

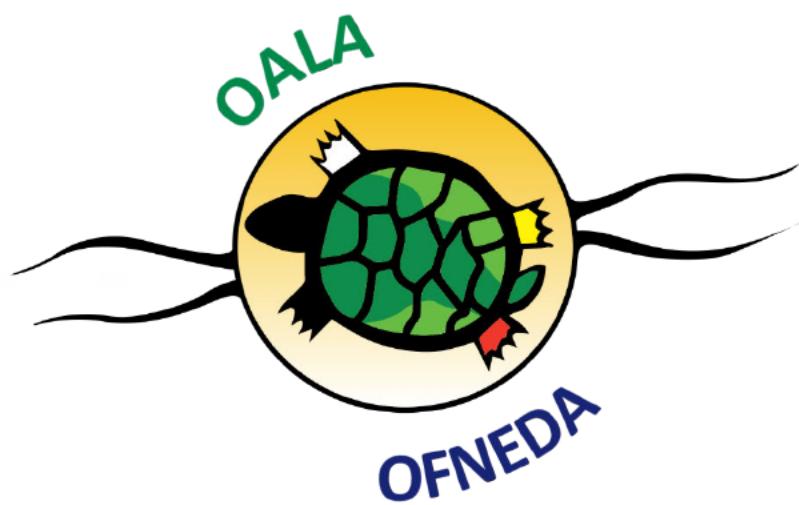
CAREER GUIDE

for Lands, Environment & Economic Development
Professionals in Ontario First Nations





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Seven Grandfather Teachings



Image Credit: Native Reflections Inc.

Wisdom

to cherish knowledge is to know wisdom

Love

to know love is to know peace

Respect

to honour all of Creation is to have respect

Bravery

to face life with courage is to know bravery

Honesty

to be honest in action and character, be faithful to fact and reality

Humility

to accept yourself as a sacred part of Creation is to know humility

Truth

to know of these things is to know the truth

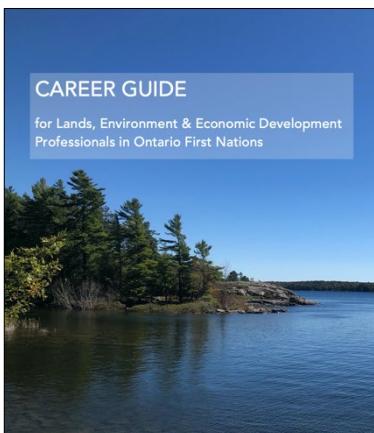


Preface

Lands, Environment and Economic Development Professionals are vitally important to the wellbeing of First Nations communities. Proper Lands, Environment and Economic Development are the foundation upon which communities flourish. Your work can quite literally make the difference between a community thriving and a community declining. Your work is important!

Occupying one of these positions in your community should be seen as much more than just filling a job. It should be seen as undertaking a professional career, and setting strong foundations in place for seven generations to come. It implies a willingness to keep your credentials up to professional standards; to always strive to obtain positive results; and to provide leadership as best you can in your area of expertise in your community.

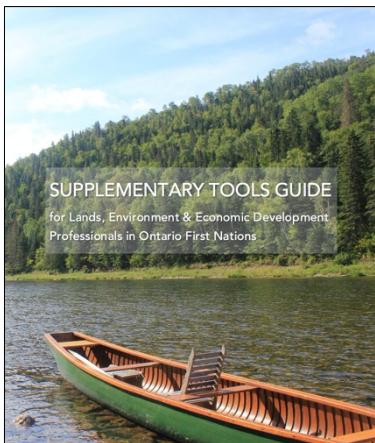
With this in mind, an in-depth Lands, Environment and Economic Development Career Guide Survey was conducted in autumn 2020 by the Ontario Aboriginal Lands Association (OALA) and the Ontario First Nations Economic Developers Association (OFNEDA). The purpose of this survey was to gain up-to-date insights into the state of each profession; including the successes, challenges, and opportunities for growth that are available to Lands, Environment and Economic Development Professionals. Gaining a clear understanding of the current conditions within each profession is key to providing you with effective tools and resources. The following three Guides were created to meet your professional needs so that you may achieve excellence in your work.



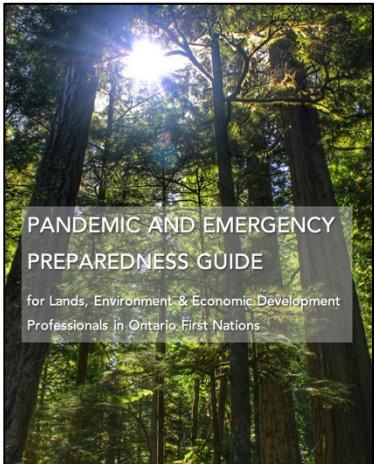
The findings from the 2020 Survey are summarized in the *Career Guide for Lands, Environment and Economic Development Professionals in Ontario First Nations*. Read the Career Guide for detailed information, statistics, tables and charts that illustrate the current trends in Lands, Environment and Economic Development Professions as well as considerations for Chief and Council members who hold portfolios related to these fields. You will find the latest information on themes such as Job Titles; Education; Succession Planning; Job Schedules and Time Demands; Salary and Compensation; Training and Professional Development; Job Satisfaction; Effects from COVID-19, and more.



The primary findings captured in the Career Guide are accompanied by two complementary Guides.



The Supplementary Tools Guide for Lands, Environment and Economic Development Professionals in Ontario First Nations provides tangible resources to assist you in your career development. The results from the 2020 Survey confirmed that Lands, Environment and Economic Development Professionals are expected to wear many hats on a daily basis. The *Supplementary Tools Guide* is intended to support and guide you in key areas of your day-to-day responsibilities, including time management; proposal writing; succession planning; self-care; and many more helpful tools, templates and resources.



The Pandemic and Emergency Preparedness Guide for Lands, Environment and Economic Development Professionals in Ontario First Nations addresses some of the challenges that survey participants reported experiencing during the COVID-19 pandemic, combined with strategies to prepare for future pandemic and emergency events. This Guide provides recommendations and lessons learned from First Nation communities during COVID-19; tools for identifying essential services; planning for departmental continuity and resumption; project management while working from home; protecting your health and safety; funding relief; sample pandemic and emergency plans, and adaptable templates.

These Guides have been created for several groups of professionals working in Lands, Environment and Economic Development in Ontario First Nations. For those considering entering one of these fields; for those currently in the field, and for those who need to recruit and manage such professionals.

Our roles within Lands, Environment and Economic Development are intricately related. We may each have our own specific skills and knowledge sets, but it is abundantly clear that in order to ensure community success, we need to work effectively together. Lands, Environment and Economic Development go hand in hand.

You are welcome to share these documents with your organizations and colleagues. Contact OALA or OFNEDA to enquire about receiving a copy of these documents:

- Ontario Aboriginal Lands Association (OALA): <https://oala-on.ca>
- Ontario First Nations Economic Developers Association (OFNEDA): <https://ofneda.ca>



Background

In 2008, the Regional Program Management Advisory Committee (RPMAC) Ontario conducted a member survey of Economic Development Professionals and published a Career Guide as a tool to support Economic Development Professionals working for a First Nation community. The Committee hoped then that the Guide would also be of use to those aspiring to become part of this growing profession.

In the spring of 2015, a new survey was undertaken by the staff at the National Aboriginal Lands Managers Association (NALMA), under the direction of the Lands, Environment, and Economic Development Advisory Committee (LEEDAC) Ontario. The survey was expanded to include Ontario-based Lands Management Professionals, as well as a small number of Environment Professionals.

This latest version of the Career Guide is based upon the results of an expanded survey conducted in autumn 2020 by the Ontario Aboriginal Lands Association (OALA) and the Ontario First Nations Economic Developers Association (OFNEDA).

The 2020 Survey reached professionals working in the fields of Lands, Environment and Economic Development. In some cases, a First Nation may not currently employ a Lands, Environment or Economic Development Professional. In this event, a Chief and Council member may be responsible for overseeing relevant portfolios, and carrying out projects related to Lands, Environment and Economic Development. Therefore, Chief and Council members were invited to participate in the 2020 Survey as well.

The results from the 2020 Survey were analyzed and compared to the 2015 Survey findings, and used as the basis for the latest Career Guide.



Gratitude

Deep gratitude goes out to all professionals who participated in the 2020 survey. OALA and OFNEDA thank you for generously sharing your time, insights, knowledge and experiences to inform the development of this Career Guide, and to thereby support today's professionals working in First Nations.

Above all, thank you for the tremendous work you carry out every day!



A Note About the Survey Numbers

In the pages that follow, there will be a number of tables, charts and statistics presented to help illustrate various themes and conditions related to Lands, Environment and Economic Development professions. Additionally, some information about the roles of Chief and Councillors has been included in view that some First Nations may rely upon them to hold portfolios related to Lands, Environment, and Economic Development.

The Lands, Environment and Economic Development Career Guide Survey was launched on Thursday, October 1, 2020. Contact lists were provided by OFNEDA, OALA, NALMA, and ISC Regional contacts to ensure a large sample size for data collection. An early bird deadline was set for Friday, October 15, 2020. The final deadline was originally set for Friday, October 20, 2020. However, due to limited responses, it was felt that the deadline should be extended to Friday November 13, 2020. All participants were notified of the extension, and an additional bonus prize was added to reward participants who had completed the survey before the original deadline. Participants who completed the survey within the extended timeline were entered in draws for First, Second and Third prizes.

It is important to note that since the onset of COVID-19, many professionals have encountered a great deal of pressure to meet additional demands on top of their regular responsibilities. Many others transitioned to working from home, often experiencing challenges related to internet speeds and technologies; therefore, it is possible that some professionals could not participate in this survey due to lack of reliable internet connection. Extra efforts were made to contact First Nations by phone to ensure they had the chance to participate in the survey. Efforts were also made to reach Environment Professionals; however not every First Nation employs an Environment Professional, and due to limited contacts, this field is under-represented in the results.

Despite these challenges, OALA and OFNEDA were pleased with the total number of surveys received. The data collected was sufficient to perform valid statistical analysis, in order to understand trends about the reality facing today's professionals, and to better support them to thrive in their careers.

Prizes included:

- Early Bird Prize: iPad
- Bonus Prize: iPad
- First Prize: Laptop for your department and a free Annual Membership to OALA and OFNEDA
- Second Prize: \$500 prepaid VISA towards a departmental purchase, approved by your First Nation and a free Annual Membership to OALA and OFNEDA
- Third Prize: \$150 prepaid VISA towards a departmental purchase, approved by your First Nation

Upon closing, the following responses were received:

- Total Survey Responses Received: 115
- Total Completed Responses Received: 90
- Number of First Nations: 79 out of 133 represented (60% of FNs contacted are represented)
- Total Female Responses: 75
- Total Male Responses: 40

The following fields were represented in completed surveys:

- Economic Development: 53
- Lands: 49
- Environment: 7
- Chief and Council (Portfolio Holders): 6



Important Notes about Reading the Career Guide

Participants were asked to respond to the majority of questions as if they were operating in a pre-pandemic time frame, in order to reflect a more accurate representation of their roles within their communities.

Additional questions attempted to capture the effects of the COVID-19 pandemic on daily departmental operations and responsibilities. See the final chapter for specific information about the impact of the COVID-19 pandemic on employees and departments.

Unlike the statistics generated by a scientific experiment, the statistics presented in this Guide are best viewed as approximations or indicators of trends and conditions.

Percentages have been rounded for ease of reading.

Participants from both fields of Environment and Chief and Council (Portfolio Holders) are represented by small sample pools; therefore, it is important to keep in mind that statistics related to these professions may appear large relative to the limited number of respondents (e.g., 50% of Chief and Council responses is equal to 3 out of 6 respondents in their category. 29% of Environment responses is equal to 2 out of 7 respondents in their category).

While some Chief and Council (Portfolio Holders) participated in the survey, this Guide focuses primarily on Lands, Environment and Economic Development Professionals. Therefore, responses from Chief and Council members have been omitted from certain sections of the Guide that relate primarily to Lands, Environment and Economic Development Professionals.



Chapter 1: Lands, Environment and Economic Development in Ontario First Nations

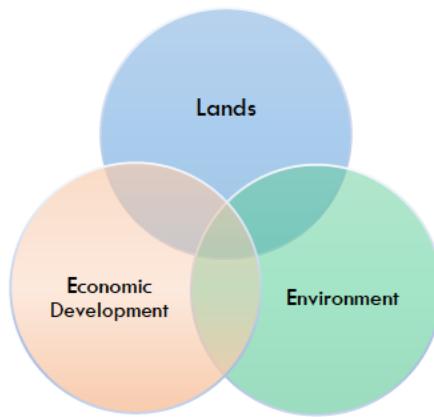
Mission and Roles

To work as a Lands, Environment, or an Economic Development Professional in an Ontario First Nation offers both great challenges and rewards. Your challenge will be to generate wealth or to create lands or environmental management in a First Nation community, often characterized by geographic isolation, limited access to capital and resources, and small market population. Your First Nation will look to you, the professional, to guide the community towards sustainability. To the extent that you are successful, the evidence of your hard work will be reflected in the increased prosperity, wellbeing, environmental sustainability and opportunities afforded to all community members.

This Guide has been produced in the hope and expectation that it will be of continuing use to both the people already working in Lands, Environment, or Economic Development, and to those contemplating a career in these professions. The challenge, common to most careers, is to connect one's education, skills, experience, and opportunities in a fashion that leads to meaningful results both for the individuals and the organizations they serve. At the individual level, it is natural over time to seek increasing levels of responsibility, promotion, economic remuneration and recognition.

In the chapters that follow, you will be provided with a "state-of-the-profession" look at Lands, Environment and Economic Development in Ontario First Nations. These profiles are based on the survey held in autumn of 2020. It will help you to make a comparison between your own situation and that of your peers with respect to a wide range of metrics, including salary ranges, vacation, education, and many more factors. For those looking to select a career, it will give you a view of what is likely ahead – the pros and cons of working in these fields. Hopefully, it will help you answer the important question: "Is this the right career for me?"

Overall, this Guide provides information and tools required to be successful in a career in Lands, Environment or Economic Development in Ontario First Nations. As you take an active role in your career development you will be making smart choices for yourself and, at the same time contributing to the wellbeing of First Nation communities. A win-win situation!





Lands Management in Ontario First Nations

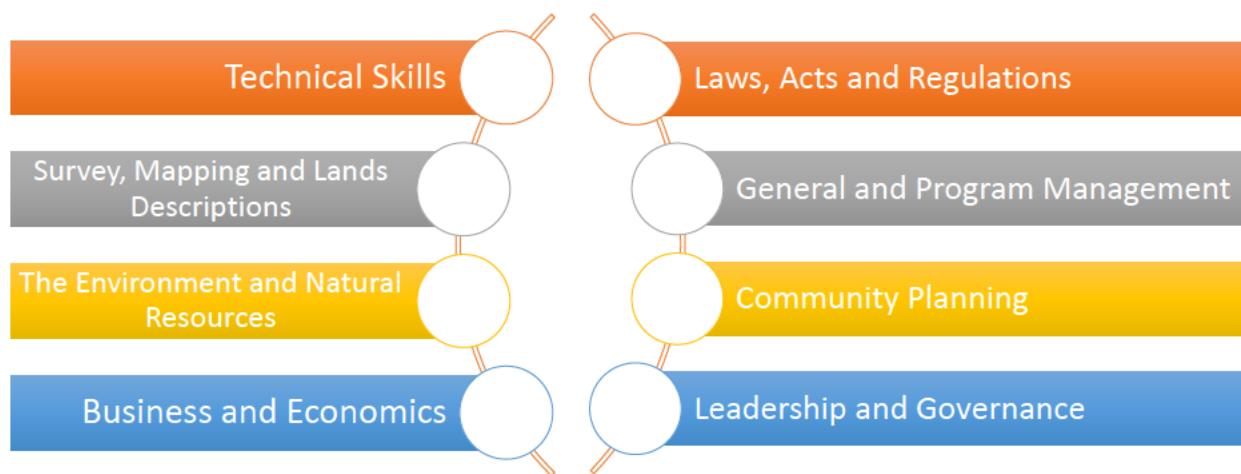
Lands Management in First Nations is the process and structure by which Chief and Councillors and Lands staff direct and manage lands, resources, and environment on reserves. The objective of creditable lands management is to enhance the wellbeing of the community members and to protect their assets. The goal is sustainability.

Excellent lands management is the foundation for so many aspects of life on reserve, not the least of which is economic development. As we say, the two go hand-in-hand. Important choices have to be made, and the resources are limited. For example, does one make room for more housing or more industry in a given location? Do short-term benefits negatively affect long-term wellbeing? The leaders and members of the community look to the Lands staff to guide them and to provide a professional objective assessment of each situation within the context of a strategic plan.

Meanwhile, lands and environmental management are like two sides of the same coin. Demonstrating environmental leadership is key to successful lands management and fostering sustainable communities. Whether a Lands Professional is directly responsible for implementing an environmental management plan or is working in collaboration with Environment Professionals, advancing Lands and Environment goals will strengthen each department. Environmental management should be tied to the land use planning process, including cultural, governance, financial management and demographic considerations.

