

National Aboriginal Lands Managers Association (NALMA)



2025-2026 Annual Report



Empowering Aboriginal Lands Management Professionals

Acronyms

ACLS	Association of Canada Land Surveyors
AFN	Assembly of First Nations
ARALA	Atlantic Region Aboriginal Lands Association
ATR/RC	Additions to Reserve/Reserve Creation
AU	Algoma University
BCALMA	British Columbia Aboriginal Land Managers Association
CEDI	Community Economic Development Initiative
Cando	Council for the Advancement of Native Development Officers
CIRNAC	Crown-Indigenous Relations and Northern Affairs Canada
DOJ	Department of Justice
ECCC	Environment and Climate Change Canada
FCM	Federation of Canadian Municipalities
FNLMA	<i>First Nation Land Management Act</i>
FAFNLM	Framework Agreement on First Nation Land Management
FNLMAQL	First Nation Lands Managers Association for Quebec and Labrador
GIS	Geographic Information Systems
ILMC	Indigenous Lands Management Certificate
ILRS	Indian Lands Registry System
ISC	Indigenous Services Canada
KA	Kanawayihetaytan Askiy
LAB	Lands Advisory Board
LUP	Land Use Planning
NALMA	National Aboriginal Lands Managers Association
NATS	National Additions to Reserve Tracking System
NRCan	Natural Resources Canada
OALA	Ontario Aboriginal Lands Association
PLA	Planning and Land Administrators
PLAR	Prior Learning Assessment and Recognition
PLAN	Planning and Land Administrators of Nunavut
PLMCP	Professional Lands Management Certification Program
RC	Land Advisory Board Resource Centre
RLA	Regional Lands Association
RLEMP	Reserve Land and Environment Management Program
SALT	Saskatchewan Aboriginal Lands Technicians
SG	Self Government
SGB	Surveyor General Branch
TAC	Technical Advisory Committee
TALSAA	Treaty and Aboriginal Land Stewards Association of Alberta
TEAG	Technical Experts Advisory Group
TLE	Treaty Land Entitlement
USask	University of Saskatchewan
USKE	Manitoba Uske
UQAT	Université du Québec en Abitibi-Témiscamingue
VIU	Vancouver Island University



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Message from the Chair

On behalf of the Board of Directors, I am pleased to present the 2025–2026 Annual Report for the National Aboriginal Lands Managers Association (NALMA).

This past year has been one of continued growth, reflection, and renewed commitment to the communities we serve. As a First Nation-led organization, NALMA remains grounded in its mission to strengthen lands governance through capacity building, professional development, and technical support for First Nation lands managers across Canada.

In 2025, we proudly marked a significant milestone, 25 years of advancing Indigenous lands stewardship. This anniversary was not only a celebration of our history, but a recognition of the many lands managers, Elders, partners, and communities whose dedication has shaped NALMA into what it is today.

Over the past year, we have implemented the priorities outlined in our 2024–2029 Strategic Plan. This includes expanding access to culturally grounded training, strengthening the capacity of our Regional Lands Associations, and supporting the next generation of lands management professionals through certification pathways and mentorship. These efforts reflect our shared belief that strong lands governance is foundational to self-determination, economic development, and the protection of our lands for future generations.

NALMA’s strength lies in its network, spanning eight Regional Lands Associations and hundreds of dedicated professionals working on the ground in First Nation communities. Together, we are building a collaborative and responsive system that honours Indigenous Knowledge, supports community priorities, and advances sustainable lands management practices.

As Board Chair, I am continually inspired by the leadership, resilience, and innovation demonstrated by lands managers across the country. Your work is essential, not only in managing lands and resources in your territories, but in upholding culture, protecting the environment, and creating opportunities for future generations.

I would like to extend my sincere gratitude to our Board members, staff, partners, and funders for their ongoing commitment and collaboration. Your contributions ensure that NALMA continues to grow as a trusted national voice in First Nation lands management.

As we look ahead, we remain focused on strengthening our impact, deepening our partnerships, and supporting First Nations in exercising greater control over their lands and resources. Together, we will continue to honour our responsibilities as stewards of the land.

Sincerely,



Theodore Merasty

Chair

NALMA



Message from the Executive Director

It is my honour to share this 2025–2026 Annual Report on behalf of NALMA.

This past year marked a significant milestone for our organization as we celebrated 25 years of supporting First Nation lands governance and stewardship. This anniversary provided an opportunity to reflect on how far we have come, from a small network of dedicated lands managers to a national organization supporting communities across the country. More importantly, it reaffirmed our responsibility to continue building capacity, strengthening systems, and supporting First Nations in exercising jurisdiction over their lands.

A key focus this year was advancing the priorities outlined in our 2024–2029 Strategic Plan. This plan continues to guide our work as we expand training opportunities, enhance professional certification pathways through the Professional Lands Management Certification Program (PLMCP), and strengthen the support provided through our Regional Lands Associations. It reflects a forward-looking vision grounded in community needs, Indigenous Knowledge, and long-term sustainability.

We also made important progress through the NALMA Workforce Study, which is helping to better understand the current and future needs of the lands management profession. The insights gained through this work are critical, they are shaping how we design programs, support career pathways, and ensure that First Nations have access to skilled, well-supported lands management professionals for generations to come.

This year, we were proud to bring together lands managers, leadership, and partners from across the country at the 2025 National Gathering in Halifax. This gathering was a powerful reminder of the strength of our network. It created space for knowledge sharing, relationship building, and meaningful dialogue about the challenges and opportunities ahead. The energy and collaboration demonstrated at this event continue to inspire our work moving forward.

Across all of our initiatives, one thing remains clear: the role of lands managers is more important than ever. As communities navigate increasing pressures related to development, environmental stewardship, and governance, the need for strong, well-supported lands management capacity continues to grow.

I would like to extend my sincere appreciation to our staff, Board of Directors, Regional Lands Associations, partners, and the many lands managers who contribute their knowledge and expertise every day. Your dedication is the foundation of NALMA’s success.

As we look ahead, we remain committed to strengthening our impact, supporting our network, and ensuring that First Nations have the tools, knowledge, and capacity to manage their lands according to their own laws, values, and priorities.

Together, we will continue to build on the past 25 years and move confidently into the future.

Sincerely,



A. Leona Irons, CM

Executive Director

NALMA



“NALMA’s strength lies in its network.”

“One thing remains clear: the role of lands managers is more important than ever.”

Message from the Co-Executive Director

As I stepped into the role of Co-Executive Director in 2025, I did so with deep respect, responsibility, and gratitude.

This moment signifies both a transition and a continuation. In the fall of 2026, I will take on the role of Executive Director, succeeding Leona Irons, who has provided outstanding leadership. For 25 years, Leona has steered NALMA with steadfast dedication, kindness, and compassion, forging a robust national organization and a reliable network based on relationships, integrity, and service to First Nations lands stewards.

Leona’s leadership has truly helped shape NALMA into a warm and welcoming organization that supports lands managers across the country through engaging training, PLMCP, and expert guidance for staff and partners. Her heartfelt dedication ensures that the work stays connected to the community, culture, and the everyday challenges faced by lands stewards. I truly appreciate her mentorship and the strong foundation she has built.

As NALMA undergoes leadership changes, my emphasis is on maintaining its core mission: to actively improve development and technical skills rooted in grassroots practices. First Nation lands managers are experienced and dedicated, yet a 2026 workforce survey reiterates issues such as limited funding, heavy workloads, and capacity constraints. There is an increasing need for robust lands governance, skilled professionals, and systems aligned with First Nations values and priorities. Supporting the technical work - and, as Mrs. Irons describes, the “worker bees” behind it - will continue to be central to our efforts.

As I advance in my role, I am continually inspired by the passion and dedication of lands managers. I also value the remarkable strength of our Regional Lands Associations and the commitment of NALMA staff. Together, we pursue a shared vision of lands stewardship that honours both tradition and innovation.

Transitions lead to change, but also open doors for new opportunities. I am dedicated to listening, learning, and working together to ensure that NALMA advances in ways that truly reflect the voices and needs of the lands management community.

A heartfelt thank you to Leona, our Board of Directors, NALMA staff, and everyone who continues to support NALMA’s important work. It’s truly an honour to be part of this incredible journey, and I’m excited about all the great things we’ll achieve together in the coming years!

Sincerely,

Jessica Pickett

Jess Pickett
Co-Executive Director
NALMA



Partners and Affiliations



“Transitions lead to change, but also open doors for new opportunities.”

Welcoming Jessica Pickett: A New Chapter in Lands Leadership



Jessica Pickett, Co-Executive Director, NALMA and Mindy Knott, Executive Director, OALA at the OALA Booth during the National Gathering, October 2025, Halifax, NS

Jessica Pickett’s journey into lands management did not begin with a grand plan. It began with curiosity, community, and a deep desire to serve her people well. She stepped into the role of Co-Executive Director at NALMA in 2025, and carries with her not only years of experience, but also the voices, lessons, and relationships that shaped her path.

Raised with a strong connection to her First Nation, Aamjiwnaang, Jessica always understood the importance of community, even before she fully understood the profession that would later define her life. Her father served as band administrator for much of her childhood, and the band office became a familiar place long before she ever imagined working there herself.

“I always grew up around the band office,” Jessica reflects. “Around community functions, around leadership, around people working hard for the Nation. I think that stayed with me, even when I moved away.”

For nearly two decades, Jessica built a life away from home. She worked in office management, finance, and customer service roles, carrying with her a diploma in social work and a natural ability to connect with people. Looking back, she sees those experiences differently now.

“At the time, I didn’t think social work connected to what I do today,” she says with a laugh. “But it really did. It taught me empathy. It taught me how to listen to people, understand where they’re coming from, and support them through challenges. That matters in lands management more than people realize.”

After raising her family, Jessica made the decision to return home to her community. It was there that her life shifted in a direction she never expected. She accepted a position in the Lands Department with virtually no experience in the field.

“Day one on the job, they enrolled me into the PLMC Program,” she recalls. “I remember sitting there thinking, ‘What did I get myself into?’”

Surrounded by experienced lands managers, technicians, and leaders from across the country, she quickly realized the enormous responsibility that came with managing First Nation lands. “I’d been on the job for maybe six hours,” Jessica says. “Meanwhile, the people around me had been doing this work between 5 to 20 years. I remember sitting beside a classmate, and he told me he had written two books. Two books! I was intimidated.”

But intimidation soon transformed into inspiration.

“What struck me most was the integrity of lands managers,” she explains. “The fiduciary responsibility. The accountability. The importance of protecting lands for communities. I realized this wasn’t just paperwork or policy. This work impacts generations.”

That realization changed everything.

Jessica spent countless hours in the basement of her band office reading old files, minutes, and documents, piecing together the history of her Nation’s lands. She leaned on experienced mentors whenever she could, but much of the learning came through persistence and relationships.

“There were days I’d sit there completely overwhelmed,” she remembers. “So, I’d call classmates. I’d email people from NALMA. I’d ask questions constantly. And nobody ever made me feel small for asking.” That sense of support became transformative.

Through NALMA and the Ontario Aboriginal Lands Association (OALA), Jessica discovered something larger than herself, a network of professionals who genuinely wanted to help one another succeed. “I remember walking into OALA meetings and just being in awe,” she says. “All these lands managers from different communities, all dealing with similar challenges, all willing to share knowledge. It felt like I found my people.”



Jessica Pickett, during her time as Executive Director for OALA, at NALMA’s 11th National Gathering, Whitehorse, YT

That community would soon push her toward leadership. When Jessica was encouraged to run for a board position with OALA, her first instinct was to say no. “I thought, ‘I’m too new. I don’t know enough. I’m not experienced enough.’” But respected leaders around her saw something different.

“People like Margaret Sault, Jan Burning, and Melanie Jacobs-Douglas kept encouraging me. They told me, ‘We’ll help you. We’ll teach you.’ That support meant everything.”

Jessica was elected by acclamation. Soon afterward, she found herself serving as Chair, a role she says she never expected to hold.

“That position changed my whole perspective,” she says. “Suddenly I was sitting at national tables, hearing conversations about policy, technical working groups, governance, and capacity building across the country. It opened my eyes to how important this work really is.”



First day on the job at NALMA, Leona Irons and Jessica Pickett, Curve Lake, ON

Her leadership continued to grow when OALA became part of a pilot project with regional lands associations. Jessica stepped into a staff role that evolved from coordinator to Executive Director. Under her leadership, the organization grew from a one-person operation into a thriving team of eight.

Still, Jessica never lost sight of the people at the heart of the work. “I always think with my lands manager hat on,” she explains. “When we’re developing resources or discussing policy, I ask myself: What would have helped me when I was new? What tools did I need? What didn’t I understand? Because lands managers carry so much responsibility.”

That perspective remains central as she transitions into her national leadership role with NALMA. For Jessica, leadership is not about titles or authority. It is about relationships, passion, and empowering others. “You can be a leader,” she says, “but your success depends on your team. The people doing the work are the experts. They’re the ones supporting communities every day. My role is to support them.”

Those values have been strengthened through her close mentorship with longtime NALMA leader Leona Irons, whose influence Jessica speaks about with deep admiration and affection. “I can’t even keep up with her in the airport,” Jessica laughs. “She’s nonstop.”

Over time, the two developed a partnership that goes beyond professional collaboration “We finish each other’s sentences now,” Jessica laughs. “Sometimes we say the same thing at the exact same time. People notice it.” Beneath the humour lies deep respect.

“I couldn’t be luckier to learn from someone who built an organization from the ground up,” she says. “Leona taught me that relationships matter. Listening matters. Lands manager’s matter. Every decision should come back to supporting communities.”

Jessica understands the weight of stepping into such an important role. “One of my biggest aha moments was when people started saying, ‘Oh, you’re filling Leona’s shoes?’” she says. “That responsibility hit me hard.” Yet, rather than trying to reinvent NALMA, Jessica hopes to build upon the strong foundation already established.

“The recipe has worked for 25 years,” she says. “I’m not coming in trying to change everything. What I want is greater collaboration, stronger relationships between the regional lands associations, and more opportunities for knowledge sharing.”

She speaks passionately about the future of lands management, especially the need for mentorship and succession planning. “Our workforce survey shows many lands managers are either near retirement or have less than five years of experience,” she explains. “That’s a huge challenge. We need to mentor youth. We need to create pathways into lands management, Geographic Information Systems (GIS), environmental management, surveying, all of it.”

For Jessica, the future depends on investing in people. “We have to pay knowledge forward,” she says. “That really stuck with me.” She recalls attending the Indigenous Prairie Bison Initiative in Winnipeg, where an Elder shared a message that deeply moved her. “He said, ‘Pay it forward with your knowledge. Learn from each other. Strengthen your people.’ That hit me hard because that’s exactly what NALMA does.”

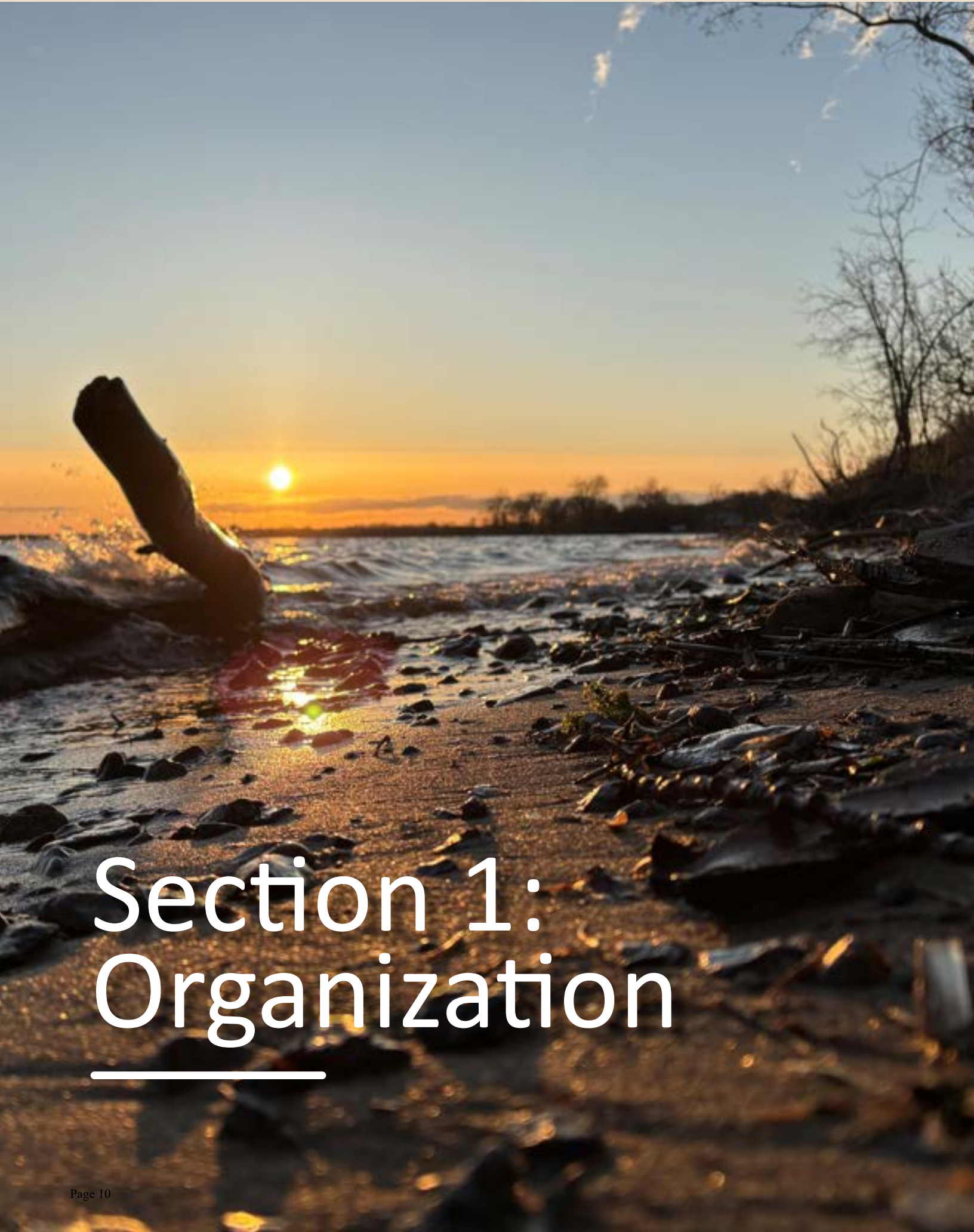
As Jessica looks ahead, her vision remains grounded in humility and service. “I think we’re stronger together,” she says. “Every community, every technician, every organization has something valuable to contribute. When we share knowledge, everybody benefits.”

It is this belief, in people, in relationships, in community, that defines Jessica’s leadership journey. From a new employee sitting nervously in her first lands management class to becoming Co-Executive Director of NALMA, Jessica’s story is not simply about professional growth. It is about returning home, finding purpose, and carrying knowledge forward for future generations.

And through it all, she remains guided by the same motivation that first brought her into the work. “I just wanted to do the best I could for my community,” she says. “And honestly, I still feel that way today.”

Jessica’s journey, rooted in community, guided by mentorship, and shaped through relationship-building, reflects the very values NALMA has championed for more than 25 years. With her passion for supporting others, commitment to knowledge sharing, and belief in strengthening communities through collaboration, NALMA proudly welcomes Jessica into this next chapter of leadership.

We look forward to the vision, compassion, and dedication she will continue to bring to First Nation lands management and to the many communities NALMA serves.



Section 1: Organization

Mission, Vision, and Values

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 lands management, grounded in grassroots practices.

Vision

Empowering Aboriginal lands management professionals.

Values

As stewards of the lands, NALMA is committed to:

- Empowering lands 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 lands governance.

Our Commitment

NALMA remains grounded in the principles of First Nations leadership, ethical lands stewardship, and intergenerational responsibility. Through this plan, we commit to building strong partnerships, advancing Indigenous lands governance, and supporting every lands manager across Canada.

