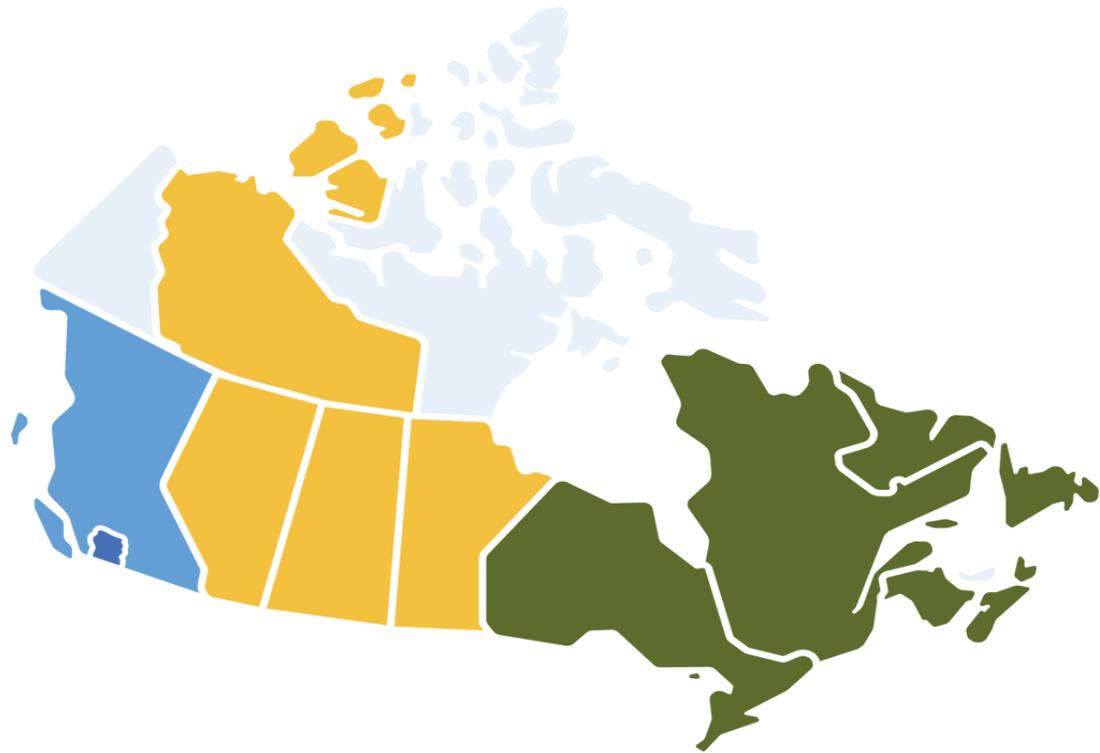


Blueprint for Success

Practical Insights from RC-Funded Projects





Welcome



Administrative Tools



Please keep devices muted while others are presenting



Please feel free to type your questions into the chat



Closed caption is available



Live translation in French is available



This session is recorded



All materials are available online

Ways for Participant Feedback



Raise hand to speak

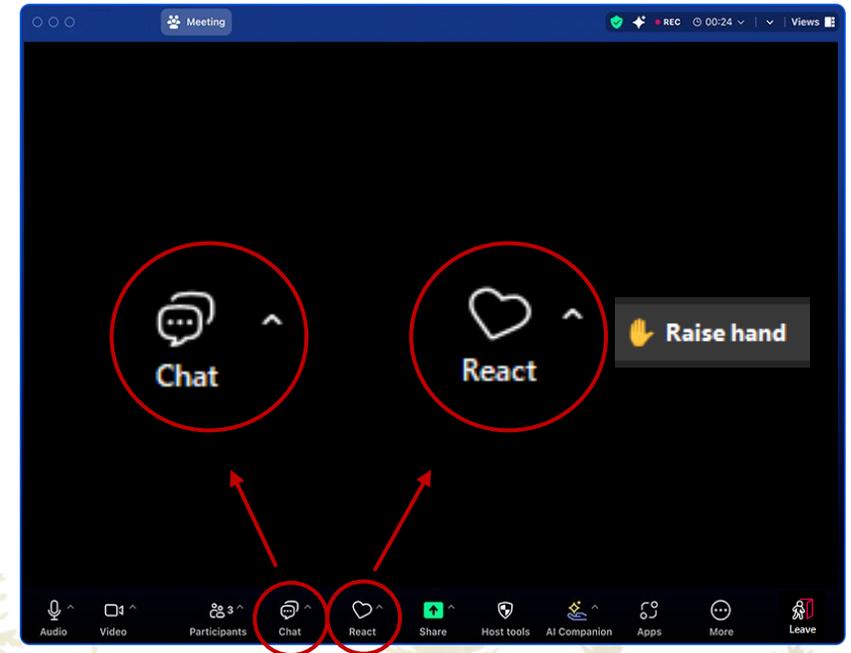


Chat for questions & comments



Polls for quick responses

Zoom Screen



Today's Objectives

- Gain practical insights into effective project planning, coordination, and implementation through the experiences and perspectives shared by signatory First Nations
- Develop a clearer understanding of RC funding initiatives
- Leave with actionable strategies and tools to support successful project development and implementation



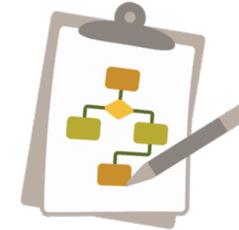
When you begin a new project, what is usually your biggest challenge?



Tips for Successful Management of Projects

Focus on pre-planning

- Consider Request for Proposals (RFPs)
- Identify one point of contact
- Assign roles and responsibilities



Consider tracking tools such as:

- Excel
- Other Project Management tools



Schedule regular check-in meetings

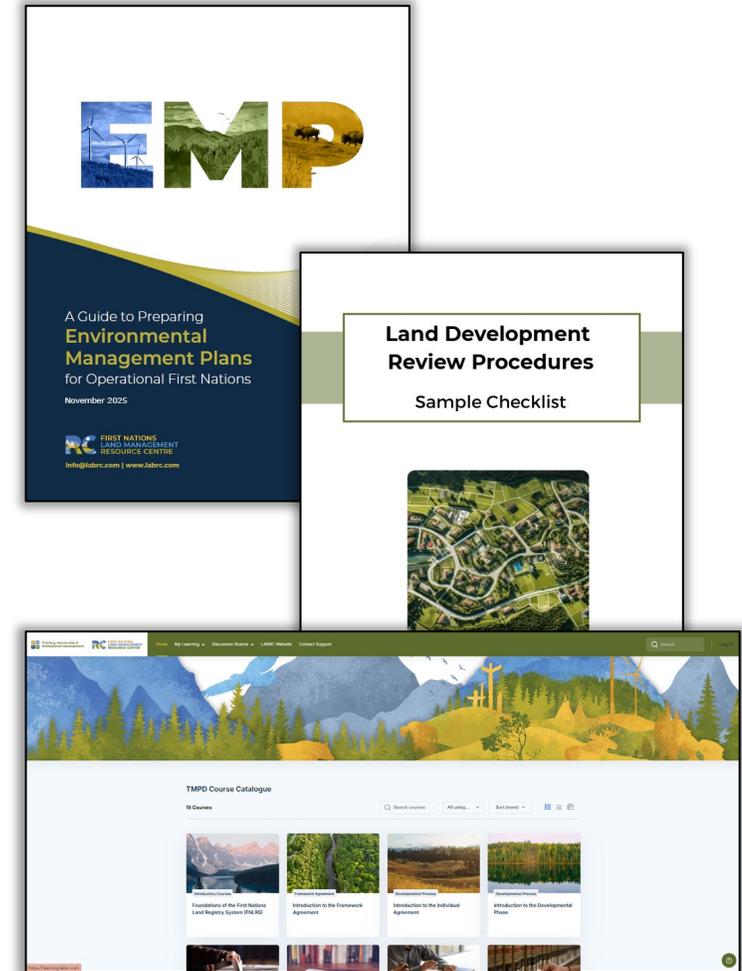
Set calendar reminders



Tools for Successful Management of RC-Funded Projects

RC Tools

- Land Code Governance Advisors and other RC Advisors
- Environmental Management Plan Guide
- Land Use Planning tools and resources
- Land Development Review Checklist
- RC Project outline
- TMPD's Learning Management System – Regional Discussion Boards



Overview of RC Funding Initiatives



Land Use Plan



Environmental Management Plan



Solid Waste Management



Enforcement Pilot Projects



Legacy Issues & Surveying of Interior Boundaries





Land Use Plan - Development

A **Land Use Plan (LUP)** is a community-driven document that guides the future direction of how the land will be used by the First Nation.

The Land Use Plan Development Funding Initiative:

- Supports both **developmental and operational First Nations**
- Funds approximately **10 First Nations per year**
- Provides **\$125K** for eligible LUP development expenses
- Uses a milestone-based funding model

Funding for LUP Development is dependent upon the RC receiving funding from ISC.

To be eligible, First Nations must not already have an LUP or be receiving LUP funding from another source (e.g., NALMA).





Land Use Plan - Implementation

The RC provides funding for Land Use Plan **Implementation**.

This funding initiative:

- Provides **\$175K** for eligible LUP **implementation** activities
- Is available to First Nations who have **received LUP development funding**, and may also consider First Nations who developed their LUP outside of RC funding
- Uses a milestone-based funding model

Land Use Plan implementation will look different for each First Nation, but will generally fall into the following three broad categories:

Laws, Regulations, and Guidelines

Policies and Plans

Tools and Procedures





Environmental Management Plan - Development

An **Environmental Management Plan (EMP)** is a document that identifies important environmental issues that affect a First Nation's lands and community. An EMP specifies how the First Nation plans to address or manage those identified issues.

The Environmental Management Plan Development Funding initiative:

- Provides funding to **operational First Nations**
- Supports approximately **10 First Nations per year**
- Provides **\$80K** for eligible EMP development expenses
- Uses a milestone-based funding model

Funding for EMP Development is dependent upon the RC receiving funding from ISC.