Your work as a Lands Professional is constantly evolving, you are expected to wear many hats, and perform in many different roles (e.g., estates, land codes, ATR's, consultation, engagement), and happens under many circumstances. The multi-faceted nature of this role is captured by the core competencies depicted below.

Core Competencies of a Lands Manager (NALMA)



The Ontario Aboriginal Lands Association (OALA) assists Lands Professionals in carrying out these important tasks through training and networking opportunities. In 1995, a small group of Ontario First Nation Lands Managers formed an association to address unique lands management issues and related common interests while providing a forum to strategize on problems and concerns. The Ontario Aboriginal Lands Association (OALA), the first of its kind in Canada, was formed to support and assist fellow Lands Managers when needed. OALA is one of 8 Regional Lands Associations across Canada. Since our establishment in 1995, one of the original goals of OALA was to establish a National Lands Management Association consisting of Lands Managers across Canada. This was accomplished in 2000 with the establishment of the National Aboriginal Lands Managers Association (NALMA).

OALA has constituted ourselves as a leading Regional Lands Association under the umbrella of NALMA to address unique lands management issues and relate common interests with our members, regionally and across Canada. In



turn, NALMA has developed training programs aimed to provide the skills and knowledge required to effectively meet the demands of lands and environmental management. The *Supplementary Tools Guide* provides information about NALMA toolkit trainings that are available.

In 2019-2020, OALA's primary focus was on building the operational infrastructure for our Administrative Hub, providing training, and capacity building resources to our membership. In 2020-2021, OALA's primary focus has been to finalize our 5-Year Strategic Plan, continue to build capacity, increase networking opportunities, and strategize on common but unique problems and concerns when it comes to our members' lands. OALA works to build capacity and provides networking, peer support and training opportunities for First Nation Lands Managers in Ontario.

This is accomplished through:

- Regular communication and outreach to OALA members.
- Building awareness of the benefits of being a member of OALA in pursuit of recruiting new members.
- Providing technical training to Ontario First Nation Lands Professionals to support capacity development
- Collaborating with Regional Indigenous Services Canada (ISC) Offices, other partners and stakeholders to strengthen relationships

OALA provides support to Lands Professionals in First Nation Communities across Ontario through training opportunities, program awareness, capacity building, and conducting research.

These services may include:

- | | |
|--|---|
| <ul style="list-style-type: none">• Training workshops• Community site visits• Advisory services | <ul style="list-style-type: none">• Referrals• Providing information and tools• Identifying funding support |
|--|---|

For more information about OALA, visit: <https://oala-on.ca>



Environmental Management in Ontario First Nations

First Nations people have always held a close and sacred relationship to the land and environment. This relationship provides the foundation for all aspects of life in a community, from water, food and health, to cultural practices and economic opportunities. Today, First Nation environments face numerous challenges to short and long-term functions. First Nations have identified four significant environmental threats within their reserve lands: solid waste; sewage; fuel storage tanks; and environmental emergencies. Meanwhile, the planet is undergoing drastic shifts related to climate change; here in Ontario, we are seeing increased severe weather events, fluctuating seasonal temperatures, threats and declines to wildlife populations and habitats, which thereby impacts the ability to harvest traditional foods, and many other alarming impacts.

In acknowledging that reserve lands should be cared for to benefit future generations, First Nations must actively manage their lands and environment to ensure a healthy and prosperous future. Pressures on the environment must be dealt with in a pro-active manner and with professional expertise. Many First Nation communities are experiencing population growth in a fixed land area. The need for ventures in economic development creates new and often complex demands on land use, often with consequences to the environment. The impacts of climate change and resource development must be managed to ensure the health and sustainability of First Nations. The bottom line: the need for a viable and effective plan for environmental management that complements excellent stewardship and results in sustainability (NALMA Environmental Management Toolkit, 2019).

At its core, environmental management aims to protect and enhance the health of natural systems on First Nation lands. Environment Professionals (and often Lands Professionals) engage in this work as a means to care for the environment, to comply with acts and regulations, and promote best practices.

The roles of Environment, Lands and Economic Development Professionals are closely interrelated. An important part of lands management is protecting the environment from the adverse effects of economic and residential development and mitigating any risks to human health and safety. Therefore, important decisions related to First Nation lands and development must be integrated with an environmental approach. Effective and proactive environmental management will protect First Nations lands from risks to natural systems, waters, wildlife, and people, while achieving community priorities.

A holistic and transparent approach to environmental planning and operations is vital to meeting all community needs through co-operation amongst First Nation administration and departments. The goals, objectives, policies and procedures of Environment Professionals should be transparent and easily understood by all staff; therefore, other departments will be equipped to support environmental mandates through their own projects.

Environmental Management in First Nations today may include engaging in:

- Provincial and Federal Environmental Impact Assessments
- Consultations
- Climate change management
- Balancing environmental protection with economic development and resource management
- Protecting and restoring at-risk and endangered species
- Assessing and remediating contaminated sites
- Supporting solid waste management and wastewater management
- Engaging with Traditional Environmental Knowledge to support environmental vitality

First Nations are poised to become leaders in environmental management based upon millennia of living and cultivating strong relationships with the land. Today, the resurgence of Indigenous Knowledge systems is fueling stewardship efforts. Young people are especially passionate about working to protect the environment from adverse



impacts and to restore ecosystems; indeed, many youth are pursuing educational opportunities that will equip them with tools for a career in environmental management. Elders and Traditional Knowledge Holders play an integral role in guiding and informing decisions and efforts to care for the environment. The entire community plays a role, and Environment Professionals are leaders in this tremendously important work. They are tasked with ensuring local ecosystems will be well managed and protected from degradation, so that they will flourish for generations to come. This role cannot be understated.

For Professionals seeking introductory training and resources for environmental management, NALMA offers a comprehensive *Environmental Management Toolkit* that explores:

- Environment on First Nations Lands
- Environmental responsibilities under various Land Regimes
- Environmental Legislation
- Overview of Environmental Management
- Creating an Environmental Management Plan
- Additional helpful Resources and Tools

Learn more about NALMA's Environment Unit here: <https://nalma.ca/units/environment-unit>

Additionally, for those considering entering this field, there are a multitude of educational pathways to pursue at a College or University level in Ontario and across Canada. Interested individuals may consider the programs available below. Note that this is not an extensive list and there are many more programs to explore, including programs with Indigenous Knowledge components and specializations.

Education

Various universities offer Bachelor's Degrees in Sciences (Environmental, Geography, Geology, Biology, Ecology, etc.); Environmental Studies and/or Sciences, such as Environmental Management; Indigenous Environmental Studies and/or Sciences; Climate Change Studies; Urban Design; Civil Engineering, etc. Colleges also offer programs such as Environmental Technician Studies; Fish and Wildlife Technician Studies, Ecological Restoration; Forestry, etc.

Environmental Technician Programs and other Environmental Certificate programs

- Centennial College: <https://www.centennialcollege.ca/programs-courses/full-time/environmental-technician/>
- Fleming College: <https://flemingcollege.ca/programs/environmental-technician>
- Seneca College of Applied Arts and Technology: <https://www.collegesinstitutes.ca/members/seneca-college-of-applied-arts-and-technology/>
- Building Environmental Aboriginal Human Resources – Environmental Careers Organization Canada (BEAHR/ECO Canada): <https://www.eco.ca/beahr/>

Certifications

- Associated Environmental Site Assessors of Canada (AESAC):
<https://aesac.ca/trainingcourse/#id=104&wid=901&cid=1687>
- Professional Geoscientists of Ontario (PGO): <https://www.pgo.ca/registration/apply-online>
- Canadian Council Certified Technologists (CCTT): <https://www.cctt.ca/careerzone/technicians-technologists>



Resources and Funding

- Indigenous Centre for Cumulative Effects (ICCE): <https://www.icce-caec.ca>
- Centre for Indigenous Environmental Resources: <http://www.yourcier.org>
- ECO Canada Library: <https://www.eco.ca/resource-library/>

While not every First Nation employs a full-time Environment Professional at this time, opportunities to employ dedicated Environment Professionals will bring many benefits to your community. Integrating a holistic environmental approach within First Nation community planning is paramount. Fostering healthy ecosystems will enhance the lives of members and build sustainable conditions for the future.



Economic Development in Ontario First Nations

Community economic development is the process by which local people create economic opportunities that improve social conditions. This approach recognizes the interconnectedness of economic, environment, and social challenges in First Nations. To be successful, development must be rooted in local knowledge and be led by community vision. The development process involves a means to accumulate wealth and to make the local way of life more creative, inclusive, and sustainable, now and for seven generations to come. For an Economic Developer Officer (EDO) in Ontario First Nations, this is a challenge that must be met. Note that this Guide will refer to "EDO's" and related positions as "Economic Development Professionals" in order to include the variety of positions available within the field of economic development.

Much like lands management, effective economic development is achieved through exercising diverse knowledge and skills. The core competencies, listed below, represent a broad range of knowledge systems, strategies and factors that must be engaged to create sustainable local economies. EDO's will gain increasing experience in these areas over time, while training opportunities will empower EDO's to enhance their abilities in areas where they may be less familiar.



Learn more about core competencies of an EDO and related training opportunities: <http://www.edo.ca>

EDO's are facing numerous challenges across Ontario, in particular Northern Ontario, as substantial changes occur in the economies, societies, culture and environment of their communities; such as:

- Mining exploration and development in the 'Ring of Fire' and other regions
- Alternative energy development
- Growing interest in non-timber forest products and local food production
- Rapid population growth, and a youthful population
- Climate change
- Increased interest in cultural renewal
- Increased awareness and concern for environmental impacts
- Increasingly complex policy environment

These factors, amongst others, are challenging EDO's to develop sustainable economies that will provide employment opportunities that reflect the diversity of their communities' needs. First Nations themselves are challenged to identify well-trained EDO's who can successfully negotiate these complex issues.

As with its challenges, there have also been many successes throughout First Nations communities in Ontario. The Henvey Inlet Wind Project is a 300 MW wind power development located in the Henvey Inlet No. 2 First Nation,



which generates enough clean, renewable energy to power approximately 100,000 Ontario homes. The facility is expected to generate more than \$10 million in income annually for Henvey Inlet First Nation; a source of long-term, stable revenue for the Band. Meanwhile, in Akwesasne, Seven Leaf is the first 100% Indigenous owned and operated cannabis producer licensed by Health Canada on First Nation territory. Most recently, medical equipment manufacturer Dent-X Canada, in partnership with FN Procurement Inc. set up operations in Wiikwemkoong Unceded Territory to help meet the growing demand for personal protective equipment (PPE). These are a few examples of First Nations creating diverse and innovative projects that will expand employment opportunities for local members and stimulate economic growth.

Economic development continues to be a priority of both the First Nations themselves and of provincial and federal governments and organizations. Economic development is seen as a necessary platform for greater self-sufficiency in the future. Over the past couple of decades there have been numerous programs put in place with various levels of funding. Some programs are designed to improve the environment for future economic progress, while some were aimed at job creation or skill development. As with all such programs, the results were mixed, and funding tends to ebb and flow with political changes at all levels of government.

The Assembly of First Nations Economic Sector has been working with partners towards a First Nations Labour Market Strategy. This work is based upon resolutions that direct the AFN to: “affirm First Nations rights to improved economic and social conditions; mandate efforts to address personal and systemic barriers to labour market opportunities faced by First Nations; and support access and options to secure greater economic independence”.

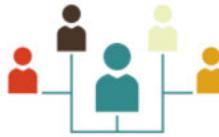
The Ontario First Nations Economic Developers Association (OFNEDA) represents a group of professionals with a common goal of enabling and fostering economic development in Ontario’s First Nations communities. OFNEDA members operate within an evolving context that reflects the complex historical relationships and rich cultural traditions of Ontario’s First Nations people. The Association has embraced the concept of becoming a “knowledge organization”.

Through a knowledge transfer cycle, economic developers enable community leaders and local businesses to take advantage of best practices by designing unique suites of tools and building inter-community relationships. As OFNEDA grows, the organization will focus on developing culturally appropriate information and educational materials, in order to transfer knowledge of ethical business and best practices in economic development to local practitioners as well as to businesses in First Nations communities. For more information about OFNEDA, please visit: <https://ofneda.ca>

OFNEDA is committed to the professional development of its members. Through networking and training opportunities, we provide resources that EDO’s can access and utilize. As we continue to grow and develop, we have plans for a mentorship program to connect seasoned EDO’s with newer professionals just entering the field. Having partnered with Cando, OFNEDA will offer training courses that can be applied to the Technician Aboriginal Economic Developer’s (TAED) Certification.



OFNEDA Member Services include:



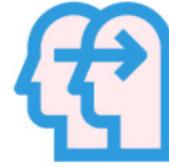
Networking

- Access to database of Economic Development Professionals in Ontario
- Access to online tools and resources as well as database of member community businesses
- Network with professionals in varied industries such as Cannabis, Mining, Tourism, Environment



Events

- Regional Training Sessions will allow members to increase their knowledge in various areas
- Regional Networking Events allow for EDO's to connect with other EDO's to share ideas, best practices, develop meaningful relationships/partnerships
- Links to Learning - a Cando event, OFNEDA has partnered with Cando to host provincial Links to Learning events



Mentorship

- New EDO's have the opportunity to network and connect with seasoned EDO's to learn from, to call upon for guidance, if needed.
- Mentors will be readily available to assist with providing guidance and support to newer EDO's
- Mentors are volunteers who have been identified by the OFNEDA team.

The basic trend remains: the mandate for economic development is growing into the foreseeable future. For professionals in this field, this is a very good thing for your careers. It will mean that you have to work to keep up with the various programs offered and their administrative requirements; additionally, in many cases, the position also entails working in other sectors such as lands, environment, and other departments. However, it can also mean the death or delay of individual projects if certain programs end or funding dries up. Yet it also means there is a growing demand for their expertise and skills! For the professional who is willing to invest time and effort to keep current, it spells opportunity.



Land Regimes

The 2020 survey asked respondents to identify which Land Regime their First Nation currently operates under. Lands management programs, or regimes, are a transfer of control over lands management from Indigenous Services Canada (ISC) to First Nations. These include the three programs explained below:

Land Regimes Comparison Chart

RLEMP			First Nations Land Management (FNLM)	Comprehensive Self-Government
Training & Development	Operational	*Delegated Authority		
Formerly RLAP		Formerly 53/60 *ISC has suspended this option		
Partnership with ISC	Partnership with ISC	Partnership with ISC	Government to government agreement (lands only)	Government to government (all services)
ISC Region primarily performs lands management functions; FN performs simple land activities	FN primarily performs the lands management functions; ISC Region oversees activities	FN performs lands management functions in accordance with sections 53 & 60 of the Indian Act	FN performs lands management functions in accordance with FN Land Code & Laws	FN performs lands management functions in accordance with FN laws
ISC has approval authority	ISC has approval authority	FN has approval authority	FN has approval authority for lands only	FN has all approval authority
Funding is provided by ISC based on a funding formula	Funding is provided by ISC based on a funding formula	Funding is provided by ISC based on a funding formula	Funding is provided by ISC based on a funding formula	Funding is provided by ISC based on the Agreement
Fiduciary obligation with ISC	Fiduciary obligation with ISC	Fiduciary obligation with ISC	Fiduciary obligation for transactions completed: -Prior to land code: ISC -After land code: FN	Fiduciary obligation for transactions completed: -Prior to land code: ISC -After land code: FN



The Reserve Land and Environment Management Program (RLEMP)

This program is a comprehensive lands management program that funds First Nations to manage all aspects of lands, natural resources and the environment on reserve. RLEMP is structured so that First Nations can function at any one of these levels of increasing responsibility, complexity and independence:

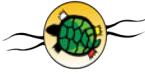
1. The **training and development** level.
2. The **operational** level.
- * The **delegated authority** (delegated by the Minister under sections 53 & 60 of the *Indian Act*) level was previously a level under RLEMP that is no longer available to new entrants. When First Nations reached the delegated authority level of RLEMP, First Nation councils could direct lands management with no intermediaries. The role of ISC was to simply advise and monitor First Nations. This level has been included as an option in the 2020 Survey for First Nations that are still operating under sections 53 & 60 of the Indian Act.

The Framework Agreement on First Nations Land Management (FNLM)

This program, made possible through the *First Nation Land Management Act*, is a sectoral self-government initiative (sectoral because the Act covers only lands and resource management). To enter the FNLM program, a First Nation must sign a Framework Agreement with Canada, and must develop its own Land Code. A First Nation has complete control over First Nation lands under FNLM once the First Nation creates and ratifies a Land Code and meets the federal criteria, i.e., an infrastructure that consists of the Land Code, land governance and management systems that are supported by policy and procedure manuals, and computer systems.

