

TLA'AMIN NATION

LANDS & RESOURCES HOUSE POST COMPREHENSIVE COMMUNITY PLAN UPDATE



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TLA'AMIN NATION LANDS & RESOURCES HOUSE POST - COMPREHENSIVE COMMUNITY PLAN UPDATE

Since 2007 there have been monumental changes in the Tla'amin land base and how Tla'amin Land is managed. Tla'amin has recently ratified a Treaty that has increased the land base from 1,900 to 8,400 hectares, and passed a Land Use Plan for Treaty Settlement Land guiding the management of Tla'amin Lands. These milestones created the need to update the Lands & Resources House Post section of the CCP. The updates provide the House Post and each Department with updated goals, clarified roles and responsibilities and a roadmap for the future (see Appendix A).

2007 COMPREHENSIVE COMMUNITY PLAN (CCP)

In 2007, the Sliammon Comprehensive Community Plan (CCP) was completed to support community development and nation building, build a foundation for self-government, assist with Treaty implementation, and ultimately create a better quality of life for present and future generations.

The CCP structure built on previously completed work to reflect the Sliammon House of Governance Model presented in the form of a long house. The organization level of the model is made up of several house posts, including *Ums Nah Gijeh*, the Lands & Resources Post. Under the Lands & Resources House Post are five program areas referred hereinafter as Departments. They are as follows: the Lands Department, the Forestry Department, the Fisheries Department, Crown Land Referrals Department and the Sliammon Treaty Society.

In the CCP, a series of strategic goals, sub goals and action plans were documented for the Lands & Resources House Post in addition to goals for each of the individual departments under the House Post.

UPDATED LANDS & RESOURCES HOUSE POST

The Lands & Resources House Post administers policies and laws relating to Tla'amin Lands and Natural Resources. The House Post has a solid foundation in natural resource management through fisheries, forestry and land use planning initiatives, and in the use and development of lands through the Land Use Plan for Treaty Settlement Land, and the Land & Water Referrals Department. Managers and Staff in the

House Post facilitate working relationships with other levels of government including the City of Powell River, the Powell River Regional District and the Province of British Columbia.

Currently the Lands & Resources Post Includes the following Departments:

- **Lands Department:** The Lands Department is responsible for ensuring that Tla'amin Lands are used and developed in a way that maximizes benefits to Tla'amin citizens in a balanced way. The Lands Department manages leased lands, liaises with local governments, undertakes community projects and implements the Land Use Plan and other laws related to Tla'amin Lands.
- **Forestry Department:** The Forestry Department manages forestry resources for both the community and commercial interests. The Department manages the community forest, issues woodcutting permits, and implements the Community Forest Plan, among other things. Revenues from the Forestry Department contribute to initiatives that benefit the community including the Healthy Living Benefit and the Christmas Dividend.
- **Fisheries Department:** The Fisheries Department is responsible for protecting fisheries resources within *Ums Geh Gijeh* (Tla'amin Traditional Territory) and ensuring that all users respect Tla'amin Aboriginal Rights and Title. The Department manages several contracts including the Aboriginal Fisheries Strategy (AFS), the Salmon Enhancement Program (SEP) as well as various other habitat restoration and stewardship activities. The Fisheries Department also supplies the community with food fish.
- **Land & Water Referrals Department (formally Crown Land Referrals):** The Land & Water Referrals Department works to ensure that Tla'amin Aboriginal Rights and Title are acknowledged, respected and accommodated throughout *Ums Geh Gijeh*. The Department serves as the point of contact for development in the Traditional Territory and identifies partnership, procurement and meaningful employment opportunities for the Tla'amin Nation.
- **Sliammon Treaty Society:** The Sliammon Treaty Society has overseen Tla'amin's participation in the BC Treaty Process. The Treaty Society has successfully negotiated and ratified a Treaty increasing the Tla'amin land base and enabling Tla'amin to govern itself as a Nation. Upon Treaty Effective Date in April 2016, the Sliammon Treaty Society will be dissolved.

In anticipation of changes post-Treaty, a future organizational chart for the Lands & Resources House Post was drafted in collaboration with the current Department Managers and Staff. It is expected that this chart will be brought forward to inform the larger Tla'amin Nation organizational chart. The proposed future organizational chart has been included in Appendix B.