To be eligible, First Nations must not already have an EMP or be receiving EMP funding from another source (e.g., NALMA).





Environmental Management Plan - Implementation

The RC provides funding for Environmental Management Planning **Implementation**.

This funding initiative:

- Provides **\$120K** for eligible EMP **implementation** activities
- Is available to First Nations who **received EMP development funding**, and may also consider First Nations who developed their EMP outside of RC funding
- Uses a milestone-based funding model

Environmental Management Planning implementation activities will look different for each First Nation, but may include:

Environmental
law development

Studies and
monitoring
programs

Fuel storage and
handling
programs

Spill Response
Procedures and
Training

Species at Risk or
Invasive Species
Management
Plans



Solid Waste Management - Multi-Year (2025-2028)



The **Solid Waste Management (SWM)** Multi-Year Funding Initiative supports projects that help reduce the solid-waste burden on Land Code First Nation reserve lands.

The Solid Waste Management Multi-Year Funding Initiative:

- Is intended for **developmental or operational First Nations**
- Provides approximately **\$15,000 - \$70,000** (project dependent)
- Does not cover Operations and Maintenance or Capital/Infrastructure projects

Funding for SWM Development is dependent upon the RC receiving funding from ISC.

To be eligible, First Nations must not already have an SWM or be receiving SWM funding from another source (e.g., NALMA).



Solid Waste Management - Multi-Year (2025-2028)



Projects must be completed **before March 31, 2028.**

Examples of eligible projects:

Solid Waste
Management
Planning

Improvements to
Landfill or
Transfer Stations

Waste Diversion
Programs, including
education & outreach

Solid Waste
Law Development

Community Clean-ups
(illegal dumpsites,
vehicle salvage, etc.)

Recycling and
composting bin
purchases, etc.

Upcoming Workshops: [Strengthening Environmental Governance Through Solid Waste Management](#)



RC Support for LUP, EMP, and SWM



Guidance

- Assist with starting work plans
- Support community engagement planning and meeting preparation
- Provide sample RFPs, work plans, templates, and other resources
- Support discussions with planners, consultants, and other First Nation departments
- Support implementation within the lands department

Technical Support

- Review and provide feedback on policies, proposed laws, and plans
- Provide advice on policies, laws, and monitoring programs
- Support intergovernmental relationships
- Provide expertise related to GIS, land registry, land use planning, environment, solid waste management, enforcement, and training



Consolidated Funding Callout; LUP, EMP, SWM

- A call-out for expressions of interest in the RC's special funding initiatives has been sent to all **Developmental and Operational First Nations**
- **A single Survey Monkey application** will be used to apply for any of the available funding initiatives
- Applications may be submitted at any time and will be accepted until funding has been allocated

Application Links:

For **Developmental First Nations**:

- LUP Development Funding Initiative
- SWM Multi-Year Funding Initiative

[2026-27 RC Funding Initiatives Application for Developmental First Nations Survey](#)



For **Operational First Nations**:

- LUP Development Funding Initiative
- EMP Development Funding Initiative
- SWM Multi-Year Funding Initiative

[2026-27 RC Funding Initiatives Application for Operational First Nations Survey](#)





RC Support for Enforcement

The RC provides technical support for **Land Code-related enforcement actions, activities, and programs** that will strengthen Land Code First Nation enforcement overall.

The RC also provides Pilot Project funding to some Land Code First Nations to:

- Increase recognition of **First Nation laws**
- **Build partnerships** for enforcement and adjudication
- **Develop models** that can be used by other First Nations
- Support **private prosecutions**
- Advance **other Enforcement Actions**



RC Support for Enforcement



Guidance

- Law development planning
- Prepare enforcement officers for court appearances
- Support discussions with policing agencies for First Nation laws

Technical Support

- Review draft laws
- Assistance in preparing court briefs
- Provide tools for inspections and investigations
- Assist First Nations in negotiating policing agreements with federal & provincial governments
- Provide funding & technical support to promote recognition of First Nation laws (Pilot Projects)





Legacy Issues & Surveying of Interior Boundaries

Legacy Issues are unresolved matters carried over from the Indian Act era.

The Resource Centre provides funding to help address these issues, as well as to support the surveying of interior boundaries.

Operational First Nations are eligible to apply for **both funding opportunities**.

Funding Amounts:

- Legacy Issues: **up to \$300K**
- Interior boundaries related to a legacy issue: **up to \$50K per project**

Funding may cover:



Funding is contingent on availability from ISC and priority is given to First Nations that have not previously received this funding





Legacy Issues & Surveying of Interior Boundaries

Funding for **Legacy Issues** provides for addressing issues such as:

- Survey boundaries
- Road allowances/exclusions
- Rental arrears
- Timber permits
- Estates Issues
- ESA Phase II, III & Onward
- Landfills and Graveyard standards
- Development of Policies/Procedures
- Unclear surface/subsurface Mines and Minerals references
- Laws that will assist in the resolution, remediation and/or prevention of future related legacy issues

Funding for **Surveying Interior Boundaries** is in addition to Legacy Issue funding and provides for addressing issues such as:

- Encroachments
- Survey boundaries
- Road allowances/exclusions
- Utility permits, etc.



Legacy Issues & Surveying of Interior Boundaries



Guidance

- Guidance on eligibility, proposals, and funding requirements
- Project scoping, work planning, and timelines
- Templates, tools, and training support
- Support engaging surveyors, registries, and partners
- Progress tracking, reporting, and project close-out

Technical Support

- Review and feedback on applications, budgets, and technical documents
- Advice on laws, policies, compliance, and monitoring
- Support with GIS, data management, and record stewardship
- Subject-matter expertise related to surveys, land registry, planning, environment, enforcement, and training



Resource Centre Project Funding Summary

Funding Initiative	Maximum Funding
Land Use Plan - Development	\$125,000
Land Use Plan - Implementation	\$175,000
Environmental Management Plan - Development	\$80,000
Environmental Management Plan - Implementation	\$120,000
Solid Waste Management	\$70,000
Enforcement (Pilots, Private Prosecutions, Other)	Proposal-based, project specific
Legacy Issues	\$300,000
Interior Survey Legacy Issues	\$50,000

To find out more about these funding initiatives, please contact your Land Code Governance Advisor



Guest Speakers



Melissa MacDonald

Membertou
First Nation



Melissa Tokarek

Mooseskin
Strategies



Juliette Peters

Soowahlie
First Nation



Sasha Tuttle

Semá:th



Jess Hubbard

Bingwi Neyaashi
Anishinaabek
First Nation



Melissa MacDonald



Memberton
WELCOMING THE WORLD!





Membertou
WELCOMING THE WORLD

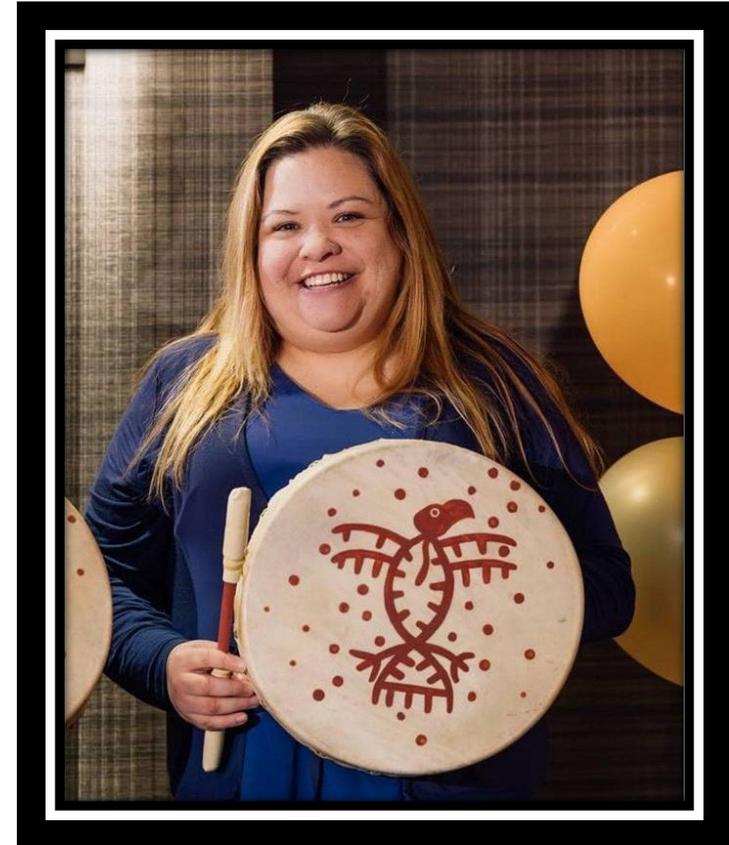
Membertou Legacy Project

Melissa MacDonald



Introduction

- Membertou Member
- 22 Years Employed
- Lands Director, Tax Administrator, Tenant Relations
- MBA in Community Economic Development
- Certified Lands Manager (NALMA)
- Completed All Three Tulo Programs
(Applied Lands, Applied Economics, Tax Administrator)