Our Strategic Priorities (2024–2029)

1. Capacity Building
2. Revenue Enhancement
3. Reconciliation in Lands Management
4. Environmental Stewardship
5. Traditional Knowledge
6. Communications
7. Governance
8. Policy Review and Engagement
9. Partnerships





Summary for Members and First Nation Communities

NALMA Strategic Plan 2024–2029

Revelstoke, BC



Empowering Aboriginal Lands Management Professionals

NALMA Strategic Plan 2024–2029

Strategic Priorities and Goals

1. Capacity Building

- Expand access to culturally relevant, regional, and bilingual training programs for First Nation lands managers.
- Strengthen RLA capacity to deliver localized services, mentorship, and technical support.
- Promote the profession of lands management through certification pathways and intergenerational succession planning.

2. Revenue Enhancement

- Diversify funding by cultivating partnerships across public, private, philanthropic, and non-governmental sectors.
- Improve long-term financial sustainability through risk management strategies and innovation.
- Align revenue generation with NALMA's values and strategic priorities.

3. Reconciliation in Lands Management

- Define and implement NALMA's role in reconciliation by supporting the application of UNDRIP Articles 25–29 and 32.
- Advocate for equitable federal funding to support Indigenous land governance and reconciliation.
- Contribute to federal policy reform to ensure Indigenous rights, legal traditions, and governance models are reflected in lands-related legislation.

4. Environmental Stewardship

- Support the creation of community-led environmental programs tailored to each First Nation's needs and land regimes.
- Equip lands managers with tools and training on legal frameworks, emergency planning, and green energy impacts.
- Promote Traditional Knowledge in environmental practices, highlighting the sacred role of water, air, and lands.

5. Traditional Knowledge

- Document and safeguard Traditional Knowledge, language, and land use through community-led initiatives.
- Embed Indigenous laws, stories, and stewardship principles into all NALMA education and policy resources.

- Uphold First Nations data sovereignty and support Guardians programs to steward cultural and ecological knowledge.

6. Communications

- Strengthen national and regional communication networks for lands managers and RLAs.
- Promote lands management as a recognized profession through storytelling, branding, and outreach.
- Ensure communications are bilingual, culturally grounded, and reflect Indigenous languages and identities.

7. Governance

- Maintain strong and ethical governance through transparent leadership, succession planning, and NALMA board orientation.
- Regularly review and update bylaws, policies, and risk management strategies.
- Align organizational operations with evolving community needs and best practices.

8. Policy Review and Engagement

- Provide technical input on policies affecting land sovereignty, environmental stewardship, and economic reconciliation.
- Engage with government as experts, not as proxies for consultation, to influence meaningful policy reform.
- Support Indigenous-led models of governance and legal traditions through legislative engagement.

9. Partnerships

- Strengthen partnerships with government, academia, and Indigenous organizations to enhance service delivery.
- Foster inter-RLA collaboration and community-driven pilot projects.
- Support service transfer by building RLA capacity and exploring new collaborative service models.

<https://nalma.ca/about-us/our-mission/>



“Twenty-five years ago, a vision took root, one grounded in the belief that First Nations across Canada deserved stronger capacity, professional support, and a national network dedicated to lands management.”

A Destiny Fulfilled: Celebrating NALMA’s 25th Anniversary and the Legacy of Leona Irons

Twenty-five years ago, a vision took root, one grounded in the belief that First Nations across Canada deserved stronger capacity, professional support, and a national network dedicated to lands management. As NALMA celebrated its 25th anniversary in 2025, that vision stands as one of the most significant achievements in First Nation lands management in Canada.

At the heart of that journey is Leona Irons, NALMA’s founding Executive Director, whose leadership, determination, and unwavering commitment have helped transform a profession while supporting countless First Nation communities from coast to coast. What began as a dream shared among a small group of dedicated lands managers has grown into a national organization, with eight Regional Lands Associations, developing the PLMCP and Specialized Training programs, and a legacy that will continue to influence future generations.

Yet if you ask Leona how it all began, she will tell you it was never part of a carefully planned career path. “It was not a career path, but it was a destiny,” she says.



Leona Irons and Jill Knott have worked side by side since the inception of NALMA, building not only a strong professional partnership but also a lasting friendship, Curve Lake, ON



The Path Chosen by Purpose

Leona originally set out to become a teacher. Armed with teaching credentials and a passion for helping others learn, she found herself entering a different field when opportunities in education were limited. She joined what was then Indian and Northern Affairs Canada, beginning as a receptionist before moving into lands administration and eventually becoming deeply immersed in the technical world of reserve land management.

For eleven years, she learned every aspect of lands management from a federal perspective. But something was missing. Working alongside First Nations communities, Leona saw both the challenges and possibilities that existed if communities could build their own expertise and take greater control over their lands. “I thought to myself at one time that we have to learn this,” she recalls. “Our communities should be able to do this.” That conviction would become the foundation of a remarkable career.

“I have worked with Leona for the past 25 years. Over those 25 years, I have witnessed an individual who is hard working, dedicated, and an advocate for the betterment of First Nation lands management across Canada. Through effective leadership and extensive collaboration Leona has built relationships and partnerships with Indigenous communities, organizations, post secondary institutions, and government.” Jill Knott, Finance and Senior Officer, NALMA said.

After leaving government service, Leona worked directly with First Nations, including Hiawatha First Nation and her own community, Curve Lake First Nation. She helped build local capacity, trained new lands managers, and strengthened programs that would empower communities to manage their lands more effectively.

Her background in education proved invaluable. She understood not only the technical requirements of lands management but also how adults learn, how professionals develop confidence, and how knowledge can be shared through mentorship.

Those skills would soon be called upon in a much larger way.



Eastern Eagle Singers honouring PLMCP Graduates at the 13th National Gathering, Halifax, NS

Building a National Vision

The roots of NALMA can be traced to the late 1990s, when lands managers from across Canada recognized the need for a national voice and stronger professional networks.

In 1999, a gathering of approximately 85 lands managers brought together professionals from across the country to discuss the future of First Nation lands management. What emerged from that meeting was a consensus: Canada needed a national association dedicated to supporting First Nation lands managers and strengthening the profession.

An ad hoc committee was formed, which became the founding board of NALMA, with representatives from each province. The representatives returned to their regions to begin establishing regional associations. Looking back, she remembers the passion and commitment of those early leaders. “They were committed to the profession,” she says. “They had a strong vision, and they loved working in lands management.”

As Jill reflects, “She has always envisioned the need for a National Association for First Nation lands managers across Canada. In April 2000, under the direction of the founding Board of Directors, Leona as Executive Director, established and managed NALMA. The Association celebrated 25 years of operation in April 2025. Over those 25 years, Leona assisted in the establishment of eight RLAs across Canada, which seven of eight RLAs are now their own administrative hubs.”

Leona has overseen the creation the PLMCP and Specialized Training programs such as Surveys, Land Use Planning, Matrimonial Real Property, and Environmental Management among many others. She has helped elevate NALMA from a fledgling organization into a nationally respected leader in First Nation lands governance. More importantly, Jill notes, “Leona consistently maintained a vision of what First Nation communities would need to succeed in the future and worked tirelessly to ensure those tools and opportunities were available.”

Leading with Heart and Determination

While NALMA’s accomplishments are substantial, those who know Leona best often speak less about programs and milestones and more about how she leads. “One word: Kindness,” says Sean Thompson, Additions to Reserve Program Specialist at NALMA. Others describe Leona as a leader who combines unwavering determination with humility and compassion.

“As Executive Director of NALMA, and with the support of 15 staff, Leona has raised the organizational profile and funding for NALMA and RLA’s with her leadership and expertise in the field of First Nation lands management. She has a vision of where and what the lands program within First Nation communities’ needs and what tools are required to have the confidence, should they wish, to move into the Framework Agreement on First Nation Land Management (FAFNLM) or sectorial self-government.” said Jill.

“Leona is completely determined to achieve the mission of improving the First Nations lands management profession,” says Alex Marques, Land Use Planning Program Specialist with NALMA. “Her determination is matched by a deep wisdom, a generous heart, and a great sense of humor.”

Alex adds that one of Leona’s defining characteristics is her commitment to excellence. “Her integrity is unimpeachable and her work ethic is formidable. Leona is the type of leader that is ready to jump into the work herself if ever needed, she leads by example.”

For Cera Knott, Program Administrative Support at NALMA, Leona’s influence has been equally profound. “One of the biggest lessons I will carry forward from Leona’s leadership is the importance of leading with both strength and heart,” she says. “Her encouragement, willingness to share knowledge, and sense of humour created an environment where people feel supported while doing important work.”

That approach has shaped not only NALMA’s culture but also the careers of countless professionals across the country.

Raising Professional Standards

Perhaps no accomplishment reflects Leona’s vision more clearly than the professional development opportunities NALMA has created. Throughout her career, she recognized that First Nation lands managers needed access to high-quality education, certification, mentorship, and networking opportunities. Under her leadership, NALMA developed programs that transformed lands management into a recognized profession supported by national standards.

When asked what she is most proud of, Leona points immediately to certification and professional development. “I think the most rewarding part is the certification and then raising those professional standards,” she says.

One memory stands out.

She recalls seeing four women, lands managers, from different provinces gathered outside a NALMA conference, animatedly discussing challenges, opportunities, and solutions in their work. “That scene wouldn’t have happened if it wasn’t for NALMA,” she reflects. “It was wonderful to see them talking and sharing knowledge about the profession.”

For Georgette Howard, Additions to Reserve Coordinator with OALA, the commitment to supporting frontline professionals remains one of Leona’s greatest contributions. “No matter how far NALMA grew, she never lost sight of the people on the ground doing the work every day,” Georgette says. “It was never about titles or recognition with her. It was about building capacity, supporting communities, and making sure the people carrying the work had the tools and support they needed.”



Leona Irons was appointed to the Order of Canada for her contributions to the stewardship and governance of First Nation lands in September 2025, at Rideau Hall, Ottawa, ON

A Legacy Beyond Programs

The impact of Leona’s work extends well beyond organizational growth. Throughout her career, she has built partnerships with Indigenous communities, educational institutions, government agencies, and professional organizations.

Leona has not only elevated the standards of First Nation lands management across Canada, she also assisted other organizations in achieving their full potential. Until September 2022, Leona sat on the Indigenous Centre for Cumulative Effects (ICCE) Board as Chair while assisting the ICCE Executive Director, in establishing the organization while maintaining NALMA. She was also a member of the ACLS committee as a liaison and was appointed by the Minister of Natural Resources as a Lay Council Member of ACLS.

She also sat on committees such as the Assembly of First Nations Addition to Reserve policy change, Indian Referendum Regulations online voting, Waste Management and Illegal Dumping, ATR Policy Review. “When asked to sit on various committees if the subject pertains to lands management and the betterment of communities, Leona will not refuse to assist to make changes or keep abreast on how to improve lands management for the betterment of First Nation communities.” Jill said.

Her influence has also been recognized nationally. In September of 2025, Leona was appointed to the Order of Canada for her contributions to the stewardship and governance of First Nation lands. For many, however, her greatest legacy lies not in awards or titles but in the people she has helped along the way.

Amanda Simon, former NALMA Board Director and Chair, describes NALMA as something that shaped her entire professional journey. “NALMA helped build more than technical skills; it built confidence, professional networks, and a way of thinking that I continue to use in everyday life and community work,” she says.

When reflecting on Leona herself, Simon offers perhaps the most fitting description. “Her last name, Irons, suits her well, she is iron. She is strong, hardworking, and dedicated beyond belief.”

“What makes her unique is her ability to bridge colonial systems and technical lands management practices with a grassroots approach and a human connection that very few people can achieve. She has helped make lands management not just about policy and process, but about people, communities, and relationships.” Amanda reflects, “For me, NALMA’s legacy is not only in training lands managers, but also in building people, relationships, and stronger communities. Nia:wen Leona, for everything over the past 25 years.”

Guided by Prayer and Purpose

Throughout NALMA’s journey, Leona has remained grounded in values that transcend professional achievement. She often speaks about the importance of prayer, gratitude, and responsibility to future generations. From NALMA’s earliest board meetings to its national gatherings, prayer guided the organization’s path.

Her advice to lands managers reflects the same philosophy. “Working in lands management is a tough job, but very rewarding,” she says. “NALMA’s journey has always been guided in prayer”.

Leona explains that lands managers must constantly balance natural laws, traditional laws, and legal frameworks while making decisions that serve the best interests of their communities. It is challenging work, but work that matters deeply.

For Leona, stewardship of the lands has always been about more than administration or policy. “We have to make our ancestors proud of what we do, in looking after the lands.”



Honouring Leona Irons at the 13th National Gathering, October 23, 2026, Halifax, NS



11th National Gathering, Whitehorse, YT



Leona Irons presented with a Lifetime Achievement Award in 2018 by the Anishinabek Nation, ON

25 Years of Excellence

As NALMA celebrates its 25th anniversary, the organization stands as a testament to what vision, perseverance, and collective effort can achieve. The certified lands managers trained, the First Nation communities supported, the partnerships built, and the professional standards established, all tell part of the story.

But perhaps the most enduring measure of success is the network of people who continue to carry the work forward. As Sherry Mattson, Director of Education and Training at NALMA observes, Leona’s legacy is “both indelible and far-reaching.” Her contributions have left “a lasting imprint that will continue to guide, inspire, and shape this work for generations to come.”

“Leona has dedicated her life to First Nation lands management while keeping in mind grassroots practices and traditions. I am honoured to have worked with Leona since the inception of NALMA.” Jill reflects.

Twenty-five years after NALMA’s founding, the vision that began with a handful of dedicated lands managers has become a national movement. At its centre stands a woman who never intended to become a lands manager, but who answered a calling all the same. “It was destiny,” Leona says.

For NALMA, First Nation communities across Canada, and for generations of lands managers who have followed in her footsteps, that destiny has made all the difference.

As NALMA looks to the future, its foundation remains firmly rooted in the vision that inspired its creation 25 years ago: empowering First Nations through professional lands management, technical expertise, and capacity building while honouring First Nation values, traditions, and grassroots practices.

NALMA’s enduring commitment to education, networking, and professional excellence ensures that future generations of lands managers will be equipped to protect, manage, and care for the lands for years to come.



“Leona has dedicated her life to First Nation Land Management while keeping in mind grassroots practices and traditions.

I am honoured to have worked with Leona since the inception of NALMA.”

- Jill Knott, NALMA

NALMA 25 Years

Timeline of NALMA’s history over the past 25 Years

Early work with OALA, helped shape the earliest network of First Nations lands managers. Contributing to the groundwork for a national framework that would officially become NALMA in June of 1999.

1997-1999

NALMA is officially established as a national organization, bringing together RLAs. Leona plays a key role from the beginning as Executive Director of NALMA, guiding its growth and solidifying its national voice.

2000

Initiation of the development of NALMA Toolkits and Guides, blending Traditional Knowledge with technical expertise.

NALMA hosts its 1st National Lands Managers Gathering in Toronto, ON.

2001

Early national training sessions launched, supporting professional development for lands managers.

2003

NALMA hosts the 4th National Lands Managers Gathering in Halifax, NS. The National Gathering is a celebration of NALMA’s role in advancing self-determination in lands governance at the national level.

2004

The PLMCP was developed in partnership with Aboriginal Affairs and Northern Development Canada (AANDC) and the University of Saskatchewan in 2004-2005 with the support, participation and direction of First Nation lands managers across Canada.

2005

The first intake of PLMCP Level II: Technical Training began in 2006.

2006

In 2007, the Housing and Lands Managers Coordination Guidebook was designed with the input and expertise of housing and lands managers.

2007

The ATR Toolkit was developed in 2008-2009 in response to a need identified by both NALMA and AANDC. The goal was to aid First Nations in understanding and navigating the complex multi-phase process necessary to complete a successful ATR proposal.

2008

NALMA partners with Indigenous and Northern Affairs Canada (INAC) to support the Reserve Land and Environmental Management Program (RLEMP).

2011

Reserve Land Designation Training Pilot to bring awareness to the Designation Process as outlined in the Toolkit, NALMA delivered two Reserve Land Designation Pilot Training Sessions for both Eastern and Western Regions.

2012

In September 2013, NALMA was advised that it had been selected to host the Centre of Excellence for Matrimonial Real Property (COEMRP).

2013

A videotaped National Forum on the Technical Aspects of Matrimonial Real Property was held at the International Plaza Hotel from June 17-19, 2014, in Toronto, ON. The forum was made possible through funding by AANDC and hosted by NALMA, OALA, and COEMRP.

2014

In 2015-2016, the Centre once again offered MRP Toolkit Training workshops across the country. COEMRP launched an extensive outreach campaign to encourage participation by First Nations who had not yet attended a Toolkit Training session, particularly those located in northern regions.

2015

The ATR Toolkit was updated following the updates by INAC to the ATR/Reserve Creation Policy.

2016

COEMRP conducted a national mail out delivering *Family Homes on Reserves and Matrimonial Interests or Rights Act (FHRMIRA)* information cards to individual households located on First Nation reserves.

This information was circulated to 508 First Nations where FHRMIRA legislation applies.

2017

NALMA’s Board of Directors approved the Prior Learning Assessment and Recognition (PLAR) Policy and process for implementation. The PLAR Policy was put in place to honour that people learn in various ways and not always through formal avenues (i.e., post-secondary studies).

2018

The COEMRP announced the addition of three new MRP Toolkits to its training regime. Each toolkit provides focused training on one of the three major aspects of implementing the FHRMIRA.

2019

In November 2020, over 100 participants, including 108 First Nation representatives from 39 First Nations and five Indigenous organizations attended the National MRP Conference organized by COEMRP. The event shared key updates on FHRMIRA.

2020

NALMA re-developed and implemented PLMCP Level II: Technical Training from in-person to blended learning to provide support to students during the COVID-19 pandemic.

2021-2022

A trailblazer for First Nation lands management: In recognition of her lifelong commitment to First Nation lands management, Leona was appointed to the Order of Canada.

2024

Leona recognized for her national leadership and mentorship, celebrated at NALMA’s 25th National Gathering hosted in October 2025 in Halifax, NS.

Jessica Pickett joins NALMA as Co-Executive Director, working closely under Leona’s mentorship.

2025

NALMA continues to celebrate the 25-year milestone: celebrating Leona’s lasting impact, honouring her contributions, mentorship, and the foundation she has built for future generations. We also continue to recognize NALMA’s 25 years of advancing and supporting First Nation lands managers across Canada. May the years ahead build on its legacy, fostering leadership, stewardship, and opportunity for future generations.

2026



Board of Directors

NALMA’s Board of Directors continues to play a central governance and leadership role throughout 2025-2026, guiding the organization’s strategic direction and ensuring accountability across all operations.

Comprised of representatives from First Nations across Canada, the Board brings diverse regional perspectives and professional expertise to decision-making, including oversight of financial performance, policy direction, and organizational growth. Following the December 2024 elections, the Board entered the 2025-2026 period with renewed leadership under Chair Theodore Merasty, alongside Vice-Chairs representing East, West, and North regions. This structure strengthened regional representation and reinforced NALMA’s commitment to serving lands managers nationwide.

During the 2025-2026 year, the Board’s work focused on advancing NALMA’s strategic priorities, supporting capacity-building initiatives, and expanding training and engagement opportunities for First Nations lands managers. Their guidance and commitment were instrumental in driving NALMA’s mission forward, supporting First Nations lands management, increasing community capacity, and ensuring that Nations are empowered to manage their lands according to their own natural laws, values, and traditions.



CloAnn Wells
Vice-Chair West
Blood-Kainai



Theodore Merasty
Chair
Peter Ballentyne Cree Nation



John Manitowabi
Vice-Chair East
Wiikwemkoong Unceded Territory



Stephen Jimmie
Director
Lower Nicola Indian Band



Sarah Jerome
Treasurer
Micmacs of Gesgapegiag



Horace Crane
Director
Bunibonibee Cree Nation



Wendy Netser
Vice-Chair North
Coral Harbor



Audrey Ward
Secretary
Metepenagiag First Nation



Rachael Blake-Elias
Yukon Representative
Teslin Tlingit Council

Regional Lands Associations

NALMA’s membership is made up of eight RLAs and such other eligible persons or associations as admitted by resolution of NALMA’s Board.

