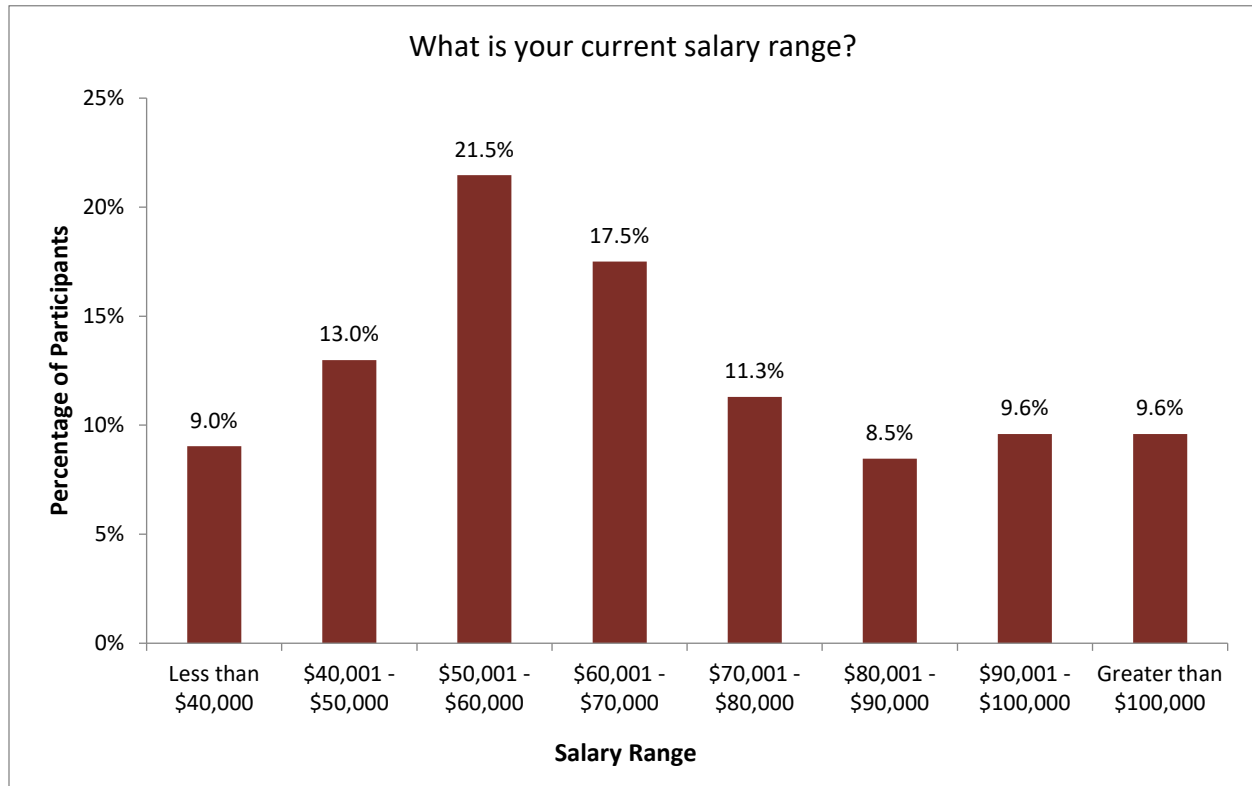
A total of 178 (100%) respondents answered this question. Employment status is distributed as follows:

- Full-time: 154 (86.5%)
- Full-time contract: 9 (5.1%)
- Part-time: 9 (5.1%)
- Part-time contract: 3 (1.7%)
- Third-party contract: 1 (0.6%)
- Other (please specify): 2 (1.1%)

The two “Other” responses specified “Hiatus” and “Contract.” The “Contract” response overlaps conceptually with the predefined contract categories, while “Hiatus” reflects a temporary pause in employment rather than an alternative employment structure.

Overall, the findings indicate that the land management workforce is predominantly employed full-time, with more than four in five respondents (86.5%) reporting full-time employment. Contract and part-time arrangements represent a small minority of employment structures within the sample.

Q8: What is your current salary range?



A total of 177 (99.4%) respondents answered this question. Salary ranges are distributed as follows:

- Less than \$40,000: 16 (9.0%)
- \$40,001–\$50,000: 23 (13.0%)
- \$50,001–\$60,000: 38 (21.5%)
- \$60,001–\$70,000: 31 (17.5%)
- \$70,001–\$80,000: 20 (11.3%)
- \$80,001–\$90,000: 15 (8.5%)
- \$90,001–\$100,000: 17 (9.6%)
- Greater than \$100,000: 17 (9.6%)

The largest proportion of respondents (21.5%) reported earning between \$50,001 and \$60,000, followed by 17.5% earning between \$60,001 and \$70,000.

Overall, more than half of respondents (approximately 58%) reported earning between \$50,001 and \$80,000, indicating that most land professionals fall within mid-range salary bands. At the same time, nearly one in five respondents reported earning \$90,000 or more, while 22.0% reported earning \$50,000 or less, indicating a noticeable spread in compensation levels across the workforce.

Q9: Do you intend to continue working in land management over the next 5 years?

A total of 178 (100%) respondents answered this question. Of these:

- 139 (77.7%) indicated yes, they intend to continue working in land management over the next five years.
- 38 (21.2%) indicated no.
- 2 (1.1%) indicated that they were unsure.

The findings suggest strong overall retention intentions within the workforce, with more than three-quarters of respondents planning to remain in land management over the next five years. However, approximately one in five respondents indicated they do not intend to stay, which may signal potential workforce turnover and underscores the importance of succession planning and retention strategies.

Q10: What is the main reason you do NOT intend to continue working in land management? (open text)

A total of 38 (21.2%) respondents provided a reason for not intending to continue working in land management. Qualitative responses were reviewed and coded into thematic categories. The following themes emerged:

Theme 1: Retirement/Age-Related Transition

The most frequently cited reason is retirement or an age-related transition. Several respondents explicitly stated that they are preparing to retire, have reached retirement age, or feel they are “getting older.” Some indicated they had previously considered retiring and continued longer than initially planned. This theme reflects natural workforce attrition due to aging and suggests an emerging succession-planning consideration within the land-management workforce.

Theme 2: Political/Governance Climate

Several respondents identified challenges related to community politics and governance dynamics. Comments referenced election cycles, changes in Chief and Council, perceived lack of leadership support, and dissatisfaction with the broader political atmosphere. In some cases, respondents noted that shifting political priorities or instability influenced their decision to remain in the field. These responses indicate that the governance context can significantly impact job satisfaction and retention.

Theme 3: Burnout/Workload Expansion

Several respondents described feeling worn out, overextended, or experiencing burnout. Some noted that what began as a land management role gradually expanded to include additional responsibilities such as economic development, project management, housing, estates, or other administrative duties. This “scope creep” appears to contribute to stress and fatigue, particularly in communities where land offices are understaffed or under-resourced.

Theme 4: Employment Stability/Limited Opportunities

Some respondents cited structural employment factors, including part-time status and a desire for full-time work, uncertainty about contract-based employment, or the absence of an available land management position in their community. A few indicated they would remain in land management if suitable opportunities were available, but were unwilling or unable to relocate. These responses point to workforce instability in certain regions or communities.

Theme 5: Compensation Concerns

A small number of respondents referenced concerns about salary levels, including low wages relative to job responsibilities or the absence of anticipated pay increases following certification. This suggests that compensation structures may not always align with the level of expertise, certification, and responsibility required in land management roles.

Theme 6: Personal/Life Transition Factors

Some respondents indicated that personal interests, family responsibilities, or changing life priorities influenced their intention not to continue in land management. These responses reflect individual career transitions rather than dissatisfaction with the profession itself.

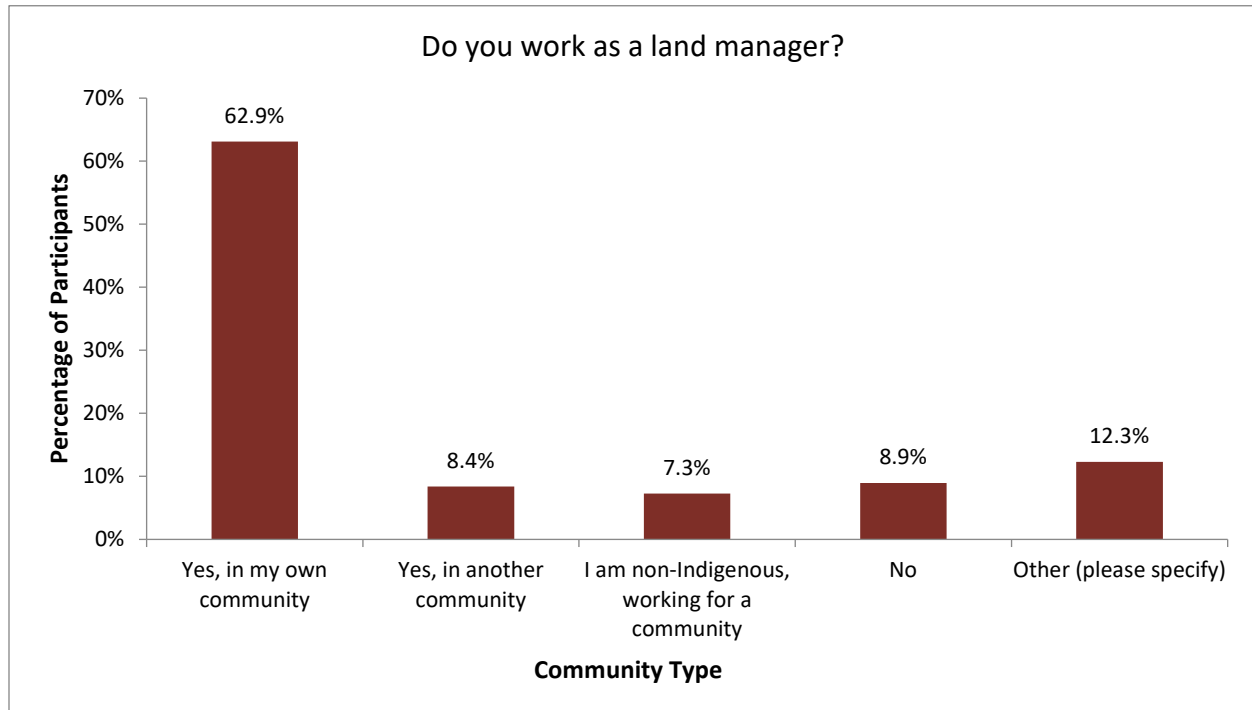
Theme 7: Conditional/Uncertain

Several responses reflected uncertainty rather than a definitive decision. These individuals indicated that their future in land management would depend on factors such as contract terms, leadership changes, political stability, or future opportunities. This suggests that retention for some professionals remains fluid and may be influenced by improvements in governance, funding, or employment conditions.

Summary

Overall, the responses suggest that workforce attrition is influenced by a combination of natural retirement trends, governance and political dynamics, workload pressures, employment structure, and compensation considerations. Importantly, most reasons cited relate to systemic or organizational factors rather than dissatisfaction with the profession of land management. This distinction indicates that retention challenges may be addressed through strengthened governance support, clearer career pathways, and improved capacity within lands offices, rather than changes to the profession itself.

Q11: Do you work as a land manager?



A total of 178 (100%) respondents answered this question. Responses are distributed as follows:

- Yes, in my own community: 112 (62.9%)
- Yes, in another community: 15 (8.4%)
- I am non-Indigenous, working for a community: 13 (7.3%)
- No: 16 (8.9%)
- Other (please specify): 22 (12.3%)

Most respondents indicated that they work as land managers in their own communities. An additional 8.4% work in another community, and 7.3% identified as non-Indigenous professionals working for a community.

Overall, nearly four in five respondents indicated that they work in a land management capacity in some form.

The 22 “Other” responses reflect the diversity of roles within the broader land management field. These responses include:

- Technical or specialized lands roles, such as Lands Officer, Land Lease Technician, ATR Manager, Land Use Planner, Registry Clerk, and Documentation/Finance Officer (Lands).
- Supervisory or leadership roles, including Directors overseeing Lands Managers, individuals supervising Lands Managers, and portfolio holders for Band Council.
- Advisory or consultant roles, including Lands Consultants, contractors, and individuals working for RLAs.

- Related departmental roles, such as Communications Coordinators within Lands departments, Administrative Assistants for Lands and Membership, and individuals working in housing or community planning with land-related responsibilities.
- A small number of responses reflected prior experience in land management or temporary/transition roles.

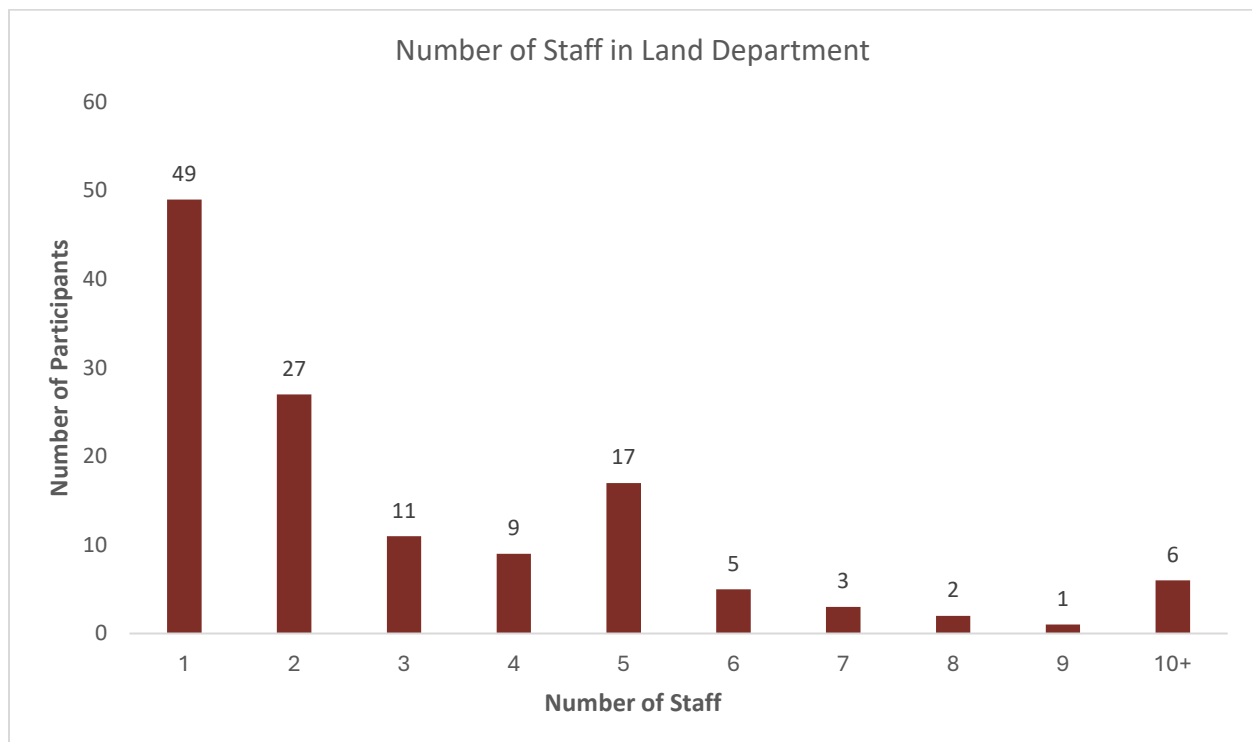
These findings indicate that while most respondents identify directly as land managers, a meaningful portion of the workforce holds adjacent supervisory, advisory, or specialized technical roles that support land governance functions. This suggests that the land management workforce ecosystem extends beyond the formal “Lands Manager” title.

Q12: Does your community have a land department?

A total of 15 (0.08%) respondents answered this question. Of these, 14 indicated that their community has a land department, while 1 indicated that it does not.

While the number of responses to this question is small relative to the full sample, the results suggest that most respondents who answered are working in communities with an established land department. Caution should be used in interpreting this finding due to the limited response count.

Q13: How many staff work in the land department, including yourself?



A total of 126 respondents (71%) answered this question. Reported land department staffing ranged from 1 to more than 10 staff members, with the following distribution:

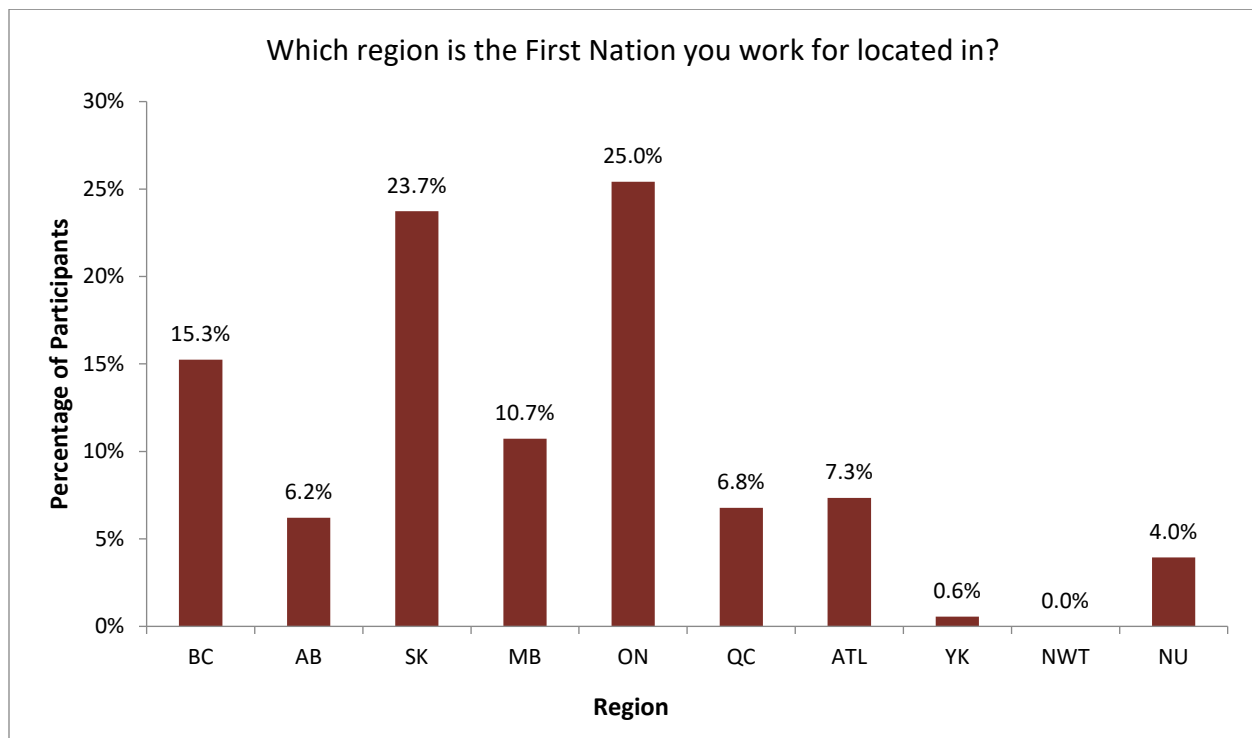
- 1 staff member: 49 (38.9%)

- 2 staff members: 27 (21.4%)
- 3 staff members: 11 (8.7%)
- 4 staff members: 9 (7.1%)
- 5 staff members: 17 (13.5%)
- 6 staff members: 5 (4.0%)
- 7 staff members: 3 (2.4%)
- 8 staff members: 2 (1.6%)
- 9 staff members: 1 (0.8%)
- 10 or more staff: 6 (4.8%)

The most common response was 1 staff member, followed by 2 staff members. Overall, nearly three-quarters of respondents indicated that their land departments consist of five or fewer staff members, underscoring the prevalence of small teams.

These findings suggest that many communities are operating with limited staffing capacity within their land departments, which may affect workload, program delivery, and long-term workforce sustainability.

Q14: Which region is the First Nation you work for located in?



A total of 176 (99.0%) respondents answered this question. Regional representation is distributed as follows:

- Ontario (ON): 44 (25.0%)
- Saskatchewan (SK): 42 (23.7%)

- British Columbia (BC): 27 (15.3%)
- Manitoba (MB): 19 (10.7%)
- Atlantic Region (ATL): 13 (7.3%)
- Quebec (QC): 12 (6.8%)
- Alberta (AB): 11 (6.2%)
- Nunavut (NU): 7 (4.0%)
- Yukon (YK): 1 (0.6%)
- Northwest Territories (NWT): 0 (0.0%)

The largest proportion of respondents works in Ontario, followed closely by Saskatchewan. Together, these two regions account for nearly half of all responses. British Columbia and Manitoba also represent significant portions of the sample.

While most provinces are represented, participation from northern territories was limited, with only one respondent from Yukon and none from the Northwest Territories. Overall, the findings reflect broad national representation, with stronger participation from central and western regions.

Q15: Is the First Nation/organization you work for a member of a Regional Land Association (RLA)?

Note: The Regional Lands Associations are independent regional or territorial associations established by Land Managers, and recognized by NALMA. Directors for each RLA make up the Corporate body of NALMA. This model allows Regional perspectives to be discussed at a National level. NALMA RLAs include:

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

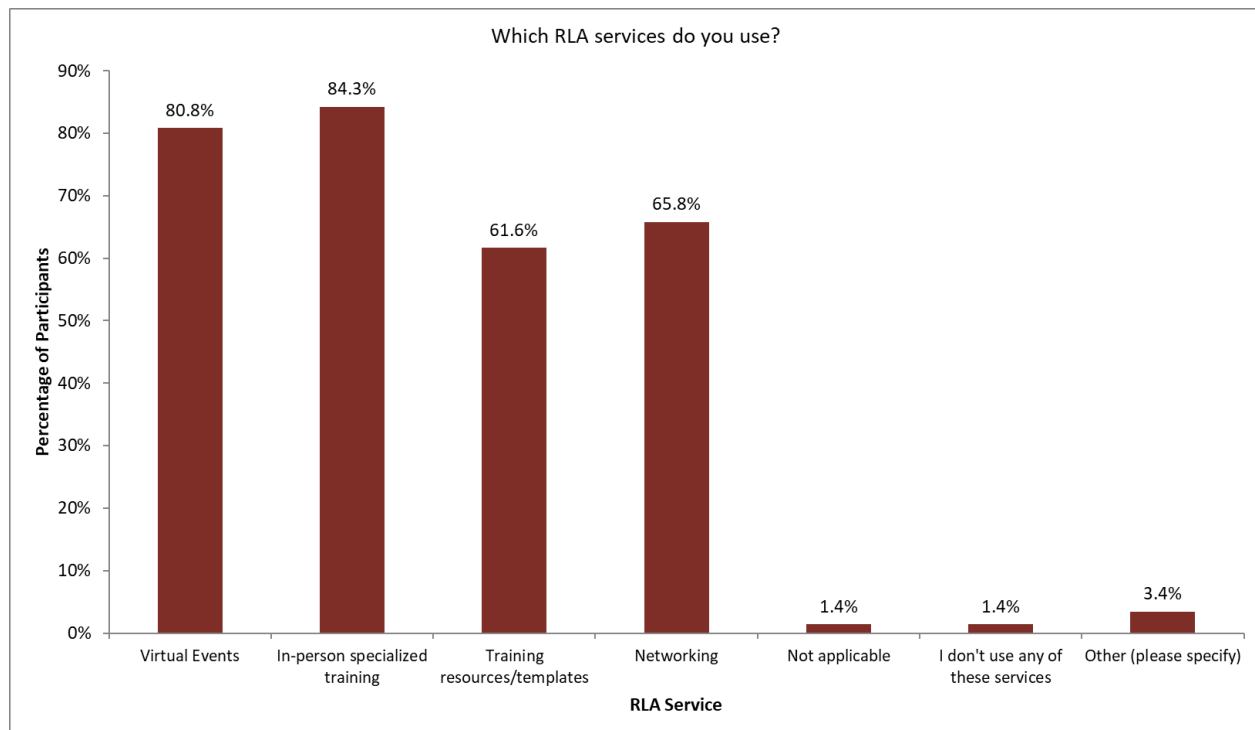
A total of 178 (100%) respondents answered this question. Responses are distributed as follows:

- Yes: 144 (80.9%)
- No: 10 (5.6%)
- I am not sure: 24 (13.4%)

Most respondents indicated that the First Nation or organization they work for is a member of a Regional Land Association (RLA). A small proportion reported that their organization is not a member, while 13.4% were unsure.