APPROACH

In order to update the CCP, key engagement activities included:

- Hiring a CCP Community Coordinator: For the duration of this project a member of Tla'amin Nation was hired to assist with all areas of the project including but not limited to coordinating logistics, researching best practices, meeting with Department Managers and Staff and attending all workshops and related meetings.
- Meetings with Department Managers: Department Managers reviewed goals set out in the 2007 CCP and indicated which goals were met, which goals were on-going and which goals were no longer relevant.
- Meetings with the Tla'amin Nation Chief and Council: Chief and Council were given routine updates on project progress and provided input into project methodology and updated goals.
- Hosting Inter-Departmental Workshops: Workshops were held bringing together Managers and Staff from each of the Departments under the Lands & Resources Post to collaborate on a common vision, guiding principle, goals, and House Post Structure.
- Informing the Community: Regular updates on the process were published in the community newspaper *Neh Motl*. Upon completion of the update, a Lands & Resources House Post Open House was hosted to show case each Department and present the updated goals.

Appendix C includes photos taken during key engagement activities.

CCP UPDATE FORMAT

The structure of this report is organized following the current organizational structure of the Departments within the Lands & Resources House Post. Like the CCP completed in 2007, this update has identified goals for the Lands & Resources House Post as a whole as well as goals for each department under the House Post. Under each goal there are requirements, existing tools/resources and new tools/resources. The updated goals are included in Appendix A.

Goals:

Goals are reflective of those created during the 2007 CCP process that are still pertinent today, in addition to new goals created in consultation with Department Managers and Staff. Common Goals were identified that are reflective of the Lands & Resources House Post as a whole. Goals were also identified for each Department.

Goals were developed to guide the current and future operations of the Lands & Resources House Post and each individual Department.



Requirements:

Requirements are identified as those actions and activities that need to take place in order to achieve the outcomes of each goal.



Existing Tools/Resources:

The Tla'amin Nation has a number of existing tools and resources that can help each Department meet their goals. The existing tools and resources can be thought of as the “how”, demonstrating what is already at your disposal that will help you meet each requirement and ultimately achieve each goal. Existing tools and resources include existing policies, documents, funding sources, knowledgeable staff and other departments, among others.



New Tools/Resources:

In order to meet each requirement and ultimately each goal, several new tools or resources may be required. It is anticipated that as new tools and resources are developed and accomplished, they will be checked off and moved into “Existing Tools/Resources.”

THE LANDS & RESOURCES HOUSE POST VISION STATEMENT

The Lands & Resources House Post recognizes there is a spiritual connection between our Kluth-Ky (Elders) that have gone before us and our Chi Chuys (Children) yet unborn. We have a responsibility to uphold our Taow (teachings) and are committed to working with leadership and citizens to sustain our territory and resources responsibly to pass down to our future generations.

GUIDING PRINCIPLES

Guiding principles are standards expected within the Lands & Resources House Post. These principles are: Equality, Honesty and Fairness, Respect, Accountability and Transparency, Understanding, and Confidentiality and Honouring and respecting our Ancestors.

APPENDIX A



GENERAL LANDS & RESOURCES HOUSE POST

Photo by David Stanley



GOAL 1

Maintain an effective and consistent planning and reporting structure.



Requirements

- ✓ Departmental Managers will submit an Annual Performance Report to the Director of Lands & Resources.
- ✓ The Director of Lands & Resources will prepare an Annual Performance Report containing information from all Departments.
- ✓ Departmental Managers will prepare an annual budget that connects to the Tla'amin Fiscal Financing Agreement (prior to April each year).
- ✓ Each Department is expected to create and maintain a strategic business/ operational plan that will be reviewed and updated every 5 years.
- ✓ The Director of Lands and Resources will provide a report and update at the AGM.



Existing Resources/Tools

- A qualified CAO and CFO
- Communication tools (newspaper, website)
- Functioning Finance Department



New Resources/Tools

- Create monthly and annual reporting templates
- Create a budget template
- Establish a reporting schedule including key dates
- Provide orientation and training for Department Managers to support budgeting as required.
- Hold a staff retreat to go through any new reporting requirements
- Prepare checklists for budgeting and reporting requirements
- Sustainability in administrative roles

GOAL 2

Create consistency in human resource functions.



Requirements

- ✓ All staff positions have a clearly defined job description.
- ✓ All staff have an employment contract.
- ✓ All staff salaries reflect the Tla'amin Nation standard pay grid.
- ✓ All staff have a scheduled annual performance evaluation.



Existing Resources/Tools

- Job descriptions (with statements of work and deliverables)
- A dedicated HR position
- Salary surveys (to build pay grid)
- Personnel Policy
- Employment contract templates/documents



New Resources/Tools

- Draft missing job descriptions
- Establish a structure for annual performance evaluations
- Establish the Tla'amin Nation standard pay grid
- Provide on-going training and capacity development
- Ensure consistency with minimum wage
- Implement a consistent approach for dealing with pay scales
- Include a Statement of Work Deliverables in contracts

GOAL 3

Attract, retain, train, and develop a skilled workforce.