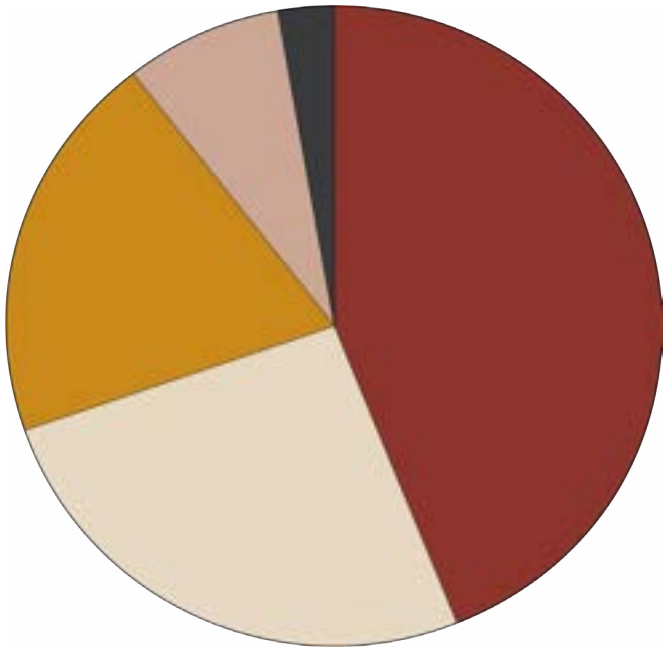
The RLAs are independent regional or territorial associations established by lands managers and recognized by NALMA. Board Chairs for each RLA make up the national board of NALMA. This model allows regional perspectives to be discussed at a national level.

Each RLA plays an important role in strengthening First Nation lands governance and supporting communities in the implementation of their lands management responsibilities. Through training, technical support, professional development, networking opportunities, and regional-based services, RLAs help support NALMA to build capacity and advance effective lands stewardship across Canada.

Their work supports First Nations who operate under various land regimes, including the *Indian Act*, RLEMP, FAFNLM, and Self-Government (SG) agreements.

Canada is home to more than 630 First Nations communities, representing over 50 distinct Nations and more than 50 Indigenous languages.

- **Indian Act only:** 276 First Nations
- **RLEMP:** 161 participants as of March 31, 2026 (12 new entrants in 2025–26)
- **FAFNLM:** 124 First Nations with a land code (220 signatories)
- **SGLM:** 48 First Nations party to a self-government agreement or treaty
- **Other (19):** 17 First Nations with settlement lands, and 2 First Nations recognized by Canada without reserve land



Source: Statistics as of May 19, 2026, provided by Lands and Environmental Management, Indigenous Services Canada

RLAs also provide guidance and resources related to environmental management, land use planning, additions to reserve, enforcement and compliance, community engagement, GIS and mapping, climate change adaptation, economic development initiatives, and the development of land laws and by-laws. By sharing knowledge, best practices, and technical expertise, the RLAs continue to strengthen collaboration and support First Nations regionally in exercising greater control over their lands and resources.

To learn more about an RLA, please visit the individual RLA websites and their annual reports to learn more about their regional priorities, accomplishments, and services offered throughout the year.

A complete list of RLAs can be found on the NALMA website:

<https://nalma.ca/about-us/our-rlas/>



Atlantic Region Aboriginal Lands Association (ARALA)
Executive Director: Norah Ward-Osmond

Website: www.arala.ca



British Columbia Aboriginal Land Managers Association (BCALMA)
Executive Director: Rebecca Jules

Website: www.bcalma.ca



First Nation Lands Managers Association for Quebec and Labrador (FNLMAQL)
Executive Director: Valerie Fauteux

Website: www.fnлмаql.ca



Ontario Aboriginal Lands Association (OALA)
Executive Director: Mindy Knott

Website: www.oala-on.ca



Planning and Land Administrators of Nunavut (PLAN)
Lands Project Coordinator: Charlene McCue



Saskatchewan Aboriginal Land Technicians (SALT)
Executive Director: Leonard Tipewan

Website: www.salt-sk.ca



Treaty and Aboriginal Land Stewards Association of Alberta (TALSAA)
Executive Director: Ryan Carriere

Website: www.talsaa.ca



Manitoba USKE (USKE)
Executive Director: Patricia Mitchell

Website: www.uske.ca



Stéphane Sioui, Lands Manager, Wendat Nation - Wendake, QC

*“Traditional culture
is always at the
forefront, it’s not a
balance, it’s a
priority.”*

-Stéphane Sioui

Building Capacity, Protecting the Land

For Stéphane Sioui, lands management is not simply a profession, it is a responsibility rooted in culture, stewardship, and service to community. A Wendat member from Wendat Nation - Wendake, Stéphane has built his career through years of hands-on environmental work, beginning as a land guardian for his Nation before advancing into environmental management and, more recently, certified lands management.

“My experience is primarily in environment management,” he explains. “I began my career as a land guardian for my Nation, which gave me strong field experience.”

That foundation on the land shaped the way Stéphane approaches his work today. While his current role includes permits, registrations, environmental services, land use planning, and policy administration, his connection to stewardship remains central to everything he does.

“The traditional culture is always at the forefront,” he says. “It’s not a balance, it’s a priority.”

PLMCP Journey

Stéphane recently completed both Level II and Level II of the PLMCP, an accomplishment made even more significant by the fact that he completed both levels simultaneously while continuing to work full time.

“It wasn’t that easy,” he recalls. “But at the end, the result was really rewarding.”

The decision to take both levels at once came unexpectedly. Level I had just begun being offered in French through the Université du Québec en Abitibi-Témiscamingue (UQAT), and Stéphane was encouraged to enroll while continuing Level II in English.

“The timing was just there,” he says. The accelerated pace demanded long hours and significant personal commitment, but Stéphane viewed the challenge as an opportunity for growth. “Without discouraging people, I would say it’s very time consuming, energy demanding,” he says. “But the result at the end is phenomenal.”

Throughout the program, Stéphane expanded his understanding of the administrative and legal frameworks surrounding First Nations lands management, particularly the *Indian Act*, land registration systems, and the procedures used by lands managers across Canada.

“The topics related to the *Indian Act*, such as instrument types, registration in the ILRS, as well as the procedures followed by lands managers, those are things I learned most,” he explains.

For Stéphane, the training filled an important gap between his environmental background and the technical administrative responsibilities required in modern lands governance. “I was more on the ground,” he says. “The part I was missing was the more administrative ways to do things.”



Beadwork, Wendat Nation - Wendake, QC

Building Capacity through Self-Governance

Beyond technical knowledge, the program reinforced something Stéphane believes is critical for Indigenous communities: building internal capacity and strengthening self-governance. “We need to be independent and autonomous,” he says. “We need self-governed references within our organizations.”

This philosophy continues to guide his work. In his current role, Stéphane supports community members, leadership, government representatives, and colleagues across a wide range of land-related matters.

“A lands manager role is to support both community members and employees by providing accurate information and guidance.”

- Stéphane Sioui

“I have different clients,” he explains. “I have the government as a client, I have the Wendat people as clients, and I have Chief and Council and my colleagues as collaborators.” From permits and zoning to environmental stewardship and land use planning, the role touches nearly every aspect of community development and governance.

“A lands managers role is to support both community members and employees by providing accurate information and guidance,” he says. “It touches anything you can do on the land.”

Stéphane believes that having certified lands managers within First Nations communities creates stronger governance systems while reducing reliance on outside institutions. “Self-governance is the key word,” he says. “You don’t want to rely on external people. You want your own capacity.”

Dedication to Land Stewardship

His commitment to stewardship is deeply personal. While many aspects of the work are technical or administrative, Stéphane views Indigenous stewardship as something far greater than policy or procedure. “Stewardship is something, I believe, First Nation people are born with,” he says.

That perspective influences how he approaches projects involving land use planning, environmental protection, and community development. Cultural identity, language, and traditional values must remain visible within the work itself.

“For land use planning, we have to include first of all the culture,” he explains.

“Using the Wendat language to name cultural activities, terms, roads, buildings, sectors, and daily practices is essential to who we are.”

One of the most meaningful parts of the PLMCP experience for Stéphane was learning alongside other Indigenous professionals from across the country. He describes Level II of the program as a “bridge builder” that created opportunities for shared understanding and connection. “You were among other Indigenous classmates,” he says. “The sharing is not the same.”



Lac à Jack, Onyionhwentsïio’, QC



About Wendat Nation - Wendake:

- Wendake is one of the oldest Indigenous territories in North America and the homeland of the -Wendat Nation, located near Québec City.
- The community continues to strengthen cultural preservation and Indigenous identity through tourism, education, language, and heritage initiatives.
- Wendake has become a leading Indigenous tourism destination in Québec, welcoming thousands of visitors annually through immersive cultural experiences, museums, traditional sites, and hospitality services.
- The award-winning Onhwa’ Lumina multimedia experience has significantly increased tourism visibility, created local employment opportunities, and showcased Wendat culture to international audiences.
- Economic development remains a strategic priority, with investments focused on entrepreneurship, partnerships, housing, tourism, and long-term financial sustainability for the Nation.
- Wendake continues to build strong partnerships with governments, regional organizations, and private-sector leaders to support social, cultural, and economic growth.
- Community-led projects prioritize employment and skills development for Indigenous youth, helping strengthen future leadership and economic participation.
- Wendake’s tourism and cultural sectors contribute important economic benefits while promoting authentic Indigenous experiences and reconciliation through education and cultural exchange.

“Think about the next lands manager, because it takes time, even the knowledge transfer is important.”

- Stéphane Sioui

Succession Planning

Although Stéphane officially graduated only recently, he already sees the importance of preparing future generations to step into lands management roles. “Think about the next lands manager,” he says. “Because it takes time, even the knowledge transfer is important.”

Looking ahead, Stéphane hopes to see greater access to high-quality training opportunities, particularly for French-speaking First Nations communities in Quebec. He believes stronger support systems and expanded capacity-building efforts will continue to strengthen Indigenous self-governance across the region.

“There will always be a place for lands managers,” he says. “The role of a First Nations Lands Manager will always be important and relevant, always present and essential.” For Stéphane, the future of lands management is ultimately about honouring and protecting our culture, lands, knowledge, language, stewardship, and people for future generations.

“The role of a First Nations lands manager will always be important and relevant, always present and essential.”

-Stéphane Sioui



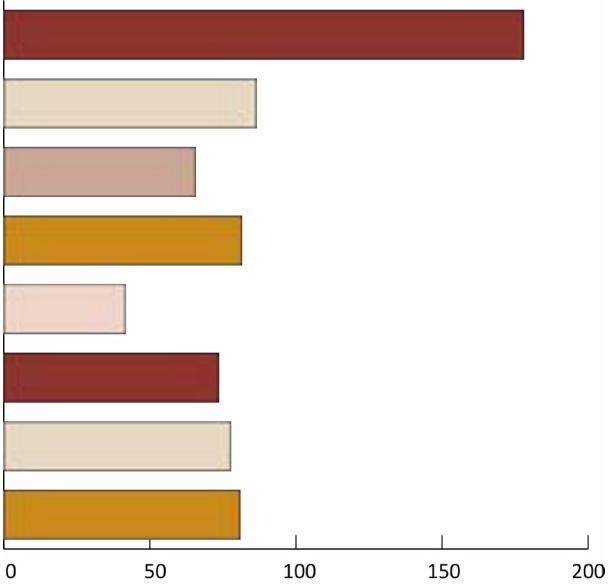
Akiawenhrahk, Wendake, QC

NALMA Workforce Study

Building a Stronger Future for First Nations Lands Management

The NALMA 2026 Workforce Survey, conducted between January 12 and February 20, 2026, provides a national snapshot of the First Nations lands management workforce across Canada, highlighting workforce strengths, emerging pressures, and opportunities for future growth. A total of 178 valid responses were analyzed from lands management professionals representing communities across nearly every province and territory.

- Workforce Snapshot
1. Survey Participants - 178 respondents
2. Full-Time Workforce - 86.5% employed full-time
3. Women in the Workforce - 65.7%
4. Age 40+ - 81.5% of respondents
5. Working in Lands Management 5 Years - 41.7%
6. Communities with 5 or Fewer Lands Staff - 73.6%
7. Planning to Stay in the Profession - 77.7%
8. RLA Membership - 80.9%

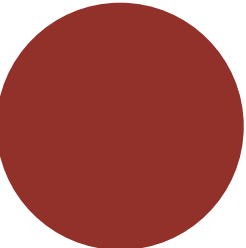
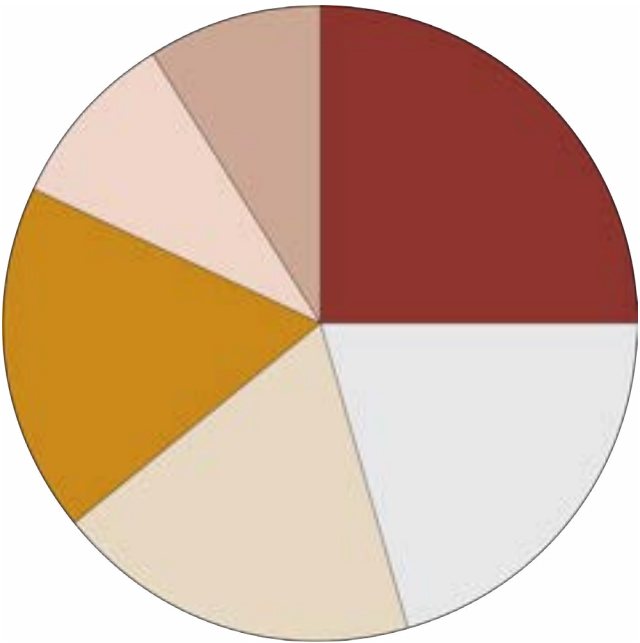


Key Workforce Strengths

- Strong commitment to community lands stewardship
- High participation in professional development and certification
- Growing interest in technical leadership and peer collaboration
- Strong engagement with Regional Lands Associations and NALMA training

Top Workforce Pressures

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



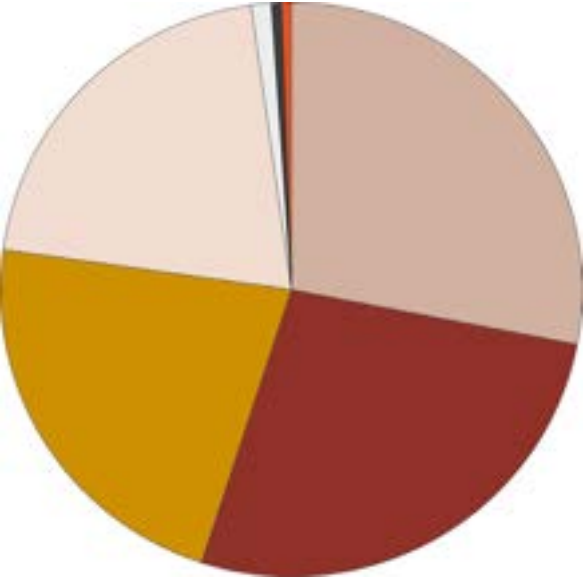
“The challenges facing the profession are structural rather than motivational.”

Training & Professional Development

NALMA’s Specialized Training and the PLMCP continue to be highly valued across the sector. The Regional Lands Associations (RLAs) are independent regional or territorial associations established by lands managers, and recognized by NALMA. Directors for each RLA make up the Board of Directors of NALMA. This model allows regional perspectives to be discussed at a national level.

Most Valued RLA Services

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



Participants identified the following priority areas for future training:

- GIS and mapping
- Environmental management
- Surveying and technical lands administration
- Compliance and regulatory processes
- Hands-on, scenario-based learning

The survey findings reinforce that First Nations lands professionals are experienced, highly engaged, and committed to strengthening community lands governance. At the same time, the results point to several important priorities for the future:

Strategic Priorities

- Strengthen lands office funding and staffing capacity
- Support succession planning and mentorship pathways
- Expand GIS and environmental training opportunities
- Improve awareness and access to survey funding
- Continue modernization of PLMCP and hybrid learning models
- Leverage practitioner expertise through NALMA Technical Teams

Emerging Leadership

Nearly 50% of respondents expressed interest in serving on NALMA Technical Teams, demonstrating strong interest in sector leadership, innovation, and peer support.

The lands management profession is resilient, skilled, and deeply committed to community stewardship. Sustained success will require continued investment in workforce capacity, technical specialization, succession planning, and governance support.

Source: NALMA 2026 Workforce Survey Final Report: <https://nalma.ca/about-us/publications/nalma-workforce-study/>

Measuring Our Impact

2025-2026 Key Highlights

- Delivered PLMCP Level II: certifying 10 First Nation Lands Managers in 2025
- Developed and prepared PCPGT NIVEAU II
- Developed and delivered 25 in-person and 10 virtual trainings to 627 lands management professionals
- Hosted the 13th National Lands Managers Gathering: Celebrating 25 years
- Provided LUP funding and technical support to 47 First Nations
- Completed 36 lands surveys
- Developed 3 new Toolkits: LUP - Traditional Land Use Research, LUP Toolkit, and Practical Applications of LUP Toolkit
- Created a new NALMA website
- Delivered an Adult Learning Course to potential instructors
- Hosted ATR engagement sessions related to the ATR redesign
- Participated on the ATR Technical Advisory Committee, completed a report with 52 recommendations
- Completed engagement and reports for the Joint Table on Waste Management and Illegal Dumping

Advancing First Nation Lands Governance and Capacity

During the 2025–2026 fiscal year, NALMA continued strengthening First Nation lands management, Professional Development, Land Use Planning, Additions to Reserve (ATR) support, and national capacity development across Canada.

By the Numbers

- NALMA Membership: 312 Members
- Certified Lands Managers: 268 Certified Professionals since inception of PLMCP
- PLMCP Student Success Rate: 95%+
- LUP Projects Funded Since Inception: 108 Projects
- Since 2012 outsourced on behalf of First Nations: 292 survey projects (small and large scale)

Professional Development & Training

PLMCP Level II Success

PLMCP continued delivering blended learning opportunities combining online instruction with in-person training experiences across Canada. Participants benefited from experiential learning opportunities including tours of First Nation development projects, community infrastructure, reserve lands, museums, and governance institutions.

Professional Development & Training

2025–2026 Training Highlights

Course

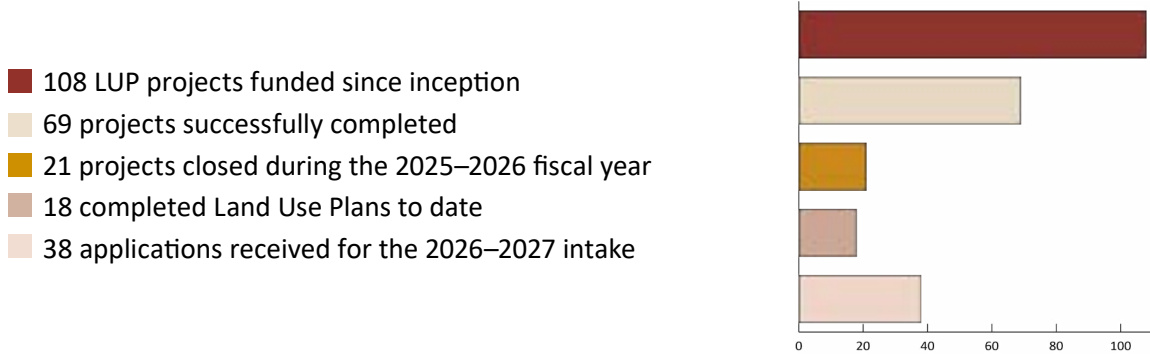
- PLMC101 – Laws, Acts & Regulations
- PLMC201 – Environmental Management
- PLMC301 – Land Use Planning
- PLMC401 – Land Transactions
- PLMC501 – Land Administration

Location

- Ottawa, ON
- Edmonton, AB
- Saskatoon, SK
- Westbank, BC
- Vancouver, BC

Land Use Planning (LUP) Funding Initiative

NALMA’s LUP Initiative continued to expand significantly during 2025–2026.



NALMA also launched the *NEW* *Practical Applications of Land Use Planning Toolkit* and developed a comprehensive *NEW* *LUP Toolkit* to support First Nation lands managers throughout all phases of community planning.

Regional & National Impact

All RLAs successfully submitted reporting and maintained active programming throughout the fiscal year.

Regional Reporting completion: 100%

NALMA continued supporting:

- Atlantic Region Aboriginal Lands Association (ARALA)
- British Columbia Aboriginal Land Managers Association (BCALMA)
- First Nations Lands Managers Association for Quebec & 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)
- Yukon/Northwest Territories regional initiatives



Additions to Reserve

NALMA maintained a leadership role in national ATR policy reform and technical engagement.