Overall, the findings suggest strong RLA affiliation among participating communities, though the proportion of respondents who are unsure may indicate an opportunity to strengthen communication or awareness regarding RLA membership and engagement.

Q16: Which RLA services do you use? (choose all that apply)



A total of 145 (81.5%) respondents answered this question. Responses are distributed as follows:

- In-person specialized training: 122 (84.2%)
- Virtual events: 118 (80.8%)
- Networking: 96 (65.8%)
- Training resources/templates: 90 (61.6%)
- Other (please specify): 5 (3.4%)
- Not applicable: 2 (1.4%)
- I don't use any of these services: 2 (1.4%)

The most frequently used RLA services are in-person specialized training and virtual events, each accessed by more than four in five respondents. Networking opportunities and access to training resources/templates are also widely utilized, indicating strong engagement with both formal and informal capacity-building supports.

The five “Other” responses include references to conferences when available, confidential canvassing services (e.g., OALA), advisory supports (USKE), indirect use through lands department staff, and one comment indicating services were not offered. These responses suggest some regional variation in service access and awareness.

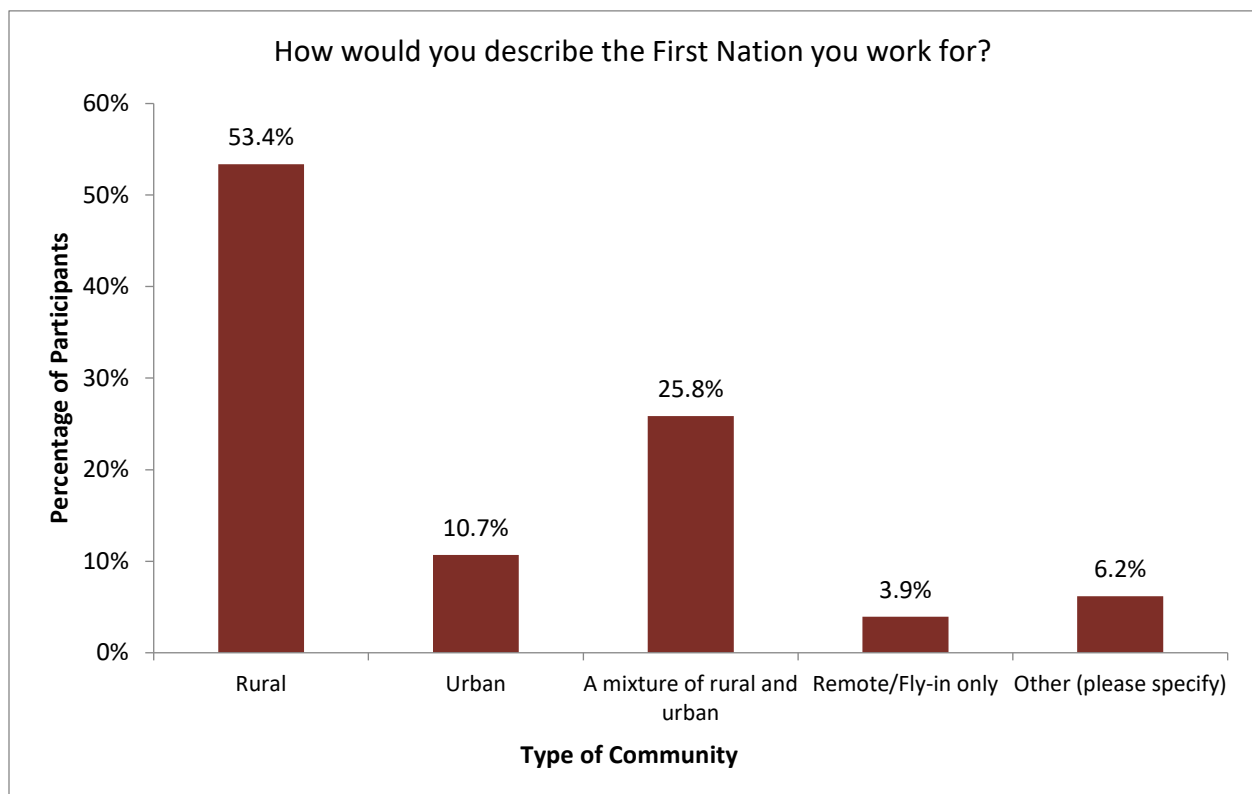
Overall, the findings indicate high levels of engagement with RLA training and networking services across the land management workforce.

Q17: Please explain why you don't currently use any of the RLA services. (open text)

Only 1 respondent provided a response to this question. The respondent indicated that they are not currently employed in a field that requires or uses RLA services.

Given the single response, no broader themes emerged. The limited feedback suggests that non-use of RLA services in this sample is minimal and appears to be linked to the employment context rather than to dissatisfaction with the services themselves.

Q18: How would you describe the First Nation you work for?



A total of 178 (100%) respondents answered this question. Responses are distributed as follows:

- Rural: 95 (53.4%)
- Urban: 19 (10.7%)
- A mixture of rural and urban: 46 (25.8%)
- Remote / Fly-in only: 7 (3.9%)
- Other (please specify): 11 (6.2%)

More than half of the respondents described the First Nation they work for as rural. An additional 25.8% indicated a mixture of rural and urban characteristics, suggesting that many communities operate across

blended geographic contexts. Only 10.7% identified as urban, while 3.9% described their communities as remote or fly-in only.

The “Other” responses include descriptions such as island communities, boat-access-only locations, cable ferry access, border communities, Inuit communities, Tribal Councils, and communities moving toward sovereignty. These responses highlight geographic, jurisdictional, and governance diversity not fully captured by the predefined categories.

Overall, the findings indicate that the land management workforce represented in this survey primarily serves rural or mixed rural-urban First Nations, with a smaller but important representation of remote and uniquely situated communities.

Q19: What is the total on- and off-reserve membership of your First Nation?



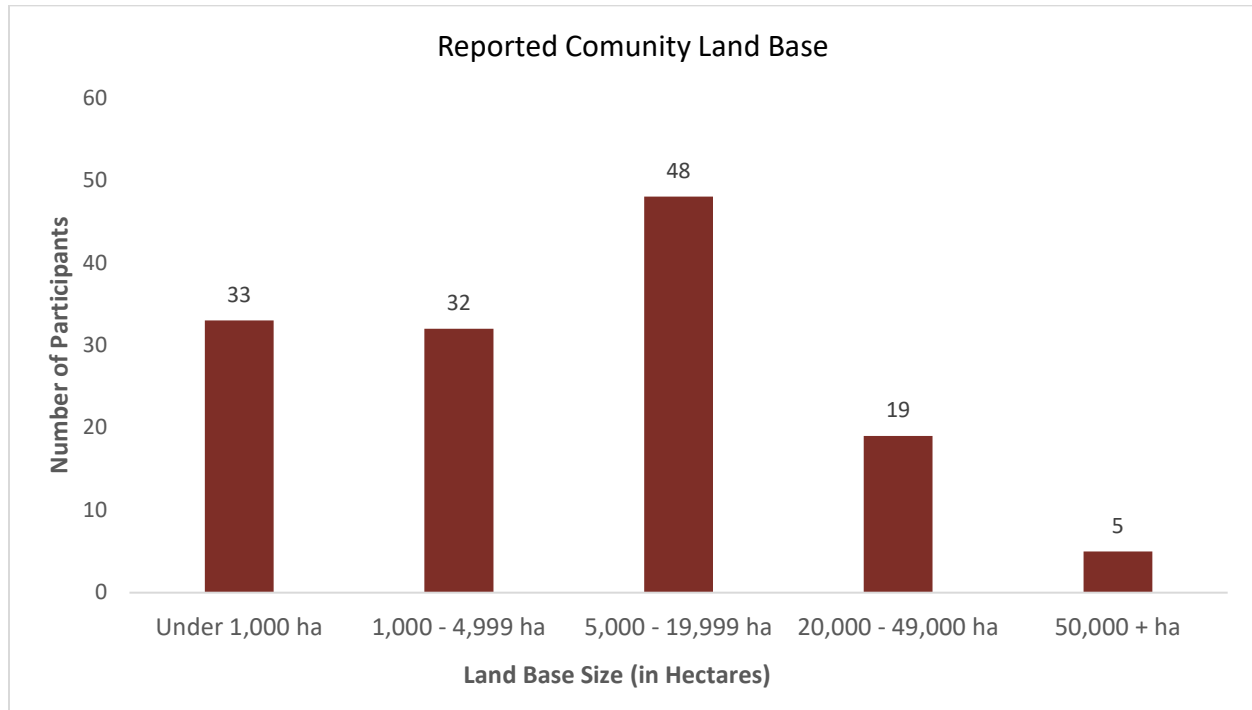
A total of 175 (98.3%) respondents answered this question. Responses are distributed as follows:

- Fewer than 500: 23 (13.1%)
- 501–1,000: 21 (12.0%)
- 1,001–2,500: 59 (33.7%)
- 2,501–5,000: 49 (28.0%)
- 5,001–10,000: 16 (9.1%)
- I am not sure: 7 (4.0%)

The largest proportion of respondents reported a membership size of 1,001–2,500, followed by 28.0% reporting 2,501–5,000 members. Together, over 60% of respondents work in communities with a membership of 1,000-5,000.

Smaller communities (fewer than 1,000 members) represent approximately one-quarter of responses, while fewer than 10% reported membership totals between 5,001 and 10,000. Overall, the data indicate that most respondents work in small- to mid-sized First Nations communities.

Q20: Tell us the size of your community's land base in either Acres or Hectares (approximately if necessary)



A total of 137 (78%) respondents provided usable responses to this question.

Respondents were asked to report the size of their community's land base in either acres or hectares. Because the item was open-ended, responses varied in format, units of measurement, and level of detail. To ensure comparability, all quantifiable responses were standardized to hectares using standard conversion factors. Acres, square kilometres, and square metres were converted to hectares as appropriate.

When responses included multiple land components (e.g., reserve land and fee simple land), values were combined where clearly additive and reflective of the community land base. Where both reserve land and traditional territory were reported, only the reserve-scale land base was used for analysis to maintain comparability across respondents. Responses that did not contain sufficient information to determine a land area (e.g., "Not sure," "Unknown," or numeric values without identifiable units) were excluded from analysis.

Standardized land base sizes were grouped into five categories:

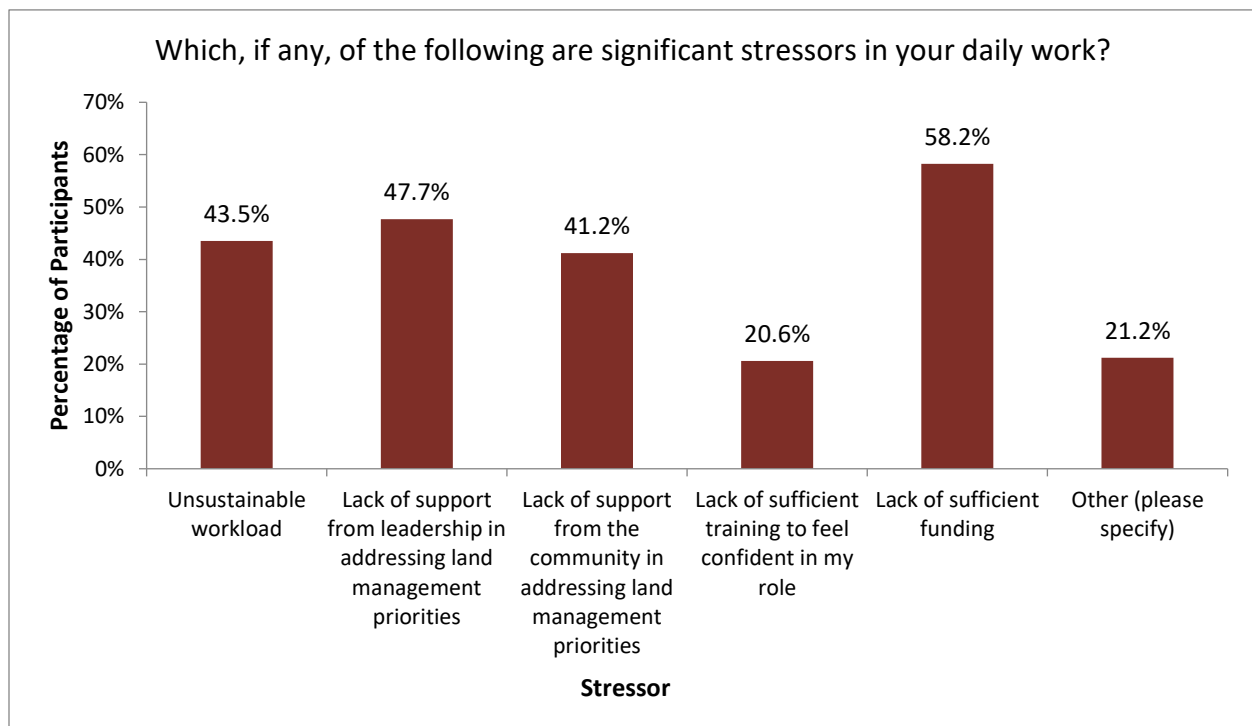
- Under 1,000 hectares: 33 (24.1%)
- 1,000–4,999 hectares: 32 (23.4%)
- 5,000–19,999 hectares: 48 (35.0%)

- 20,000–49,999 hectares: 19 (13.9%)
- 50,000 hectares or more: 5 (3.6%)

The largest proportion of respondents reported a land base of 5,000 to 19,999 hectares, followed by communities with a land base of 1,000 to 4,999 hectares and those with a land base of less than 1,000 hectares.

Overall, the findings reflect considerable variation in land base size, with most communities falling below 20,000 hectares. No aggregate total of land area across all respondents was calculated, as communities represent distinct governance entities and summing values would not produce a meaningful statistic.

Q21: Which, if any, of the following are significant stressors in your daily work? (check all that apply)



A total of 170 (95.5%) respondents answered this question. Responses are distributed as follows:

- Lack of sufficient funding: 99 (58.2%)
- Lack of support from leadership in addressing land management priorities: 81 (47.7%)
- Unsustainable workload: 74 (43.5%)
- Lack of support from the community in addressing land management priorities: 70 (41.2%)
- Other (please specify): 36 (21.2%)
- Lack of sufficient training to feel confident in my role: 35 (20.6%)

The results show that insufficient funding is the most significant stressor, identified by more than half of the respondents. Leadership support, unsustainable workload, and community-level support challenges

form a closely grouped set of secondary pressures, indicating that governance alignment and workload demands are nearly as influential as funding constraints.

Fewer respondents identified insufficient training as a primary stressor. This suggests that workforce pressures are driven more by structural and organizational conditions than by gaps in individual competence or confidence.

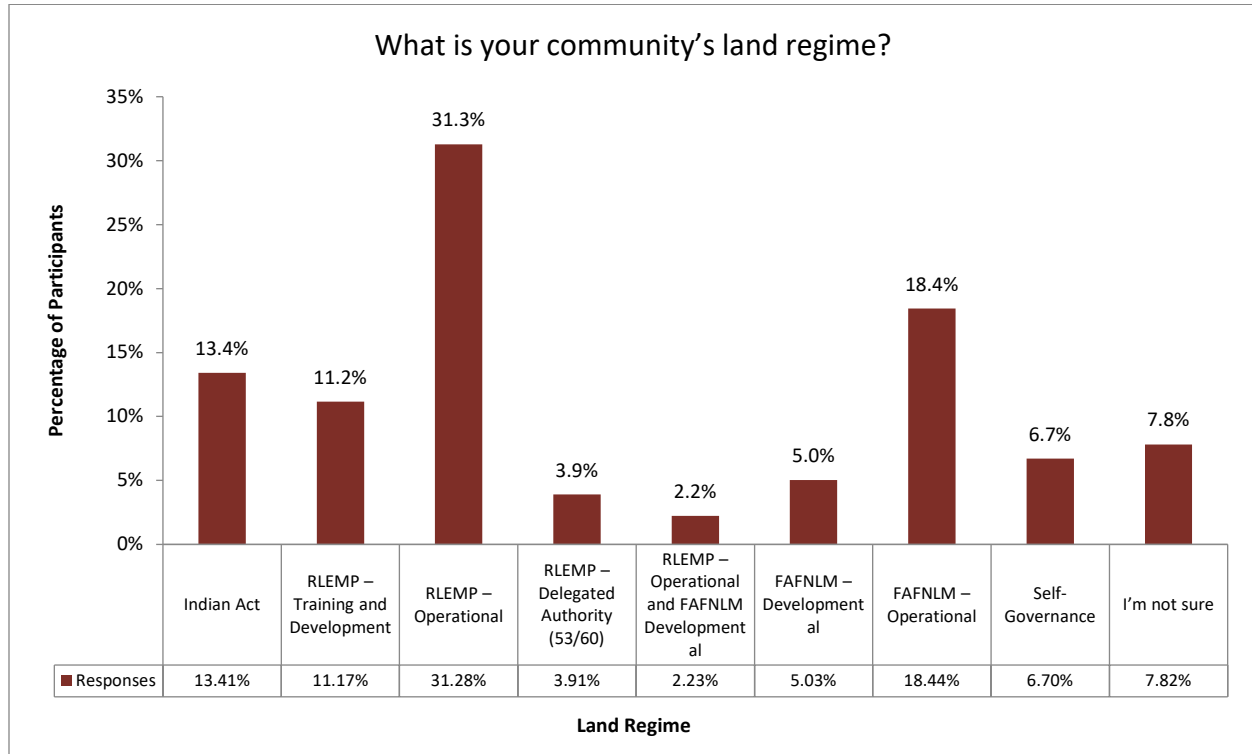
The 36 open-text “Other” responses were reviewed and coded into the following themes:

- **Staffing Shortages and Capacity Gaps:** Multiple respondents described difficulty keeping lands positions filled, extended vacancies, and reliance on short-term or proposal-based funding for core staff. Several noted operating as a one-person office and identified the need for additional administrative, technical, or advisory support to manage growing responsibilities.
- **Governance and Leadership Challenges:** Several responses referenced limited understanding of land management at the leadership level, shifting political priorities, and instability tied to election cycles. Some indicated that land was not treated as a priority within their administrations, affecting decision-making authority, morale, and resource allocation.
- **Structural and Regulatory Complexity:** Respondents highlighted challenges associated with operating under multiple land regimes (e.g., 53/60 and RLEMP), outdated land-use bylaws, limited delegated authority, and procedural barriers when working with ISC. These factors were described as increasing administrative burden and slowing routine processes.
- **Workload Volume and Role Expansion:** Several respondents described managing high transaction volumes, complex leases, environmental and legal matters, and responsibilities extending beyond core land management duties. Scope expansion without corresponding increases in staffing or funding was identified as a key contributor to stress.
- **Resource and Infrastructure Constraints:** Some respondents cited inadequate office space, insufficient surveying or technical support, limited access to equipment, and gaps in digital systems or record management tools as contributing pressures.
- **Interpersonal and Organizational Dynamics:** A smaller number referenced internal conflict, co-worker tensions, or broader organizational strain as contributing to workplace stress.

Overall, the “Other” responses reinforce that daily stressors are largely systemic, reflecting structural funding limitations, governance alignment challenges, staffing instability, regulatory complexity, and expanding role expectations rather than individual skill deficits.

Q22: What is your community's land regime?

**Note, if they answer with any of the RLEMP Land Regime options, they will be directed to the RLEMP-specific questions next. The other answers will be directed to the next question.*



A total of 178 (100%) respondents answered this question. Responses are distributed as follows:

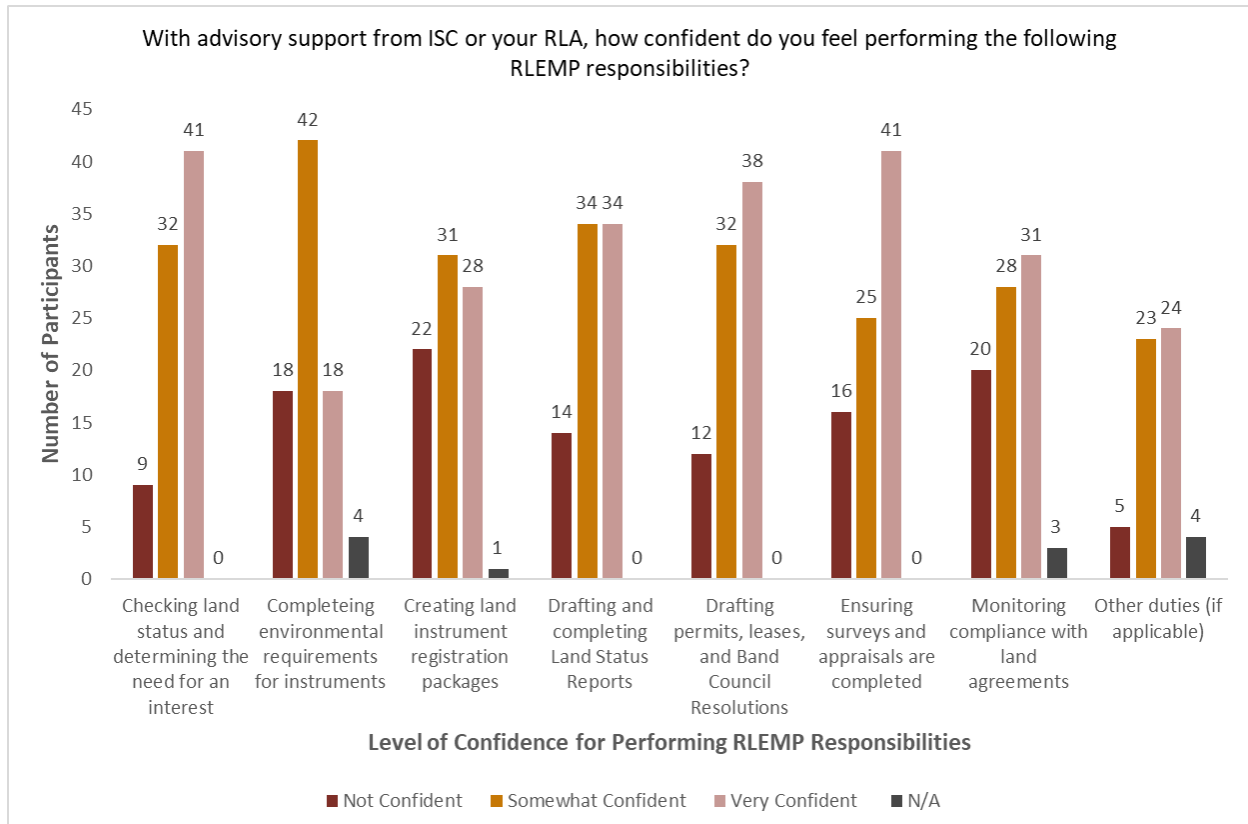
- Reserve Land and Environment Management Program (RLEMP) – Operational: 56 (31.3%)
- Framework Agreement on First Nation Land Management (FAFNLM) – Operational: 33 (18.4%)
- Indian Act: 24 (13.4%)
- RLEMP – Training and Development: 20 (11.2%)
- I'm not sure: 14 (7.8%)
- Self-Governance: 12 (6.7%)
- FAFNLM – Developmental: 9 (5.0%)
- RLEMP – Delegated Authority (53/60): 7 (3.9%)
- RLEMP – Operational and FAFNLM Developmental: 4 (2.2%)

The largest proportion of respondents indicated that their community operates under the RLEMP Land Regime – Operational, followed by 18.4% under FAFNLM – Operational. Together, these two operational regimes account for nearly half of all responses.