Requirements

- ✓ Maintain a relevant training program for all staff in each Department.
- ✓ Provide Tla'amin Youth and citizens with opportunities to understand potential career paths within the Lands & Resources Post.
- ✓ Provide opportunities for job shadowing with Tla'amin Youth.
- ✓ Undertake regular Department evaluations.
- ✓ Recruit post-secondary students.
- ✓ Maintain a pay scale reflective of education and experience.



Existing Resources/Tools

- Job descriptions
- Organizational Chart
- Existing workforce
- *Ums Taow*
- Partnership with Vancouver Island University (VIU)
- Post-secondary funding
- Summer employment
- First Nations Emergency Services Society (FNESS)
- Employment Insurance (EI) reach back program



New Resources/Tools

- Conduct a skills inventory as required
- Develop a standard template for recording employee training programs
- Develop a training program unique to each position/employee
- Establish a review and update of each employees training program that is in line with the employee's annual performance evaluation
- Secure additional post-secondary funding for getting "designations"
- Lands & Resources Scholarships



GOAL 4

Increase Inter-Departmental collaboration.



Requirements

- ✓ Hold monthly staff meetings with all-Departments.
- ✓ Hold a monthly managers meeting to discuss key issues, training, and new initiatives.
- ✓ Conduct an annual Department open house.
- ✓ Identify key positions that could assist across Departments (e.g., enforcement officer). Include the “inter-department” aspect of these roles in employee job descriptions.
- ✓ Effectively make use of shared resources (e.g., staff – administration, Enforcement Officer(s)).
- ✓ Adhere to Tla’amin Personnel Policy.



Existing Resources/Tools

- Staff meetings
- Existing committees and boards that work across Departments
- Existing staff resources



New Resources/Tools

- Operate in the new administration building that will house all Departments
- Develop a shared file server
- Provide leadership training for staff
- Identify methods for community outreach



GOAL 5

Develop Tla'amin Lands respectfully and manage and protect resources for future generations.



Requirements

- ✓ Implement and enforce the Tla'amin Land Use Plan for Treaty Settlement Lands.
- ✓ Enforce the Tla'amin Development Process.
- ✓ Administer development permits appropriately.
- ✓ Integrate and utilize Taow in decision making.
- ✓ Protect cultural, heritage, and sensitive environmental sites.
- ✓ Ensure that decision making complies with the Tla'amin Land Use Plan for Treaty Settlement Lands.
- ✓ Protect our domestic water source.
- ✓ Develop protocols for all user groups within Tla'amin Lands and Traditional Territory.
- ✓ Educate and raises awareness on *Ums Gey Gijeh*.



Existing Resources/Tools

- Functioning Culture Committee
- Lands Committee and Lands & Resources Working Group
- Elders
- Tla'amin Land Use Plan for Treaty Settlement Lands
- Fisheries Department, Forestry Department, Referrals Department and Lands Department
- Tla'amin Environmental Management Plan
- Laws related to Lands & Resources
- Expertise in negotiations



New Resources/Tools

- Enact the Implementation Plan for the Tla'amin Land Use Plan for Treaty Settlement Land
- Refine the Tla'amin Environmental Assessment process
- Develop the Tla'amin Development Permit Process
- Identify the role of the Lands Committee and the Lands & Resources Working Group following effective date
- Create job descriptions and hire for Enforcement/ Environmental Officer/ Watchmen position(s)
- Develop a public education campaign and materials for distribution to land developers or non-Tla'amin citizens interested in entering or using areas within the *Ums Gey Gijeh*

GOAL 6

Increase external communication about the roles, responsibilities, programs, and processes of the Lands & Resources Post.



Requirements

- ✓ Promote and raise awareness of the various Departments' role in community and social programs (i.e., Healthy Living Dividend and Food Fish distribution).
- ✓ Ensure that Tla'amin and non-Tla'amin citizens are aware of development processes, programs, projects, etc. (i.e., Development Permit Process).
- ✓ Raise awareness and understanding on Tla'amin laws relating to Lands and Resources.
- ✓ Ensure communication and engagement with Tuwusht (Off-Nation members) on all matters relating to Lands & Resources.
- ✓ Make use of multiple media outlets to communicate information (e.g. newspaper, website, etc.).



Existing Resources/Tools

- Tla'amin Website
- Neh Motl
- Local and Provincial Papers
- Electronic Board
- Door to door communications
- Working Groups
- Community Open Houses
- AGM
- Facebook and other social media
- Email



New Resources/Tools

- Create a communication role within Tla'amin who is responsible for communication and news releases
- Develop communication tools for developers, and local, provincial and federal governments on laws
- Establish a Communication position within the Tla'amin Government
- Develop public relations training for staff
- Create brochures for each department
- Create a mail and email database of membership
- Add a Youth column to Neh Motl

GOAL 7

Become a financially self-sustaining Post.