ATR Highlights

- Led participation in CIRNA’s ATR Redesign Technical Advisory Committee
- Developed 52 recommendations to improve ATR processes
- Facilitated technical working groups with ISC, CIRNA, AFN, and FN experts
- Delivered ATR training sessions in Vancouver, Calgary, Ottawa, and Toronto
- Advanced planning for the ATR Navigation Centre initiative

ATR Training Delivery: 5 National Sessions

Organizational Impact & Strategic Priorities

NALMA continued strengthening Indigenous lands governance systems through:

- Expanded professional development opportunities
- Enhanced land use planning supports
- National technical engagement initiatives
- Regional collaboration and capacity development
- Development of updated learning tools and resources
- Ongoing policy review and modernization initiatives

National Membership Growth: Strong National Engagement

Regional Participation: Active Across Canada

Training & Capacity Building: Ongoing Expansion

NALMA will continue advancing Indigenous land governance through:

- Expanded professional development opportunities
- Enhanced land use planning supports
- Continued ATR reform leadership
- Technical policy engagement
- Strengthened regional collaboration
- New tools, resources, and governance supports

NALMA remains committed to building long-term lands management capacity and supporting First Nations in achieving sustainable community development goals.

Sources: Content summarized from the NALMA 2025–2026 Plan and Project Status Report Submissions.

Professional Lands Management Certification Program

PLMCP Level II: Technical Training

The 2025–2026 academic year reflected continued growth, learner engagement, and strong participant satisfaction across the *PLMCP Level II: Technical Training*. Student evaluations highlighted the quality of instruction, the relevance of course material, and the practical value of the program for lands managers working in First Nation communities.

PLMC101 - Laws (Treaties), Acts and Regulations

Key Focus: Strengthen understanding of lands legislation, regulatory frameworks, and practical lands management applications.

Completion Feedback: Students highly valued the instructor’s expertise, course structure, and practical relevance, reporting strong gains in knowledge and confidence.

PLMC201 - Environment Management

Key Focus: Develop knowledge of environmental regulations and environmental management planning through applied learning.

Completion Feedback: Students praised the instructor’s real-world experience and engagement, while noting some technical and course organization challenges that could be improved.

Course Snapshots

PLMC301 – Land Use Planning

Key focus: Community planning and land use frameworks

Completion feedback: Strong learner engagement and high instructor ratings

PLMC401 – Land Transactions

Key focus: Lands transaction processes and applications

Completion feedback: 100% positive instructor and course organization ratings

PLMC501 – Land Administration

Key focus: Administrative functions and responsibilities

Completion feedback: Participants reported strong workplace relevance

Overall Course Experience

- Course organization and clarity - 100%
- Instructor effectiveness - 100%
- Presentation quality - 100%
- Virtual classroom access - 100%

Workplace Relevance

- Skills beneficial to lands managers - 100%
- Understanding of land transactions - 67%
- Somewhat improved - 33%
- Understanding of land administration - 100%

Lessons in Success

Practical Learning: Participants appreciated the applied nature of the assignments, guided exercises, and real-world lands management examples.

Instructor Excellence: Feedback consistently identified instructors as knowledgeable, engaging, organized, and supportive.

Community Relevance: Learners valued discussions grounded in Indigenous lands management realities and community-focused planning.

Collaborative Learning: In-person discussions and peer engagement supported relationship building and knowledge sharing.

Continuous Improvement Priorities

PLMCP remains committed to continuous improvement. Feedback identified several opportunities for enhancement:

- Greater consistency in assignment timelines and course communication
- Expanded foundational Land Use Planning content
- Smaller group exercise formats to encourage equal participation
- Increased community-based delivery opportunities
- Additional hands-on activities and applied demonstrations

The 2025–2026 results demonstrate continued momentum for the *PLMCP Level II: Technical Training*. Participants emphasized the practical impact of the courses and their value in supporting First Nations lands management and professional development. PLMCP continues to build leadership and capacity for First Nation lands management professionals.

Sources: Evaluation data and participant comments were summarized from PLMC301, PLMC401, and PLMC501 course evaluations.

Land Use Planning (LUP) Funding Initiative

Supporting First Nation Community Planning Across Canada

The LUP Funding Initiative continued to support First Nations in advancing long-term community planning, lands governance, infrastructure development, and sustainable lands management practices during the 2025–2026 fiscal year.

National Results

- Total active projects: 89 Projects
- Completed land use plans: 20 Plans

Project Status Overview

In progress projects: 55
Completed projects: 33

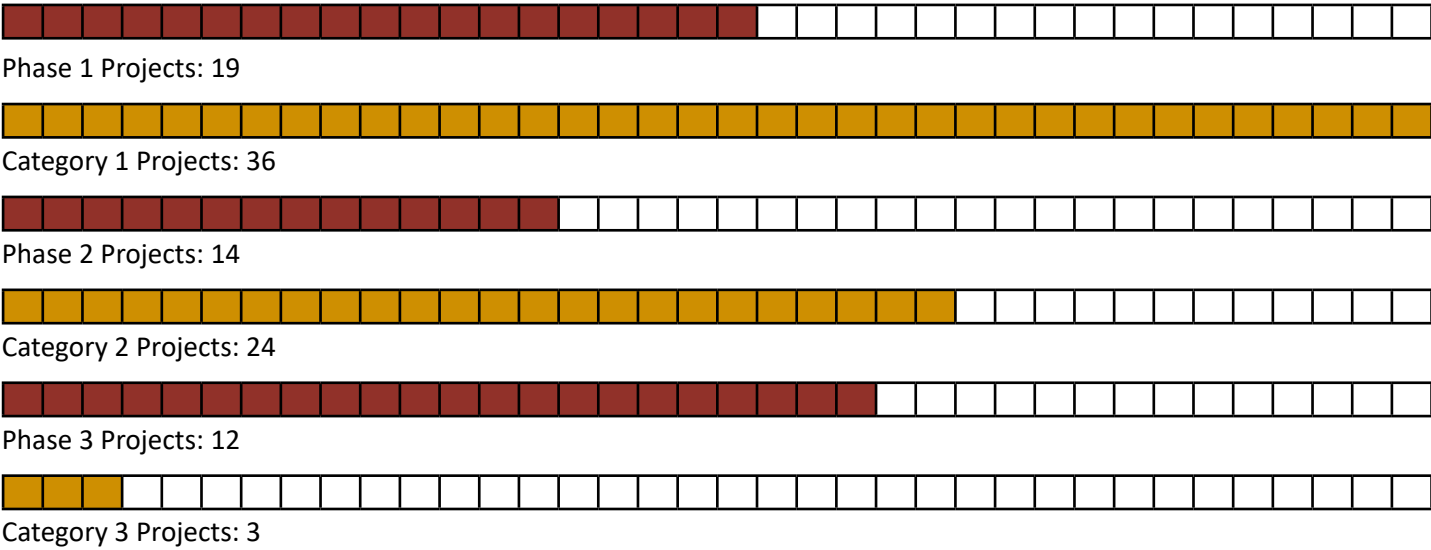
Community Planning Growth

- First Nations across Canada advanced Phase 1, 2, and 3 Land Use Planning projects
- Strong project activity continued in Ontario, British Columbia, Alberta, Saskatchewan, and Manitoba
- Multiple communities successfully completed all three planning phases

“Land Use Planning provides communities with a roadmap for future growth and stewardship.”

- LUP Training Participant

Funding by Planning Phase and Category



2025-2026 LUP Funding Initiative	Total Projects	Total Closed	Total Open
Phase 1 Projects	19	19	0
Phase 2 Projects	14	14	0
Phase 3 Projects	12	12	2
Category 1 Projects	36	17	19
Category 2 Projects	24	4	20
Category 3 Projects	3	3	0
Project Totals:	108	69	41

Building Long-Term Capacity

The initiative supported:

- Community-driven land use planning
- Infrastructure and housing readiness
- Environmental and land stewardship priorities
- Governance and decision-making capacity
- Long-term sustainable development planning

“The initiative continues to strengthen local planning capacity and community decision-making.”

- LUP Training Participant

As projects move into advanced planning phases and implementation, the LUP Initiative will continue supporting First Nations through technical planning assistance, funding support, and long-term capacity development. The continued growth in participation reflects the increasing importance of community-led land use planning across Canada.

Source: Data summarized from the LUP Project Funding Quarterly Report – April 24, 2026, and training evaluations.



Head-Smashed-In - Buffalo Jump World Heritage Site, Piikani Nation, AB

What We Heard: Specialized Training Feedback

Additions to Reserve Building Capacity in First Nations Lands Management

The *Additions to Reserve (ATR) Toolkit* training delivered in November 2025 and February 2026 achieved exceptionally strong evaluation results, with high participant satisfaction and measurable increases in knowledge and confidence related to ATR processes and responsibilities. The 2025–2026 *ATR Toolkit* training successfully strengthened knowledge and capacity among First Nations lands professionals. The program continues to provide meaningful, practical support for communities advancing lands governance and Additions to Reserve initiatives.

A total of 47 participants completed evaluations across both sessions.

Training Impact at a Glance

Evaluation area	Result
Instructor effectiveness	100% Positive
Overall training quality	100% Positive
Training materials useful	98% Positive
Content well organized	98% Positive
Improved understanding of ATR	96–100% Positive

“Thank you very much, I am much more confident attending meetings, keeping up with dialogue, and the ATR map is incredibly helpful.”

- ATR Training Participant

Learning Outcomes

February 2026 – improved understanding of ATR

- Yes 92.9%
- Somewhat 7.1%
- No 0%

November 2025 – understanding ATR responsibilities

- Yes 100%
- Somewhat 0%
- No 0%

Participants reported increased confidence in:

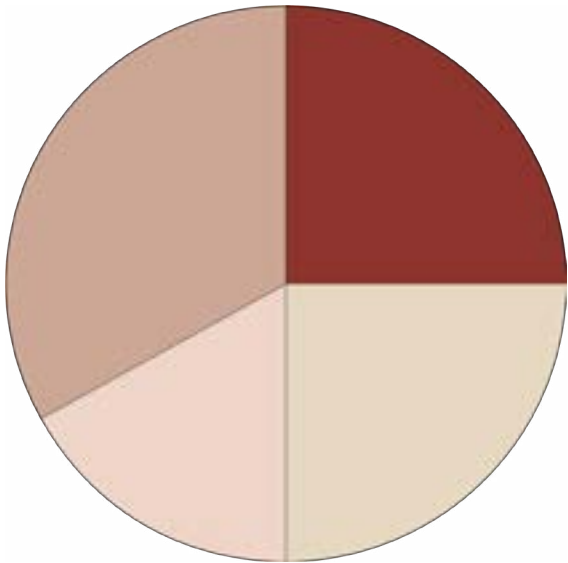
- Navigating ATR processes
- Participating in technical discussions
- Applying ATR tools and mapping resources
- Supporting lands governance decision-making

What participants valued most

- Knowledgeable and engaging instructor
- Clear and well-structured delivery
- Practical and relevant content
- Strong balance of presentations and activities
- Real-world examples and discussion opportunities

Age Distribution (February 2026)

- 25–35 - 25%
- 36–44 - 25%
- 45–55 - 17%
- 56–69 - 33%



Best Practices in Environment Management

The *Best Practices in Environment Management* (BPEM) training continued to deliver strong results in 2025, supporting First Nations participants in strengthening their understanding of environmental management responsibilities, administration, and community-based practices. Participant feedback demonstrated exceptionally high satisfaction rates with nearly all respondents reporting that the training was useful, well organized, and easy to follow. The evaluation confirmed that the *Best Practices in Environment Management* training continues to provide practical, community-focused knowledge that supports stronger environmental management capacity within First Nations communities.

Training Highlights

- 100% of participants said the training improved their understanding of environmental management.
- 100% agreed the training content was well organized and easy to follow.
- 94% found the training materials useful.
- 88% said the balance of presentations and activities was suitable.
- Participants emphasized the value of collaborative discussion, real-world examples, and relationship-building with other First Nations and partners.

Key Participant Feedback

Area	Result
Understanding of environmental management	100% Positive
Training organization and delivery	100% Positive
Instructor effectiveness	100% Positive
Training materials useful	94% Positive
Presentations and activities balanced	88% Positive

“I enjoyed how collaborative the training was and learning about other First Nation communities. It strengthened my ability to do my job moving forward.”

- BPEM Training Participant

Commercial Leases on Reserve

The *Commercial Leases on Reserve* (CLR) Toolkit training continued to strengthen First Nations capacity in commercial leasing and lands administration during 2025-2026. Participant feedback reflected strong results, with attendees reporting increased confidence in understanding leasing processes, responsibilities, and administrative practices. The training also highlighted the importance of collaboration between lands and economic development teams to support sustainable community growth. The *Commercial Leases on Reserve* Toolkit training successfully provided practical, community-focused tools that support stronger commercial leasing knowledge and informed lands management decision-making for First Nations communities.

Training Indicator	Result
Instructor answered questions effectively	100% Positive
Training materials were useful	100% Positive
Overall training quality rated useful	100% Positive
Improved understanding of commercial leasing	100% Positive
Improved understanding of leasing responsibilities	100% Positive
Presentations and activities rated suitable	100% Positive

“So little time on a big topic, but great information.”

- CLR Training Participant

Participant Highlights

- Participants valued the practical information and real-world leasing examples.
- Feedback emphasized the need for additional time to explore complex leasing topics in greater depth.
- Many attendees expressed interest in future NALMA training opportunities and continued professional development.

Duty to Consult

The *Duty to Consult* (DC) Toolkit training provided First Nations lands professionals with practical knowledge and tools to better understand consultation processes, associated responsibilities, and community engagement practices. Participant evaluations reflected very strong satisfaction levels, with attendees highlighting the clarity of instruction, practical relevance of the content, and the instructor’s extensive knowledge and experience. The *Duty to Consult* Toolkit training evaluation demonstrates the continued value in strengthening First Nations capacity to navigate duty to consult processes and support informed lands governance and decision-making.

Training Indicator	Result	
Instructor answered questions effectively	100% Positive	“Very clear training, good overall coverage of all the issues around consultations.” - DC Training Participant
Training materials were useful	100% Positive	
Overall training quality rated useful	100% Positive	
Improved understanding of duty to consult	100% Positive	
Presentations and activities rated suitable	100% Positive	
Understanding of administrative responsibilities	83% Positive	

Participant Highlights

- Participants reported greater confidence in understanding consultation responsibilities and related lands management issues.
- Feedback emphasized the instructor’s strong practical experience and ability to clearly explain complex consultation topics.
- Attendees noted that the training provided comprehensive coverage of consultation-related issues relevant to First Nations communities.

Estates Management

The *Estates Management Toolkit* (EM) training provided First Nations lands professionals with foundational knowledge and practical tools to better understand estates management processes and responsibilities. Evaluation results reflected strong participant satisfaction, with attendees highlighting the quality of instruction, organization of the training, and the practical value of the material provided. The *Estates Management Toolkit* training strengthened participant knowledge and awareness of estates management processes, supporting more informed lands administration and governance within First Nations communities.

Training Indicator	Result	
Instructor answered questions effectively	100% Positive	“A lot of information to take in, very good instructor and training.” - EM Training Participant
Training materials were useful	100% Positive	
Overall training quality rated useful	100% Positive	
Content well organized and easy to follow	100% Positive	
Improved understanding of estates management	92% Positive	
Improved understanding of responsibilities	85% Positive	
Understanding of administration processes	77% Positive	

Participant Highlights

- Participants valued the clear delivery of complex estates management information and the supportive learning environment.
- Feedback identified interest in additional hands-on training opportunities, including examples of completed ISC forms and practical case studies.
- Participants expressed interest in advanced or follow-up training sessions to continue building estates management capacity.

Introduction to Geographical Information Systems for Lands Managers

The *Introduction to GIS for Lands Managers* (GIS) toolkit training strengthened participant understanding of GIS tools and mapping applications used in First Nations lands management. Participants highlighted the practical value of learning map creation, spatial data applications, and community planning uses.

Training Indicator	Result	
Instructor answered questions effectively	100% Positive	“After taking the training, I learned how to make a map properly.” - GIS Training Participant
Content well organized and easy to follow	100% Positive	
Presentations and activities suitable	100% Positive	
Improved understanding of GIS	86% Positive	
Understanding of administration responsibilities	71% Positive	

Participant Highlights

- Participants valued hands-on GIS learning and practical map-building exercises.
- Feedback identified interest in longer and more advanced GIS training opportunities, including additional practice time and ArcGIS applications.
- Attendees noted the relevance of GIS tools for community planning and land management activities.



Introduction to GIS, January 27-29, 2026, Saskatoon, SK

Understanding Land Surveys Training

The *Understanding Land Surveys* (ULS) training strengthened participant understanding of survey processes, lands administration responsibilities, and interpreting survey information relevant to First Nations lands management. Participants highlighted the practical value of the training and the supportive learning environment.

Training Indicator	Result	
Training materials useful	100% Positive	“I’m happy I was able to attend the training... it made it easier to look at the survey.” - ULS Training Participant
Improved understanding of land surveys	92% Positive	
Improved understanding of responsibilities	92% Positive	
Presentations and activities suitable	83% Positive	
Understanding of administration processes	75% Positive	

Participant Highlights

- Participants appreciated the practical examples and opportunities to better understand survey plans and online resources.
- Feedback identified interest in more hands-on examples, including requesting surveys and drafting survey plans.
- The training supported participants in building confidence when reviewing land survey information and documentation.

Practical Application of Land Surveys

The *Practical Surveying Toolkit* (PS) training provided participants with hands-on learning opportunities to strengthen their understanding of land survey processes, field applications, and lands management responsibilities. Participants highlighted the value of field trips, guest speakers, and practical examples that connected training concepts to real-world lands management experiences.

Training Indicator	Result
Instructor answered questions effectively	100% Positive
Training materials useful	100% Positive
Improved understanding of land surveys	100% Positive
Presentations and activities suitable	100% Positive
Understanding of responsibilities	93% Positive
Understanding of administration processes	79% Positive

“Really enjoyed the guest speakers and field trip, learned from the other participants as well.”

- PS Training Participant

Participant Highlights

Participants valued the field trip component and practical examples related to survey requests and lands administration. Feedback emphasized the importance of interactive learning, guest speakers, and sharing experiences from a lands manager perspective. Attendees reported increased confidence in locating survey information and understanding land survey review processes.

Species at Risk Management Toolkit Training

The *Species at Risk Management Toolkit* (SAR) training strengthened understanding of species at risk management, associated responsibilities, and environmental stewardship practices within First Nations communities. Participants highlighted the engaging learning environment, interactive activities, and practical resources shared throughout the training.

Training Indicator	Result
Instructor answered questions effectively	100% Positive
Training materials useful	100% Positive
Overall training quality rated useful	100% Positive
Improved understanding of species at risk	100% Positive
Understanding of management responsibilities	100% Positive
Presentations and activities suitable	100% Positive

“Inspired me to look for more species. LOVED the Jopardy! Great learning tool.”

- SAR Training Participant



Introduction to GIS, April 29-May 1, 2025, Calgary, AB



Estates Management, May 6-8, 2025, Halifax, NS



Carmen Callihoo-Payne, Instructor, Species at Risk, March 3-5, 2026, Halifax, NS

Participant Highlights

- Participants valued interactive learning activities, guest speakers, and opportunities to explore species at risk resources.
- Feedback identified interest in additional field-based learning opportunities and future training sessions.
- Attendees emphasized the importance of continued funding to support environmental management training initiatives.

Our Membership

NALMA’s membership is primarily made up of First Nations affiliated with one of eight RLAs:

- Atlantic Region Aboriginal Lands Association (ARALA)
- British Columbia Aboriginal Land Managers Association (BCALMA)
- 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)

Together, these RLAs represent more than 300 First Nations and Inuit communities from coast to coast to coast. Membership in NALMA provides access to technical support, networking opportunities, professional development, mentorship, and nationally recognized training programs that strengthen community lands governance and management capacity.

A cornerstone of NALMA’s ongoing commitment to professional excellence is the PLMCP. Since its inception, the program has certified 268 lands management professionals, contributing to higher standards, increased expertise, and stronger lands management practices within First Nation communities across Canada.

Through its collaborative national network and dedication to capacity building, NALMA continues to play a vital role in empowering First Nation lands managers and supporting community-driven land stewardship initiatives.