A smaller but notable proportion remains under the Indian Act, while others are in various stages of training, development, delegated authority, or self-governance. Overall, the findings reflect a diverse landscape of land governance regimes across communities, with a strong presence of operational the RLEMP Land Regime and FAFNLM frameworks.

SECTION 2: RLEMP-SPECIFIC EXPERIENCE

Q23: With advisory support from ISC or your RLA, how confident do you feel performing the following RLEMP responsibilities?



A total of 82 (46.1%) respondents answered this question. Responses were provided across three levels of confidence: Not Confident, Somewhat Confident, and Very Confident (with a small number indicating N/A where applicable).

Overall, respondents reported moderate to high confidence in most the RLEMP Land Regime responsibilities when advisory support from ISC or RLAs is available. For several core tasks, including checking land status, drafting permits and BCRs, and ensuring surveys and appraisals are completed, approximately half of the respondents reported being very confident.

However, more complex technical tasks, such as creating land instrument registration packages and monitoring compliance, showed higher proportions of respondents reporting lower confidence levels, suggesting potential areas where additional training or advisory support may be beneficial.

Q24: What additional land-related duties are you responsible for under RLEMP? (open text)

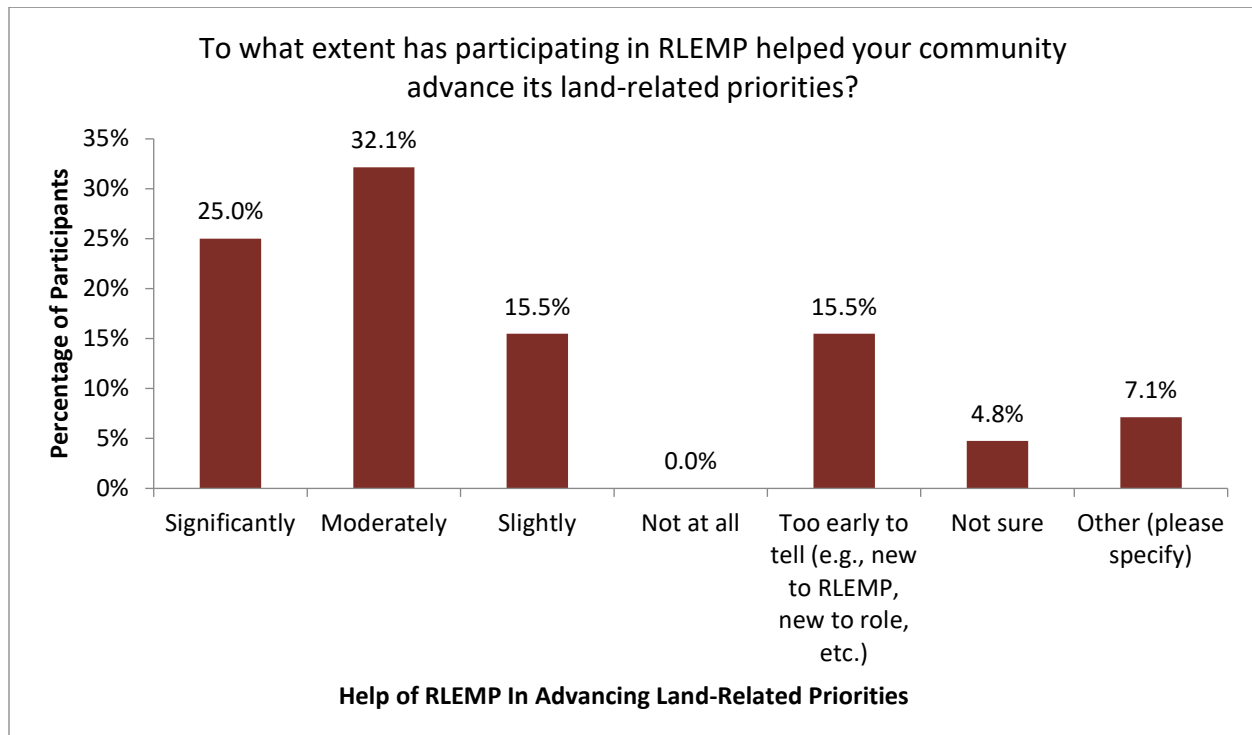
A total of 53 (29.8%) respondents described additional duties beyond core RLEMP Land Regime responsibilities. Responses were reviewed and coded into thematic categories.

Theme	Description	Example Excerpts
Environmental & Natural Resource Management	Species at risk, contaminated sites, forestry, watershed stewardship, shoreline management, and environmental compliance	"Monitoring species at risk," "contaminated sites," "watershed stewardship," "environmental compliance."
Additions to Reserve (ATR), Designations & Land Acquisition	ATR applications, designation votes, land acquisition, land transfers, Band Land Holding Corp lands	"ATR application," "designation votes," "land acquisition," "RTR"
GIS, Mapping & Technical Services	GIS/spatial management, cadastral surveys, civic addressing, lot staking, boundary issues, and maintaining land records	"GIS/spatial management," "finding lot stakes," "civic addressing," "preparing sketches"
Consultation, Referrals & External Liaison	Duty to consult, referrals, negotiations, access agreements, oil and gas coordination, hydro negotiations	"Duty to consult," "Access Agreement with DND," "negotiating with local township."
Capital Projects & Infrastructure Support	Supporting engineers/contractors, housing support, utility contracts, and capital project committees	"Sit on all Capital Projects," "utility maintenance contracts," "assistance to Capital Projects."
Estates, Wills & Succession	Wills and estates, estate administration, cemetery management, succession matters	"Wills and Settling Estates," "estate administration," "cemetery management."
Policy, Governance & Legislative Development	Bylaws, land use planning updates, law development, governance support, and Land Code knowledge	"Policy development," "MRP law development," "Land Use Plan update."
Administrative & Operational Expansion	Budgeting, grant writing, requisitions, dispute resolution, file management, managing staff, and agriculture advising	"Grant applications," "land conflict resolutions," "managing staff," "everything else on the reserve."

Interpretation

The results show that land managers frequently perform responsibilities well beyond core RLEMP Land Regime requirements. The most reported expansions relate to administrative/operational duties, GIS and technical services, environmental stewardship, and consultation processes. The breadth and diversity of responsibilities indicate significant role expansion within many communities, reinforcing earlier findings regarding workload pressures and capacity demands in the land management workforce.

Q25: To what extent has participating in RLEMP helped your community advance its land-related priorities?



A total of 84 (47.2%) respondents answered this question. Responses are distributed as follows:

- Moderately: 27 (32.1%)
- Significantly: 21 (25.0%)
- Slightly: 13 (15.5%)
- Too early to tell (e.g., new to RLEMP, new to role, etc.): 13 (15.5%)
- Other (please specify): 6 (7.1%)
- Not sure: 4 (4.8%)
- Not at all: 0 (0.0%)

The results show that most respondents indicated that the RLEMP Land Regime has helped their community advance land-related priorities either moderately or significantly. An additional 15.5% reported slight progress. Notably, no respondents selected “Not at all. A combined 20.3% indicated uncertainty (too early to tell or not sure), suggesting that for some communities, the impacts of the RLEMP Land Regime may still be emerging.

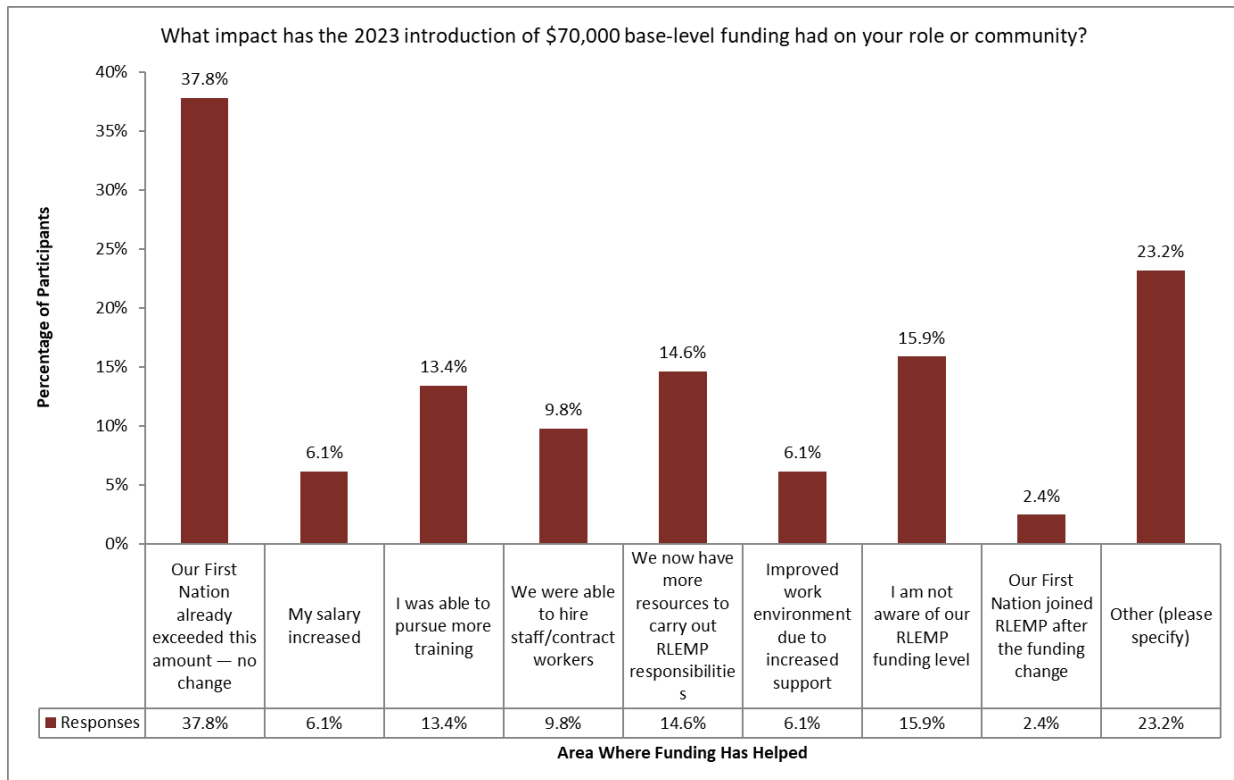
Six respondents (7.1%) selected “Other.” Their comments reflect mixed perspectives:

- Some indicated that community advancement was influenced by factors beyond the RLEMP Land Regime alone (e.g., additional funding streams, internal initiatives, or land use developments).

- One respondent noted that their community was already advanced under RLAP and did not observe a substantial difference transitioning to RLEMP.
- Another indicated they were still learning the role and, therefore, unable to fully assess the impact.
- One response highlighted challenges related to ISC staff turnover, which are affecting working relationships.
- One response emphasized the need for more hands-on and specialized training (e.g., Environmental Site Assessor training) to better support community priorities.

Overall, the “Other” responses suggest that while the RLEMP Land Regime is generally viewed as beneficial, its impact may vary depending on community capacity, existing levels of advancement, and broader structural factors.

Q26: What impact has the 2023 introduction of \$70,000 base-level funding had on your role or community? (check all that apply)



A total of 82 (46.1%) respondents answered this question. Responses are distributed as follows:

- Our First Nation already exceeded this amount — no change: 31 (37.8%)
- Other (please specify): 19 (23.2%)
- I am not aware of our RLEMP funding level: 13 (15.9%)
- We now have more resources to carry out RLEMP responsibilities: 12 (14.6%)
- I was able to pursue more training: 11 (13.4%)
- We were able to hire staff/contract workers: 8 (9.8%)

- My salary increased: 5 (6.1%)
- Improved work environment due to increased support: 5 (6.1%)
- Our First Nation joined RLEMP after the funding change: 2 (2.4%)

The results show that over one-third of respondents indicated that their First Nation had already exceeded the \$70,000 base level, resulting in no change. Among those reporting direct impacts, respondents most identified increased resources, additional training opportunities, and hiring staff or contract workers.

However, 15.9% reported not being aware of their RLEMP Land Regime funding level, suggesting communication gaps regarding funding allocation. Overall, while some communities experienced operational benefits, the funding increase did not produce a uniform impact across all respondents.

Nineteen respondents (23.2%) selected “Other.” These responses reveal several important themes:

- **Insufficient Funding:** Multiple respondents indicated that \$70,000 is not sufficient to meaningfully support land management functions, particularly in larger communities. Some noted that the amount does not cover salary costs alone.
- **Funding Allocation and Awareness Issues:** Several respondents reported uncertainty about whether funding was received, where it was allocated, or whether reports were submitted to secure funding. A few noted they were not made aware of the funding increase.
- **Eligibility and Qualification Concerns:** One respondent indicated their community did not qualify for the funding, while another noted receiving less than the full \$70,000.
- **Leadership-Level Discretion:** One response suggested that funding may have been treated as discretionary dollars at the leadership level rather than specifically directed toward land programming.
- **Timing/Role Transition:** Some respondents were new to their roles or had retired before the funding increase and, therefore, could not assess its impact.
- **Marginal or No Impact:** A small number indicated the funding change did not materially help their First Nation.
- **Reduced Reliance on Own-Source Funding:** One respondent noted that the additional funding reduced the need to draw from the Band's own-source revenue.

Overall, the “Other” responses indicate that while the funding increase provided tangible benefits in some communities, its impact was uneven and, in some cases, limited by allocation practices, communication gaps, or structural funding constraints.

Q27: What additional changes would make RLEMP more supportive of your community’s land and environmental management priorities? (open text)

A total of 58 (32.6%) respondents provided open-text responses to this question. Responses were reviewed and coded into thematic categories.

Theme 1: Increased and Formula-Based Funding

The most dominant theme across responses was the need for increased funding. Many respondents stated simply “more funding,” “increase funding,” or “budget increase,” while others provided more detailed feedback regarding the inadequacy of the current RLEMP Land Regime funding formula. Several respondents indicated that the formula does not accurately reflect community size, land base, population, workload, or transaction volume. Concerns were raised about inequities affecting large land-based communities, remote communities facing higher operational costs, and communities with high ILRS activity. Some respondents also identified specific funding gaps, including equipment, vehicles, environmental cleanup, agricultural initiatives, and additional staffing.

Theme 2: Capacity and Staffing Support

Closely connected to funding concerns was the need to strengthen the land office's capacity. Several respondents described operating as a “one-person” office or managing expanding responsibilities without corresponding increases in resources. Requests included funding to hire qualified staff, increased support for estates and MRP-related work, and improved long-term succession planning. These responses reflect structural capacity pressures within many communities.

Theme 3: Training and Professional Development

A few respondents emphasized the need for expanded and more specialized training. This included environmental management training, sustainability planning, land transfer processes, and training on various phases of the RLEMP Land Regime implementation. Some respondents called for more practical tools and templates, removal of restrictions tied exclusively to PLMCP training, and greater flexibility for remote communities to access training supports. These responses suggest a desire for training that reflects evolving environmental and administrative responsibilities.

Theme 4: Governance, Authority, and Policy Flexibility

Several respondents raised concerns related to governance structures and delegated authority. Suggestions included expanding delegated authority as a pathway toward FNMLA, reducing administrative “red tape,” improving the timeliness of land transaction processing, and clarifying the level of responsibility and liability under the RLEMP Land Regime. These responses indicate that bureaucratic constraints and limited flexibility are perceived as barriers to effective program implementation.

Theme 5: Alignment with Environmental and Community Priorities

Some respondents emphasized the importance of strengthening RLEMP's environmental focus and alignment with community-driven priorities. This included calls for enhanced environmental stewardship, protection of culturally significant sites, coordinated support across departments such as environment, water, agriculture, and climate resilience, and support for comprehensive land use planning. These responses reflect the expectation that the RLEMP Land Regime should support holistic, culturally grounded land management practices.

Theme 6: Compensation and Recognition

A smaller but notable theme involved compensation. A few respondents identified the need for a salary scale for Certified Lands Managers and more consistent recognition of professional qualifications. Concerns were raised about uneven compensation structures across communities.

Summary

Overall, responses suggest that while the RLEMP Land Regime is viewed as an important framework, it is widely perceived as under-resourced. Funding adequacy and reform of the funding formula emerged as the strongest and most consistent message. Respondents also highlighted capacity limitations, governance constraints, evolving environmental priorities, and professional recognition as areas requiring attention to better support community land and environmental management priorities.

SECTION 3: SURVEY-SPECIFIC QUESTIONS

Q28: Does your First Nation conduct land surveys?

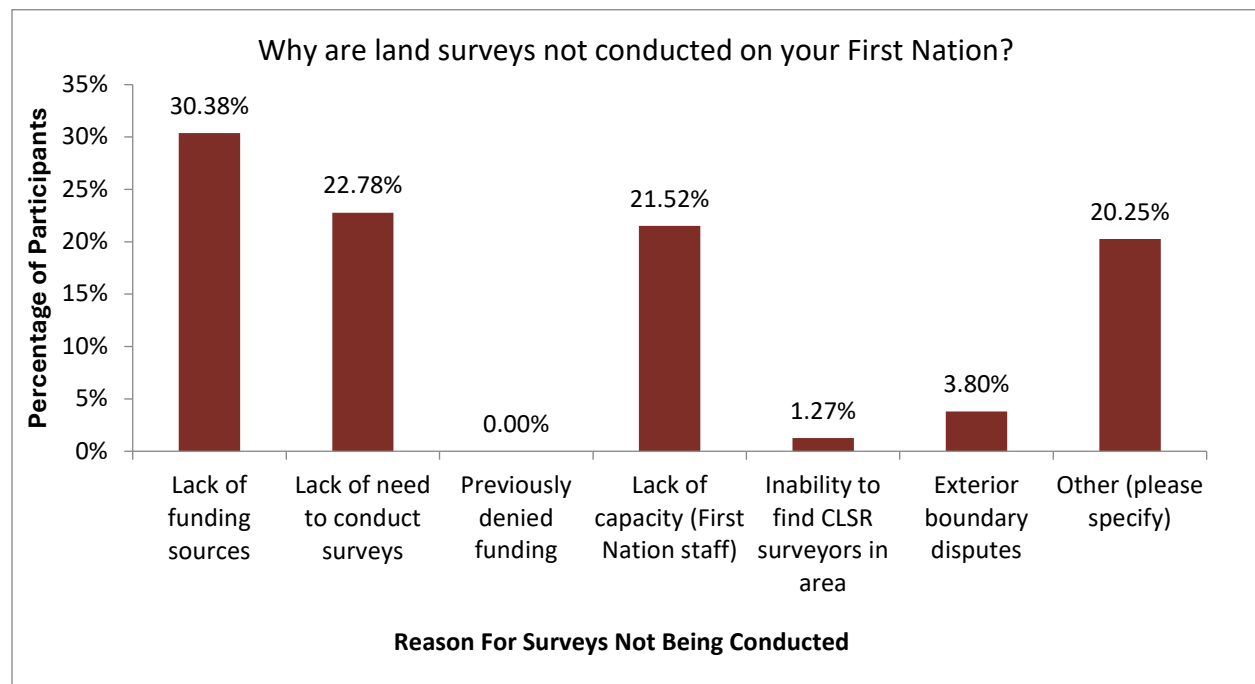
A total of 175 (98.3%) respondents answered this question. Responses are distributed as follows:

- Yes: 95 (54.3%)
- Sometimes: 46 (26.3%)
- No: 34 (19.3%)

More than half of respondents indicated that their First Nation conducts land surveys, while an additional 26.3% reported that surveys are sometimes conducted. Nearly one in five indicated that their community does not conduct land surveys.

Overall, the findings suggest that while land surveying activities are common across many communities, consistency and capacity may vary, with a significant proportion reporting no or only occasional survey activity.

Q29: Why are land surveys not conducted on your First Nation?



A total of 79 (44.4%) respondents answered this question. Responses are distributed as follows:

- Lack of funding sources: 24 (30.4%)
- Lack of need to conduct surveys: 18 (22.8%)
- Lack of capacity (First Nation staff): 17 (21.5%)
- Other (please specify): 16 (20.3%)
- Exterior boundary disputes: 3 (3.8%)

- Inability to find CLSR surveyors in area: 1 (1.3%)
- Previously denied funding: 0 (0.0%)

The results show that the most cited barriers are a lack of funding, a lack of need to conduct surveys, and limited internal capacity. These findings suggest that both financial constraints and staffing limitations are central barriers to survey activity. A smaller proportion identified boundary disputes or difficulty accessing CLSR surveyors, while no respondents indicated that previously denied funding was a factor.

Sixteen respondents (20.3%) selected “Other.” These responses reveal several important themes:

- **Funding and Capacity Overlap:** Some respondents reiterated funding and staffing challenges in more specific terms, including a lack of staff to conduct surveys and funding limitations for CP lands not covered by existing programs.
- **Legal and Boundary Issues:** Several responses referenced court cases, boundary disputes (including CP and common band land issues), and ongoing land conflicts affecting survey activity.
- **Land Tenure and Structural Factors:** One response noted that most usable land is held under CP and therefore not eligible under certain funding structures, while another indicated there is no land base.
- **Third-Party or Project-Driven Surveys:** A few respondents indicated that surveys are conducted by third parties (e.g., tribal councils, oil and gas companies) or only on an as-needed basis when funding is available.
- **Leadership and Governance Recognition:** One response cited a lack of recognition by Chief and Council regarding the need and value of land surveys.
- **Uncertainty or Situational Responses:** A small number indicated uncertainty, noted that surveys are conducted when required, or provided unclear responses.

Overall, the “Other” responses indicate that, beyond funding and internal capacity constraints, survey activity may also be influenced by legal disputes, land tenure structures, governance priorities, and project- or situational-based factors. These findings suggest that barriers to conducting land surveys are both structural and contextual, rather than solely financial.