Requirements

- ✓ Ensure that revenue is reinvested into the Lands and Resources Post to cover costs of Department management (i.e., staffing, technical support, contractual obligations, etc.).
- ✓ Solicit funding opportunities from various agencies (e.g., federal and provincial grants).
- ✓ Allocate resources for existing and future facilities, IT support, and capital expenditures.
- ✓ Submit, Monitor and account for Annual budgets.
- ✓ Ensure that the Tla'amin Proposal Coordinator is actively pursuing funding opportunities on behalf of the Post.



Existing Resources/Tools

- Federal, Provincial and any alternative funding sources
- Existing revenue streams (e.g., forest products, commercial fish licenses, leased lands)
- Existing contracts (SEP, AFS)



New Resources/Tools

- Establish a communication link between the proposal writer position at the Nation level and the Lands and Resources Post
- Prepare Annual budgets
- Write the Annual Performance Report
- Collect Referrals user fees
- Create a terminal fishery, and purchase additional commercial licences and equipment to increase commercial capacity
- Recoup equipment costs through a rental structure
- Establish a method to collect expenditures on development (i.e., development permit costs, taxes, etc.)

GOAL 8

Functioning Data Management System



Requirements

- ✓ Protect data and maintain data security.
- ✓ Ensure that all staff inputs data (i.e., files) into the same data management system.
- ✓ Integrate the new land registry with any inter-Departmental Data Management System.
- ✓ Utilize IT services to maintain and oversee Data Management System.



Existing Resources/Tools

- IT services
- Computer hardware and software
- Administrative staff



New Resources/Tools

- Research and purchase the appropriate data management filing system
- Establish formal procedures for filing minutes, records of decisions, and laws
- Develop a Human Resources Information System (HRIS) – Tracks job applicants, staff training, staff performance, evaluations, staff salaries, staff discipline, staff attendance and punctuality



LANDS DEPARTMENT

Photo by David Stanley



GOAL 1

Resolve property disputes.



Requirements

- ✓ Ensure that a functioning dispute resolution process is in place.
- ✓ Develop, communicate and implement an appeal process.
- ✓ Complete all required land surveys.



Existing Resources/Tools

- Land Interest Verification Project Final Report (documents all property disputes on Sliammon Reserves)
- Tla'amin Land Code
- Land Use Planning, Development and Zoning Law, Land Law
- Existing funding from the Government of Canada for resolving CP issues and law development
- Monthly updates to Chief and Council on CP issues and resurveying of federal surveys into provincial surveys



New Resources/Tools

- Create a dispute resolution process
- Confirm land owner structure
- Create a position for an Approving Officer/Director
- Retain the Lands Committee after Effective Date



GOAL 2

Maintain a working Lands Registry System.



Requirements

- ✓ Properly register all lands.
- ✓ Properly register all new land transactions.
- ✓ Ensure that staff are knowledgeable on how to operate the system.
- ✓ Update the System and as required.
- ✓ Establish a Lands registry program that is applicable to Treaty First Nations (e.g., Maa'nulth First Nations).



Existing Resources/Tools

- Provincial standard and process for registering land transactions
- Other First Nations who are using the same system



New Resources/Tools

- Retain the Lands Registry Clerk position
- Establish a method to share lands registry information between Departments so that it is accessible to other managers/workers



GOAL 3

Laws relating to lands and resources are developed, implemented, enforced, and understood.



Requirements

- ✓ Properly implement laws.
- ✓ Enforce laws.
- ✓ Educate Tla'amin and non-Tla'amin citizens on Tla'amin laws.
- ✓ Ensure that laws are consistent with the Tla'amin Constitution and the Tla'amin Final Agreement.
- ✓ Erect Tla'amin signage throughout Tla'amin Lands.



Existing Resources/Tools

- Draft laws related to Lands
- Tla'amin Nation Land Use Plan for Treaty Settlement Lands and the 2010 Land Use Plan



New Resources/Tools

- Create a job description for an Enforcement Officer role
- Hire for the Enforcement Officer role when required
- Develop a Law Clerk role
- Develop required laws, permits, policies and regulations related to enforcement
- Identify and purchase enforcement equipment (boats, truck, tickets)
- Post laws on the website
- Establish an agreement with the local RCMP to enforce certain areas of the law

GOAL 4

Lands Working Group continues to be highly engaged, informed, and knowledgeable.



Requirements

- ✓ Continue representation of Lands staff in the Lands Working Group.
- ✓ Have the Lands Working Group play a role in updating the community about applicable laws.
- ✓ Recommend appropriate laws.
- ✓ Develop required laws.
- ✓ Redefine the ongoing role of the Lands Working Group Post Treaty.



