

### EXAMPLE APPLICATION — For Guidance Purposes Only

This is a completed example of the Category 1 Groundwork Application Form. It is intended to demonstrate the type and level of detail expected in an acceptable application. The community, contacts, and activities described are fictional. Answer fields are shown in green. This document is provided for guidance only and should not be submitted as an application.

NATIONAL ABORIGINAL LANDS MANAGERS ASSOCIATION (NALMA)  
LAND USE PLANNING FUNDING INITIATIVE  
2026-2027

[NALMA Logo]

## Land Use Planning Category 1 Application Form:

### Groundwork

**Maximum Funding:** \$50,000 | **Suggested Timescale:** 6 months to 1 year

Category 1 Groundwork funding helps your community prepare to develop a Land Use Plan under Category 2. This application asks you to describe who will do this work and how — not to produce the deliverables themselves.

#### Category 1 Required Deliverables

1. A Land Use Planning team is established.
2. An inventory of relevant background studies, community plans, and policies is compiled.
3. A GIS data inventory and gap analysis is completed.
4. Chief, Council, and key band departments have been engaged on the LUP project.
5. A Community Engagement Strategy for the LUP project is developed.
6. A Category 2 proposal with a detailed work plan and budget is completed.

### Part 1: Applicant and Community Information

<b>Applicant Community:</b>	Makwa Lake First Nation
<b>Mailing Address:</b>	Box 34, Makwa Lake, SK S0M 1X0
<b>Lead Project Contact — Name:</b>	Sarah Bignell
<b>Position Title:</b>	Lands Manager
<b>E-mail:</b>	sbignell@makwalakefn.ca
<b>Telephone #:</b>	306-555-0182

<b>Secondary Contact — Name:</b>	Thomas Rabbit
<b>Position Title:</b>	Band Administrator
<b>E-mail:</b>	trabbit@makwalakefn.ca
<b>Telephone #:</b>	306-555-0180
<b>Community Land Regime:</b>	Indian Act / RLEMP
<b>Does your community currently have an approved Land Use Plan?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> In Progress
<b>Has your community previously received NALMA LUP funding?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> In Progress

## Part 2: Project Description

The questions below are organised in three sections. Answer each question by describing who will do the work and how — not by producing the deliverable itself.

### A — The Planning Team

The planning team will be responsible for completing all six deliverables. Describe your team first, because everything else in this application flows from it.

#### Deliverable 1 — Planning Team

##### Who will make up your Land Use Planning team, and what role will each member play?

*A land use planning team typically includes a project leader from the First Nation (usually the Lands Manager), other First Nation staff who can help access community data and coordinate with departments, and in most cases professional support. Professional planning and GIS services are needed in most LUP projects because the technical work goes beyond typical Lands Office capacity. Describe the team you intend to build — the internal staff, the professional expertise you plan to bring in, and how you will ensure the First Nation leads the process rather than the consultant.*

##### Example Answer

Makwa Lake First Nation has one dedicated lands staff member — the Lands Manager (Sarah Bignell), who will lead and manage the project on behalf of the community. Sarah has been the Lands Manager for four years and has experience coordinating with ISC on land transactions, but has not previously worked on a Land Use Plan. The Band Administrator (Thomas Rabbit) will provide senior oversight and ensure the project has the administrative support it needs.

We plan to retain a professional planning consultant to provide the technical capacity we do not currently have in-house. We are looking for a consultant with experience working with First Nations on Land Use Plans, specifically someone who can lead the GIS and mapping work, facilitate community and leadership engagement sessions, and draft the Category 2 work plan and proposal.

We will issue a Request for Proposals and involve the Lands Manager and Band Administrator in selecting the consultant. We will use a collaborative model — the consultant will support and advise, but Sarah will manage the project, coordinate with departments, and ensure the community's voice is central throughout.

We also plan to engage our Public Works Supervisor and Housing Director in a supporting role — primarily to help access data and review draft materials from their areas. We will reach out to our tribal council's technical services team to determine whether they can provide any GIS support.

## B — How the Team Will Complete the Deliverables

The questions below cover each of the five work deliverables. For each, describe the approach your team will take — who leads the work, what steps are involved, and any particular challenges you anticipate.

### Deliverable 2 — Inventory of Background Studies and Policies

**How will your team locate, collect, and organize the background studies and community plans that will be needed for land use planning?**

*Many relevant documents already exist — but they are often scattered across departments, held by the tribal council, public works, housing, or economic development offices, and sometimes not digitized. A key task is locating these materials and organizing them so they can be analyzed during Category 2. Describe who on your team will lead this, which departments or organizations they will need to work with, and how the materials will be organized. Examples of relevant documents include: Comprehensive Community Plan, Capital or Infrastructure Plan, Housing Plan, Economic Development Strategy, Socio-Economic Baseline Study, Environmental Assessment, Emergency Management Plan, and any Cultural or Traditional Use Study.*

#### Example Answer

Sarah will lead the background studies inventory with support from the planning consultant. The approach will be to contact each department head directly — Housing, Public Works, and Economic Development — to ask what plans or studies they have on file. Sarah is well-placed to do this because she already has working relationships with all departments. We will also contact our tribal council to ask whether they hold any relevant regional studies or environmental data that relates to our reserve.