Membertou

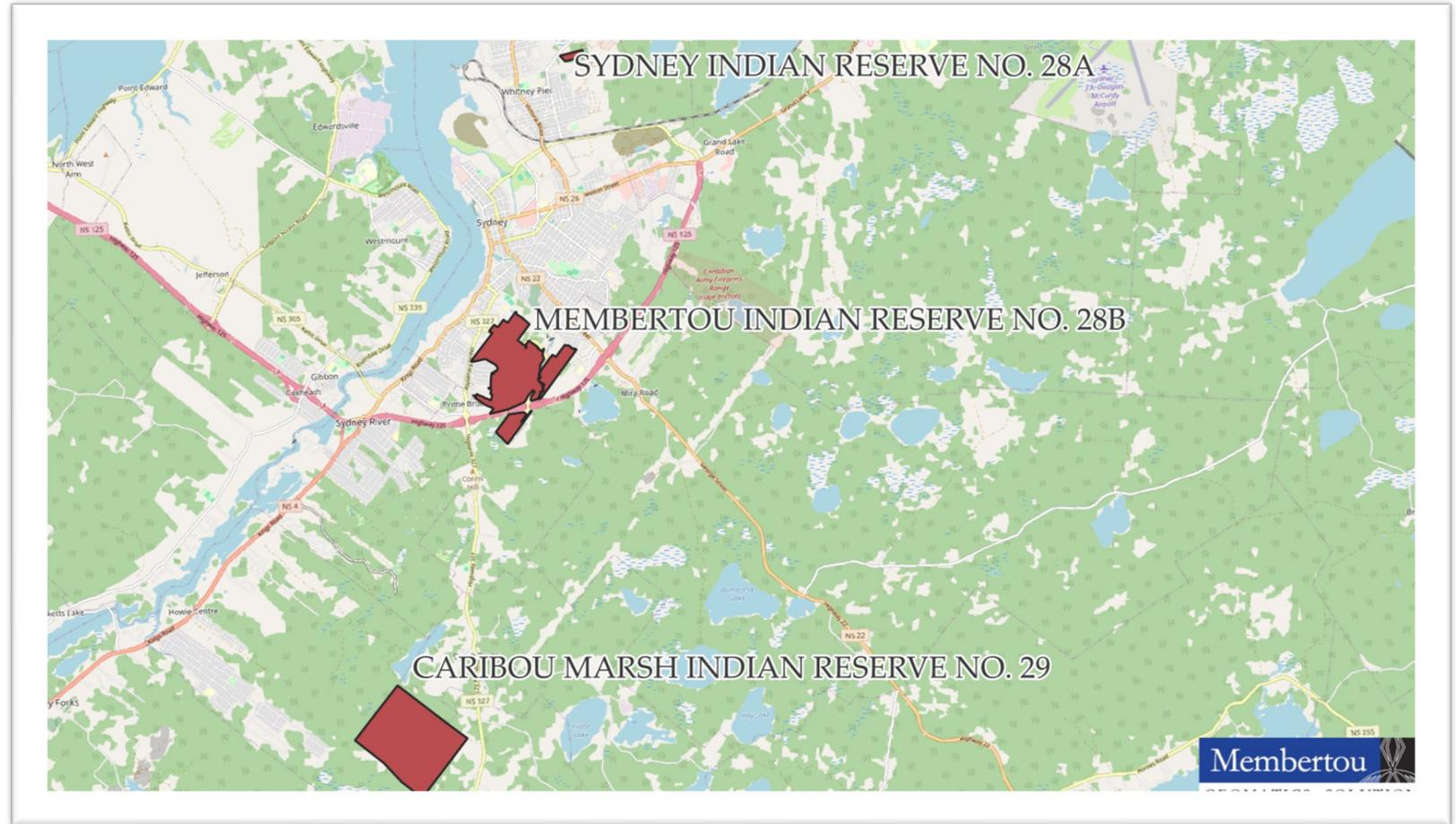
- Mi'kmaq Community
- 1600 Members; 1000 on Reserve
- Economic Development
- Land Code, 2019
- Property Tax Laws 2023





Available Lands

- Three Reserves
- Membertou IR 28 B (773.91 acres)
- Caribou Marsh IR 29 (541.9 acres)
- Sydney IR 28A (44.45 acres)
- Malagawatch (1634 acres) Shared
- Fee Simple Parcels







Membertou's Legacy Project

- Approved for funding from LABRC in July 2020
- Covid was declared a Pandemic in January 2020
- Deal with Inconsistencies and Errors related to the Past Land Management under Indigenous Services Canada





Legacy Project Deliverables

- Administrative Assistant
- Surveys and Revisions
- Legal Fees for Commercial Lease Revisions (Old Buckshee Leases)
- Caribou Marsh Environmental Clean Up
- Lands Inventory
- Traditional Knowledge Study
- Lands Officer Knowledge



SURVEYING NOTICE

A survey crew is surveying in your area
and may be working on your property.

If you have any questions or concerns, please contact:

Melissa MacDonald, Lands Officer
P: 902-564-6466 Ext.2480
E: melissamacdonald@membertou.ca



Membertou
WELCOMING THE WORLD



Challenges

- Covid Shut-Downs
 - Covid Restrictions
 - Extensions Required
 - Time and Resources
 - New Department and New Lands Officer
 - Completed in 2023 (3 Years)
-
- Funding from RC for:
 - Solid Waste
 - Environmental Management Plan
 - Land Use Plan





Overcoming Challenges

- RC Support was Amazing!
 - Staff
 - Templates
 - Examples and Best Practices
 - Communication
 - Training
- Internal Capacity
- External Expertise
- Time Management
- Online Meetings and Engagement
- Land Laws Working Group





Moving Forward

- Resolved Many Legacy Issues
- Properly Survey Lots
- Certainty in Land Accuracy
- Continue to work with the RC
- Administer Membertou Lands Effectively





Any Questions?

Melissa Tokarek



Environmental Management Plan Implementation

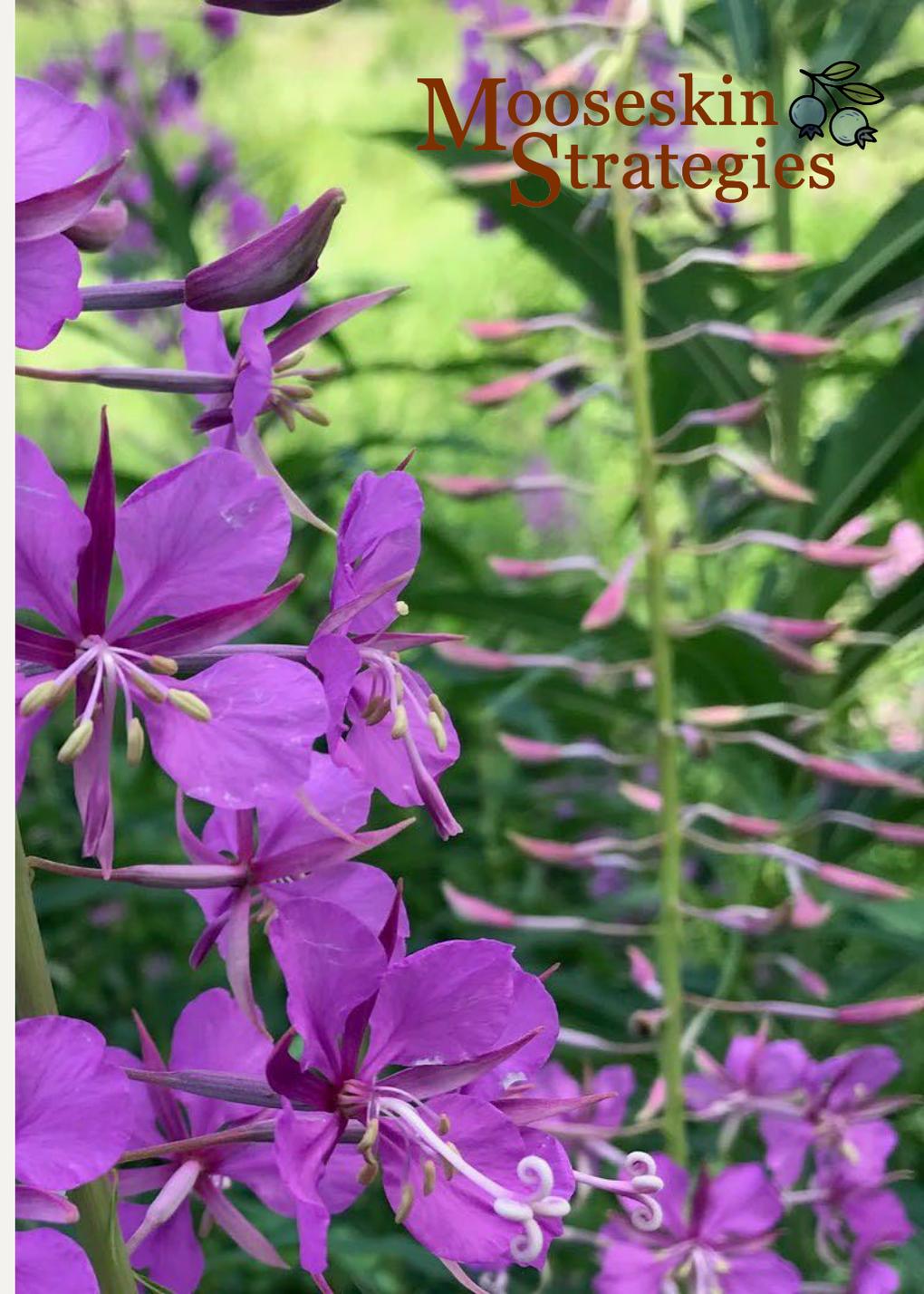
Managing the LABRC Funding Agreement

Melissa Tokarek, M.Sc., P.Ag.