Comprehensive Self-Government agreements

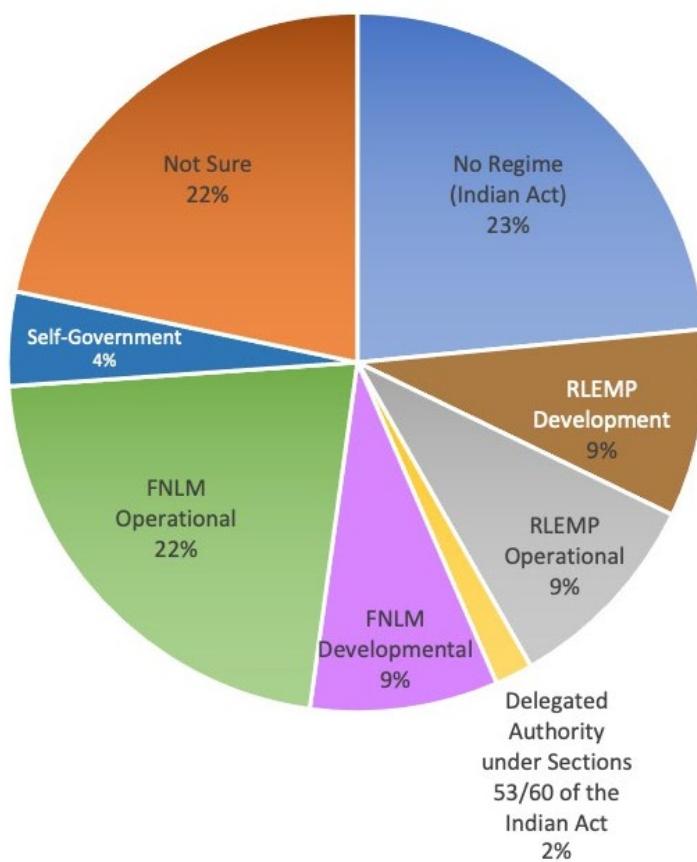
These agreements set out arrangements for Indigenous groups to govern their internal affairs and assume greater responsibility and control over the decision-making that affects their communities in the structure and accountability of Indigenous governments, in their law-making powers, in financial arrangements, and in their responsibilities for providing programs and services to their members.

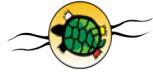


In the 2020 Survey, 23% percent of all respondents indicated that they operate under the *Indian Act*, but not under a specific Land Regime, while 22% operate under the Framework Agreement on First Nation Land Management regime at the operational level. An additional 22% of participants were unsure about which Land Regime their First Nation operates under.

According to these results, Lands Professionals are reporting an increase of about 20% in FNLM Land Regimes (Developmental and Operational) compared to 2015. Similar to survey results in 2015, a large number of Economic Development and Environment professionals remain unsure about which Land Regime is administered in their First Nation. Land Regimes have a major impact on the types of activities that can be undertaken and on the process by which these activities are completed. It is important for First Nations to be aware of the implications of moving from one regime to another as they assume greater liability and responsibility under the Framework Agreement or Self-Government. This situation presents an ideal training opportunity.

Land Regimes





Best Practice

All staff in Lands, Environment and Economic Development should have a basic understanding of the various land regimes and must know the particulars of the land regime that their community operates under. To learn more about land regimes, contact the following organizations to enquire about training opportunities:

OALA: <https://oala-on.ca>

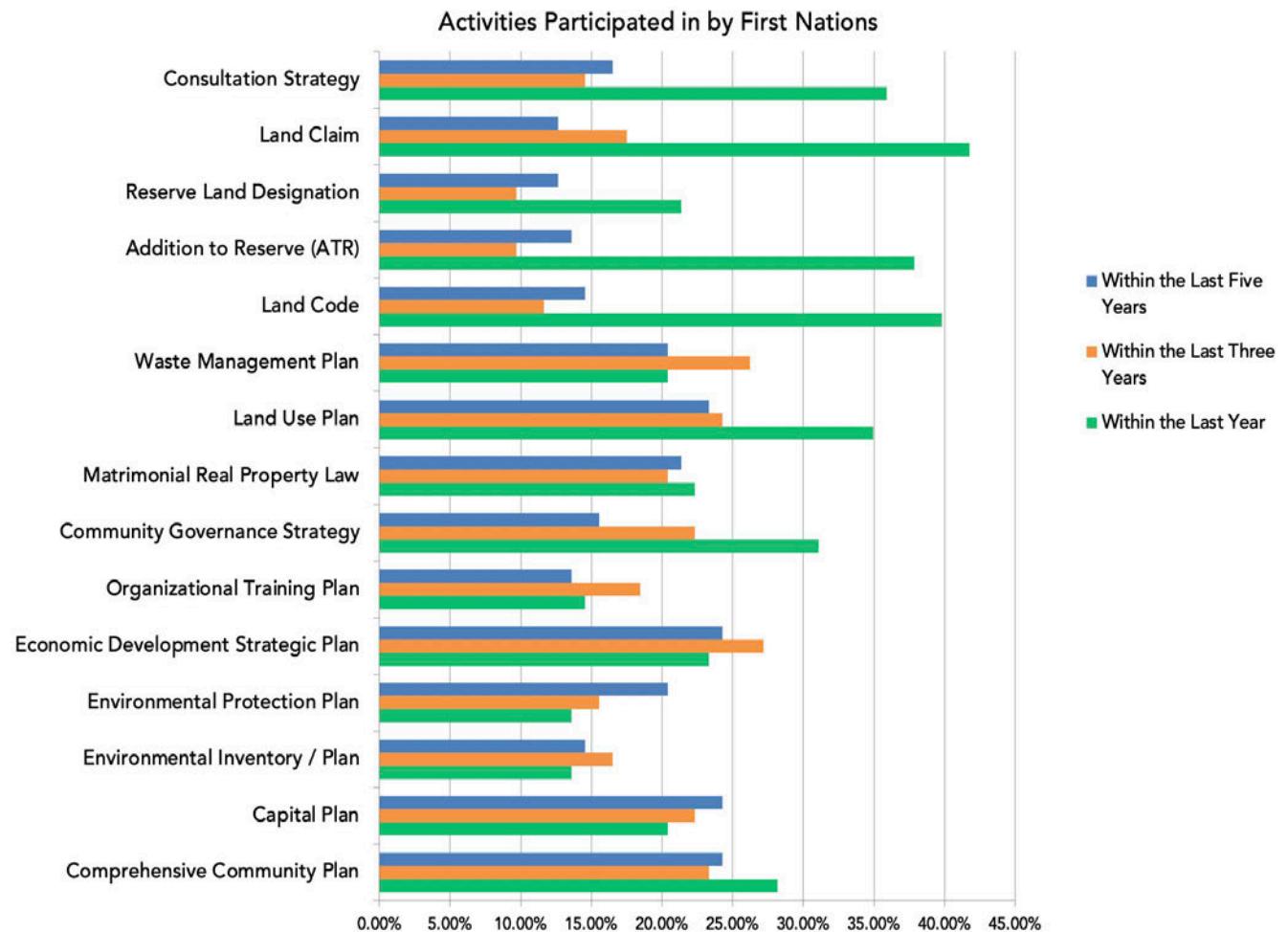
NALMA: <https://nalma.ca>

LABRC: <https://labrc.com>



First Nation Activities

The graph below represents responses from all professions regarding activities that their First Nations have participated in within the last year, three years, or five years. It is evident that there continues to be active momentum towards a variety of endeavours. Within the last year alone, 30-40% of communities have undertaken activities related to Community Governance, Land Use Planning, Land Codes, ATR's, Land Claims and Consultation Strategies. Looking at the three and five year trends, about a quarter of communities have been involved in Comprehensive Community Planning and Capital Planning, Economic Development Strategic Planning, Land Use Planning and Waste Management Planning.





Activities by Field

The table below summarizes the trends in activities that have been undertaken by professionals according to each professional field. The great number of complex initiatives executed since 2015 is evidence of professionals' committed efforts to serving First Nation communities. It is clear that Lands, Environment and Economic Development Professionals are invaluable to the successful completion of pivotal projects.

LANDS	ENVIRONMENT
<p>Within the last year, Lands Professionals report that between 40-50% of their First Nations have participated in ATR's, Land Codes, Land Claims, and Land Use Planning.</p> <p>In the last three to five years, there has been activity related to Comprehensive Community Planning, Capital Planning, and Economic Development Strategic Planning.</p>	<p>Within the last year, Environment Professionals indicated that their communities have been very involved in Land Claims, Community Governance Strategy, Land Use Planning, Consultation Strategy, Land Codes and ATR's.</p> <p>Other priorities include Environmental Inventory/Planning, Environmental Protection Planning, and Waste Management Planning.</p>
ECONOMIC DEVELOPMENT	CHIEF AND COUNCIL
<p>Within the last year, Economic Development Professionals report their First Nations participating heavily in Consultation Strategy, Land Claims and Land Code Activities.</p> <p>Other activities that have been pursued in the three to five years include Comprehensive Community Planning, Capital Planning, Economic Development Strategic Planning, Community Governance and Land Use Planning.</p>	<p>Within the last year, members of Chief and Council (Portfolio Holders) report that their communities have been involved in Land Codes, Land Claims, Waste Management Planning, Community Governance Strategy and Capital Planning.</p>



Chapter 2: Careers in First Nations Lands, Environment and Economic Development

Job Titles

Eighty percent of all respondents have job descriptions for their field, which are important for defining position attributes, expectations and responsibilities. Similar to 2015, the majority of all respondents indicated that their role is classified as a Manager, Officer, followed by Director. For the purposes of this Guide, insights will mainly focus on professional fields in general, and details about the variety of responsibilities, experiences and levels of satisfaction related to each.

Additionally, some respondents serve in roles such as a combined Lands Manager/Compliance Supervisor, Technicians, Housing and Band Administrators, or Councillors holding portfolios.

Note that more Economic Development Professionals' jobs are classified as General Manager/CEO/Director or Officer, compared to Lands Professionals, who tend to be classified as Managers. Meanwhile, Lands and Environment Professionals are also more likely to be Managers, Coordinators, Assistants or Clerks.

Position Classification	Lands	Environment	Economic Develop.	Chief & Council (Portfolio Holder)
Chief/Portfolio	0%	0%	0%	50%
General Manager/CEO	2%	0%	15%	0%
Director	8%	14%	17%	17%
Manager	49%	43%	19%	0%
Officer	8%	14%	36%	0%
Coordinator/Assistant/Clerk	26%	28%	6%	0%
Other	6%	0%	8%	33%

In the *Supplementary Tools Guide*, we present information about the primary duties related to Lands, Environment, and Economic Development Professionals. A quick summary of each level of responsibility is provided in the sections that follow.



Managers

The Manager has responsibility in policy development, in conceptualizing plans and initiatives, in managing projects at varying stages of development, personnel, and finances. As a result, the person in this position is more inclined to be a visionary than a hands-on professional.

It should be noted that First Nations operating under RLMEP are required to have a Certified Lands Manager working for their First Nation. This Certification, obtained through NALMA, is a mandatory requirement to continue to receive funds for the Lands Program.

A university degree is recommended, preferably in areas such as Business Administration, Commerce, or Lands Management. In some cases, long-term relevant practical experience may substitute for formal education.

To be successful in the short term, Managers must have specific knowledge of:

- Where concepts originate for projects?
- Where does authority for progression of projects come from?
- How is funding/ financing obtained for these projects?
- What human resources are available to assist with such a project?
- What types of partnership are available to ensure success?
- What are the time frames for completion?
- What are the community needs or wants?

In the long term, a successful Manager will be able to recognize trends that will provide opportunities for the future. Some of the tools that will be developed by the Manager might include:

- A multi-functional, comprehensive strategy for on-going activities.
- A base of operating principles for economic development and/or lands management in the community.
- Community-based data to develop long-term strategic plans.
- A process guided by strategic planning and analysis.
- An organizational format that is non-profit, independent, and non-governmental, even though for-profit or governmental entities are closely linked to its work.

Officers

The Officer has less responsibility than a Manager but is also involved in policy and plans, with the main responsibilities involving research, implementation, communication, and coordination. The goal of this position is to take direction from those developing the concepts and to affect a concluded project.

A university degree or college diploma is generally required, preferably in areas such as Business Administration, Commerce, or Lands Management. In most cases, relevant experience may be lacking compared to that of Managers.

The Officer must have a good grasp of the local political process as First Nation elected leadership and First Nation management influence the potential success of projects and lands. Effective salesmanship and public relations skills



will play an important role in garnering support from the community and upper-level management for each stage of any endeavour.

Many Officers are responsible for subordinates and managing human resources. Whether as a part of a project team or indirectly through First Nation owned operations, some Officers manage a large number of staff.

Support Level Positions

In this category we include a general description of a number of titles, as provided by the respondents in the survey, including Administrator, Co-coordinator, Assistant, and Clerk. The person in this position is mainly in a support role.

Certification or experience in administration may be required.

This position is vital to the efficiency of a multi-person department. This position is highly administrative, often an entry level position, and provides a great opportunity to learn practices and theory through practical experience.

Those in these support positions work with finance professionals, government and funding agencies, the Manager and/or Officer and with the community at large. As a consistent point of contact for department activities, this position can be very demanding, and it can provide a wide range of daily activities.



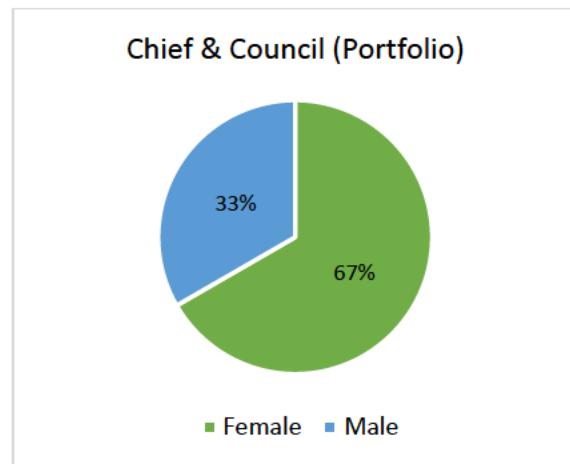
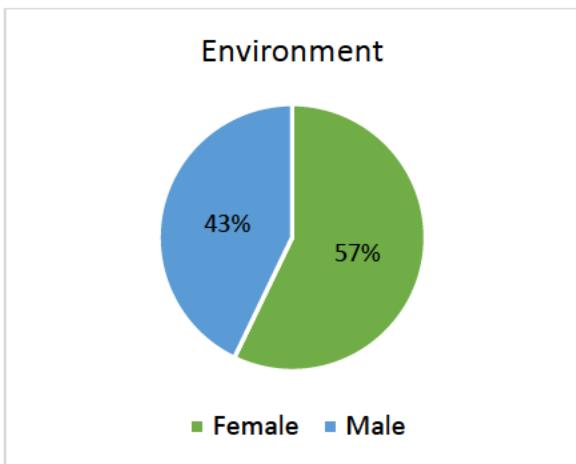
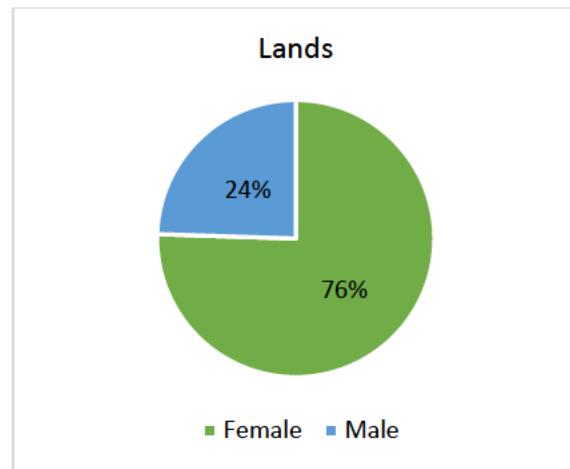
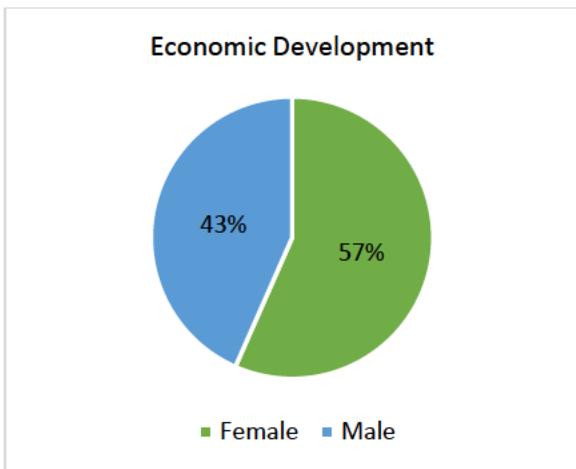
Chapter 3: A Snapshot of Lands, Environment and Economic Development Careers

Gender

The majority of professionals across the fields of Economic Development, Lands, Environment, and Chief and Council are female (65%), while males hold 35% of positions. None of the respondents chose the option to “prefer not to say” their gender.

Respondents from the Lands Management field are primarily female (76%), as well as 67% of Chief and Council (Portfolio Holders).

Both Environment and Economic Development Professionals represent the most even distribution of females (57%) and males (43%).