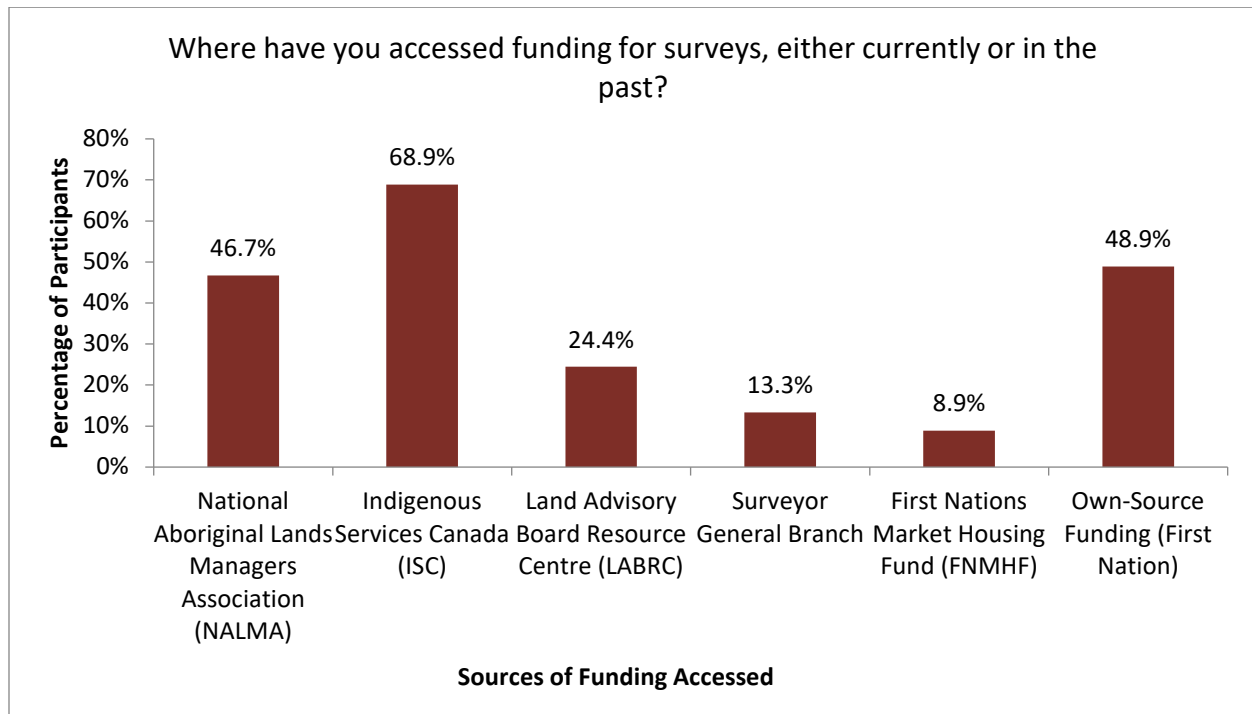
Q30: Do you know where to access funding for surveys?

A total of 175 (98.3%) respondents answered this question. Of these:

- Yes: 94 (53.7%)
- No: 81 (46.3%)

Just over half of respondents indicated that they know where to access funding for surveys. However, a substantial proportion reported not knowing where to access funding. These findings highlight a significant knowledge gap within the workforce regarding available survey funding sources, which may contribute to the funding-related barriers identified in the previous question.

Q31: Where have you accessed funding for surveys, either currently or in the past? (Select all that apply)



A total of 90 (50.6%) respondents answered this question. Responses are distributed as follows:

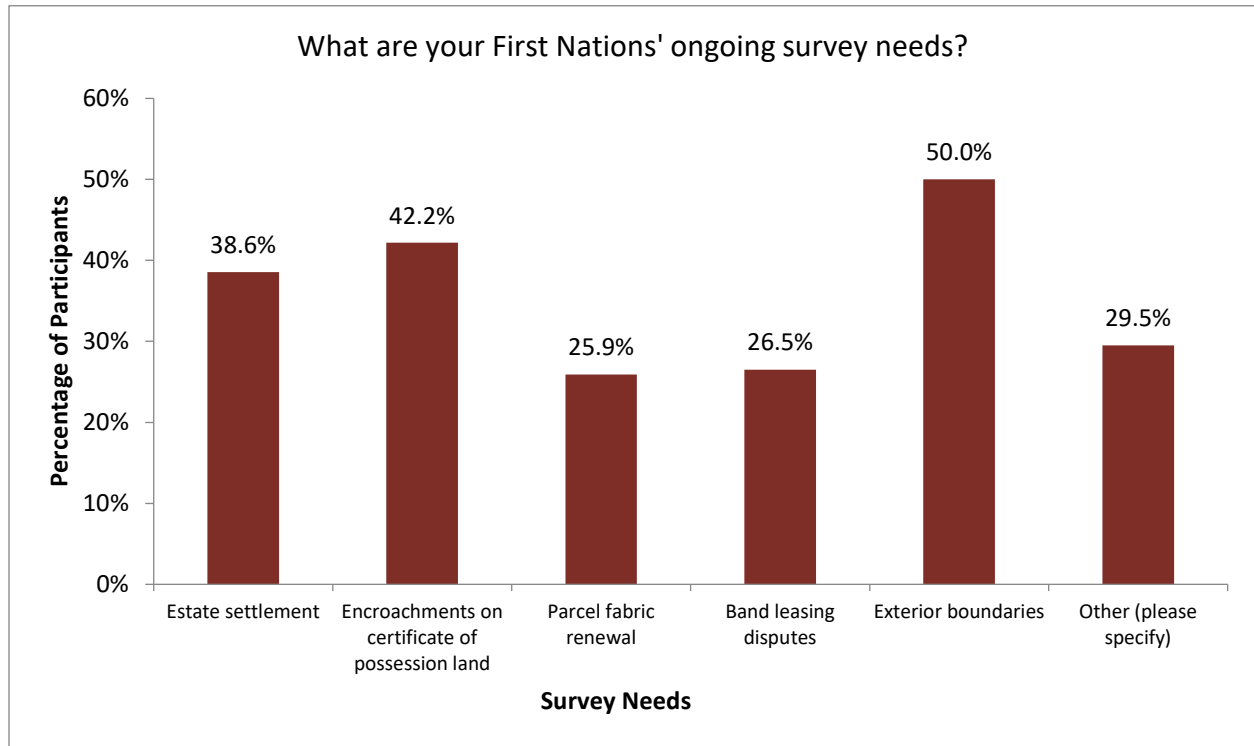
- Indigenous Services Canada (ISC): 62 (68.9%)
- Own-Source Funding (First Nation): 44 (48.9%)
- National Aboriginal Lands Managers Association (NALMA): 42 (46.7%)
- Land Advisory Board Resource Centre (LABRC): 22 (24.4%)
- Surveyor General Branch: 12 (13.3%)
- First Nations Market Housing Fund (FNMHF): 8 (8.9%)

The results show that ISC is the primary source of survey funding, with more than two-thirds of respondents reporting it as the source. Nearly half reported relying on own-source funding, indicating that many First Nations supplement federal funding with internal revenues.

NALMA was accessed by 46.7% of respondents, demonstrating its important role in supporting survey activities. Smaller proportions accessed LABRC, the Surveyor General Branch, and the First Nations Market Housing Fund, suggesting more specialized or situational use of these funding streams.

Overall, the findings indicate that survey funding is heavily concentrated through ISC, but many communities rely on multiple sources, particularly own-source revenue, to meet ongoing survey demands.

Q32: What are your First Nations ongoing survey needs?



A total of 166 (93.3%) respondents answered this question. Responses are distributed as follows:

- Exterior boundaries: 83 (50.0%)
- Encroachments on certificate of possession land: 70 (42.2%)
- Estate settlement: 64 (38.6%)
- Other (please specify): 49 (29.5%)
- Band leasing disputes: 44 (26.5%)
- Parcel fabric renewal: 43 (25.9%)

The results show that exterior boundary work represents the most significant ongoing survey need, followed by encroachments on CP lands and estate settlement-related surveys. Leasing disputes and parcel fabric renewal also reflect consistent operational survey demands across communities. The proportion selecting “Other” indicates that many communities have additional survey needs that are not fully captured by the predefined categories.

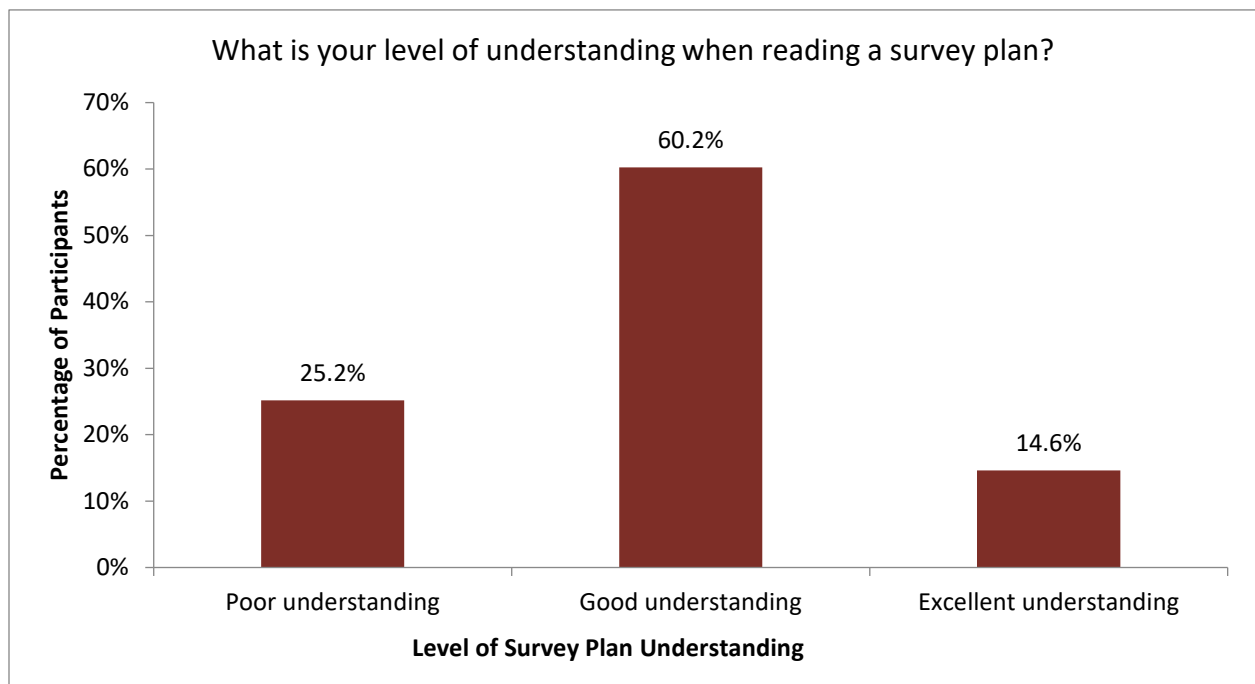
Forty-nine respondents (29.5%) selected “Other.” These responses reveal several important themes:

- **Housing and Subdivision Development:** Many responses referenced new housing developments, creation of residential lots, subdivisions, road extensions, and internal boundary adjustments. Several noted running out of residential lots or the need to create new spaces due to limited land availability.

- **ATR, TLE, and Designation Processes:** Multiple respondents identified Additions to Reserve (ATR), Treaty Land Entitlement (TLE), and designation processes, as well as the creation of new boundaries, as ongoing survey requirements.
- **Economic and Commercial Development:** Responses included commercial lot development, band-owned housing and commercial projects, leasing and permitting needs, and sub-lot creation for existing commercial lands.
- **Infrastructure and Capital Projects:** Some communities identified survey needs related to roads, infrastructure documentation (as-built records), master infrastructure planning, and capital project development.
- **Land Use Planning and Environmental Management:** Several respondents noted survey needs related to broader land-use planning, environmental management, and sustainability initiatives.
- **Legacy and Boundary Corrections:** Some responses referenced correcting historical survey errors, resolving legacy land issues, addressing aged verbal occupation agreements, and clarifying internal boundaries.
- **Uncertainty or Role-Based Limitations:** A small number indicated uncertainty, noted that surveys fall outside their role, or referenced prior work already completed.

Overall, while boundary-related issues remain the most prominent survey need, the “Other” responses indicate that communities are increasingly requiring surveys to support housing expansion, economic development, infrastructure planning, ATR/TLE processes, and broader land-use and environmental initiatives. These findings suggest that survey needs are closely tied to growth, development pressures, and long-term land planning strategies.

Q33: What is your level of understanding when reading a survey plan?



A total of 171 (96.1%) respondents answered this question. Responses are distributed as follows:

- Good understanding: 103 (60.2%)
- Poor understanding: 43 (25.1%)
- Excellent understanding: 25 (14.6%)

Most respondents reported having a good understanding of a survey plan, while 14.6% reported an excellent understanding. However, one-quarter reported a poor understanding, suggesting that a significant portion of the workforce may benefit from additional training or capacity-building in survey plan interpretation.

Overall, while most respondents express confidence in their ability to read survey plans, there remains an opportunity to strengthen technical understanding across the sector.

Q34: Does your First Nation have a Geographic Information System (GIS) specialist/expert on staff?

A total of 170 (95.5%) respondents answered this question. Responses are distributed as follows:

- No: 114 (67.1%)
- Yes: 38 (22.4%)
- Position currently being developed: 18 (10.6%)

Most respondents indicated that their First Nation does not currently have a GIS specialist on staff. While 22.4% reported having a GIS expert, an additional 10.6% noted that the position is in development.

These findings suggest limited in-house GIS capacity across many communities, though there is evidence of growing recognition of its importance.

Q35: Are you aware of the Survey Call Out letter that is sent from ISC for requests for Survey Funding?

A total of 170 (95.5%) respondents answered this question. Responses are distributed as follows:

- No: 108 (63.5%)
- Yes: 62 (36.5%)

Nearly two-thirds of respondents indicated that they are not aware of the ISC Survey Call Out letter. This points to a significant awareness gap regarding an existing funding communication mechanism, which may affect communities' ability to access available survey funding.

Q36: Would you be interested in engaging in discussions to explore alternate ways to conduct land surveys on reserve?

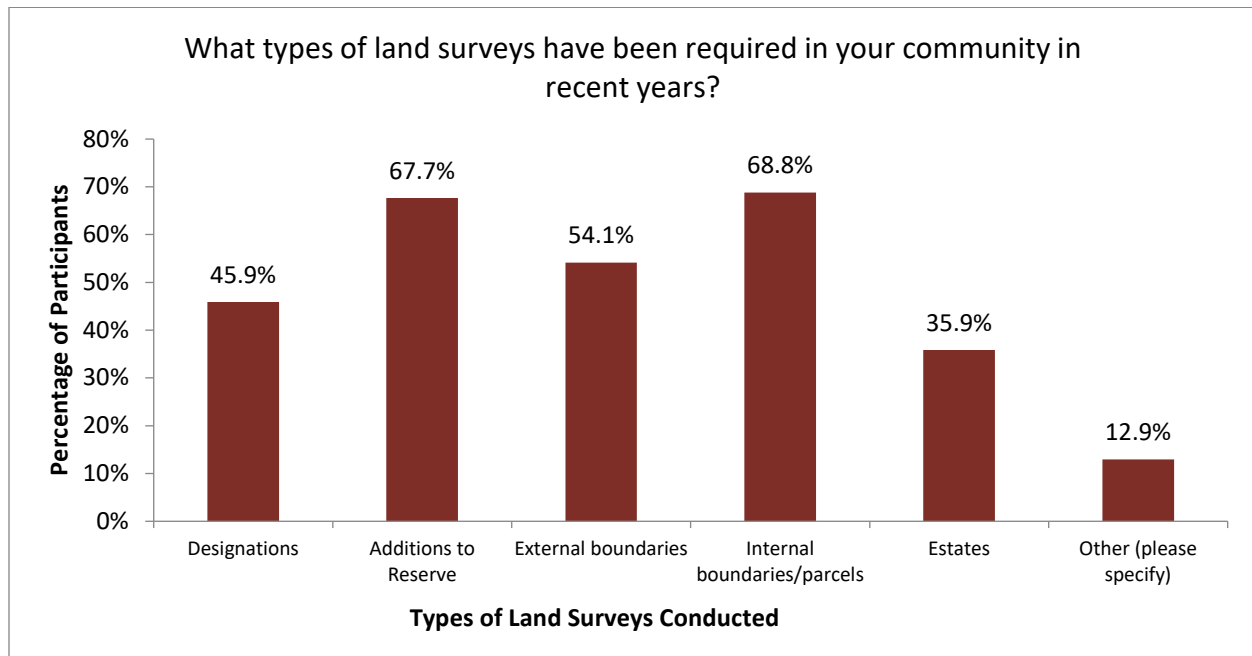
A total of 171 (96.1%) respondents answered this question. Responses are distributed as follows:

- Yes: 152 (88.9%)
- No: 19 (11.1%)

An overwhelming majority of respondents expressed interest in engaging in discussions to explore alternate approaches to conducting land surveys on reserve.

This strong level of interest signals clear demand for innovation, collaboration, and potential reform in how land survey processes are supported and implemented across communities.

**Q37: What types of land surveys have been required in your community in recent years?
(Select all that apply)**



A total of 170 (95.5%) respondents answered this question. Responses are distributed as follows:

- Internal boundaries/parcels: 117 (68.8%)
- Additions to Reserve (ATR): 115 (67.7%)
- External boundaries: 92 (54.1%)
- Designations: 78 (45.9%)
- Estates: 61 (35.9%)
- Other (please specify): 22 (12.9%)

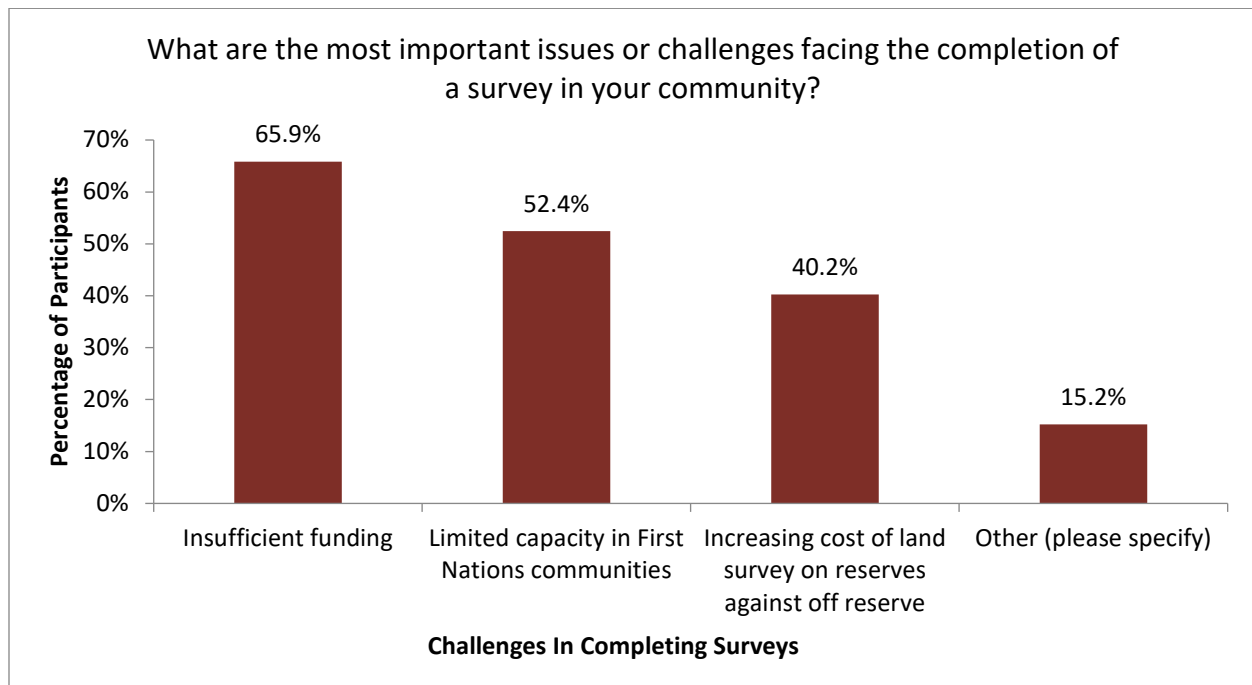
The results show that internal boundary and parcel-related surveys, as well as Additions to Reserve, are the most common survey types required in recent years. More than half of respondents also reported external boundary surveys, while designations and estate-related surveys reflect ongoing transactional and land administration needs.

Twenty-two respondents (12.9%) selected “Other.” These responses reveal several additional survey needs not fully captured in the predefined categories:

- **Housing and Subdivision Development:** Surveys related to new housing construction, creation of new residential lots, subdivision of existing parcels, retirement or correction of old lots, and expansion of community housing areas.
- **Economic Development and Leasing Activities:** Surveys required for potential business opportunities, lease lot development, Section 18(2) surveys, and commercial development initiatives.
- **ATR and Settlement Lands Processes:** External surveys for ATR parcels, planned ATR surveys for upcoming years, raising title on settlement lands, and other settlement-related boundary work.
- **Infrastructure and Capital Projects:** Surveys connected to infrastructure development, capital projects, cemetery plots, public facilities, and related community works.
- **Land Use and Environmental Planning:** Surveys supporting land use planning initiatives, environmental management planning, and broader environmental or stewardship-related activities.
- **Lot Corrections and Survey Fabric Updates:** Correction of lot boundaries, updates to survey fabric, addressing encroachments, and resolving legacy lot issues.
- **Uncertainty or Limited Awareness:** A small number of respondents indicated uncertainty or noted that these were the only survey types they were aware of in their community.

Overall, while internal boundaries and ATR-related surveys dominate recent activity, the “Other” responses indicate that housing growth, economic development, infrastructure expansion, and planning-related initiatives are also key drivers of survey demand in many communities.

Q38: What are the most important issues or challenges facing the completion of a survey in your community? (Select all that apply)



A total of 164 (92.1%) respondents answered this question. Responses are distributed as follows:

- Insufficient funding: 108 (65.9%)
- Limited capacity in First Nations communities: 86 (52.4%)
- Increasing cost of land survey on reserves against off-reserve: 66 (40.2%)
- Other (please specify): 25 (14.6%)

The results show that insufficient funding is the most significant challenge, identified by nearly two-thirds of respondents. Capacity limitations within First Nations communities and the increasing cost of on-reserve surveys also represent substantial barriers to survey completion.

Twenty-five respondents (15.2%) selected “Other.” These responses reveal several important themes:

- **Timeliness and Delays:** Several respondents noted that survey completion timelines are increasing, that timing can be constrained, and that it can be difficult to secure a survey company in a timely manner.
- **Governance and Resource Allocation:** Some responses referenced leadership not allocating appropriate resources to the Lands Office, strategic priority conflicts, or funding being directed elsewhere.
- **Registry and Administrative Challenges:** Comments included outdated registry information (e.g., deceased individuals remaining on registry records), ISC call-outs not assisting certain land types (e.g., CP lands), and ISC's refusal to conduct legal surveys.
- **Geographic and Market Barriers:** Remote location, difficulty finding available or qualified surveyors (including language barriers), and challenges hiring surveyors were identified as obstacles.
- **Community Awareness and Perceptions:** Several responses referenced a lack of understanding among community members, fear of land loss, uncertainty about why surveys are needed, and concerns about moving away from traditional land tenure understandings.
- **Cost to Members and Resource Constraints:** A few respondents noted direct cost burdens to members or a general lack of time and resources.
- **No Current Challenges:** A small number reported facing no challenges or were unsure.