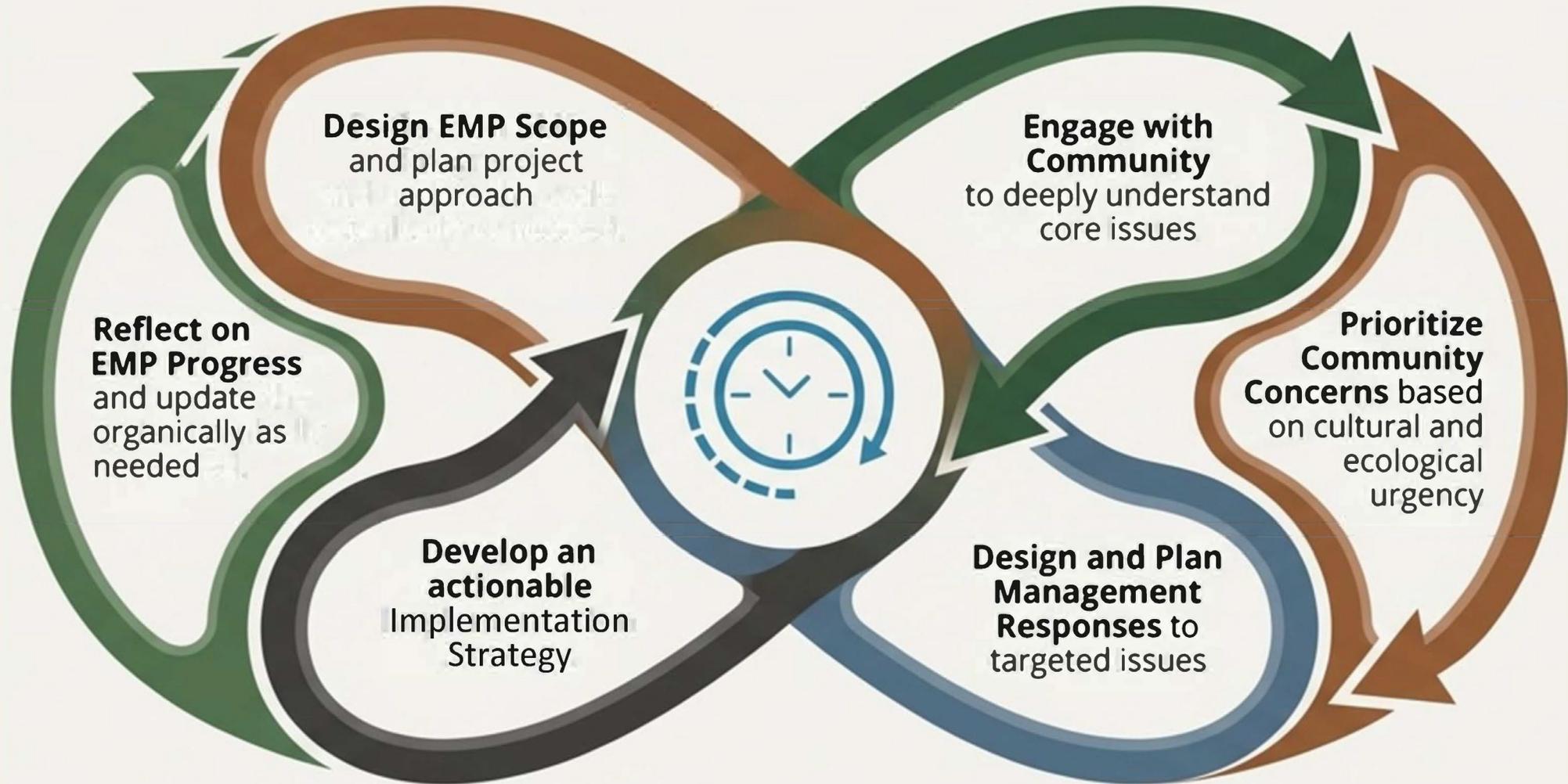
March 26, 2026

Presentation Focus

- How did we decide what initiatives/tasks to proceed with first?
- How did we manage the project to ensure successful completion of the contribution agreement?
- What did we learn from this process?



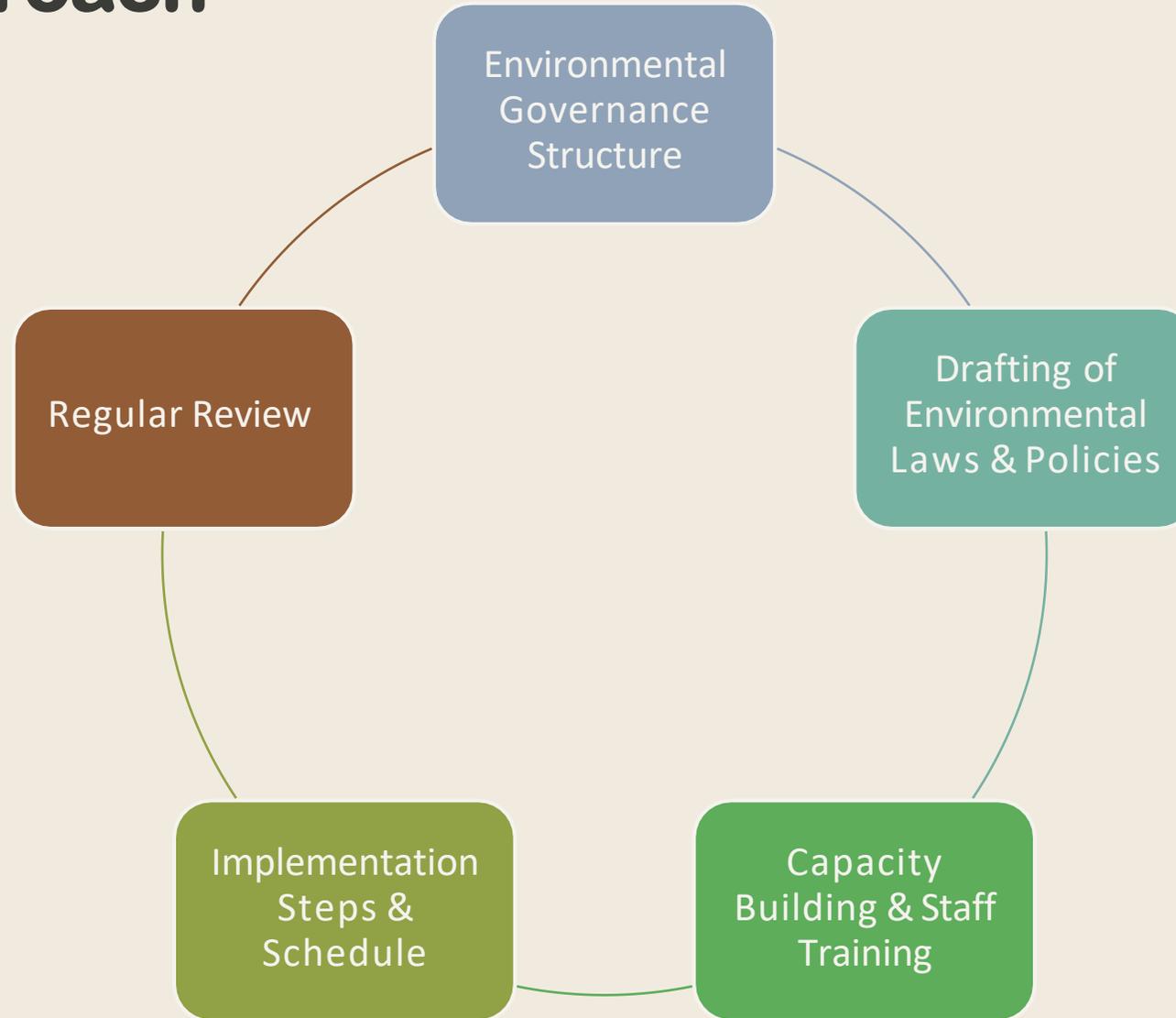
EMP Development Overview





How did we decide what
initiatives to proceed with
first?

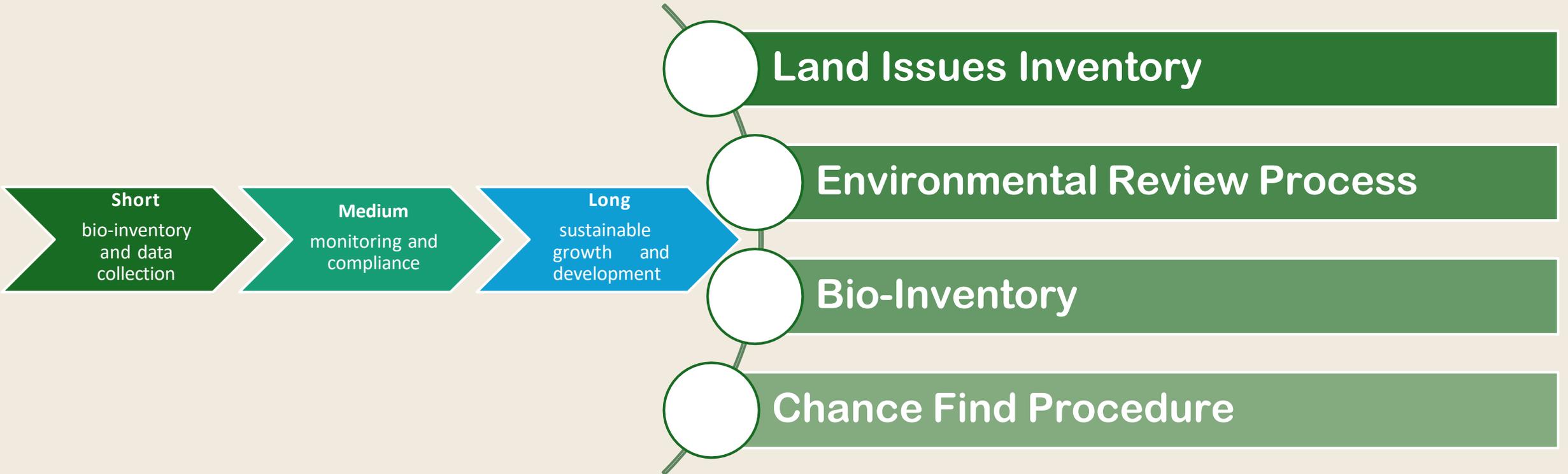
Scoping Approach



Scoping Tools

2021 Environmental Management Plan							
Objectives	Actions/Tasks	Initiatives	Responsible Department(s)	Priority	Status	Notes	
1 Control importation of invasive species	Conduct a Land Issues Inventory: Record locations of invasive/noxious species. Investigate invasive species control options and cost/benefit analysis		Lands and O&M	High	In progress	Management control options have been considered (costs not yet). Record of species not yet fleshed out. Connect with O&M	
	Develop a Malahat Environmental Protection Law to identify invasive/noxious species that are to be managed and controlled, and prohibitions regarding use and disposal of herbicides/pesticides. o Establish mowing and maintenance practices to prevent spread of invasive species, including mowing exclusion zones.		Lands	Medium	Not started	Falls under BMP that we would like to start. Start Law process	
	Create a Lands Management Advisory Committee to review and assess Land Use applications and Environmental Review reports.		Lands	Low	Complete	Committee started, using exiting BMPs for development.	
	Confirm appropriate considerations have been made by the developer to manage and control invasive species.		Lands	Medium	Not started		
2 Control spread of invasive species	Malahat monitors to identify and monitor invasive species		Lands	Medium	In progress	More education on ID of species for team. Workshop to touch on most commonly seen species.	
	Pesticide Applicators Certification and		Lands	Medium	Not started	Follow up with certification ppl.	