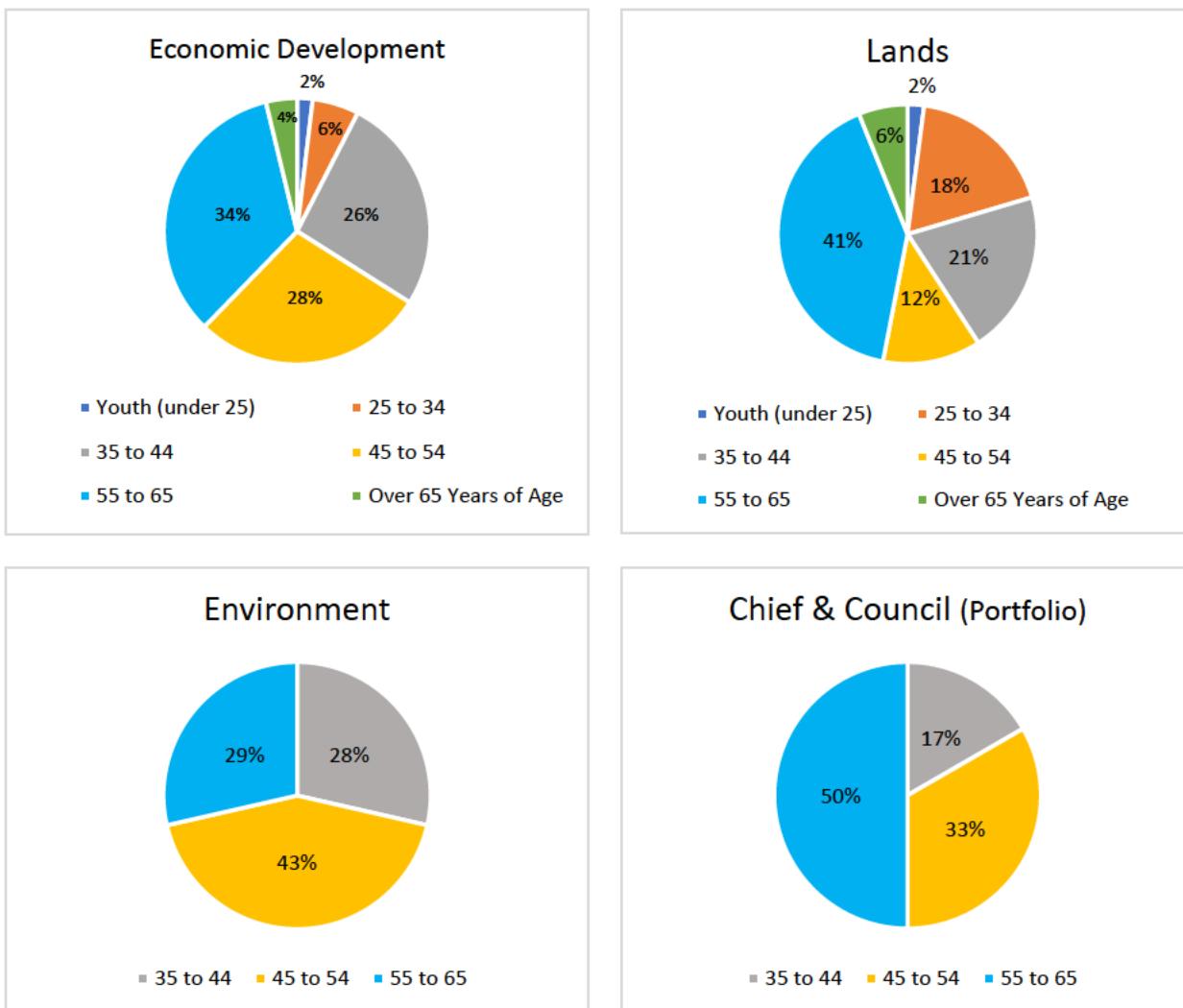


Age

Looking at age ranges across all professional fields surveyed, 37% are between the ages of 55-65 years old, with some over 65 years old. Nearly a quarter of all professionals are between the ages of 45-54, while about another quarter are 35-44 years old.

Looking specifically at the fields of Lands and Economic Development, respondents are comprised of a range of ages, with the most between the ages of 45-65. Over a quarter of Economic Development Professionals are between 35-44 years old, while Lands have some younger professionals aged 25-34.

Environment Professionals are all between the ages of 35-65, while 50% of Chief and Council (Portfolio Holders) are 55-65 years old.



In summary, these results reveal that most respondents are between the ages of 45 - 65. These findings present an important opportunity for First Nations to develop effective succession planning and mentorship opportunities for professionals with positions in these age ranges. Read more about succession planning and mentorship further on.



Education

The majority of all professionals have College Diplomas or Certificates, Bachelor's or Master's Degrees. A complete comparison by field is depicted below.

Level Achieved	Lands	Environment	Economic Develop.	Chief & Council (Portfolio Holder)
Secondary School or less	8%	29%	17%	17%
Some College Credit (no Degree)	12%	0%	11%	17%
College Certificate	20%	14%	11%	66%
College Diploma	43%	14%	28%	0%
Bachelor's Degree	12%	43%	25%	0%
Master's Degree	4%	0%	8%	0%

Just over 63% of Lands Professionals have either a College Diploma or Certificate, while about 15% have a Bachelor's or Master's degree. Lands management certifications include the Professional Lands Management Certification Program (PLMCP) delivered by NALMA, with partnerships through University of Saskatchewan, Algoma University, Vancouver Island University, as well as other fields including Business Management, Administration, Law, Indigenous Peoples Resource Management, Aboriginal Resources, Forestry, Social Work and Criminology.

NALMA also recognizes that learning is achieved through many forms and that there are multiple ways of gaining knowledge. Learning happens through life experiences including on the job, through our relationships with family, colleagues and friends, through self-directed study as well as through formal learning institutions and other means. NALMA has developed a Prior Learning Assessment and Recognition (PLAR) policy, which is a formalized process to recognize the learning and achievements that experienced Lands Managers have gained throughout their lives and careers. This process honours the knowledge and skills gained through various life experiences, including learning that happens on the job, through mentorship relationships, at educational institutes, and through other relevant avenues. Through this process, credit toward partial or full completion of PLMCP may be obtained.

Almost half of Environment Professionals possess Bachelor's Degrees, while many have achieved College Diplomas or Certificates. Environmental Technician Programs and other Environmental Certificate programs in Ontario are offered at Centennial College, Fleming College, and Seneca College of Applied Arts and Technology. A variety of Environmental Studies and Sciences programs are offered at colleges and universities across Ontario and Canada. Certification opportunities are offered through the Associated Environmental Site Assessors of Canada (AESAC), Professional Geoscientists of Ontario (PGO), and Canadian Council Certified Technologists (CCTT).

Meanwhile, the number of Economic Development Professionals who have received Bachelor's or Master's degree continues to rise from 21% in 2015 to 33% in 2020. Examples of their specific fields of study include Economic and/or Social Development, Business and/or Band Administration, Indigenous Studies, Accounting, Travel and Tourism Management, and a variety of other certifications, including those offered by Cando and the University of Waterloo.

University of Waterloo offers a Certificate of Economic Development, which is a combination of attending two one-week training courses, along with a final paper and a Certified Economic Developer Designation. Cando offers a Technician Aboriginal Economic Developer Training (TAED) and provides regular training opportunities throughout the year. Through their Prior Learning Assessment and Recognition process, Cando evaluates an individual's work experiences and previous education that will provide credits towards one or more of their competencies.



Meanwhile, well over half of Chief and Council portfolio holders possess College Certificates.

In addition to the wide-ranging education backgrounds of professionals, a lot can be said for years of dedicated learning on the job, and from “the school of hard knocks”. Opportunities for continuous training and accreditation should be explored whenever possible to enhance knowledge, skills, and to refresh one’s learning interests, especially for professionals who have completed less education. More information about training will be explored further on in the Guide.



Position Designation

The vast majority of all respondents' positions are designated as full-time permanent positions, with a small portion of professionals working full-time contracts. These statistics reflect the necessity for First Nations to employ full-time staff working with sustained momentum for the benefit of local economies and lands.

Other types of designations for Lands and Environment Professionals include temporary positions to fill in for employees on sick leave; positions dependent on funding; or positions that are project specific.

Chief and Council positions may also be designated term positions, council positions, elected positions, or may be dependent on other types of funding.

About half of Lands, Environment and Economic Development Professionals oversee 1-5 staff members (direct subordinates). Many other professionals are not responsible for managing or supervising any staff; while others are responsible for some or many staff.

Position Designation	Lands	Environment	Economic Develop.	Chief & Council (Portfolio)
Full-Time Permanent	86%	71%	93%	50%
Full-Time Contract	10%	14%	8%	0%
Part-Time Permanent	0%	0%	0%	0%
Part-Time Contract	0%	0%	0%	0%
Third Party Contract	0%	0%	0%	0%
Other	4%	14%	0%	50%



Years of Experience

Forty-three percent of all professionals hold 11 years or more of experience in their field, accounting for a great wealth of knowledge and skill. Many others hold 1-5 years of experience, or 6-10 years of experience, which represents a growing knowledge base. These findings make a strong case to engage in succession planning and mentorship opportunities to guarantee that highly experienced professionals will transfer valuable knowledge and responsibility to junior employees.

Looking at specific fields, over half of Lands and Environment staff possess 6 or more years of experience in their field. More than half of Economic Development staff possess over 11 years of experience in their field. In all three fields, about a quarter of staff possess 1-5 years of experience, demonstrating a growing base of employees poised to take on increasing responsibility and gradually replace senior staff in their responsibilities.

Years of Experience	Lands	Environment	Economic Develop.	Chief & Council (Portfolio Holders)
None	2%	0%	2%	0%
Less than one year	10%	0%	4%	0%
1-5 years	27%	29%	25%	33%
6-10 years	24%	71%	17%	17%
11 years or more	37%	0%	53%	50%



Succession Planning

Succession planning is the practice of continually supporting employees on their path of career development, as well as preparing for transitions when employees begin and leave their positions. It is wise to plan for the future by identifying potential candidates to replace an employee when they decide to leave their role—either for a planned retirement, or to plan for unexpected resignations, or other reasons. Many First Nations, especially those with small populations, face challenges to retaining staff. When there are positions with frequent turnover or vacancies, important projects may become stalled. Succession planning, along with mentorship strategies, will help to ensure smooth, cohesive and continuous operations within departments.

Over 60% of all respondents do not have a succession plan in place, while 19% were unsure if a plan is in place for their position. Over 50% of Lands Professionals, and 75% of Economic Development Professionals do not have a succession plan in place. With 47% of Lands Professionals and 38% of Economic Development Professionals over the age of 55, it is necessary to invest in succession planning to ensure for a smooth transfer of knowledge and skill to younger/newer employees when these experienced professionals retire.

The age ranges of professional fields are also presented in the following table, as a reference to highlight opportunities for succession planning.

Age Ranges	Lands	Environment	Economic Develop.	Chief & Council (Portfolio)
Youth (Under 25)	2%	0%	2%	0%
25 to 34	18%	0%	6%	0%
35 to 44	20%	29%	26%	16%
45 to 54	12%	43%	28%	33%
55 to 65	41%	29%	34%	50%
Over 65 Years of Age	6%	0%	4%	0%

There are a number of strategies beyond department-level succession planning worth exploring, including promoting the importance and exciting opportunities offered by a career in Lands, Environment or Economic Development. Mentorship for new professionals is an especially effective approach to consider that is mutually beneficial to both experienced and new professionals.

Mentorship

Mentorship goes hand in hand with succession planning. Mentoring youth and professionals new to the field, and offering outreach activities, are especially valuable strategies to prepare for the future.

Youth possess fresh energy and ideas and are often keen to play a role in their communities. Consider encouraging youth who are living away while obtaining higher education, to return home to put their knowledge and skills into action by working for their First Nation!



Meanwhile, mentorship in the workplace is the pairing of an experienced or skilled person (mentor) with a person who would like to improve his or her skills (mentee). The mentor acts as a role model and supports the mentee to develop skills and gain knowledge by sharing resources and advice to help them improve their abilities and expertise.

Mentorship will bring many benefits to your organization and department, including an increased culture of positivity and inclusion within the workplace, and a higher likelihood of employee retention. Meanwhile, mentees will benefit from improved skills, increased self-confidence, motivation, job satisfaction and productivity. Mentors have the opportunity to give back, and will benefit from increased opportunities to share skills and knowledge; to develop leadership skills; increased job satisfaction; and a sense of value in the workplace. Overall, mentorship builds stronger relationships in the workplace, in communities, and in turn, contributes to increased circulation of valuable information and knowledge.

OFNEDA offers a mentorship program focused on providing new professionals with seasoned Economic Development Professionals. Mentors will be readily available to provide guidance and support to newer professionals.

OALA provides networking, peer support and training opportunities for First Nation Lands Managers in Ontario, through training workshops, community site visits, advisory services, referrals, providing information and tools and identifying funding support.

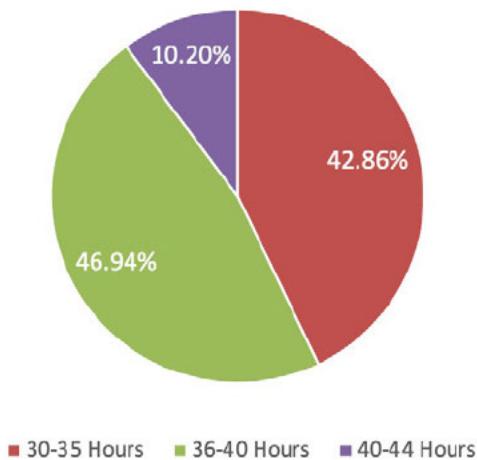
See the *Supplementary Tools Guide* for guidelines for developing effective succession and mentorship plans.



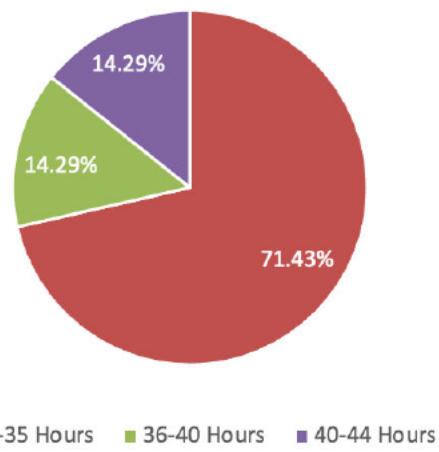
Chapter 4: Job Schedules and Time Demands

Most professionals surveyed indicated that they are expected to work between 30-40 hours per week. Some are expected to work 40 hours or more.

Lands: Hours of Work



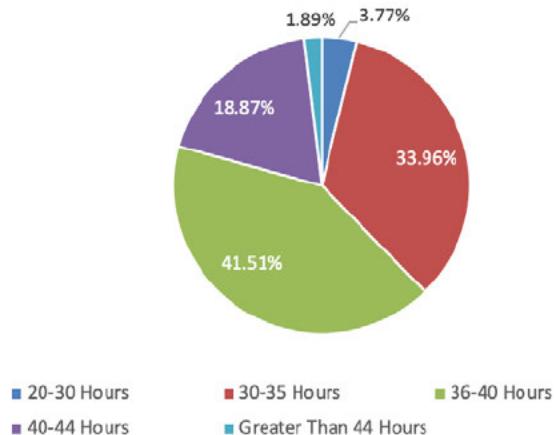
Environment: Hours of Work



■ 30-35 Hours ■ 36-40 Hours ■ 40-44 Hours

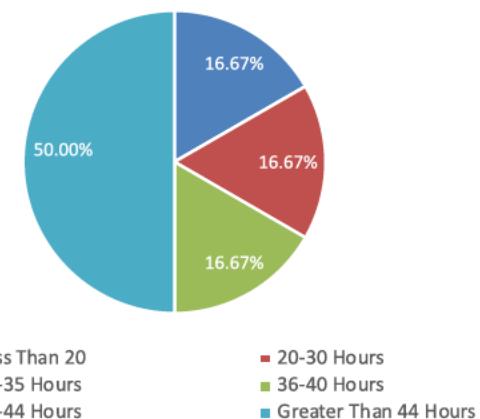
■ 30-35 Hours ■ 36-40 Hours ■ 40-44 Hours

Economic Development: Hours of Work



■ 20-30 Hours ■ 30-35 Hours ■ 36-40 Hours
■ 40-44 Hours ■ Greater Than 44 Hours

Chief & Council: Hours of Work



■ Less Than 20
■ 30-35 Hours
■ 36-40 Hours
■ 40-44 Hours
■ Greater Than 44 Hours

Significantly, just over 50% of professionals work **more** hours than expected in an average work week. Many others work as many hours as expected per week.

These findings reflect the challenge of meeting the many demands to performing at these critical positions. Indeed, there is no doubt that professionals are working tirelessly to create thriving lands, environmental and economic



systems in their First Nations. Given that many professionals are working more hours than expected may point an opportunity to explore recruiting additional employees to support core staff with their responsibilities and projects.

See the *Supplementary Tools Guide* for tips to managing time effectively when balancing heavy workloads and busy schedules.

There are some differences in the hours of work performed by female and male professionals. While mid-ranges remain similar, many men are working 36-40 hours per week, whereas more women are working 40 hours or more. Going forward, it is important for women and men to work in balance, to support, and to fortify another's strengths and gifts on the road to uplifting communities.

Many respondents take advantage of lieu time and telecommuting, indicating that flexible opportunities are available.

Others do not take advantage of any additional benefits, while some receive paid compensation at time and a half/double-time. Other arrangements include flex time, or banked overtime that is paid out annually or used towards paid time off.

Travel Demands

Travel requirements for work-related meetings, events, projects, and other purposes is a key factor influencing professionals' time demands and ability to complete their work. It takes dedicated time to make travel arrangements, to travel to a location and attend events, and then to transition back into a day-to-day routine upon return. That said, travelling for work can be a motivating way to network, meet and build new connections with other professionals and communities, and to encounter new ideas and knowledge that professionals can bring back to their First Nation.