Overall, while funding and capacity constraints dominate the quantitative findings, the “Other” responses highlight operational delays, governance dynamics, administrative complexity, geographic isolation, and community-level awareness as additional contextual barriers affecting survey completion.

Q39: Are you aware of the NALMA Survey Program?

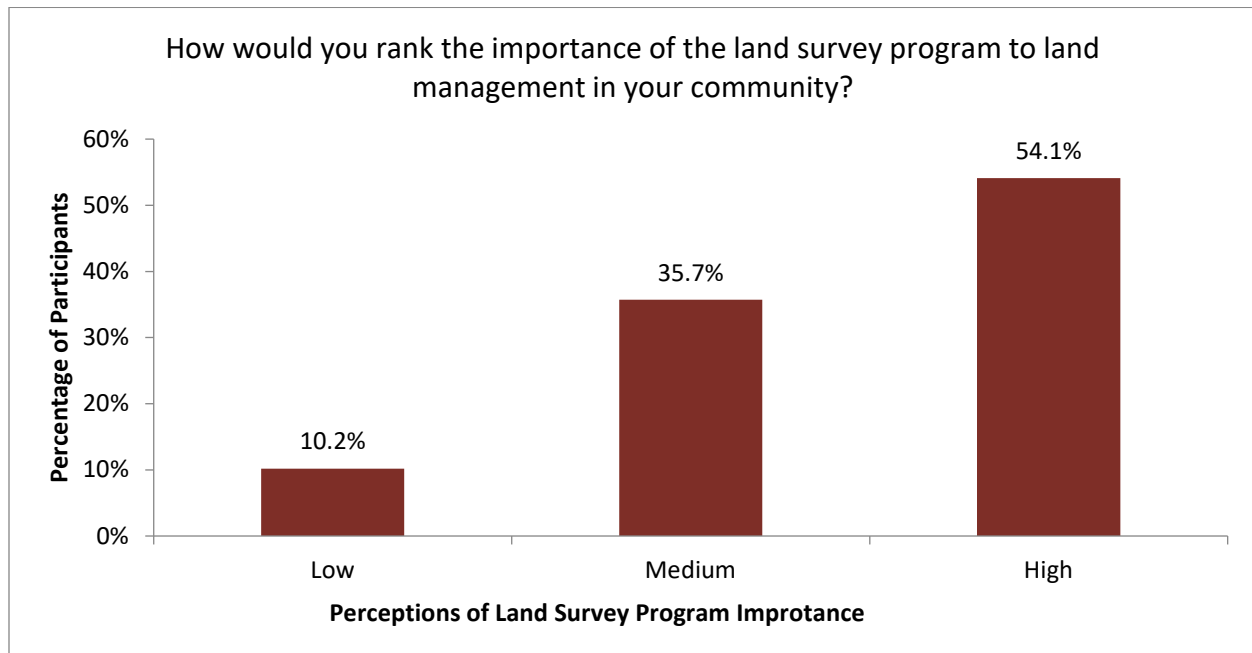
A total of 172 (96.6%) respondents answered this question. Responses are distributed as follows:

- Yes: 100 (58.1%)
- No: 72 (41.9%)

Just over half of respondents indicated that they are aware of the NALMA Survey Program. However, a substantial proportion reported not being aware of the program.

These findings suggest moderate awareness of the NALMA Survey Program across the workforce and indicate an opportunity to strengthen communication and outreach to increase program visibility and uptake.

Q40: How would you rank the importance of the Land Survey Program to land management in your community?



A total of 98 (55.1%) respondents answered this question. Responses are distributed as follows:

- High: 53 (54.1%)
- Medium: 35 (35.7%)
- Low: 10 (10.2%)

More than half of respondents ranked the land survey program as highly important to land management in their community, while an additional 35.7% ranked it as moderately important. Only 10.2% indicated that it has low importance.

Q41: Do you have any suggestions for improving the Land Survey Program? (open text)

A total of 52 (29.2%) respondents provided open-text responses to this question. Responses were reviewed and coded into thematic categories.

Theme 1: Increased and Specialized Training

The most consistent theme across responses was the need for more training. Respondents called for additional survey-specific training, more hands-on learning opportunities, localized training delivery, and certification-based programs that include practical tools and software. Several noted the importance of GIS training (including Field Maps, Avenza, and ArcGIS) and clearer instruction on land regime-specific

survey requirements and funding application processes. Some respondents emphasized that leadership should also receive education on the importance of surveys in land transactions.

Theme 2: Funding Increases and Dedicated Survey Budgets

Many respondents highlighted the need for increased funding or more predictable annual allocations. Suggestions included higher funding amounts per First Nation, funding at the individual landholder level, dedicated land survey budgets, and clearer eligibility criteria. A few respondents expressed concern about delayed funding responses or insufficient coverage of actual survey costs.

Theme 3: Capacity and Staffing Support

Several comments referenced staffing shortages and limited internal capacity. Respondents identified the need for additional land staff, GIS specialists, larger land offices, and helpers to support survey-related duties. Some noted that only one land professional serves their community, limiting peer collaboration and workload distribution.

Theme 4: Indigenous Surveyor Development and Access

Multiple responses advocated for increasing the number of First Nation surveyors and reducing reliance on non-Indigenous firms. Respondents noted limited access to CLS surveyors, long wait times, and regulatory barriers. Suggestions included partnerships to support Indigenous surveyor training and to promote First Nations members into surveying roles.

Theme 5: Communication and Program Clarity

Respondents emphasized the need for clearer communication about available supports, eligibility, and funding processes. Suggestions included regular updates, clearer explanations of how the program can help, and improved coordination between ISC and First Nations. Some respondents reported confusion regarding who is eligible or how decisions are made.

Theme 6: Governance, Policy, and First Nation Authority

Several responses addressed structural and policy-level issues. Some respondents called for stronger First Nation involvement in survey approvals and criticized processes that could validate surveys without First Nation consent. Others recommended developing model land survey policies to reinforce the importance of survey completion before leases or agreements.

Theme 7: Access and Service Timeliness

A few respondents cited long wait times, difficulty finding committed personnel, and delays in responses related to funding or survey completion. Improved access and faster service delivery were identified as needed improvements.

Theme 8: Satisfaction or No Suggested Changes

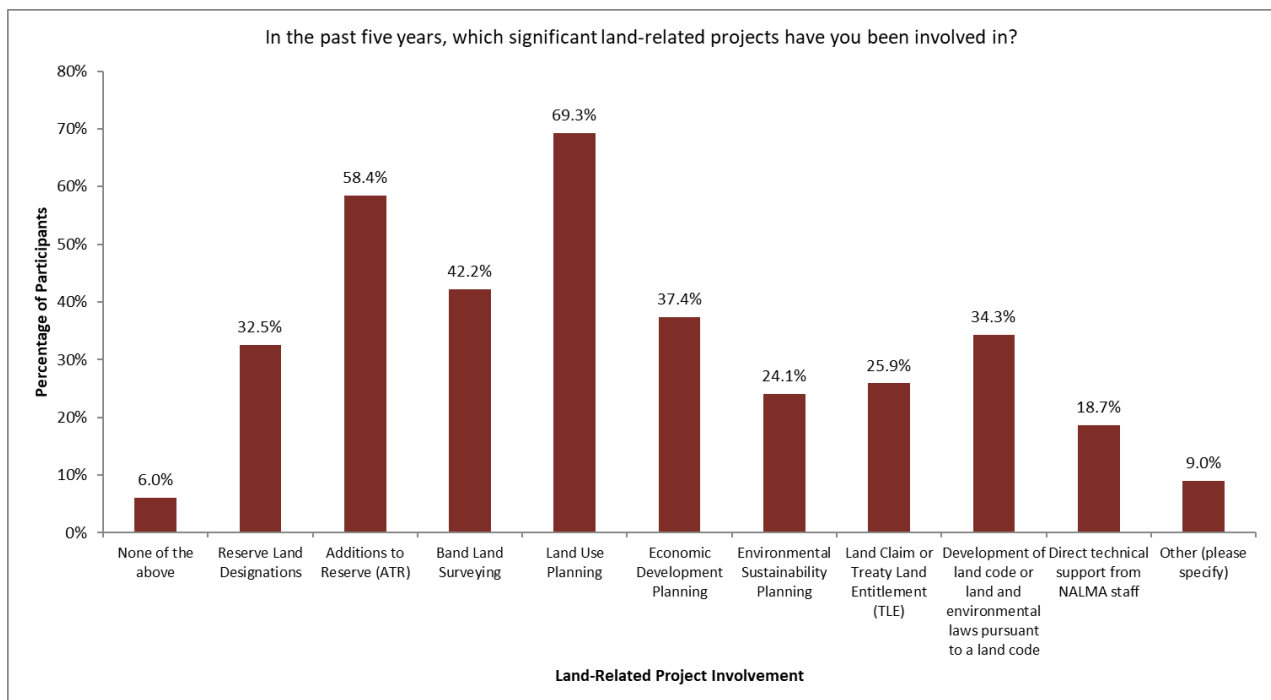
A portion of respondents indicated satisfaction with the program, stated that it was good, or had no suggestions at this time.

Summary

Overall, responses suggest that improvements to the land survey program are primarily centred on expanded training, increased and more flexible funding, strengthened internal capacity, development of Indigenous surveyors, improved communication, and enhanced First Nation authority within survey processes.

SECTION 4: SKILLS GAPS & TRAINING NEED

Q42: In the past five years, which significant land-related projects have you been involved in? (check all that apply)



A total of 166 (93.3%) respondents answered this question. Responses are distributed as follows:

- Land Use Planning: 115 (69.3%)
- Additions to Reserve (ATR): 97 (58.4%)
- Band Land Surveying: 70 (42.2%)
- Economic Development Planning: 62 (37.3%)
- Development of land code or land and environmental laws pursuant to a land code: 57 (34.3%)
- Reserve Land Designations: 54 (32.5%)
- Land Claim or Treaty Land Entitlement (TLE): 43 (25.9%)
- Environmental Sustainability Planning: 40 (24.1%)
- Direct technical support from NALMA staff: 31 (18.7%)
- Other (please specify): 15 (9.0%)
- None of the above: 10 (6.0%)

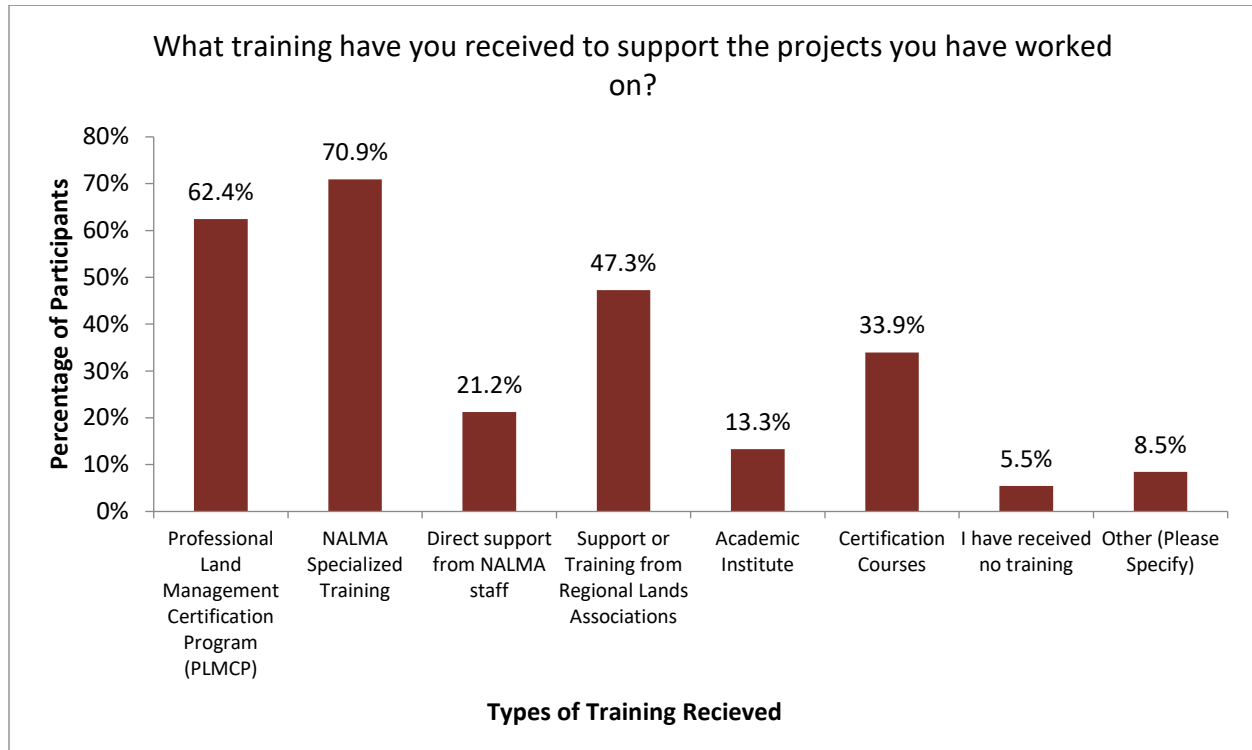
The results show that Land Use Planning and Additions to Reserve are the most common significant projects undertaken in the past five years. Band Land Surveying and Economic Development Planning also represent substantial areas of activity. Roughly one-third of respondents have been involved in land code development and reserve land designations, reflecting ongoing governance and regulatory advancement within communities.

Fifteen respondents (9.0%) selected “Other.” These responses reveal several additional project areas:

- **Environmental and Technical Studies:** Environmental Site Assessments (ESAs), Archaeological Assessments, Environmental Impact Assessments, stormwater management planning reviews, cemetery master planning, and tree planting initiatives.
- **Mapping and Geospatial Work:** Mapping projects and LiDAR initiatives to support planning and land administration.
- **Comprehensive and Capital Planning:** Comprehensive community development planning and land stewardship or capital planning studies.
- **Lands Office and Department Development:** Establishing a lands office from scratch and receiving support to set up a lands department.
- **Land Instruments and Registry Activities:** Drafting and registering permits and leases, raising title, land instruments, and estate-related work.
- **Policy and Legislative Updates:** Land policy updates and governance improvements related to land administration.
- **Training and Capacity Development:** ATR training, training to become a lands manager, and gaining knowledge related to RLDs and land designation processes.

Overall, the findings demonstrate that land-related project involvement is broad and multifaceted. While land use planning and ATR dominate quantitatively, the “Other” responses highlight significant engagement in environmental stewardship, mapping technologies, governance development, administrative modernization, and capacity-building efforts across communities.

Q43: What training have you received to support the projects you have worked on? (check all that apply)



A total of 165 (92.7%) respondents answered this question. Responses are distributed as follows:

- NALMA Specialized Training: 117 (70.9%)
- Professional Land Management Certification Program (PLMCP): 103 (62.4%)
- Support or Training from Regional Lands Associations: 78 (47.3%)
- Certification Courses: 56 (33.9%)
- Direct support from NALMA staff: 35 (21.2%)
- Academic Institute: 22 (13.3%)
- Other (please specify): 14 (8.5%)
- I have received no training: 9 (5.5%)

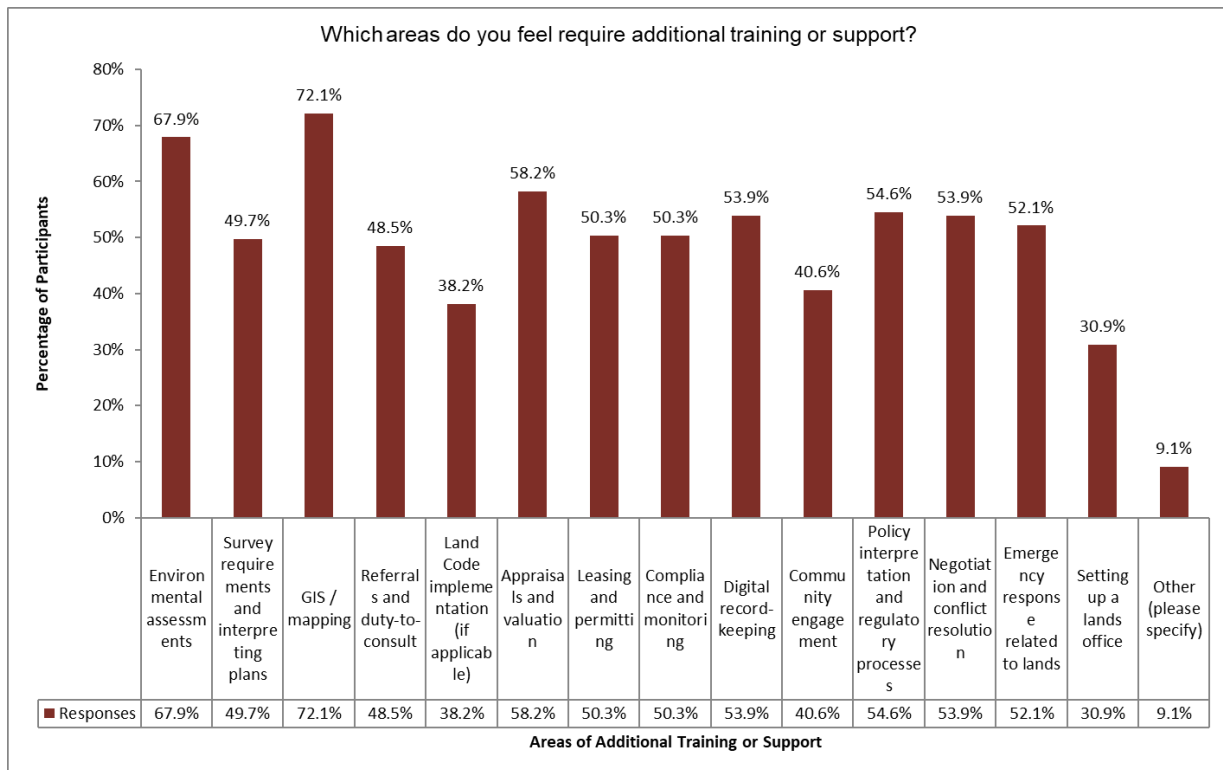
The results show that NALMA Specialized Training and PLMCP are the most accessed training supports. Nearly half of the respondents also reported receiving support or training from Regional Lands Associations, demonstrating the importance of regional capacity-building networks. One-third completed certification courses, while smaller proportions reported direct support from NALMA staff or training through academic institutions. Only 5.5% reported receiving no training.

Fourteen respondents (8.5%) selected "Other." These responses reveal several additional training pathways:

- **Additional NALMA and RLEMP-Specific Training:** ATR/RC training, understanding roles within the RLEMP Land Regime, and toolkit-based learning (e.g., Land Designation Toolkit, Commercial Leasing Toolkit).
- **Post-Secondary and Diploma Programs:** Master’s degree in urban and Regional Planning, Land Agent Diploma Program (Olds College), Cambrian College Native Lands Management diploma.
- **Municipal and Sector-Specific Training:** Municipal land use planning training, economic development on reserve (TRU), taxation training, and prior ISC Land Management Training Program.
- **GIS and Technical Training:** GIS training through private firms (e.g., Urban Systems Ltd.) and survey-related training.
- **Informal and Ongoing Professional Development:** Informational sessions, training acquired as it becomes available, and professional learning in progress (e.g., PLAR toward PLMCP).

Overall, the findings demonstrate that training pathways are diverse and layered. While NALMA-led training and PLMCP form the core of professional development in this field, many respondents supplement these programs with academic credentials, municipal-sector training, GIS and technical courses, and informal professional development opportunities.

Q44: Which areas do you feel require additional training or support? (check all that apply)



total of 165 (92.7%) respondents answered this question. Responses are distributed as follows:

- GIS/mapping: 119 (72.1%)
- Environmental assessments: 112 (67.9%)

- Appraisals and valuation: 96 (58.2%)
- Policy interpretation and regulatory processes: 90 (54.6%)
- Digital record-keeping: 89 (53.9%)
- Negotiation and conflict resolution: 89 (53.9%)
- Emergency response related to lands: 86 (52.1%)
- Leasing and permitting: 83 (50.3%)
- Compliance and monitoring: 83 (50.3%)
- Survey requirements and interpreting plans: 82 (49.7%)
- Referrals and duty-to-consult: 80 (48.5%)
- Community engagement: 67 (40.6%)
- Land Code implementation (if applicable): 63 (38.2%)
- Setting up a lands office: 51 (30.9%)
- Other (please specify): 15 (9.1%)

The results show that GIS/mapping and environmental assessments are the most frequently identified areas requiring additional training. Strong demand is also evident for appraisals and valuations, regulatory interpretation, digital record-keeping, and negotiation and conflict resolution. Overall, responses indicate a high level of need across both technical and governance-related competencies.

Fifteen respondents (9.1%) selected “Other.” These responses reveal several additional training priorities:

- **Due Diligence and Development Processes:** Training related to due diligence requirements during land development and subdivision planning to support future land use and infrastructure optimization.
- **On-Site and Leadership-Level Training:** Requests for NALMA to deliver training directly to Chief and Council and other administrative staff to strengthen shared understanding of land governance.
- **Specialized Leasing and MRP Training:** Locatee leasing, MRP, and bylaw-related training needs.
- **Environmental and ESA-Specific Training:** Education to sign off on Environmental Site Assessments (ESAs), a deeper understanding of environmental cleanup processes (including TLE lands), and water quality and emergency land planning considerations.
- **Technical and Equipment Skills:** Training on printing large-format maps, locating survey pins, and practical GIS tools.
- **AI and Emerging Tools:** Interest in training on using AI tools to support land management functions.
- **Administrative and Legal Support Skills:** Law clerk training, bookkeeping, reporting assistance, and certification-related preparation.

Overall, the findings demonstrate a strong demand for advanced technical skills (particularly GIS and environmental assessment), regulatory competency, and practical operational training, alongside emerging interests in AI tools and governance-focused capacity-building.

Q45: Do you face any challenges/barriers to accessing training? If so, please specify them.

A total of 166 (93.3%) respondents answered this question. Responses are distributed as follows:

- No: 106 (63.9%)
- Yes: 60 (36.1%)

Open-text responses from the 60 participants who selected “Yes” were reviewed and coded into thematic categories.

Theme 1: Funding Constraints

The dominant theme is financial barriers. Many respondents cited a lack of funding, limited training budgets, decreasing funding allocations, or caps imposed by finance departments on travel and professional development expenses. Some noted that even when training is subsidized, internal policies restrict reimbursement or limit the number of staff who can attend. Others indicated that PLMCP funding is limited and does not support all staff who require training.

Theme 2: Time Constraints and Workload Pressures

A significant number of respondents identified a lack of time as a primary barrier. Comments referred to heavy workloads, overseeing multiple departments, overlapping meetings and training schedules, short staffing, and difficulty stepping away from daily responsibilities. In smaller or single-person land offices, respondents indicated that attending training requires sacrificing personal time or leaving the office unattended.

Theme 3: Travel, Geography, and Remoteness

Geographic barriers emerged frequently. Respondents noted high travel costs, distance from airports, winter travel risks, remote locations, and difficulty attending in-person sessions. Some indicated they do not fly or have family responsibilities that prevent extended travel. Several emphasized that virtual training is the only option available to them.