Year 1 Implementation Funding



How did we manage the project to ensure successful completion of the contribution agreement?



Malahat



Malahat

The Architecture of Indigenous Project Management



Project Management Tools

Simple Plan ▾

Task Name ▾

- Add additional info
- Create a Plan
- Customize buckets
- EMP Implementati
- Assign tasks
- Legacy Issues
- Environmental Mar
- Add new task

Bucket
Up next ▾

Progress
 In progress ▾

Priority
 Medium ▾

Start date
01/04/2025 

Due date
31/03/2026 

Repeat
 Does not repeat ▾

Notes Show on card

Funding: \$175,000.00
Funder: First Nation Land Management Resource Centre
Funding Contact: Cory Kozmic
Contribution Agreement Tasks:

- Milestone 1: Project Initiation
- Milestone 2: Lands Issues Review
- Milestone 3: Environmental Review Process
- Milestone 4: Bio-inventory
- Milestone 5: Chance Find Procedures
- Milestone 6: Engagement & Closeout

Reporting:

- Milestone 1: Kick-off meeting minutes; GIS needs assessment
- Milestone 2: Technical Memo; Final Report

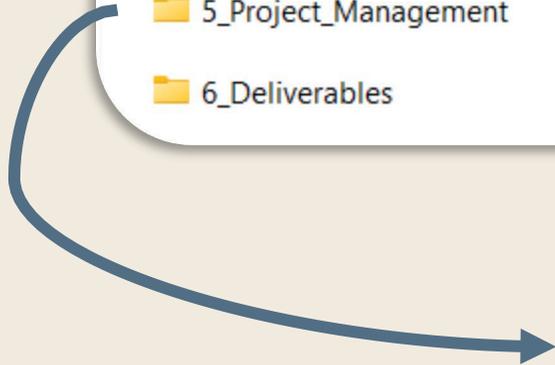
Checklist 1 / 3  Show on card

- Milestone 1: submit workplan
- Milestone 2: provide background reports to consultants
- MT - complete final review of Milestone 5 deliverable
- Add an item

File Management System

Name	Status	Date modified	Type	Size
1_Scope	✓	2026-03-20 12:14 PM	File folder	
2_Approvals	✓	2026-03-20 12:14 PM	File folder	
3_Funding	✓	2026-03-20 12:14 PM	File folder	
4_Procurement	✓	2026-03-20 12:14 PM	File folder	
5_Project_Management	✓	2026-03-20 12:16 PM	File folder	
6_Deliverables	✓	2026-03-20 12:15 PM	File folder	

Name	Status	Date modified	Type	Size
1_Schedule	✓	2026-03-20 12:15 PM	File folder	
2_Budget	✓	2026-03-20 12:15 PM	File folder	
3_Milestone_Tracking	✓	2026-03-20 12:15 PM	File folder	
4_Meeting_Minutes	✓	2026-03-20 12:15 PM	File folder	
5_Monitoring_Compliance	✓	2026-03-20 12:16 PM	File folder	





What did we learn from this
process?

Challenges & Solutions

- In-house vs. consultant supported initiatives (procurement timelines)
- Research opportunities (Master's program) aligning with data collection season
- Summer employment providing extra resources, but requires additional time for on-boarding & training



Key Takeaways / Lessons Learned

- Align workplans early with funding requirements
- Build buffer time into deliverables
- Design initiatives to include team building
- Prioritize building partnerships to maintain momentum beyond funding agreements





Misiyh

Melissa Tokarek

melissa@mooseskinstrategies.ca

Juliette Peters



Soowahlie
First Nation





Soowahlie First Nation

Legacy Issues Project

PROJECT OVERVIEW

- BOUNDARY INVESTIGATIONS
- LAND RESOLUTIONS
- CP RESOLUTIONS
- NEEDED SURVEYS
- WILLS & ESTATES

SOOWAHLIE INDIAN RESERVE

Positively

NO TRESPASSING NO FISHING NO HUNTING

By Order
INDIAN AGENCY
POLICE



"NO TRESPASSING" signs have been posted on all trails leading into the Soowahlie reserve following vandalism by whites. Andy Commodore is standing at the cemetery where headstones were pushed over, some of them broken.

Wilful Damage And Vandalism

"Keep Out" Say Soowahlies

Indians on the Soowahlie Indian reserve have put up "No Trespassing" signs on roads leading into their reserve.

The action was taken, they say, because of wilful damage and vandalism by whites.

The band is still allowing army and other traffic to pass

through the reserve but will not permit them to stop.

Andy Commodore, father of chief Norman Commodore who is working in Vancouver, told The Progress of some of the acts of vandalism that led to the action.—

● Windows in the Methodist church smashed.

● Tombstones in the cemetery knocked over.

One-legged John Wallace

annoyed by teenagers who demanded money and broke every window in his house.

"Whites were also taking timber from our reserve and until game warden Art Butler stepped in, flying hunters' bullets made some parts of our land dangerous to walk on,"

said Andy.

Whites are not allowed to hunt on reserves but the Soowahlie band over the years always turned a blind eye to those who came to fish Sweltzer Creek or go after small game.

"But the band has now decided to keep everyone out and we erected the signs with the approval of the Indian department," added Andy.

During the Boxing Day derby the band eased its restriction and allowed fishermen to walk through the reserve.

The reserve sits on 1,140 acres and an estimated 100 Indians live there. It is situated between Vedder Crossing bridge and Cultus Lake.

"Pat" Johnson Heads Park Board

Howard M. "Pat" Johnson was named chairman of Cultus Lake Park Board at the annual meeting Tuesday.

He succeeds Harry D. Hipwell, who recently announced his retirement from the post. Mr. Hipwell was named vice-chairman.

Former MP

ATTENTION FARMERS!

Why wait for Spring—DO IT NOW!

Have Those Machinery Repairs Done Now

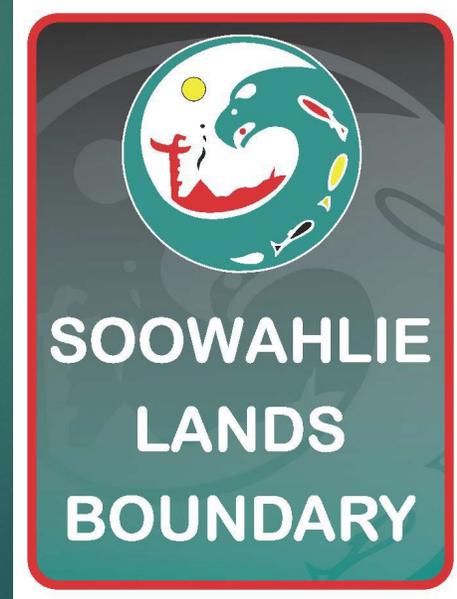
TRADE IN NOW — BUY NOW!
MORE SALES MEANS MORE JOBS!

BUTLER BROS. SUPPLIES LTD.

1A 64832 Whalley

SY 2-7954 Chilliwack

Boundary Encroachment Investigation



Land Resolutions

- ▶ Incorrect CP's
- ▶ Unregistered Leases
- ▶ Transferred CP Holders
- ▶ Encumbrance Checks

CP

Resolutions

- ▶ Incorrect CP's
- ▶ Un-issued CP's

6





Surveys

7

- ▶ Incorrect Survey
- ▶ No survey
- ▶ Roads
- ▶ Community

Wills & Estates for CP Holders

- ▶ Estate Resolutions
- ▶ Wills Workshops





Successes & Challenges

- ▶ Traditional knowledge sharing
- ▶ “learn as you go”
- ▶ Documentation
- ▶ Losses
- ▶ Capacity
- ▶ Pandemic

Project Management

- ▶ WIP List
- ▶ OneDrive & SharePoint
- ▶ Binders
- ▶ Notion



Sasha Tuttle



Semá:th



SFN Environmental Management Plan Implementation

Presented by Sasha Tuttle



Semá:th
Sumas First Nation

Who am I?