Over 90% of all professionals are expected to travel for their jobs (pre-COVID-19 context). Most agree that their travel demands are adequately reflected in their salary, are understood and supported by their supervisor. Few professionals find travel demands too great to adequately perform with 100% effectiveness at their jobs, nor do they find that travel impacts their work/life balance.

Forty-six percent of respondents indicated that travel expectations are clearly defined through job descriptions and workplans, while 54% of respondents indicated that expectations are not clearly defined, or were unsure. These results demonstrate that many professionals could benefit from clearer travel expectations. Annual review of work plans, including a travel plan and budget will help to define travel expectations so that you can plan accordingly.



It is good to keep in mind that travel may also create additional demands on professionals' available time and capacity. Sixty percent of all professionals travel from six to over eleven times per year, signalling a substantial amount of time spent "on the road," which may be a factor for some professionals working more hours per week than expected. Meanwhile thirty-five percent of professionals noted that travel time impacts their ability to access training and development opportunities. Therefore, travel may mean that professionals have less time to complete their regular responsibilities, to explore other professional development opportunities, or to take on new projects.

Image Credit: Yousef Alfuhiqi



Travel Purposes

Professionals travel a great deal to attend professional development opportunities such as training and workshops; as well as meetings for networking; meetings with funders and stakeholders; and for conferences. Each of these purposes are important for professionals to continue to access opportunities and to advance goals for their department and First Nation. It is also a wonderful way to build relationships and work hand in hand with other First Nations. For professionals, these events are great opportunities to continue to learn, exchange knowledge and to have enriching experiences.

Nearly half of Lands Professionals travel from six to over eleven times per year. Lands Professionals also reported traveling for fieldwork and site visits, engagement with off-reserve members, consultations, meetings related to forestry, lands and boundary claims, negotiations and other projects.

Eighty-three percent of Environment Professionals travel from six to over eleven times per year. In addition to professional development, meetings and conferences, Environment Professionals reported traveling for site visits within their territory.

Sixty-two percent of Economic Development Professionals travel from six to over eleven times per year for meetings, conferences, or professional development opportunities.

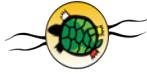
One hundred percent of Chief and Council (Portfolio Holders) surveyed travel from six to over eleven times per year, particularly for meetings.



Chapter 5: Salary and Compensation

Participants were asked to indicate where their current salary fits within a variety of ranges. The salary ranges for Lands, Environment, Economic Development Professionals, and Chief and Council (Portfolio Holders) in 2020 are represented in the table below. Next, a series of graphs display a comparison of salaries in 2015 and 2020. Note that Chief and Council (Portfolio Holders) were not included in the 2015 Survey, therefore a comparative graph has not been included for this position.

Salary Ranges	Lands	Environment	Economic Develop.	Chief & Council (Portfolio holder)
Less than \$20,000	0%	0%	0%	0%
\$20,001 - \$25,000	2%	0%	4%	0%
\$25,001 - \$30,000	6%	0%	2%	17%
\$30,001 - \$35,000	2%	0%	4%	0%
\$35,001 - \$40,000	15%	14%	6%	0%
\$40,001 - \$45,000	6%	0	12%	17%
\$45,001 - \$50,000	13%	14%	17%	17%
\$50,001 - \$60,000	26%	14%	15%	17%
\$60,001 - \$75,000	23%	43%	19%	33%
\$75,001 - \$100,000	6%	14%	19%	0%
Greater Than \$100,000	0%	0%	2%	0%



Lands Professionals' Salary Ranges in 2015 and 2020



Environment Professionals' Salary Ranges in 2015 and 2020





Economic Development Professionals' Salary Ranges in 2015 and 2020



The trends in salaries have risen considerably since 2015, when most Lands Managers and Economic Developers were earning within the \$30,000 to \$50,000 range. As these fields mature, 55% of professionals in both groups are now earning over \$50,000 per year, with over a quarter earning between \$60,000 to \$75,000 per year. Meanwhile, women are earning 6% more than men within the range of \$50,000 or more.

Twenty-nine percent of Lands Professionals now earn over \$60,000, indicating an increase in salary compared to 7% in the same range in 2015. This increase is likely linked a variety of factors, including the fact that 60% of Lands Professionals now possess from 6 to over 11 years of experience, while about half of Lands positions are classified as Managers, which represents a high degree of responsibility in this field. This rise in salary may be driven by other factors such as Lands Professionals completing higher education and training qualifications, entering a new Land Regime, or supplementing income with other sources of funding. It is encouraging to see that Lands Professionals are receiving increased financial reward commensurate with years of commitment, learning and growth.

Meanwhile, 57% of Environment Professionals are now earning over \$60,000 per year. Note, however, that the Environment Professionals represent a small sample pool in both the 2015 and 2020 Surveys.

Forty percent of Economic Development Professionals reported earning over \$60,000 per year. These higher salaries are likely related to the senior level positions typically held by many of these Professionals; over 30% of Economic Development Professionals indicated that their positions are classified as General Manager/CEO or Director. Over 50% of Professionals retain over 11 years of experience. These factors may account for Professionals earning higher-tiered salaries.

It is important to note that every professional's situation is unique, and every First Nation is unique. For instance, many First Nations use an established salary grid system, and may be constrained by limited funding. Therefore, it is important to bear in mind that this data does not define how professionals' salaries will be determined; rather, salaries are dependent upon the unique situation within every First Nation.

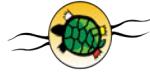


Individuals interested in entering these fields in junior positions such as Assistant, Clerk or Coordinator positions may not begin their careers earning salaries that are as high as those professionals who have been developing their careers over a longer period of time. However, there are promising prospects for those who demonstrate sustained commitment to their communities through their time, efforts, talents and willingness to grow.

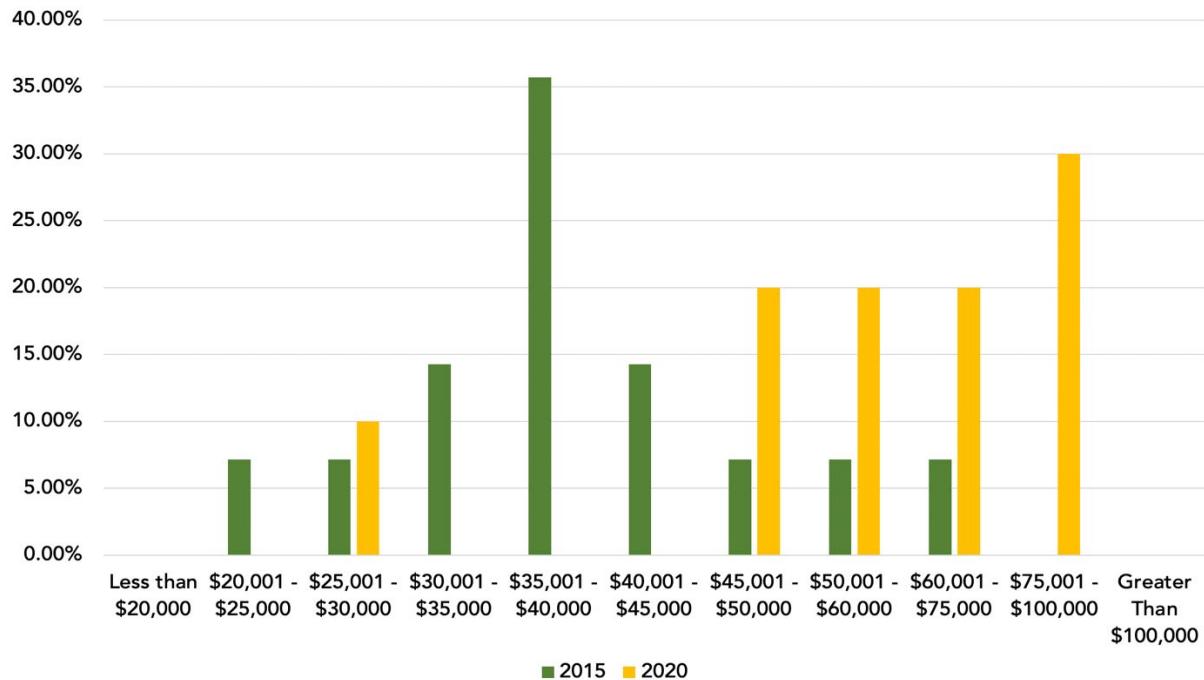
Many professionals receive other contributions, including Medical and Dental health benefits, Retirement Contributions, and Lieu Time. About 10% of all professionals receive performance bonuses, while other forms of compensation include contributions to an insurance policy, Christmas bonuses, pensions, and travel expenses at government rates.

If we look at salaries in relation to Land Regimes, we see the following results:

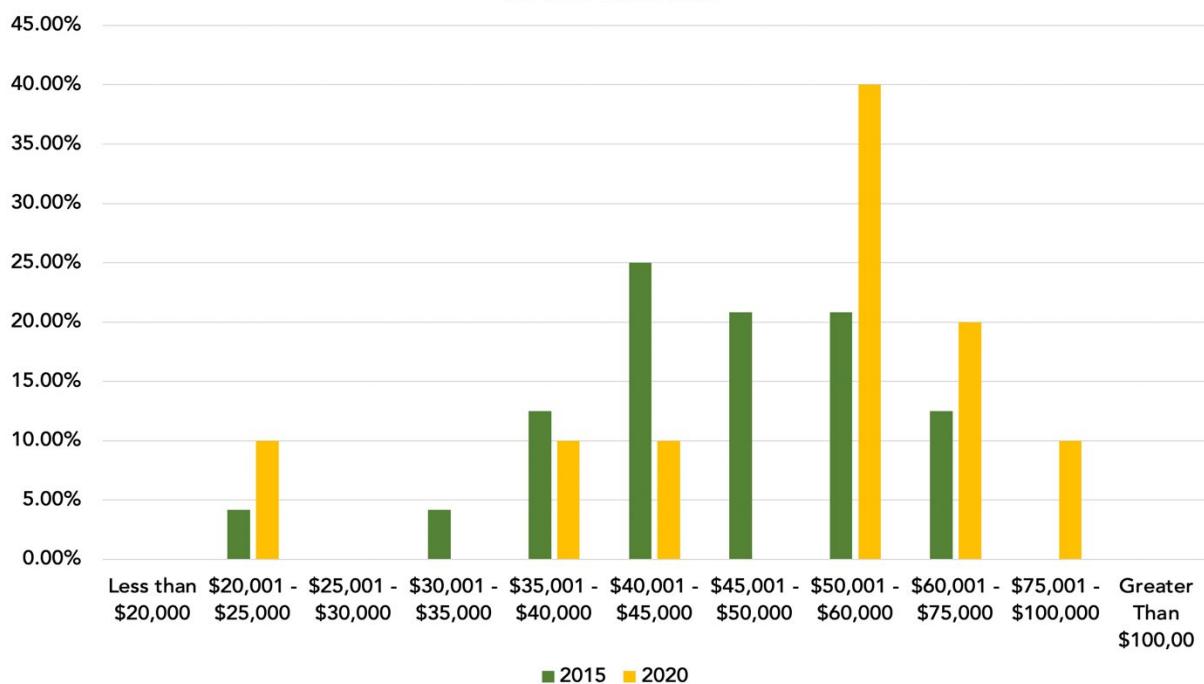
Salary Ranges by Land Regime in 2020	RLEMP Develop.	RLEMP Operation.	53-60	FNLM Develop.	FNLM Operation.	Self-Govern.
\$35,001 - \$40,000	0%	10%	0%	20%	4%	0%
\$40,001 - \$45,000	0%	10%	0%	0%	8%	33%
\$45,001 - \$50,000	20%	0%	0%	20%	12%	33%
\$50,001 - \$60,000	20%	40%	50%	10%	24%	0%
\$60,001 - \$75,000	20%	20%	50%	30%	32%	0%
\$75,001 - \$100,000	30%	10%	0%	10%	12%	0%
Greater than \$100,000	0%	0%	0%	0%	4%	0%

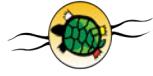


RLEMP Development Salary Ranges in 2015 and 2020

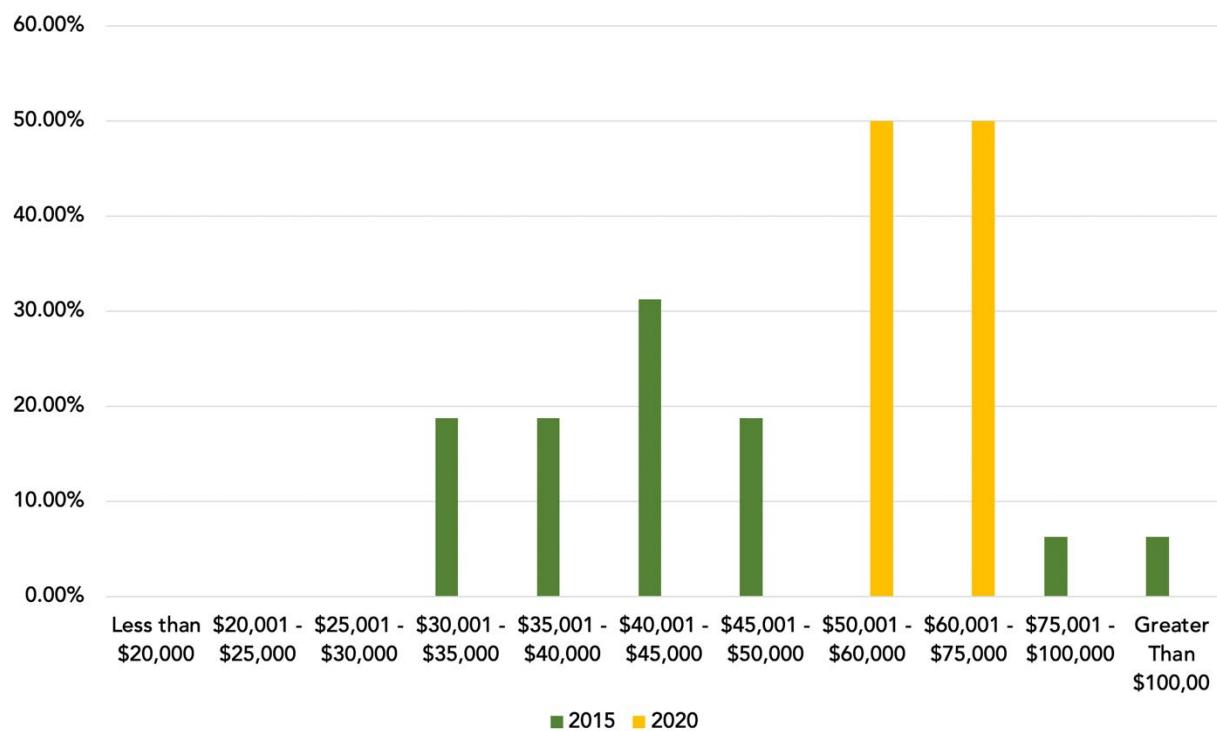


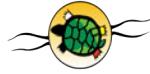
RLEMP Operational Salary Ranges in 2015 and 2020