Theme 4: Leadership and Organizational Support

Some respondents described limited support from Chief and Council, HR departments, or management in approving or prioritizing training. A few indicated that leadership does not always recognize the value of land management training or makes travel approval difficult. Others referenced broader communication issues within their organizations that affect access to professional development opportunities.

Theme 5: Staffing and Capacity Limitations

Several comments highlighted staffing shortages and difficulty finding interested or available candidates within the community to participate in training. In some cases, respondents noted that their Nation cannot afford certification programs or lacks sufficient personnel to distribute the workload while someone is attending training.

Theme 6: Communication and Outreach Gaps

A smaller number of responses referenced challenges related to communication about available training opportunities, unclear eligibility criteria, limited outreach to non-member or Inuit communities, or a lack of clarity about how to sign up.

Theme 7: Accessibility and Personal Circumstances

A few respondents referenced personal health conditions, mobility constraints, language barriers, or the need for more inclusive delivery models to accommodate different learning needs.

Summary

Overall, the responses suggest that barriers to training are largely structural rather than motivational. Funding limitations, workload pressures, geographic isolation, and inconsistent organizational support are the most significant factors limiting access to professional development opportunities within the land management workforce.

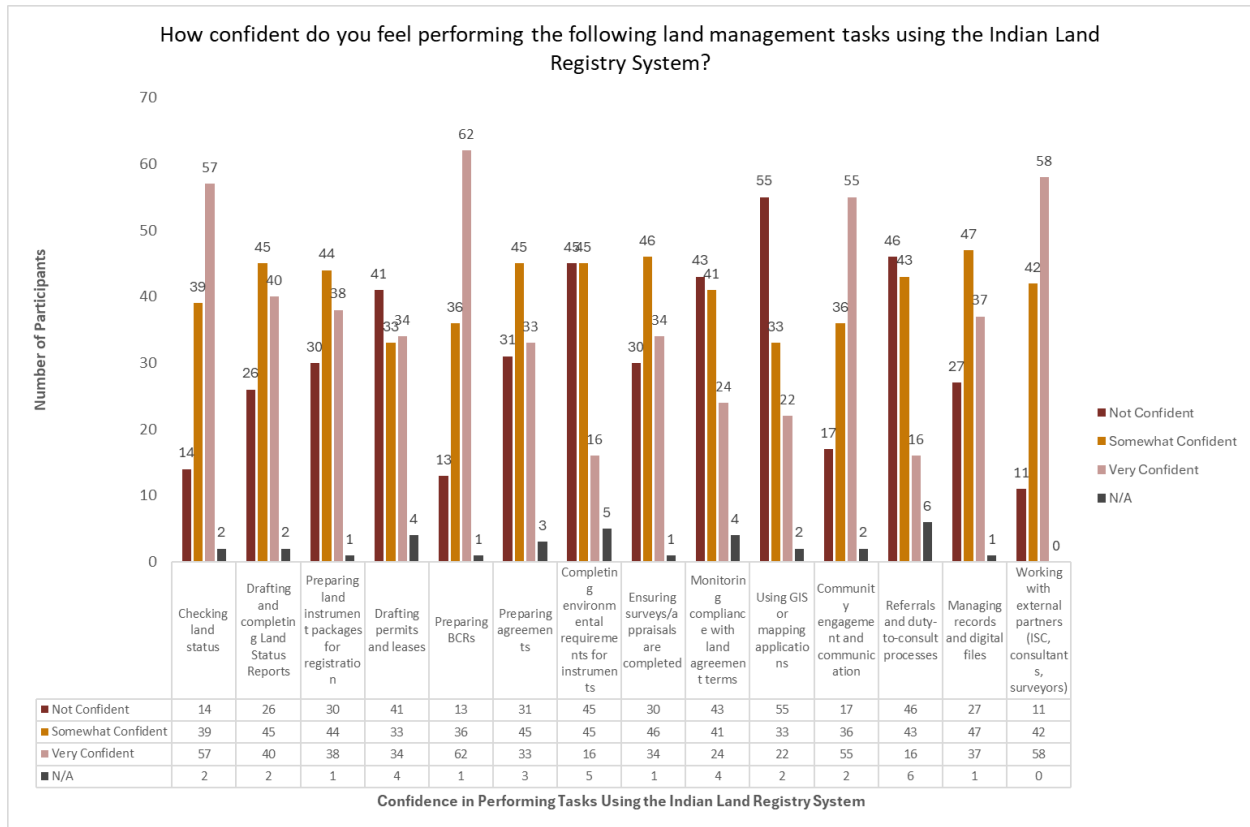
Q46: Do you use the Indian Land Registry System?

A total of 166 (93.3%) respondents answered this question. Responses are distributed as follows:

- Yes: 118 (71.1%)
- No: 48 (28.9%)

Most respondents (71.1%) reported using the Indian Land Registry System (ILRS), indicating that it remains a widely utilized tool within the land management field. However, nearly one-third (28.9%) indicated that they do not use the system, which may reflect differences in land regimes, roles and responsibilities, or access requirements.

Q47: How confident do you feel performing the following land management tasks using the Indian Land Registry System?

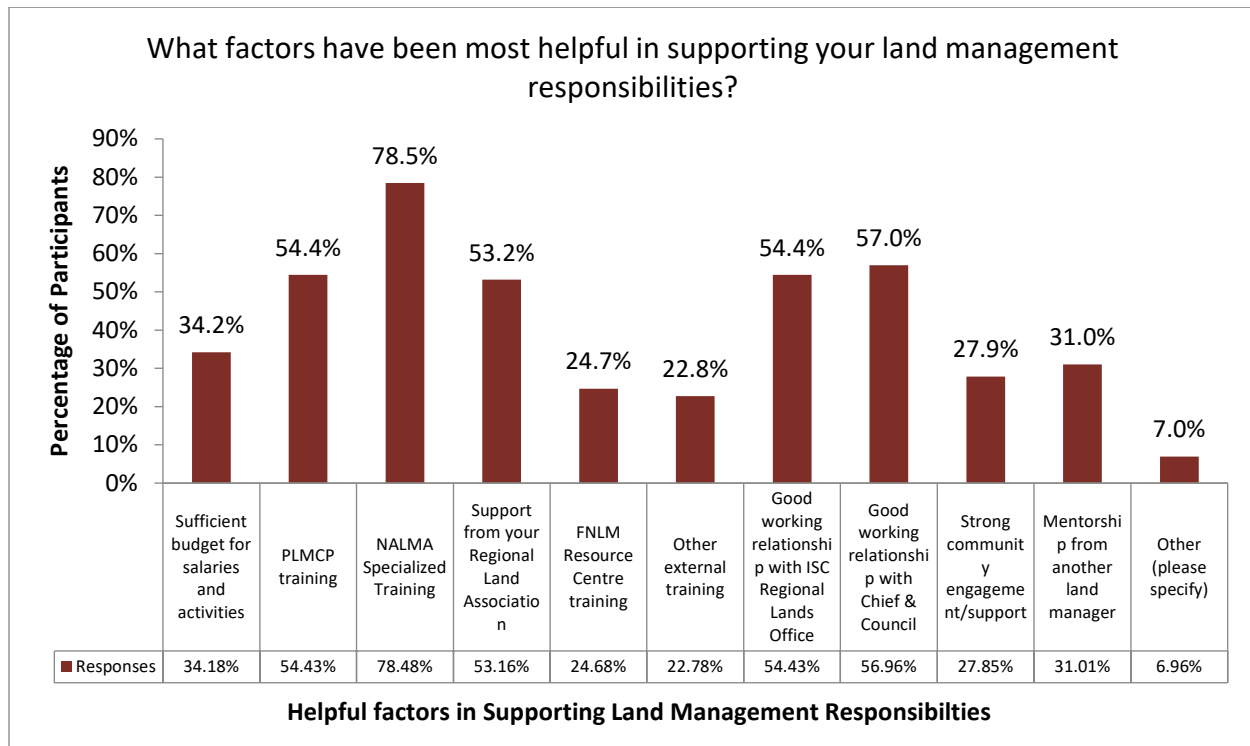


A total of 113 (63.5%) respondents answered this question. Overall, most participants reported feeling either somewhat confident or very confident using the Indian Land Registry System (ILRS) across a range of land management tasks. Confidence was strongest in areas such as preparing BCRs, checking land status, working with external partners, and community engagement.

However, lower confidence levels were reported for more technical or compliance-related tasks, including using GIS or mapping applications, completing environmental requirements, referrals and duty-to-consult processes, and monitoring compliance.

These findings suggest that while respondents are generally comfortable using ILRS for core administrative functions, there are notable capacity gaps in technical, environmental, GIS, and compliance-related areas that may benefit from targeted training and support.

Q48: What factors have been most helpful in supporting your land management responsibilities? (check all that apply)



A total of 158 (88.8%) respondents answered this question. Responses are distributed as follows:

- NALMA Specialized Training: 124 (78.5%)
- Good working relationship with Chief & Council: 90 (57.0%)
- PLMCP training: 86 (54.4%)
- Good working relationship with ISC Regional Lands Office: 86 (54.4%)
- Support from your Regional Land Association: 84 (53.1%)
- Sufficient budget for salaries and activities: 54 (34.2%)
- Mentorship from another land manager: 49 (31.0%)
- Strong community engagement/support: 44 (27.9%)
- FNLM Resource Centre training: 39 (24.7%)
- Other external training: 36 (22.8%)
- Other (please specify): 11 (7.0%)

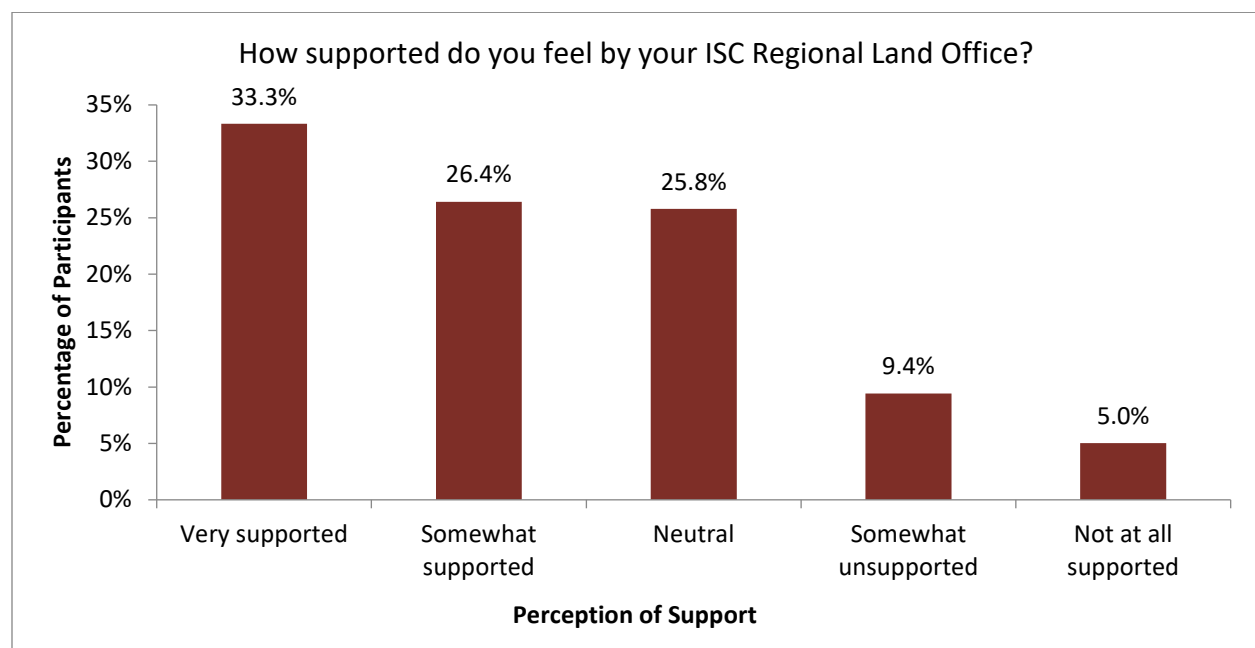
The results show that NALMA Specialized Training is the most frequently identified supportive factor, followed by strong working relationships with Chief & Council, and ISC Regional Lands Offices. PLMCP training and support from Regional Land Associations also rank highly, highlighting the importance of formal training pathways and institutional partnerships.

Eleven respondents (7.0%) selected “Other.” These responses reveal several additional supportive factors:

- **Post-Secondary and Professional Education:** Respondents cited university-level education, legal education, and broader academic backgrounds as critical in navigating complex land governance issues.
- **Cross-Sector and Leadership Experience:** Experience in education, community development, economic development, and advisory roles to leadership was identified as foundational in supporting land management responsibilities.
- **Professional Networks and Consultant Relationships:** Strong working relationships with consultants, nearby surveyors, other lands staff, and regional support networks (e.g., OALA) were described as highly beneficial.
- **Project-Based and Research Initiatives:** Participation in initiatives such as soil and agroecosystem health projects contributed to capacity and knowledge development.
- **Virtual and Ongoing Training:** Virtual training and enrollment in PLMCP or specialized NALMA training were noted as helpful in strengthening current competencies.
- **Positive Individual ISC Support:** Specific mention of supportive ISC land advisors highlighted the impact of strong interpersonal working relationships.

Overall, the findings demonstrate that structured training programs (particularly NALMA-led training and PLMCP), strong governance relationships, and regional institutional support are central to effective land management. The “Other” responses further underscore the value of higher education, professional networks, and cross-disciplinary experience in strengthening capacity within lands offices.

Q49: How supported do you feel by your ISC Regional Lands Office?

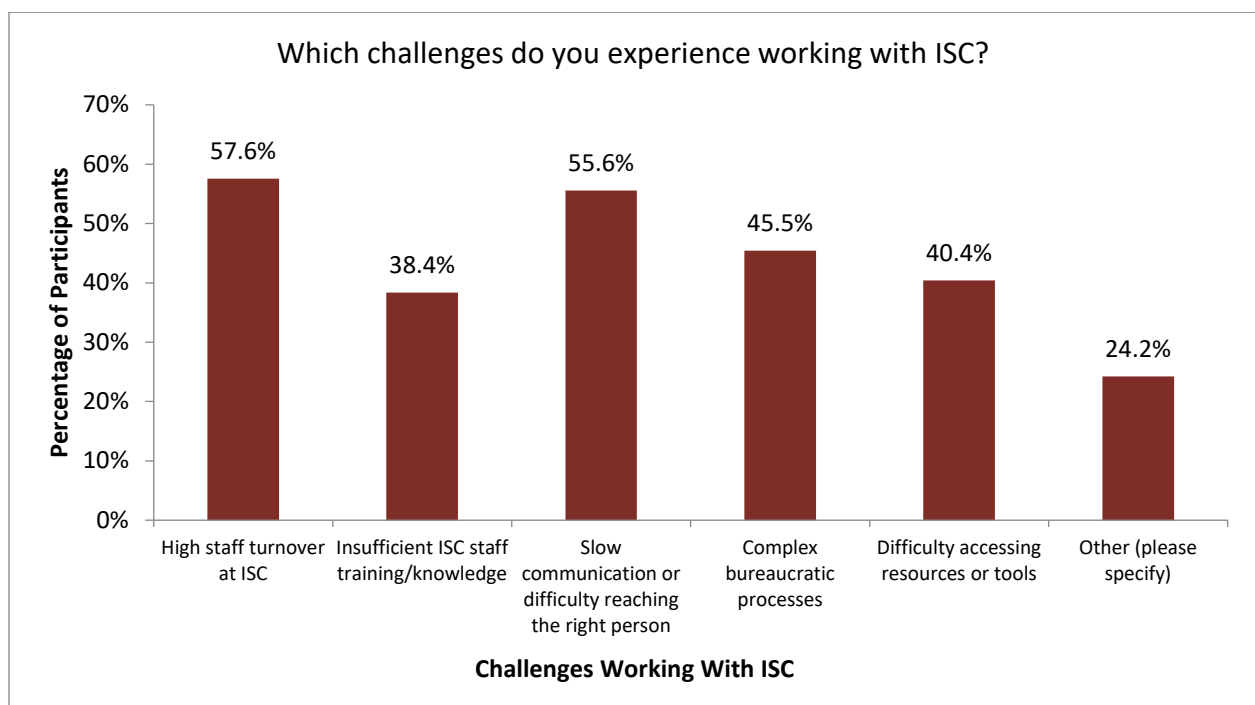


A total of 159 (89.3%) respondents answered this question. Responses are distributed as follows:

- Very supported: 53 (33.3%)
- Somewhat supported: 42 (26.4%)
- Neutral: 41 (25.8%)
- Somewhat unsupported: 15 (9.4%)
- Not at all supported: 8 (5.0%)

Overall, 59.8% of respondents reported feeling either very or somewhat supported by their ISC Regional Land Office. However, approximately one-quarter indicated a neutral experience, and 14.5% reported feeling somewhat or not at all supported, suggesting variability in regional support experiences.

Q50: Which challenges do you experience working with ISC? (check all that apply)



A total of 99 (55.6%) respondents answered this question. Responses are distributed as follows:

- High staff turnover at ISC: 57 (57.6%)
- Slow communication or difficulty reaching the right person: 55 (55.6%)
- Complex bureaucratic processes: 45 (45.5%)
- Difficulty accessing resources or tools: 40 (40.4%)
- Insufficient ISC staff training/knowledge: 38 (38.4%)
- Other (please specify): 24 (24.2%)

The results show that staff turnover and slow communication are the most significant challenges respondents face. Bureaucratic complexity and difficulty accessing resources also represent substantial operational barriers. Concerns about insufficient ISC staff training or knowledge further highlight capacity and consistency issues in ISC service delivery.

Twenty-four respondents (24.2%) selected “Other.” These responses reveal several important themes:

- **Communication Gaps and Lack of Clarity:** Several respondents indicated that ISC is unclear about which supports are available, that responses vary depending on whom they contact, or that internal communication within ISC offices appears limited.
- **Limited or No Engagement with ISC:** Some respondents noted they do not regularly work with ISC, are operating under FNLMA/FAFNLMA, or have not yet accessed ISC services.
- **Process Delays and Administrative Burden:** A few responses emphasized that processes are slow, involve multiple authorization stages, or require First Nations staff to guide ISC through processes perceived as ISC’s responsibility.
- **Capacity Constraints Within ISC:** Some respondents referenced overworked staff, insufficient staffing levels, or a lack of sector coordination within ISC offices.
- **Role-Specific Concerns (e.g., Estates):** A small number of comments referenced service areas, such as estates files being closed prematurely or insufficient follow-up support.
- **Uncertainty or Limited Awareness:** A few respondents indicated they were unsure how ISC could assist or lacked sufficient experience to comment.

Overall, the “Other” responses reinforce the quantitative findings, particularly around communication challenges, staffing capacity, and administrative complexity. While many challenges stem from systemic constraints in service delivery, some responses also reflect variability in engagement across governance models or roles.

Q51: Are there specific areas of specialized training that should be a priority for addressing land management gaps? (open text)

A total of 54 (30.3%) respondents provided open-text responses to this question. Responses were reviewed and coded into thematic categories.

Theme 1: Environmental Management and Stewardship

A strong, recurring theme concerns environmental training needs. Respondents identified environmental monitoring and compliance, environmental site assessments (ESA stages 1–4), impact assessments, stormwater management, species at risk, source water protection, and broader environmental stewardship. Several emphasized the need to integrate traditional knowledge with Western environmental processes and to strengthen environmental protection within day-to-day land administration.

Theme 2: GIS, Mapping, and Data Management

GIS and data management were frequently cited as priority gaps. Respondents referenced mapping for ATRs, locating survey pins, managing land data for planning and leasing, and using drones and other technical tools. Some also noted the need for improved data systems that allow easier access to information for planning, surveying, and land transactions.

Theme 3: Legal, Governance, and Policy Development

Many responses highlighted the need for stronger governance and legal training. This includes understanding land codes, the RLEMP Land Regime, FNLMA, Indian Act authorities, jurisdiction, and policy analysis. Several respondents emphasized drafting and enforcing laws, bylaws, permits, and land use instruments. There were also calls for governance training for the Chief and Council to better understand and support land management responsibilities.

Theme 4: Technical Land Administration Skills

A few participants requested more practical, step-by-step training on leases, permits, land transfers, encumbrance checks, ILRS submissions, ATR processes, parcel transfers, estates, and land use permits. Some expressed frustration that templates alone are insufficient and that hands-on, process-oriented training is needed from start to finish.

Theme 5: Capacity, Staffing, and Operational Transition

Capacity-related concerns also emerged. Respondents referenced the need for the ability to hire and train staff, stronger “portfolio hand-off” processes when transitioning from ISC to community management, and more accessible training overall. Some suggested expanding PLMCP into a longer or degree-level program to build sustained professional capacity.

Theme 6: Community Engagement and Intergovernmental Skills

Several responses identified training needs in community engagement, negotiation, consultation, and relationship-building with municipalities, provinces, and federal departments. Some emphasized linking land use planning with housing, infrastructure, and economic development, and improving coordination between land and estate functions.

Theme 7: Indigenous Law and Cultural Foundations

A smaller but important set of responses called for training grounded in Indigenous governance systems, Aboriginal and Treaty rights, UNDRIP principles, OCAP, Two-Eyed Seeing, clan-based land responsibility, and cultural stewardship teachings. These responses reflect a desire to align modern land management practice with Indigenous legal orders and community values.

Summary

Overall, the responses indicate that land management gaps are perceived as multidimensional. Priority training needs span environmental protection, GIS and data systems, legal and governance authority, technical land administration processes, and organizational capacity. The findings suggest that both advanced technical skills and foundational governance training, particularly those integrating Indigenous law and stewardship principles, are viewed as critical to strengthening land management capacity across communities.

SECTION 5: PLMCP REDESIGN FEEDBACK

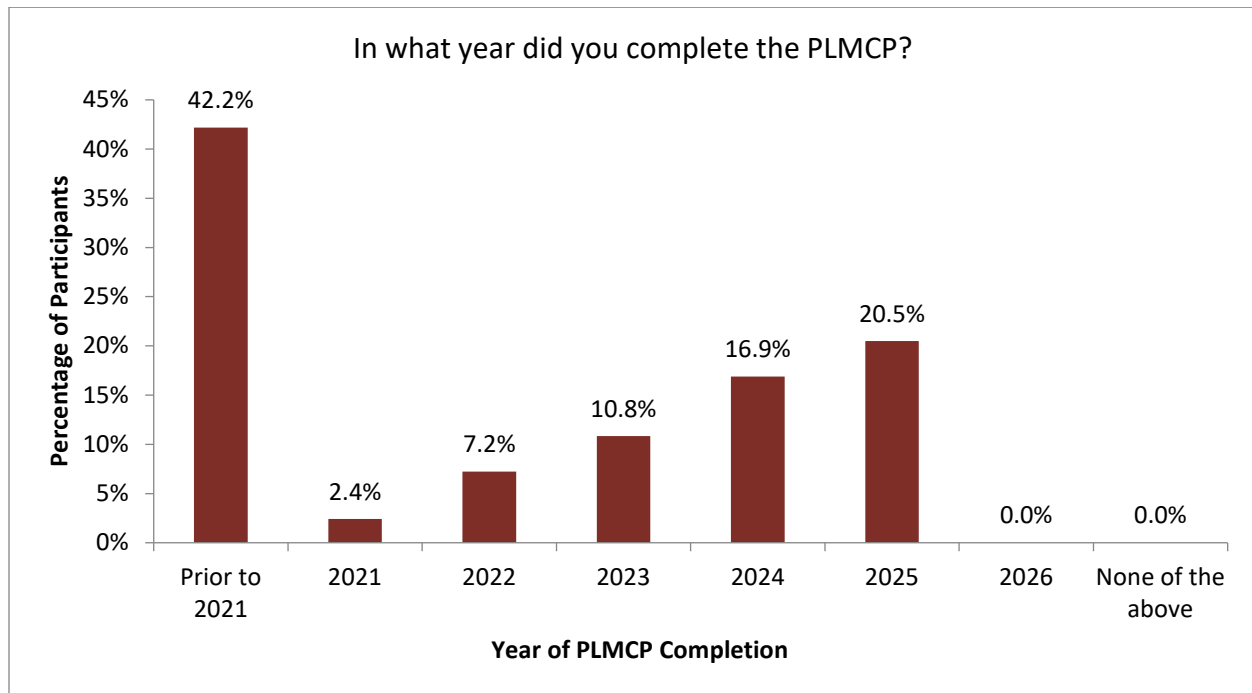
Q52: Did you complete the Professional Land Management Certification Program (PLMCP)?