Existing Resources/Tools

- Bi-monthly meeting
- On-going agenda
- Logged meeting minutes



New Resources/Tools

- Develop communication materials on new laws (i.e., one page summary) for circulation to Tla'amin citizens



GOAL 5

Successfully implement and oversee the Tla'amin Land Use Plan for Treaty Settlement Land.



Requirements

- ✓ Lands Department takes the lead role in:
 - Implementing and overseeing the Land Use Plan.
 - Enforcing the policies within the Land Use Plan.
 - Ensuring conformity to the land use designations within the Land Use Plan.
 - Refining the Tla'amin Environmental Assessment process.
- ✓ Develop the Tla'amin Development Permit Process.



Existing Resources/Tools

- Implementation Plan for the Tla'amin Land Use Plan for Treaty Settlement Lands



New Resources/Tools

- Refine the Tla'amin Environmental Assessment process
- Develop the Tla'amin Development Permit Process



FORESTRY DEPARTMENT



GOAL 1

Increase forestry revenue.



Requirements

- ✓ Develop a 5 Year Business Plan to:(see Lands & Resources Goal 1).
 - Secure new forest tenures.
 - Increase production.
 - Increase forest businesses.
 - Diversify forest products (i.e., botanicals, chipping).
- ✓ Monitor forestry operations.
- ✓ Annually assess future forestry economic opportunities.
- ✓ Obtain new forest tenures where appropriate.



Existing Resources/Tools

- Average Market Value (AMV)
- Post-Harvest Report(s)



New Resources/Tools

- Ensure competitive bid for timber harvest and road building



GOAL 2

Meet and exceed forestry best management practices.



Requirements

- ✓ Meet applicable laws.
- ✓ Effectively manage existing forest tenures.
- ✓ Keep up to date on industry standards.
- ✓ Complete Forest Stewardship Plans.



Existing Resources/Tools

- Existing regulations
- Forest Stewardship Plans



New Resources/Tools

- Ensure the implementation of the Monumental Cedar Agreement/ Cedar Harvest Plans
- Create better communication tools for the 60 day public review period for forestry plans



GOAL 3

Minimize conflict over different land uses.



Requirements

- ✓ Collaborate with stakeholders who use forest tenure areas.
- ✓ Participate in other planning initiatives (i.e., recreation).
- ✓ Communicate regularly with the Culture Committee, Elders and Youth.
- ✓ Disseminate forestry related information in a timely manner.



Existing Resources/Tools

- Natural Resources Working Group
- *Neh Motl*



New Resources/Tools

- Develop communication tools to share information
- Provide updates to the Natural Resources Working Group or Committee on a regular basis
- Create and hire for an Environmental Officer/Guardian Watchman position (s)



GOAL 4

Implement forestry-related policies from the Tla'amin Land Use Plan for Treaty Settlement Lands.



Requirements

- ✓ Work with the Lands Department to provide input into the:
 - Tla'amin Environmental Assessment process.
 - Tla'amin Development Permit process.
- ✓ Ensure forestry related land use activities comply with the Land Use Designation Map (i.e., within *S'cheh eht Yeqt stu xwet* – Enhanced Resource Management area).
- ✓ Ensure forestry activities comply with policies outlined in the Tla'amin Land Use Plan for Treaty Settlement Lands.



Existing Resources/Tools

- Tla'amin Land Use Plan for Treaty Settlement Land
- Lands Department



New Resources/Tools

- Provide input into the Tla'amin Environmental Assessment process
- Work with the Lands Department to develop the Tla'amin Development Permit Process



GOAL 5

Manage cultural practices within forest management.



Requirements

- ✓ Consult the Culture Department, Elders, and Youth.
- ✓ Implement the Tla'amin Monumental Cedar and Cypress Harvest Agreement.
- ✓ Follow the Cedar Harvest Plan.



Existing Resources/Tools

- Tla'amin Monumental Cedar and Cypress Harvest Agreement
- Culture Committee
- Land and Water Use Plan
- Plant Gathering Plan
- Tla'amin Land Use Plan for Treaty Settlement Lands



New Resources/Tools

- Refine the Cedar Harvest Plan prior to effective date
- Ensure cultural practices are considered when refining the Tla'amin Environmental Assessment process
- Include cultural considerations when developing the Tla'amin Development Permit Process

FISHERIES DEPARTMENT



GOAL 1

Participate in planning that relates to Tla'amin fisheries.



Requirements

- ✓ Ensure that Tla'amin is represented and participates in fisheries planning at the federal, provincial and regional level.
- ✓ Communicate and participate in fisheries planning with neighbouring First Nations.
- ✓ Allot sufficient time and resources to a key staff member to effectively participate in strategic fisheries planning and consultation.



Existing Resources/Tools

- Shared Territory Agreements
- Fisheries Department Managers and Staff



New Resources/Tools

- Seek funding opportunities to enable participation in regional processes
- Continue to establish the Joint Fish Committee



GOAL 2

Provide stewardship and enhancement activities throughout Ums Gey Gijeh.