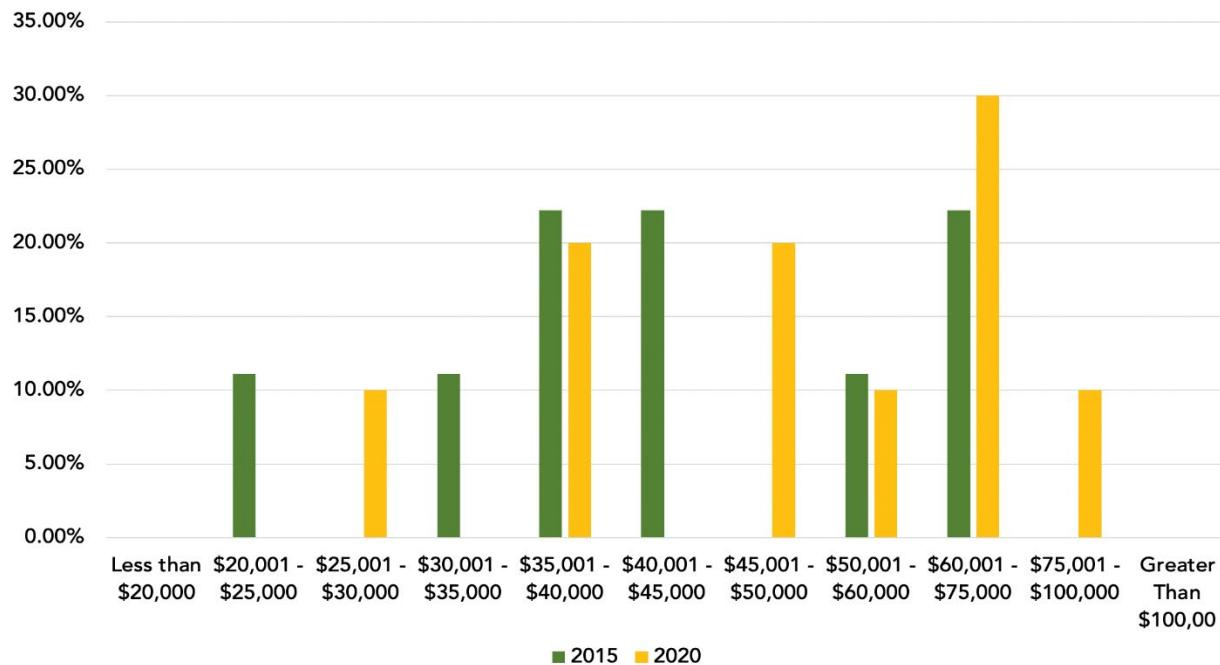


53-60 Salary Ranges in 2015 and 2020

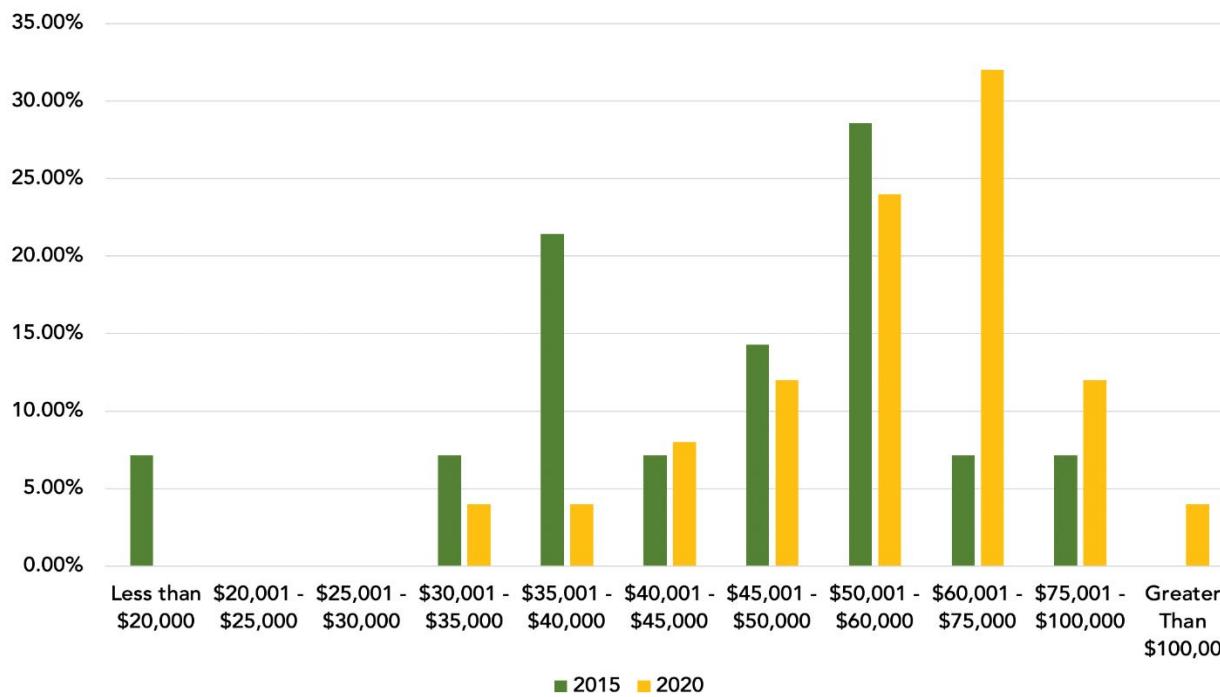


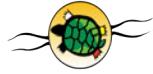


FNLM Development Salary Ranges in 2015 and 2020



FNLM Operational Salary Ranges in 2015 and 2020





Self-Government Salary Ranges in 2015 and 2020





Funding Sources for Professional Compensation

A sizeable minority of Lands, Environment and Economic Development Professionals were unsure about whether their compensation is tied to ISC (LEDSP, CEDP, RLEMP, FNLM); or to own source revenues (OFNLP, permits, leases etc.). The survey findings also demonstrated that many professionals' salaries are derived from a combination of sources, rather than reliant on a single source.

It is important to note that lands funding process and amounts differ according to Land Regimes and depend on whether your regime is at a developmental or operational level.

Note that ISC provides core funding for Economic Development services to Ontario First Nations. While Lands funding is accessed through specific programs (such as RLEMP, which is transaction based, and amounts will vary based on whether you are in the development or operational levels; and the Framework Agreement on First Nation Land Management, which requires the First Nation to become signatories and ratify their own land laws), and will also vary based on whether you are in the development or operational levels. Lands funding can also be project based. Environment funding is primarily project based, which makes it difficult to develop and maintain long term strategies and goals.

It is important to note that additional funding opportunities can be explored by the First Nation to help supplement or support new or existing positions, within desired wage ranges that are in line with the desired qualifications and experience. A key component is to determine best practices and adopt clear and concise policies that support sustainable salary ranges for Lands, Environment, and Economic Development Professionals within your community.

As this Career Guide demonstrates, Lands, Environment and Economic Development Professionals deliver consistently strong efforts towards increased community wellbeing.

Learn More

If you are unsure about the source of compensation for your salary, contact your First Nation Administration or Finance Department to learn more.



Pay increases are determined in a variety of ways. Respondents indicated that increases are equally based on Merit (assessed during annual review); Salary grid system (pre-determined automatic increase); Funding resources; Standard cost of living increase (automatic increase tied to overall economy). Other times, pay increases are determined according to:

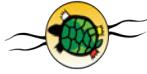
- Advanced Training/Education
- Decision made by Chief and Council/funding
- Program funding
- Performance Review with approval via budget and corporate board decisions
- 2% organizational raises every new fiscal year
- Employee evaluations
- Bonuses in place of pay increases
- Dependent upon Cost-of-Living Allowance

In response to the question of how often professionals receive a pay increase, respondents indicated the following:

Pay Increases	Lands	Environment	Economic Develop.	Chief & Council (Portfolio holder)
Annually	19%	14%	38%	0%
Bi-annually	4%	14%	0%	33%
Never	11%	14%	13%	17%
Not Sure	34%	43%	23%	17%
Other (Please Specify)	32%	14%	25%	33%

A number of respondents also noted that increases were sporadic, anywhere from 2 to 10 years apart. Some respondents noted that increases were non-existent, not the norm due to limited funding, or based on outdated systems. Other professionals noted that pay increases occur depending on:

- Available budget and funding
- Automatic cost-of-living increases
- Upon request
- Upon completion of training and performance appraisal
- Chief and Council approval
- At Band Manager's discretion



Performance Appraisals

The performance appraisal is a universally used tool that benefits both management and the employee. In preparing for the appraisal, the manager must evaluate the progress of employees' projects and work in relation to planned goals and employee contributions. It is an opportunity to assess the "state of your department". Many factors will go into this assessment, such as meeting objectives, teamwork and cooperation, and individual contribution. The manager will get an overall view of what is successful and where there are areas that need improvement. On the other hand, while the employees will be at the receiving end of this assessment, it is also an opportune time to solicit advice on how to improve performance, on how to advance their career, and to clarify any issues.

46% of respondents receive an annual appraisal

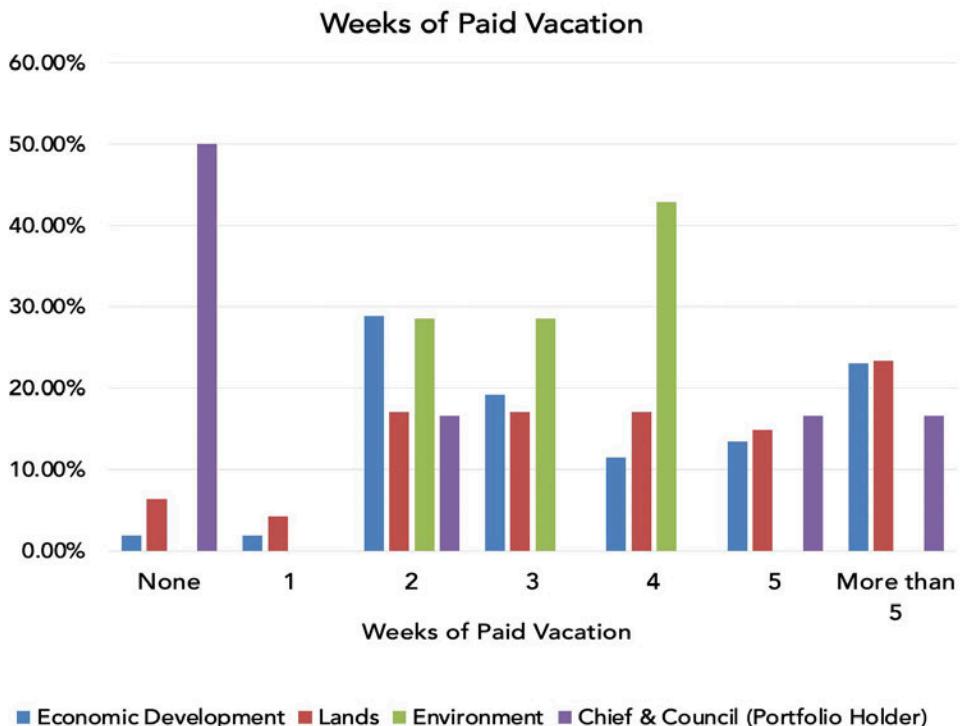
30% never receive an appraisal

17% are unsure

7% receive bi-annual appraisals

Vacation Time

Similar to 2015, most professionals continue to receive generous vacation time, with 21% receiving over five weeks of paid vacation. Many others receive at least two to four weeks of paid vacation time.





Where you feel you fit on the scale in relation to your compensation?

A nearly equal number of all professionals surveyed felt that they were consistent with; underpaid; or unsure of where they fit on the scale in relation to other First Nation professionals in their fields. Some factors that may be impacting professionals' satisfaction with their compensation include the high numbers of employees working more hours than expected in order to fulfill demanding projects.

Meanwhile, 63% of all professionals felt underpaid compared to non-First Nation Professionals in Ontario in their fields.

As in the 2008 and 2015 Surveys, the overall levels of career satisfaction show that professionals feel a strong sense of accomplishment from their work and enjoy their careers a great deal. The intrinsic rewards continue to be more important than the financial rewards. Read more about Career Satisfaction in Chapter 10.



Image Credit: Emma Taylor



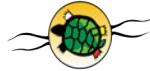
Chapter 6: Policies and Procedures

Up to date policies and procedures provide guidance and definition for organizations to operate cohesively. Policies provide guidelines for an organizations' values, culture and systems. Procedures provide clear instructions to complete important tasks that are easily understood and accessible for all employees. Together, policies and procedures are essential tools for planning and implementing departmental operations, and for guarding against risks. It is wise to review policies and procedures regularly in order to make important additions or amendments. It is equally important that all employees have access to and understand the policies and procedures. See the *Supplementary Tools Guide* for guiding principles to writing a procedure.

Over 75% of all professionals reported that their First Nation has formal policies and procedures in place for Human Resources, Health and Safety, Social Media/Internet, Administrative, and General Personnel. Additionally, other First Nations have the following policies and procedures:

Tendering	Respect in Workplace	Land Use Planning
Charitable Gaming	Good Standing	Housing
Daycare	Codes of Conduct	Mortgage
Aboriginal Skills and Employment Training Strategy (ASETS)	Language	Cannabis
Economic Development	Communications	Allotment
Finance	Travel	Utility Commission
	Joint Health and Safety	5-Year Strategy Plan

More than 30% of all respondents reported that those policies and procedures are reviewed once a year, while another 30% are reviewed less than once a year. Some participants indicated that their community's policies and procedures were ratified, while others were not. The majority of respondents reported that policies and procedures are followed.



Does your Department have specific procedures in place?

- 47% of Lands departments have procedures. 33% are reviewed once a year or less.
- 57% of Environment departments have procedures. 30% are reviewed once a year or less, while 30% are reviewed more than once a year.
- 67% of Economic Development departments have procedures. 55% are reviewed once a year or less.
- 40% of Chief and Council (Portfolio Holders) report having procedures. 80% of procedures are reviewed once a year or less.

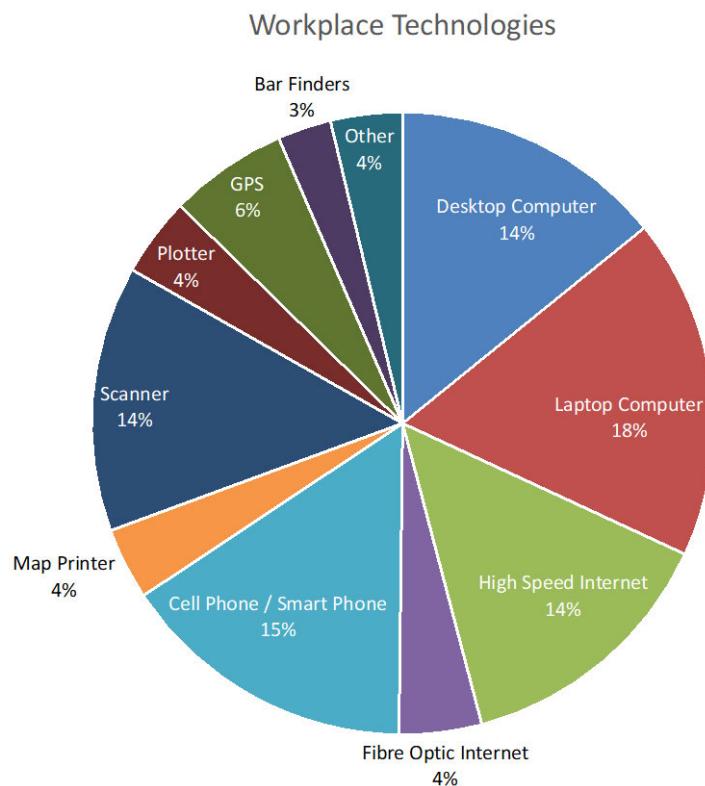




Chapter 7: Tools and Resources

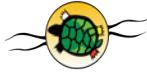
Most respondents reported having adequate workspace to effectively complete their jobs, however, others reported lack of office space, lack of meeting space for more than two people, lack of storage room for technologies and field equipment, files, maps etc. Others reported working from a home office with a laptop, or moving around to different office spaces. Others noted that there are not enough offices for other staff or leadership.

Professionals use a diverse array of technologies within their positions.



Professionals also reported using:

- 3D and regular printers
- Drones
- Tablets and iPads
- Recording devices
- Ground Penetrating Radar (GPR),
- Quantum Geographic Information System (QGIS)
- Others are upgrading from high speed to Fibre Optic Technology



Computing Systems

Almost all professionals use Microsoft Windows, Excel, Word, and PowerPoint software, and about 20% use Apple. Note that some professionals may be using both Microsoft and Apple software on their devices. Other frequently used software includes Email and Schedulers, Adobe Acrobat, Video Conferencing, Google Earth and GIS.

Additionally, respondents noted that the following technologies and platforms would be beneficial to their departments: iCompass, OneFeather, Employment Inventory, Accounting System, Lands Registry System, (ILRS and FNLS) a server housing information that all staff can access, all-in-one printer/scanner/fax, funding for GIS software and technologist, and Progeny Membership program.

Many professionals reported slow and unstable internet connections, which can cause frustrating delays in day-to-day operations. This issue has intensified since more people have begun working from home and require access to strong internet for video conferencing etc. during the COVID-19 pandemic. Read more about challenges and recommendations in Chapter 11.



Image Credit: Jura Greyling / Unsplash



Chapter 8: Organizational Structures

Professionals were asked to respond to a variety of statements about the amount of time they contribute to activities, how well they collaborate with other departments, and how well their projects are understood and supported by leadership, committees and other departments.

For the following question, professionals indicated which portions of time they contribute to various departments and services. Note that the majority of professionals contribute time to **many** different departments and services, therefore their responses largely fell between the ranges of less than 25% to 50% of their time in each department/service. These findings reflect the intertwined nature of Lands, Environment and Economic Development professions; strong collaboration between departments is key to project success. These findings also reflect the multi-tasking nature of these professions.

While professionals contribute time to many different departments and services, certain ones require the most commitment. The top five departments and activities are presented in order from highest to lowest for each field below.

"In my position, I must contribute the following portions of my time to activities in the following First Nation departments/services."

Lands Professionals contribute the most time to the following departments/services:

1. Council (Briefings, Supports, Updates)
2. Land Surveys
3. Consultations
4. Environment
5. Administration

Environment Professionals contribute the most time to the following departments/ services:

1. Lands
2. Forestry
3. Consultations
4. Council (Briefings, Supports, Updates)
5. Committees

Economic Development Professionals contribute the most time to the following departments/services

1. Training and Employment
2. Administration
3. Committees
4. Council (Briefings, Supports, Updates)
5. Consultations



“How well do your department/staff collaborate with the following FN departments on project?”

Similar to the previous question, professionals were asked to indicate the level of collaboration with each department on projects.

Lands Professionals fully/intermittently collaborate the most with:

1. Chief and Council
2. Environment
3. Housing
4. Public Works
5. Membership

Environment Professionals fully/intermittently collaborate the most with:

1. Economic Development
2. Lands
3. Chief and Council
4. Housing
5. Public Works and Capital Projects

Economic Development Professionals fully/intermittently collaborate the most with:

1. Chief and Council
2. Employment and Training
3. Department Portfolio Holders/Committee
4. Capital Projects
5. Finance





The majority of all professionals feel that their First Nation's political leadership supports their departments and often implements or considers recommendations made by the department. A small minority feel that their goals and objectives are not fully understood by leadership.