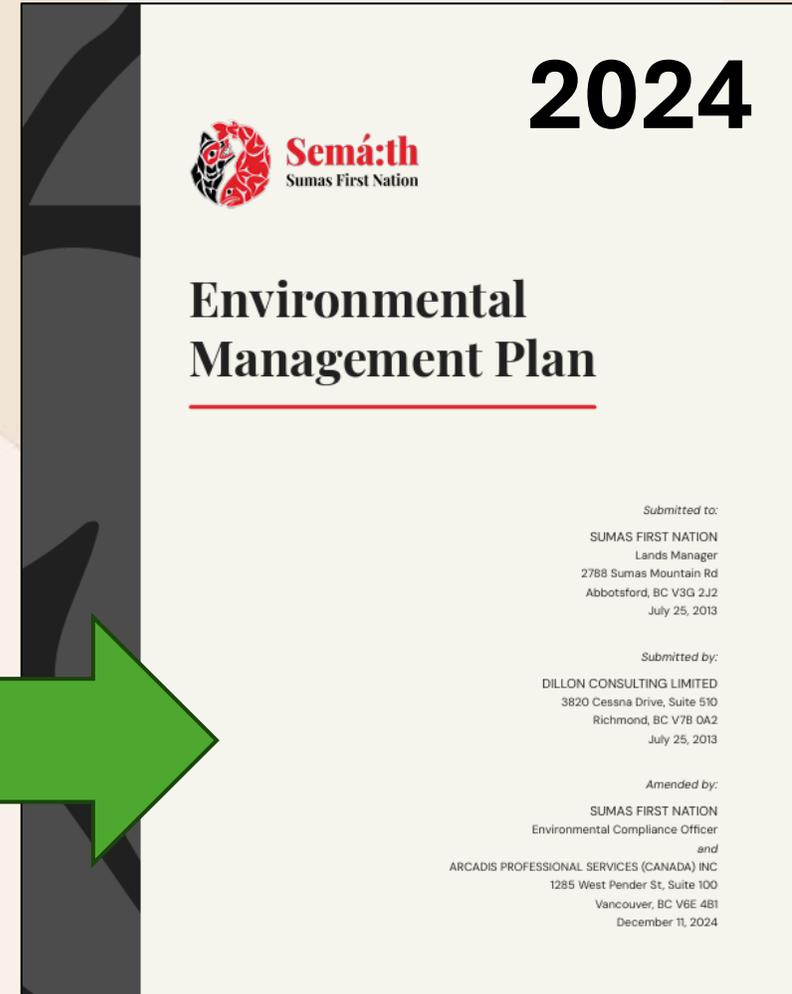
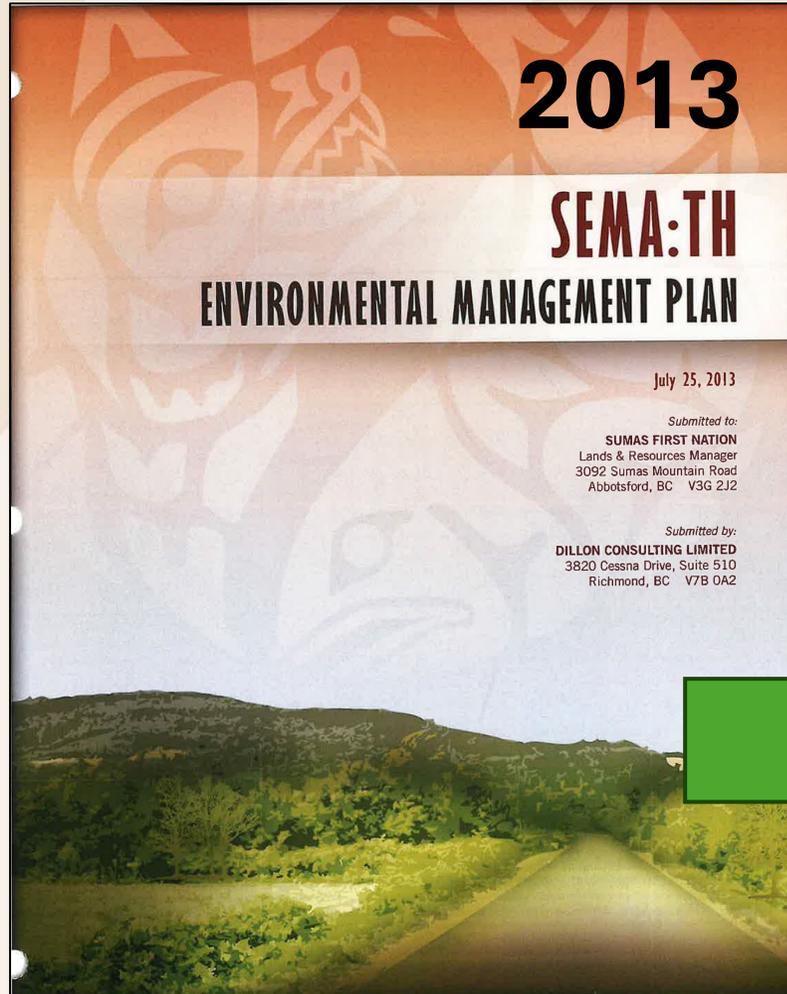


Sasha Tuttle (She/Her)

- **Position:** Environmental Compliance Officer
- MSc of Science
- Registered Professional Biologist (RP Bio)
- Loves bees and frogs!



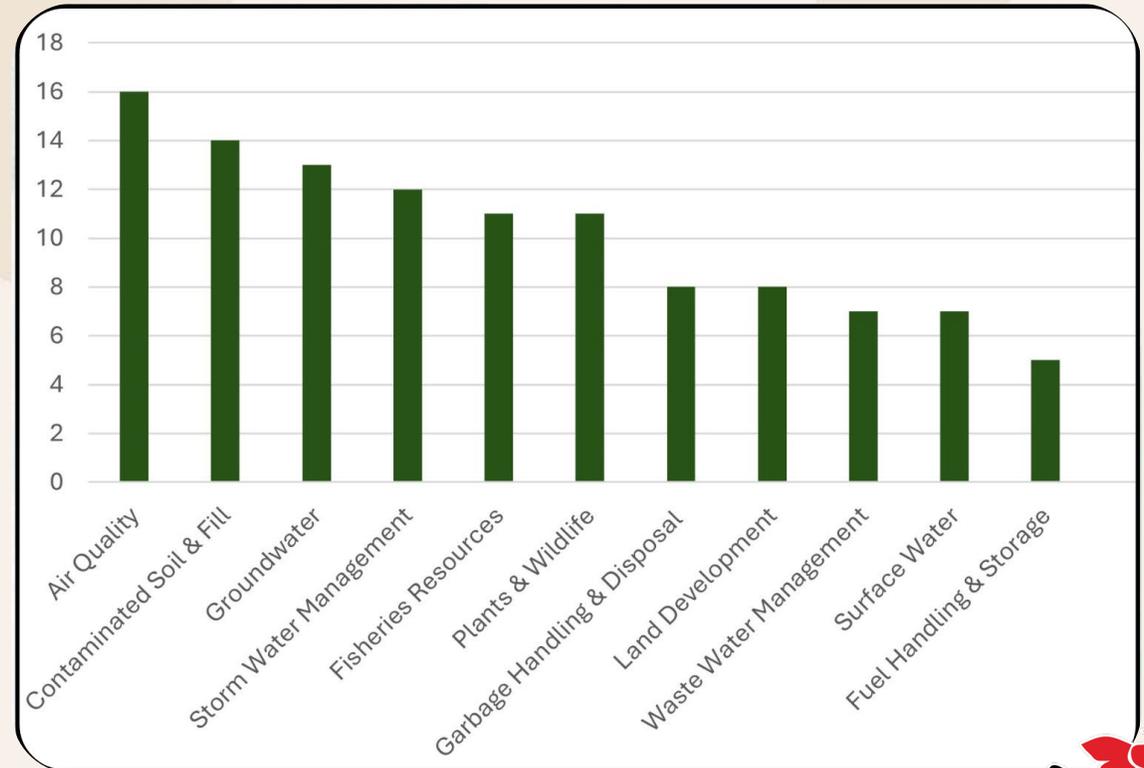
Environmental Management Plan



Environmental Management Priorities

Top Priorities

1. Air Quality
2. Soil Contamination
3. Water (groundwater, creeks, streams)



Water Quality Management

1. Surface Water (creeks)



- Watershed Management Plan
- Water quality sampling in creeks
- Community Outreach



Water Quality Sampling



Date & Time: Tue, Mar 26, 2024, 11:49:35 PDT
Position: +049.056037 / -122.195102° (+48.1m)
Altitude: 12m (+21.8m)
Datum: WGS-84
Azimuth/Bearing: 172° S08E 3058mils True (±12°)
Elevation Angle: -35.3°
Horizon Angle: -00.7°
Zoom: 1.0X