Requirements

- ✓ Complete an ecological assessment for each river system.
- ✓ Prioritize key river systems, watersheds, and habitat areas.
- ✓ Complete stewardship and enhancement activities where required.
- ✓ Implement a monitoring, data collection, and habitat assessment program.



Existing Resources/Tools

- Documented traditional and current marine use
- Use of sea resources within the Tla'amin Territory (or review available studies and surveys previously done)
- Monitoring Programs
- The Fisheries Department Stock Assessment Team
- Trained staff in population and habitat assessment



New Resources/Tools

- Purchase necessary equipment for staff



GOAL 3

Successfully implement programs and contracts.



Requirements

- ✓ Implement programs funded under the Aboriginal Fisheries Strategy (AFS) contract.
- ✓ Implement the Salmonid Enhancement Program (SEP) contract through the Sliammon Hatchery.
- ✓ Implement activities linked to the Pacific Integrated Commercial Fisheries Initiative (PICFI).
- ✓ Establish the Tla'amin Fish Fund, including set criteria for the fund.
- ✓ Complete the Annual Fish Plan.



Existing Resources/Tools

- Existing yearly contracts
- Aboriginal Fisheries Strategy (AFS) funding
- Salmonid Enhancement Program (SEP) funding
- The Pacific Integrated Commercial Fisheries Initiative (PICFI)



New Resources/Tools

- Seek approval to create own source revenue via Excess to Salmon Spawning Requirements (ESSR) fisheries
- Build additional incubation space
- Increase staffing to effectively carry out workload



GOAL 4

Maintain and expand fisheries program.



Requirements

- ✓ Identify new programs and funding sources.
- ✓ Establish Salmonid Enhancement Program (SEP) as a long term contract.
- ✓ Collaborate with regional and federal fisheries programs.
- ✓ Seek additional funding sources to expand existing fisheries programs (i.e., hatchery upgrades, oyster farms in Okeover, tagging programs, etc.).



Existing Resources/Tools

- Hatchery facility
- Existing contracts
- Economic Development Department
- Trained fisheries staff



New Resources/Tools

- Install satellite batteries in major streams to increase fish stocks
- Increase revenue base
- Plan for facility upgrades and expansions (new incubators)
- Link efforts with the Tla'amin Economic Development



GOAL 5

Increase fisheries revenue.



Requirements

- ✓ Develop a 5 Year Business Plan to: (see General Lands & Resources Goal 1).
 - Secure new fisheries contracts.
 - Increase production.
 - Increase fisheries businesses (e.g., Salish Seas and Ahptun Seafood LP).
 - Diversify fisheries products (i.e., geoduck).
- ✓ Establish Tla'amin Fisheries business under the SDC.
- ✓ Utilize Excess to Salmon Spawning Requirements (ESSR).
- ✓ Monitor Fisheries operations and annually assess them for future economic opportunities.



Existing Resources/Tools

- Existing contracts
- Economic Development Department



New Resources/Tools

- Link efforts with the Tla'amin Economic Development Department
- Develop a 5 Year Business Plan and update it annually



GOAL 6

Have jurisdiction over fisheries resources including enforcement on Treaty Settlement Lands.



Requirements

- ✓ Monitor marine resources.
- ✓ Ensure fisheries related activities comply with the Land Use Designation Map (i.e., Uhmsnah Kootkoo - Marine Management area).
- ✓ Ensure fisheries activities comply with policies outlined in the Tla'amin Land Use Plan for Treaty Settlement Lands.



Existing Resources/Tools

- Aboriginal and Treaty Rights
- Tla'amin Land Use Plan for Treaty Settlement Lands



New Resources/Tools

- Tla'amin Laws
- Work with the Lands Department to provide input into the:
 - Tla'amin Environmental Assessment process
 - Tla'amin Development Permit process



LANDS & WATER REFERRALS

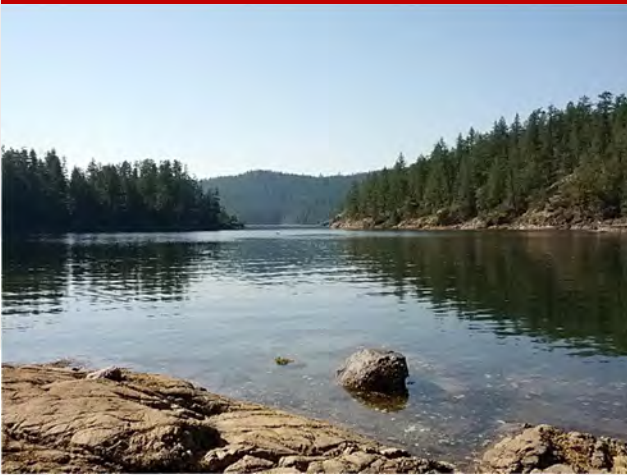


LAND AND WATER REFERRALS DEPARTMENT

(Formerly Crown Land Referrals)

GOAL 1

Assert Tla'amin Rights and Title throughout Tla'amin Lands and Ums Gey Gijeh.