A total of 155 (87.1%) respondents answered this question. Responses are distributed as follows:

- Yes, I am certified: 82 (52.9%)
- I am currently completing certification: 19 (12.3%)
- No: 54 (34.8%)

Overall, 65.2% of respondents have either completed or are currently completing the PLMCP certification, while just over one-third have not completed the program.

Q53: In what year did you complete the PLMCP?



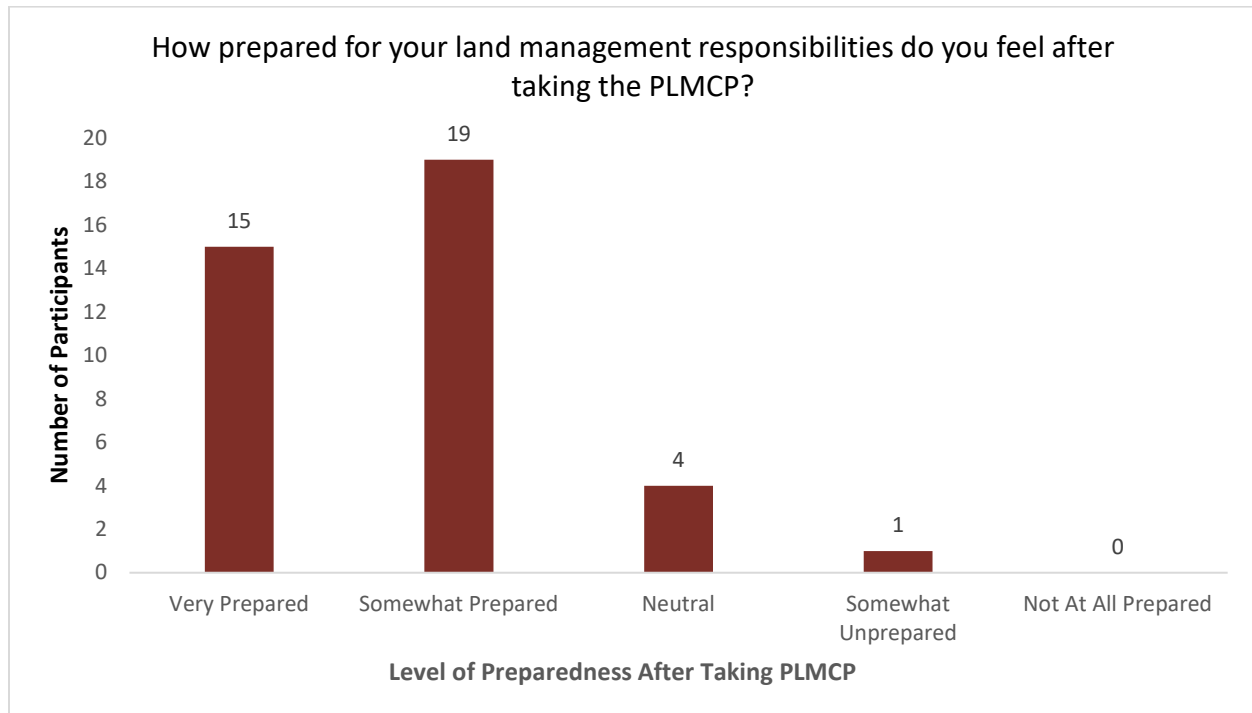
A total of 82 (52.9%) respondents answered this question. Responses are distributed as follows:

- Prior to 2021: 35 (42.2%)
- 2021: 2 (2.4%)
- 2022: 6 (7.2%)
- 2023: 9 (10.8%)
- 2024: 14 (16.9%)
- 2025: 17 (20.5%)
- 2026: 0 (0.00%)
- None of the above: 0 (0.00%)

The largest proportion of respondents completed the PLMCP prior to 2021. However, completion rates have increased in recent years, with 48.2% completing certification between 2023 and 2025, indicating continued and growing participation in the program.

The following percentages for questions 54-66 will be out of a possible 48 respondent answers.

Q54: How prepared for your land management responsibilities do you feel after taking the PLMCP? (very prepared, somewhat prepared, neutral, somewhat unprepared, not prepared at all)

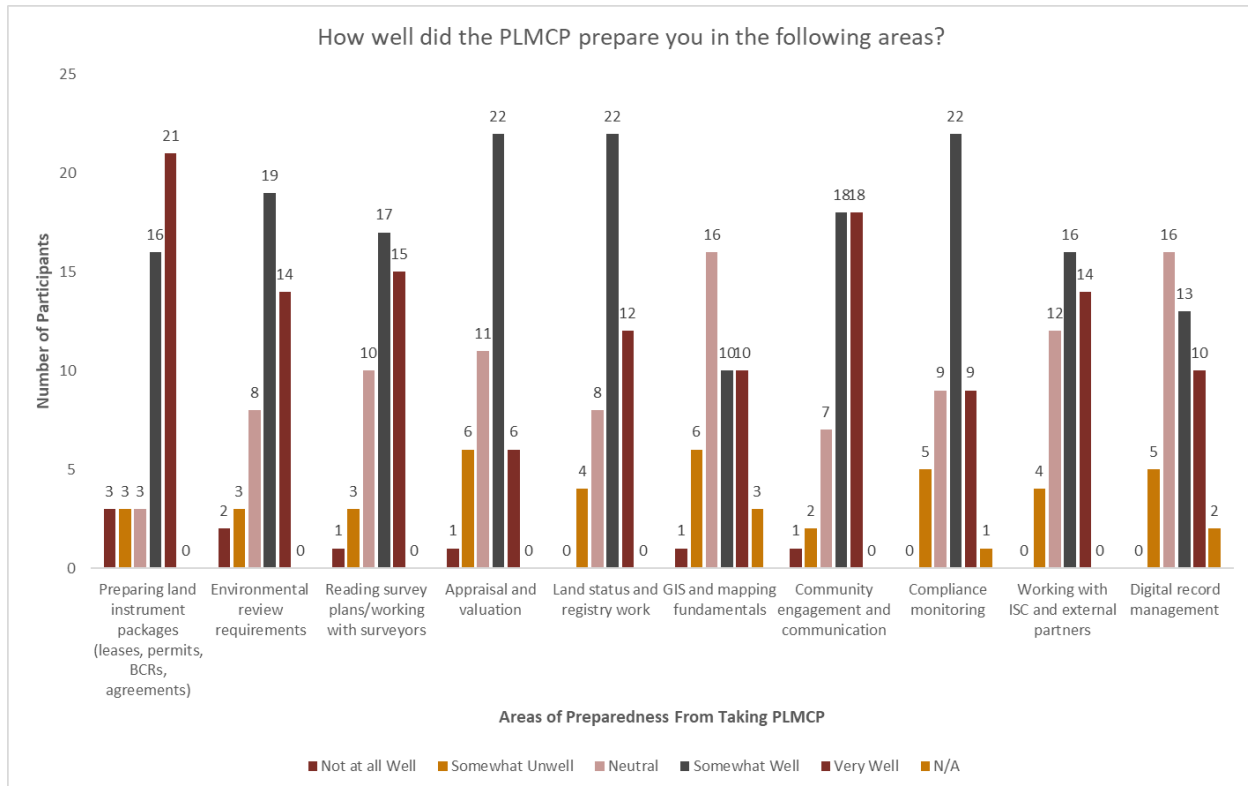


A total of 39 (81.3%) respondents answered this question. Responses are distributed as follows:

- Not at all prepared: 0 (0.0%)
- Somewhat unprepared: 1 (2.6%)
- Neutral: 4 (10.2%)
- Somewhat prepared: 19 (48.7%)
- Very prepared: 15 (38.4%)

Most respondents reported feeling either somewhat or very prepared after completing the PLMCP. Only one respondent indicated feeling somewhat unprepared, and none reported feeling not at all prepared, suggesting generally strong perceived preparedness among program graduates.

Q55: How well did the PLMCP prepare you in the following areas?



A total of 46 (95.8%) respondents answered this question. Overall, respondents generally felt well prepared across most competency areas, with the majority selecting “Somewhat well” or “Very well” in nearly all categories. Preparation was strongest in:

- Community engagement and communication (highest overall ratings)
- Preparing land instrument packages (leases, permits, BCRs, agreements)
- Reading survey plans/working with surveyors
- Land status and registry work

Strong preparation was also reported in working with ISC and external partners, in environmental review requirements, and in compliance monitoring, with most respondents indicating they felt somewhat or very well prepared.

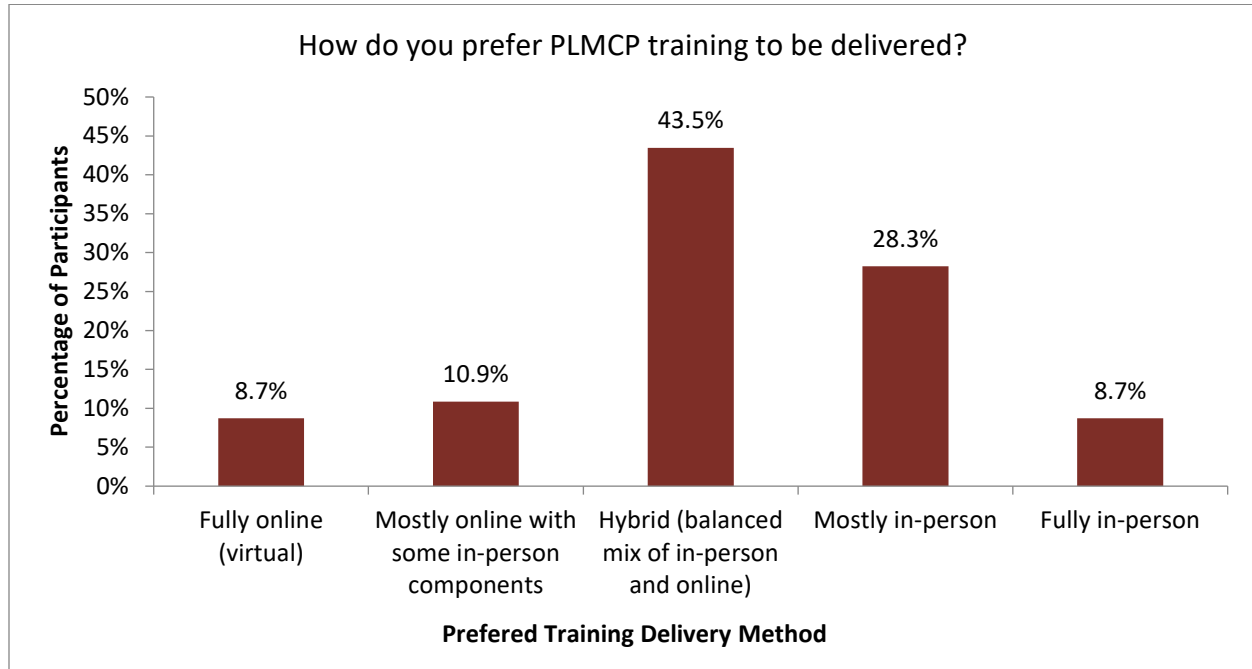
Areas showing comparatively more neutral responses or slightly lower preparation levels include:

- Appraisals and valuation
- GIS and mapping fundamentals
- Digital record management

These areas had a higher proportion of neutral or somewhat unwell responses than other competencies, suggesting opportunities to further strengthen the program's technical components. Overall, the chart indicates that the PLMCP is viewed as providing solid preparation in core land management functions,

particularly in administrative, engagement, and land transaction-related competencies, with opportunities to enhance technical specialization in areas such as GIS and valuation.

Q56: How do you prefer PLMCP training to be delivered?



A total of 46 (95.8%) respondents answered this question. Responses are distributed as follows:

- Fully online (virtual): 4 (8.7%)
- Mostly online with some in-person components: 5 (10.9%)
- Hybrid (balanced mix of in-person and online): 20 (43.5%)
- Mostly in-person: 13 (28.3%)
- Fully in-person: 4 (8.7%)

The most preferred delivery method is a hybrid model, followed by mostly in-person training. Fewer respondents preferred fully online or fully in-person formats, suggesting that a blended approach may best meet participant needs.

Q57: Please explain the reason for your preferred training delivery. (open text)

A total of 37 respondents provided open-text responses to this question. Responses were reviewed and coded into thematic categories.

Theme 1: Value of In-Person Learning and Engagement

The most dominant theme emphasized the benefits of in-person training. Many respondents stated that they learn face-to-face better, describing in-person delivery as more interactive, engaging, and conducive to discussion. Participants highlighted stronger material absorption, improved focus, and the

opportunity to ask questions in real time. Several indicated that online environments can be distracting and make it harder to fully engage with the content.

Theme 2: Networking and Peer Support

A closely related theme was the importance of networking. Respondents frequently referenced the value of building relationships with other Lands Managers, sharing experiences, and creating peer support networks that extend beyond the program. In-person sessions were described as especially beneficial for developing professional connections, resource-sharing, and long-term collaboration.

Theme 3: Flexibility to Balance Work and Family Responsibilities

At the same time, many respondents emphasized the necessity of flexibility. Online components were described as critical for those working full-time, living in remote communities, or balancing family responsibilities. Participants noted that fully in-person formats can require extended time away from the office, which is often not feasible due to workload, Council demands, or limited staffing capacity.

Theme 4: Preference for Hybrid Delivery

A significant number of responses explicitly supported a hybrid model. Participants described hybrid delivery as offering “the best of both worlds,” combining in-person networking and engagement with online flexibility that allows them to continue working and remain present with family. Several respondents stated that short in-person sessions paired with online coursework worked well and should be maintained.

Theme 5: Accessibility and Travel Constraints

Travel limitations were also noted as a factor influencing delivery preference. Respondents cited remote locations, rural travel challenges (particularly in winter), fear of flying, and the cost and time associated with travel. Online components were viewed as essential for ensuring equitable access to training for participants who cannot easily travel.

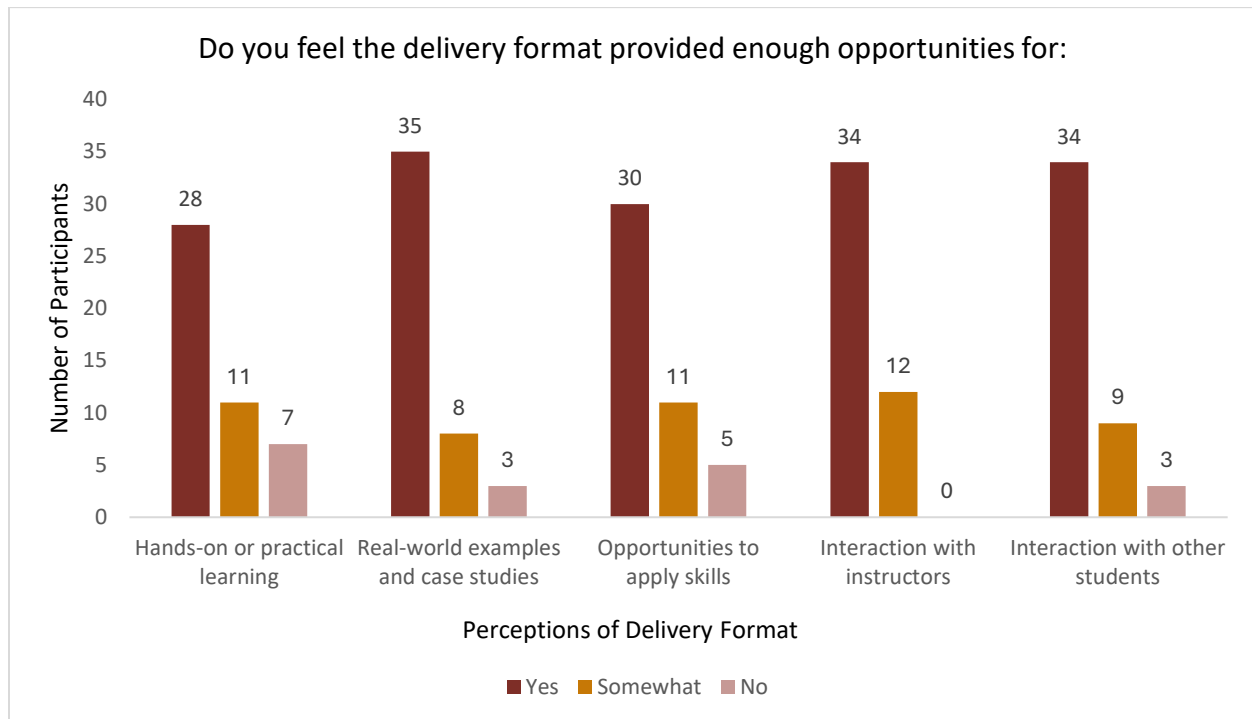
Theme 6: Operational and Program Structure Considerations

A smaller number of responses referenced broader structural considerations, including the length of the program, managing workload while training, and the effectiveness of the current delivery structure. Some respondents felt that one year was too short, while others indicated that the existing structure allowed them to successfully balance employment and study.

Summary

Overall, responses indicate that while in-person training is strongly valued for engagement and networking, flexibility is equally critical. Many participants view hybrid delivery as the most practical and effective approach, balancing professional development, operational demands, and personal responsibilities.

Q58: After completing the program, do you feel the delivery format provided enough opportunities for:

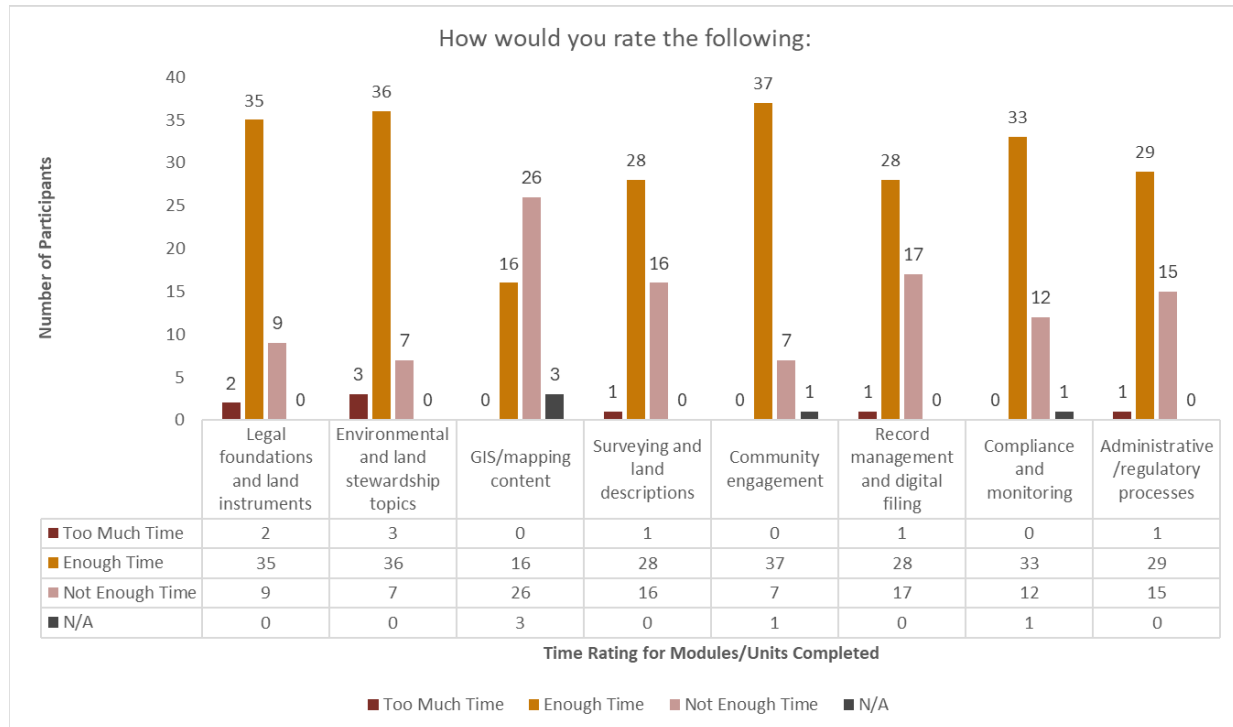


A total of 46 (95.8%) respondents answered this question. The results indicate that most respondents felt the delivery format provided sufficient opportunities across all listed areas, with the majority selecting “Yes” in each category.

While a smaller number selected “Somewhat” across categories (ranging from 8 to 12 responses), very few respondents selected “No.” Notably, no respondents indicated that interaction with instructors was insufficient.

Overall, the findings suggest that the PLMCP delivery format is effective in fostering practical learning, peer engagement, and instructor interaction, with only minor room for improvement in expanding hands-on application opportunities.

Q59: Thinking about the modules/units you completed, how would you rate the following:



A total of 46 (95.8%) respondents answered this question. Most respondents felt the modules provided enough time, with this response being the dominant one across all subject areas.

The strongest areas of satisfaction (highest “Enough Time” responses) include:

- Community engagement (37)
- Environmental and land stewardship topics (36)
- Legal foundations and land instruments (35)
- Compliance and monitoring (33)
- Administrative/regulatory processes (29)
- Record management and digital filing (28)
- Surveying and land descriptions (28)

However, some areas showed a higher proportion of respondents indicating “Not Enough Time,” particularly:

- GIS/mapping content (26 Not Enough Time vs. 16 Enough Time)
- Surveying and land descriptions (16 Not Enough Time)
- Record management and digital filing (17 Not Enough Time)
- Administrative/regulatory processes (15 Not Enough Time)

Very few respondents indicated that any module had “Too Much Time” allocated to it.

Overall, the findings suggest that while most modules are appropriately timed, technical areas, particularly GIS/mapping and surveying, may benefit from expanded instructional time to better meet participant needs.

Q60: Were any topics repetitive or overlapping across modules?

A total of 46 (95.8%) respondents answered this question. Responses are distributed as follows:

- No: 22 (47.8%)
- Not sure: 21 (45.7%)
- Yes (please specify): 3 (6.5%)

The results show that nearly half of the respondents did not find the topics repetitive, while a similar proportion were unsure. Only a small number reported repetition or overlap across modules.