MINING IMPACTS

Sumas Shales Quarry

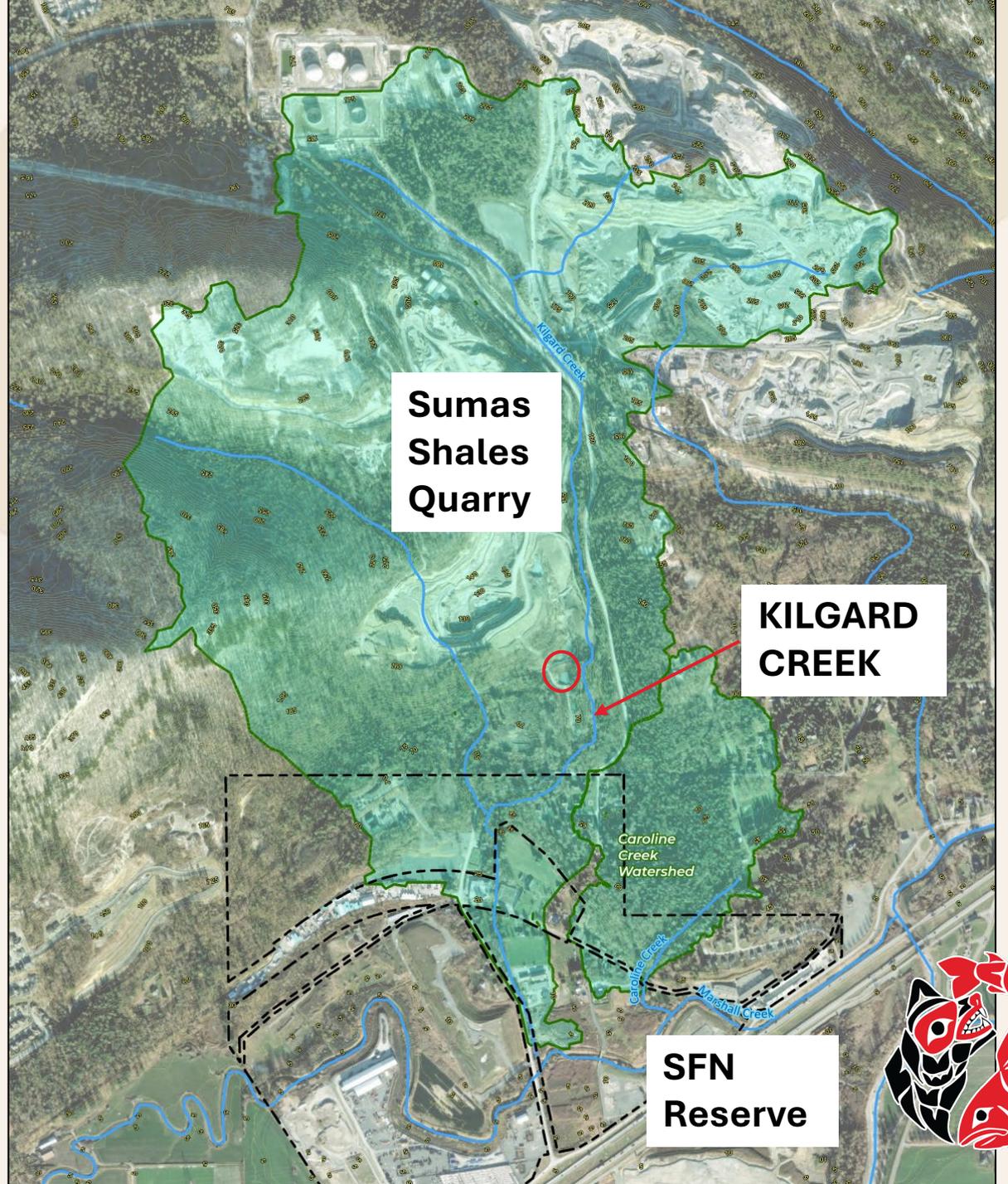
Sumas Mountain Rd

Sumas Shales Quarry

KILGARD CREEK

Caroline Creek Watershed

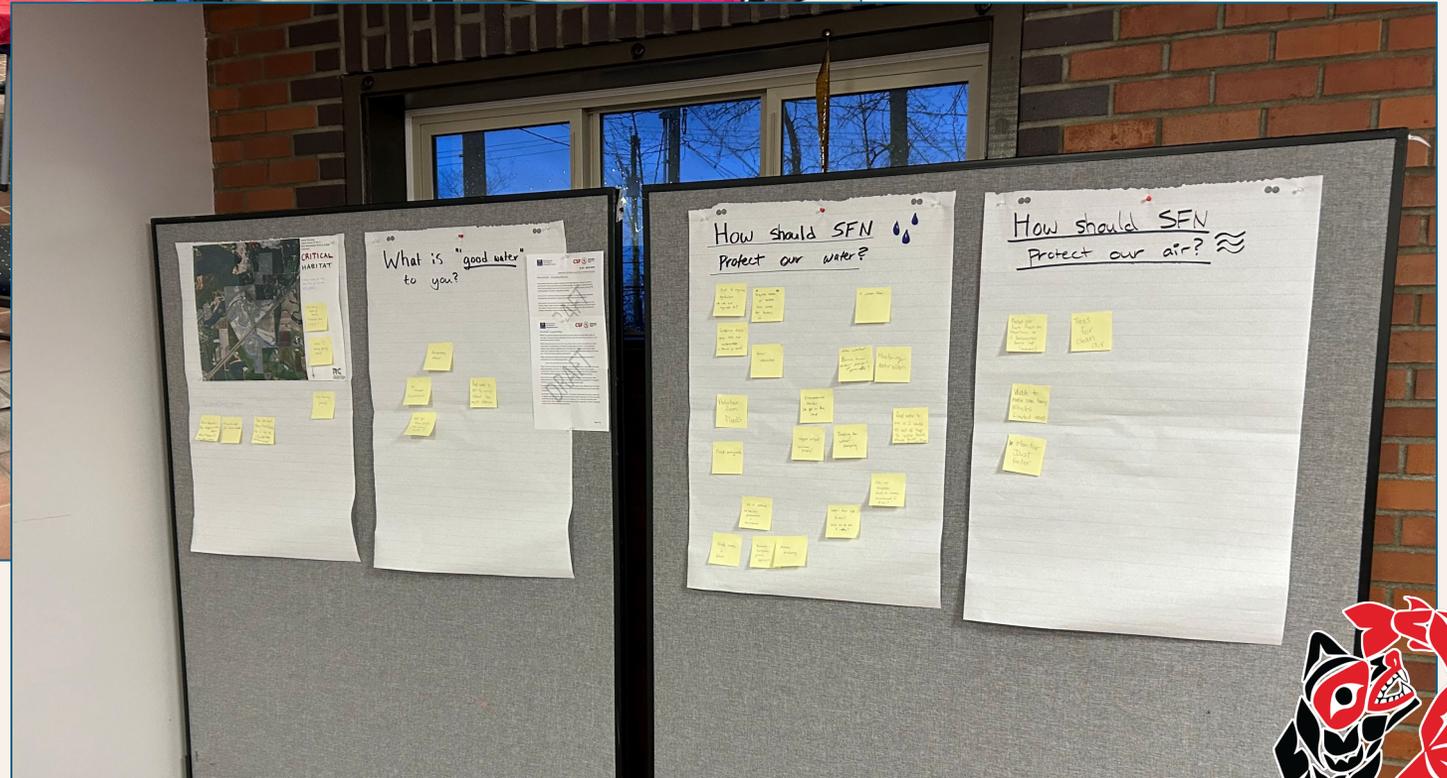
SFN Reserve



Water Quality Sampling



Community Outreach



Water Quality Management

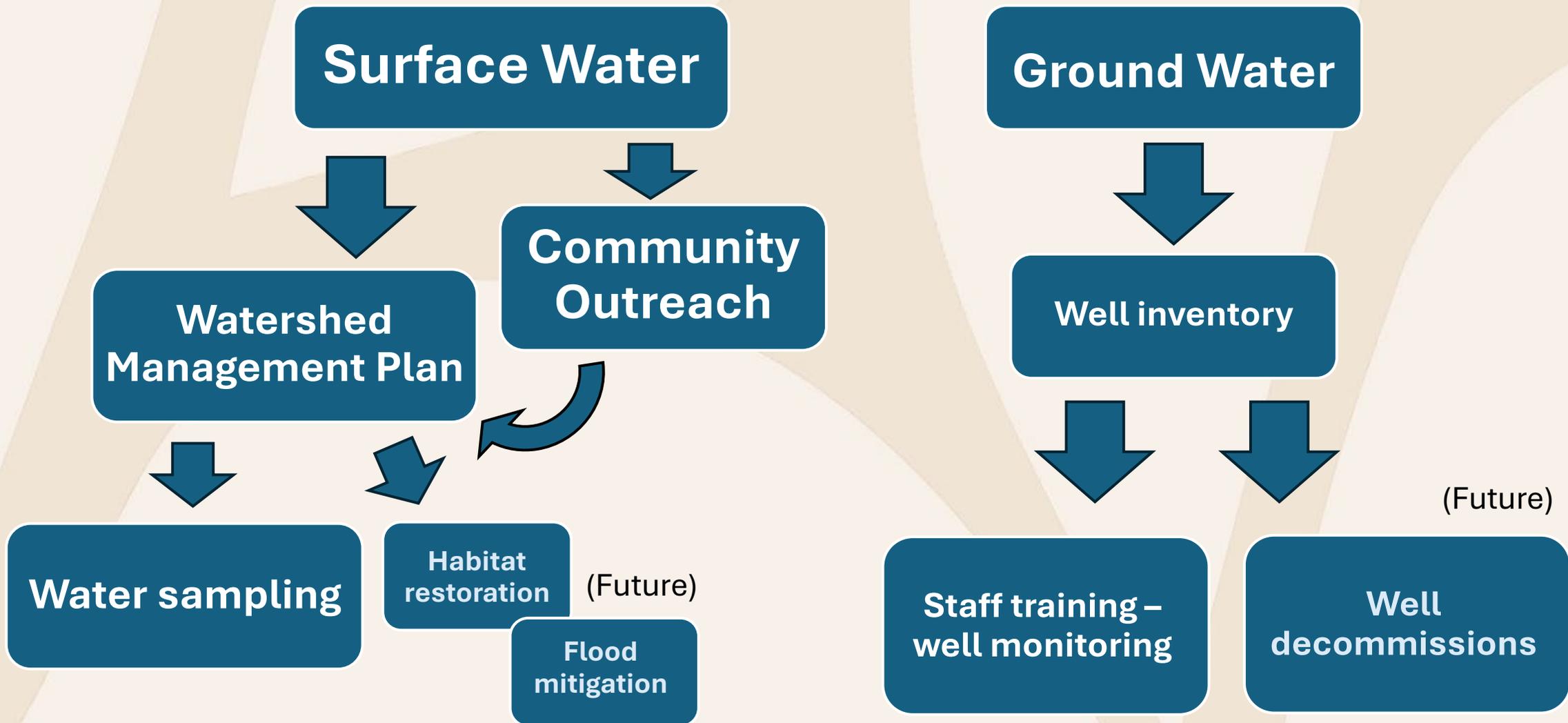
2. Ground Water

- Create groundwater well inventory
- GW Sampling training for staff
 - Monitor SFN owned wells



Groundwater Sampling Training





Thank you (kw'ashoy)!