Requirements

- ✓ Enforce Tla'amin Law.
- ✓ Enforce the Crown's Duty to Consult.
- ✓ Exercise the Tla'amin Referrals Policy.
- ✓ Utilize the various Shared Territory Agreements.



Existing Resources/Tools

- Shared Territory Agreements
- Regional District of Powell River Harmonization Project
- City of Powell River Protocol Agreement on Culture, Heritage and Economic Development



New Resources/Tools

- Create the Tla'amin Referrals Process
- Establish Laws and policy related to Rights and Title of *Ums Gey Gijeh*

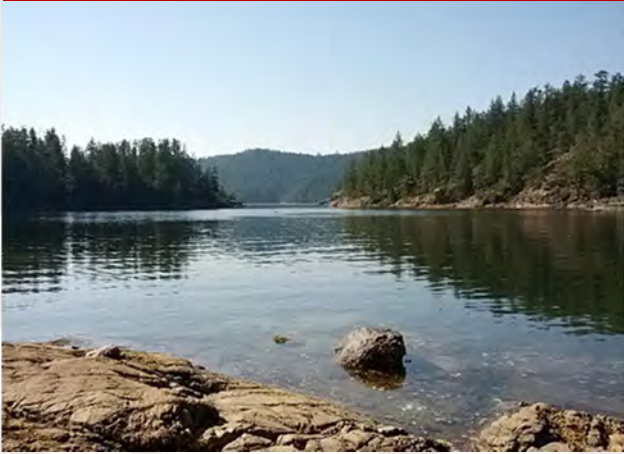


LAND AND WATER REFERRALS DEPARTMENT

(Formerly Crown Land Referrals)

GOAL 2

An effective Tla'amin Referrals Process for Tla'amin Lands and Ums Gey Gijeh is in place.



Requirements

- ✓ Apply the Tla'amin Nation Referrals Policy.
- ✓ Enforce the Tla'amin Referrals Process.
- ✓ Communicate the Tla'amin Referrals Process to relevant parties (i.e., Proponents, local, provincial and federal governments).



Existing Resources/Tools

- Tla'amin Land Use Plan for Treaty Settlement Land
- Lands Department



New Resources/Tools

- Update the Tla'amin Nation Referrals Policy
- Create the Tla'amin Referrals Process
- Establish staff roles and responsibilities
- Develop a process map
- Develop Tla'amin Permit Process
- Refine the Tla'amin Environmental Assessment process

LAND AND WATER REFERRALS DEPARTMENT

(Formerly Crown Land Referrals)

GOAL 3

Provide comprehensive advice to Tla'amin decision making authority with regards to development projects.



Requirements

- ✓ Liaise effectively with Proponents and other government bodies (e.g., Provincial government).
- ✓ Report relevant and accurate information to authorized Tla'amin decision making authority.



Existing Resources/Tools

- Communication with Chief and Council



New Resources/Tools

- Create the Tla'amin Referrals Process
- Establish staff roles and responsibilities
- Develop a process map
- Develop Tla'amin Permit Process
- Refine the Tla'amin Environmental Assessment process



LAND AND WATER REFERRALS DEPARTMENT

(Formerly Crown Land Referrals)

GOAL 4

Establish a consistent source of revenue to support the Department.



Requirements

- ✓ Utilize the Tla'amin Referrals fee structure.
- ✓ Incorporate fees into Impact Benefit Agreements (IBAs).



Existing Resources/Tools

- Existing part-time referrals role



New Resources/Tools

- Establish a user fee system for referrals



SLIAMMON TREATY SOCIETY

Photo by Clint Williams



GOAL 1

Successfully dissolve the Sliammon Treaty Society.



Requirements

- ✓ Implement the Treaty Final Agreement.
- ✓ Implement the devolution plan.
- ✓ Develop a communication strategy to inform and educate staff on the devolution plan.



Existing Resources/Tools

- Human Resources Position
- Resume templates
- Skills requirements for new jobs



New Resources/Tools

- Establish a devolution plan for the Sliammon Treaty Society
- Provide resume writing support
- Develop job descriptions for the positions required for treaty implementation



GOAL 2

The knowledge and expertise of the Sliammon Treaty Society is preserved.



Requirements

- ✓ Properly store all files and documents and transfer for future use.
- ✓ Ensure that an approved Lands & Resource Post organizational chart is in place.
- ✓ Have Human Resources identify new staff roles to effectively and efficiently implement the Tla'amin Treaty.