Membership by RLA

As of May 15, 2026

Regional Lands Association	Members
ARALA	25
BCALMA	38
FNLMAQL	21
OALA	60
PLAN	25
SALT	70
TALSAA	24
USKE	43



Membership Highlights

- over 300 member communities represented nationally
- continued growth in professional certification and training participation
- expanded networking and engagement opportunities through RLAs
- ongoing support for lands governance, environmental stewardship, and community planning
- Sstrengthened national collaboration among First Nation lands management professionals

In 2025–2026, NALMA continued to strengthen member engagement, expand training opportunities, and support emerging priorities in Aboriginal lands management. By fostering collaboration and professional development, NALMA remains committed to building strong, sustainable communities through effective lands stewardship and governance.



Section 2: Operations

Our Staff



Leona Irons
Executive Director



Jessica Pickett
Co-Executive Director



Jill Knott
Finance and Senior Officer



Crystal Bourke
Communications & IT Support



Sherry Mattson
Director of Education & Training



Debra Campbell
Master Instructor



Buffy Hill
Education & Training Administrator



Cera Knott
Program Administrative Support 1



Juliana Thompson
Program Administrative Support 2



Charlene McCue
Lands Project Coordinator



Alex Marques
Land Use Planning Program Specialist



Philip Beaver
Land Use Planning Funding Officer



Krista Knott
Land Use Planning Administrative Support



Graeme Sandy
Survey Program Manager



Jacques Desrochers
Land Survey Program Advisor

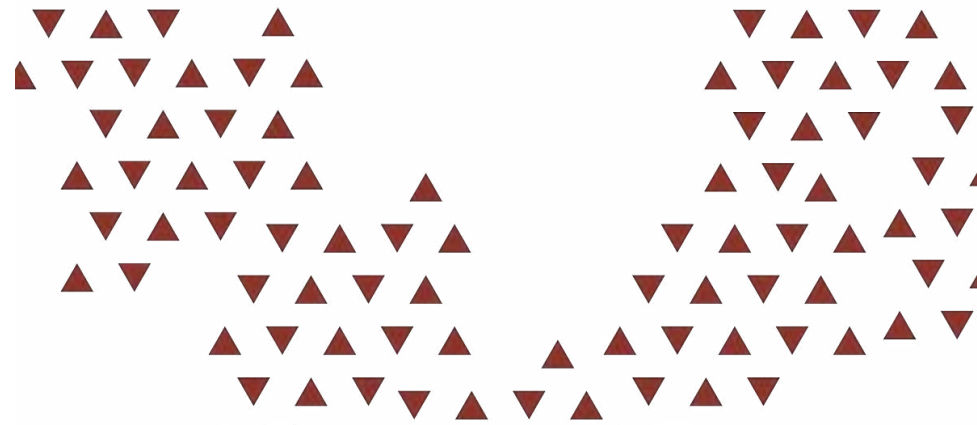


Sean Thompson
Additions to Reserve Program Specialist

Staffing Highlights



Karl Comete
Lands Project Coordinator, NALMA
Interchange ISC



NALMA was fortunate to work with Karl Comete over the past year through an interchange program with Indigenous Services Canada (ISC), where he served at NALMA as a Lands Project Coordinator.

Karl brought extensive experience in lands policy, First Nation lands rights, and historical research, contributing valuable knowledge and insight to NALMA's ongoing initiatives and support programs for First Nations lands management.

His collaborative approach, professionalism, and passion for lands helped strengthen partnerships and enhance technical support and learning opportunities for First Nation communities across Canada.

Karl's dedication, combined with his approachable personality and sense of humour, made him a respected and appreciated member of the NALMA team.

As he returns to ISC, NALMA wishes Karl continued success and all the very best.



Karl Comete and blanket gifted to him by NALMA,
The Chippewas of Rama First Nation, ON



Karl Comete and NALMA colleagues during prep day for the 13th National Gathering,
October 21, 2026, Halifax, NS

Understanding First Nations Lands Management

First Nations lands management is a specialized field focused on the stewardship, administration, planning, and protection of reserve lands and natural resources within First Nation communities. While many people may associate lands management with maps, development permits, or environmental regulations, the role of a First Nation lands manager goes far beyond administration. It is a profession that combines governance, environmental responsibility, community planning, legal knowledge, and cultural stewardship.

At its core, First Nations lands management is about helping communities make informed decisions about how their lands are used, protected, and developed for future generations. Lands managers work with Chief and Council, community members, government agencies, environmental professionals, and developers to support projects and decisions connected to land use. This can include housing developments, infrastructure projects, environmental monitoring, leasing agreements, resource management, economic development initiatives, and the protection of culturally significant areas.

Unlike traditional municipal or provincial land administration systems, First Nations lands management often operates within unique legal and governance frameworks. Many First Nations manage reserve lands under the *Indian Act* through programs such as the RLEMP, while others operate under self-government agreements or the FAFNLM. As a result, lands managers must understand both federal legislation and community specific governance systems.

The profession also carries significant environmental and cultural responsibilities. Lands managers help ensure that development decisions consider long-term sustainability, environmental impacts, and the protection of traditional lands and resources. In many communities, this work is closely tied to Indigenous Knowledge systems and community values surrounding stewardship and responsibility to future generations.

“On any given day, a lands manager might move between urgent calls, community conversations, site visits, and complex decisions – always ready to respond when needed to the best of their ability. Their commitment goes beyond office hours, reflecting a genuine dedication and care for the people and the lands they serve.”

-Sherry Mattson, Director of Education and Training, NALMA

Because the role is so broad, First Nation lands managers require training in many different areas. They may need knowledge in environmental management, land use planning, law, policy interpretation, records management, negotiation, community engagement, and economic development. The work often requires balancing technical regulations with community priorities and cultural considerations.

For more information, please visit:

<https://nalma.ca/resources/what-is-land-management/>



Celebrating Transitions: Thanking Valued Team Members

Additions to Reserve

Lands Technical

Land Use Planning

Professional Development

Survey



NALMA Units

NALMA strives to take a leading role in First Nation lands management. NALMA works actively toward enhancing technical and professional development through training and education while embracing Aboriginal culture, traditions, and values. NALMA has several units that work together to support and advance First Nations lands management.



Additions to Reserve Training, November 5-6, 2025, Ottawa, ON

Additions to Reserve Unit

The ATR Unit continued its focus to provide training that reflects national and regional circumstances and conveyed changes to the ATR process as they emerged in CIRNAC's ATR redesign initiative. The unit also took a lead role in committees on third-party interests and the duty to consult, engaged with the Federation of Canadian Municipalities (FCM), Cando and the Community Economic Development Initiative (CEDI) on urban ATRs and municipal relationships, and explored approaches to advancing the 52 recommendations, intended to accelerate and improve the ATR process, produced by the Technical Experts Advisory Group (TEAG).

Updates

- The unit was active in meetings of the Technical Advisory Committee (TAC) on the ATR Policy Redesign led by CIRNAC. This committee included representation from CIRNAC, ISC, self-governing First Nations, Assembly of First Nations (AFN), Lands Advisory Board (LAB) and NALMA.
- The unit led working groups tasked with improving the ATR process. These included working groups on implementing nine changes to the ATR policy, improving the process for the duty to consult and exploring options for resolving third-party interests.
- The unit began involvement in a joint advisory committee which includes the FCM, Cando and CEDI. This committee is looking at approaches to First Nation economic development through the lens of urban additions to reserve initiatives.
- The unit liaised regularly with ISC and CIRNAC officials to develop improvements to the ATR process. It has consulted with legal counsel for ISC and Ontario regional legal counsel to gather perspective on how the ATR/RC process may be accelerated. Information secured to date includes advice on streamlining the duty to consult, how to secure good title/clear title, and how delays with the registration of lands acquired for ATR/RC can be avoided, and how to manage third-party interests more effectively.

- Significant work has been done in facilitating First Nation access to continuing interest agreements, including meetings held February 17-19, 2026, with ISC, Department of Justice (DOJ), OALA, and NALMA officials. The unit prepared a report on these agreements which will form the basis for future discussions.
- The ATR/RC training materials are updated regularly. Recent updates include material on continuing interest agreements and the duty to consult.

Honourable Mentions

The unit provided expert advice to an ATR/RC training session hosted by FNLMAQL held September 24-25, 2025.



Additions to Reserve Training, February 3-5, 2026, Toronto, ON

Contact Information

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Lands Technical Unit

The Lands Technical unit plays a key role in supporting and advancing strategic initiatives by assisting with special projects and ensuring effective coordination and delivery. This includes organizing and facilitating meetings, managing logistics, and ensuring clear communication among stakeholders.

The unit also provides ongoing support to RLAs by fostering collaboration, sharing best practices, and addressing emerging needs. In addition, it contributes to the development of practical resources, tools, and guidance materials that enhance capacity, promote consistency, and support informed decision-making across regions.

Updates

- Joint Table on Waste Management and Illegal Dumping
- Cando Links to Learning
- National Additions to Reserve Tracking System Training (NATS)
- Planning and Land Administrators of Nunavut (PLAN)
- Program Activities

Special Projects/Conferences/Workshops

Joint Table on Waste Management and Illegal Dumping

June 10th-12th, 2025, Whistler, BC

October 15th & 16th, 2025, Ottawa, ON

December 10th & 11th, 2025, Montreal, QC

First Nation Organization Participants: 13

ISC staff: 3

RLA staff: 1

NALMA: 3

Planning and Land Administrators of Nunavut

May 27th – 29th, 2025, Iqaluit, NU

Planning, Lands and Housing Workshop

Strategic Planning Discussion

Participants: 12

NALMA:2

Facilitators: 2

Structi Pilot Program-Hamlet of Kimmirut

Following the successful pilot of the Structi in the Hamlet of Rankin Inlet last year, the project was also launched as another pilot in the Hamlet of Kimmirut in July 2025. The Structi System is a software program that enables the planning and land administrators (PLA) of the Hamlet to complete compliance reviews, produce reports, and easily complete applications for leases and permits, an essential component to tackle the wave of residential development in Nunavut. The implementation of Structi in communities is a capacity building tool for the PLAs. Pauloosie Padluq, PLA, Hamlet of Kimmirut, reported that the most valuable feature for their community was producing maps and that the software is straight forward while still providing detailed information.

Program Activities

- Review of RLEMP Manual
- Indigenous Relations Steering Committee - National Surveyor’s Conference 2026
- 13th National Gathering: most participants to date from the Yukon and Nunavut.

Contact Information

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Support Staff:
Karl Comete
Lands Project Coordinator II



Planning Lands and Housing Workshop, PLAN Member, May 2026, Iqaluit, NU



Planning Lands and Housing Workshop-PLAN Members, May 2026, Iqaluit, NU

Land Use Planning Unit

In 2025-2026, the Land Use Planning unit worked to strengthen the resources, relationships, and direct support available to First Nations undertaking land use planning. The unit completed a new *Land Use Planning Toolkit*, which now forms the foundation of training offered through the PLMCP and two new specialized land use planning courses.

NALMA also deepened its relationships with national planning organizations, including the FCM and the Canadian Institute of Planners (CIP), building connections that support First Nations access to broader planning expertise and networks. At the same time, the unit continued to work directly with First Nations across the country - providing technical support, advancing funded projects under the Land Use Planning Funding Initiative, and helping Nations move their planning work forward at every stage of the process.

Updates

LUP Funding Initiative

In 2025-2026, the LUP Funding Initiative continued to grow, welcoming 25 new projects and bringing the program’s total to 108 funded projects across Canada. These projects represent the work of 89 First Nations, each progressing through a multi-phase funding structure designed to guide Nations from initial planning foundations through to a completed LUP. Because a single Nation may hold multiple active or completed projects across different phases, the project count reflects the depth of engagement across the program rather than the number of Nations involved.

To date, 22 First Nations have completed a LUP through the initiative, with nations in Ontario, British Columbia, Alberta, Saskatchewan, Manitoba, New Brunswick, and Nova Scotia all having reached this milestone. With 9 additional projects having completed their deliverables and in the final stages of reporting, the number of completed plans is expected to grow in the coming months. The initiative continues to reflect strong national demand for LUP support, reaching First Nations from coast to coast, including in Quebec, Yukon, Newfoundland, and Nova Scotia.

Technical Support to First Nations

In 2025-2026, NALMA’s LUP unit provided technical support to 70 First Nations across the country through nearly 200 recorded interactions, spanning all regions of Canada. Support covered the full range of LUP needs, including funding agreement guidance, progress check-ins, capacity building, community engagement planning, and general information for Nations beginning or advancing their land use planning work.

Special Projects/Conferences/Workshops

Land Use Planning Toolkit

In 2025, NALMA’s LUP unit successfully completed the development of a new *Land Use Planning Toolkit*, a major milestone for the unit and a significant resource for First Nations lands managers across the country. The toolkit will serve as the core curriculum for PLMCP301, a course within the PLMCP, and provides source material for two new specialized training courses in LUP.

The toolkit consolidates best practices, templates, and practical guidance spanning the full LUP process, equipping lands managers with the resources they need to lead effective planning work on First Nations lands. Its integration ensures that the toolkit will reach lands managers at multiple stages of their professional development, extending its impact well beyond a single training context.

Honourable Mentions

The LUP unit wishes to recognize the incredible hard work of all First Nations lands managers, PLMCP students, and graduates who are leading this work in their communities across Canada. Their dedication, alongside the support of their community members and the Chiefs and Councils guiding them, is at the heart of what makes this program meaningful. The RLAs are essential partners in everything NALMA does, and together we work toward the same goal of building strong First Nations communities from coast to coast to coast.

Special recognition goes to Leona Irons, Jessica Pickett, Jill Knott, and the entire NALMA team for their continued commitment and hard work. A heartfelt thank you as well to the NALMA LUP unit team, whose efforts make this work possible.

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PLMCP Level II - PLMC301 Land Use Planning



Practical Applications of Land Use Planning, May 6-8, 2026, Ottawa, ON



Introduction to Land Use Planning, June 3-5, 2025, Halifax, NS



Charlene McCue and Alex Marques at the 13th National Gathering, Halifax, NS

Professional Lands Management Certification Program

The PLMCP helps strengthen First Nation lands management capacity across Canada by providing specialized education and technical training for First Nation lands managers. Developed by the NALMA in partnership with ISC and subject matter experts, the program supports individuals working in lands, resources, environmental management, and community planning.

The PLMCP was created to support the implementation of the Reserve Land and Environment Management Program (RLEMP). Its goal is to ensure First Nations have access to certified professionals who understand the legal, environmental, and economic responsibilities connected to land management. The certification signifies that a lands manager has met national standards, maintains current knowledge in the field, and follows a professional Code of Ethics.

PLMCP is comprised of 2 levels, Level I is delivered by partner institutions, while Level II is delivered by NALMA.

Level I

Level I of the PLMCP is designed to introduce students to the foundations of First Nations lands management, a field that combines environmental stewardship, community planning, law, governance, and resource management. For many people unfamiliar with the work, First Nations lands management involves overseeing how reserve lands and natural resources are protected, developed, used, and planned for future generations. This can include everything from housing development and environmental protection to land use planning, leases, permits, and community infrastructure.

The PLMCP Level I serves as the educational starting point for future First Nation lands managers. It focuses on building “base” knowledge before students move into the more technical and policy-focused Level II training. Level I consists of courses covering a broad range of topics related to lands, resources, and environmental management.

One of the key goals of Level I is helping students understand the relationship between First Nation communities and the land. Unlike conventional lands management programs that may focus strictly on development or regulation, Level I incorporates First Nation views, community values, sustainability, and long-term stewardship into the learning process. Students explore how environmental, legal, economic, and cultural factors all influence decisions about land use within First Nations communities.



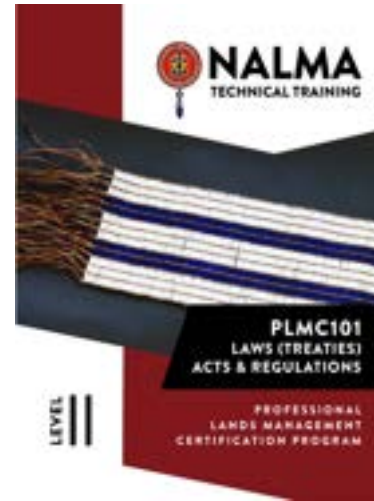
The program is currently offered through several Canadian post-secondary institutions, including the University of Saskatchewan, Algoma University, Vancouver Island University, and Université du Québec en Abitibi-Témiscamingue. Each institution delivers the curriculum differently, but all programs are recognized as approved Level I pathways within the national certification process.

At the **University of Saskatchewan**, the Kanawayihetaytan Askiy (KA) Program focuses on land and resource management in Indigenous communities while teaching practical skills such as communication, leadership, research, project management, and time management. The program also examines environmental, legal, and economic issues connected to reserve lands and resources.

Algoma University's PLMCP Level I Program blends classroom instruction, online learning, land-based education, and presentations from Knowledge Keepers. The curriculum places strong emphasis on Indigenous and cross-cultural contexts while helping students build practical knowledge for careers in lands management and environmental stewardship.

Vancouver Island University's Indigenous Lands Management Certificate teaches students how to support sustainable development, environmental conservation, land-use planning, and community engagement. The program highlights long-term planning and teaches students how to incorporate Traditional Knowledge and cultural values into lands management decisions.

Université du Québec en Abitibi-Témiscamingue (UQAT) offers the *Microprogramme en gestion territoriale en contexte autochtone* (Microprogram in Land Management in an Indigenous Context), the only French-language Level I pathway. The program is designed to develop knowledge and skills related to Indigenous lands governance, territorial dynamics, regulatory and legal frameworks, and the management of natural resource development, including forestry, mining, and energy projects.



Level II: Technical Training

Level II moves students from foundational learning into the practical, day-to-day realities of First Nations lands management. While Level I introduces the broader concepts of lands stewardship, governance, and environmental management, Level II focuses on the technical responsibilities carried out by professional lands managers working within First Nation communities.

For readers unfamiliar with the field, First Nations lands management involves overseeing reserve lands and natural resources on behalf of a community. This work can include reviewing land leases, managing permits, supporting housing and infrastructure projects, conducting environmental oversight, protecting culturally important areas, and ensuring land use decisions follow legal and community processes. Land managers often work closely with Chief and Council, community members, federal departments, surveyors, environmental professionals, and developers.

Level II training is delivered directly by NALMA and is designed specifically for First Nation lands managers operating under the *Indian Act* through the RLEMP. The training is also beneficial for communities working under other lands governance systems or self-government arrangements.

One of the most important differences between Level I and Level II is the shift from theory to application. Level II emphasizes experiential and technical learning, helping students understand how lands management decisions are made in real situations. Students learn how to interpret lands policies and procedures, recognize the legal authorities involved in lands decisions, and understand the rules that guide or restrict lands management activities.

The program also teaches the operational side of managing reserve lands. This includes topics such as lands administration, environmental management, lands transactions, and land use planning. According to NALMA's program information, Level II contains mandatory core courses alongside elective options that allow students to specialize in areas such as Additions to Reserve/Reserve Creation (ATR/RC), surveys, estates management, or waste management.



Graduation Ceremony at the 11th National Gathering, Whitehorse, YK

“For many lands managers, the work is deeply personal. It is about caring for the land their families and ancestors have lived on and making sure it is protected for those still to come. No matter the situation, they carry a strong sense of responsibility to their community every single day.”

- Sherry Mattson, Director of Education and Training, NALMA

These skills are essential as First Nations lands management is a highly detailed and legally complex profession. For example, a lands manager may help process permits for community infrastructure, coordinate environmental reviews before development projects begin, or assist with surveys and land-use planning. They must understand federal and provincial legislation, be aware of community priorities while balancing environmental protection, economic development, and cultural stewardship.

Level II also highlights the growing importance of professional capacity within First Nation communities. Through programs like RLEMP, communities are increasing their responsibility for lands-related decisions and administration. Certified lands managers play a major role in supporting that transition by ensuring communities have trained professionals who understand the technical, legal, and environmental responsibilities connected to reserve lands.

Upon successful completion of both Level I and Level II, students receive a nationally recognized PLMCP certification from NALMA. The certification recognizes expertise in First Nations lands management and signifies that a lands manager meets professional standards, maintains current knowledge, and follows a professional code of ethics.