sasha.tuttle@sumasfirstnation.com

Jess Hubbard



Bingwi Neyaashi
Anishinaabek



Legacy Project



Bingwi Neyaashi
Anishinaabek

BINGWI NEYAASHI ANISHINAABEK

March 2021



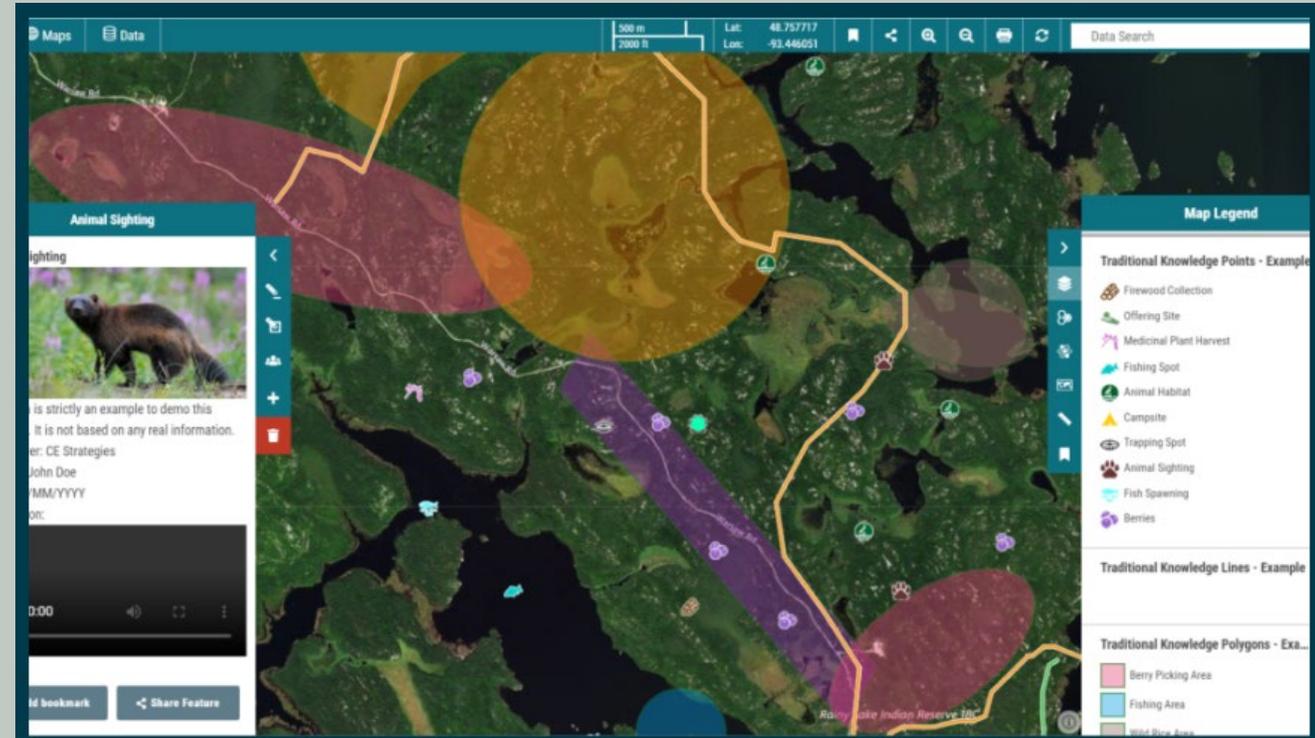
FN History



- 1920-1930s- devastating flooding caused by the damming of the Nipigon and Little Jackfish Rivers
- 1950s-the creation of Blacksands Provincial Park devastated the community further, as it led to the cancellation of BNA's *Licence of Occupation*
- 2012- Reclamation of traditional lands and rebuilding the displaced community
- 2020- Permanent year-round homes on Reserve

Project Goals

- Compile important information into an accessible database in support of their ongoing community growth and development initiatives.
- Build capacity at the community level to effectively utilize this compiled information and apply it to informed decision making.
- Create tools and resources to assist BNA with the protection of their traditional lands as they document critical traditional knowledge and continue to rebuild their community to support present and future generations.

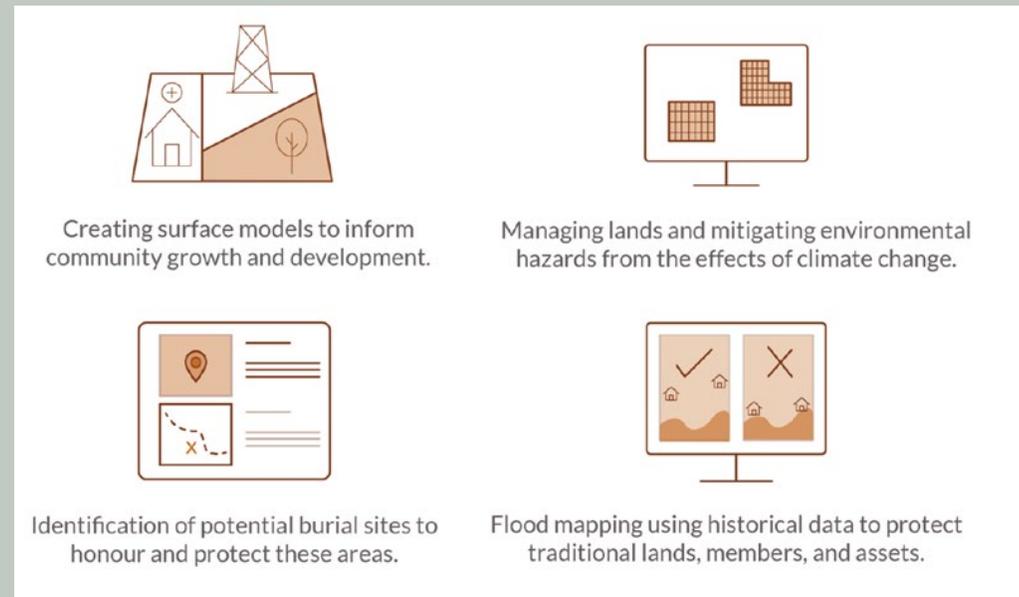
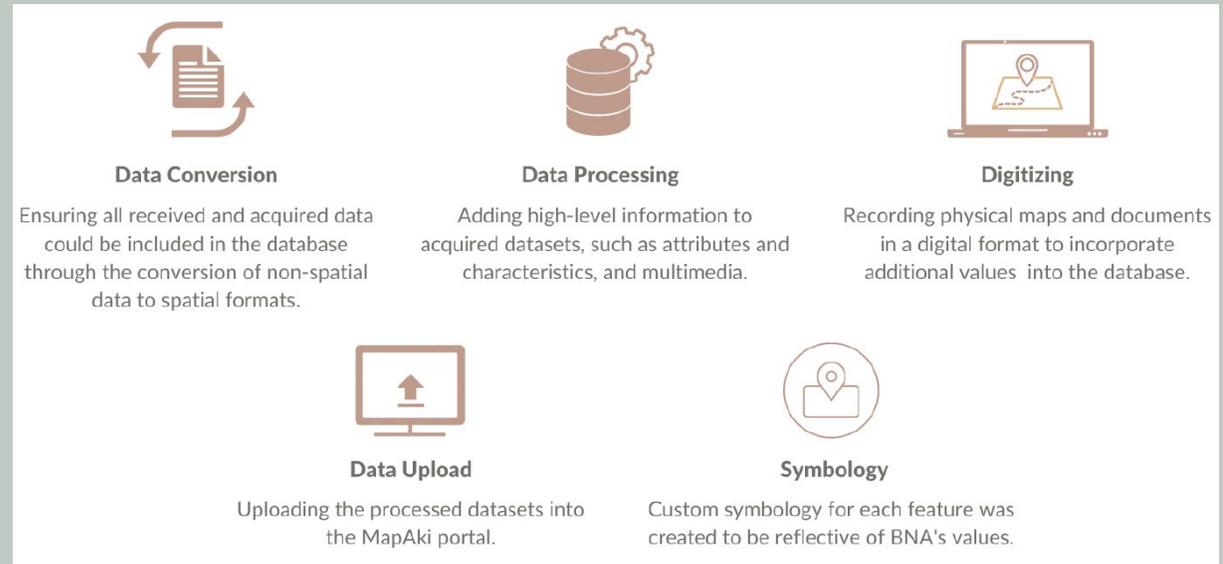


Project Timeline



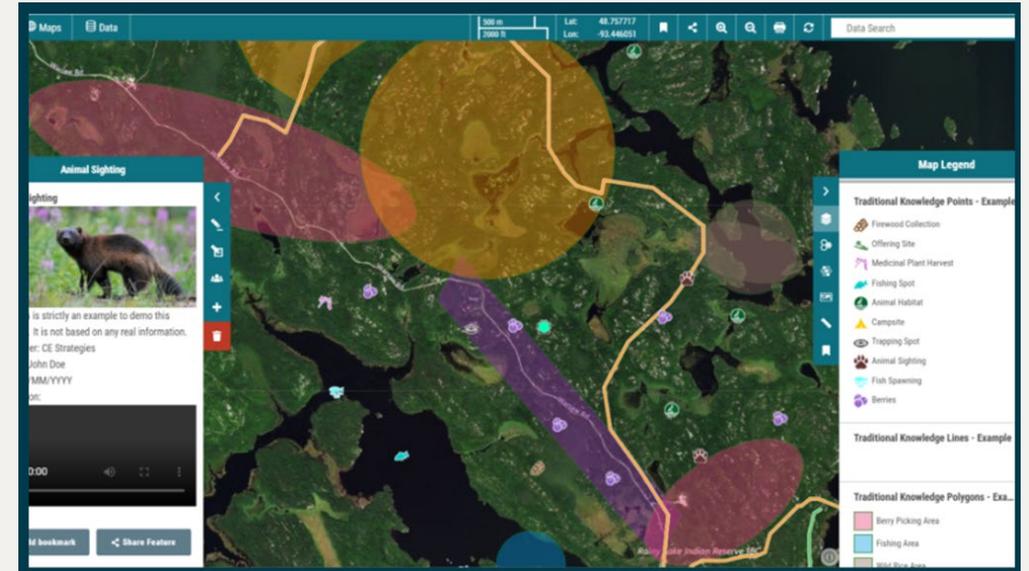
Methods

- Database creation
- Processing data
- Drone flights
- Capacity building
- Mapbook creation



Results

- Reliable historical data to use as the community is developed
- Trained staff and key knowledge holders
- Continuation of data usage for the following projects: Flood mapping, Environmental Management Plan, 911 mapping, cemetery mapping and development of reserve lands



Armchair Discussion



Membertou
WELCOMING THE WORLD!



Semá:th



Soowahlie
First Nation



Bingwi Neyaashi
Anishinaabek

Mooseskin
Strategies 

Upcoming TMPD Events

Regional Workshops

Strengthening Environmental Governance Through
Solid Waste Management

Prairie Region
Calgary, AB
May 26-27, 2026

West Region
Kamloops, BC
June 10-11, 2026

East Region
Membertou, NS
July 8-9, 2026

Thank you