Existing Resources/Tools

- Sliammon Treaty Society
- Human Resources



New Resources/Tools

- Undertake Human Resource planning
- Develop a skills inventory
- Hire someone to archive and file old materials



GOAL 3

Tla'amin Treaty is successfully implemented.



Requirements

- ✓ Follow Treaty Implementation Plan Inform Tla'amin and non-Tla'amin citizens of Treaty Implementation.



Existing Resources/Tools

- Updated CCP
- Treaty Implementation Plan



New Resources/Tools

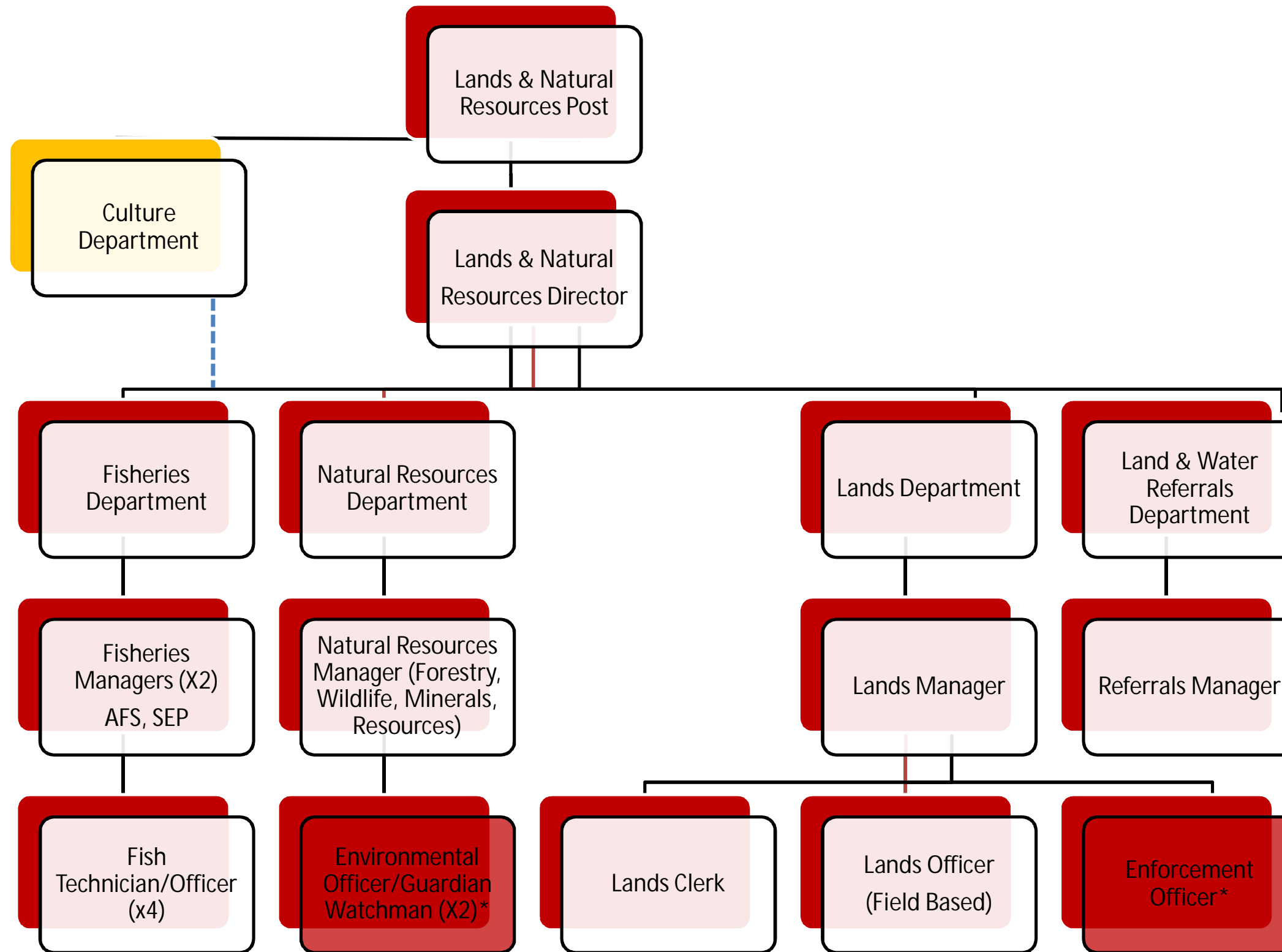
- Establish and implement new laws



APPENDIX B



PROPOSED FUTURE ORGANIZATIONAL CHART



*Shared Resource

APPENDIX C





Sliammon Lands and Resources Workshops & Open Houses (2014-15)