We are aware that some of our documents are not digitized. For example, we believe the original Capital Plan from 2018 exists only in a binder in the Band Office. Sarah will organize a document collection day where she physically visits each department to review and photograph or scan what is available.

The consultant will develop a simple inventory spreadsheet listing each document, its date, source, whether a digital copy exists, and its relevance to land use planning. This will become a key input into scoping the Category 2 work plan — specifically to identify what studies already exist and what will need to be commissioned.

### Deliverable 3 — GIS Data Inventory and Gap Analysis

**How will your team inventory the community's spatial data and identify what still needs to be collected?**

*Spatial data is rarely held in one place — some may sit with the Lands Office, some with public works or a tribal council, and some important data like the location of water and sewer lines may not be digitized. Open-source data can fill some gaps, but a First Nation staff member needs to be inside the organization to locate what exists. Describe who will lead this work, how they will access data held across different parts of your organization, and what GIS or planning expertise they will need to guide them.*

**Example Answer**

Makwa Lake currently has access to some GIS data through our ISC Lands file and Indian Lands Registry, including our reserve boundary, lot fabric, and some road data. Sarah has basic familiarity with viewing GIS files but is not trained in GIS software. We do not currently have a GIS technician on staff.

We plan to sub-contract a GIS technician through our planning consultant to guide the data inventory. Sarah will work alongside the GIS technician to access data from each part of the organization — she knows where files are kept and who to ask. Specifically, we will check: the Lands Office file server for any existing maps or shapefiles; Public Works for any as-built drawings or infrastructure maps (water and sewer lines are currently on paper drawings from the 1990s); Housing for any site plans or lot layouts; and our tribal council's technical services office to determine whether they hold any environmental or land use mapping.

The GIS technician will compile what is available into a basic geodatabase and produce a gap report identifying what data does not currently exist in a GIS-compatible format. This report will form a key input into scoping the Category 2 GIS work plan and budget.

**Deliverable 4 — Purpose, Scope, and Leadership Engagement****How will your team define the purpose and scope of the Land Use Plan and build awareness with Chief, Council, and key departments?**

*Defining why the community wants a LUP and what lands it will cover is one of the most important steps in groundwork (LUP Toolkit §4.2, §4.3). This work happens alongside engagement with leadership and key departments to build understanding of what a LUP is and what their role will be. Describe who will lead these conversations, what format they will take, and how you will document the outcomes.*

**Example Answer**

Sarah will lead the purpose and scope work with the support of the consultant. Our plan is to hold two structured sessions with Chief and Council: an introductory session where the consultant presents an overview of what Land Use Planning is and what other First Nations have achieved through their LUPs, and a follow-up working session where Council discusses the community's own priorities and identifies the key reasons they want to develop a LUP.

The consultant will facilitate both sessions and prepare a brief summary document capturing the agreed purpose statement and the proposed geographical scope. Our starting assumption is that the LUP will cover all reserve lands, but we want Council to formally confirm this and consider whether any ATR lands in process should also be included.

Following the Council sessions, Sarah will host a short briefing for Housing, Public Works, and Economic Development — either as a group or one-on-one — to explain the LUP process, what

information will be needed from each department, and what their role will be during Category 2. The consultant will prepare a one-page summary for each department to keep.

All sessions will be documented with brief meeting notes. The purpose statement confirmed by Council will be included in the Category 2 proposal.

#### **Deliverable 5 — Community Engagement Strategy**

##### **How will your team develop the Community Engagement Strategy for the LUP project?**

*The engagement strategy is a planning document that sets out who will be engaged, how, and when across the full LUP process. It will be used to scope and budget the engagement work in Category 2. Describe who on your team will lead its development, what information they will need to gather, and how Chief, Council, and community members will contribute to shaping it.*

##### **Example Answer**

The consultant will lead the development of the engagement strategy, with Sarah providing community knowledge and coordinating access to community members and leadership. The strategy will be developed based on three inputs: a review of our previous community engagement experiences (Sarah will describe what has worked and what has not in past consultation processes); a brief conversation with two or three community champions identified by Council; and a review of engagement strategies from comparable First Nations' LUP projects provided by NALMA.

The strategy will identify our key engagement audiences — on-reserve members, off-reserve members, Elders and Knowledge Keepers, youth, and key departments — and propose appropriate methods for reaching each group. It will account for our community's size (approximately 280 on-reserve members), seasonal patterns (many families travel in summer), and language considerations (Cree is the first language for a significant portion of Elders). We will also note our limited internal capacity for running large engagement events, which will shape how engagement is budgeted and sequenced in Category 2.