Among the few who selected “Yes,” the specific areas mentioned included land-use planning, land governance, and stewardship. One respondent noted that while there was overlap, it was not necessarily negative, as the connections between modules reinforced understanding and demonstrated how different components of land management are interrelated.

Overall, the findings suggest that perceived repetition was minimal and, where identified, may have supported integrated learning rather than detracting from the program experience.

Q61: Did the PLMCP provide enough practical training for your day-to-day duties?

A total of 46 (95.8%) respondents answered this question. Responses are distributed as follows:

- Yes: 29 (63.0%)
- Somewhat: 16 (34.8%)
- No: 1 (2.2%)

Most respondents indicated that the PLMCP provided sufficient practical training for their day-to-day duties, while over one-third felt it met their needs to some extent. Only one respondent indicated that it did not provide enough practical training.

Q62: What additional training would have helped? (open text)

A total of 14 (29.2%) respondents provided open-text responses to this question. Responses were reviewed and coded into thematic categories.

Theme 1: Environmental and Resource Management Training

Several respondents identified the need for more in-field environmental training, particularly related to contaminants, forestry, water management, energy projects, and Indigenous-specific environmental concerns. These responses suggest a desire for more applied, sector-specific environmental capacity building that reflects real-world development pressures on reserve lands.

Theme 2: Legal and Governance Knowledge

Some participants expressed a need for deeper legal training, including when and how to rely on legal counsel, and greater use of the provided legal resources and case law. There was also mention of 53/60 Land Management Programs and land designation processes, indicating a desire for stronger grounding in governance frameworks and authorities.

Theme 3: Technical Land Administration Skills

Several responses emphasized the need for practical administrative training. These included appraisal methods using on-reserve examples, commercial leasing, MRP, preparing registration packages for ISC, completing everyday forms, ILRS examples, and understanding full end-to-end processes rather than high-level overviews. Several respondents noted that more hands-on, real-world documentation and process training would have been beneficial.

Theme 4: GIS and Specialized Technical Tools

GIS training was specifically identified as a gap, with one respondent noting the limited availability of courses. This aligns with broader survey findings highlighting GIS as a recurring training priority.

Theme 5: Refresher and Ongoing Professional Development

Some respondents indicated that refresher courses would be helpful, particularly for tasks that are not performed regularly. Others suggested that PLMCP graduates should have access to upgrading courses, recognizing that land management responsibilities evolve over time and vary geographically.

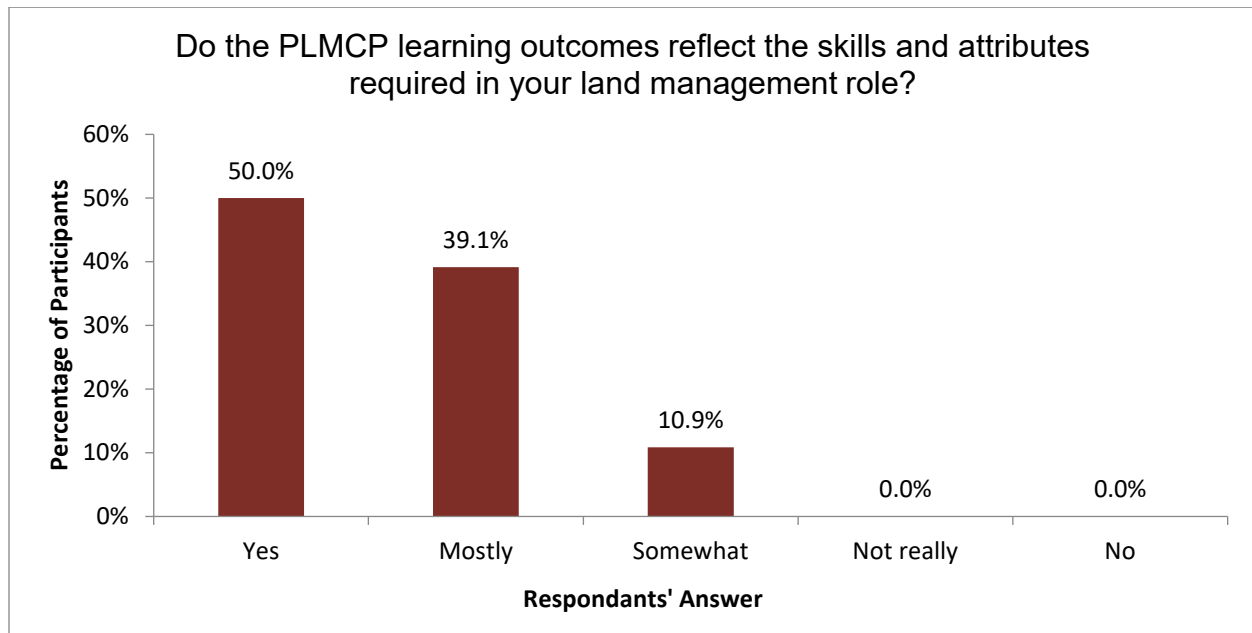
Theme 6: Delivery Format and Accessibility

One respondent explicitly emphasized the need for in-person training, while another noted that some course material was too high-level for participants without prior land management experience. These responses suggest a need to better calibrate course depth and delivery to participants' experience levels.

Summary

Overall, the responses indicate that additional training needs are largely practical and applied. Participants are seeking deeper environmental expertise, stronger legal and governance understanding, hands-on training in administrative processes, GIS capacity, and ongoing professional development opportunities to keep pace with evolving land management responsibilities.

Q63: Do the PLMCP learning outcomes reflect the skills and attributes required in your land management role?



A total of 46 (95.8%) respondents answered this question. Responses are distributed as follows:

- Yes: 23 (50.0%)
- Mostly: 18 (39.1%)
- Somewhat: 5 (10.9%)
- Not really: 0 (0.0%)
- No: 0 (0.0%)

Overall, 89.1% of respondents indicated that the PLMCP learning outcomes either fully or mostly reflect the skills and attributes required in their land management role. No respondents selected “Not really” or “No.”

Q64: What skills or attributes should be added or strengthened? (open text)

A total of 37 (77.1%) respondents provided open-text responses to this question. Responses were reviewed and coded into thematic categories.

Theme 1: Technical and Administrative Skills

A significant portion of responses emphasized strengthening core technical competencies. This included additional training in leasing instruments, land purchases, drafting land use policies and leasing agreements, IRLS/ILRS processes, estates administration, ATR procedures (including the redesigned ATR process), and negotiations. Several respondents requested more practical, scenario-based exercises and more time working directly with land instruments and documentation. There were also calls for a clearer understanding of sensitive issues such as environmental contamination and ATR complexities.

Theme 2: GIS, Data, and Digital Capacity

GIS training emerged repeatedly as an area requiring strengthening. Respondents referenced mapping, digital technical knowledge, data management (including cloud systems and record labelling), and broader digital modernization. Some indicated their communities are moving toward more technology-driven land management and need stronger internal capacity to keep pace.

Theme 3: Legal, Governance, and Treaty Knowledge

Several respondents identified the need for a deeper understanding of laws underpinning land management, including treaty and inherent rights, land governance frameworks, and First Nations taxation. One response emphasized ensuring that all land managers understand the legal structures governing their work, while another highlighted the importance of cross-regional awareness of how legal developments in one province may influence those in others.

Theme 4: Business, Planning, and Management Skills

Several participants identified broader management competencies as areas for growth. These included budgeting, reading financial reports, long-term planning (1-, 5-, and 20-year plans), business management fundamentals, economic development literacy, and the ability to work effectively alongside engineers, lawyers, planners, and other professionals. Time management and strategic planning were also noted as important attributes to strengthen.

Theme 5: Networking, Resource Sharing, and Peer Learning

Networking was identified both as a key strength of the program and as an area for further formalization. Respondents suggested creating a national database of contacts and areas of expertise across reserves to facilitate peer support and knowledge exchange. There were also requests for more examples of how processes are implemented in other First Nations, suggesting interest in practical, peer-driven learning models.

Theme 6: Leadership and Interpersonal Skills

Some responses pointed to strengthening softer skills, including conflict resolution, mental health awareness, and training for newly elected Chiefs and Council members to better understand and support land management functions. These responses highlight the importance of leadership alignment and interpersonal capacity alongside technical expertise.

Summary

Overall, the responses suggest that while foundational skills are in place, there is a strong interest in expanding both advanced technical capacity (particularly in GIS, ATR, and legal frameworks) and broader professional competencies, including business management, governance literacy, networking infrastructure, and leadership support. Together, these findings indicate that effective land management requires a blend of technical, legal, administrative, and relational skill sets.

Q65: Is there anything that should be improved in the PLMCP? (open text)

A total of 38 (79.2%) respondents provided open-text responses to this question. Responses were reviewed and coded into thematic categories.

Theme 1: Program Strength and Overall Satisfaction

A substantial portion of respondents expressed strong satisfaction with the PLMCP. Many described the program as well-run, well-structured, thoughtfully planned, and aligned with land management needs. Several indicated that no improvements were necessary and expressed appreciation for the instructors and overall delivery.

Theme 2: Environmental Module Enhancements

The most consistent area identified for improvement relates to the environmental component. Respondents suggested more hands-on fieldwork, stronger environmental protection content (including mining), and clearer delivery of environmental management material. Some noted difficulty in grasping elements of the environmental course, while others recommended greater opportunities for applied learning.

Theme 3: Practical, Day-to-Day Application

Several participants recommended incorporating more real-world, community-based examples and day-to-day operational tasks. Suggestions included mock scenarios, shadowing experienced Lands Managers, additional focus on compliance, digital file retention practices, and clearer guidance on administrative processes and deadlines. One respondent suggested that useful content could be reorganized between years to improve sequencing.

Theme 4: Delivery Format and In-Person Learning

Some responses emphasized the need for more in-person class time and enhanced peer engagement. Participants who completed the program during COVID noted the limitations of virtual delivery, particularly the missed opportunity for networking and informal peer interaction. Suggestions included longer in-person sessions, revised weekly scheduling, and more team-building activities.

Theme 5: Program Length and Structure

A few respondents suggested the program could be longer to allow deeper exploration of topics. Others highlighted the importance of clearer timelines, calendar schedules, and awareness of deadlines throughout the program.

Theme 6: Governance and Leadership Engagement

Several comments extended beyond curriculum content to institutional support. Respondents recommended stronger communication with Chiefs, Councils, and Band Managers to reinforce the importance of land management duties and certification. One response emphasized that some

challenges arise not from the program itself, but from limited recognition of lands functions at the leadership level.

Theme 7: Broader Legal and Framework Balance

A small number of responses suggested placing less emphasis on the Indian Act and more focus on Land Code development and Nation-led governance frameworks. Others recommended ensuring that content reflects regional differences in how land is held and administered across Canada.

Summary

Overall, while most respondents view the PLMCP positively and consider it effective, areas for improvement include strengthening environmental training, increasing hands-on, practical learning opportunities, enhancing in-person engagement, and reinforcing leadership-level understanding of the program's importance.

Q66: What did you like best about the PLMCP? (open text)

A total of 40 (83.3%) respondents provided open-text responses to this question. Responses were reviewed and coded into thematic categories.

Theme 1: Networking and Peer Relationships

The most dominant theme was networking and peer connection. Many respondents highlighted meeting other Lands Managers from across Canada, building friendships, collaborating with classmates, and developing long-term professional support networks. Several described their cohort as becoming "family" and emphasized the value of being able to reach out to peers after the program for advice and to share problems.

Theme 2: Instructors and Quality of Teaching

Respondents consistently praised the instructors, describing them as knowledgeable, supportive, patient, and highly experienced. Specific mention was made of university partners and NALMA facilitators. Participants appreciated the instructors' practical, hands-on approach and their ability to connect course material to real-world situations.

Theme 3: Relevance and Applicability of Content

Many participants valued the course material's practical applicability. Respondents noted that the lessons were directly relevant to their day-to-day roles, particularly for those already working as Land Managers. Legal components, including court cases and land-use planning, were specifically mentioned as key elements of the program. Several expressed that the program increased their confidence and sense of professional competence.

Theme 4: In-Person Experiences and Travel

In-person components were frequently cited as a highlight. Participants appreciated travelling to different regions, visiting other First Nations' territories, and engaging in experiential learning, such as

land-use planning exercises. Travel was described as both professionally enriching and personally empowering, particularly for those who had limited prior travel experience. Some who completed the program fully online expressed regret at missing in-person interactions.

Theme 5: Flexibility and Accessibility

A few respondents appreciated the flexibility of online delivery, particularly during COVID. For some, the online format made participation possible when travel would not have been feasible. Others valued the balance between online and in-person sessions.

Theme 6: Sense of Accomplishment and Professional Growth

Several responses reflected pride and gratitude. Participants described feeling more capable, adaptable across different land regimes, and better prepared to serve their communities. The program was seen as strengthening both technical competence and professional identity within the lands management field.

Summary

Overall, respondents most valued the relationships built through the program, the instructors' expertise and support, and the practical, applicable nature of training. The PLMCP is widely viewed not only as a technical certification but as a professional community-building experience that enhances confidence, capacity, and long-term peer support.

SECTION 6: INTEREST IN JOINING THE TECHNICAL TEAM

Q67: Would you be interested in participating on NALMA's Technical Team to support lands management policy and practice?

A total of 154 (86.5%) respondents answered this question. Responses are distributed as follows:

- Yes: 75 (48.7%)
- No: 20 (13.0%)
- Not sure: 59 (38.3%)

Nearly half of the respondents expressed interest in joining NALMA's Technical Team, while 38.3% indicated they were unsure. Only 13.0% stated they were not interested, suggesting a moderate-to-strong level of potential engagement.

Q68: Please enter your name and email address if you would like to be contacted regarding participating in NALMA's Technical Team.

A total of 96 (53.9%) respondents provided their names and email addresses for contact regarding participation in NALMA's Technical Team. This indicates a substantial level of follow-up interest among survey participants who wish to explore involvement in supporting land management policy and practice.

Q69: Would you have time to participate on a technical team (approximately 5 hours per month, with potential for compensation)?

A total of 130 (73.0%) respondents answered this question. Responses are distributed as follows:

- Yes: 93 (71.5%)
- No: 37 (28.5%)

Most respondents indicated they would have time to participate on a technical team, with an estimated commitment of 5 hours per month.

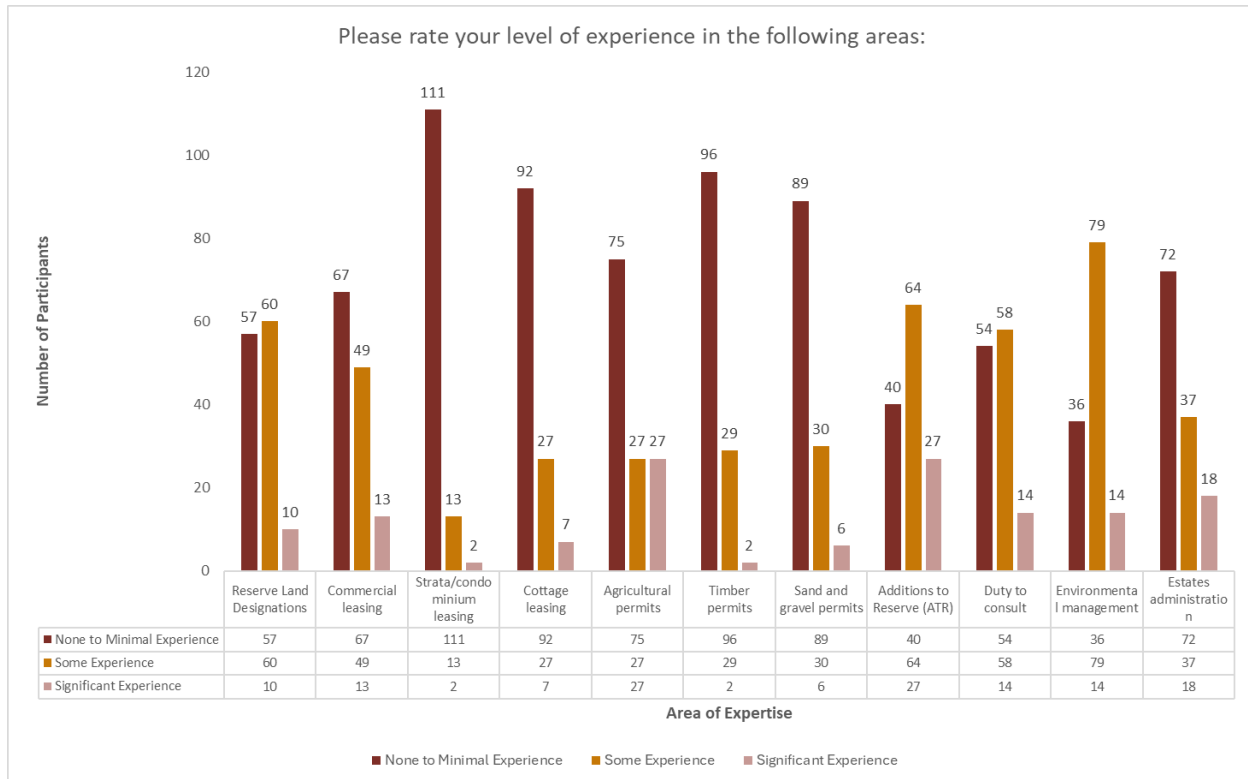
Q70: Would you be willing to travel for technical teamwork (1–3 days when required, with travel covered by NALMA)?

A total of 130 (73.0%) respondents answered this question. Responses are distributed as follows:

- Yes: 93 (71.5%)
- No: 37 (28.5%)

Similarly, most of the respondents indicated they would be willing to travel for technical teamwork when required, suggesting strong logistical feasibility among interested participants.

Q71: Please rate your level of experience in the following areas:



A total of 132 (74.2%) respondents answered this question. Overall, the results show that respondents most identified with no to minimal experience in several technical land transaction areas, while reporting stronger experience in environmental management, duty to consult, and ATR-related processes.

Areas where the majority reported none to minimal experience include:

- Strata/condominium leasing (111)
- Timber permits (96)
- Cottage leasing (92)
- Sand and gravel permits (89)
- Agricultural permits (75)
- Estates administration (72)
- Commercial leasing (67)

More balanced experience levels were reported in:

- Reserve land designations (60 Some Experience; 57 None to Minimal)
- Duty to consult (58 Some Experience; 54 None to Minimal)
- Additions to Reserve (ATR) (64 Some Experience; 40 None to Minimal; 27 Significant Experience)

The strongest areas of reported experience include:

- Environmental management (79 Some Experience; 14 Significant Experience)
- Additions to Reserve (ATR) (highest number reporting Significant Experience at 27)
- Agricultural permits (27 Significant Experience)

Overall, the findings suggest that while many respondents have moderate experience in core administrative and environmental functions, more specialized leasing and resource permit areas—particularly strata, timber, cottage, and sand and gravel permits—represent lower-experience domains across the workforce. This indicates potential areas for targeted training and capacity development.

Q72: If you have specialized expertise not listed above, please briefly describe it. (open text)

A total of 45 (25.3%) respondents provided open-text responses to this question. Several responses indicated “none,” “N/A,” or uncertainty; however, the majority identified additional areas of expertise not previously captured in the survey.

Theme 1: GIS and Technical Mapping Expertise

A strong theme across responses was advanced GIS and spatial analysis capacity. Respondents referenced ArcGIS Pro and Online, remote sensing, LiDAR, photogrammetry, drone operations, CAD drafting for subdivision sketches, and Indigenous rights-based land use mapping. Several also described integrating GIS systems into lands departments to improve leasing, permitting, and environmental oversight. This suggests significant in-house technical mapping and spatial data capacity within the workforce.

Theme 2: Environmental and Impact Assessment Expertise

Many respondents identified environmental specializations, including environmental assessments, cumulative effects, water quality, species-at-risk management, wildfire management, environmental impact assessment processes, land use planning, and broader environmental stewardship. Some noted advanced academic training in environmental sciences and geography. These responses indicate strong environmental management and sustainability-oriented competencies across communities.

Theme 3: Governance, Legal, and Policy Development

A few respondents described expertise in drafting laws, regulations, and policies; Aboriginal and Treaty rights and case law; Indigenous governance; Land Code implementation; Individual Land Holdings; Matrimonial Real Property (MRP); and self-government frameworks. One respondent held a law degree, while others cited experience in policy and program development. This theme highlights meaningful legal and governance capacity within the lands management workforce.

Theme 4: Project Management and Infrastructure Development

Project management emerged as another prominent area of specialization. Respondents referenced infrastructure project management, financial modelling, development processes, oil and gas permitting and leasing, and experience in managing complex land transfers, estates, and parcel administration.

Some indicated formal project management training or certification pathways. This reflects the increasingly complex administrative and development-oriented nature of land management roles.

Theme 5: Surveying and Technical Land Administration

Several respondents described direct surveying experience, drafting technical subdivision sketches, working with land transfers, estate matters, cottage leases, and boundary-related work. This suggests practical, transaction-based expertise supporting day-to-day land administration functions.

Theme 6: Community Engagement and Traditional Knowledge

A few responses emphasized community engagement, relationship-building with farmers and ranchers, Indigenous knowledge collection, and culturally grounded land stewardship practices. One respondent reflected on bringing an external governance perspective while recognizing the importance of historical context and respect for Indigenous lands. These responses underscore the relational and culturally informed dimensions of land management expertise.

Summary

Overall, the responses demonstrate that the land management workforce contains substantial specialized expertise extending well beyond core administrative functions. Technical GIS and environmental competencies, governance and legal knowledge, project management experience, and culturally grounded land stewardship practices are all represented. This depth of expertise suggests opportunities for peer knowledge-sharing, technical team development, and strengthened internal capacity across the broader lands management network.

Q73: Thank you for completing the survey. If you would like to be entered into the prize draw, please provide your contact information by including your first and last name, your email address, and the name of your First Nation. (open text)

A total of 137 (77.0%) respondents provided their contact information to enter the prize draw. Responses included first and last name, email address, and the name of their First Nation, as requested.

The draw was conducted, and the following First Nations were awarded a prize of \$1000.00: Siksika Nation, Sapotaweyak Cree Nation, Waywayseecappo First Nation, Mohawk Council of Akwesasne, and Beardy's & Okemasis Cree Nation.

Imagination Consulting

Imagination Consulting is an Indigenous-owned consulting firm that supports organizations in strengthening operations, planning, and decision-making. The firm works with Indigenous organizations, governments, and corporations, with a focus on practical, results-oriented approaches that address both strategic priorities and day-to-day operational realities.

Imagination's work includes facilitation, organizational development, workforce analysis, and evaluation. A core strength of the team is translating complex organizational questions into clear, usable data and supporting clients in applying that information to improve programs, services, and long-term planning.

For the NALMA 2026 Workforce Survey, Imagination Consulting provided overall project leadership, including survey design, engagement support, data analysis, and reporting. The work was grounded in a mixed-methods approach, combining quantitative survey results with qualitative insights to ensure findings reflect the experiences and priorities of land management professionals across Canada.

The approach emphasized clarity, accessibility, and practical application, ensuring that the results can support both technical and non-technical audiences in decision-making, program development, and future planning.

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