About 70% of all professionals feel that their committee understands department goals and objectives, implements and considers professional recommendations, and supports, Lands, Environment and Economic Development activities.

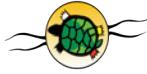
In terms of levels of support from other departments in First Nations, professionals' responses were more neutral. A minority of Lands and Economic Development Professionals feel that other departments do not fully understand their goals and objectives, nor consult with their departments as a resource for project development. Some Chief and Council members did not feel their activities were supported, nor were their goals and objectives understood.

Best Practice

As much as possible, look for opportunities to break down siloes by working with colleagues from related departments and councillors on projects that would benefit from cross-collaboration.

A wide range of perspectives and expertise will safeguard against future obstacles and enhance your chances of achieving success!

Read tips for building strong relationships across departments in the *Supplementary Tools Guide*.



Chapter 9: Training and Professional Development

Accreditation

Accreditation is the process in which certification of competency, authority, or credibility is presented. The accreditation process ensures that certification practices are acceptable, typically meaning that they are competent to test and certify third parties, behave ethically and employ suitable quality assurance. Over the past decade there has been a growing effort to train and certify professionals working in Lands, Environment and Economic Development.

It is important to note that NALMA is the only certifying body for Lands Management training/accreditation in Canada. Certification is a requirement under RLEMP. However, the training and accreditation is also created and delivered to be relevant to Lands Managers working for First Nations operating under any Land Regime.

Lands Professionals have completed the following levels of the Professional Lands Management Certification Program, or other accreditations:

- 17% have completed PLMCP Level 1: Post-Secondary Training
- 12% have complete PLMCP Level 2: Technical Training
- 27% have completed both PLMCP Levels to become a Certified Lands Manager
- 44% have completed other training and accreditation, including previous or equivalent Lands Management training and experience (e.g., from the Municipal sector). Others have training and accreditation in Public Administration/Governance, Paralegal, Business, technical training related to environmental management, GIS software, and Payroll Compliance Practitioner training.

Economic Development Professionals have completed the following levels of accreditation:

- 18% have completed a Certificate in Economic Development from the University of Waterloo.
- 9% have completed Professional Aboriginal Economic Developer Certificates (PAED — offered by Cando)
- 9% have Economic Developer Council of Ontario Training (EDCO — offered by Cando)
- 9% have completed LEDSP Sponsored Training
- 20% have completed other Certificates, Diplomas, Degrees and Master's in fields such as Business Management, Economic/Social Development, Conservation/Environmental Sciences, Public Administration and Governance.

*Note that there were low responses from Environment and Chief and Council participants for this question, therefore accreditation information for these fields have not been included.



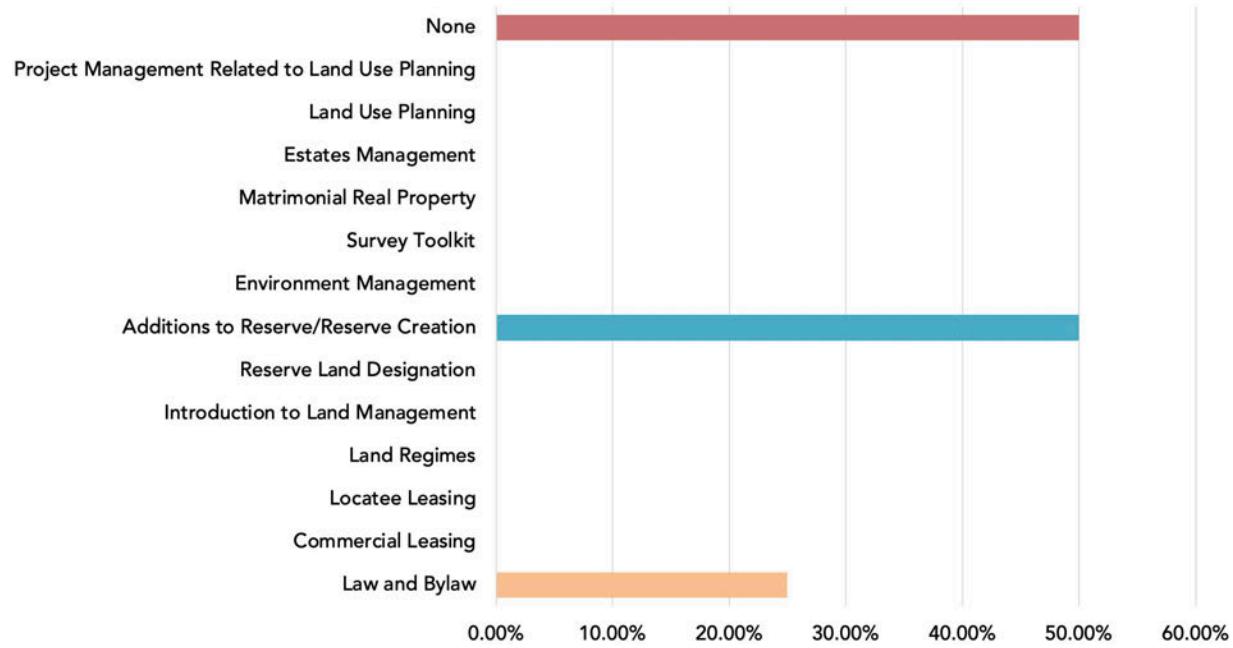
Many professionals have also participated in NALMA toolkit trainings.

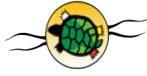
The results for each professional field are displayed in the charts below.

Lands Professionals - NALMA Toolkit Trainings

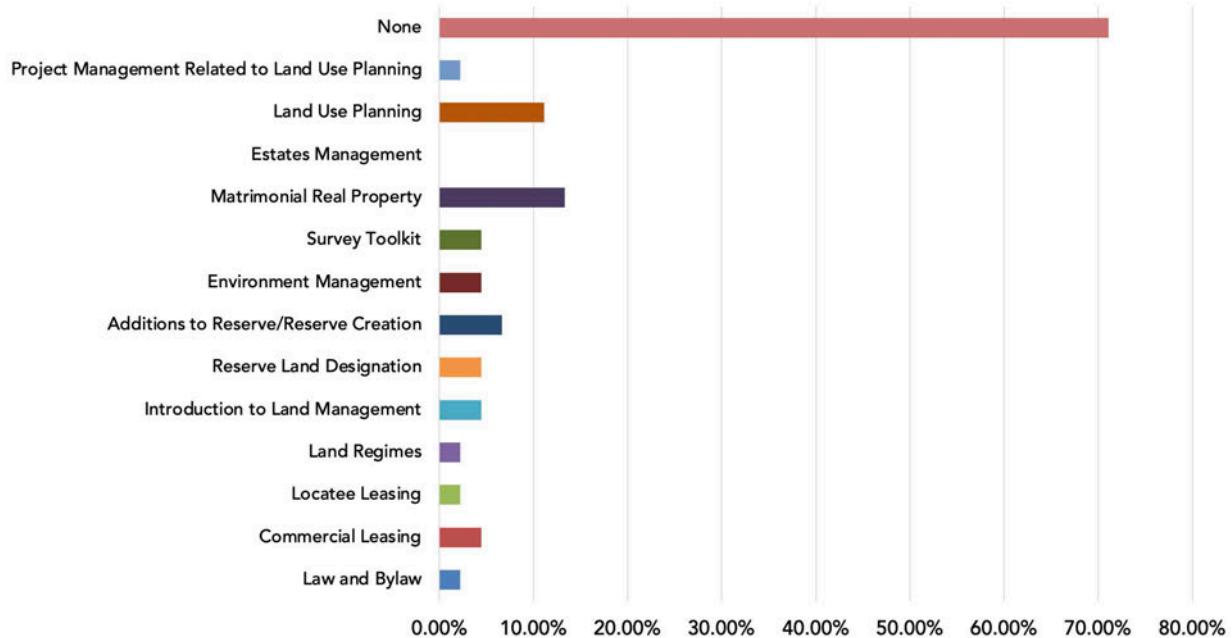


Environment Professionals - NALMA Toolkit Trainings

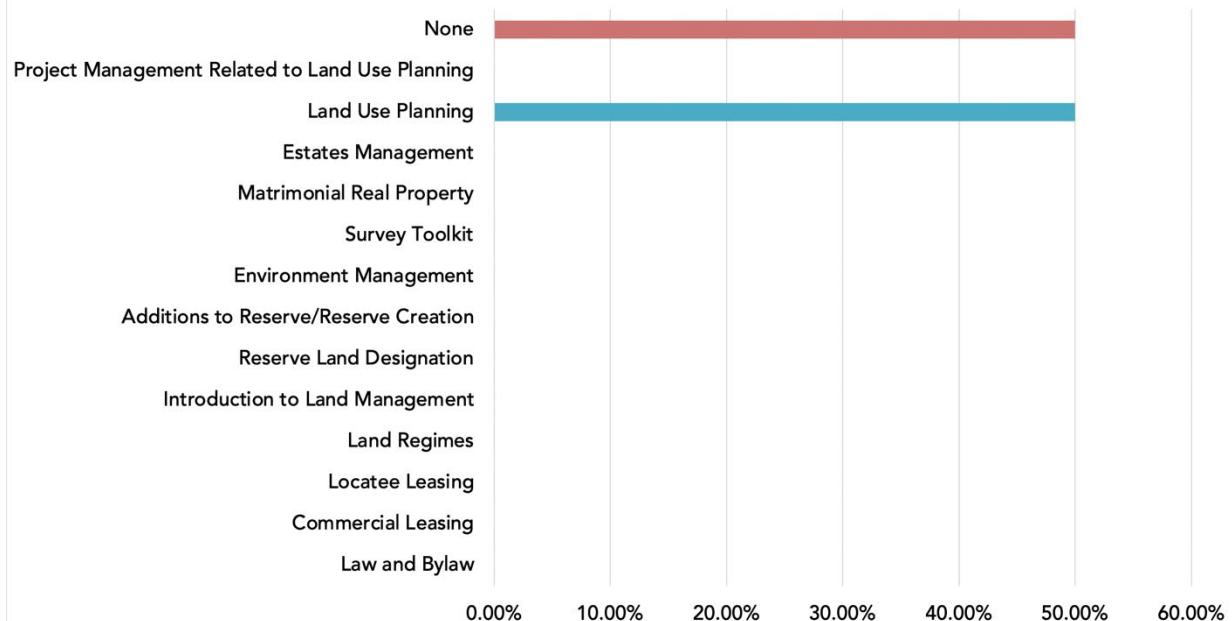




Economic Development Professionals - NALMA Toolkit Trainings



Chief and Council (Portfolio Holders) - NALMA Toolkit Trainings





Professional Skills

Below are some highlights of frequently used skills that all professionals use in the successful completion of their jobs (in order from most-used to less-used).

Skills used on a Daily Basis <ul style="list-style-type: none">• Time Management• Accounting• Budgeting• Business Operations Management• Human Resource Management	Skills used on a Weekly Basis <ul style="list-style-type: none">• Negotiating• Budgeting• Strategic Planning• Data Analysis• Accounting
Skills Used on a Monthly Basis <ul style="list-style-type: none">• Committee Management and Resource• Presentations/Public Speaking• Meeting Facilitation• Community Engagement• Board of Directors Management and Support	Skills Used on an Annual Basis <ul style="list-style-type: none">• Strategic Planning• Insurance• Partnership Development• Proposal Writing• Presentations/Public Speaking

Professionals possess a diverse range of skills to carry out their responsibilities, evidence of the many tasks related to their roles, which has cultivated multi-talented professionals.

Lands Professionals also feel very skilled to adequately skilled in a wide range of areas, particularly:

- Time management
- Committee management and resource
- Presentations/public speaking
- Community engagement
- Meeting facilitation
- Budgeting
- Surveys and mapping

Environment Professionals feel very skilled to adequately skilled in:

- Time management
- Proposal writing
- Budgeting
- Meeting facilitation
- Surveys and mapping

Many Economic Development Professionals feel very skilled to adequately skilled at undertaking:

- Human Resource management



- Dispute resolution
- Negotiating
- Partnership development
- Community engagement
- Meeting facilitation

Some areas where Lands, Environment and Economic Development Professionals feel they have limited to no skills include:

- Insurance
- Real Estate
- Appraisals



Organizational Support

It is no surprise that over 90% of all respondents indicated that Band Administration and Chief and Council fully or intermittently support their initiatives. A high degree of support also comes from other First Nation Departments and First Nation Membership.

The following organizations provide full/intermittent support to professionals in all fields:

- ISC-Ontario Region (80%)
- ISC-Headquarters (72%)
- The Province of Ontario (60%)
- Ministry of Natural Resources (60%)
- Natural Resources Canada (55%)

Other organizations that provide significant support to professionals in all fields include:

- Ontario Aboriginal Lands Association (68%)
- National Aboriginal Lands Managers Association (60%)
- Ontario First Nations Economic Developers Association (52%)
- First Nations Land Management Resource Centre (FNLMRC) (52%)
- Council for the Advancement of Native Development Officers (Cando) (32%)

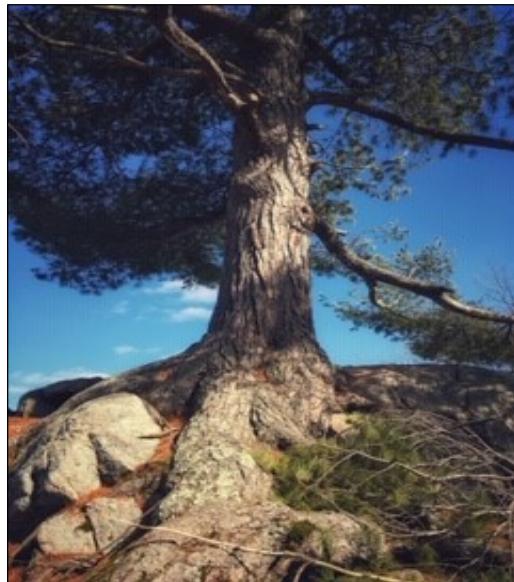


Image Credit: Emma Taylor



Services and Resource Support from Groups and Organizations

Participants were asked to identify what services and resources they secure from groups and organizations to ensure the successful execution of their job duties (participants could choose all that apply). The highlights of the highest levels of funding and information support provided by organizations are presented below.

Both Environment Professionals and Chief and Council (Portfolio Holders) are represented by small sample sizes; therefore, results should be read as general approximations.

***Note: percentages in this section represent number of participant responses; they do not necessarily correspond to quantity of resources received from each group or organization.**

Lands Professionals indicated the following funding support from organizations:

- ISC-Headquarters (44%)
- The Province of Ontario (41%)
- ISC-Ontario (39%)
- First Nations Land Management Resource Centre (29%)
- Band Administration (27%)

Lands Professionals receive information resources from:

- National Aboriginal Lands Managers Association (63%)
- Ontario Aboriginal Lands Association (56%)
- Natural Resources Canada (54%)
- First Nation Membership (51%)
- Environment Canada (51%)

***Please note that there were low response rates for this question by Environment Professionals. Therefore, this data should be considered a general representation of some Environment Professionals' experiences, rather than an indication of collective Environment Professionals' experiences.**

Environment Professionals indicated that funding resources are derived from:

- Environment Canada (100%)
- Band Administration (50%)
- Chief and Council (25%)
- Tribal Councils (25%)
- ISC-Ontario (25%)
- ISC-Headquarters (25%)
- Ministry of Natural Resources (25%)

Environment Professionals receive information resources from:

- Ministry of Natural Resources (100%)
- Environment Canada (75%)



- Band Administration (75%)
- Chief and Council (50%)
- Other First Nation Departments (50%)
- Tribal Councils (50%)
- Political Treaty Organizations (50%)

Economic Development Professionals indicated that funding support is derived from:

- ISC-Ontario (76%)
- The Province of Ontario (65%)
- ISC-Headquarters (56%)
- Band Administration (51%)
- Chief and Council: (47%)

Economic Development Professionals receive information resources from:

- OFNEDA (58%)
- ISC-Headquarters (58%)
- ISC-Ontario (56%)
- Band Administration (56%)
- Other First Nation Departments (49%)
- Tribal Councils (47%)
- Chief and Council (44%)
- Cando (44%)



Training Opportunities

The majority of professionals do not have a training plan in place while a small number do have a plan, or one that is in progress. Training and professional development is supported and encouraged for the majority of professionals. However, the large majority of respondents are most likely to initiate training themselves.

Budget and workload are the main factors affecting training, as well as the time required to travel, lack of trained staff to accommodate absence, and commitments outside of work. For some, other factors affecting the ability to access training include lack of approval from Band Manager, difficulty to find suitable training, demands from handling multiple files and projects, and COVID-19.

Nearly 40% of professionals have a training budget between \$1,000 to \$5,000, while some have a budget of \$5,000 or more. Over a quarter of professionals do not have a training budget or are unsure if they do. Learn more about opportunities for training reimbursement below.

Explore Opportunities for Training and Travel Reimbursement

OALA, OFNEDA and NALMA are committed to offering accessible and enriching training opportunities to their members. Training continues to play an important role in professional growth, networking and collaboration, staying up to date with new changes, and accessing innovative tools.

Both OALA and NALMA provide reimbursement for training and associated travel expenses to attend events. OFNEDA also provides support to attend training sessions.