For many students, Level II is where the connection between education and community impact becomes clear. The training prepares graduates to support housing projects, environmental protection, economic development initiatives, and long-term land-use planning within their Nations. More importantly, it helps build local expertise so First Nations communities can continue strengthening governance and stewardship over their lands and resources for future generations.

For more information, please visit: <https://nalma.ca/plmc-program/>

Professional Development Unit

NALMA continues to provide professional development and training opportunities tailored to those working in lands and lands-related roles for First Nations. Guided by our mandate to deliver technical support, foster networking and communication, and enhance professional development, these priorities remain central to the work of the PDU. Throughout the year, the PDU maintained a strong focus on building capacity, strengthening connections, and supporting the evolving needs of lands professionals across Canada.

2025-2026

During the 2025-2026 fiscal year, the PDU remained committed to delivering the PLMCP, a range of specialized toolkits, and additional targeted training opportunities designed to support lands professionals working for their communities.



Getting Land Ready for Economic Development, September 16-18, 2025, Calgary, AB



Introduction to Geographical Information Systems (GIS) for Lands Managers, January 27-29, 2026, Saskatoon, SK

Updates

The PDU delivered the 2025-2026 PLMCP Level II: Technical Training through blended mode delivery, resulting in 10 Level II certificate recipients and 8 new fully certified PLMCP graduates. The addition of our newly certified individuals brings the total number of PLMCP-certified people nationwide to 268. In addition, the PDU also administered and supported 24 in-person specialized training sessions, complemented by an additional 10 virtual training sessions.

Together, these sessions provided hundreds of participants, including lands managers, RLA staff, and ISC personnel, access to current information, practical skills development, and valuable networking opportunities with colleagues and others working in similar roles and environments.

The PDU supported the development and delivery of a new and unique course, *Land Readiness for Economic Development*, created for and specifically geared to economic development officers in partnership with Cando. This training reflects NALMA's ongoing commitment to aligning program offerings with emerging community and economic priorities as well as strengthening existing partnerships.

NALMA offered Introduction to Adult Education through Mount Royal University for individuals interested in instructing with NALMA. Demand was strong among both current and prospective instructors, and additional sessions may take place in the future due to the interest.

Collaborative efforts continued with the FNLMAQL to advance the delivery of the *Programme de certification professionnelle en gestion des terres (PCPGT) Niveau II* which is the PLMCP Level II in French. Program development and outreach activities are continuing as the program is scheduled to commence in late summer 2026.

Graduation Gala Event

During the 13th National Gathering, graduates of the PLMCP were honoured and celebrated during the Graduation Gala held on Wednesday, October 23, 2025. This event honoured the graduates' dedication and significant commitment required to achieve certification. It was also announced that PLMCP-certified individuals may use the PLMC or PLMCP acronym in their email signatures should they so choose. This achievement does reflect specialized skills and knowledge unique to lands professionals in Canada.



Estates Management, May 6-8, 2025, Halifax, NS



Introduction to Adult Education, February 2026



Introduction to Land Surveys January 13-15, 2026, Richmond, BC

Specialized Training - In-Person (26)

Additions to Reserve/Reserve Creation ATR/RC

June 3-5, 2025, Vancouver, BC

First Nation participants: 12

RLA staff: 3

September 16-18, 2025, Calgary, AB

First Nation participants: 13

RLA staff:2

November 4-6, 2025, Ottawa, ON

First Nation participants: 8

RLA staff: 1

February 3-5, 2026, Toronto, ON

First Nation participants: 14

Best Practices in Environment Management

September 23-25, 2025, Ottawa, ON

First Nation participants: 14

RLA staff:1

Commercial Leases on Reserve

May 6-8, 2025, Toronto, ON

First Nation participants: 15

RLA staff: 1

December 9-11, 2026, Vancouver, BC

First Nation participants: 16

RLA staff: 1

Project Management

June 17-19, 2025, Calgary, AB

First Nation participants: 15

October 28-30, Winnipeg, MB

First Nation participants: 12

ISC staff: 4

Estates Management

May 6-8, 2025, Halifax, NS

First Nation participants: 11

November 4-6, 2025, Saskatoon, SK

First Nation participants: 15

Introduction to Geographical Information Systems (GIS) for Lands Managers

April 29-May 1, 2025, Calgary, AB

First Nation participants: 6

January 27-29, 2026, Saskatoon, SK

First Nation participants: 9

RLA Staff: 1

Introduction to Land Use Planning

June 3-5, 2025, Halifax, NS

First Nation participants: 20

February 24-26, 2026, Vancouver, BC

First Nation participants: 17

ISC staff: 2

Introduction to Lands Surveys

April 8-10, 2025, Toronto, ON

First Nation participants: 14

January 13-15, 2026, Vancouver, BC

First Nation participants: 19

Getting Land Ready for Economic Development

September 16-18, 2025, Calgary, AB

PAED Economic Development Officers Only: 18

CANDO staff: 6

Land Appraisals

September 9-11, 2025, Ottawa, ON

First Nation participants: 5

Practical Applications of Land Surveys

June 10-12, 2025, Toronto, ON

First Nation participants: 12

ISC staff: 2

RLA staff: 1

February 10-12, 2026, Vancouver, BC

First Nation participants: 15

Practical Applications of Land Use Planning

May 6-8, 2025, Ottawa, ON

First Nation participants: 19

November 18-20, 2025. Edmonton, AB

First Nation participants: 23

Duty to Consult

January 20-22, 2026, Toronto, ON

First Nation participants: 17

Species at Risk

March 3-5, 2026, Halifax, NS

First Nation participants: 11

RLA shadow staff: 1

Specialized Trainng - Virtual Training (10)

Introduction to Additions to Reserve for Chief & Council
August 28, 2025
First Nation participants: 18
RLA Staff: 2

Incorporating GIS into Lands Management
November 13, 2025
First Nation participants: 21
RLA Staff: 2

Introduction to Land Management for Chief & Council
October 16, 2025
First Nation participants: 14
RLA Staff: 1

Introduction to Land Use Planning
September 11, 2025
First Nation participants: 21
ISC Staff: 5

Land Registry Systems – ILRS, FNLRS, SGLR
January 8, 2026
First Nation participants: 28
RLA Staff: 4

National Additions to Reserve (ATR) Tracking System (NATS)
June 30, 2025
First Nation participants: 17
RLA Staff: 4
ISC Staff: 9

Reserve Land Governance - Bilingual/French Delivery
March 19, 2026
First Nation participants: 23
RLA Staff: 2
ISC Staff: 1

Understanding Land Surveys
September 4, 2025
First Nation participants: 6

Understanding Land Surveys - Bilingual/French Delivery
February 19, 2026
First Nation participants: 29
RLA Staff: 2

NEW Understanding Your Role in the Reserve Land and Environment Management Program (RLEMP)
February 11, 2026
First Nation participants: 12
ISC Staff: 7

Honourable Mentions

We would like to acknowledge individuals whose passion and dedication to lands are reflected not only in their work, but also in their commitment to lifelong learning. Their professionalism and collaborative spirit are inspiring.

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Survey Unit

The survey program funds legal surveys and provides contract administration services for eligible First Nations across Canada.

For the 2025-26 fiscal year, our base amount of funding for surveys was increased to \$1,500,000 to meet the growing demand for surveys and to accommodate the yearly inflation costs. We fully utilized this funding, demonstrating the continued need of the program. Funding dollars are requested from our program through ISC, SGB, and First Nations across the country.

Our base amount of funding is a testament to the need of the program and we are often asked for funding dollars from ISC, SGB, and First Nations.

Our unit had 32 signed contracts thus far in the current year for First Nations across Canada. We are working in the Atlantic, Quebec, Ontario, Manitoba, Saskatchewan and Alberta this year. The projects consist of band land subdivisions, investigations, exterior boundaries, ATR's, and explanatory plans.

Updates

A bilingual virtual *Introduction to Surveys* training was hosted by FNLMAQL in April 2025, Graeme Sandy and Jacques Desrochers presented. It was well received by the participants and sparked some great conversation and questions. We attended the LUP training session in June in Halifax, NS presented on how surveying intersects with land planning.

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

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Practical Application of Land Surveys, June 10-12, 2025, Toronto, ON



Introduction to Geographical Information Systems (GIS) for Lands Managers, January 27-29, 2026, Saskatoon, SK

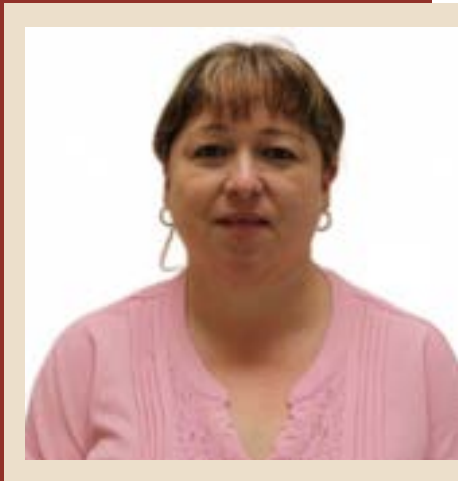


Practical Application of Land Surveys, February 10-12, 2026, Vancouver, BC



Practical Application of Land Surveys, February 10-12, 2026, Vancouver, BC

Guided by Community, Grounded in Stewardship



Shannon Snache, Lands Manager,
The Chippewas of Rama First Nation, ON

Shannon Snache’s path into lands management did not begin in a boardroom or a planning office. It began in the community. A member of the Chippewas of Rama First Nation, Shannon spent more than two decades working in childcare before transitioning into health and safety. When an opportunity opened in lands management in 2024, she saw it not simply as a career change, but as “another exciting direction” in her life.

At first, she was stepping into an unfamiliar territory. Lands management was a completely new field, filled with policies, procedures, land use planning, governance systems, and technical processes she had never encountered before. Yet what could have felt overwhelming quickly became deeply meaningful. As Shannon progressed through the PLMCP, she discovered that the work was far more than administration. It was about stewardship, sustainability, and responsibility to future generations.

“I really enjoyed the scope of the PLMC Program,” she reflected, “it was a clear motivation for me to continue learning and is what kept me driving to move forward.”

The PLMCP journey was intense. Shannon described the Level I university training through Vancouver Island University as “very intense programming,” but also transformative. Students were immersed in hands-on learning, sketching, drawing maps, working through land planning exercises, and engaging directly with real-world applications of First Nations land governance.

For Shannon, the experience was about more than technical knowledge. It was about connection. Through Level II of the program, she built a nationwide network of instructors, classmates, and experienced lands professionals who became a support system she continues to rely on today. She said, “I had so many other people who were well-versed, knowledgeable that I could draw on and then create this whole system and network of support moving forward.”

The journey came with sacrifices. There was constant travel balancing work travel with school travel, often moving “from one side of the country to the other.” Yet even the challenges reinforced the value of the program. Shannon gained not only knowledge, but perspective, seeing communities across Canada and learning that many Nations were facing similar opportunities and obstacles in lands governance.

One of the most profound shifts for Shannon was realizing how closely her previous work in childcare was connected to her new role in lands management. PLMCP helped her understand that protecting lands is inseparable from educating youth. “Everything that I learned in childcare really was bringing up the youth and the children, and they’ll be the ones that will help take care of our lands going forward.” She explains.

That realization reshaped her understanding of leadership. Lands management was no longer simply about “managing things.” It became about stewardship ensuring that future generations inherit healthy lands, strong governance systems, and the knowledge needed to continue protecting their communities.

Bridging Knowledge and Practical Experience

This philosophy now guides Shannon’s work every day. In her role, she deals with estates, land transfers, environmental concerns, land use planning, mining claims, community engagement, and policy development. The work is broad and often complex, but the program gave her the foundation to move through it with confidence.



Pavilions surrounded by forest located at John Snake Memorial
Multi-Purpose Grounds, The Chippewas of Rama First Nation, ON

One of the areas where the program had the greatest impact was land use planning. Shannon recalls feeling as though she was “jumping off of a diving board without knowing where I was going to land” when she first began the project. Through PLMCP, she gained practical tools to lead community engagement sessions, design planning processes, and bring multiple perspectives together.

“We’re building that land use plan now with all of the tools that I gained from the program,” she explained. “We ran through and set up community engagement sessions and the posters. And I’m using all those things now to support our community engagement.”



About Chippewas of Rama First Nation

- The Chippewas of Rama First Nation is an Anishinaabe (Ojibwe) community located in central Ontario, Canada, on the eastern shores of Lake Couchiching near the city of Orillia. The community is approximately 140 kilometres north of Toronto.
- Rama First Nation is part of the historic Chippewa Tri-Council, alongside the Chippewas of Beausoleil First Nation and the Chippewas of Georgina Island First Nation. These Nations share deep historical, cultural, and family ties.
- Historically known as “the gathering place,” the territory was an important meeting and travel area where significant gatherings and agreements took place. Rama people have long been recognized for their hospitality, entrepreneurship, craftsmanship, fishing, hunting, and guiding traditions.
- The community has a strong focus on preserving Ojibwe culture, language, and traditional ecological knowledge while also supporting progressive community development and modern governance initiatives.
- Rama First Nation is home to Casino Rama Resort, one of Canada’s largest First Nations-operated entertainment destinations, which plays an important role in the community’s economy and employment opportunities.
- The Nation places a strong emphasis on stewardship of the land and water. Sacred sites such as Chief Island hold deep cultural and historical significance, with ceremonies and teachings continuing to honour ancestors and protect traditional territories.
- Rama First Nation hosts cultural events and educational programming throughout the year, including its annual powwow, recognized as one of the largest powwows in North America.
- Today, the community is known as a proud and progressive First Nation that balances cultural preservation with leadership in governance, economic development, environmental stewardship, and community wellness.

Carrying forward the Knowledge with Community

For Shannon, education remains central to every part of the process. She believes meaningful changes in a First Nation community can only happen when members are informed, heard, and included. “We can’t make major changes without education,” she said. “The community has to have the opportunity for input, before they’re going to support change.”

“If you want your community to have in-depth knowledge, clear understanding and a network to support, then there needs to be that training component.”

-Shannon Snache

That belief reflects one of the core strengths of PLMCP itself: capacity building. The program equips lands professionals not only with technical expertise, but with the ability to guide communities through long-term governance and sustainability initiatives. Shannon speaks passionately about the importance of certified lands managers in First Nations communities, especially for Nations seeking stronger governance systems and sustainable planning frameworks.

“If you want your community to have in-depth knowledge, clear understanding and a network of support, then there needs to be that training component,” she emphasized.

Today, Shannon is already seeing the results of that investment. Leadership within her Nation increasingly relies on her expertise and includes her in larger planning discussions and decision-making processes. “They now are including me in a lot more things,” she shared. “They understand the importance of the education that I’ve just received.”

Among her proudest accomplishments is resolving decades-old estate issues that had left lands tied up for generations. Helping return land to families gave her a powerful sense of purpose and clarity about why the work matters. “Once we finally solved it and were able to get success and close the estate file, I was like, this is amazing, now I get it.”



Aerial view of The Chippewas of Rama First Nation, ON

Looking Into the future

Looking ahead, Shannon sees First Nations lands management evolving into an even stronger national network rooted in healing, collaboration, and stewardship. She hopes future lands managers will continue building connections across communities, so no one feels isolated when facing difficult lands issues.

“If we can get the youth to start there, then those future generations will already be in that mind frame of the importance of protecting our lands.”
- Shannon Snache

Most importantly, she hopes future generations grow up understanding the importance of protecting the land, water, and environment around them. “I think it comes down to the children and the youth,” she said. “If we can get the youth to start there, then those future generations will already be in that mind frame of the importance of protecting our lands.”

Shannon’s PLMCP journey is ultimately a story of transformation. Through dedication, education, and a commitment to stewardship, she has become part of a growing movement of First Nations lands professionals shaping stronger futures for their Nations. Her story demonstrates that lands management is not simply about policies or procedures. It is about people, relationships, responsibility, and ensuring that the next generation inherits lands that are healthy, protected, and cared for with purpose.



Rama Pow Wow, Greenspace located by Seniors Complex, Getsidiig Ensaawaad, The Chippewas of Rama First Nation, ON



Shannon cutting phragmites with local naturalist David Hawke, The Chippewas of Rama First Nation, ON



RV Site - Black River Wilderness Park is owned and operated by the Chippewas of Rama First Nation, ON

13th National Lands Managers Gathering on the Atlantic Coast

NALMA's 2025 National Gathering Brings First Nation Lands Managers Together in Halifax

In October 2025, lands managers, community leaders, Knowledge Keepers, technicians, educators, Elders, youth representatives, and partners from across Canada gathered in Halifax, NS, for the 13th National Lands Managers Gathering. Hosted by the NALMA, the event marked a significant milestone, the celebration of NALMA's 25th Anniversary. Held at the Halifax Convention Centre from October 21–23, 2025 the Gathering brought together participants from coast to coast to coast under the theme *Wapna'kikewaq – People of the Dawn*.



Participants experienced the rich culture and hospitality of Atlantic Canada while engaging in meaningful dialogue on the future of First Nation lands management. The event emphasized the importance of collaboration and relationship-building among lands professionals.

A National Gathering Rooted in Community

The Gathering served as more than a conference, it was a celebration of community, culture, leadership, and the continued growth of First Nation lands management across Canada. Over three days, participants shared knowledge, strengthened partnerships, explored emerging technologies, discussed legal and environmental issues, and honoured the accomplishments of lands professionals who continue to shape the future of their communities.

The opening ceremony set a respectful and inspiring tone for the event. Victoria LaBillois served as the Master of Ceremonies throughout the three-day National Gathering and did an exceptional job guiding the event with professionalism, warmth, and authenticity. Her ability to share wisdom, laughter, and kindness throughout the gathering helped foster meaningful connections among delegates and speakers alike. Whether introducing presenters, encouraging participation, or bringing moments of humour and reflection to the stage, Victoria's presence played an important role in making the Gathering a memorable and successful event for everyone in attendance.

Delegates were welcomed by NALMA leadership, regional representatives, and ISC officials. The Gathering also acknowledged the territories of the Peace and Friendship Treaties and the ancestral and unceded territory of the Mi'kmaw Nation. Through prayer, drumming, and ceremony, participants were reminded that the work of lands management is deeply connected to culture, identity, and responsibility to future generations.

NALMA Chair Ted Merasty welcomed everyone in attendance by emphasizing the importance of coming together to strengthen skills, share experiences, and celebrate the important work taking place in First Nation communities across the country. He reflected on the collective responsibility of lands managers to protect, steward, and sustainably manage lands for future generations. His message highlighted the spirit of unity and collaboration that has guided NALMA throughout its 25-year journey.

Brian Knockwood, Eastern Eagle Singers, Halifax, NS



Victoria LaBillois, Master of Ceremonies, Halifax, NS

“The National Gathering continues to be one of the most important spaces for First Nation lands managers to connect, learn, and support one another as stewards of our lands.”

- National Gathering delegate

Victoria LaBillois, MC, Audrey Ward, ARALA Chair and Leona Irons, NALMA Executive Director, Halifax, NS



National Gathering, October 21-23, 2026, Halifax, NS

Learning, Innovation, and Technical Excellence

A key strength of the National Gathering was the diversity and depth of presentations offered throughout the week. Plenary sessions featured respected Knowledge Keepers, legal experts, environmental professionals, planners, and technology specialists who shared insights on current and emerging issues affecting First Nations lands management.

“The combination of plenary discussions and hands-on breakout sessions reflected the increasing complexity of lands management and reinforced the need for continued professional development, collaboration, and knowledge exchange.”

One of the opening plenary presentations, *People of the Dawn*, was delivered by Serena Francis of Elsipogtog First Nation. Serena shared teachings rooted in Mi'kmaw language, water protection, storytelling, and intergenerational knowledge. Her message encouraged participants to continue reclaiming and passing on Traditional Knowledge systems while supporting future generations of leaders. Her words resonated deeply with attendees and reinforced the importance of balancing technical expertise with cultural teachings.

Another powerful presentation was delivered by Elder Dr. Albert Marshall, who shared the guiding principle of Etuaptmumk or “Two-Eyed Seeing.” His teachings encouraged participants to view the world through both Indigenous and Western ways of knowing, creating a stronger and more inclusive approach to lands management and environmental stewardship. Elder Marshall's message reflected the growing movement within First Nation lands management to combine Traditional Knowledge with modern tools and practices.