Sarah will review the draft strategy with the Band Administrator and present a summary to Chief and Council for feedback before it is finalized. The approved strategy will be submitted as a deliverable and attached to the Category 2 application.

## **C — Bringing It Together: The Category 2 Proposal**

#### **Deliverable 6 — Category 2 Proposal, Work Plan, and Budget**

##### **How will your team bring the findings from the other deliverables together into a Category 2 funding proposal?**

*The Category 2 proposal and work plan will draw directly on what your team learns from the studies inventory, GIS gap analysis, purpose and scope work, and engagement strategy. Describe who will be responsible for writing the proposal and work plan, how the findings from each deliverable will feed into it, and how Chief, Council, and key departments will contribute to and formally endorse the proposal before it is submitted to NALMA.*

##### **Example Answer**

The consultant will draft the Category 2 proposal and work plan in the final phase of this project, drawing directly on the four completed deliverables: the studies inventory will identify which background analyses already exist and which need to be commissioned under Category 2; the GIS gap report will scope the mapping and geodatabase work; the purpose statement confirmed by Council will frame the proposal narrative; and the engagement strategy will determine how community engagement is phased and budgeted.

Sarah will review each draft section of the proposal as it is produced and will be the primary liaison between the consultant and the community throughout. The Band Administrator will review the final draft budget before it goes to Council.

Before submission, the proposal will be presented to Chief and Council at a regular band meeting for discussion and formal endorsement. Council will be asked to pass a Band Council Resolution specifically endorsing the Category 2 application. This BCR will be attached to the Category 2 submission.

### Part 3: Work Plan and Budget

Provide a work plan and budget for your Category 1 project. All six deliverables should appear in the work plan. The maximum funding available is \$50,000 and the suggested timescale is 6 months to 1 year.

*Professional planning and GIS services are eligible and expected costs under Category 1. Consultant fees will typically be the largest budget line. See LUP Toolkit Tool #5 (Work Plan and Budget Templates) for guidance.*

Activity / Deliverable	Responsible	Timeline	Estimated Cost (\$)
Retain planning consultant — issue RFP, review proposals, award contract	Lands Manager	Month 1	\$1,500
D1 — Establish planning team: brief Housing, Public Works, and Economic Development staff on their roles; hold kick-off meeting with consultant	Lands Manager + Consultant	Month 1–2	\$6,500
D2 — Background studies inventory: Lands Manager contacts all departments and tribal council to identify and collect relevant documents; consultant develops an organized inventory and summary	Lands Manager + Consultant	Month 2–3	\$9,500

D3 — GIS data inventory: Lands Manager accesses Lands Office, Public Works, and Housing data; GIS technician (sub-contracted through consultant) compiles inventory and gap report	Lands Manager + GIS Tech	Month 2–3	\$9,500
D4 — Purpose, scope, and leadership engagement: Lands Manager prepares briefing note; consultant supports presentation to Chief and Council and department leads session	Lands Manager + Consultant	Month 3–4	\$6,500
D5 — Engagement strategy: Lands Manager coordinates community input sessions with Elders and staff; consultant drafts strategy document for review and approval	Lands Manager + Consultant	Month 4–5	\$7,500
D6 — Category 2 proposal and work plan: consultant drafts proposal and detailed work plan and budget drawing on all deliverables; Lands Manager reviews with Council for endorsement	Lands Manager + Consultant	Month 5–6	\$8,000
Project management, reporting, administration, and contingency	Lands Manager	Month 1–6	\$1,000
<b>Total Funding Requested</b>			<b>\$50,000</b>

**Example Answer — Budget note**

*Note: Our total estimated cost of \$50,000 is within the Category 1 maximum. The Lands Manager’s time is an additional in-kind contribution; her salary is covered through existing band operations and is not included in the budget above.*

**Part 4: Supplemental Documents**

Please include the following with your application:

- A Letter of Support signed by the Chief, a Councillor with signing authority, or a Band Administrator with signing authority.

**Note: Category 1 does not require a Band Council Resolution. Upon completion of this project, you will be required to submit all six deliverables and financial reporting to NALMA. The Category 2 work plan and budget produced under this project will form the basis of your next application.**

## Part 5: Certification

I certify that:

- The information in this application and its annexes is correct to the best of my knowledge;
- Appointed representatives of NALMA are authorized to obtain and share with persons or organizations, public or private, any information necessary to complete the assessment of the project outlined;
- The applicant is in principle prepared to enter into a funding agreement or funding amendment with NALMA; and
- I am authorized to sign this Letter of Support on behalf of the First Nation.

<b>Name of Signing Officer:</b>	Thomas Rabbit, Band Administrator
<b>Title / Position:</b>	Band Administrator
<b>Date Submitted:</b>	July 15, 2026
<b>Signature:</b>	<i>[Signature on file]</i>

Completed applications must be submitted via email to: [lup@nalma.ca](mailto:lup@nalma.ca) by 11:59 pm on the closing date of the relevant Call for Proposals.