You are encouraged to explore these opportunities to access training opportunities! To learn more, contact:

OALA: <https://oala-on.ca>

OFNEDA: <https://ofneda.ca>

NALMA: <https://nalma.ca>



Top Areas of Expertise and Training

Professionals were asked to share their top areas of expertise; as well as the top areas in which they would like to receive training. Indeed, we know that Lands, Environment and Economic Development Professionals are highly skilled in a number of areas. It is also encouraging that professionals are continually interested in improving their skills and knowledge in more areas. The following table presents the top areas for expertise and training for all professionals. A series of graphs on the following pages display the top areas for each professional field.

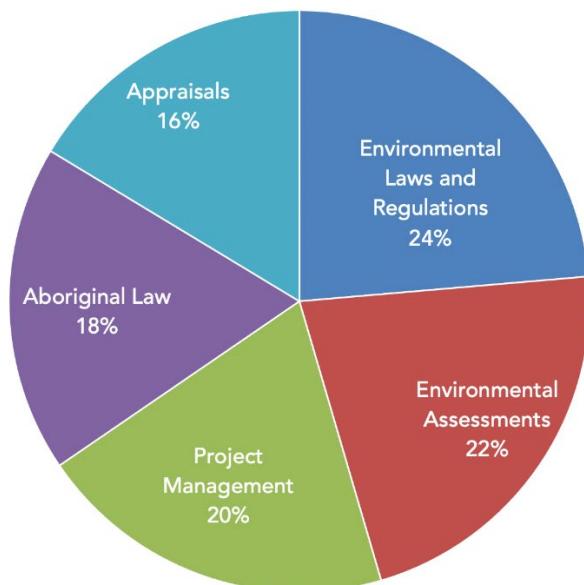
What are the TOP areas of expertise required in your current position?	What are the TOP areas you would like to receive training?
Project Management	Project Management
Proposal/Report Writing	Economic Development Planning
Business Development	Strategic Planning
Economic Development Planning	Proposal/report writing
Land Use Planning	Business Development
Strategic Planning	Environmental Assessments
Surveys & Mapping	Partnership Development
	Environmental Laws & Regulations



Lands Professionals:
What are the TOP 5 areas of expertise required in your current position?

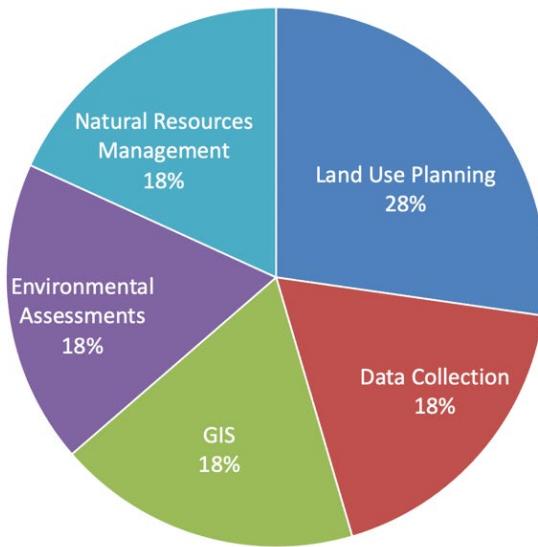


Lands Professionals:
What are the TOP 5 areas you would like to receive training?

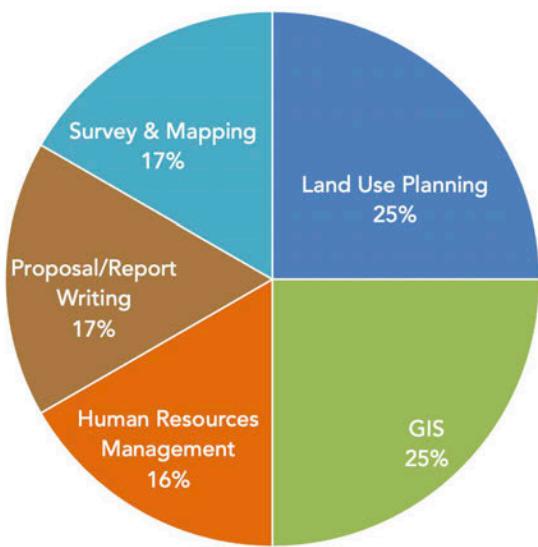




Environment Professionals:
What are the TOP 5 areas of expertise required in your current position?



Environment Professionals:
What are the TOP 5 areas you would like to receive training?





Economic Development Professionals:
What are the TOP 5 areas of expertise required in your current position?



Economic Development Professionals:
What are the TOP 5 areas you would like to receive training?





Professionals underscored the importance of continued training to stay up to date with changes and information, to enhance job performance and to update their skills. Professionals also see training as a platform to communicate, learn from, and share knowledge with other First Nations.

There is an incredible amount of liability placed on the Lands department, and it is imperative that staff are knowledgeable in all relevant areas. Lands Professionals noted that their roles require continuous learning of new skills and staying up to date with changes to government regulations, legislation, policy changes, etc.; without proper access to training and networking, professionals could not perform their roles properly. Meanwhile, networking also plays an integral role in developing economic opportunities in First Nations.

67% of respondents noted that a loss of training or networking opportunities would impact their positions.



Chapter 10: Job Satisfaction

The insights from the 2020 Survey have painted a vivid picture of professionals' day-to-day demands, activities, skills, challenges and successes. Professionals across the fields of Lands, Environment and Economic Development consistently give a great deal of their time, energy and effort towards building thriving communities. In return, professionals should feel a sense of satisfaction in their work. Indeed, many professionals feel satisfied with diverse aspects of their jobs, particularly:

- Physical Safety and Safety of Worksite
- Work Location
- Vacation/Time Off
- Accommodation of Personal Obligations
- Flexible Working Arrangements
- Health Benefits Package

Nearly 70% of professionals feel satisfied with their base salary, while about 30% feel unsatisfied. Some factors that may lead to some dissatisfaction include professionals that feel underpaid compared to other First Nation and non-First Nation professionals in their field. Other professionals were unsure about when they receive a pay increase, while others noted that increases were sporadic or non-existent. Meanwhile, as in 2015, half of professionals continue to feel unsatisfied with bonuses. Despite these factors, the results from the 2020 Survey have shown a general rise in salaries. As these professions continue to play critical roles in communities, it is expected that salaries will continue to grow as well.

Many professionals feel a great sense of satisfaction in the following qualities of their jobs:

- Finding their work interesting and fulfilling
- Achieving a Sense of Accomplishment
- Feeling of Personal Pride in Work
- Level of Challenge Provided in Your Work
- Opportunities for Collaboration and Teamwork

Most professionals are satisfied with clear understandings of expectations, effectiveness of immediate supervisor, recognition from peers, supervisors and management.

Some areas where professionals are somewhat satisfied or unsatisfied include lack of regularly scheduled performance appraisals, opportunities for career advancement, and receiving coaching from supervisors.

About 80% of professionals expressed that they feel good coming to work every day and agreed that how they feel affects their work performance. Meanwhile, 62% of professionals agreed that their supervisor is supportive of mental health and self-care practices, and that the workplace encourages a work/life balance.

However, 29% of professionals noted that they have to deal with workplace lateral violence. This statistic raises the question of what is contributing to potentially unhealthy workplace environments and relations for some employees, and how situations can be improved to better support employee wellbeing.

Professionals at all levels of responsibility are encouraged to continue to take time for yourselves, your teams, and departments to revitalize energy, decompress, and celebrate successes before embarking on your next projects. Your work is very important, and it is equally important that you feel supported in your role, and empowered to reach out



when feeling tremendous pressure, or when issues arise. You are not alone! Read more about cultivating nourishing self-care practices in the *Supplementary Tools Guide*.



Image Credit: Emre Gencer/Unsplash



Chapter 11: Effects of COVID-19 Pandemic on Lands, Environment, and Economic Development Professionals

This section will explore findings from the survey related to COVID-19. Professionals were invited to share their experiences, challenges and recommendations from dealing with the effects of COVID-19 in their departments.

For more information, read the *Pandemic and Emergency Preparedness Guide for Lands, Environment and Economic Development Professionals in Ontario First Nations*. Resources you will find in this guide include:

- Community-level overview of lessons learned from the outbreak of COVID-19
- Guiding principles for departmental/business continuity and resumption planning
- Essential resources for individuals and teams working remotely, self-assessment and care
- In-depth planning templates

Essential/Non-Essential Positions

In the wake of the outbreak of COVID-19, 62% of all professionals' positions were deemed essential, while 38% were not. Indeed, we know that Lands, Environment and Economic Development Professionals perform indispensable functions within their communities. Professionals deemed essential should be recognized by management and community leaders as such. Proper protocols should be put in place to mitigate risks to employee health. Professionals must be able to continue to perform their duties with access to critical resources and additional support needed during a pandemic or emergency. Note that the definition of "essential service" may have left some room for interpretation on behalf of the First Nation; certain staff may have had to perform additional duties that were deemed essential, but were not part of their regular job description, in order to ensure the safety and wellbeing of the community.

Was your Position deemed Essential?	Lands	Environment	Economic Develop.	Chief & Council (Portfolio holder)
Yes	58%	50%	64%	100%
No	42%	50%	36%	0%



Pandemic, Work from Home and Resumption Plans

Eighty four percent of professionals reported that their First Nation has a pandemic plan. Over 60% have a work from home plan, and 46% have a resumption plan. Some First Nations from the 2020 Survey were willing to share their plans with others. Contact OALA and OFNEDA directly to learn more; and see the *Pandemic and Emergency Preparedness Guide for Lands, Environment and Economic Development Professionals in Ontario First Nations* for planning templates, and a sample community pandemic plan courtesy of Nishnawbe Aski Nation.

It is also heartening to note that there were no employee lay-offs amongst professionals surveyed in autumn of 2020. Professionals demonstrated incredible adaptability and willingness to work in areas where they were most needed, which were not necessarily within their regular professional position. These findings reflect the resilience and leadership with which First Nations people responded to the COVID-19 pandemic. First Nation professionals were proactive in safeguarding the health of members, while sustaining momentum with their important work. This dynamic approach will continue to be vital in preparation for future waves of COVID-19, other pandemics and emergencies.

Work Situations with the onset of the pandemic

With the onset of the COVID-19, the majority of professionals worked from home, while a quarter of professionals worked from the office on regular duties. Thirty three percent of employees began working on a combination of regular and other duties.

Some professionals were transitioning to a combination of home and office work, interim roles, and sitting on COVID committees.

The leading effects that COVID-19 has had on professionals' day-to-day work include:

- The uncertainty of how to move projects forward under new restrictions (67%)
- Flexible work hours to accommodate staff personal needs at home (47%)
- Lack of resources to perform duties from home (bandwidth, laptops, etc.) (42%)
- Feeling Isolated/Siloed from other staff in your department/First Nation (38%)
- Staff being asked to take on work not directly related to their position (30%)

*Two respondents noted the impact of a decrease to their annual operating budgets.

Internet Access and Bandwidth

During COVID-19, 42% of professionals indicated that lack of resources to perform duties from home, including bandwidth, laptops, etc., was a leading effect on their day-to-day work. Professionals also repeatedly commented that poor quality of internet connection, speed and bandwidth has been a major factor impacting their ability to perform their duties. With the majority of professionals shifting to working from home—many for the first time—the ability to access stable and fast internet service is critical to maintaining regular communication with colleagues and members, such as email and virtual meetings. Other professionals need to access important servers, databases and registries to carry out their work. With more individuals working from home in First Nations, bandwidth capacity has become constrained in many cases, which can cause major delays and disruption to professional activities. Many professionals noted that improved internet infrastructure and technologies are necessary. Some communities have been in the process of upgrading from high-speed internet to fibre optic internet, a process which can take years to complete. As COVID-19 continues to be a reality, and working from home continues to be the new norm, funding to improve access to reliable internet service, infrastructure and technology must be a priority to ensure professionals can work from home effectively going forward.



Other respondents noted challenges related to:

- The lack of staff who have been working
- Meeting expectations while working from home
- Finding ways to carry out consultations in a timely manner
- Missed training opportunities

These findings point to the fact that most departments have had to quickly adapt to carrying out their responsibilities during a pandemic, both at a professional and personal level. Every First Nation is unique, has its own strengths and challenges. These factors play into how the pandemic will impact each department, and what adjustments are required to carry on.

What matters is that professionals have the tools, resources, supports, and strategies needed to continue to work on critical projects in a manner that is safe and sustainable.



Image Credit: Logan Weaver/Unsplash

Professional Activities During COVID-19

Many professionals anticipate learning how to communicate effectively while working virtually and while working on different schedules than colleagues; assisting Chief and Council in making decisions to deal with COVID-19; applying for other sources of revenue; and learning to deal with workplace isolation.

Other activities include supporting local businesses who are not deemed essential; supporting staff in their accomplishments and mental health; as well as preparing positions to become remote; planning for staff absenteeism; networking with organizations and researching funding opportunities to support work functions.



Tools for Coping with Change and Unpredictability during COVID-19

Many professionals reported monitoring regulations imposed by the Province of Ontario, having realistic expectations about workloads and being flexible with staff, along with monitoring staff mental health, and planning for sustainability.

Professionals also shared other tools and approaches that have been implemented, as well as resources needed to cope with change and unpredictability, including:

- Evaluating individuals' positions to accommodate their needs, health, safety, and wellbeing
- Practicing compassion and patience with colleagues and self
- Daily/Weekly virtual staff meeting to track projects and check in on wellbeing
- Regular meetings with pandemic team
- Effective skills in virtual meetings and better equipment
- Educating community about severity of COVID-19
- Restriction guidelines and enforcement policy for people entering the community
- Continuous monitoring and upgrading of community activation levels and business protocols
- Installing a plexiglass shield, a drop box, maintaining limits of 2 clients, and use of sanitizer
- Setting an effective working schedule that is understood by membership
- More access to health and mental health services in First Nation communities
- More focus on networking and collaboration in order to align government directions, such as tourism
- Regional area planning
- Ceremony and Spirituality
- Improved internet and cellphone service
- Communicating Nation to Nation
- Planning for First Nations to become self-sustaining

Many professionals were unsure about the likelihood of their position being affected by ISC funding during COVID-19, while others found the possibility unlikely.



Most professionals felt that during COVID-19 they have had:

- Access to the things they need to succeed at working remotely
- Able to be just as productive while working remotely compared to usual work locations
- Materials and equipment needed to perform and stay connected remotely
- Space to focus on work
- Organizational support to transition to remote work by providing tools/equipment required

Other professionals did not transition to working remotely, or highly prefer to continue working from the office in order to create boundaries between work and home spaces.



Image Credit: Erik McLean/Unsplash

Additional COVID-19 Supports and Recommendations

Some professionals feel that their teams work best together in-person, and that it is important to have a plan to resume working from an office location. This may be a priority for some departments when it is safe to do so, and according to recommendations from health professionals.

A recurring theme throughout the 2020 Survey is the necessity for stronger/faster internet and cellphone service, internet sticks and technology improvements. Some would like to access important software and databases from home.

Living and working during the reality of COVID-19 has the potential to raise anxiety levels, exacerbate existing health and mental health conditions, and to complicate one's ability to access important services. It is also a challenging time for small businesses, local jobs and low-income households. For some communities, more personal protective equipment (PPE) and emergency supplies are needed to address food insecurity, homelessness, addictions, mental health.

At the same time, First Nations have displayed incredible strength, leadership and innovation in actions taken to support community members and reduce the risks of COVID-19 infections, along with other issues that the pandemic has brought to the surface.

Northern and remote First Nations in Ontario have faced extreme hardships related to COVID-19. The threat of a pandemic is especially worrying to these communities that are often isolated, with small populations and tight-knit



families. Communities depend upon essential supplies flowing in and out of the community that can become delayed or stalled by an emergency or restrictions. Access to PPE, emergency supplies and resources may be limited, while staff and volunteers may reach capacity levels during a crisis. It is especially important to help stop the spread of COVID-19 to these communities and to support them in every way possible.

Professionals can play important roles by continually adapting, working side by side with other departments and First Nations, making wise decisions for their teams and for communities, and “staying the course”. More than ever, it is crucial to work together rather than apart — despite potentially working in physical isolation. Within these challenging times exists the opportunity to create sustainable and resilient systems within Lands, Environment and Economic Development Professions.

Please note that this data should not provide COVID-19 recommendations to First Nations, as the situation is constantly changing and evolving. Recommendations should always be taken from local, regional, and federal health professionals.

Read to the *Pandemic and Emergency Preparedness Guide for Lands, Environment and Economic Development Professionals in Ontario First Nations* to access detailed resources for protecting your health and safety, working from home, planning for pandemics, department/business continuity and resumption, funding relief, and more. You are welcome to share these documents with your organizations and networks.



Closing

OALA and OFNEDA hope that this Guide will become a valuable resource on your path to success, and that it may be a source of support during both challenging and exciting situations. May it bring you inspiration and remind you that we are all in this work together! Above all, we thank you for bringing your commitment, integrity and talents to your communities so that they will thrive for many generations to come.

For any comments or questions about this Guide or related documents, please contact us via the websites below:

- Ontario Aboriginal Lands Association (OALA): <https://oala-on.ca>
- Ontario First Nations Economic Developers Association (OFNEDA): <https://ofneda.ca>