“Lands management is about more than administration, it is about protecting our communities, our culture, and future generations.”
- National Gathering Delegate

Breakout sessions throughout the Gathering covered a broad range of topics relevant to lands professionals today. Participants explored lands management court cases, additions to reserve processes, environmental best practices, by-law development, Treaty Rights, housing and matrimonial real property, taxation, consultation tools, and land use planning. These sessions provided valuable opportunities for participants to engage directly with subject matter experts while learning practical tools and strategies they could apply within their own communities.

Emerging technologies and innovation were also major themes of the Gathering. Presentations on satellite data, geomatics, mapping, artificial intelligence, and data sovereignty highlighted how technology is increasingly shaping the future of lands governance and planning. Participants learned how these tools can support stronger decision-making, environmental monitoring, and community planning while also emphasizing the importance of protecting Indigenous data and ensuring First Nations maintain ownership and control over their information.

The Gathering also created space for networking, relationship building, and cultural exchange. Tradeshow vendors, artisans, and partner organizations showcased products, services, and innovative projects supporting First Nations communities and lands management initiatives. Participants had opportunities to connect informally throughout the event, strengthening professional relationships and sharing experiences with colleagues from across the country.

Throughout the Gathering, participants emphasized the value of learning directly from one another. The combination of plenary discussions and hands-on breakout sessions reflected the increasing complexity of lands management and reinforced the need for continued professional development, collaboration, and knowledge exchange.

One of the highlights of the Gathering was the RLA Jeopardy Challenge. Designed as a fun and interactive competition, the challenge brought together teams from the RLAs to test their knowledge of lands management and NALMA history. The event encouraged teamwork, laughter, and friendly competition while celebrating the strong relationships that exist between the RLAs and NALMA.

Celebrating Leadership and Stewardship
The 25th anniversary celebration provided an important opportunity to reflect on NALMA’s accomplishments over the past quarter century. During a special plenary panel, participants celebrated the organization’s growth from its early beginnings into a nationally recognized leader in First Nations lands management education, training, and capacity development. Speakers reflected on the progress achieved by lands managers across the country and the increasing strength and professionalism within the field.

Recognition and appreciation were central themes throughout the Gathering. NALMA honoured past board members whose leadership helped shape the organization’s success and growth over the years. Achievement awards also recognized individuals and communities making outstanding contributions to lands management and governance. These acknowledgements reflected NALMA’s commitment to celebrating leadership, mentorship, and service within the lands management community.

Building Stronger Connections Across Canada
A particularly meaningful event during the Gathering was the PLMCP Graduation Gala. Held on the evening of October 22, the gala celebrated graduates from the 2023–2024 and 2024–2025 program years. Graduates from First Nations across Canada were recognized for their dedication, hard work, and commitment to advancing their professional skills in lands management.

The graduation ceremony included honour songs performed by the Eastern Eagle Singers, keynote addresses, certificate presentations, and cultural performances. Family members, colleagues, and community representatives gathered to celebrate the achievements of graduates who continue to strengthen land governance capacity within their Nations. The event demonstrated the important role education and training continue to play in supporting strong and sustainable First Nation communities.

Continuing the Work
The Gathering concluded with closing ceremonies, prize draws, regional updates, and a community tour to Millbrook First Nation, NS. The tour provided participants with an opportunity to learn more about the community while continuing conversations and relationship building in a more informal setting.

As NALMA celebrates 25 years of leadership and service, the 13th National Lands Managers Gathering reflected the organization’s continued commitment to empowering First Nations through education, collaboration, and capacity development. The event demonstrated how lands managers across Canada continue to lead important work in governance, environmental stewardship, planning, and community development while honouring the cultural teachings and relationships that guide their work.

As the 13th National Gathering concluded, delegates returned home with new knowledge, renewed relationships, and a strengthened sense of purpose. The Gathering demonstrated the continued growth and evolution of First Nation lands management in Canada and reinforced NALMA’s commitment to supporting communities through education, technical expertise, and collaboration.

The Gathering was a powerful reminder that the future of First Nations lands management is strong, innovative, and grounded in both Traditional Knowledge and modern expertise. Through shared learning, cultural connection, and collective leadership, NALMA and its partners continue to support the growth of healthy, resilient, and self-determined First Nation communities for generations to come.

The success of the 2025 National Gathering in Halifax reflected the dedication of organizers, presenters, sponsors, and participants who contributed to making the event a meaningful and memorable experience.

For many attendees, the Gathering served as a reminder that land management is not simply a profession, it is a responsibility rooted in stewardship, community, and our future generations.



Leona Irons, Executive Director, NALMA and Michel Nollet-Durand, Lands Manager, Abenakis Council of Odanak, who was awarded the 2025 Land Management Achievement Award at the National Gathering on October 23, 2025.

“The gathering served as a reminder that lands management is not simply a profession, it is a responsibility rooted in stewardship, community, and our future generations.”

Photo captions:

- 1. Jill Knott, NALMA and Mindy Knott, OALA
- 2. Lisa DeMoor, ISC
- 3. Serena Francis, Elsipogtog First Nation
- 4. Melissa MacDonald, Membertou First Nation Norah Ward-Osmond, ARALA, Rachel Stevenson, Wasoqopa'q (Acadia) First Nation
- 5. Wampum belts
- 6. Leonard Tipewan, SALT
- 7. RLA Challenge Winners, OALA
- 8. Albert Marshall Sr., Eskasoni First Nation



NALMA 25 Years

During the celebration, special recognition was given to Leona Irons and Jill Knott for their longstanding dedication and work since the organization’s early years.

Leona Irons, a respected leader in First Nation lands management, was acknowledged for her vision, determination, and commitment to building a national network that empowers First Nations through education, training, and lands management capacity development. Under her leadership as Executive Director, NALMA expanded significantly and helped establish RLAs across the country, creating lasting opportunities for lands professionals nationwide.

Jill Knott, Finance and Senior Officer, was also recognized for her many years of dedicated service and significant contributions to the growth and success of NALMA.

Since the organization’s early years, Jill has played a vital role in overseeing NALMA’s financial management and administrative operations, helping to ensure the organization’s continued stability and sustainability. Her professionalism, commitment, and strong work ethic have been instrumental in supporting NALMA’s expansion and ongoing success over the years.

Delegates applauded the lasting impact both Leona Irons and Jill Knott have had on First Nation lands management and on the many communities and professionals they have supported throughout the years.

NALMA’s 25th Anniversary celebration served as both a reflection on NALMA’s accomplishments and a recognition of the important work that still lies ahead in advancing First Nation lands management across Canada.

As the organization continues to grow and evolve, the National Gathering highlighted the strength, knowledge, and dedication of the lands professionals, leaders, and communities who continue to shape the future of lands governance for generations to come.



Jill Knott, Finance and Senior Officer NALMA honored for her dedication for 25 Years with NALMA, Halifax, NS



Leona Irons, Executive Director, NALMA honored for her dedication for 25 Years with NALMA, Halifax, NS



Delegates applauded the lasting impact both Leona Irons and Jill Knott have had on First Nation lands management, Halifax, NS



Community Tour: Millbrook First Nation

A Community Tour took place on Thursday, October 23, 2025, and provided delegates with a unique opportunity to experience the culture, growth, and leadership of Millbrook First Nation firsthand. Participants gathered in the lobby of the Halifax Convention Centre shortly before departure, eager to travel to one of Atlantic Canada’s most progressive and vibrant First Nation communities.

Following the afternoon drive to Truro, delegates were warmly welcomed upon arrival at Millbrook First Nation. The tour offered attendees valuable insight into the community’s ongoing economic development initiatives, governance structures, and commitment to preserving Mi’kmaq culture and traditions while embracing growth and innovation.

A Community representative shared stories of resilience, leadership, and collaboration, highlighting projects and partnerships that continue to strengthen the Nation for future generations. The tour also allowed delegates from across Canada to better understand the unique history and achievements of Millbrook First Nation and the role it continues to play as a leader in Indigenous economic and community development.

As the group departed in the late afternoon and returned to Halifax, many participants reflected on the experience as one of the highlights of the National Gathering. The Community Tour not only strengthened relationships among attendees but also reinforced the importance of sharing knowledge, culture, and success stories between First Nations communities across the country.



About Millbrook First Nation

Millbrook First Nation is a vibrant Mi’kmaq community located near Truro, Nova Scotia, and serves as the administrative and economic hub for several satellite reserve communities.

Highlights:

- Millbrook First Nation has become nationally recognized for its leadership in Aboriginal Land Management and Economic Development.
- The community’s Millbrook Power Centre has attracted more than \$30 million in investments and serves as a major commercial and retail hub along one of Nova Scotia’s busiest highway corridors.
- Millbrook’s Economic Development team supports local entrepreneurs through business planning assistance, funding support, and partnerships that promote sustainable economic growth within the community.
- The community is also home to the Millbrook Cultural and Heritage Centre, which promotes and preserves Mi’kmaq culture, language, and traditions for community members and visitors alike.

Awards and Achievements

Honouring Excellence in First Nation Lands Management

One of the highlights of the 2025 National Gathering was the presentation of the Land Management Achievement Awards, recognizing individuals whose dedication, leadership, and lifelong commitment have made a lasting impact on First Nation lands management and community development. These awards celebrate the Knowledge Keepers, leaders, and professionals who continue to strengthen First Nation lands management while preserving culture, protecting the environment, and supporting future generations.



Cathy McLeod
Award Recipient
Nipissing First Nation, ON

NALMA recognized Cathy McLeod of Nipissing First Nation for her lifetime contribution to lands management within her community. A Certified Land Manager through NALMA’s PLMCP, Cathy has dedicated 36 years of service to the Nipissing First Nation Lands Office.

Throughout her career, she progressed from Lands Clerk to Assistant Lands Manager and eventually Lands Manager, demonstrating professionalism, commitment, and exceptional leadership every step of the way. Cathy’s work has spanned multiple lands management regimes, including the *Indian Act* and the FAFNLM, where she played a vital role in the registration and administration of land instruments.

Her decades of experience and dedication have helped strengthen lands governance within her Nation and serve as an inspiration to lands professionals across the country.



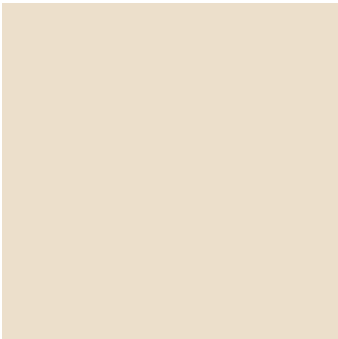
Michel Durand Nolett
Award Recipient
Abenakis Council of Odanak, QC

NALMA also honoured Michel Durand Nolett of the Abenakis Council of Odanak for his extraordinary dedication to cultural preservation, environmental stewardship, and lands management excellence.

Following 18 years as Lands Manager for Odanak, Michel announced his retirement, leaving behind an incredible legacy rooted in environmental protection and Abenaki cultural revitalization. His work has transformed the community through initiatives such as environmental infrastructure projects, ecotourism development, community gardens, educational signage, trails, and the highly regarded EcoCentre waste management facility.

Michel’s passion for the land extends beyond administration, he has shared Traditional Knowledge through guided medicinal plant tours, educational programs, publications, and cultural initiatives that continue to reconnect community members with Abenaki teachings and traditions. His kindness, humility, and willingness to share knowledge have earned him deep respect throughout the lands management community.

These award recipients embody the values at the heart of First Nation lands management: dedication, resilience, cultural preservation, and service to community. Their contributions continue to inspire current and future generations of lands professionals and demonstrate the powerful impact of strong Indigenous stewardship across Turtle Island.



Professional Lands Management Program - Graduates

2023/2024

Andrea Blackwater
Molina Cameron
Sonia Gardypie-Chief
Alexander Lerat
Terrance Wade Lerat
Len Lindstrom Watts
Dakota Marsden
Melissa Mathias
Lawrence McNab
Jody Merrick
Shalean Morin
Angela Mose
Darryl Moulton
Brook Night
Denise Peter
Christine Rogers
Christine Saddleman
Norman Sampson
Paula Pictou

Neskonlith Indian Band, BC
Binche Whut’en, BC
Muskeg Lake Cree Nation, SK
Cowessess First Nation, SK
Cowessess First Nation, SK
Tseshaht First Nation, BC
Pinaymootang First Nation, MB
Tk’emlúps te Secwépemc, BC
George Gordon First Nation, SK
Long Plain First Nation, MB
Ahtahkakoop Cree Nation, SK
Agency One First Nations, ON
Tobique First Nation, NB
Saulteaux First Nation, SK
Kahkewistahaw First Nation, SK
Aamjiwnaang First Nation, ON
Penticton Indian Band, BC
Gitanmaax Band, BC
Paqtnkek Mi’kmaw Nation, NS

2024/2025

Shawn Bear
Caleb Copegog-King
Donald Dysart
Sarina Hardisty
Sarah Thomas Jerome
Cecilia Lockerby
Laurie Miller
Michael Montecalvo
Roberta Peters
Amie Waelchli
Megan Wallace
April Whitecalf
Susan Manuel

Muskoday First Nation, SK
Beausoleil First Nation, ON
O-Pipon-Na-Piwin Cree Nation, MB
Adams Lake Indian Band, BC
Micmacs of Gesgapegiag, QC
S.A.Y Lands Office, BC
Six Nations of the Grand River, ON
Squamish Nation, BC
Delaware Nation, ON
Lil’wat Nation, BC
Ya’thi Néné Lands and Resources, SK
Sweetgrass First Nation, SK
Upper Nicola Band, BC



Celebrating a New Generation of Certified Lands Managers

The PLMCP Graduation Gala, held on Wednesday, October 22, 2025, was an evening of celebration, culture, and achievement. Hosted at the Halifax Convention Centre as part of NALMA’s 13th National Gathering, the ceremony honored 30 graduates who successfully completed the PLMCP and are now certified lands managers serving First Nation communities across Canada.

The evening began with a grand entry by the graduates accompanied by an Honour Song performed by the Eastern Eagle drum group. Family members, colleagues, Elders, and guests gathered to recognize the accomplishments of 19 graduates from the 2023–2024 cohort and 11 graduates from the 2024–2025 cohort.

Following dinner, the formal commencement of ceremonies was led by Master of Ceremonies Victoria LaBillois, Mi’gmaq entrepreneur from Gespe’gewa’gi. Sherry Mattson, NALMA’s Director of Education and Training, welcomed graduates and guests with congratulations and words of encouragement, acknowledging the hard work and perseverance demonstrated by each student throughout the program.

Opening remarks were delivered by Ted Merasty, Chair of NALMA, who reflected on the growing importance of First Nations-led lands management and the leadership role graduates will continue to play within their communities. Laura Mitchell, Director General of the Lands and Environmental Management Branch at ISC, delivered the keynote address, recognizing the significance of the PLMCP in building professional capacity and advancing First Nation jurisdiction over lands and resources.

Graduates also heard an inspiring keynote presentation from Melissa MacDonald, a PLMCP graduate. Adding to the evening’s celebration were special video congratulatory messages from Executive Directors Jessica Pickett of OALA, Leonard Tipewan of SALT, and Theresa Morris, Treasurer of BCALMA, who each shared words of encouragement and recognition for the graduates’ achievements and future leadership.

“We would like to wish you continued success as the work you do is very important. I hope to meet each and every one of you as we work together in the management of Indigenous lands across the country.”

— Leonard Tipewan, Executive Director, SALT

A highlight of the evening was the graduation ceremony itself, where graduates received their PLMCP certificates from Laura Mitchell and commemorative plaques presented by the NALMA Board. The ceremony marked not only the completion of a rigorous professional program, but also the beginning of a new chapter of leadership and service for each graduate.

The celebration continued with another Honour Song by the Eastern Eagle drum group, followed by a lively reception and entertainment from the Morgan Toney Trio. Their performance brought energy and joy to the evening, especially during the well-loved “Deadly Aunties” song, which quickly filled the dance floor with graduates, families, NALMA Staff and guests celebrating together.

The Graduation Gala reflected community, culture, and accomplishment. It celebrated the success of a growing network of certified First Nations lands managers who are helping shape the future of lands stewardship and governance in First Nation communities across the country.

“Your achievement represents more than just personal success. It strengthens our communities, affirms our sovereignty, and builds a legacy of responsible stewardship for future generations.”

- Theresa Morris, Treasurer, BCALMA



Eastern Eagle singers performing the Mi’kmaq Honor song for the PLMCP Graduates



Angela Mose and Denise Peter, PLMCP Graduates, pose for a picture in the photobooth



Lisa DeMoor, ISC and Leona Irons, NALMA at the Graduation Ceremony



PLMCP Graduates getting ready for the Graduation Ceremony at the Halifax Convention Centre



NALMA Staff taking a picture in the photobooth at the Graduation Ceremony



The Morgan Toney Trio provided excellent entertainment during the Graduation celebration





View of the Rocky Mountains, Hillspring, AB

Communications

NALMA Digital Communications, Publications & Online Engagement Overview

NALMA continues to strengthen its communications strategy through an integrated approach that combines social media engagement, digital resource development, print publications, and enhanced online platforms. NALMA’s communications efforts reflect its ongoing commitment to advancing lands governance, education, and stewardship while creating accessible and informative communication tools for members and stakeholders across Canada.

Social Media Communications & Digital Outreach

NALMA maintains active social media channels on Facebook and LinkedIn, which continue to serve as important platforms for outreach, awareness, and engagement.

Facebook Communications

Recent organizational reporting indicates NALMA’s Facebook audience has grown to more than 3,000 followers, generating steady engagement and increased visibility for organizational initiatives. The platform has become an effective tool for connecting with First Nations communities, lands managers, and partners while helping increase visibility of NALMA’s national initiatives.

LinkedIn Communications

The organization’s LinkedIn page was established in May of 2025 and has grown to approximately 290 followers and continues to expand its reach through consistent sharing of organizational updates, employment opportunities, training announcements, funding initiatives, and partnerships.

Launch of the New NALMA Website

A significant communications milestone for NALMA was the launch of the redesigned NALMA website in January of 2026, which modernized the organization’s online presence and improved user accessibility. The website launch has strengthened NALMA’s digital communications capacity and improved access to services for members, communities, and stakeholders across Canada.

Social Media and Digital Outreach



NALMA Website

The redesigned website centralizes information related to:

- Training and certification programs
- Lands management resources
- Publications and annual reports
- National Gatherings and webinars
- Funding initiatives and technical services



NALMA Facebook

NALMA’s Facebook platform supports organizational outreach by:

- Promoting training sessions, webinars, and National Gatherings
- Sharing funding opportunities and program announcements
- Highlighting lands stewardship initiatives
- Increasing awareness of NALMA services and educational resources
- Supporting community engagement through visual and interactive content



NALMA LinkedIn

NALMA’s LinkedIn presence strengthens professional engagement within First Nation lands management sectors by:

- Promoting professional development opportunities
- Sharing organizational achievements and partnerships
- Supporting networking among First Nation lands professionals
- Highlighting leadership in First Nation lands management
- Increasing visibility among government agencies and industry stakeholders



Entrance to Blackfoot Crossing Historical Park, Siksika, AB

Development of Print & Digital Publications

An important component of NALMA’s communications strategy is the ongoing development of professional print and digital materials designed to educate, inform, and engage members and stakeholders.

Annual Reports

NALMA continues to produce comprehensive Annual Reports that document organizational accomplishments, program growth, financial accountability, training initiatives, and national impacts. These reports provide transparency while showcasing the ongoing development of First Nation lands management capacity across Canada. NALMA’s reports are professionally designed and publicly accessible, supporting both transparency and public engagement.

More information: <https://nalma.ca/about-us/publications/annual-reports/>

Brochures & Informational Materials

NALMA has also expanded its communications outreach through the development of informative brochures and promotional materials that support awareness and education initiatives. These materials include:

- About NALMA organizational brochure
- PLMCP brochure
- LUP informational brochure
- Survey Unit program brochure
- French-language versions and translated resources

The brochures provide accessible and visually engaging information for First Nations communities, partners, trainees, and stakeholders while strengthening awareness of NALMA services and educational opportunities.

More information: <https://nalma.ca/about-us/publications/brochures/>

NALMA Peersite launch

Another major communications and digital engagement achievement was the launch of the new NALMA Peersite. Peersite was rebranded and redesigned as an online collaborative platform to support communication, networking, and resource sharing among lands management professionals and NALMA members.

Peersite provides:

- Secure member access to resources and tools
- Opportunities for peer networking and collaboration through the members forum
- Access to training and technical information
- Centralized support materials and professional resources

The platform strengthens NALMA’s commitment to creating collaborative digital environments that support knowledge exchange and professional growth within First Nation lands management communities. Peersite compliments NALMA’s broader digital communications strategy by providing an interactive and member-focused online platform.

To register, please visit: <https://www.nalmapeersite.ca>



Head-Smashed-In - Buffalo Jump World Heritage Site, Piikani Nation, AB

Communications Highlights

NALMA’s communications have contributed and supported initiatives to:

- increase national awareness of First Nation lands management initiatives
- greater accessibility to educational and technical resources
- enhanced engagement through social media and online platforms
- improved professional networking opportunities
- strengthened communication with First Nations communities and stakeholders
- expanded public access to organizational publications and reports.

Through the continued growth of its digital platforms, social media outreach, professional publications, and collaborative online tools, NALMA has strengthened its ability to communicate, educate, and engage with First Nations lands managers and communities across Canada.

The development of annual reports, brochures, educational toolkits, website launch, and Peersite updates, collectively demonstrate NALMA’s commitment to innovation and accessibility in communications.

NALMA 25 Years Branding (2025–2026)

In 2025–2026, NALMA proudly celebrated its 25th Anniversary with a commemorative bilingual brand that honours a quarter-century of leadership, capacity building, and First Nation Lands Management.

The anniversary logo incorporated NALMA’s iconic turtle emblem, symbolizing the land and responsibility to future generations, alongside a feather and gold “25 Years” marking the 25 years of growth, resilience, and achievement.

The branding was used across national events, communications, training initiatives, and digital platforms to recognize NALMA’s journey since its founding in 2000.



Contact information:

Crystal Bourke
Communications and IT Support
E: cbourke@nalma.ca
T: 705-927-1135



Indigenous Artwork, Halifax, NS



Aerial view of Big River First Nation, SK

A Calling Rooted in Lands

How land use planning is building capacity, vision, and self-determination in First Nations Communities.

A Path with Purpose

For Shalean Morin, the path into lands management wasn’t handed to her, it was something she built on her own. A member of Big River First Nation, SK, Shalean spent more than a decade working in Calgary with Indian Oil and Gas Canada. It was stable, established work. But over time, something shifted. “I started looking into lands management while I was there,” she says. “And it really struck my interest; I wanted to work with communities.”

That realization set her on a new path, albeit one with plenty of twists and turns. As a federal employee, she wasn’t eligible for many of the funding opportunities available to those already working within First Nations. So instead of waiting for the system to open a door, she created her own.

She enrolled in her first phase of training through the University of Saskatchewan, taking out a student loan to make it possible. With approval from her employer, she took leave without pay traveling back and forth to school, to complete her coursework. “I would just go back, do my training, and then return to work,” she recalls. “I kept pushing forward however I could.”

Her journey eventually led her into NALMA’s PLMCP. But even then, access to funding remained a challenge.

Without being employed by a First Nation, she had to seek out grants independently to continue. “I really took it on myself to get trained up,” she says. “I knew I wanted to move in a different direction.”

She found support through what was then the National Indian Brotherhood, which helped carry her education forward. When funding fell through later in her studies, she was forced to step away. “I had to drop one of my final courses because I couldn’t cover the cost,” she says. “So, everything kind of went on hold.”

Then the COVID pandemic hit, bringing even more uncertainty.

Still, Shalean didn’t abandon the path. She continued working, waiting for the right opportunity to return. That opportunity came in an unexpected way. She applied for a Community Navigator position with Ahtahkakoop Cree Nation, but when they reviewed her background, they saw something more. Her education in PLMCP stood out, it aligned with Ahtahkakoop’s needs so they offered her the position of lands manager instead.

“They looked at my resume and recruited me as a lands manager,” she says.

Despite all the work she had already put in, stepping into the role wasn’t easy. “I was really nervous,” she admits. “It had been a long time, and I didn’t see myself going back into lands, but I love lands. It’s my passion.” With the Nation’s support, she picked up where she left off continuing her PLMCP training through NALMA and completing it in 2025, nearly eight years after she started her lands journey.

“Without Ahtahkakoop’s help, I wouldn’t have finished,” she says. “They believed in me and supported that journey.” At Ahtahkakoop, Shalean gained more than a title, she gained experience that would shape how she approached her work moving forward. Working in Ahtahkakoop, she began at what she describes as “ground zero”. Her first step wasn’t to implement solutions; it was to listen. “I began with community needs assessments, talking to people, understanding their concerns about the land,” she explains. “Getting familiar with the people, the land, and the issues.”

From there, she began developing proposals, securing funding, and creating projects tailored to the Nation’s needs. It was hands-on, community-driven work. During her time at Ahtahkakoop, Shalean lead Ahtahkakoop’s pre-planning process under Category 1 funding from the LUP unit at NALMA. It prepared her for what came next, even as she built that experience, her focus remained clear: she wanted to go home.

“I really took it on myself to get trained and move in a different direction in my career.”

- Shalean Morin



Shalean Morin, Lands Manager for Big River First Nation, SK

About Big River First Nation



- Located in Treaty 6 Territory in northwestern Saskatchewan, Big River First Nation is a proud Nehiyaw (Cree) community with deep cultural and land-based traditions.
- The Nation continues to prioritize the preservation and revitalization of the Cree language, with many youths still speaking Cree fluently, an important strength for intergenerational knowledge transfer and cultural continuity.
- Community cultural life remains vibrant through ceremonies and gatherings including pow wows, round dances, ceremonies, and cultural camps that strengthen family and community connections.
- Big River First Nation’s vision emphasizes a “healthy, safe, and vibrant” future rooted in culture, land stewardship, lifelong learning, and strong kinship values.
- The Nation has invested in community infrastructure and services that support education, health, recreation, and youth empowerment, including schools, sports facilities, cultural programming, and post-secondary training supports.
- With nearly 30,000 acres of reserve land and strong ties to hunting, fishing, trapping, forestry, and land-based practices, Big River First Nation continues to advance sustainable community development grounded in respect for the land and Treaty relationships.

Coming Home

Returning to Big River First Nation was more than a career move, it was a commitment. “I wanted to see what I could do within my own community,” she says. “To build our land base for the future, for our Youth.”

Now serving as a Lands Manager in her home Nation, Shalean leads land use planning efforts that are both technical and deeply rooted in culture. Part of the work she does is supported through NALMA’s LUP Funding Initiative.

For Shalean, that phase was about more than data, it was about people. “Building capacity was one of the biggest things,” she says. “Having engagement sessions, hearing the community’s voice, involving Elders, and making sure we’re including our Natural Laws and Traditional Governance Systems.” It was also about shifting perspective.

“We tend to be very reactive,” she adds. “LUP is about being proactive, learning from what other Nations are experiencing and planning ahead.”

From Vision to Reality

With pre-planning complete, Big River is now entering Phase 2: full land use plan development, a stage where vision begins to take shape.

This phase involves planning for:

- Housing and infrastructure
- Environmental protection
- Community facilities and parks
- Cultural and sacred sites
- Economic development

“This is where we start to see the changes,” Shalean says. “You can actually see where things are going to be, how the community will grow, how we protect our lands and build opportunities.” It also brings complex challenges.

One of the most pressing is housing. Big River, like many First Nations, has a strong cultural preference for dispersed living, families spread across the land rather than concentrated in dense areas. While this reflects important values, it also creates logistical challenges.

“We’re very spread out,” Shalean explains. “That creates issues with water, sewage, accessibility, and infrastructure.” To address this, the Nation is exploring multiple approaches: expanding housing along existing roads, creating more centralized service areas, and finding ways to balance space with sustainability. No decision is made in isolation. “We can create any plan,” she says, “but without community buy-in, it will just sit on the shelf.”

“We can create any plan, but without community, it will just sit on the shelf.”
- Shalean Morin

Laying the Groundwork for Strong Decisions

Throughout this process, NALMA provides ongoing technical support, funding stability, and guidance. “We help clarify issues, support team building, and connect communities to additional resources,” says Alex Marques, LUP Program Specialist, NALMA. “But ultimately, this is about the First Nation creating and carrying out its own vision.”

That support has been critical for Shalean. “Alex has been amazing,” she says. “I lean on his expertise, he helps guide me, connects me to people, and keeps me moving in the right direction.” Like many lands managers, she works across multiple priorities with limited resources. Building a strong network of support has been essential. “It’s not a one-person job,” she says. “You need a team behind you.”

At the core of every effective land use plan is a strong foundation and that foundation begins with pre-planning.

Through the LUP Funding Initiative, Phase 1 represents more than just an initial phase. It is a critical stage where First Nations begin shaping the direction of their future.

From a program perspective, this stage is essential. “Pre-planning allows First Nations to build their project team and gather the information they need to make informed decisions,” explains Alex. “It’s also about connecting with the community and understanding that broader vision how the Nation wants to grow and change over time.”

This early work focuses on collecting the right data, identifying priorities, and engaging with community members to ensure their voices are reflected from the very beginning. It sets the tone for everything that follows. Without it, the planning process risks moving forward without clarity.

“It’s difficult to build a strong land use plan without that foundation,” Alex says. “You need that core understanding of the issues before you can make strategic decisions about land use, housing, infrastructure, and cultural or environmental priorities.”

In this way, pre-planning becomes a turning point. It shifts the process from reactive decision-making to proactive, informed planning equipping First Nations with the knowledge and tools needed to guide their development on their own terms. “Pre-planning sets the stage,” Alex adds. “And the land use plan is where that vision is illustrated in detail.”



Administration Office, Big River First Nation, SK

Community at the Centre

At the heart of Shalean’s approach is a commitment to community engagement. Her work includes dedicated sessions with Elders, Youth involvement in programming, on-the-land visits and knowledge gathering, environmental monitoring and GIS integration. “It’s about going back to grassroots,” she explains. “Understanding our Natural Laws, our Language, and tying that into everything we do.”

This approach ensures that land use planning is not just technical but cultural, educational, and intergenerational. “We can’t move faster than the community,” she adds. “It takes patience, listening, and trust.”

“We have to include our natural laws, our customary governance, and our traditional ways of living on the land.”
- Shalean Morin

Supporting the Journey: Technical Guidance and Funding Pathways in Practice

For NALMA, supporting First Nations through the LUP process is not about directing outcomes it is about strengthening the conditions that allow Nations to lead their own decision-making with clarity, confidence, and the right supports in place.

A key part of that work, Alex explains, begins with ongoing dialogue that helps define scope and bring clarity to complex issues as they emerge. “By having discussions, we help clarify some of the issues and help define the scope of work of what the project may look like, as Shalean and Big River move through the different stages of the planning process.”

Rather than approaching planning as a fixed template, NALMA’s role is responsive. It shifts alongside the Nation’s needs, particularly as new technical questions arise. One of the most common challenges is how interconnected land use decisions can be especially when housing, infrastructure, and servicing systems must be considered together.

“We often identify a sticky issue,” Alex notes, “like housing types and placement and how that relates to servicing infrastructure. These are not isolated challenges.”

In these moments, the focus is on supporting the Nation’s internal process: bringing together the lands team, housing staff, water technicians, leadership, and community to work through solutions collectively. “From our perspective, we know it’s not just Big River struggling with these issues,” Alex says. “It’s about supporting them through the process and helping them figure out solutions with their community and staff.”

This approach reflects a core principle of the LUP unit: the work always remains community-led, with decisions grounded in local knowledge and priorities. “Ultimately, this is about the First Nation making plans for itself,” Alex emphasizes. “These are plans they will carry out at the end of the day.” For Shalean, the emphasis on community involvement is not theoretical, it is essential to implementation.

“Bringing the community along with the decisions really supports implementation,” she explains. “It gives people confidence to make big decisions that take time and resources.” As Big River advances through the planning process, technical support also extends to capacity building: helping shape project teams, identify knowledge gaps, and support coordination across multiple areas of expertise.

“Planning processes involve a range of knowledge bases and expertise,” Alex explains. “A key part of our role is supporting

Shalean as she builds the team of professionals around her to support the larger process.” This includes identifying potential funding opportunities when additional support is needed. In some cases, that means exploring supplementary research grants or connecting First Nations to broader funding programs that can strengthen technical capacity.

“We’ve had discussions with Shalean around potentially supplementing the LUP funding with a research grant,” Alex says. “We can play a role in that process because we understand both the needs of the Nation and how those experiences may be useful to the broader field of First Nations planning.”

NALMA also serves as a bridge to external partnerships, including academic and research institutions, when there is mutual interest in collaboration. “We sometimes help connect an academic with a lands manager and a community,” he adds. “Where there’s shared interest, we can help facilitate that relationship.”

“Bringing the community along with the decisions really supports implementation.”
-Shalean Morin

At the foundation of this work is NALMA’s role as a stable anchor within the broader funding landscape providing consistency, guidance, and support while ensuring First Nations remain in control of their planning direction. “We’re an important anchor,” Alex says. “We fund the basic project, we’re a stable partner, and we provide training and one-on-one technical support along the way.” Beyond funding, that stability allows Nations to focus on deeper questions of governance and long-term planning, knowing there is a consistent support system available as new challenges arise. “Once you have that secure base of funding, it becomes easier to identify where additional support might be needed,” Alex explains. “And then we can help point to those resources early in the process.”

NALMA’s role is not simply about funding LUP it is about enabling it. By supporting clarity, collaboration, and access to broader resources, NALMA helps ensure that First Nations have the tools they need to move from vision to implementation on their own terms.

For NALMA, stories like Shalean’s reflect the broader goal of the LUP unit : building capacity within communities. “She’s a great example of what the LUP funding initiative is about,” says Alex. “Not just creating plans, but empowering people to lead that work in their own Nations.”

Defining Success and Looking Forward

For Shalean, success isn’t just about completing a land use plan. It’s about what that plan makes possible. It means stronger services within the Nation, protected lands, waters, and sacred sites. Sustainable economic development, and greater control over lands governance. “It’s about building something that lasts,” she says. “Something our Youth will inherit.”

For NALMA, success is measured in continued use. “A strong land use plan becomes a tool,” says Alex. “It supports decision-making long after the process is complete and reflects a shared vision for the future.”

Today, Shalean’s journey has come full circle. From traveling back and forth on unpaid leave to pursue education, to leading land use planning in her own Nation, her path reflects persistence, purpose, and commitment to community. Her advice to others entering the field is simple, but hard-earned: “Don’t get stuck on process,” she says. “It’s not linear. Build your team, be resourceful, and stay connected to your community.”

“It’s about building something that lasts, for the next generation.”
- Shalean Morin

Shalean’s story reflects the power of determination, community, and support. Her journey is not just about land use planning. It’s about reclaiming vision, strengthening governance, and shaping the future, on her Nation’s own terms.

Why LUP matters

NALMA’s LUP Funding Initiative supports First Nation communities across Canada in developing, implementing, and updating community land use plans that reflect local priorities, culture, environmental stewardship, and long-term development goals.

Through three funding categories:

- Pre-planning
- Full land use plan development
- LUP plan updates

The initiative helps communities build capacity, strengthen decision-making, and support sustainable growth on reserve lands. Technical support, training, and planning resources may also be available throughout the process.

LUP empowers First Nations to:

- make informed decisions about land and resources
- protect cultural and environmental assets
- plan for sustainable growth
- strengthen self-determination

NALMA’s LUP Funding Initiative is helping communities turn vision into reality. Learn more about eligibility, funding categories, and application details at:

<https://nalma.ca/funding/lup-funding>



Powwow celebration, Big River First Nation, SK

Section 3: Financials

National Aboriginal Lands Managers Association Association nationale des gestionnaires des terres autochtones



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NATIONAL ABORIGINAL LANDS MANAGERS ASSOCIATION

For The Year Ended March 31, 2026

MANAGEMENT REPORT

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

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

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

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

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

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

Vice Chair East

Date July 21/2026

Executive Director

Date July 21, 2026

INDEPENDENT AUDITOR'S REPORT

To the Directors of National Aboriginal Lands Managers Association

Opinion

We have audited the financial statements of the National Aboriginal Lands Managers Association (the Association), which comprise the statement of financial position as at March 31, 2026, the statements of operations and changes in fund balances and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2026, and the results of its operations and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-for-Profit Organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

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

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Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Baker Tilly KDN LLP

Chartered Professional Accountants
Licensed Public Accountants

Peterborough, Ontario
July 24, 2026

NATIONAL ABORIGINAL LANDS MANAGERS ASSOCIATION

STATEMENT OF FINANCIAL POSITION
As at March 31, 2026

	2026	2025
	\$	\$
ASSETS		
Current assets		
Cash (note 3)	6,503,947	9,115,444
Investment (note 4)	590,323	570,579
Accounts receivable	324,133	-
Prepaid expenses	6,973	42,135
	7,425,376	9,728,158
Tangible capital assets (note 5)	59,637	76,087
	7,485,013	9,804,245
LIABILITIES AND FUND BALANCES		
Current liabilities		
Accounts payable and accrued liabilities	435,467	2,069,968
Deferred revenue (note 8)	4,874,752	5,542,942
	5,310,219	7,612,910
Fund balances		
Operating fund	2,115,157	2,115,248
Equity in tangible capital assets	59,637	76,087
	2,174,794	2,191,335
	7,485,013	9,804,245

Approved on behalf of the Board:

 Director

 Director

NATIONAL ABORIGINAL LANDS MANAGERS ASSOCIATION

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES For the Year Ended March 31, 2026

	Operating Fund 2026 \$	Equity in Tangible Capital Assets 2026 \$	Total 2026 \$	Total 2025 \$
Revenue				
Indigenous Services Canada (note 8)	14,555,432	11,398	14,566,830	13,521,866
Other	19,744	-	19,744	29,129
Total revenue	14,575,176	11,398	14,586,574	13,550,995
Expenses				
NALMA core operations	4,470,453	-	4,470,453	6,597,953
Infrastructure Project Funding	2,155,218	-	2,155,218	1,637,931
ATR projects	-	-	-	133,432
Economic recovery	2,174,195	-	2,174,195	27,578
ATR Navigation Centre Scoping Exercise	220,032	-	220,032	-
Waste Management Joint Development Table	-	-	-	252,313
Unexpended funding plan 24/25	5,535,534	-	5,535,534	-
Unexpended funding plan 23/24	-	-	-	4,762,253
Board initiatives	19,835	-	19,835	35,757
Amortization	-	26,430	26,430	25,067
Loss on disposal of tangible capital assets	-	1,418	1,418	-
Total expenses	14,575,267	27,848	14,603,115	13,472,284
Excess (deficiency) of revenue over expenses for the year	(91)	(16,450)	(16,541)	78,711
Fund balances - beginning of year	2,115,248	76,087	2,191,335	2,112,624
Fund balances - end of year	2,115,157	59,637	2,174,794	2,191,335

The accompanying notes are an integral part of these financial statements

NATIONAL ABORIGINAL LANDS MANAGERS ASSOCIATION

STATEMENT OF CASH FLOWS For the Year Ended March 31, 2026

	2026 \$	2025 \$
CASH PROVIDED FROM (USED FOR):		
Operating activities		
Excess (deficiency) of revenue over expenses for the year	(16,541)	78,711
Non-cash charges to operations		
Amortization	26,430	25,067
Loss on disposal of tangible capital assets	1,418	-
	11,307	103,778
Changes in non-cash working capital items		
Accounts receivable	(324,133)	-
Prepaid expenses	35,162	968,463
Accrued interest on investment	(11,973)	(15,542)
Accounts payable and accrued liabilities	(1,634,501)	365,382
Deferred revenue	(668,190)	773,889
	(2,603,635)	2,092,192
Net increase/(decrease) in cash from operating activities	(2,592,328)	2,195,970
Investing activities		
Purchase of tangible capital assets	(11,398)	(20,556)
Investment matured	570,579	549,389
Purchase of investment	(578,350)	(555,038)
	(19,169)	(26,205)
Net decrease in cash from investing activities	(19,169)	(26,205)
Change in cash	(2,611,497)	2,169,765
Cash - beginning of year	9,115,444	6,945,679
Cash - end of year	6,503,947	9,115,444

The accompanying notes are an integral part of these financial statements

National Aboriginal Lands Managers Association



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